

To: Mayor, City Council, and City Administration
From: Dane Slater, Councilmember
Subject: Proposals
Date: June 15, 2010

I am offering three proposals for Council review that will hopefully lead to direction for City Administration, if there is a consensus on any or all three of my proposals. To start, I will provide a synopsis of my thoughts and outline some of the ideas that have led me to make the requests now before you.

During these past months, I have listened to citizens, my colleagues on Council, City Administration and many others in the community, discussing Troy's financial status. I have heard and witnessed information being shared that leads to citizens receiving conflicting opinions and at times, a confusing message, about Troy's financial situation and solutions that are being considered. Often times, members of this Council are responsible for sending mixed messages to the residents. Conflicting messages on the basic financial facts and a lack of support for the process Council previously asked City Management to follow in order to streamline has continued a sense of distrust between staff, citizens and elected officials. It is time to lead and time to come together and try to alleviate this mistrust. I am convinced that we cannot move forward until the trust issue is resolved, both internally and externally. Also, we cannot build that trust until the residents believe that this Council has done its due diligence by not only directing that the City of Troy is streamlined through employee wage and benefit parity, consolidation, regionalization and privatization but that we have done our best to provide information to our citizens about the process.

Both in the community and on Council, It is time to stop pitting one person against another and placing blame. A City Council is responsible for giving direction to the City Administration. It is unfair to criticize them for Council's direction, past and present. We cannot stand by and hope the problems go away with temporary "band-aid" solutions. Our solutions need to be **realistic**, with a focus on the long term. Asking for unrealistic wage and benefit concessions isn't helpful, it only adds to the confusion and animosity. A better way to view the employee wage and benefit issue is to seek out empirical data to assess that these numbers are comparable to surrounding communities. Practically speaking, would any Troy resident that values their services want our employees paid 20% to 30% less than comparable communities? That isn't how you attract and keep good employees, it just doesn't make sense. When the City Manager and Council have been fully apprised of all potential to streamline a department, then we may find that the

only solution left is to cut staff. Once staff is cut in certain areas, then those areas shall be eliminated from the organizational chart, providing the streamlining that all Council members have asked for in some form or another.

I feel that an independent review of all City Departments is necessary, not just those that have been previously assigned a private consultant to review. The Zucker Report, as it was created for the Building and Planning Departments, is an excellent document and should be used as a model for other Department reviews and recommendations. An executive summary is necessary when each department review is complete. There is a need for transparency and a need to educate the public with the general plan.

I have included brief summaries of three proposals that I would like Council to discuss and provide direction on. I believe that consideration of these proposals is necessary to move forward in the most efficient and unified manner, ensuring fairness through a process that is new to all parties involved.

PROPOSAL 1: Authorize use of grant money to the Police Department and the Law Department for independent review. These grants will fund a review, recommendation and implementation report by an established organization specializing in this process, i.e. IACP. Consideration for independent review should be given to every department not currently assigned for review or consulting from a neutral third party. This review and implementation process will build trust internally and externally.

PROPOSAL 2: Authorize team building training for City Council. It is time for this Council to make an effort to communicate and listen. Independent specialized training in the area of team building is necessary and available to foster a better work environment for city leadership.

PROPOSAL 3: Direct City Administration to prepare an executive summary report outlining the review process for all City Departments. This report should include a simple view of the entire organization, by chart or Department, with goals for consulting, review, evaluation and implementation. Also, it should include charts depicting where we were, where we are now and where we foresee the plans going forward. I would like to see wage and benefit comparison charts with surrounding communities. The report should be published on the City web site and discussions should take place as to the most effective way to communicate with citizens about the streamlining process and other important events/information affecting our community.