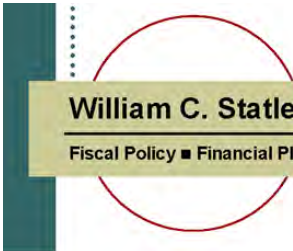# FOCUSED ORGANIZATIONAL REVIEW

November 2017

William C. Statler

Fiscal Policy ■ Financial Planning ■ Analysis ■ Training ■ Organizational Review

Focused Organizational Review

TABLE OF CONTENTS

124 Cerro Romauldo Avenue
San Luis Obispo, CA 93405
805.544.5838 ■ Cell: 805.459.6326
bstatler@pacbell.net
www.bstatler.com

William C. Statler

Fiscal Policy ■ Financial Planning ■ Analysis ■ Training ■ Organizational Review

Focused Organizational Review

REPORT PURPOSE

The purpose of this review is to assess the organizational structure of the Departments of Plans/Public Works and Community Services, and to make recommendations as appropriate. It is a focused review in two ways:

- It is focused on just these two departments: it is not an organization-wide review.

- And it is focused on organizational structure: what it the best "organizational home" for the diverse services these two departments provide? While program operations, practices, policies and procedures were reviewed as part of this assessment, its workscope did not include an in-depth review of work flow, methods and day-to-day operations.

As discussed below, the interest in doing this review at this time stems from several factors. However, one of the most compelling is that it has been about ten years since the current structure for these two departments was put in place. Given the changes that have occurred since then, the purpose of this report is to answer the question: does the current organizational structure for these operations continue to be most effective and efficient way of delivering key City services to residents, businesses and visitors?

Accordingly, in April 2017, the City contracted with William C. Statler to assess the organizational structure of these two departments. Along with over 30 years of senior management experience in local government as well as organizational review experience as a consultant, he also brings added insight to this work having served as the Interim Finance Director for the City in 2014. This report presents the consultant's findings and recommendations. It is followed by an Appendix that includes an overview of the City; supplemental information about the workscope, methodology and benchmarking; and consultant qualifications for this review.

SUMMARY OF FINDINGS AND RECOMMENDATIONS

There are three basic options available to the City in considering the best organizational home for the diverse array of services provided by these two departments:

- **Stay the Course.** The current organizational structures were put in place for compelling reasons at the time. If these continue to be the case, then it makes sense to retain the current organizational homes.

- **Back to the Future.** As discussed in greater detail below, the Plans/Public Works organization was created in 2007; and the current Community Services organization in 2009. Before these changes, community development functions (like planning, building and housing) and public works (like engineering, streets and park maintenance) were in separate departments; and parking, conference center and wharf/marina were organized in a separate Public Facilities Department. Given that these organizational structures once made sense, perhaps they still do. However, whatever the benefits, "going back to the future" will undoubtedly require added resources.

- **Restructure within Existing Resources.** Organizational changes may be needed. However, given the fiscal challenges facing the City now and in the future, the best course may be to restructure within existing resources.

Restructuring is the approach recommended in this report. The following changes will improve the delivery of key City services within existing authorized staffing and budgets.

- Move forward with creating separate Community Development and Public Works departments.

- Transfer parking and wharf/marina to Public Works within an integrated "Transportation" group.

- Transfer conference center services to the City Manager's Office in alignment with its community promotion responsibilities.

BACKGROUND

The City reorganized several key functions and eliminated two departments between 2007 and 2009:

- **Plans and Public Works.** Combining the Community Development and Public Works Departments into one department, headed by a Deputy City Manager position, was approved in 2007. In this case, the consolidation was not driven by budget concerns but the goal of improved service delivery. In fact, to strengthen service, the reorganization cost an additional $492,000 ($318,000 in the General Fund) for added key staff. It should be noted that with the vacancy of the Deputy City Manager position in Spring 2017, an interim separation into two departments – Public Works and Community Development – has taken place, with an interim appointment of department heads.

- **Community Services**. In 2009, the City approved combining the Public Facilities and Recreation/Community Services Departments into one department: Community Services. This resulted in combining a diverse range of operations, including recreation, museums, sports center, conference center, wharf/marina and parking into one department. In this

case, the reorganization was driven by budget concerns. In the comprehensive report prepared at the time, the City Manager was clear that the reorganization was not his preferred approach. However, he believed that the tough fiscal challenges facing the City in 2009 warranted the cost savings that would be generated by eliminating a department head position.

What's changed that warrants a fresh look?

There are several factors that drive a new look at the organizational homes for these functions since the current department structures were put in place:

- Measure P: 1% sales tax earmarked for street capital improvements.

- Construction of a major, $60 million Conference Center remodel.

- Other ambitious plans and projects, including the North Fremont Area Plan and Parks & Recreation Master Plan.

- Recovery from worst recession since the Great Depression (although as presented in the recent five-year forecast and 2017-19 Budget, significant fiscal challenges remain).

- Plans/Public Works department head vacancy, which provides an opportunity for reorganization within existing authorized staffing.

WORKSCOPE AND METHODOLOGY

As presented in more detail in Appendix B, the workscope and methodology includes:

- Document Review

  - ✓ Budgets from fiscal year 2006-07 to 2017-19
  - ✓ Audited financial statements (comprehensive annual financial reports)
  - ✓ 2007 and 2009 reorganization reports that evaluated and recommended the organizational changes in the Community Development, Public Works, Community Services and Public Facilities Departments
  - ✓ Organization charts
  - ✓ Department reports/plans on program operations, practices, policies and procedures, including Parks and Recreation Master Plan, Pricing Analysis for the Monterey Conference Center, Storm Water Fact Sheets, Housing Office Fact Sheet, Property Management Leaseholds, Park Smart in Monterey, Measure P First Year Report and Fishing Community Sustainability Plan

- Benchmark analysis: how are similar operations organized in comparable cities?

- Surveys and interviews with 34 key staff and stakeholders

BENCHMARKING

When carefully prepared, benchmark analysis can be a powerful tool in assessing a wide-range of topics, including staffing, performance, policies – and in this case – organizational structure. However, making meaningful comparisons requires carefully selecting both the data that will be collected ("metrics") and the benchmark cities to ensure they represent as close a match to the City as possible, recognizing that a "perfect" match is not possible.

This means that along with selecting comparably sized cities, it is important to select cities that share other important service, economic, geographic and demographic characteristics with Monterey as well. Additionally, to avoid a "race to the bottom," comparison cities should also be selected that have a reputation for being well-managed and leaders in the use of "best practices."

In this case, benchmarking focused on the question: How are similar operations provided by Plans/Public Works and Community Services organized in comparable cities?

Selecting Benchmark Cities

The process in selecting six to eight benchmark cities is discussed in greater detail in Appendix C, summarized as follows:

Of the 482 cities in California, 254 are larger than 15,000 in population and smaller than 95,000; and of these, 28 are located in coastal areas. A detailed look at these 28 cities for similar demographics and service delivery characteristics resulted in the following seven comparison cities:

- Benicia
- Mountain View
- Newport Beach
- San Luis Obispo
- Santa Barbara
- Santa Cruz
- Santa Monica

While not "exact" matches, these agencies closely reflect the City's demographics, economy and service/organizational complexity. Information regarding organizational structure was based on information provided in adopted budgets for 2016-17.

Benchmarking Results

As reflected in the summary below, the benchmarking analysis compares the "organizational" home of the comparison agencies with the City for the following thirteen services:

FOCUSED ORGANIZATIONAL REVIEW

- Recreation
- Park Maintenance
- Library
- Conference Center
- Parking
- Harbor/Marina/Wharf
- Planning

- Building & Safety
- Engineering: General/Capital Improvements (CIP)
- Engineering: Development Review
- Engineering: Traffic
- Streets
- Building Maintenance

Benchmark Results Summary

Service	Benicia	Mountain View	Newport Beach	San Luis Obispo	Santa Barbara	Santa Cruz	Santa Monica	Monterey
Recreation	Parks & Community Services (PCS)	Community Services (CS)	Recreation & Senior Services	Parks & Recreation (P&R)	Parks & Recreation (P&R)	Parks & Recreation (P&R)	Community & Cultural Services (CS)	Community Services (CS)
Park Maintenance	PCS	CS	Municipal Operations (MOD)	Public Works (PW)	P&R	P&R	Public Works (PW)	Plans/Public Works (P/PW)
Library	Library	Library	Library	-	Library	*See Note*	Library	Library
Conference Center	-	-	-	-	-	-	-	CS
Parking	-	Public Works (PW)/Police/Community Development (CD)	Finance/Police	PW	PW	Public Works (PW)	Planning & Community Development (CD)	CS
Harbor/Marina/Wharf	PCS	-	Public Works (PW)	-	Waterfront	-	Public Works (PW)	CS
Planning	Community Development (CD)	CD	Community Development (CD)	Community Development (CD)	Community Development (CD)	Plans & Community Development (CD)	CD	P/PW
Building & Safety	CD	CD	CD	CD	CD	CD	CD	P/PW
Engineering: General/CIP	Public Works (PW)	PW	Public Works (PW)	PW	Public Works (PW)	Public Works (PW)	Public Works (PW)	P/PW
Engineering: Development Review	PW	PW	PW	PW	PW	PW	PW	P/PW
Engineering: Traffic	PW	PW	PW	PW	PW	PW	PW	P/PW
Streets	PW	PW	MOD	PW	PW	PW	PW	P/PW
Building Maintenance	PCS	PW	MOD	PW	PW	PW	PW	P/PW

Santa Cruz provides administrative services for an independent joint powers authority serving Santa Cruz, Capitola, Scotts Valley and County unincorporated areas: it does not directly provide library services.

The following summarizes the benchmark results:

Recreation. In all cases, recreation services are provided by departments that are focused on these types of services. Three of the cities organize these services in departments straightforwardly titled "Parks and Recreation" (San Luis Obispo, Santa Barbara and Santa Cruz); one is titled "Senior and Recreation Services (Newport Beach); and three (like

Monterey) have "Community Services" in their title (Benicia, Mountain View and Santa Monica).

Park Maintenance. This service is split between being provided in the same department that includes recreation services (Benicia, Mountain View, Santa Barbara and Santa Cruz) and those where it is provided by a "maintenance" oriented department (Newport Beach, San Luis Obispo and Santa Monica). This compares with Monterey, where park maintenance is provided by a maintenance-oriented department: Plans/Public Works. (Note that in Newport Beach, all maintenance oriented functions, such as parks, streets and facilities, are provided by a separate and distinct Municipal Operations Department.)

Library. A separate department provides library services in all five of the cities that directly provide this service. This is also the case in Monterey.

Conference Center. None of the benchmark cities operate a conference center. However, it should be noted that three cities – Mountain View, Santa Cruz and Santa Monica – operate "special" venues: performing arts centers and civic auditoriums. While there are similarities to a conference center, their missions are distinctly different: performing arts centers exist to provide cultural experiences, whereas the purpose of conference centers is primarily an economic one in supporting destination tourism.

Since none of the seven benchmark cities operate a conference center, additional analysis was performed in identifying the organizational home of similar conference centers operated by California cities. In January 2017, the City received a *Pricing Analysis for the Monterey Conference Center* prepared by CSL International. This report included 17 comparison agencies. Six of these conference centers were outside of California; and four are much larger centers (San Francisco, San Diego, San Jose and Sacramento). The following provides the other seven centers (which are similar to Monterey) and their organizational home:

City	Department
Fresno	Contract: SMG
Modesto	Community & Economic Development
Ontario	Contract: SMG
Palm Springs	Contract: SMG
Santa Clara	Contract: Chamber of Commerce
South San Francisco	Conference Center Authority
Visalia	City Manager's Office

As reflected above, the most common approach (used in four cities) is to contract-out for this operation (Fresno, Ontario, Palm Springs and Santa Clara). In the case of South San Francisco, while the city owns the conference center, it is operated by an independent joint powers authority. Only two of these cities directly operate their centers: the organizational homes are the Department of Community and Economic Development in Modesto and the City Manager's Office in Visalia. It is organized in Community Services in Monterey.

Parking. There is a diverse range of organizational homes for parking services in the six cities that provide this service. The most common is Public Works (San Luis Obispo, Santa Barbara and Santa Cruz). It is decentralized in two agencies: a combination of Public Works, Police and Community Development in Mountain View; and Finance and Police in Newport Beach. It is the responsibility of the Planning and Community Development Department in Santa Monica. It is organized in Community Services in Monterey.

Harbor/Marina/Wharf. This service is provided by four of the comparison agencies. The most common organizational home is Public Works (Newport Beach and Santa Monica). It is a separate department in Santa Barbara (Waterfront) and organized in Parks and Community Services in Benicia. It is part of the Community Services Department in Monterey.

Planning and Building & Safety. These services are provided by a separate Community Development Department in all of the benchmark agencies. They are organized in Plans/Public Works in Monterey.

Engineering. All engineering functions are part of a separate Public Works Department in all of the benchmark cities. It should be noted that in 2016, engineering development review was transferred from Public Works to Community Development in San Luis Obispo. However, this change in organizational structure lasted about one year: this function has returned to Public Works. All engineering services are organized in Plans/Public Works in Monterey.

Streets. This function is organized in a separate Public Works Department in all of the comparison cities, with the exception of Newport Beach: as noted above, all maintenance functions in this city are organized in a separate Municipal Operations Department. It is organized in Plans/Public Works in Monterey.

Building Maintenance. This is the responsibility of separate Public Works Departments in all of the comparison cities, except for Newport Beach (as noted above, all maintenance functions in this city are organized in a separate Municipal Operations Department); and Benicia, where it is organized in the Parks and Community Services Department. It is organized in Plans/Public Works in Monterey.

SURVEYS AND INTERVIEWS

As discussed in greater detail in Appendix B, the workscope included surveys and one-on-one interviews with 34 key "stakeholders" from Plans/Public Works, Community Services and Library. The following summarizes the background and results of these surveys and interviews.

Background

Over a three-day period (April 26 to 28, 2017) and follow-up telephone interviews with three staff who were not available at that time, key staff from Plans/Public Works, Community Services and the Library were interviewed regarding their background; survey results about the best things about the current organization, suggested changes and challenges in

implementing them, and how they aligned (or didn't) with their own experience; follow-up on other areas that surfaced during the interviews; and their final comments or observations.

The interviews were preceded with a simple on-line survey instrument (which could also be responded to via email or mail) to better surface key areas for discussion in the interviews.

Survey and Interview Results

Based on the surveys and interviews, several key themes emerged:

Plans/Public Works

Best things about current one-department structure. Cooperation/coordination: between engineering/field and especially between engineering and planning; feeling of "one team."

Hopes for improvement if two-department structure goes forward. Quicker turn-around; more streamlined decision-making; role clarity; more focused objectives.

Challenges with the two-department reorganization. Several surfaced from the surveys and interviews:

- *Cooperation/Collaboration:* By far the greatest concern was keeping the "one-team," collaboration ethic that has emerged, especially between engineering and planning. There were mixed thoughts about how to sustain this. On one hand, it was noted that working cooperatively is about relationships, not boxes; and that the "one-team" ethic should be about the City as the "one team," not the department. Several noted that regardless of one department or two, it wouldn't affect their operations at all. On the other hand, there was some skepticism that the planning/engineering cooperation and collaboration ethic could survive two separate departments in the long-run.

- *Administrative Support:* Given the initial concept of assigning the Senior Administrative Analyst and other support staff to Public Works, there is a concern with providing adequate administrative support to Community Development. While there isn't the same need for this as in Public Works, Community Development will still need budget, human resources and purchasing support from time to time.

- *Inspections:* It appears that in some cases Building takes the lead for both public works and building inspections. How will this function with the two departments?

- *Department Head Professional Knowledge:* While comments about the past Department Head/Deputy City Manager were complimentary, several expressed hopes that the new Directors will have more subject matter expertise in public works/community development issues.

- *Department Mission and Values:* The need for the two new departments to prepare "mission statements" also surfaced. I concur with this: it will help in assessing some of

the "still-to-be-determined" assignments between the departments as well as provide an excellent team-building opportunity.

- *Presidio Contract:* While not concerned about day-to-day operations, the need to be clear on who has the lead role on "high-level" contract issues surfaced from several staff members. This role now lies again with the City Manager's office in collaboration with the Public Works management team.

- *Engineering:* Regardless of its "department home," concerns surfaced about the organization of the engineering function (capital project management, construction management, traffic engineering, development review and general engineering).

- *Limited Staff Resources.* There are concerns with the gap between goals/tasks versus staff resources. As discussed below, this is also a concern in Community Services.

Community Services

Best things about current structure. Special event coordination, shared "external customer "focus; entrepreneurial services; collaboration.

Things that could be better. <u>Too many diverse services in one department</u>; less red tape; alignment of tasks versus staff resources (overtasked/under resourced). Key issues:

- *Too Much:* While staff were complimentary of the Director and department staff ("good employees," hard-working"), the overwhelming sentiment of Community Services staff is that the current scope of department services is "too much."

- *Staff Resources:* Like staff in Plans/Public Works, concerns were voiced by almost everyone that workloads have increased significantly over the past five to ten years, while staffing and other resources have declined. Given the fiscal challenges ahead of the City, this is not likely to change. In fact, resource constraints are likely to get worse. This underscores the need for the City to develop an explicit process for aligning goals and service levels with resources.

Other issues that surfaced: special events. It appears that several staff members in different divisions see themselves as "leads" on special events. Given the number of special events in the City – and the need for coordination among a number of departments/divisions – there most likely isn't a "one-right" answer for the "who," but it needs to be clear.

FINDINGS AND RECOMMENDATIONS

As discussed previously, this report recommends three key changes for improved organizational alignment:

- Move forward with creating separate Community Development and Public Works departments.

- Transfer parking and wharf/marina to Public Works within an integrated "Transportation" group.

- Transfer conference center services to the City Manager's Office for alignment with its community promotion responsibilities.

The following outlines the new service responsibilities, advantages of the reorganizations and challenges in implementing the changes.

Public Works

Services

The new department will have five major functional areas:

- Maintenance/Operations: Streets/Fleet, Parks and General Services
- Transportation: Planning, Traffic, Parking, Harbor
- Engineering
- Environmental Regulation
- Administration

Advantages

- Opportunities for improved maintenance
- Aligned transportation programs
- Three senior-level vacant staff positions available to support the new department
- Mainstream organization compared with benchmark cities

Challenges

- Keeping close coordination with Community Development.

- Inspections: being clear on who is responsible for what.

- Department organization: how to best structure the department given its new responsibilities and three senior level vacancies.

  Conceptually, this provides an opportunity to establish three division head positions for maintenance operations, transportation and engineering, with the Environmental Regulation Manager and Senior Administrative Analyst continuing to report to the Director. Another option is to retain the direct reporting of the three maintenance managers to the Director (Streets/Fleet, Park and General Services) and use available staffing to strengthen transportation planning.

That said, along with articulating the new department's mission and values, addressing the challenges above – including the organization of the department – present excellent team-building opportunities in meaningfully engaging department staff.

Community Development

Services

The new department will have five major functional areas:

- Planning
- Building & Safety
- Housing
- Property Management
- Environmental Compliance

Advantages

- Better focus/clearer mission
- Mainstream organization compared with benchmark cities

Challenges

- Keeping close coordination with Community Development.

- Inspections: being clear on who is responsible for what.

- Administrative support: As discussed above, the initial concept is to assign the Senior Administrative Analyst and other support staff to Public Works. This makes sense, given the nature and scope of services in Public Works. However, while there isn't the same need for this in Community Development, it will still need budget, human resources and purchasing support from time to time. There are several options in addressing this, including sharing arrangements with Public Works or developing this limited need with Community Development staff. Regardless, there needs to be a clear approach.

Like Public Works, along with articulating the new department's mission and values, each of these challenges present excellent team-building opportunities in meaningfully engaging department staff in addressing these issues.

Community Services

Services

The department will have three major functional areas:

- Recreation
- Sports Center
- Museums

Advantages

- Close alignment of functions
- Better focus on key services/projects, like Parks and Recreation Master Plan

Consider Renaming the Department to Parks and Recreation

In the interest of more clearly describing the services provided by this department with the restructuring, the City should consider renaming it Parks and Recreation. This would be in the mainstream of similar organizations. And while park maintenance will be organized in Public Works, this department will continue to have the lead responsibility for park programming and planning. As such, it is appropriate that "parks" be part of its name.

Conference Center

It almost all cases, the benchmarking results help provide a clear path in considering organizational homes. However, there is no obvious organizational home for the Conference Center. For the two benchmark cities that directly manage conference centers, one is organized in the Community and Economic Development Department (Modesto) and one in the City Manager's Office (Visalia). Given this, there are several options:

- Community Development given its property management role.

- Public Works given its facility maintenance role.

- Community Services, since there are some similarities between operating the conference center and the special events that it manages and coordinates.

However, given the center's primarily mission of supporting destination tourism, it makes sense for the City Manager's Office to be its organizational home in alignment with its current community promotion responsibilities.

OTHER ISSUES

The following issues surfaced during the course of this review:

Engineering Organization: Development Review

In reviewing organization charts and during interviews, I noticed that there wasn't a structured development review group within Engineering. Given the need for close coordination with Community Development, the City should consider a more formal structure for development review within Engineering. Based on follow-up discussions, it appears that Department is already moving in this direction.

Property Management

The City's extensive leasing and management of property, including the wharf/harbor as well as other properties in the Downtown and other areas, is another unique facet of City operations. With over 80 properties under City management, Community Development is responsible for property management. In other cities, this might be the responsibility of Finance, Public Works, a separate department or highly decentralized among several departments. No changes are recommended in property management's current organizational home: this finding is simply intended to highlight the City's extensive property management function, which is uncommon for a city its size, and its assignment to Community Development.

Museum/Public Art/Library Archival Staffing

The City has another unique staffing situation in managing its museums (which in turn reflects its unique history and scope of services in owning and operating museums), public art programs and library archives. One staff person is responsible for all three functions, but is supervised by two different department heads.

In his role as library archivist, he is supervised by the City Librarian; in his role in managing museums and the public art program, he is supervised by the Community Services Director. (The cost of his position is allocated evenly between these two departments.) While there are typically challenges with this type of arrangement, given the skills of the incumbent and cooperation between the two department heads, this appears to be working, given resource constraints. In short, the main challenge does not appear to organizational per se, but a resource one. However, as noted previously, the fiscal challenges facing the City are likely to get tougher, not easier. Given resource constraints and the "workability" of the current situation, no changes are recommended in sharing this staff resource between two departments.

Morale/Communication

This surfaced as a concern in many of the surveys and interviews in both departments. Again, the recommended restructuring and team-building opportunities it presents provide an excellent context for improving morale and communication.

Succession Planning

The City has already experienced one round of "generational" turn-over and appears to have successfully met this challenge. However, the City is likely to experience another wave in the near future. Again, the recommended restructuring and team-building opportunities it presents provide an excellent context for engaging in succession planning.

Alignment of Goals and Resources

While the City's revenues are recovering from the Great Recession, these being overtaken by increasing expenditure pressures, most notably pension cost increases. As such, there are

significant fiscal challenges ahead of the City – and this means continued (and most likely deeper) resource constraints.

Lower levels of funding are not an organizational problem per se. However, trying to continue providing the same level of service with reduced resources is a huge organizational problem. Albert Eisenstein once noted that the definition of insanity is continuing to do the same things but expecting different results. While increasing productivity should be expected to partly close the goal/resource gap, it is unlikely to do so on its own.

This means that organizational health and effectiveness require an intentional process that aligns the most important, highest priority things for the City to achieve with the resources necessary to do so. And a recognition that this means lower priority goals and services will need to be correspondingly reduced or eliminated. Stated simply, cities can do anything (in fact, several things); but even in the best of times, they can't do everything.

Ultimately, setting priorities and allocating resources rests with the elected leadership. This is a challenging process for city councils, who typically want to be able to fund a wide range of goals and meet constituent desires. It is also challenging for professional staff, who want to deliver quality programs in accordance with "best practices."

While there is no magic formula for success in aligning top priorities with resources, there are five common threads for cities that have been successful in doing so:

- Transparent process that meaningfully engages both the community and organization.

- Structured process for the Council in surfacing and setting top priorities that lead the way in the budget process.

- Clear work programs with tasks, schedule and resources to accomplish top goals.

- Identification of services that will be reduced or eliminated in freeing-up resources to accomplish top goals, and their impact.

- Ongoing reporting on progress in achieving top goals and making course corrections as appropriate.

The City should consider how to best incorporate these concepts into its resource decision-making process.

FISCAL IMPACT

There should be no significant fiscal impacts, if any, with the recommended changes. There are no changes in authorized staffing; and any minor cost impacts (if any) can be accommodated within existing budgets.

CONCLUSION

The Road Ahead

While there are challenges ahead of the City in implementing the changes recommended in this report, two things should be kept in mind:

- The recommended changes are intended to make an already well-managed organization, which is highly respected by its peers, a better one. The City has delivered a high level of services within both past and current organization structures; and regardless of the recommended changes, this will continue to be the case. In short, the City has highly competent, professional staff who are passionate about their programs and public service. While the recommended changes are intended to provide better alignment of organizational homes in improving City service delivery, the quality of the City staff remains the same.

- Charles Darwin observed that: "It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change." Being responsive to the changes ahead of the City as it implements this report's recommendations will be the key to a successful outcome.

[signature]

William C. Statler

Fiscal Policy ▪ Financial Planning ▪ Analysis ▪ Training ▪ Organizational Review

APPENDIX

A. City Overview
B. Workscope and Methodology
C. Benchmarking
D. Consultant Qualifications

About the City. Located on the Monterey peninsula with a population of 28,600, Monterey is a world-class tourist destination and serves as the region's business core. Because of this, it provides urban amenities and services common to a city of much larger size. At the same time, the City provides a small-town atmosphere with distinct neighborhoods ranging from historic adobes to mid-century modern homes.

The City and its region is also home to a number of higher education institutions, including the Defense Language Institute, Naval Postgraduate School, Middlebury Institute for International Studies, California State University Monterey and Monterey Peninsula College.

History. Monterey is one of California's oldest community. Founded in 1770, Monterey was the Spanish and Mexican capital of California from 1774 to 1846 and was the (official) sole port for international trade for many years during that time. Monterey served as California's first capital and host to California's first Constitutional Convention in 1849. The City was first incorporated in 1850.

Monterey has preserved more original Mexican era adobes than any other city in California. Its downtown is a National Historic Landmark District, the highest level of national recognition. In addition, there are two National Register Historic Districts on the Presidio of Monterey; 32 buildings are listed on the National Register of Historic Places; and 46 Monterey historic buildings and the drawings are filed in the National Archives, Washington, D.C.

City Organization. Monterey is a charter city and operates under the Council-Manager form of government. The Mayor and four Council members are responsible for establishing policy and providing direction to the City Manager. The Mayor and City Council are elected at-large and serve staggered four-year terms. City operations are organized as follows:
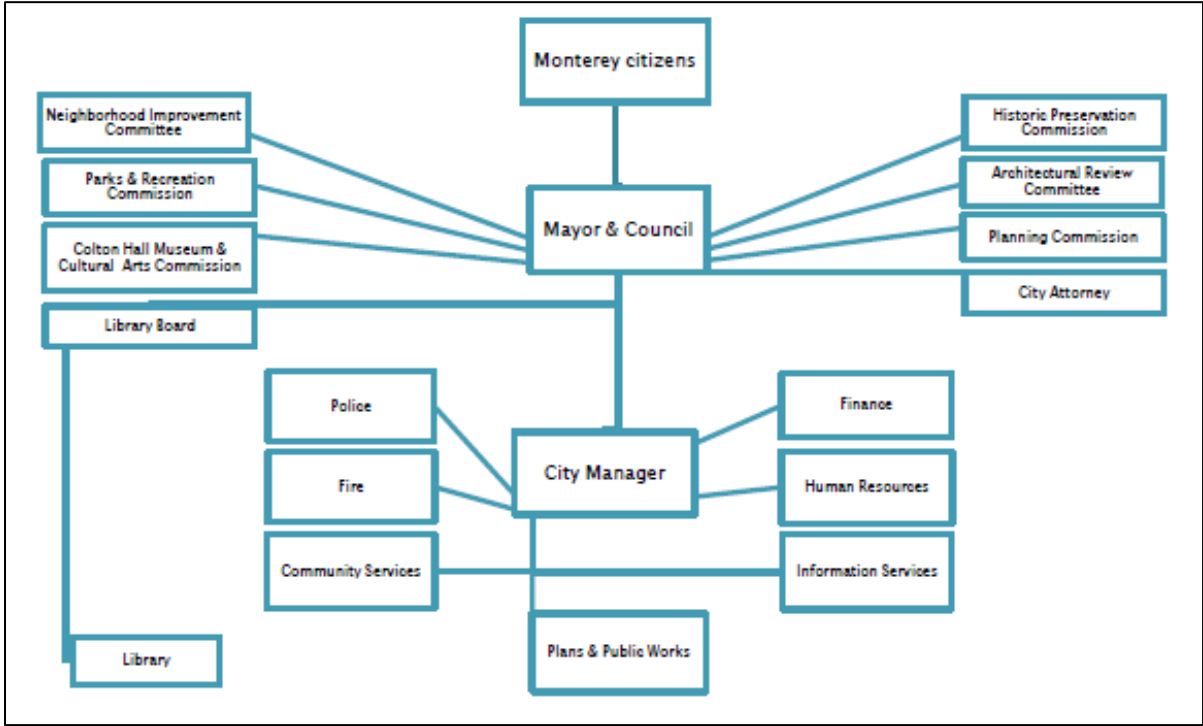
City Services. Monterey is a full-service city, providing police, fire, street operations, sewer and storm water utilities, planning, building inspections, engineering, facilities maintenance, parking, conference center, harbor and marina operations, cemetery, library, parks and recreation services. The City provides services to neighboring communities and defense institutions under contract, including fire, building inspection, building maintenance and vehicle maintenance. Its contractual agreement to provides services to the Presidio of Monterey is a unique municipal/federal partnership.

Other services, such as public education, water, wastewater treatment, garbage disposal and recycling, electric and gas utilities, cable and phone are provided by other government and private sector organizations.

This unique blend of history, coastal location, demographics, economics and scope of services leads to organizational and financial complexity that it is uncommon for a city its size.

City Finances. The following summarizes City revenues and expenditures based on the 2017-18 Budget.

Total Funding Sources

The City has a complex array of funding sources, including:
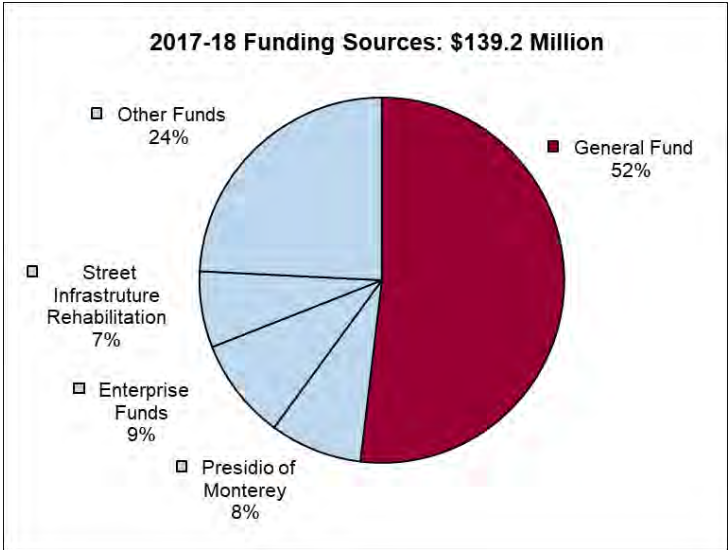
General Fund

- Uses of the General Fund are discretionary and available to fund a wide range of City services.

Special Funds for Restricted Purposes

- Presidio of Monterey Fund to account for services provided by the City to the Presidio.

Table 1

2017-18 Funding Sources: $139.2 Million

- General Fund 52%
- Other Funds 24%
- Enterprise Funds 9%
- Presidio of Monterey 8%
- Street Infrastructure Rehabilitation 7%

- Enterprise funds for services like the marina, cemetery and parking.

- "Measure P" 1% sales tax dedicated to street infrastructure and rehabilitation.

- Other restricted funds dedicated to specific purposes such as the conference center facilities district to account for special revenues funding the center's remodel, Tideland's Trust, sewer line maintenance, storm water and grants.

As shown in Table 1, all funding sources projected for 2017-18 total $139.2 million. The largest fund is the General Fund: with $72.2 million in revenues, it accounts for over half of total City revenues.
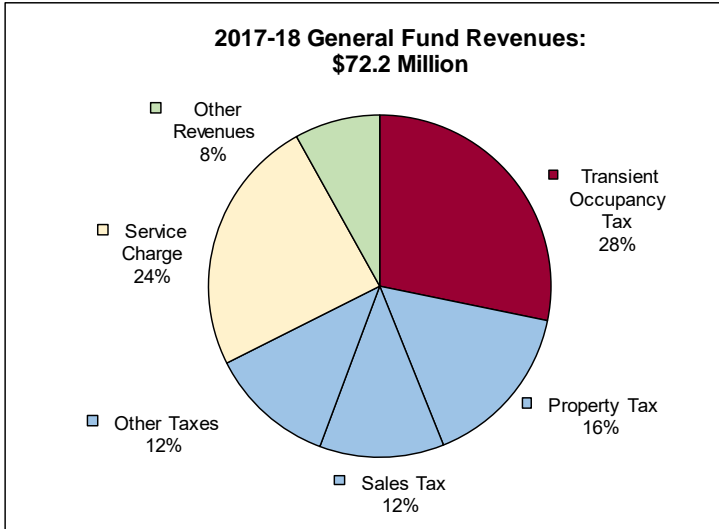
General Fund Revenues

Reflecting its status as a world-class tourist destination, transient occupancy taxes are the General Fund's largest revenue source: $20.4 million (28% of total revenues).

Service charges reflect the City's unique range of services, including fees for the Sports Center, fire services to other agencies and the conference center.

Table 2

2017-18 General Fund Revenues: $72.2 Million

- Other Revenues 8%
- Service Charge 24%
- Other Taxes 12%
- Sales Tax 12%
- Transient Occupancy Tax 28%
- Property Tax 16%

General Fund Expenditures

Expenditures for 2017-18 are projected at $73.5 million.

As shown in Table 3, Public Safety (Police and Fire) is the largest operating cost, accounting for almost half of all General Fund expenditures.

In alignment with public safety costs, where police officers arrest bad guys and firefighters put out fires and respond to medical emergencies, staffing costs are the largest expenditure by type (Table 4), accounting for about 75% of all General Fund expenditures.

Table 3

2017-18 General Fund Expenditures by Department: $73.5 Million

- CIP/Non-Departmental 2%
- General Government 9%
- Library 4%
- Community Services 18%
- Plans/Public Works 20%
- Public Safety: 47%
- Fire 25%
- Police 22%

Table 4

2017-18 General Fund Expenditures by Type: $73.5 Million

- Capital Improvements 2%
- Internal Service 8%
- Supplies and Services 14%
- Staffing 76%
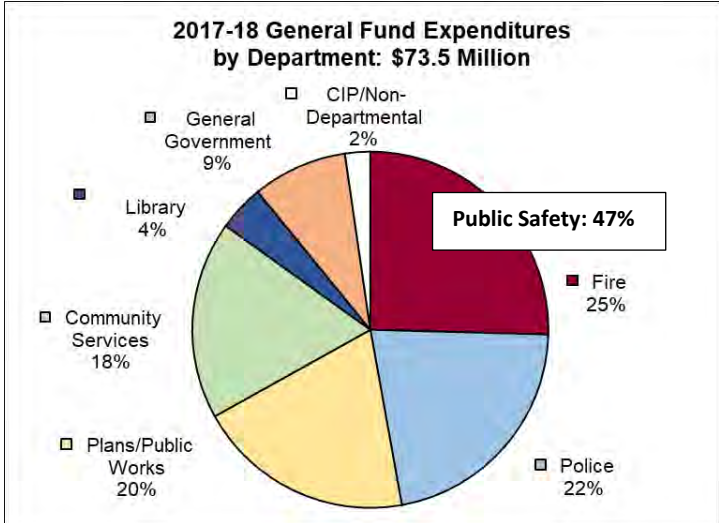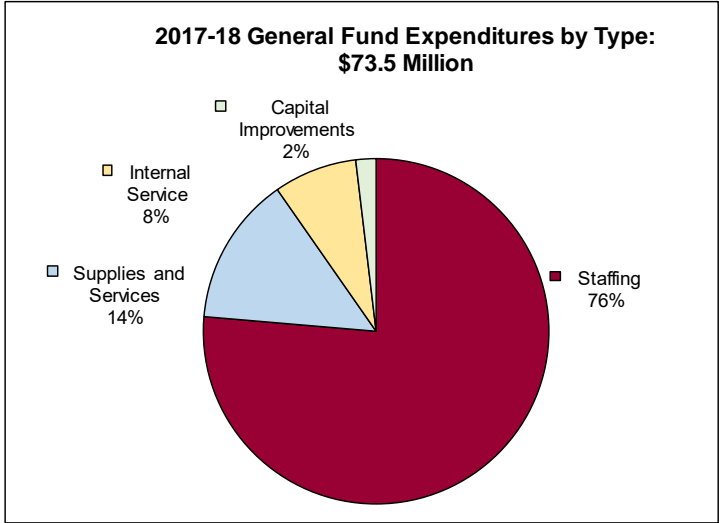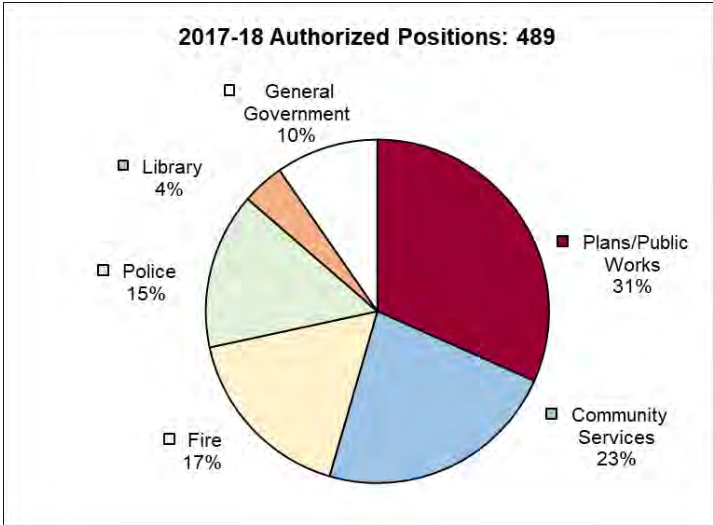
Staffing. For 2017-18, the City has 489 authorized full-time positions. As shown in Table 5, the two departments that are the focus of this review account for over 50% of the City's authorized positions.

Table 5

2017-18 Authorized Positions: 489

- General Government 10%
- Library 4%
- Police 15%
- Fire 17%
- Plans/Public Works 31%
- Community Services 23%

WORKSCOPE AND METHODOLOGY

As summarized below, the approved workscope identified seven basic tasks in reviewing the organizational structure of Plans/Public Works and Community Services.

1. **Finalized Workscope/Project Kick-Off**

   a. Finalized workscope and schedule.

   b. Began gathering and reviewing key documents, including recent budgets, audited financial statements, reorganization reports from 2007 and 2009, organization charts and department plans/policies.

   c. Held project kick-off briefing with key staff and stakeholders. This was held in conjunction (preceded) with the staff interviews under Task 3. Briefing all key staff on the purpose of the project at the same time before beginning the interviews helped assure that everyone received the same background information; and individual interviews went quicker, since the background on "what and why" and the context for the interviews were already provided. The interviews began immediately after the kick-off briefing.

      As discussed in Task 6, in the interest of transparency and reducing the anxiety that often comes with this type of project, as well as in gaining greater acceptance of the report findings and recommendations, preliminary findings and recommendations were shared with the same stakeholders who were interviewed and attended the kick-off briefing.

      This briefing was held on August 26, 2017.

2. **Reviewed Key Policies, Plans and Reports**

   Reviewed key background documents such as:

   a. Budgets from fiscal year 2006-07 to 2017-19

   b. Audited financial statements (comprehensive annual financial reports)

   c. 2007 and 2009 reorganization reports that evaluated and recommended the organizational changes in Community Development, Public Works, Community Services and Public Facilities

   d. Organization charts

   e. Department reports/plans on program operations, practices, policies and procedures, including Parks and Recreation Master Plan, Pricing Analysis for the Monterey Conference Center, Storm Water Fact Sheets, Housing Office Fact Sheet, Property Management Leaseholds, Park Smart in Monterey, Measure P First Year Report and Fishing Community Sustainability Plan

3. **Surveyed and Interviewed Key Staff**

Over a three-day period (April 26 to 28, 2017) and follow-up telephone interviews with three staff who were not available at that time, interviewed 32 key staff regarding:

a. Recap of interview purpose and assurance of interview confidentiality.

b. Their background: How long they have been with the City; where they worked before and what they did; their current assignment with the City and past assignments.

c. Summary of survey results (best things about the current organization; suggested changes and challenges in implementing them) and how they aligned (or didn't) with their own experience.

d. Follow-up on other areas that surfaced during the interviews.

e. Their final comments or observations.

The interviews were preceded with a simple on-line survey instrument (which could also be responded to via email or mail) to better surface key areas for discussion in the interviews. The survey asked:

a. What are the three best things about the current organizational structure?

b. What organizational changes should the City consider that might result in more efficient and effective services to residents, businesses and visitors?

c. What challenges do you see if these changes were made?

d. Any other thoughts/comments about the organizational review?

Interviewees were provided a heads-up about the project via emails sent before the surveys went-out and the kick-off briefing. Twenty-three surveys were returned: 11 from Plans/Public Works and 12 from Community Services.

The following 34 key staff were surveyed and/or interviewed as part of this process:

Plans/Public Works

Rex Van Slyke, Fleet Coordinator
Bret Johnson, Streets & Utilities Manager
Louie Marcuzzo, Parks Operations Manager
George Helms, General Services Superintendent
Jon Anderson, Building Maintenance Supervisor
Karen Larson, Senior Administrative Analyst
Jeff Krebs, Principal Engineer *
Tricia Wotan, Environmental Regulation Manager
Robert Harary, Principal Engineer

Steve Wittry, Interim Public Works Director
John Kuehl, Chief Building Official
Lisa Feliciano, Administrative Assistant
Elizabeth Caraker, Interim Planning and Housing Manager
Todd Bennett, Zoning Administrator
Janna Aldrete, Administrative Analyst
Ted Terrasas, Sustainability Coordinator
Kim Cole, Interim Director of Community Development

Community Services

Wayne Dalton, Parking Superintendent
Cristie Steffy, Interim Parking Revenue Supervisor
Michael Coleman, Off-Street Supervisor
Randy Malispina, Interim Parking Maintenance Supervisor *
Alice Aday, Parking Enforcement Supervisor
John Haynes, Interim Harbormaster
Laura Pratt, Marina Harbor Assistant
Brian Nelson, Marine Operations Technician
Cindy Vierra, Recreation & Community Services Manager
Teresa Nash, Executive Assistant II
Shannon Leon, Recreation Supervisor
Jeff Vierra, Sport Center Manager
Bill Rothschild, Fitness Manager
Doug Phillips, Conference Center Manager
Nancy Williams, Sales and Events Director
Kim Bui-Burton, Community Services Director

Library

Inga Waite, City Librarian

* Surveyed but not available for interview

4. **Documented Organizational Structure and Operational Practices**

   Working closely with City staff, documented in charts and matrices current organizational structure and key operational responsibilities.

5. **Benchmarked Current Organizational Structure with Comparable Cities**

   Working closely with City staff, identified seven comparable California communities and compared their organizational structure with the City's for similar operations provided by Plans/Public Works and Community Services.

   About Benchmarking. When carefully prepared, benchmark analysis can be a powerful tool in assessing a wide-range of topics, including staffing, performance, policies – and in this case – organizational structure. However, making meaningful comparisons requires

carefully selecting both the data that will be collected ("metrics") and the benchmark cities to ensure they represent as close a match to the City as possible, recognizing that a "perfect" match is not possible.

This means that along with selecting comparably sized cities, it is important to select cities that share other important service, economic, geographic and demographic characteristics with Monterey as well. Additionally, to avoid a "race to the bottom," comparison cities should also be selected that have a reputation for being well-managed and leaders in the use of "best practices."

In this case, benchmarking focused on the question: How are similar operations provided by Plans/Public Works and Community Services organized in comparable cities?

Additional information about the benchmarking process is provided in Appendix C.

6. **Prepared Draft Report**

   a. Presented preliminary findings and recommendations to the City Manager, Project Manager and others as appropriate.

   b. After preliminary review by the City Manager, Project Manager and others as appropriate, presented draft results orally to the stakeholders (via PowerPoint presentation on key findings and recommendations) to "close the loop" in keeping the process transparent. This was also a key opportunity to receive feedback from the stakeholders and make changes as appropriate before finalizing the report. Copies of the presentation were subsequently distributed to all the attendees.

7. **Prepared and Issued Final Report (Pending)**

   a. Incorporated staff comments and any changes from Task 6.

   b. Prepared and issued final report in an electronic format as appropriate (Word, Excel, PowerPoint and Adobe Acrobat). In follow-up to Task 6, this report was made available to all stakeholders.

APPENDIX C: BENCHMARKING

As discussed in Appendix B, this review included identifying seven comparable California communities in asking: how are similar operations provided in Plans/Public Works and Community Services organized in comparable cities?

This chapter provides additional information about the benchmarking process.

About Benchmarking. When carefully prepared, benchmark analysis can be a powerful tool in assessing a wide-range of topics, including staffing, performance, policies – and in this case – organizational structure. However, making meaningful comparisons requires carefully selecting both the data that will be collected ("metrics") and the benchmark agencies to ensure they represent as close a match to the City as possible, recognizing that a "perfect" match is not possible.

This means that along with selecting comparably sized cities, it is important to select cities that share other important service, economic, geographic and demographic characteristics with Monterey as well. Additionally, to avoid a "race to the bottom," comparison cities should also be selected that have a reputation for being well-managed and leaders in the use of "best practices."

The following outlines the key factors considered in selecting the seven benchmark cities.

Background

As discussed above, the key to effectively comparing one agency with another is to find agencies with similar characteristics. No city is "just" like Monterey: as such, the goal is to find similar, but not "perfect" matches. In this process, the question to ask is:

So, what makes Monterey "special?"

Answering this question means taking a look at two key factors – demographics/economy and scope of services; and then searching for cities that share as many of these characteristics as possible (recognizing that no city in California will share all of them):

Demographics/Economy

- 28,600 population

- Coastal

- Historic

- Destination tourism

- Regional commercial center

- Higher education: Defense Language Institute, Naval Postgraduate School, Middlebury Institute of International Studies, CSU Monterey and Monterey Peninsula College

- Distinct sense of place

APPENDIX C: BENCHMARKING

City Services

- Full service city: police, fire, parks, recreation, library, public works, planning (although the City doesn't provide water and wastewater treatment like many other full-service cities)

- Conference center

- Museums

- Harbor/marina/wharf

- Parking

- Providing services to other local agencies

- Presidio contract (this unique city/federal relationship is especially notable)

- Well-managed

Selecting Benchmark Agencies

The goal of this review was to find 6 to 8 benchmark cities that best match the City's demographics and scope of services. There were three steps in selecting benchmark agencies:

Step 1: Identify similar sized cities located in coastal areas

The State Department of Finance, Demographics Research Unit, annually prepares updated City population information. Based on their most recent report for January 1, 2017, of the 482 cities in California, 254 are larger than 15,000 in population and smaller than 95,000; and of these, 28 (including Monterey) are located in coastal areas.

Step 2: Evaluate services provided

The State Controller's Office annually compiles financial data from the cities in California. The most recent report is for the fiscal year ended June 30, 2015. From this report it is possible to determine key services provided by each city. The chart below shows services provided by the 28 cities identified in Step 1 based on information provided in the State Controller's Report compared with key services provided by the City,

Coastal Cities: 15,000 to 95,000

City	Population	Full Service				Special Service					
		Police	Fire	Planning	Parks/ Recreation	Library	Parking (1)	Marina/ Wharf	Comm Prom (1)	Museums	Conf Ctr
Alameda	79,277	x	x	x	x	x	x				
Arcata	18,169	x		x	x	x					
Benicia	27,501	x	x	x	x	x		x			
Dana Point (2)	33,415			x	x				x		
East Palo Alto	30,545	x	x	x	x						
El Segundo	16,646	x	x	x	x	x					
Foster City	33,201	x	x	x	x						
Goleta (2)	31,235			x	x	x					
Hermosa Beach	19,801	x	x	x	x		x				
Laguna Beach	23,617	x	x	x	x		x				
Manhattan Beach	35,297	x	x	x	x		x				
Marina	20,982	x	x	x	x	x					
Monterey	28,610	x	x	x	x	x	x	x	x	x	x
Mountain View	77,925	x	x	x	x	x	x				
Newport Beach	84,270	x	x	x	x	x	x	x			
Pacific Grove	15,352	x	x	x	x	x			x		
Pacifica	37,806	x	x	x	x						
Port Hueneme	22,702	x	x	x	x						
Rancho Palos Verdes (2)	43,041			x	x						
San Juan Capistrano (2)	36,085			x	x						
San Leandro (3)	87,700	x		x	x	x	x				
San Luis Obispo	46,117	x	x	x	x		x		x		
Santa Barbara	93,190	x	x	x	x	x	x	x	x		
Santa Cruz	64,632	x	x	x	x	x	x		x		
Santa Monica	93,640	x	x	x	x	x	x				
Seal Beach (3)	25,078	x		x	x		x	x			
Seaside	34,071	x	x	x	x						
Suisun City	29,091	x	x	x	x			x	x		

1. More than $100,000   2. Contracts for Police   3. Contracts for Fire

Step 3. Select benchmark agencies

Based on the matrix developed in Step 2, the final step is to select 6 to 8 cities that best match the City's service profile. The following seven cities were selected as the best matches, considering both demographics and service characteristics:

- Benicia
- Mountain View
- Newport Beach
- San Luis Obispo
- Santa Barbara
- Santa Cruz
- Santa Monica

While most of these cities are larger in population than Monterey, they reflect the City's organizational and financial complexity resulting from its broad and diverse range of services as well as its extensive contracts to provide services to other local agencies and the Presidio.

Benchmarking Results

As reflected in the summary below, the benchmarking analysis compares the "organizational" home of the comparison agencies with the City for the following thirteen services:

APPENDIX C: BENCHMARKING

- Recreation
- Park Maintenance
- Library
- Conference Center
- Parking
- Harbor/Marina/Wharf
- Planning
- Building & Safety
- Engineering: General/Capital Improvements (CIP)
- Engineering: Development Review
- Engineering: Traffic
- Streets
- Building Maintenance

Benchmark Results Summary

Service	Benicia	Mountain View	Newport Beach	San Luis Obispo	Santa Barbara	Santa Cruz	Santa Monica	Monterey
Recreation	Parks & Community Services (PCS)	Community Services (CS)	Recreation & Senior Services	Parks & Recreation (P&R)	Parks & Recreation (P&R)	Parks & Recreation (P&R)	Community & Cultural Services (CS)	Community Services (CS)
Park Maintenance	PCS	CS	Municipal Operations (MOD)	Public Works (PW)	P&R	P&R	Public Works (PW)	Plans/Public Works (P/PW)
Library	Library	Library	Library	-	Library	*See Note*	Library	Library
Conference Center	-	-	-	-	-	-	-	CS
Parking	-	Public Works (PW)/Police/ Community Development (CD)	Finance/ Police	PW	PW	Public Works (PW)	Planning & Community Development (CD)	CS
Harbor/Marina/Wharf	PCS	-	Public Works (PW)	-	Waterfront	-	Public Works (PW)	CS
Planning	Community Development (CD)	CD	Community Development (CD)	Community Development (CD)	Community Development (CD)	Plans & Community Development (CD)	CD	P/PW
Building & Safety	CD	CD	CD	CD	CD	CD	CD	P/PW
Engineering: General/CIP	Public Works (PW)	PW	Public Works (PW)	PW	Public Works (PW)	Public Works (PW)	Public Works (PW)	P/PW
Engineering: Development Review	PW	PW	PW	PW	PW	PW	PW	P/PW
Engineering: Traffic	PW	PW	PW	PW	PW	PW	PW	P/PW
Streets	PW	PW	MOD	PW	PW	PW	PW	P/PW
Building Maintenance	PCS	PW	MOD	PW	PW	PW	PW	P/PW

Santa Cruz provides administrative services for independent joint powers authority serving Santa Cruz, Capitola, Scotts Valley and County unincorporated areas: it does not directly provide library services.

APPENDIX D: CONSULTANT QUALIFICATIONS

Bill Statler has extensive experience in organizational review, strategic planning and policy analysis, as well as in a broad range of financial management practices that have received state and national recognition for excellence in financial planning and reporting.

His work ranges from San Luis Obispo (the city that Oprah Winfrey calls the "Happiest City in America") to volunteer service helping the troubled City of Bell reform their government.

SENIOR FINANCIAL MANAGEMENT EXPERIENCE

Bill Statler has over 30 years of years of senior financial management experience, which included serving as the Director of Finance & Information Technology/City Treasurer for the City of San Luis Obispo for 22 years and as the Finance Officer for the City of Simi Valley for 10 years before that.

Under his leadership, the City of San Luis Obispo received national recognition for its financial planning and reporting systems, including:

- Award for Distinguished Budget Presentation from the Government Finance Officers Association of the United States and Canada (GFOA), with special recognition as an outstanding policy document, financial plan and communications device. *San Luis Obispo is one of only a handful of cities in the nation to receive this special recognition.*

- Awards for excellence in budgeting from the California Society of Municipal Finance Officers (CSMFO) in all four of its award budget categories: innovation, public communications, operating budgeting and capital budgeting. Again, S*an Luis Obispo is among a handful of cities in the State to earn recognition in all four of these categories.*

- Awards for excellence in financial reporting from both the GFOA and CSMFO for the City's comprehensive annual financial reports.

- Recognition of the City's financial management policies as "best practices" by the National Advisory Council on State and Local Budgeting.

The financial strategies, policies and programs he developed and implemented resulted in strengthened community services and an aggressive program of infrastructure and facility improvements, while at the same time preserving the City's long-term fiscal health.

CONSULTANT SERVICES

Fiscal Forecasts and Long-Term Financial Plans

- City of Salinas
- City of Camarillo
- City of Carpinteria
- City of Grover Beach

- City of Bell
- City of Twentynine Palms
- City of Pismo Beach
- Bear Valley Community Services District

Strategic Plans and Council Goal-Setting
In collaboration with the HSM Team

- Strategic Planning: City of Monrovia
- Strategic Planning: City of Sanger
- Council Goal-Setting: City of Bell
- Council Goal-Setting: City of Pismo Beach
- Council Goal-Setting: City of Willits

Organizational Analysis and Policy Advice

- Pro Bono Financial Management Transition Team and Policy Advice: City of Bell
- Preparation for Possible Revenue Ballot Measure: City of Monterey
- Fund Accounting Review: State Bar of California
- Construction Project Contracting Review: Central Contra Costa Sanitary District
- Financial Assessment: City of Guadalupe
- Financial Condition Assessment: City of Grover Beach
- General Fund Reserve Policy: City of Lompoc
- General Fund Reserve Policy: City of Willits
- Reserve Policy: State Bar of California
- Budget and Fiscal Policies: City of Santa Fe Springs
- Benchmark Analysis: City of Capitola
- Financial Management Improvements: City of Capitola
- Organizational Review: City of Willits (in collaboration with the HSM Team)
- Finance Division Organizational Review: Sacramento Metropolitan Fire District
- Finance Department Organizational Review: City of Ceres (in collaboration with national consulting firm)

Interim Finance Director

- City of Monterey
- San Diego County Water Authority
- City of Capitola

Other Financial Management Services

- Revenue Options Study: Santa Clara Valley Water District
- Revenue Options Study: City of Greenfield
- Revenue Options Study: City of Pismo Beach
- Cost Allocation Plan: City of Greenfield
- Cost Allocation Plan: City of Guadalupe
- Cost Allocation Plan: City of Port Hueneme

- Cost Allocation Plan: City of Grover Beach
- Cost Allocation Plan Review: State Bar of California
- Cost Allocation Plan Review: City of Ukiah
- Disciplinary Proceedings Cost Recovery Review: State Bar of California
- Water and Sewer Rate Reviews: Avila Beach Community Services District
- Water and Sewer Rate Reviews: City of Grover Beach
- Joint Solid Waste Rate Reviews: Cities of Arroyo Grande, Grover Beach, Pismo Beach and Oceano Community Services District
- Solid Waste Rate Reviews: County of San Luis Obispo, Los Osos and North County Areas

PROFESSIONAL LEADERSHIP

- Member, Board of Directors, League of California Cities (League): 2008 to 2010

- Member, California Committee on Municipal Accounting: 2007 to 2010

- Member, GFOA Budget and Fiscal Policy Committee: 2005 to 2009

- President, League Fiscal Officers Department: 2002 and 2003

- President, CSMFO: 2001-12

- Member, Board of Directors, CSMFO: 1997 to 2001

- Chair, CSMFO Task Force on "GASB 34" Implementation

- Fiscal Officers Representative on League Policy Committees: Community Services, Administrative Services and Environmental Quality: 1992 to 1998

- Chair, Vice-Chair and Senior Advisor for CSMFO Committees: Technology, Debt, Career Development, Professional and Technical Standards and Annual Seminar Committees: 1995 to 2010

- Member, League Proposition 218 Implementation Guide Task Force

- Chair, CSMFO Central Coast Chapter: 1994 to 1996

TRAINER

- League of California Cities
- Institute for Local Government
- California Debt and Investment Advisory Commission
- Government Finance Officers Association of the United States and Canada
- California Society of Municipal Finance Officers
- Municipal Management Assistants of Southern California and Northern California
- National Federation of Municipal Analysts
- Probation Business Manager's Association
- Humboldt County
- California Association of Local Agency Formation Commissions

Topics included:

- Long-Term Financial Planning
- The Power of Fiscal Policies
- Financial Analysis and Reporting
- Fiscal Health Contingency Planning
- Effective Project Management
- Providing Great Customer Service in Internal Service Organizations: The Strategic Edge
- Strategies for Downsizing Finance Departments in Tough Fiscal Times
- Top-Ten Skills for Finance Officers
- Telling Your Fiscal Story: Tips on Making Effective Presentations
- What Happened in the City of Bell and What Can We Learn from It?
- Debt Management
- Financial Management for Non-Financial Managers
- Transparency in Financial Management: Meaningful Community Engagement in the Budget Process
- Preparing for Successful Revenue Ballot Measures
- Integrating Goal-Setting and the Budget Process
- Multi-Year Budgeting
- Financial Management for Elected Officials
- 12-Step Program for Recovery from Fiscal Distress
- Strategies for Strengthening Organizational Effectiveness
- Budgeting for Success Among Uncertainty: Preparing for the Next Downturn
- Top Challenges Facing Local Government Finance Officers

PUBLICATIONS

- *Guide to Local Government Finance in California*, Second Edition, Solano Press, 2017 (Co- Author)

- *Setting Reserve Policies – and Living Within Them,* CSMFO Magazine, May 2017

- *Presenting the Budget to Your Constituents,* CSMFO Magazine, July 2016

- *Planning for Fiscal Recovery,* Government Finance Review, February 2014

- *Managing Debt Capacity: Taking a Policy-Based Approach to Protecting Long-Term Fiscal Health*, Government Finance Review, August 2011

- *Fees in a Post-Proposition 218 World*, League of California Cites, City Attorney's Department Spring Conference, May 2010

- *Municipal Fiscal Health Contingency Planning*, Western City Magazine, November 2009

- *Understanding the Basics of County and City Revenue*, Institute for Local Government, 2008 (Contributor)

- *Financial Management for Elected Officials*, Institute for Local Government, 2010 (Contributor)

- *Getting the Most Out of Your City's Current Revenues: Sound Fiscal Policies Ensure Higher Cost Recovery for Cities*, Western City Magazine, November 2003

- *Local Government Revenue Diversification, Fiscal Balance/Fiscal Share and Sustainability,* Institute for Local Government, November 2002 (Co-Author)

- *Why Is GASB 34 Such a Big Deal?,* Western City Magazine, November 2000

- *Understanding Sales Tax Issues*, Western Cities Magazine, June 1997

- *Proposition 218 Implementation Guide*, League of California Cities, 1997 (Contributor)

HONORS AND AWARDS

- Cal-ICMA Ethical Hero Award (for service to the City of Bell)

- CSMFO Distinguished Service Award for Dedicated Service and Outstanding Contribution to the Municipal Finance Profession

- National Advisory Council on State and Local Government Budgeting: Recommended Best Practice (Fiscal Polices: User Fee Cost Recovery)

- GFOA Award for Distinguished Budget Presentation: Special Recognition as an Outstanding Policy Document, Financial Plan and Communications Device

- CSMFO Awards for Excellence in Operating Budget, Capital Improvement Plan, Budget Communication and Innovation in Budgeting

- GFOA Award of Achievement for Excellence in Financial Reporting

- CSMFO Certificate of Award for Outstanding Financial Reporting

- National Management Association Silver Knight Award for Excellence in Leadership and Management

- American Institute of Planners Award for Innovation in Planning

- Graduated with Honors, University of California, Santa Barbara

---

Additional information available at www.bstatler.com