



LEE'S SUMMIT MISSOURI

General Fund - Fiscal Sustainability Concepts

(F&BC: August 10, 2020 / City Council: September 22, 2020)

1. **Establish “target amount”** to create sustainable operations / revenues balance based upon current known revenue trends.
2. **Revisit the Cost Saving Committee Ideas spreadsheet.** Are there any ideas on the list that can be implemented?
3. **Engage employees to ask for new cost containment and/ or revenue growth ideas.** (This aligns with the City's Core Value of Stewardship.) Example:
 - Project Management chargebacks for bond projects.
4. **Explore potential revenue growth ideas and closely monitor the economic conditions of the City.** Potential revenue growth ideas include:
 - Reallocation of a portion of the debt levy to the operating levy.
 - Implement a new sales tax to fund specific City services (i.e. Public Safety).
 - Reevaluate the schedule of fees and charges to determine if some should be increased and/ or new ones should be established.
 - Continue to pursue Stormwater Utility. (Reduce risk of future large emergency expenditures taken from Reserve Balance.)
5. **Explore concepts and programs to reduce personnel expenses.** The result of these items should not have an impact on service levels. (For each of the items it is important to take into consideration any conflict that these may have with labor agreements.) Some specific items include:
 - Review employee allowances (uniform, boots, etc.).
 - Review monthly vehicle allowances for full organization – modify to mileage reimbursement?
 - Review current overtime calculation policies and enforcement.
 - Early retirement concepts (i.e. VEBA; HSA/ 401; etc.).
 - Delay in filling vacant positions. (Instead of immediately filling positions that become vacant, do not fill the position for a specific amount of time.)

Administration



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- Vacancy analysis to:
 - Determine if a vacant position needs to be filled.
 - Internal Service Charges are based upon 100% staffing (modify?)
 - Continue to review actual vacancy rate to budgeted amounts.
 - Leave accruals:
 - Consider adjusting payout rates upon separation of employment.
 - Consider adjusting accrual rates while employed (vacation / sick leave, etc.)
 - Evaluate and switch to Paid Time Off (PTO) from current leave accrual programs.
6. **Review MERP and VERP upgrade / renewal review process** (timing of request – budget process vs. mid-year request) (MERP = Management Information System Equipment Replacement Program).
 - Consider technology as a method of addressing long term operating growth costs.
 7. **Implement pending recommendation of the General Administration Charges - Audit** as it relates to Water, Parks, Airport, and Business and Industry Fund.
 8. **Cover full cost of CDBG Administrative Activities.**
 9. **Make certain that damage payments paid by General Fund are reimbursed fully.**
 10. **Based on the outcome of the items listed in 1 through 9 above, it may be necessary to discuss decreasing service levels and/or eliminating programs.**