

City Service Level Reduction Report



What to reduce ?

Overview

This report was prepared for presentation purposes to illustrate the current levels of service provided by the Kent City government and to begin to quantify possible reduction options and describe their impacts.

The samples of cuts outlined in the sections of this report are illustrative only; they are not recommendations nor do they reflect the prioritization of staff. The items are offered as a means to inform the Financial Team of the types of reduction measures available for future consideration during the late summer/early fall when decisions will need to be made regarding a new financial strategy to restore the balance in the City's revenues and expenses.

In preparing this report, each department was asked to try to link service costs to services rendered and then describe both the financial and customer impacts resulting from cuts to those areas. It is important to note that the City budget is not tightly organized around service functions so staff had to try to "unbundle" the costs and assign them to service areas based on reasonable assumptions. As a result the figures are representative of the costs but they are not necessarily actual costs and should not be interpreted as such.

Approach

In general each department was asked to consider the following categories of reduction options:

1. Consolidation / Reorganization Efficiencies – reassign and reduce staff
2. General Operational Cuts – cell phones, pagers, travel, training, etc.
3. Transfer of Costs – review proportionate cost share with enterprise funds
4. Further Overtime Reductions
5. Further Professional Service Reductions
6. Deferral of Capital Commitments
7. Possible Service Reduction Measures – focusing on non-core service areas first
8. Any One-Time Cuts – e.g., defer fleet replacement
9. Technology Leveraging – where upgrades had favorable payback periods

Since the nature of each department services vary, each Department Head took a slightly different approach to outlining the options in their respective departments. For example, a large department like Public Service provides a wide range of diverse public works and infrastructure services that share employees and equipment so the Director spent a lot of effort on allocating the costs more specifically by function. By contrast, some of the smaller departments just focused on listing what each employee contributes to various service areas.

Creative Problem Solving

The goal of this exercise was not to capture every idea possible but rather to demonstrate a process of how to go about considering cuts. The process relied on assigning a dollar value to services in a way that would enable more informed discussion among the Financial Resource Team for future decision making. This same process would be recommended for any other possible reduction measure that may not be listed in this report.

In addition, if specific services are to be targeted for reduction later on, more research would be required to more fully capture both the costs and the customer impacts before a final decision is to be made. For example, many ideas may be governed by terms and conditions contained in labor agreements.
