# Fiscal Distress: Early Warning Signs and Best Practices to Recover



California Society of Municipal Finance Officers

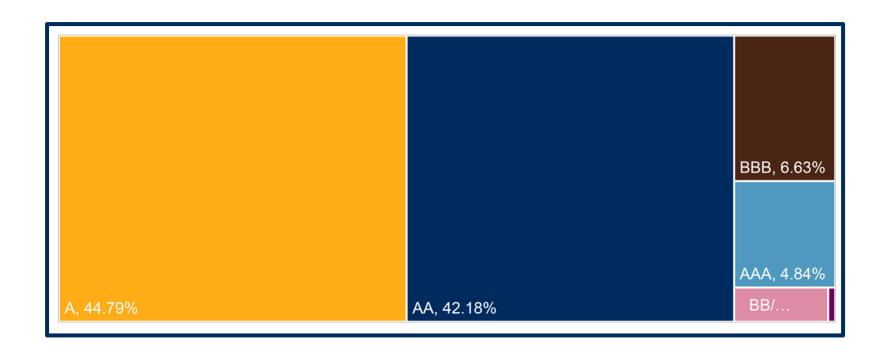
January, 10 2019 1:45 – 3:00 Geoffrey Buswick, S&P Global
Matt Paulin, City of Stockton
Jennifer Johnston, Franklin Templeton



### **U.S. Muni Market by the Numbers**

- Total Muni Bonds Outstanding \$3.8 Trillion
- Total Muni Bonds Issued in 2017 \$408.4 Billion
- Forecast Muni Bond Issuance in 2018 \$315-350 Billion
- 70% of bond related ballot measures passed Nov 6<sup>th</sup> (according to Bloomberg)
- Roughly 80,000 total possible municipal issuers
- Over 31,000 different muni bond issuers with bonds outstanding through 2018Q2
- US Public Finance rates over 21,000 issuers

#### Over 91% of Municipal Debt is Rated by S&P Global as A- or Higher

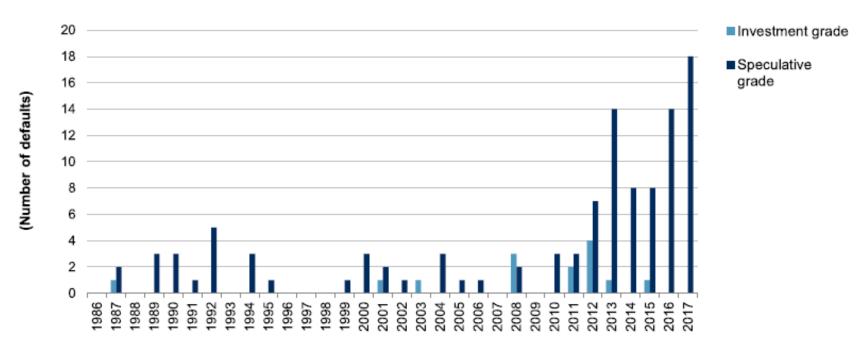


Source: S&P Global, Global Fixed Income Research – August 2018

#### U.S. Public Finance 2017 Annual Default Study

May 8, 2018

#### USPF Defaults\*



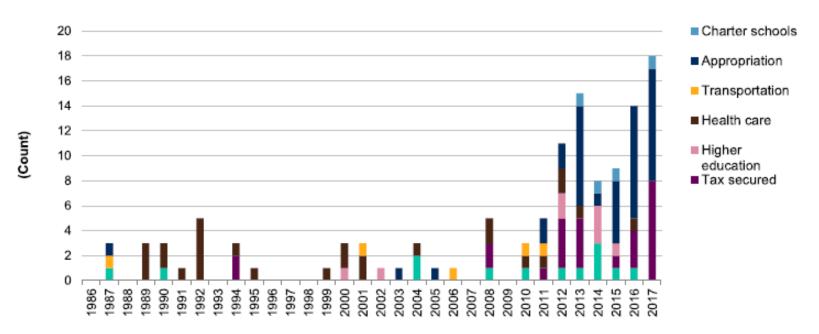
<sup>\*</sup>Excludes housing. Source: S&P Global Fixed Income Research.

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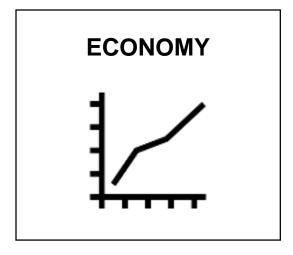
#### Annual USPF Defaults By Sector (1986-2017)\*

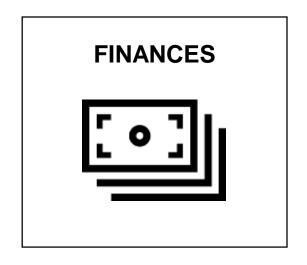


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# **S&P Global has observed these Markers of Distress that May Help Indicate Fiscal Struggles**









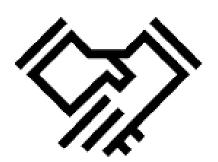
#### **Markers of Distress: Economy**

- Demographic Trends
- Loss of Major Employer or Sector
- Unable to Capture Primary Economic Strengths
- Structural Economic Issues
  - Housing Affordability
- Assessed Valuation/ Market Value Per Capita
- Sustained Recession



#### **Markers of Distress: Management**

- Planning Deficiencies
- State Oversight/ Institutional Framework Changes
  - -Financial Flexibility (tax caps, negative intervention)
- Lack of Political Will/ Restructuring Through Bankruptcy



#### **Markers of Distress: Finances**

- Contributions to Long-term Liabilities
- Underfunding Infrastructure
- Liquidity
- Regular Use of Non-Recurring Revenues to Close Deficit Operations
- High Fixed Labor Costs



#### **Markers of Distress: Debt & Liabilities**

- Debt Structure
- Unsustainable Debt Service Carrying Charge and Pension/ OPEB Costs
- Overleveraged Debt Structures
- Lack of Active Debt Management



### What was Stockton Facing?

- Persistent revenue gap compared to pre-recession
- Significant reduction in staffing after Great Recession
- Limited ability to deal with future recessions
- Large pension cost increases
- Labor market pressures
- Playing catch-up on infrastructure maintenance and internal service needs

### Stockton's Actions/Approaches to Improve

- Bankruptcy process restructured large bond issues and eliminated retiree medical obligations
- City developed long-range fiscal planning model
- Taxpayers supported recovery with revenue increases
  - –Measure M funding to restore services (library & rec)
  - Measure A funding augmented essential police services and financial recovery
- City developed comprehensive reserve strategy
- City shored up internal controls/policies/procedures

### **Putting It All Together**

- What does credit analysis look like today?
- How does that lead to an investor's decision?
- What risks are looming in 2019 and beyond?
- How can you help tell your story to the market?

## Q&A

For commentaries on this topic, please visit:

www.spratings.com/en\_US/u.s.-public-finance

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