

#### City Of Kenmore, Washington

#### Memorandum

Date:

February 24, 2020

To:

**Financial Sustainability Task Force** 

From:

Rob Karlinsey, City Manager

Joanne Gregory, Finance and Administration Director

Subject:

**Priority Based Budgeting: Results of Government** 

In 2014 the Center for Priority Based Budgeting worked with the City Council on an exercise to identify the City's "Results of Government". This was the beginning stage of enabling the City to look at the Budget through a "NEW LENS" to achieve fiscal wellness and support resource allocation decisions based on prioritization of programs.



The City Council was asked to identify the Results that the City of Kenmore strives to achieve for its residents, businesses and visitors. These Results were used as the City implemented its Priority Based Budgeting process. Result Maps were then created in a process that included Council, Staff and Community Members. Result Maps identify the most meaningful way that

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the city can achieve the stated Results by "Looking Through a New Lens" at programs the City offers vs line item expenditures. The Result Maps are attached to this memo.

The City has utilized the Priority Based Budgeting (PBB) process since 2014 and is just now completing the latest update based on the 2019-2020 Budget.

The PBB process involves the following steps:

#### City Programs and Services are Identified

Each department develops an inventory of their programs. This is a comprehensive list of "what we do". Based on the current Biennial Budget, the City identified 181 programs at a cost of \$31,499,318 (which includes not only the General Fund and Street Fund, but also the Surface Water Management Fund).

The next task is to identify all the FTEs and personnel costs. Each department allocates all the FTE staff time to the programs, on a % of time spent.

All the 2019-2020 budgeted line item costs are then allocated to the programs based on the FTE allocation or directly applied. If programs have associated revenues, this is captured as best as possible. When this task is complete, all the programs have costs assigned (personnel and non-personnel) and the line item budget can be expressed as a program budget.

#### Value Programs Based on Results

These are the value/scoring steps. Each program will be scored by the responsible department. The scoring criteria is a measure of how well each program achieves the Results; (does the program have an <u>essential</u> role in achieving a Result or does the program have <u>no</u> influence in achieving a Result?). The outcome provides guidance as to the value of a program based on its influence on Results.

Also during the scoring process each program is assessed against basic program attributes which include:

Mandated to provide the program
Reliance on the City to provide the program
Cost recovery of the program
Change in demand for the program
Portion of the community served

When scoring is complete, all the programs and scores are "peer reviewed" by committees composed of individuals that are not involved in the achievement of the programs. This year Community Members and several Councilmembers participated on these peer review teams. If the peer review team does not agree with the score given to a program, it can be changed.

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#### Allocate City Resources Based on Priorities

When the steps above are complete, a Resource Alignment Diagnostic graphic (RAD) is generated. This graphic identifies programs and costs by four quartiles so it can easily be determined which programs are of the highest significance in meeting the Results and how the resources of the City are so allocated. This enables the City to "Look Through the New Lens" by starting these conversations:

- Which programs are of the highest priority in terms of achieving what is expected by the community?
  - And which are of lesser importance?
- Which programs are truly mandated for us to provide?
  - And how much does it cost to provide them?
- Which programs are offered because they are "self-imposed"?
- Which programs are offered for which there are no other service providers?
- Are there programs might lend themselves to public/private partnerships?
- Who in the private sector is offering programs that are similar in nature?
  - o And should we consider" getting out of that business"?
- Which programs are experiencing an increasing level of demand from the community?
  - And which are experiencing a decreasing need?
- Are there programs offered that are not helping us achieve our intended "Results"?
- What are we spending to achieve our "Results"?

This is the breakdown by quartile of budgeted costs associated with programs in the General Fund and Street Fund.



Attached to this memo is a listing of the city programs that were included.

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Collaboratively encourages and supports opportunities to focus on the arts, advance cultural enrichment, cultivate historic preservation, offer community events and provide life-long learning opportunities

Attracts visitors and businesses by creating and advertising a safe, clean, conveniently traversable community with unique tourist amenities

ACCESS to QUALITY
CULTURAL,
RECREATIONAL,
EDUCATIONAL and
LEISURE
OPPORTUNITIES

Enhances access to, and opportunities and activities to enjoy the City's waterfront region

Actively seeks out and leverages its public, private, and non-profit community partners and volunteers to support the recreational and educational needs of its community

community with convenient access
to public gathering spaces,
emphasizing the City's unique
downtown, it's parks, trails and
open spaces

Offers a safe, well-planned

Partners and promotes community events and activities that encourage healthy, active lifestyles and provide entertainment





Develops, maintains and consistently regulates neighborhoods that are safe, attractive and clean

Builds a strong sense of community togetherness through partnerships and events that stimulate public involvement

Offers a variety of shopping and entertainment experiences that attract residents and visitors, and stimulates job growth

Actively markets the City's assets, unique culture and image to attract visitors and community investment

PLANNED,
ENDURING and
DESIRABLE PLACE
TO LIVE and WORK

Plans strategically to encourage targeted development, supported by consistently applied design standards, and facilitated by efficient and appropriate review processes

Provides for convenient modes of mobility, through safe, well-marked and well-maintained roads with the capacity to minimize congestion, and paths, trails and sidewalks to promote a walkable community

Provides, maintains and invests in well-planned public infrastructure, focusing on transportation network and public facilities that accommodate the long-range growth needs of the community



Encourages and facilitates a culture that values and supports a diverse population

Provides access to adequate housing options and access to services to meet the basic needs of all income-levels

CONNECTED,
INVOLVED and
FAMILY-ORIENTED
COMMUNITY that
VALUES DIVERSITY

Empowers citizens to be partners in a connected community, providing opportunities for volunteerism, partnerships, and community input

Connects the community through parks and public spaces, bike trails and sidewalks that encourage walkability

Engages community partners in the joint-pursuit of collaboration and connectedness, through the offering of diverse, family-oriented events and activities





Provides Access to Safe Roads with Efficient Traffic Flow

Ensures adequate, well-planned and accessible parking options for residents, businesses and visitors

EFFECTIVE
MOBILITY and
CONNECTED,
RELIABLE
TRANSPORTATION
SYSTEMS

Collaboratively invests in building and improving a well-designed, well-maintained system of safe, reliable road and street infrastructure (including roads, traffic signals, sidewalks, bridges and street lighting)

Provides a Network of Trails, Paths, Sidewalks, and Bike Lanes for Multi-Modal Transportation Advocates to Improve Public
Transportation through All Modes
of Travel





Encourages strategically planned, sufficiently regulated and appropriately balanced development and redevelopment that stimulates economic growth

Continually reinvests and appropriately maintains its infrastructure assets, providing the type of mobility options, including parking, that businesses require to thrive

Attracts New Businesses, and Retains and Grows Existing Business through Diversity, Quality Development and Reasonable Tax Support

PROSPEROUS, VIBRANT and SUSTAINABLE ECONOMY

Encourages Development of its
Signature Waterfront Asset, and
Emphasizes Strategic
Development of its Downtown
Areas

Promotes a Business-Friendly Environment through Sensible Regulations and Incentives

Promotes Job Growth, and Offers
Adequate Housing Options and
Quality of Life Amenities





Provides for the physical, social and economic needs and well-being of the community

Plans for and provides timely and effective response to emergencies and other disaster situations

# SAFE and SECURE COMMUNITY

Offers Protection, Enforces the Law, Proactively Prevents Crime and is Well-Prepared to Promptly Respond to Emergencies and Calls for Service

Portrays and invests in a visibly thriving community that is safe, clean, attractive and provides for the well-being of its residents, businesses and visitors

Provides effective, efficient traffic flow, safe mobility for vehicles, cyclists and pedestrians alike and a well-maintained, connected transportation network

Fosters a feeling of personal safety throughout the community by establishing a visible, accessible presence that proactively provides for prevention, intervention, safety education, and community involvement





Pro-actively plans and manages storm and surface water for effective flood and sediment control, and manages and maintains its water and air resources to ensure environmental quality

Ensures proactive code enforcement to provide for a safe, healthy environment in which to live and work

SUSTAINABLE,
HEALTHY
ENVIRONMENT
and the
PRESERVATION of
NATURAL
RESOURCES

Educates the community and partners with residents and business to protect and preserve its environmental resources

Promotes the design and enforces regulation of strategically planned, low-impact, environmentally sustainable development





PROVIDES RESPONSIVE and
ACCESSIBLE LEADERSHIP, FOCUSED
COMMUNITY PRIORITIES and
FACILITATES TIMELY, WELLUTILIZED TWO-WAY
COMMUNICATION and INPUT with
ALL STAKEHOLDERS

FOSTERS OPEN, RESPONSIVE and TRANSPARENT GOVERNMENT by ENSURING ACCOUNTABILITY, EFFICIENCY, EFFECTIVENESS and INTEGRITY IN ALL OPERATIONS

PROTECTS, MANAGES, OPTIMIZES and INVESTS in its FINANCIAL, HUMAN, PHYSICAL and TECHNOLOGY RESOURCES

## **GOVERNANCE**

ATTRACTS, MOTIVATES, DEVELOPS and RETAINS a HIGH-QUALITY, ENGAGED and PRODUCTIVE WORKFORCE

SUPPORTS DECISION-MAKING
with TIMELY and ACCURATE
SHORT-TERM and LONG-RANGE
ANALYSIS that ENHANCES VISION
and PLANNING

PROVIDES ASSURANCE of REGULATORY and POLICY COMPLIANCE



of Kenmore Program	Quartile Ranking (1= Highest, 4 = Lowest)	<b>表现型作物</b>
19 - 2020 Budget	ProgName	Quarti
\$20,387	City Manager Oversight	1
\$85,991	Council Meetings	1
\$36,125	Strategic Goal and Direction Setting	1
\$157,663	City Council Administrative Support	1
\$796,673	Department Administrative Support	1
\$241,971	Leadership to Organization	1
\$193,208	Organizational Health	1
\$73,787	Policy Development	1
\$47,948	·	1
	Target Zero Education and Strategy	
\$120,974	Code Development	1
\$189,908	Comprehensive Plan	1
\$202	Park Master Plan Development	1
\$796,594	Parks Capital Project Management	1
\$165,454	PROS Plan	1
\$182,083	Building Inspections	1
\$256,517	Building Permit Review	1
\$196,310	Code Enforcement	1
\$32,618	Development Review	1
\$112,436	Engineering Inspections	1
\$117,064	Engineering Review	1
\$17,425	Land-use Inspections	1
\$249,632	Land-use Review	1
\$259,524	Permit Intake and Management	- 1
\$10,047	Right-of-way Review	1
\$157,377	ADA Management	1
\$656,633	Capital Improvement Program - Transportation	1
\$343	Development Review and Inspection	1
\$153,010	Pavement Management	1
\$76,343	Transportation Planning and Standards (Mandated)	1
\$93,129	Annual Audit	1
\$122,345	Biennial Budget Development and Preparation	1
\$19,607	Budget Monitoring and Amendment	1
\$21,249	Capital Improvement Program Development	1
\$282,771	Council Agenda and Minutes	1
\$9,477	Financial Sustainability	1
\$59,472		1
	Bridge Inspection & Maintenance	
\$1,916,086	Roadway and ROW Maintenance	1
\$111,782	ROW Vegetation Management	1
\$437,646	Signal Operations & Maintenance	1
\$22,616	Snow and Ice Management	1
\$186,971	Development and Construction	1
\$208,513	Environmental Planning	1
\$93,544	Municipal Stormwater Permit (National Pollutant Discharge Elimination System or NPDES)	1
\$1,838,483	Operations and Maintenance	1
19 - 2020 Budget	ProgName	Quarti
\$40,860	Contracts and Agreements	2
\$122,527	Council Meeting Support	2
\$40,860	Executive Session Support	2
\$163,364	Internal Legal Support and Advisement	2
		2
\$75,993	Government Relations	
\$35,037	Animal Services	2
\$135,645	Business Recruitment and Development	2
\$37,697	Business Registration and Directory	2
\$42,507	Business Seminars and Events	2
\$386,327	City Events	2
\$59,624	Franchise Agreement Management	2
\$141,634	Front Desk Reception	2
\$61,516	Hangar/Town Square	2
\$182,493	Marketing and Media Relations	2
\$329,809		2
	Public Communications .	
\$81,250 \$86,926	Regional and Intergovernmental Relations/Agreements	2
CV6 076	Hagranal Transit	2

\$86,926

\$170,999

\$186,023

\$23,672

2

2

2

State Legislative Advocacy

Surface Water Administration

Regional Transit

Service Requests

\$349,864	Affordable housing	2
\$99,414	Critical Area Regulations/Shoreline Master Plan	2
\$17,399	Data Collection and Forecasting	2
\$4,427	Federal and State Regulations Compliance	2
\$50,103	Planning Commission Administrative Support	2
\$53,356	Public Education, Participation and Outreach	2
\$200,039	Emergency Management	2
\$32,361	Hearing Examiner	2
\$63,218	Lakepointe Strategic Planning	2
\$79,572	Code Compliance (ROW)	2
\$227,031	Franchise Utility/ROW Permits	2
\$81,679	Traffic Data Collection and Management	2
\$66,834	Traffic Projects Implementation	2
\$50,889	Transportation Planning and Standards (Unmandated)	2
\$95,514	Accounting and Reporting	2
\$92,842	Accounts Payable	2
\$4,238	Annual Tax Levy Preparation	2
\$41,367	Banking and Treasury Management	2
\$73,667	Employee Compensation and Benefits	2
\$17,287	Equipment Replacement Program	2
\$89,074	Geographical Information System (GIS)	2
\$21,823	Kenmore Municipal Code Codification	2
\$47,632	Payroll Processing	2
\$61,237	Priority Based Budgeting Update	2
\$17,721	Recording and Publishing Legal Documents	2
\$150,041	Records Management	2
\$491,607	Risk Management	2
\$31,768	Supervision and Personnel Matters	2
\$21,304	W & W Bond Administration	2
\$5,912,453	Police Contract	2
\$322,904	Hangar Facility Maintenance & Support	2
\$786,623	Landscape, Irrigation & Site Maintenance	2
\$1,036	Non-Franchise ROW Permits	2
\$134,307	Parks Facility Maintenance	2
\$42,480	Playground Inspection & Maintenance	2
\$593,325	ROW Landscape & Irrigation Maintenance	2
\$21,599	Safety Program	2
\$235,956	Street Sign Maintenance	2
\$137,406	Illicit Discharge Detection and Elimination (IDDE)	2
\$40,039	Public Education and Outreach	2
\$19,883	Public Involvement and Participation	2
\$46,593	Source Control	2
\$80,583	Surface Water CIP	2
\$125,883	SWM Fund Management	2
\$208,007	SWM Small Works Projects	2

2019 - 2020 Budget	ProgName	Quartile
\$42,125	Boards and Commissions	3
\$22,649	Citizen Point of Contact	3
\$29,436	Informal Informational Meetings	3
\$26,738	Special Events, Awards, Presentations, Recognition Programs	3
\$7,753	Arts	3
\$71,832	External Events	3
\$204,503	Federal Legislative Advocacy	3
\$45,266	Historic Preservation	3
\$15,669	Human Services	3
\$96,284	Kenmore Business Incubator	3
\$217,330	Professional Development	3
\$226,025	Public Records Requests	3
\$85,846	Recreation	3
\$37,075	Shared Governance of Regional Groups	3
\$116,069	Volunteers	3
\$21,009	Business License	3
\$31,912	Development Warranty Bonds Mgt & Release	3
\$93,885	Management of Trakit Permit System	3
\$60,767	MyBuildingPermit.com	3
\$20,586	Right of Way Infrastructure Service Requests	3
\$98,669	Traffic Service Requests	3
\$16,440	Accounts Receivable	3

\$32,586	Annual Financial Report	3
\$3,728	Building Security	3
\$6,103	City-Wide Staff Training Coordination	3
\$8,103	Cost Allocation Plan	3
\$6,240	Fixed Asset Accountability	3
\$55,189	Human Resources Management	3
\$104,031	IT Network Administration (IT) Oversight	3
\$45,122	New Employee Recruitment and Onboarding	3
\$28,986	Sharepoint Kennect	3
\$6,240	Telecom Oversight and Support	3
\$55,136	Wellness	3
\$272,223	District Court Services	3
\$854,400	Jail Services	3
\$271,561	Misdemeanor Crime Prosecution	3.
\$1,373	24/7 On-Call, Call Back, Overtime	3
\$70,740	City Hall Facility Rentals & Set up	3
\$624,132	City Hall Maintenace & Repair	3
\$297,145	Fleet Maintenance and Operations	3
\$24,457	Post Office Building Maintenance & Support	3
\$35,999	Public Works Operations & Maintenance Center CIP	3
\$53,364	Public Works Shop/Yard Maintenance	3
\$105,096	Waste Management & Recycling	3
\$119,616	Aquatic Weeds Management	3
\$16,818	Management of Cityworks Program	3
\$51,059	Mapping and Documentation	3
\$30,686	Monitoring and Assessment	3
\$41,737	Regional Coordination	3
\$64,879	Surface Water Utility Locates	3
\$31,524	Total Maximum Daily Load (TMDL)	3

2019 - 2020 Budget		ProgName	Quartile
\$40,860	Special Counsel		4
\$4,642	NWMaps.net		4
\$4,292	Saint Edward Ballfields		4
\$19,007	Title VI Reporting		4
\$18,267	Central Office Supply Inventory		4
\$118,249	Financial Software Maintenance		4
\$46,661	Office Equipment Management		4
\$6,103	Outside Surveys		4
\$273,914	Eight Grade Drug and Alcohol Education		4
\$164,348	High School DUI Re-enactment Drill		4
\$50,652	Junior High Dance Sponsorship		4
\$50,218	National Night Out Against Crime BBQ		4
\$960,698	Officer Training Discretionary		4
\$13,696	Prescription Drug Box Drop Off		4
\$179,000	Public Defense for Misdemeanor Crimes		4
\$59,348	Sixth Grade Drug Awareness and Safety		4