

Welcome to Priority Based Budgeting Workshop



City of Kenmore, Washington
September 11, 2014



STEPS to SUCCESS – Priority Based Budgeting

1. Determine RESULTS

2. Clarify with Result Definitions

3. Identify Programs and Services

4. Value Programs Based on Results

5. Allocate Resources Based on Priorities



Strategic Questions

1. *What are we in “business” to do?*





What are “Results”

- ▶ *High-level and over-arching reasons the organization exists in the eyes of the community*
- ▶ *Identifies the “Role of Local Government” in your community*
- ▶ *Remain consistent and unchanged over time*
- ▶ *Comprehensive*
- ▶ *Distinguished from (i.e. “Results” are not...)*
 - Vision or Mission Statements
 - Specific short-term, projects, goals or initiatives
 - Organizational Values
 - *How* we want to achieve our results
 - “*Marketing*” statements
 - Look and feel of the community

2014 - 2015

City Council Goals

- **To focus and emphasize multimodal transportation safety in the City of Kenmore with a specific focus on pedestrian, bicycle and other means of travel.**
- **To continue to implement the Economic Development Plan with an emphasis on four key points:**
 - **Promote the Image of Kenmore**
 - **Develop Downtown**
 - **Support Existing Businesses**
 - **Advance the City's Connection to the Waterfront.**
- **To continue to seek transportation funding and mitigation for State impacts on the City's transportation system, air and water quality, and noise, including but not limited to, SR 522, Sammamish River Bridge, local roads and Lake Washington sediment depths.**
- **To accelerate implementation of the Sidewalk Plan by determining various funding options.**
- **To advance the public's access and connection to the waterfront.**
- **To continue to seek opportunities to complete a successful Lakepointe.**
- **To implement a Parks Improvement and Financial Plan.**
- **To continue to establish a contemporary Information Technology Program.**
- **To establish a 6-year financial plan for the future.**
- **To conduct a comprehensive review of the Regional Business Zone.**
- **To address watershed issues affecting the City.**
- **To emphasize the importance of cultural diversity through participation, celebration, outreach, and other City activities.**



City of Kenmore's Community Results

1. *Access to Quality Cultural, Recreational, Educational and Leisure Opportunities*
2. *Attractive, Well-Planned, Enduring and Desirable Place to Live and Work*
3. *Connected, Involved and Family-Oriented Community that Values Diversity*
4. *Effective Mobility and Connected, Reliable Transportation System*
5. *Prosperous, Vibrant and Sustainable Economy*
6. *Safe and Secure Community*
7. *Sustainable, Healthy Environment and the Preservation of Natural Resources*



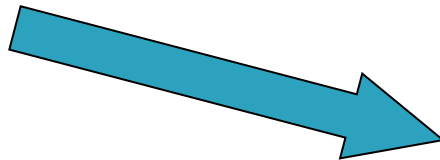
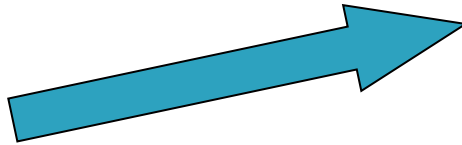
Step 2: Clarify Result Definitions

Result Maps

City of Boulder, CO Results



- ❖ Accessible & Connected Community
- ❖ Economically Vital Community
- ❖ Healthy Environment & Community
- ❖ Inclusive & Socially Thriving Community
- ❖ Safe Community





The City of Kenmore

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

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

Offers a safe, well-planned community with convenient access to public gathering spaces, emphasizing the City's unique downtown, it's parks, trails and open spaces

ACCESS to QUALITY CULTURAL, RECREATIONAL, EDUCATIONAL and LEISURE OPPORTUNITIES

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

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

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



The City of Kenmore

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

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

SAFE and SECURE COMMUNITY

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

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

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



The City of Kenmore

ATTRACTIVE, WELL-PLANNED, ENDURING and DESIRABLE PLACE TO LIVE and WORK

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

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

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

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

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

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

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



The City of Kenmore

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

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

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**

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

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



The City of Kenmore

Provides Access to Safe, Efficient Roads with Congestion-Free Traffic Flow

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)

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

**EFFECTIVE MOBILITY
and CONNECTED,
RELIABLE
TRANSPORTATION
SYSTEMS**

Provides a Network of Trails, Paths and Bike Lanes for Multi-Modal Transportation

Advocates to Improve Public Transportation through All Modes of Travel



The City of Kenmore

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

Promotes a Business-
Friendly Environment
through Sensible
Regulations and Incentives

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

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

Encourages strategically
planned, sufficiently
regulated and appropriately
balanced development and
re-development 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

**PROSPEROUS,
VIBRANT and
SUSTAINABLE
ECONOMY**



The City of Kenmore

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

**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

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



Strategic Questions

- 1. What are we in “business” to do?*
- 2. What exactly do we do?**





Identify “Programs” within Departments/ Divisions

- Departments develop their own “*program*” inventories
- Comprehensive list of “*what we do*”
- Comparing relative value of programs, not relative value of departments
- *Goldilocks & the Three Bears: Not too big, not too small, just right!*
 - *TOO BIG* = Departments/Divisions
 - *TOO SMALL* = Tasks
 - *JUST RIGHT* = Measure relative size based on costs/people associated with program to more discretely demonstrate how resources are used

CITY OF BOULDER, COLORADO

Department Program Inventory

Monday, July 26, 2010

Directions: For all of the programs and services in your department, identify the program name. When completed, please e-mail the Program Inventory back to Jim Reasor



Fund No.	Department Providing Program	Program Name
010	Community Planning & Sustainability	General Business Assistance
010	Community Planning & Sustainability	Business Retention and Expansion
010	Community Planning & Sustainability	Business Incentive Programs
010	Community Planning & Sustainability	Business Partnerships and Sponsorships
140	Community Planning & Sustainability	Energy Decarbonization
140	Community Planning & Sustainability	Green Job Creation
140	Community Planning & Sustainability	Climate Adaptation Planning
112	Community Planning & Sustainability	Comprehensive Planning
112	Community Planning & Sustainability	Intergovernmental Relations
112	Community Planning & Sustainability	Historic Preservation
112	Community Planning & Sustainability	Ecological Planning

City of Boulder, Colorado

Identify Kenmore “Programs”

- Departments develop their own “*program*” inventories
- Comprehensive list of “*what we do*”
- Comparing relative value of programs, not relative value of departments
- Kenmore has 392 programs; 300 are Community programs such as:

Building Permit Review

Traffic Enforcement

Street Overlay

Bridge Maintenance

School Resource Officer

Council Meeting Management and Support

Stormwater Facility Inspection

Traffic Counts

Park Development



Strategic Questions

1. *What are we in “business” to do?*
2. *What exactly do we do?*
3. ***How do we figure out what is “core” OR What is of the highest importance?***





Simple Scoring Scale – “Degree” of Relevance to a Result

- 4 = Program has an **essential** or **critical** role in achieving Result
 - 3 = Program has a **strong** influence on achieving Result
 - 2 = Program has **some** degree of influence on achieving Result
 - 1 = Program has **minimal** (but some) influence on achieving Result
 - 0 = Program has **no** influence on achieving Result
- “High Degree” of Relevance*
- “Lower Degree” of Relevance (still a clear connection)*
- No Clear Connection*



“Looking Through the “New Lens””



- ▶ 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?



“Looking Through the “New Lens””



- ▶ **Who in the private sector is offering programs that are similar in nature?**
 - *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”?**



Strategic Questions

- 1. What are we in “business” to do?*
- 2. What exactly do we do?*
- 3. How do we figure out what is “core” OR What is of the highest importance?*
- 4. How do we know we are successful?**





Peer Review (Quality Control) Process

City of Boulder, CO

Program Prioritization

Peer Review of Departmental Program Scoring

Community Result: ECONOMICALLY VITAL COMMUNITY



Each department has scored its programs using a two-step process: (1) determine the relevance of a program in respect to the Priority Result and (2) determine the influence of the program to each program were scored within a range of between "0" and "4". For details on the scoring, please refer to the departmental scoring instructions in your packet. As part of the validation process, each department was asked to provide information on which departments scored with a "3" or "4." The task of the Peer Review team is to review the information provided regarding these programs within the context of the Priority Result definition. So

1. review the program descriptions and determine whether you agree with the departmental score based on how well the program aligns with the Priority Result (does the program achieve the Priority Result?)
2. request additional information to understand the departmental score, if necessary; and
3. after receiving additional information and discussion, recommend a different score to the City Manager, if necessary.

The following Programs are Listed in Order of Score, From High to Low, Relative to this Result

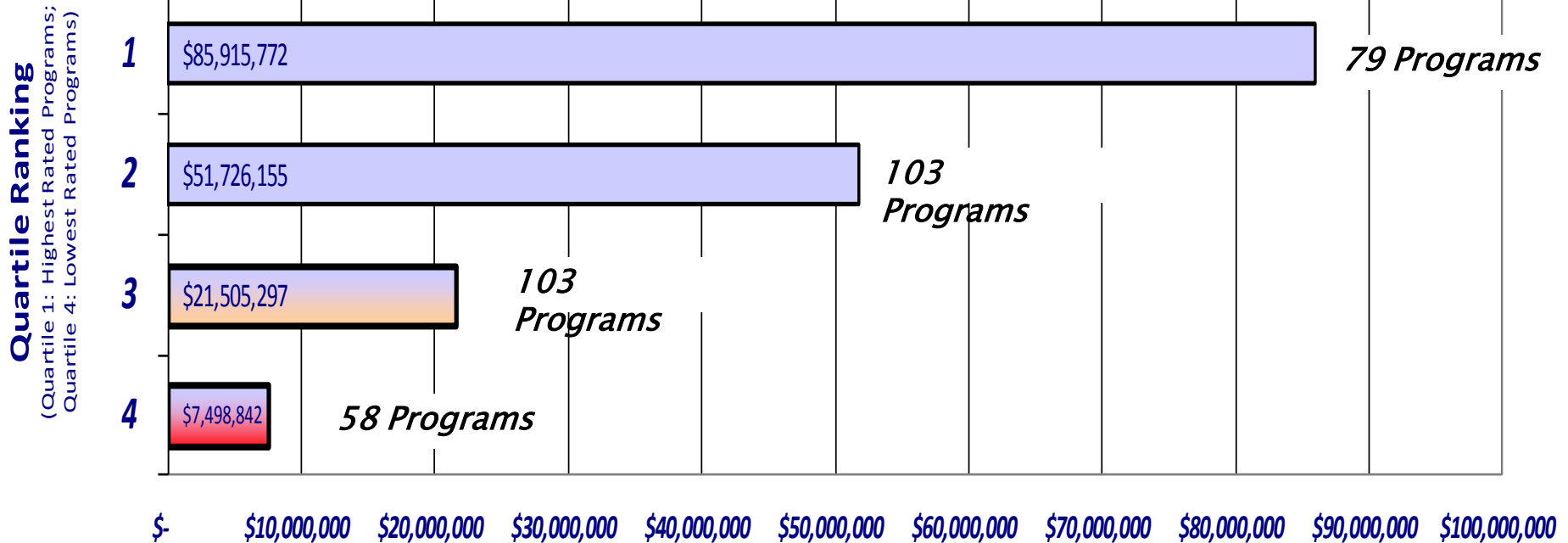
DEPARTMENT OFFERING PROGRAM	Division	PROGRAM NAME	PROGRAM DESCRIPTION	Program Number	Program Notes	Dept. Score	Agree with Dept. Score? (Yes/No)	Need More Information? (Yes/No)	Notes for Review Team Member	Revised Score
Community Planning & Sustainability	Economic Vitality	Economic Vitality Program & Sponsorships	Wide range of assistance to new & existing, small & large businesses; retention/expansion critical to the city's economic health and revenues (sales & use taxes/permit fees); sponsorships supports services to small and independent businesses.	29		4				4
Community Planning & Sustainability	LEAD	City Organization Sustainability	New City Sustainability Plan; Economically vital=could not ask the same of businesses in the community if we as a city organization are not doing our part; Safesranked for environmental health.	39		4				4
DUHMD/PS	04	Downtown & Community Improvements-streetscape	Mall Infrastructure improvements and FFR replacement for items such as PopJet fountain, weeping rock, benches, etc	49		4				4
Fire	Fire Safety	Inspections/Code Enforcement	Provides inspection and enforcement services to ensure existing buildings and new construction meet fire and safety code requirements prescribed in the Boulder Revised Code.	76		4				4
Open Space & Mountain Parks	Land & Visitor Services	Trail Program Maintenance and Construction	<p>Desc: Annual maintenance of existing trail system. New trail construction and large scale maintenance projects to make existing trails more sustainable</p> <p>Mandated: Charter Section 176c & 176h Provide for passive recreation such as hiking, equestrians and biking</p> <p>Change: As surrounding communities continue to grow, more people visit the OSMP trail system.</p> <p>Reliance: The City would not allow a private citizen to construct a new trail on public land nor would we expect the private citizen to pay for it.</p> <p>Access: OSMP constructs and maintains ADA accessible trails, this is a unique opportunity for mobility impaired people to recreate outside. OSMP also plans, constructs and maintains a trail infrastructure system that provides an opportunity to bring people closer.</p> <p>Econ: The opportunity to recreate on OSMP, via the trail system, is essential to the economic vitality</p>	168		4				4



Step 5: Allocate Resources Based on Prioritization

Prioritization Array: Combined City-wide Programs

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City of Boulder, Colorado



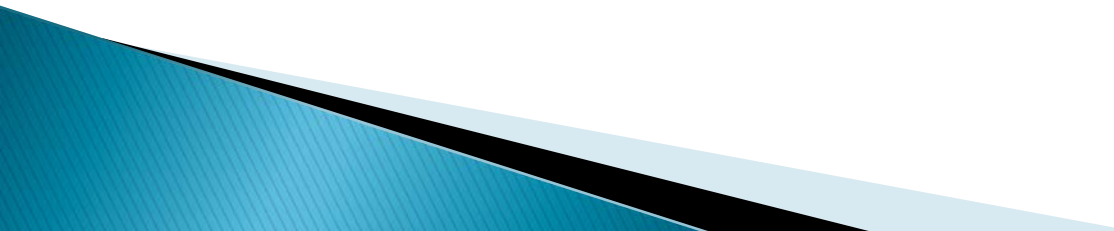
DIRECTIONS: The RESULTS that the CITY of KENMORE strives to achieve for its residents, businesses and visitors are identified below. The Results, identified by the City Council, were determined upon review of the City's Mission, Vision, and 2014-2015 Council Goals and are being used as the City implements its PRIORITY BASED BUDGETING process. In this exercise, imagine that you have 100 points to allocate to these Results. Where would you allocate your points? You may distribute your 100 points evenly to each of the seven (7) individual Results (approx. 14.25 points each) or you may assign your points in varying quantities to demonstrate the varying degree of importance you would assign to that Result relative to all the other Results. If you choose not to allocate any points to a specific Result, this represents your belief that this is NOT one of the reasons the City of Kenmore offers programs and services to the community. You may also list any additional Results that are not reflected in the offered examples if you feel they describe why the City of Kenmore "exists" in the eyes of the community. Allocate your 100 points using the box to the right of the Results column until you have allocated your full allotment of points.

COMMUNITY ORIENTED RESULTS

"When the CITY of KENMORE _____, then it meets the expectations of the community and fulfills its role as a local government .	Points Allocated to each Result
ACCESS to QUALITY CULTURAL, RECREATIONAL, EDUCATIONAL and LEISURE OPPORTUNITIES	
<i>(an) ATTRACTIVE, WELL-PLANNED, ENDURING and DESIRABLE PLACE TO LIVE and WORK</i>	
<i>(a) CONNECTED, INVOLVED and FAMILY-FRIENDLY COMMUNITY that VALUES DIVERSITY</i>	
EFFECTIVE MOBILITY and CONNECTED, RELIABLE TRANSPORTATION SYSTEMS	
<i>(a) PROSPEROUS, VIBRANT and SUSTAINABLE ECONOMY</i>	
<i>(a) SAFE and SECURE COMMUNITY</i>	
<i>(a) SUSTAINABLE, HEALTHY ENVIRONMENT and the PRESERVATION of NATURAL RESOURCES</i>	

ADDITIONAL RESULTS

Thank You!

- ▶ Are there any questions before we begin the Results Validation Exercise?
 - ▶ If not lets begin!
- 

Thank you for your participation!

- ▶ Enjoy the evening and stayed tuned for the rest of the process as the budget develops.
 - ▶ Look for more information plus the Survey Monkey on the City website.
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