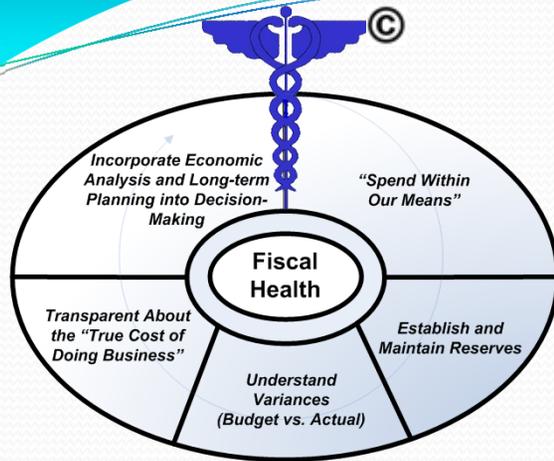


ACHIEVING FISCAL HEALTH

ACHIEVING LONG-TERM FISCAL WELLNESS



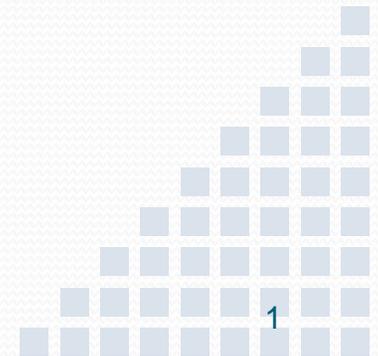
# ACHIEVING FISCAL HEALTH and WELLNESS through Priority Based Budgeting

## Center for Priority Based Budgeting

Jon Johnson & Chris Fabian

City of Sacramento, California

January 24, 2012



# *A Brief Introduction...*



JON JOHNSON



CHRIS FABIAN

# Local Governments Achieving Fiscal Health & Wellness

- Billings, MT
- Blue Ash, OH
- **Boulder, CO (2 yrs)**
- Chandler, AZ
- **Chesapeake, VA (2 yrs)**
- **Christiansburg, VA (2 yrs)**
- Douglas County, NV
- Delray Beach, FL
- Fairfield, CA
- Fort Collins, CO
- Fort Lauderdale, FL
- **Grand Island, NE (2 yrs)**
- Green River, WY
- **Lakeland, FL (3 yrs)**
- **Larimer County, CO (3 yrs)**
- **Longmont, CO (3 yrs)**
- Manitou Springs, CO
- Mission Viejo, CA
- **Monterey, CA (2 yrs)**
- Pasco County, FL
- Placentia, CA
- Plano, TX
- Sacramento, CA
- **San Jose, CA (2 yrs)**
- **Seaside, CA (2 yrs)**
- **Thornton, CO (Fiscal Health)**
- **Tualatin, OR (Fiscal Health)**
- **Walnut Creek, CA (2 yrs)**
- Wheat Ridge, CO

# The “New Normal” for Local Governments

- 2 out of 3 local governments believe that changes made during the recession represent a “**new way**” of doing business that will continue beyond the fiscal crisis. - ICMA’s “State of the Profession Survey”
- Local governments are **rethinking what services they provide**, how much they pay for them and what taxpayers expect for their tax dollar. - Financial Times
- 9 in 10 City finance directors report their cities are **less able to meet fiscal needs** than in the previous year. - NLC’s “City Fiscal Conditions” Survey
- **Ending fund balances decreased** as cities used them to weather the effects of the downturn. -NLC’s “City Fiscal Conditions” Survey
- States will **continue to struggle** to find the resources needed to support critical public services for a number of years. - Center on Budget and Policy Priorities
- 32 % of citizens report that their recently **depressed spending habits will become a “new normal”** in the years ahead. New normal” consumer spending implies slower economic growth than in the past. - Gallup Poll

The logo for the International City/County Management Association (ICMA), consisting of the letters "ICMA" in a bold, blue, sans-serif font.The logo for the Financial Times, featuring the letters "FT" in a large, black, serif font inside an orange square, with the words "FINANCIAL TIMES" in a smaller, black, sans-serif font below it.The logo for the National League of Cities, featuring the words "NATIONAL LEAGUE OF CITIES" in a blue, sans-serif font.The logo for the Center on Budget and Policy Priorities, featuring a blue grid pattern on the left and the text "Center on Budget and Policy Priorities" in a blue, sans-serif font on the right.The logo for Gallup, featuring the word "GALLUP" in a bold, black, sans-serif font inside a grey rectangular box.

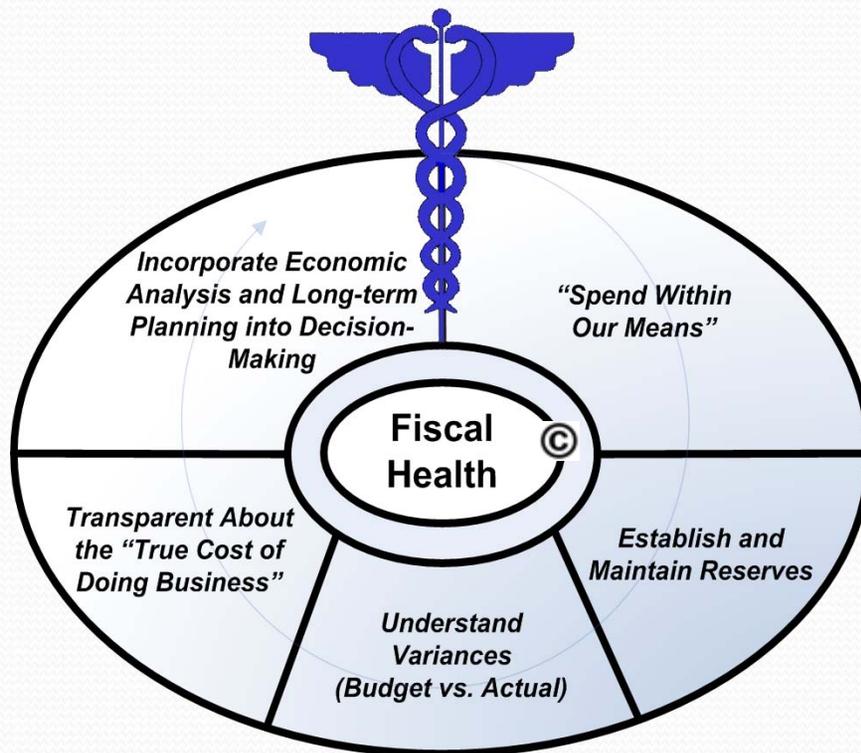
# BRINGING VISION INTO FOCUS WITH A NEW “LENS”



# Achieving Fiscal Health & Wellness ©

## 2 Strategic Initiatives

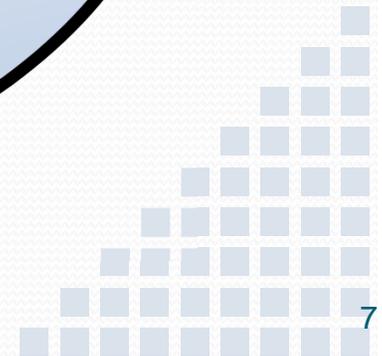
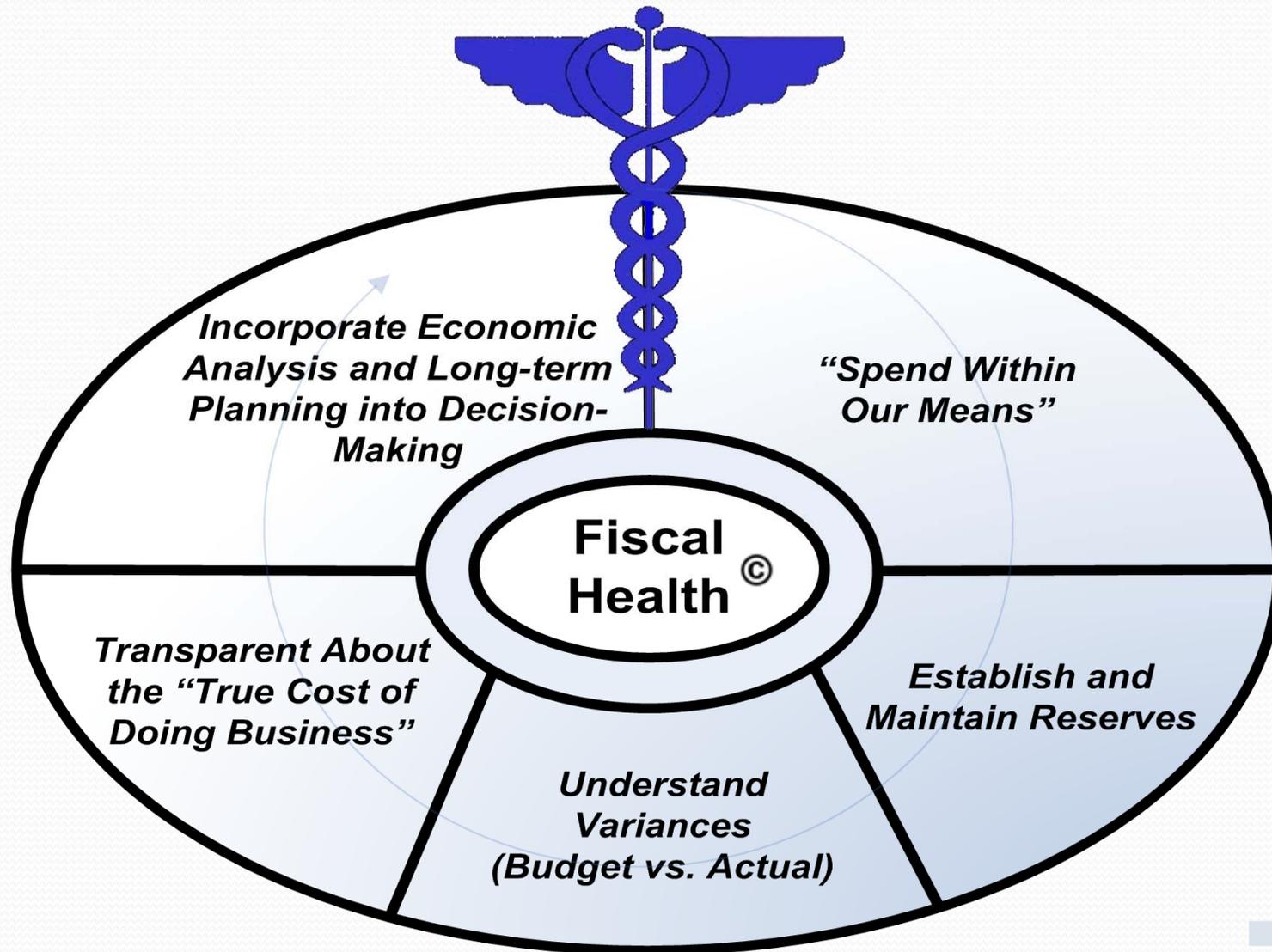
### ***Fiscal Health***



### ***Long-term Fiscal Wellness***



# ACHIEVING FISCAL HEALTH



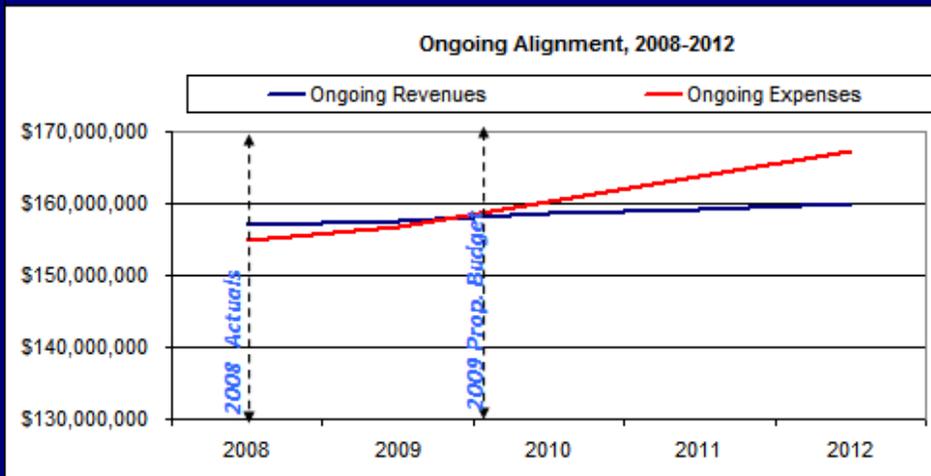
# FISCAL HEALTH DIAGNOSTIC – Tell the Story with a “Picture”

## GENERAL FUND

Monday, June 08, 2009

### Fiscal Health Diagnostic (Do we meet the objectives?)

Objectives	Status	1st Year Missed	1st Year Impact
Set Aside Reserves	Meets	-	\$0
Fund "True Cost of Business"	Meets	-	\$0
Achieve "Ongoing" Alignment	Does Not Meet	2010	(\$1,492,879)
Achieve "One-time" Alignment	Meets	-	\$0



### Ongoing Business Cases

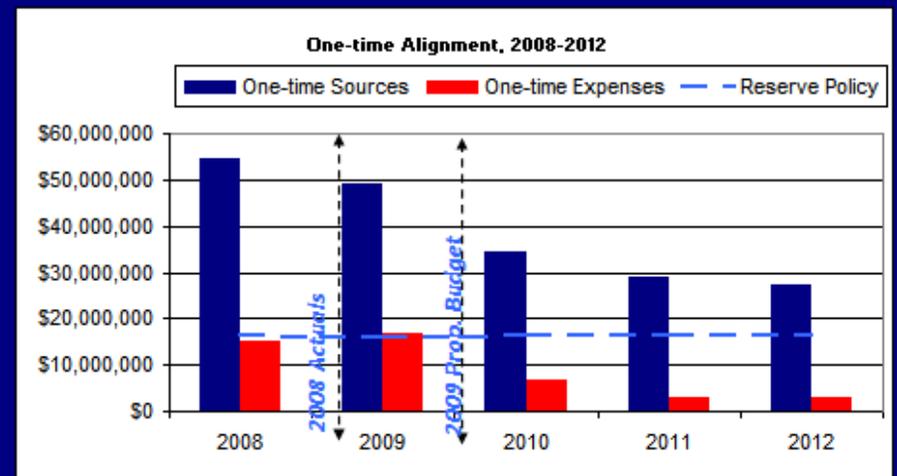
Ongoing Projects	Y/N	Approval Year	First Year \$
Detention Center Expansion	Y	2009	\$ 760,000
Sheriff's PC Replacement	Y	2009	\$ 35,232
Assessor System	Y	2009	\$ 316,046
Treasurer's System	N	2009	\$ -

(Key: Items in "Blue" can be modified; items in "Black" can not)



### Ideas for Cost Containment or Additional Revenue

Description	R / E	Ongoing	Year 1	Year n	One-time	Year
Raising Taxes	R	\$1,500,000				2009
			2007	2012	\$0	
			2007	2012	\$0	2007
Use FB for Ongoing	N		2010	2010		

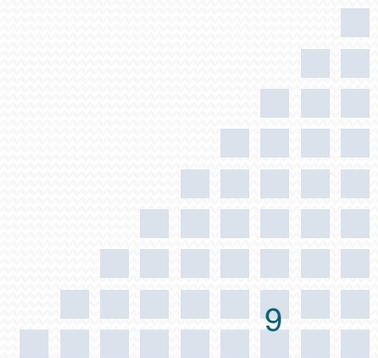


### One-time Business Cases and 5-Year Plan

One-time Projects	Y/N	Approval Year	First Year \$
Detention Center Expansion	Y	2009	\$ 9,500,000
Sheriff's PC Replacement	Y	2009	\$ 440,400
Assessor System	Y	2009	\$ 3,950,580
Treasurer's System	N	2009	\$ -
Sheriff's Upgrade Desktop Consoles			\$ -

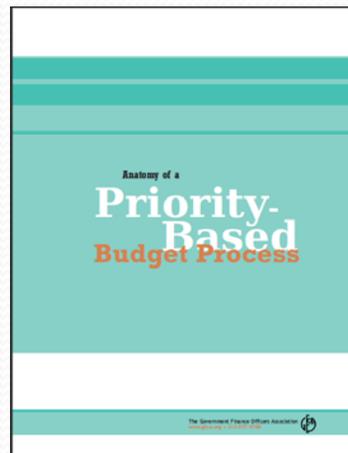


LIVE DEMONSTRATION  
OF  
***“FISCAL HEALTH DIAGNOSTIC  
TOOL”***<sup>©</sup>





## *From Health to Wellness*



**Center for Priority Based Budgeting**  
*Leading Communities to Fiscal Health and Wellness*

# The Mercury News

From 2007

## Across the Board Cuts Address \$14.5 Billion Shortfall

- California Governor's Office: “Across-the-board approach spreads reductions as evenly as possible so no single program gets singled out.”
- Reaction: “the governor’s approach would be like a family deciding to cut its monthly mortgage payment, dining-out tab and Netflix subscription each by 10%, rather than eliminating the restaurant and DVD spending in order to keep up the house payments.”

# According to Moody's:



- Across-the-Board versus Targeted Budget Cuts
  - “Across-the-board cuts can be a way to avoid tough decisions”
  - “Targeted cuts require a **serious discussion of community values, relative benefits of different services, and long-term implications**”
- Moody's wants to see how local governments plan for and respond to financial challenges over the long term
  - *“Making targeted cuts can demonstrate a more strategic approach to managing the fiscal crisis”*



CONNECTING AMERICA'S LEADERS  
**GOVERNING**

*“Across the board cuts spreads the pain evenly and also evenly spreads the mediocrity”*

- Budget Director for the State of Louisiana

# ACHIEVING LONG-TERM FISCAL WELLNESS



# Steps to Successful Prioritization

- 1.) Determine Results
  - Accurate prioritization of programs, reflecting the City's stated objectives, depends on the comprehensive identification of the Results we are in business to achieve
- 2.) Clarify Result Definitions
  - Precision in prioritization results from the articulation of the cause and effect relationship between a program and a Result
  - With clearly defined Result Maps, detailing the factors that influence the Results we are in business to achieve, we can seek to minimize subjectivity in the process of linking programs with Results
- 3.) Identify Programs and Services
  - Differentiating programs and services we offer, as opposed to comparing the departments who provide those services allows for better Prioritization
- 4.) Value Programs Based on Results
  - With the right Results, and with clear definitions of those Results, we can more accurately place a value on a program relative to its influence on achieving Results
- 5.) Allocate Resources Based on Priorities
  - Using "Resource Alignment Diagnostic Tool"



# Strategic Questions

1. *What are we in “business” to do?*

# Step 1: Determine Results

## *City of Grand Island, NE*

*Quality of Life*

*Stewardship of the Environment*

*Safe Community*

*Strategic, Sustainable and Maintained Development*

*Effective, Efficient and Sustainable Organization*

*Accessible and Transparent Organization*

*Stewardship of Resources*

### Community Results

- *Used to Differentiate Programs Offered to the Community*
- *Not All Programs Achieve these Results*
- *Programs that Achieve Many Results, with a High Degree of Influence, Achieve Highly in Prioritization (demonstrate high degree of relevance)*

### Quality Service Results

- *Every Program Should Achieve these Results (though potentially, not every program does)*
- *Not Used to Differentiate the Relevance of Programs in Prioritization*

### Governance Results

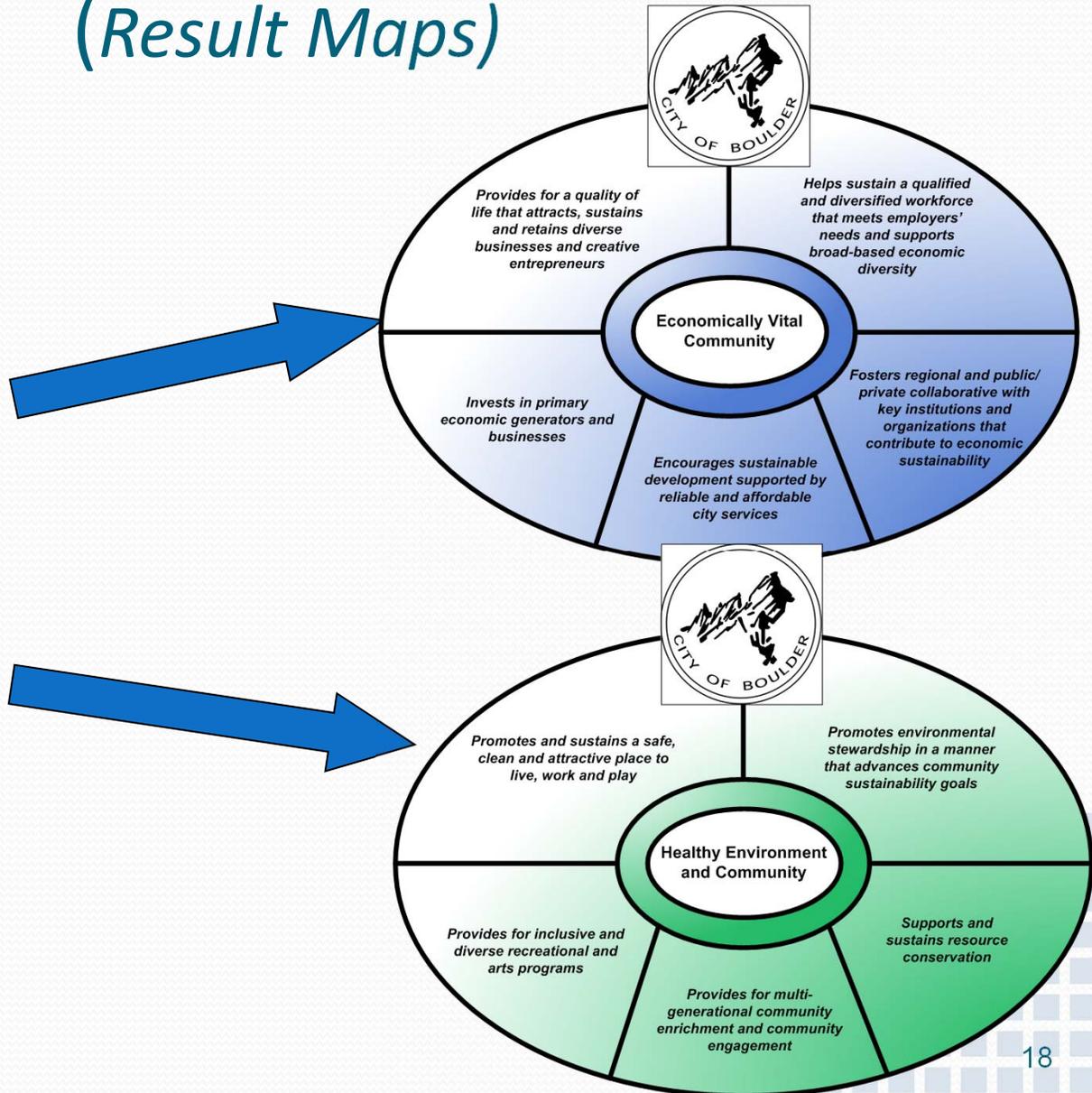
- *Used to Differentiate Programs Designed to Support Governance*

# 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



# Results Definition Workshop



- Picture from the City of Walnut Creek, CA “Community Conversations” Workshop
- Citizens answer: “When the City does \_\_\_\_\_, then the Result is achieved”

# Recap of Results Definition Workshop

## CITY OF CHANDLER, ARIZONA

### Result: SAFE COMMUNITY

If the City of CHANDLER \_\_\_\_\_, then it will have successfully achieved the result of providing a SAFE COMMUNITY

**Protects the community by justly enforcing the law, promptly responding to calls for service and being prepared for all emergency situations**

**Provides safe traffic flow, safe roads and a well-maintained transportation system**

**Fosters a feeling of personal safety through a visible and approachable presence that ensures proactive prevention and responds to community concerns**

**Offers a variety of safe activities and safety education to engage with youth and families**

**Ensures regulatory compliance in order to protect property, the environment and the lives of its residents and visitors**

Children are protected
Effective criminal investigations
Low crime rates (3)
Patrol neighborhoods
Bad guys/gals are off the streets
Visible law enforcement
Provide fire services
Provide emergency medial services
Arrest bad guys
Adequate staffing of sworn personnel
Trained safety personnel
Ambulance service
Impartial & fair courts

Safe roads and intersections
Slower traffic to less than 45 mph
Photo enforcement at intersections
Fewer intersection accidents
Maintain streets
Low incidence of traffic accidents
No potholes

Eliminate DUI
Residents "feel safe" (2)
Proactive policing
Focus on crime patterns & trends
Police/Fire open house & community events
Minimal day labor
Intelligence-led policing
Consumer protection
Fire prevention (2)
Public safety presence/visibility
Friendly police officers
Bike patrol
Comfortable walking and being outside

Jobs and cultural/recreational opportunities
Provides positive recreational outlets for pre-teens and teens
Recreational opportunities
After-school activities to keep kids off the streets
Mentors
Connected community - barriers removed
Partners with stakeholders
K-12 education fund opportunities to guide kids
Educate parents dropping off their kids
School partnerships in safety education
Education of community & youth

Drinking water quality
Provide clean water
Effective wastewater services
Safe, clean water
Meets or exceeds environmental standards regarding water distribution and waste management
Environmental design for new/existing structures

# Identify and Define Results







**Safe Community**

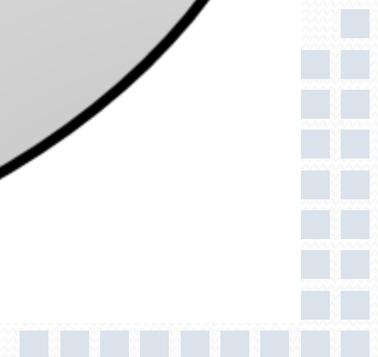
*Ensures regulatory compliance in order to protect property, the environment and the lives of its residents and visitors*

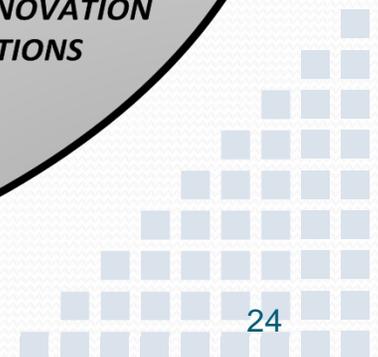
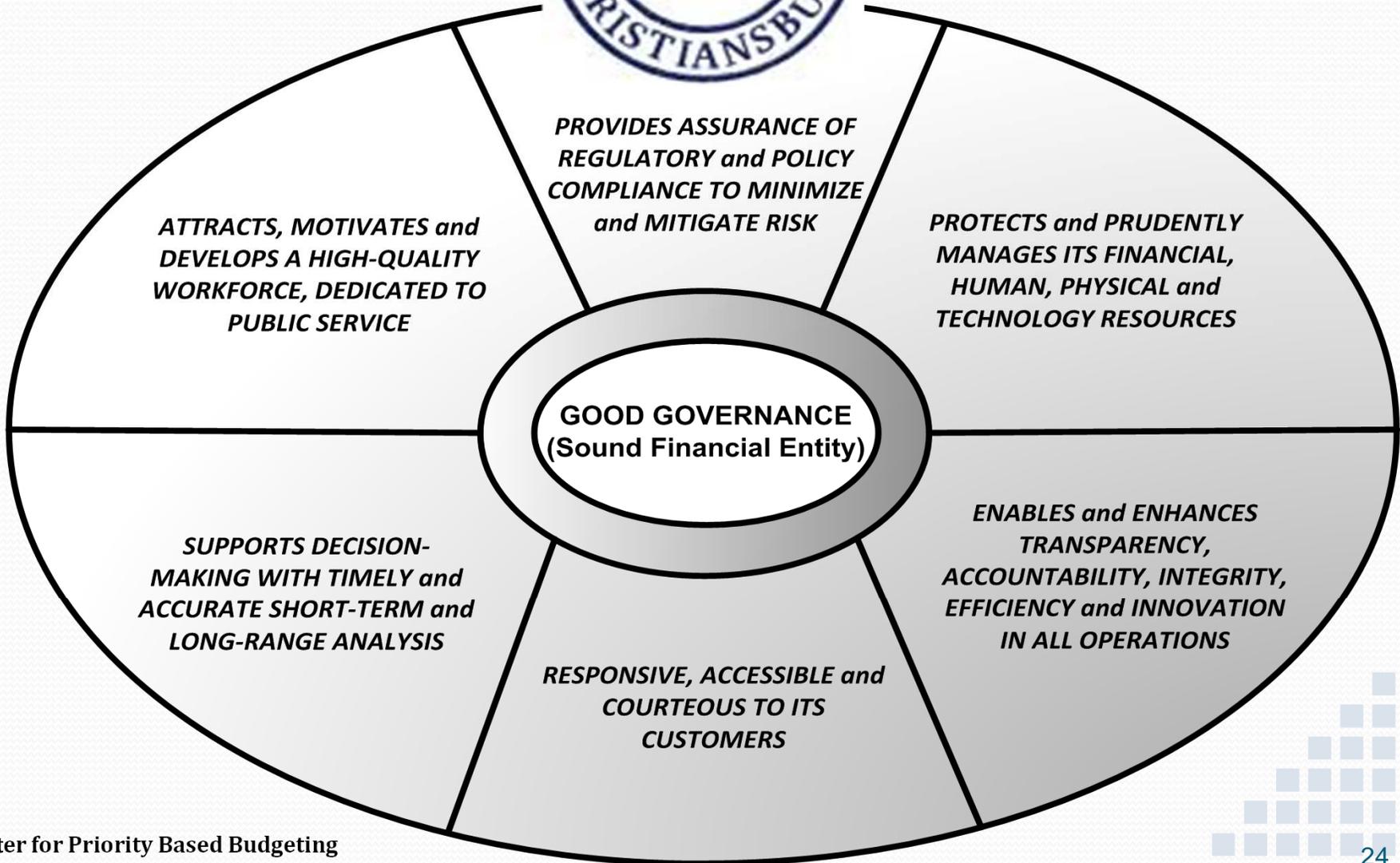
*Protects the community by justly enforcing the law, promptly responding to calls for service and being prepared for all emergency situations*

*Offers a variety of safe activities and safety education to engage with youth and families*

*Fosters a feeling of personal safety through a visible and approachable presence that ensures proactive prevention and responds to community concerns*

*Provides safe traffic flow, safe roads and a well-maintained transportation system*





# Strategic Questions

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

# Step 3: Identify Programs and Services

- Departments develop their own program inventories
- When defining programs, be clear on the objectives of what inventory will be used for
- Not too big, not too small, just right!
  - Measure relative size based on costs, people associated with program
  - Departments and Divisions = too big
  - Tasks = too small

**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

# 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?***

## Step 4: Score Programs against Results & Attributes

### City of Boulder's Results

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

### Basic Program Attributes

- Mandated to Provide the Program
- Reliance on the City to Provide the Program
- Cost Recovery of the Program
- Change in Demand for the Program
- Size of Population Served
- *And/or any other criteria that is relevant to your community*

# 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

# Identify “Value” of Program Based on their Influence on Results

## Individual Department Program Scorecard

Thursday, January 28, 2010

**Directions:** For all the programs in your department, please rate how these programs score in the four Basic Attributes and they influence the City’s ability to achieve its Priority Results. When completed, please email the Program Scorecard back to [mariah.dabel@sanjoseca.gov](mailto:mariah.dabel@sanjoseca.gov)



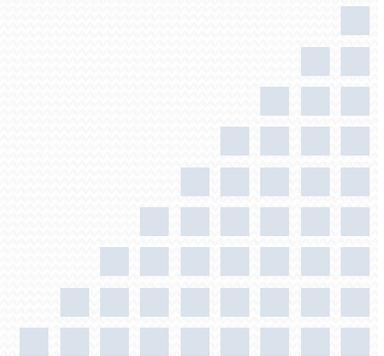
## Evaluation Criteria

Basic Program Attributes				Priority Results				
Mandated to Provide Program	Cost Recovery of Program	Change in Demand for Service	Reliance on City to Provide Service	Safe City	Prosperous Economy	Green, Sustainable City	Attractive, Vibrant Community	Reliable, Well-Maintained Infrastructure
<b>0-4 Scale</b> (4=State/Federal Mandate; 2=Charter; 1=Ordinance/Resolution; 0=No Mandate)	<b>0-4 Scale</b> based on Percentage (4=75-100%; 3=50-74%; 2=25-49%; 1=1-24%)	<b>-4 to 4 Scale</b> (4=demand significantly decreasing; 0=demand significantly increasing)	<b>0 to 4 Scale</b> (4=Only City can provide service; 2=Only public entities can provide service; 0=other entities can provide service)	<b>On a scale of 0 to 4 points, 0 = program has no influence on achieving the Result; 1 = program has some influence, though minimal; 2 = program influences the Result; 3 = program has a strong influence on the Result; 4 = program is essential to achieving the Results</b>				

Department	Program	Enter Score Below								
Office of Economic Development	Business Attraction/Expansion Assistance	4	2	4	4	2	4	3	2	0
Office of Economic Development	International Business Relations/Sister City	0	1	2	2	0	2	1	1	0
Office of Economic Development	Economic Strategy, Policy and Analysis	1	2	4	2	0	3	3	2	0
Office of Economic Development	Downtown Management	1	2	4	4	3	2	0	3	4
Office of Economic Development	Arts / Festival Grants and Assistance	1	1	3	0	1	3	1	4	1
Office of Economic Development	K-12 Arts Education	0	0	2	0	1	2	0	4	0
Office of Economic Development	Cultural Planning, Policy and Initiatives / Arts	1	0	2	4	1	3	1	4	1
Office of Economic Development	Public Art Project Management	1	1	2	0	1	2	2	4	3
Office of Economic Development	Public Art Master Plan Implementation and	1	1	3	0	1	2	1	4	2

# 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**



7/27/2010



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 achieve the Priority Result. Based on that process, programs 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 Peer Review team will review those programs 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. Specifically, you are tasked with the following:

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 and to what extent);
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.

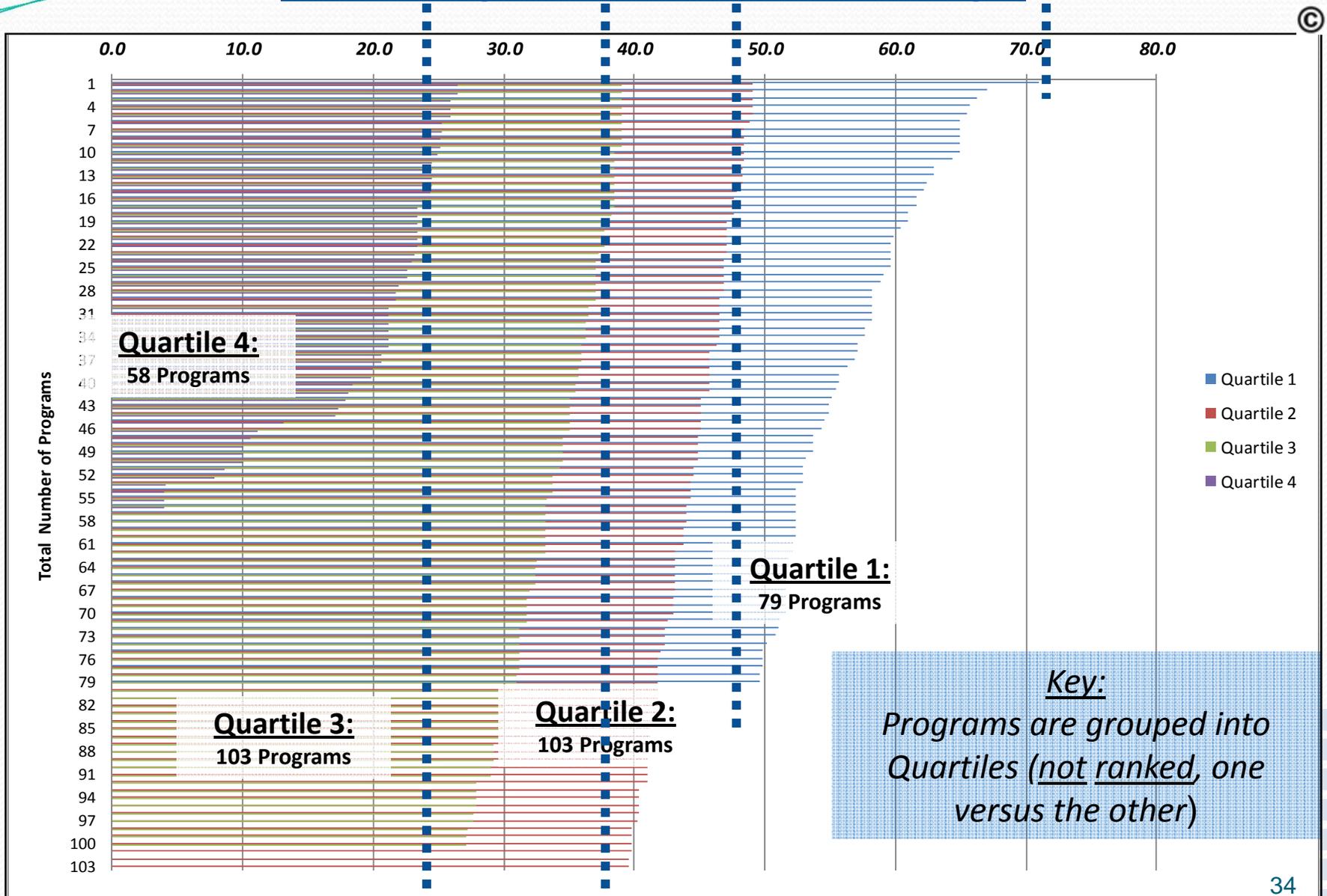
*The following Programs are Listed in Order of Score, From High to Low, Relative to this Result*

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	<b>Economic Vitality Program &amp; Sponsorships</b>	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 service to small and independent businesses.	29		4				4
Community Planning & Sustainability	LEAD	<b>City Organization Sustainability</b>	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; Safecranked for environmental health.	39		4				4
DUHMD/PS	04	<b>Downtown &amp; Community Improvements-streetscape</b>	Mall Infrastructure improvements and FFR replacement for items such as PopJet fountain,weeping rock, benches, etc	49		4				4
Fire	Fire Safety	<b>Inspections/Code Enforcement</b>	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	<b>Trail Program Maintenance and Construction</b>	Desc: Annual maintenance of existing trail system. New trail construction and large scale maintenance projects to make existing trails more sustainable Mandated: Charter Section 176c & 176h Provide for passive recreation such as hiking, equestrians and biking Change: As surrounding communities continue to grow, more people visit the OSMP trail system. 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. 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. Econ: The opportunity to recreate on OSMP, via the trail system, is essential to the economic vitality	168		4				4

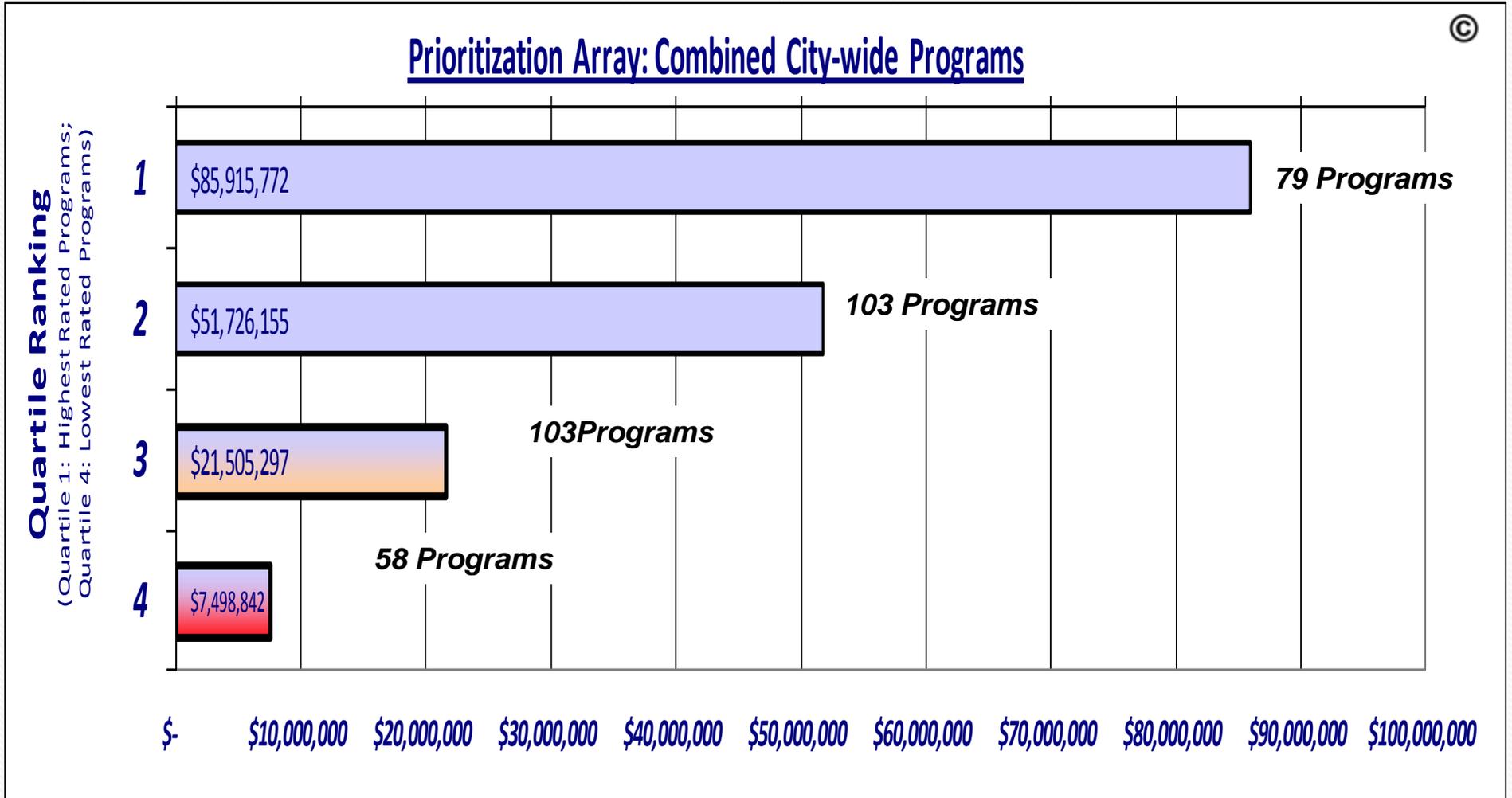
# Strategic Questions

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?*
5. ***How do we ask “better” questions that lead to “better” decisions about “what we do” and “why we do it”?***

# Defining Quartile Groupings



# Step 5: Allocate Resources Based on Prioritization



# Resource Allocation Tool

City of Boulder, CO

Program Type:

(All Programs, Governance, Community-oriented)

Prioritization Perspective:

(City-wide, Fund, Funds)

Choose Department:

(All Departments, Specific)

Funding Source:

(Est. Budget, Gen Gov Revenue, Program Revenues)



Every City Program

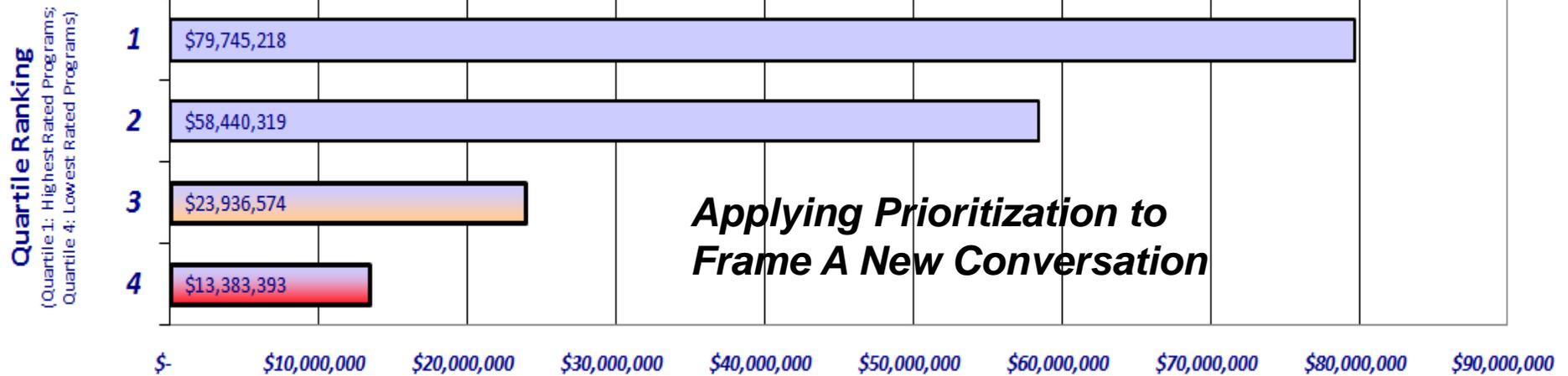
City-wide

All Departments

Portion Funded by General Government Resources

June 13, 2011

## Priority Based Budgeting: Spending Array Perspectives



*Applying Prioritization to Frame A New Conversation*

Quartile Ranking	2010 Budget	2011 Proposed Budget	Increase (Reduce) %	Impact	2011 Target Budget
Qrt 1	\$0	\$79,745,218	2.00%	\$1,594,904	\$81,340,122
Qrt 2	\$0	\$58,440,319	-3.00%	(\$1,753,210)	\$56,687,110
Qrt 3	\$0	\$23,936,574	-10.00%	(\$2,393,657)	\$21,542,917
Qrt 4	\$0	\$13,383,393	-20.00%	(\$2,676,679)	\$10,706,714
<b>TOTALS</b>	<b>\$0</b>	<b>\$175,505,504</b>	<b>-2.98%</b>	<b>(\$5,228,641)</b>	<b>\$170,276,863</b>

Center for Priority Based Budgeting

Leading Communities to Fiscal Health and Wellness



LIVE DEMONSTRATION  
OF  
***“RESOURCE ALIGNMENT  
DIAGNOSTIC TOOL”*** ©

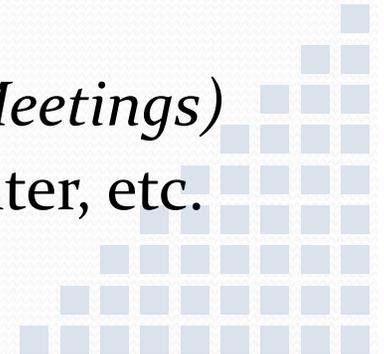
# Strategic Questions

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?*
5. *How do we ask “better” questions that lead to “better” decisions about “what we do” and “why we do it”?*
6. ***What do you want to “keep” (not “What do you want to cut”) – THE ROLE OF CITIZENS***



# Keys to Public Engagement

- 1.) Determine objective for engaging the Public
  - Is it a “*Means to an End*” or an “*End in and of Itself*”?
- 2.) Design the role of the Public so it will have a meaningful influence
- 3.) Ensure higher participation – **GO TO THEM**
  - Use the Web
  - Mail enclosures with Newsletters or Utility Bills
  - Attend Community Meetings (*i.e. Chamber of Commerce; Civic Groups; School Board; HOA Meetings*)
  - Set up kiosks at Library, Rec Center, Senior Center, etc.



# Many Challenges Inherent to Engaging Public

**Where would YOU find \$51 million?**  
**Building the Citizens' Budget**

**WHO MAKES THE CUT—YOU HELP DECIDE**  
**POLICE OR POOLS? FIREMEN OR FEES?**



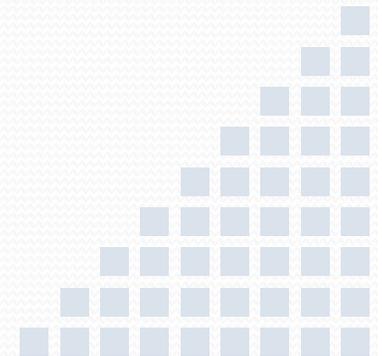
## Here's the challenge!

- The City of  has a \$51 million deficit—How can we balance the budget while still having the services we need?

## Your voice is important!

- City Council wants and needs your input to make budget decisions that best reflect the values of our citizens.
- Come talk with other citizens—*together* you will decide what is most important for our community.

- Level of discussion too “Big Picture”
- Conversation is framed contentiously (and possibly with “fear”)
- Unclear about “how” citizens will be able to participate



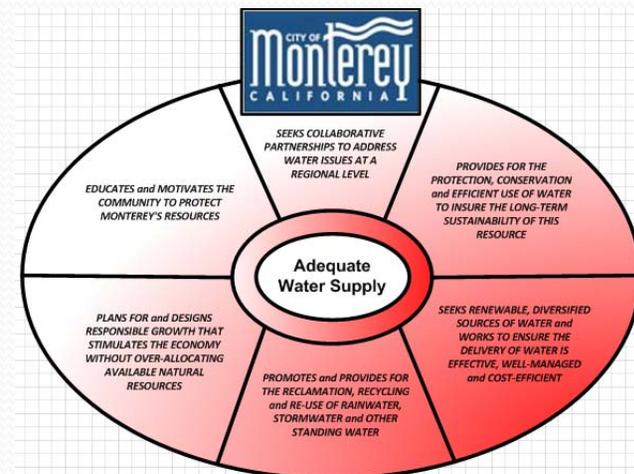
# Engaging Public in New Discussion About *“What They Want to Keep”*



**CITY OF MONTEREY**  
Result: **MULTIPLE MODES OF TRANSPORTATION**

*If the City of Monterey \_\_\_\_\_ then it will have successfully achieved the result of providing MULTIPLE MODES OF TRANSPORTATION*

DESIGN, BUILD and MANAGE A TRAFFIC NETWORK THAT EASES CONGESTION, IMPROVES TRAFFIC FLOW and ENHANCES MOBILITY		PROVIDES ACCESSIBLE, SAFE and WELL-PLANNED MOBILITY ALTERNATIVES FOR CYCLISTS and PEDESTRIANS THAT CONNECTS THE COMMUNITY		ENCOURAGES and INCENTIVIZES TECHNOLOGIES and OTHER TOOLS THAT REDUCE VEHICLE USE, ESPECIALLY BY THE CITY OF MONTEREY	
STAFF RESPONSE	CITIZEN RESPONSE	STAFF RESPONSE	CITIZEN RESPONSE	STAFF RESPONSE	CITIZEN RESPONSE
Review traffic control plans	Review traffic signals & vehicle flow	Event scheduling: Review traffic signal timing	Safety pedestrian lanes	Provide quality studies to investigate feasibility for bike, bicycle facilities	Encourage car-pooling cars
Focus on traffic engineering	Traffic flow	Pedestrian/Chicadee Priority	Pedestrian paths that are easy to follow	MULTIPLE modes of traffic, reduce impact on environment	Encourage car-pooling & car-sharing
Traffic plan	Get lightwave traffic meeting	Encourage walkways beyond the recreation trails	Expand bike lanes (safety lanes)	Car-pool	More bike-sharing
Conduct transportation planning	Consider creative solutions to "last mile" "last 1000" miles	Monitor bike lanes	Safety improvements for bicyclists	Car-sharing	Encourage for bicycling & car-sharing
Investigate the need for transportation planning - focused on traffic engineering	Traffic studies & look at long term traffic meeting - safety & efficiency	Walkways	Initiatives for bicycling & car-sharing	New modes of transportation	Encourage businesses to provide transportation alternatives
Use traffic meeting monthly	Alternate car-pool	Provide alternative bike lanes	Coordinate bike trails	Share equipment car-pool services	Active plan to reduce need for single person automobile trip
Event/17 use traffic board or meetings	Add lanes on San Mateo Blvd	Provide alternative modes (bicycle, transit, etc.)	Monitor walking paths & bike/pedestrian trails	Provide services to help bike/pedestrian use	
Improve traffic flow	Early coordinated road signage	Monitor connectivity	Multimodal paths with lighting (bikes)	Provide signs services to reduce car trips	
Walkways/bicycling with signage & effective walkway program	Design new streetlights (lightweight)	Monitor connectivity	Bike lanes (C)	Encourage mobility sharing	
Improve 8. emergency/call center	Open Arroyo (C)	Monitor the recreation trail	Walkway/bike trails & paths	More or improve school zoning	
Study and improve traffic flow	Address traffic flow issues to determine effective modes of transportation	Provide healthy bicycling walking & trail	Provide bike lane	Require businesses to provide alternative transportation support services (e.g. bike share, etc.)	
No traffic signage		New walkway/bike/pedestrian	Expand bike lanes on all city streets	Bike share program	
Signage		Event scheduling to avoid event	Event scheduling	Event a plan that	
Alternative scheduling to avoid event/pooling like paths (bikes etc.)		New pedestrian paths	Safe bike lanes	Provide services for bike share	
Traffic study & pedestrian safety		Provide alternative paths & walking trails	Build bike lanes		
Address traffic flow (C)		Coordinate under construction for bike paths & pedestrian/bike/pedestrian	Create bike lanes		
New address		Improve infrastructure for pedestrians & bicyclists	Bike & pedestrian routes		
Update lane markings to improve traffic flow (C)		Equipment to bike transportation plan	Monterey pedestrian connections to downtown		
Traffic engineering		Provide bike lanes	Create "bookends" city		
Encourage the public on traffic safety		New bike paths	Safe walkways		
Monitor traffic engineering		Walking trails (C)	Encourage pedestrian walking		
		MULTIPLE modes (e.g. pedestrian, bike, transit)	City of Monterey to encourage walking & biking		



# Valuing the Results of Government

*Invest \$100 in Results, according to their relative importance*

## Valuing the Results of Government

Thursday, February 04, 2010

Giving Emphasis to the Priorities of Government

**Directions:** The results that our Government strives to achieve are identified in the table below. As a citizen, your job is to help the City understand clearly the results that you value most. For this exercise, you are to imagine having \$100 to invest in achieving the City's results. Where would you invest your money? You can distribute the funds evenly to all results, you can invest all of your money in one single result, or you can invest your money toward the achievement of various results emphasizing those which are most important to you. Spend the \$100 until it's gone by typing the amount you intend to invest in a result into the empty box to the "right" of the Result Statement.



Money You Started With

Money You Have Invested

Money You Have Left  (When this box reads "\$0" you have completed Step 1.)

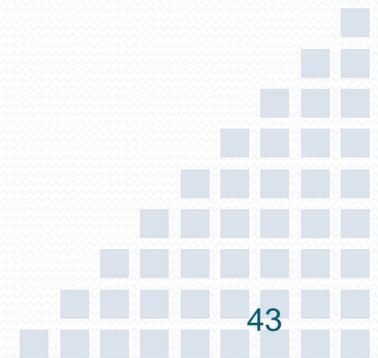
### Results of Government

Amount of Money Citizen Intends to Invest in Result

<i>A Safe Community</i>	\$ 30
<i>Strong Neighborhoods and a Sense of Community</i>	\$ 5
<i>Economic Vitality</i>	\$ 20
<i>Culture, Recreation and Learning Opportunities</i>	\$ 15
<i>Stewardship of the Environment</i>	\$ 10
<i>Effective Transportation and Mobility Options</i>	\$ 20



# *Results Validation Exercise*



# Validating the Results of Government

## *Invest \$100 in Results, according to their Relevance*

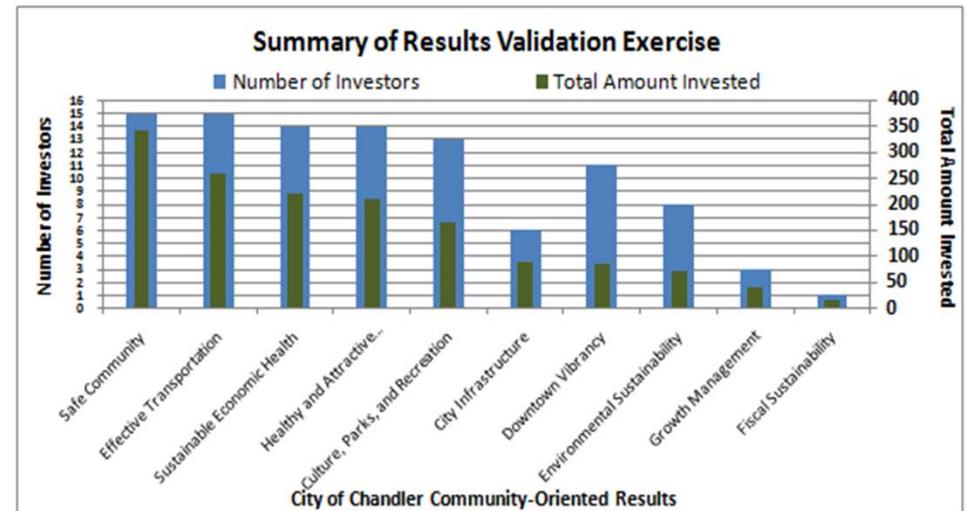
City of Chandler, Arizona  
Results Validation Exercise

Monday, October 24, 2011



### Community-Oriented Results - Results Validation Exercise

City of Chandler's Results	Number of Investors	Percentage of Investors	Total Amount Invested
Sustainable Economic Health	14	93%	\$ 220
Healthy and Attractive Community	14	93%	\$ 210
Downtown Vibrancy	11	73%	\$ 85
Effective Transportation	15	100%	\$ 260
Environmental Sustainability	8	53%	\$ 70
Safe Community	15	100%	\$ 343
City Infrastructure	6	40%	\$ 90
Culture, Parks, and Recreation	13	87%	\$ 167
Growth Management	3	20%	\$ 40
Fiscal Sustainability	1	7%	\$ 15



# What Can Be Learned from the “Results Validation” Exercise

- Are the City’s stated Results the right Results to use for this process,
- Are there “new” Results that would comprehensively state what the City is in business to do,
- Are there any Results that are no longer valid and shouldn’t be included in program scoring,
- For the Results that are validated, are there any that should be combined or re-stated

# Instructions:

## \$100 Results Validation Exercise

### CITY OF SACRAMENTO, CALIFORNIA

#### Valuing the Results of Government



January, 2012

*Directions: The Results that the CITY OF SACRAMENTO strives to achieve are identified in the table below. In this exercise, we are asking you to help validate the Results already identified in the City's 2011 Budget Focus Areas and determine if there are any other Results against which programs and services should be evaluated for the purposes of program prioritization. For this exercise, imagine that you have \$100 to invest in achieving the City's Results. Where would you invest your money? You can distribute the \$100 evenly to all the Results or you can invest your \$100 towards the various Results in different amounts for each individual Result to demonstrate the varying degree of important you would assign. If you chose not to fund a Result, this indicates your belief that this is NOT one of the reasons for which the City offers programs and services. You may also chose to write in an additional Result, not already identified in the 2011 Budget Focus Areas document, if you believe strongly that it describes one of the reasons the City "exists" in the eyes of the community. Spend the \$100 until it's gone by placing the amount you intend to invest in a Result in the box to the right of the Result Statement.*

‡ Amount You Started With

\$100

‡ Amount You Have Invested

\$0

‡ Amount You Have Left to Invest

\$100

[When this box reads "\$0" you have completed Step 1.]

<b><u>COMMUNITY-ORIENTED RESULTS OF GOVERNMENT</u></b>	<b>Amount to be Invested in each Result</b>
Economic Vitality	\$ -
Safe Community (Public Safety)	\$ -
Youth and Education	\$ -
Preservation of Resources (Quality of Life)	\$ -

# Example: Result Weighting Exercise

## Calculating the “Weighting Factor”

Result	Total Spent	Normalize Investment	“Weighting Factor”
Safe Community	\$1,565	= \$1,565 / \$770	2.03
Strategic Sustainable, Well-maintained Development	\$1,405	= \$1,405 / \$770	1.82
Quality of Life	\$1,214	= \$1,214 / \$770	1.58
Stewardship of the Environment	\$770	= \$770 / \$770	1.00

*Example from Grand Island, Nebraska*





# Thank You !

## Contact Information:

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