Priority Based Budgeting-
Validating and Identifying Results

CITY of ENGLEWOOD, COLORADO
Jon Johnson & Chris Fabian
June 29, 2015
Achieving Fiscal Health & Wellness

2 Strategic Initiatives

Fiscal Health
- Incorporate Economic Analysis and Long-Term Planning into Decision Making
- "Spend Within Our Means"
- Understand Variances (Budget vs. Actual)
- Establish and Maintain Reserves
- Transparent About the "True Cost of Doing Business"

Long-term Fiscal Wellness
- Support Resource Allocation Decision Making with Prioritization of Programs
- Define the Results of Government Uniquely to the Community
- Identify Programs and Services
- Value Programs Based on Evidence of their Influence on Results
- Identify the Role of Government (Results)
BRINGING VISION INTO FOCUS WITH A NEW "LENS"
STEPS to SUCCESS – Priority Based Budgeting

1. Determine Results
   • “What are we in business to do?”

2. Clarify Result Definitions
   • “What do those Results mean to us?”

3. Identify Programs and Services
   • “What exactly do we do & what does it cost”?

4. Value Programs Based on Results
   • “What is of the highest importance?”

5. Allocate Resources Based on Priorities
   • “What can we “see” differently?”
Priority Based Budgeting Steps

1. **DETERMINE RESULTS** –

   “What are we in “business” to do?”

   - Accurate prioritization of programs, reflecting the organization’s stated objectives, depends on the comprehensive identification of the *Results* it is in business to achieve.
Start with “Why”

The Golden Circle

What
Every organization on the planet knows WHAT they do. These are Products they sell or the services they offer.

How
Some Organizations know HOW they do it. These are things that make them special or set them apart from their competition.

Why
Very few Organizations know WHY they do what they do. WHY is not about making money. That’s a result. It’s a purpose, cause or belief. It’s the very reason your organization exists.
Step 1: Determine Results
City of Grand Island, Nebraska

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
Priority Based Budgeting Steps

2. **CLARIFY RESULTS DEFINITIONS** –

“What do those Results mean to us”?

- Precision in prioritization depends on the articulation of the cause and effect relationship between a program and a *Result*.

- Using clearly defined “*Result Maps*”, detailing the factors that influence the way *Results* are achieved, the organization can minimize subjectivity in the process of linking programs with its *Results*. 

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*Image Source: [OpenStreetMap](https://commons.wikimedia.org/wiki/Category:OpenStreetMap)*
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
Priority Based Budgeting Steps

3. IDENTIFY PROGRAMS and SERVICES –

“What exactly do we do and what does it cost?”

• Comparing individual programs and services as opposed to comparing departments that provide those services allows for better prioritization.
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
Priority Based Budgeting Steps

4. VALUE PROGRAMS BASED ON RESULTS –

“What is of the highest importance?”

• With the right Results that are clearly defined, the organization can more accurately “value” a program relative to its influence on achieving Results.
Identify "Value" of Program Based on their Influence on Results

<table>
<thead>
<tr>
<th>Individual Department Program Scorecard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, January 28, 2010</td>
</tr>
<tr>
<td><strong>Directions:</strong> 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 <a href="mailto:mariah.dabel@sanjose.ca.gov">mariah.dabel@sanjose.ca.gov</a></td>
</tr>
</tbody>
</table>

**Basic Program Attributes**

<table>
<thead>
<tr>
<th>Mandated to Provide Program</th>
<th>Cost Recovery of Program</th>
<th>Change in Demand for Service</th>
<th>Reliance on City to Provide Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 Scale</td>
<td>0-4 Scale</td>
<td>0-4 Scale</td>
<td></td>
</tr>
<tr>
<td>(4-State/Federal Mandate; 2-Charter; 1-Ordinance/Resolution; 0-No Mandate)</td>
<td>based on Percentage (4-75-100%; 3-50-74%; 2-25-49%; 1-0-24%)</td>
<td>4 to 4 Scale</td>
<td>4 to 4 Scale (4-Only City can provide service; 3-Only public entities can provide service; 2-Other entities can provide service)</td>
</tr>
</tbody>
</table>

**Evaluation Criteria**

<table>
<thead>
<tr>
<th>Priority Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe City</td>
</tr>
<tr>
<td>Prosperous Economy</td>
</tr>
<tr>
<td>Green, Sustainable City</td>
</tr>
<tr>
<td>Attractive, Vibrant Community</td>
</tr>
<tr>
<td>Reliable, Well-Maintained Infrastructure</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Department</th>
<th>Program</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
<th>Enter Score Below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Economic Development</td>
<td>Business Attraction/Expansion Assistance</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>International Business Relations/Sister City</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Economic Strategy, Policy and Analysis</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Downtown Management</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Arts/Festival Grants and Assistance</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>K-12 Arts Education</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Cultural Planning, Policy and Initiatives/Arts</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Public Art Project Management</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Office of Economic Development</td>
<td>Public Art Master Plan Implementation</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>
Priority Based Budgeting Steps

5. ALLOCATE RESOURCES BASED ON COMMUNITY PRIORITIES –

“What can we see “differently?”

• Through the “new lens” of the “Resource Alignment Diagnostic Tool”, the organization can ask “different” questions that lead to more informed, data-driven decisions about “what we do” and “why we do it”.
Defining Quartile Groupings

Quartile 1:
- 88 Programs

Quartile 2:
- 116 Programs

Quartile 3:
- 110 Programs

Quartile 4:
- 54 Programs

Key:
Programs are grouped into Quartiles (not ranked, one versus the other). Quartiles are defined using standard deviation.
Step 5: Allocate Resources Based on Prioritization

City of Boulder, Colorado
“Resource Alignment Diagnostic Tool”
City of Boulder, CO

City of Boulder, Colorado “Resource Alignment Diagnostic Tool”

Program Type:
(All Programs, Community-Oriented, Governance)

Fund Perspective:
(All or Individual Funds)

Department / Division Perspective:

Funding Perspective:
(Revenue Source; Direct/Indirect Costs)

Community-Oriented Programs
City-wide
All Departments
Total Estimated Budget

July, 2014

Priority Based Budgeting: Spending Array Perspectives

Quartile Ranking
1
2
3
4

$166,646,067
0.00%
$0
$0

8
$85,915,772
0.00%
$0
$0

88
$51,726,155
0.00%
$0
$0

115
$21,505,297
0.00%
$0
$0

110
$7,498,842
0.00%
$0
$0

54
$0
0%
$0
$0

0

TOTALS

$0
$0
$0

$0
$0
$0

$0
$0
$0

368

Total City Budget
$198,562,103
83.93%

% Of Total City Budget
79.31%

% Of Total Programs
464

Generate List of Programs
Community Results Validation Exercise
Starting Place for “Results”

### The National Citizen Survey™

<table>
<thead>
<tr>
<th>Community Characteristics</th>
<th>Trend</th>
<th>Benchmark</th>
<th>Percent positive</th>
<th>Governance</th>
<th>Trend</th>
<th>Benchmark</th>
<th>Percent positive</th>
<th>Participation</th>
<th>Trend</th>
<th>Benchmark</th>
<th>Percent positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall appearance</td>
<td>↓</td>
<td>↓</td>
<td>62%</td>
<td>Customer service</td>
<td>↓</td>
<td>↓</td>
<td>68%</td>
<td>Recommend Englewood</td>
<td>↑</td>
<td>↓</td>
<td>86%</td>
</tr>
<tr>
<td>Overall quality of life</td>
<td>↑</td>
<td>↓</td>
<td>76%</td>
<td>Services provided by Englewood</td>
<td>↑</td>
<td>↓</td>
<td>72%</td>
<td>Remain in Englewood</td>
<td>↓</td>
<td>↔</td>
<td>79%</td>
</tr>
<tr>
<td>Place to retire</td>
<td>↔</td>
<td>↔</td>
<td>68%</td>
<td>Services provided by the Federal Government</td>
<td>↔</td>
<td>↔</td>
<td>41%</td>
<td>Contacted Englewood employees</td>
<td>↓</td>
<td>↔</td>
<td>40%</td>
</tr>
<tr>
<td>Place to raise children</td>
<td>↔</td>
<td>↓</td>
<td>68%</td>
<td>Police</td>
<td>↔</td>
<td>↔</td>
<td>76%</td>
<td>Was NOT the victim of a crime</td>
<td>↓</td>
<td>↔</td>
<td>83%</td>
</tr>
<tr>
<td>Place to live</td>
<td>↔</td>
<td>↔</td>
<td>85%</td>
<td>Crime prevention</td>
<td>↔</td>
<td>↔</td>
<td>63%</td>
<td>Did NOT report a crime</td>
<td>↑</td>
<td>↔</td>
<td>75%</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>↔</td>
<td>↔</td>
<td>80%</td>
<td>Fire</td>
<td>↔</td>
<td>↔</td>
<td>90%</td>
<td>Stocked supplies for an emergency</td>
<td>↔</td>
<td>↓</td>
<td>26%</td>
</tr>
<tr>
<td>Overall image</td>
<td>↔</td>
<td>↓</td>
<td>47%</td>
<td>Fire prevention</td>
<td>↔</td>
<td>↔</td>
<td>69%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe downtown/commercial area</td>
<td>↑</td>
<td>↔</td>
<td>83%</td>
<td>Ambulance/EMS</td>
<td>↓</td>
<td>↔</td>
<td>83%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
<td>Emergency preparedness</td>
<td>↔</td>
<td>↓</td>
<td>57%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ENGLEWOOD, Colorado

**MISSION, VISION, AND VALUES**

**Mission:** To promote and ensure a high quality of life, economic vitality, and a uniquely desirable community identity.

**Vision:** To promote and ensure a high quality of life, economic vitality, and a uniquely desirable community identity through the delivery of reliable, affordable, and flexible services and by proactively collaborating with our citizens and businesses to develop an environment that fosters safety and opportunity.

**Organizational Values:**
- Integrity
- Trust
- Respect
- Excellence
- Accountability
- Teamwork
# PBB “Results Road Map”

## CITY of ENGLEWOOD, COLORADO
**PROPOSED COMMUNITY RESULTS**

**The CITY of ENGLEWOOD MEETS the EXPECTATIONS of the COMMUNITY by ACHIEVING THESE GOALS**

### PBB RESULTS

<table>
<thead>
<tr>
<th>Results Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe, Healthy and Socially Responsible Community</td>
<td>Safe Community, Thriving Local Economy, Livable, Attractive Community, Community Engagement</td>
</tr>
<tr>
<td>Thriving and Vibrant Local Economy</td>
<td>Safe Community, Thriving Local Economy</td>
</tr>
<tr>
<td>Attractive and Engaged Community with Desirable, Livable Neighborhoods</td>
<td>Livable, Attractive Community, Community Engagement</td>
</tr>
<tr>
<td>Effective Mobility and Reliable Infrastructure</td>
<td>Mobility, Infrastructure (Built Environment)</td>
</tr>
<tr>
<td>Sustainable Natural Environment</td>
<td>Natural Environment</td>
</tr>
<tr>
<td>Orderly, Well-Managed Growth and Development</td>
<td>Development &amp; Growth</td>
</tr>
<tr>
<td>Recreational, Cultural, Educational and Life-Long Learning Opportunities</td>
<td>Recreation &amp; Wellness, Education &amp; Enrichment</td>
</tr>
</tbody>
</table>

### 2014 CITIZEN SURVEY

<table>
<thead>
<tr>
<th>Survey Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy; mental &amp; physical health care</td>
<td>Vibrant downtown; shopping; employment; Social Events; Neighbourhoods; Appearance; Families; Seniors; Social Events; Acceptance; Participation; Volunteerism</td>
</tr>
<tr>
<td>Safety/Law Enforcement</td>
<td>Local Economy, Image</td>
</tr>
<tr>
<td>Homelessness</td>
<td>Transportation, Infrastructure</td>
</tr>
<tr>
<td>Downtown Development</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>Civic Pride; Sense of Community</td>
<td>Affordable housing</td>
</tr>
<tr>
<td>Cost of Living</td>
<td>Code Enforcement; Rental Laws</td>
</tr>
<tr>
<td>Employment</td>
<td>Revitalization;</td>
</tr>
<tr>
<td>Education</td>
<td>Population growth</td>
</tr>
</tbody>
</table>
Results Validation Exercise

Englewood Establishes Results

Englewood Establishes Results - PBB 2015

Establishing Results - "Why" Does our Local Government Exist:

Thank you for taking part in this unique "budgeting" experience. Through Priority Based Budgeting, we are presenting you an opportunity to directly influence the way dollars are spent in this community. Your input will lead directly to the prioritization of Results, and these Results will serve as the basis against which our community’s resources are evaluated and allocated.

1. In this exercise, you are being asked to help identify the RESULTS that the City of Englewood strives to achieve for its residents, businesses and visitors. These Results will then be used as the City implements its PRIORITY BASED BUDGETING process. (The Result concepts shown below come from the "2014 Citizen Survey" as well as the City’s "Vision" - click here for a documented "road-map" that demonstrates the connection between the Citizen Survey, the Vision, and these Results.)

For this exercise, imagine that you have 500 votes to allocate in identifying the City’s Results. Where would you allocate your votes? You can distribute these 500 votes to any of the Results identified if you feel these reflect what is expected by your 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 Englewood "exists" in the eyes of the community. Results assigned "0 votes" represent a belief that this is NOT one of the reasons the City of Englewood offers programs and services to the community. Allocate your 500 points using the box to the right of the Results column until you have allocated your full allotment of points.

SAFE, HEALTHY and SOCIAL RESPONSIBLE COMMUNITY

THRIVING and VIBRANT LOCAL ECONOMY

ATTRACTION and ENGAGED COMMUNITY with DESIRABLE
City of Englewood, Colorado: Results of Government

1) SAFE, HEALTHY and SOCIALLY RESPONSIBLE COMMUNITY
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 675

2) THRIVING and VIBRANT LOCAL ECONOMY
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 600

3) ATTRACTIVE and ENGAGED COMMUNITY with DESIRABLE, LIVABLE NEIGHBORHOODS
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 435

4) EFFECTIVE MOBILITY and RELIABLE INFRASTRUCTURE
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 410

5) SUSTAINABLE NATURAL ENVIRONMENT
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 400

6) ORDERLY, WELL-MANAGED GROWTH and DEVELOPMENT
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 445

7) RECREATIONAL, CULTURAL, EDUCATIONAL and LIFE-LONG LEARNING OPPORTUNITIES
   Number of Supporters: 7
   Percentage: 100%
   Total Votes: 435

8) Thoughtful Financial Sustainability
   Number of Supporters: 1
   Percentage: 14%
   Total Votes: 60

9) Inclusive and welcoming community
   Number of Supporters: 1
   Percentage: 14%
   Total Votes: 40

10)...
    Number of Supporters: 0
    Percentage: 0%
    Total Votes: 0

11)...
    Number of Supporters: 0
    Percentage: 0%
    Total Votes: 0

12)...
    Number of Supporters: 0
    Percentage: 0%
    Total Votes: 0

TOTALS: 7
Total Votes: 3500
Proposed Community Results -
City of Englewood, Colorado

- Attractive and Engaged Community with Desirable, Livable Neighborhoods
- Effective Mobility and Reliable Infrastructure
- Orderly, Well-Managed Growth and Development
- Recreational, Cultural, Educational and Life-Long Learning Opportunities
- Safe, Healthy and Socially Responsible Community
- Sustainable Natural Environment
- Thriving and Vibrant Local Economy
Governance Results Validation Exercise
**Governance $100 Exercise**

City of Englewood, Colorado  
Validating the Results of Governance  
June, 2015

**DIRECTIONS:** The proposed "Governance Results" that the CITY of ENGLEWOOD strives to achieve are suggested in the table below. In this exercise, we are asking you to help identify those Results against which the City's internally focused programs and services should be evaluated for the purposes of program prioritization. For this exercise, imagine that you have 100 points to allocate in identifying the City's Governance Results. Where would you allocate your points? You can distribute your 100 points evenly to all the Results or you can assign those points towards the various Results in varying quantities for each individual Result to demonstrate the varying degree of important you would assign. If you chose not a fund a Result, this indicates your belief that this is NOT one of the reasons for which the City offers programs and services to its internal departments. You may also choose to write in an additional Result not already identified if you believe strongly that it describes one of the reasons the City's Governance functions "exists" in the eyes of the organization. Allocate your 100 points until they are all used by indicating the amount you intend to assign to a Result in the box to the right of the Result Statement.

**GOOD GOVERNANCE RESULTS**

"When the CITY of  [ROSWELL], then it achieves the expectations of the internal organization.

<table>
<thead>
<tr>
<th>Result</th>
<th>Amount Allocated to each Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attracts, Develops, Retains and Values a High-Quality Workforce Dedicated to Service Excellence</td>
<td></td>
</tr>
<tr>
<td>Fosters Financial Sustainability, Operational Excellence, Trust and Transparency through Accountability, Honesty, Efficiency, Innovation and Best Practices</td>
<td></td>
</tr>
<tr>
<td>Protects, Manages, Optimizes and Invests in its Human, Financial, Physical and Technology Resources</td>
<td></td>
</tr>
<tr>
<td>Provides Assurance of Regulatory and Policy Compliance to Minimize or Mitigate Risk</td>
<td></td>
</tr>
<tr>
<td>Provides Responsive, Fair and Accessible Leadership, Facilitates Timely and Effective Two-Way Communication and Utilizes Input from all Stakeholders</td>
<td></td>
</tr>
<tr>
<td>Supports Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning</td>
<td></td>
</tr>
</tbody>
</table>

**ADDITIONAL RESULTS**

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Proposed Governance Results
City of Englewood, Colorado

- ATTRACTS, DEVELOPS, RETAINS and VALUES a HIGH-QUALITY WORKFORCE DEDICATED to SERVICE EXCELLENCE

- FOSTERS FINANCIAL SUSTAINABILITY, OPERATIONAL EXCELLENCE, TRUST and TRANSPARENCY through ACCOUNTABILITY, HONESTY, EFFICIENCY, INNOVATION and BEST PRACTICES

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

- PROVIDES ASSURANCE of REGULATORY and POLICY COMPLIANCE to MINIMIZE and MITIGATE RISK

- PROVIDES RESPONSIVE, FAIR and ACCESSIBLE LEADERSHIP, FACILITATES TIMELY and EFFECTIVE TWO-WAY COMMUNICATION and UTILIZES INPUT from all STAKEHOLDERS

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

Englewood Defines Results

Englewood Defines Community Results - PBB 2015

Help the City of Englewood comprehensively define how Results are achieved:

***PLEASE COMPLETE THIS ONLINE SURVEY BY July 15th***

Precision in Priority Based Budgeting depends on the clear articulation of the cause and effect relationship between a program and a defined Result. Your input will influence the development of "Result Maps" - with clearly defined "Result Maps," detailing the factors that influence the Results the City is in business to achieve, it can seek to minimize subjectivity in the process of linking those Results to programs or services offered to the community. (For further instruction, and a brief video tutorial on Result Definitions, click here)

1. Inclusive and Accessible Community (WELCOMING; CONNECTED) - When the City of Englewood _____________, this Result is achieved. [Fill in the blank with action, a service, a measurable activity, etc]

   When the City of Englewood...[start with an "action" verb]...

   When the City of Englewood...[start with an "action" verb]...

   When the City of Englewood...[start with an "action" verb]...

   When the City of Englewood...[start with an "action" verb]...

   When the City of Englewood...[start with an "action" verb]...

   When the City of Englewood...[start with an "action" verb]...
Workshop Instructions
Safe, Healthy and Socially Responsible Community

Guiding Questions:

- When the CITY of Englewood__________ (fill in the blank), the Result is achieved.
  - What does “success” look like, feel like…?
  - What is happening in your community when this Result is achieved?
  - What is being or could be done to influence this Result?
  - What actions help produce this result?
  - What would the show the community that the Result has been accomplished?
Achieving Fiscal Health

-OR-

Confessions of a 30-year Finance Director!
### Comparison of Projected Revenues, Outlays, and Deficits in CBO's March 2009 Baseline and CBO's Estimate of the President's Budget

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“I’ll pause for a moment so you can let this information sink in.”
ACHIEVING FISCAL HEALTH

Incorporate Economic Analysis and Long-Term Planning into Decision Making

“Spend Within Our Means

Transparent About the “True Cost of Doing Business”

Establish and Maintain Reserves

Understand Variances (Budget vs. Actual)
Strategic Questions

• How much do we have available to spend? - (not “How much do you need”?)
  “Spend Within Our Means”

• Why do we need to keep “money in the bank”? Establish & Maintain Reserves

• What’s the “difference”? Understand Variances (Budget to Actual)
Strategic Questions

• “It costs how much”?

  Transparent About

  ‘True Cost of Doing Business’

• “What’s the plan and what could cause it to change?

  Economic Analysis & Long-Term Planning

• What does the future look like?
• What if..........???

  “Fiscal Health Diagnostic Tool”
Looks like a Financially "Healthy" Organization - Right?
Let's Look through a Different Lens!

CITY OF WHEAT RIDGE, COLORADO
COMBINED GENERAL and CAPITAL FUNDS
Wednesday, May 15, 13

Fiscal Health Diagnostic (Are objectives met?)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Status</th>
<th>1st Year Missed</th>
<th>1st Year Impact</th>
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<tbody>
<tr>
<td>Set Aside Reserves</td>
<td>Meets</td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Achieve &quot;Ongoing&quot; Alignment</td>
<td>Does Not Meet</td>
<td>2014</td>
<td>($137,866)</td>
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<tr>
<td>Achieve &quot;One-time&quot; Alignment</td>
<td>Meets</td>
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<td>$0</td>
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Note: Items in "Blue" can be modified; items in "Black" cannot

Additional Ideas for Revenue Enhancement

<table>
<thead>
<tr>
<th>Description</th>
<th>R</th>
<th>Ongoing</th>
<th>Year 1</th>
<th>Year n</th>
<th>One-time</th>
<th>Year</th>
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<tbody>
<tr>
<td>Increase Sales Taxes</td>
<td>R</td>
<td>$0</td>
<td>2014</td>
<td>2017</td>
<td>$0</td>
<td>2013</td>
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<tr>
<td>Sell City Hall (sell assets)</td>
<td>R</td>
<td>$0</td>
<td>2014</td>
<td>2017</td>
<td>$0</td>
<td>2014</td>
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<tr>
<td>ULTIMATE ELECTRONICS CLOSES</td>
<td>R</td>
<td>$0</td>
<td>2014</td>
<td>2017</td>
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<tr>
<td>Anticipated Increase in Sales Tax Revs</td>
<td>R</td>
<td>$0</td>
<td>2015</td>
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<td>Fill Gap</td>
<td>N</td>
<td></td>
<td>2014</td>
<td>2015</td>
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<tr>
<td>Adjust Reserve Policy</td>
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<td>10%</td>
<td>2014</td>
<td>2013</td>
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</table>

Ongoing Alignment

- Ongoing Revenues
- Ongoing Expenditures

<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Y/N</th>
<th>Approval Year</th>
<th>First Year</th>
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<tr>
<td>CIP - 32nd Ave. Reconstruction - Wadsworth to Kipling</td>
<td>N</td>
<td>2013</td>
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<tr>
<td>CIP - Wadsworth Reconstruction - 30th to 40th</td>
<td>N</td>
<td>2014</td>
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<tr>
<td>CIP - Pedestrian &amp; Bike Master Plan</td>
<td>N</td>
<td>2015</td>
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<tr>
<td>CIP - Dispatch Center</td>
<td>N</td>
<td>2016</td>
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One-time Alignment (as of year-end)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fund Balance &amp; One-time Revenue</th>
<th>One-time Expenditures</th>
<th>Reserve Policy</th>
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<tbody>
<tr>
<td>2009</td>
<td>$15,000,000</td>
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One-time Projects

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<tr>
<th>Year</th>
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<td>2017</td>
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CIP - 32nd Ave. Reconstruction - Wadsworth to Kipling
CIP - Wadsworth Reconstruction - 30th to 40th
CIP - Pedestrian & Bike Master Plan
CIP - Dispatch Center

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Using a Different Lens to Focus Community Resources on Results

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"FISCAL HEALTH DIAGNOSTIC TOOL" - Tell the Story with a "Picture"
Thank You!

CENTER FOR PRIORITY BASED BUDGETING
Using a Unique Lens to Focus Community Resources on Results

Jon Johnson, Co-Founder
jjohnson@pbbcenter.org

Chris Fabian, Co-Founder
cfabian@pbbcenter.org

www.pbbcenter.org
Phone: 720-361-3710

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