

Council Retreat

September 24, 2019





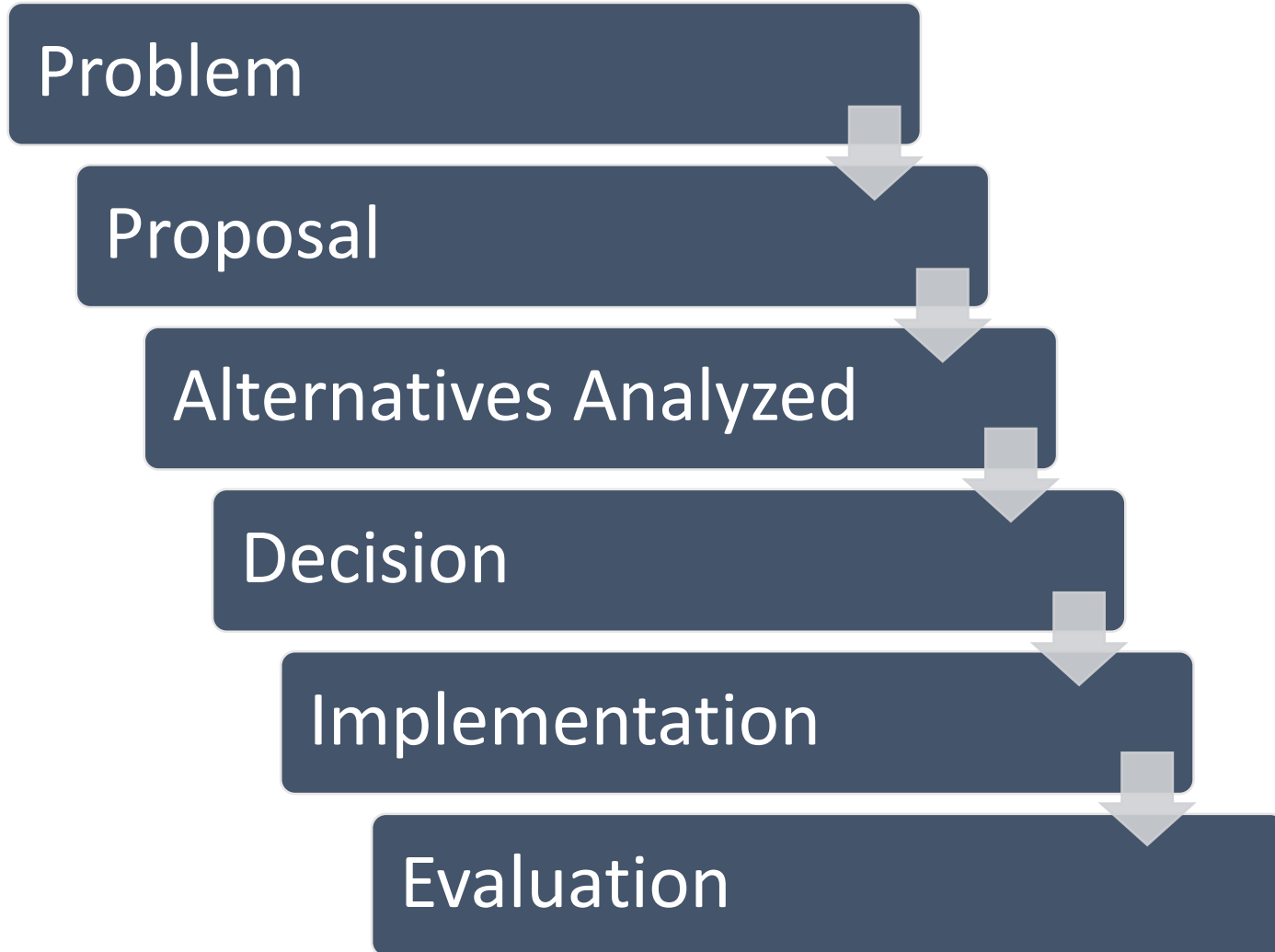
Opening Thoughts



- The Importance of Retreats
- General Comments to Frame the Discussion
 - Proactive Process
 - Policy and Administration

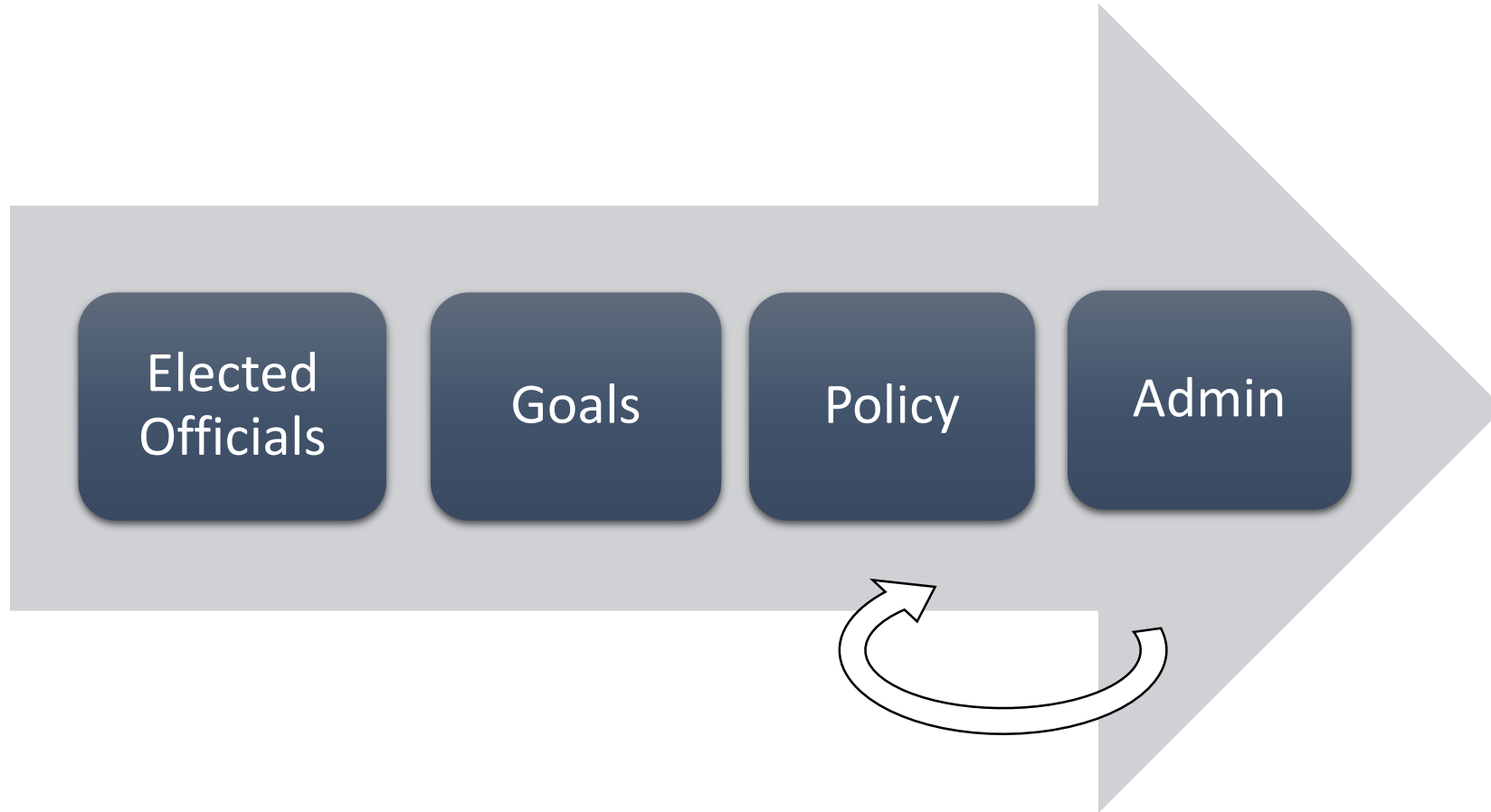


Reactive Decision Process



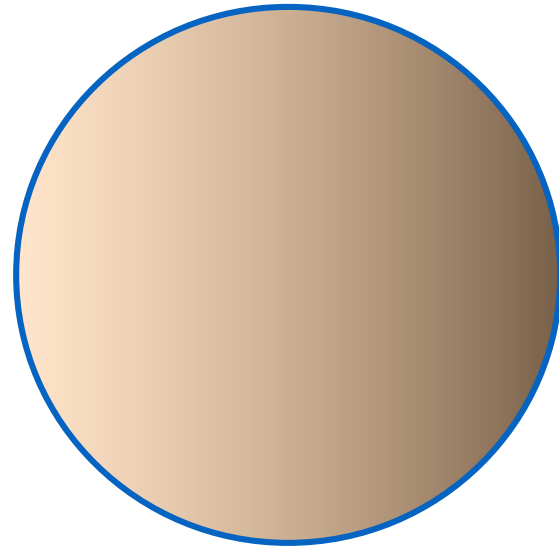


Proactive Decision Process

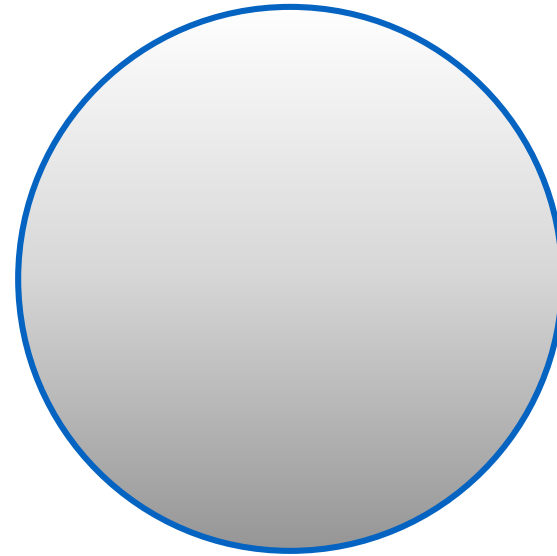




The Dichotomy



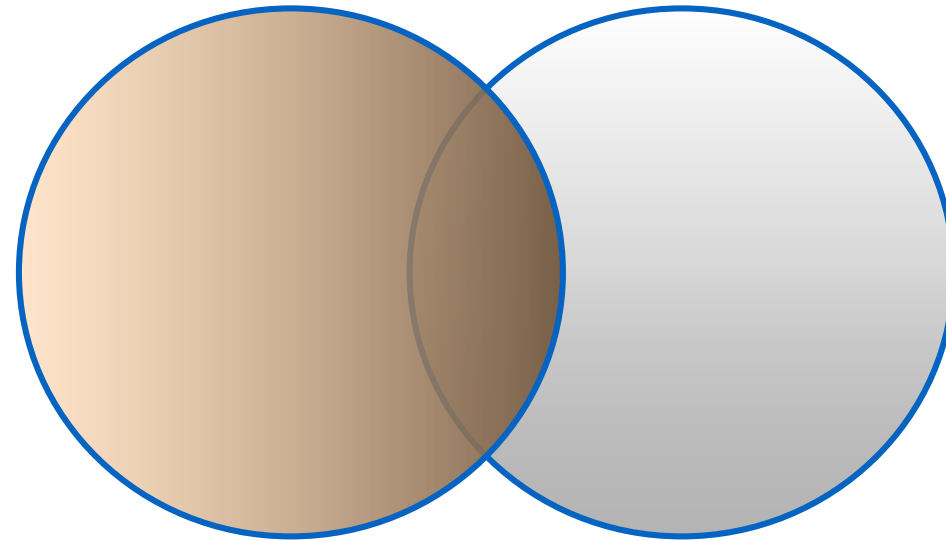
POLICY



ADMINISTRATION



The Accepted Model

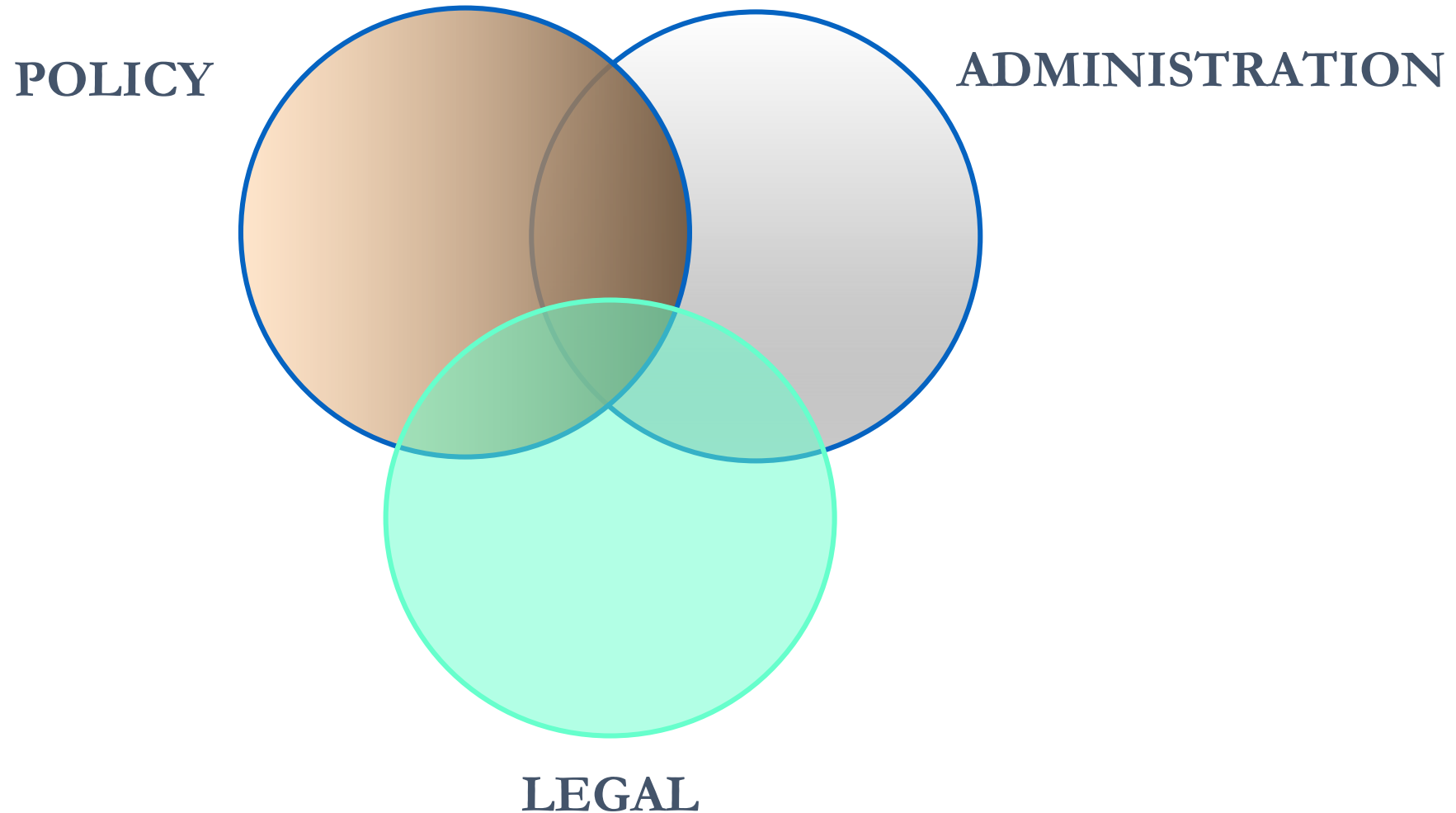


POLICY

ADMINISTRATION



The Actual Model



Higher Performing Governance



City of Flagstaff



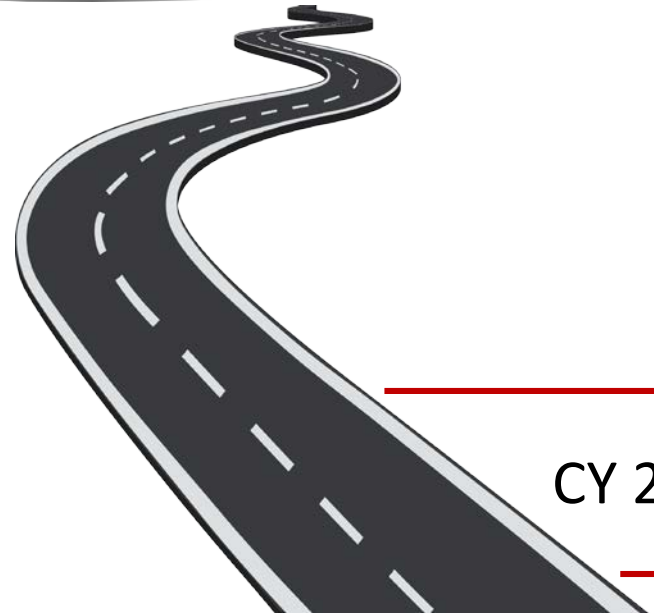
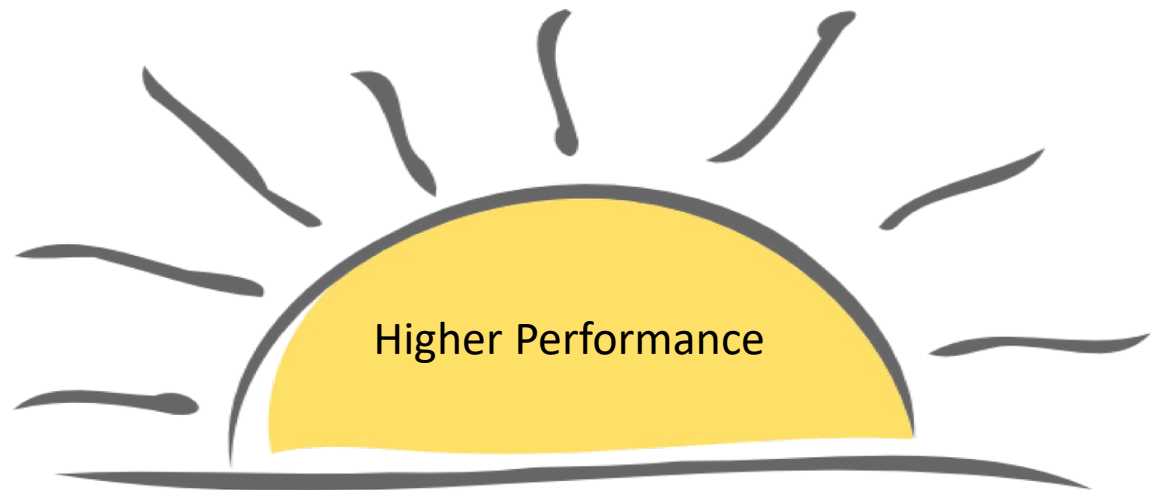


As a prerequisite to Higher Governance, the City determined...



- There was a need for a new, data-driven budget process.
- There was a need to better align budget dollars with the services that matter most to the community.
- There was a need for enhanced transparency within the budget process.

Higher Performing Governance



CY 2019

Implement a new PBB budget process

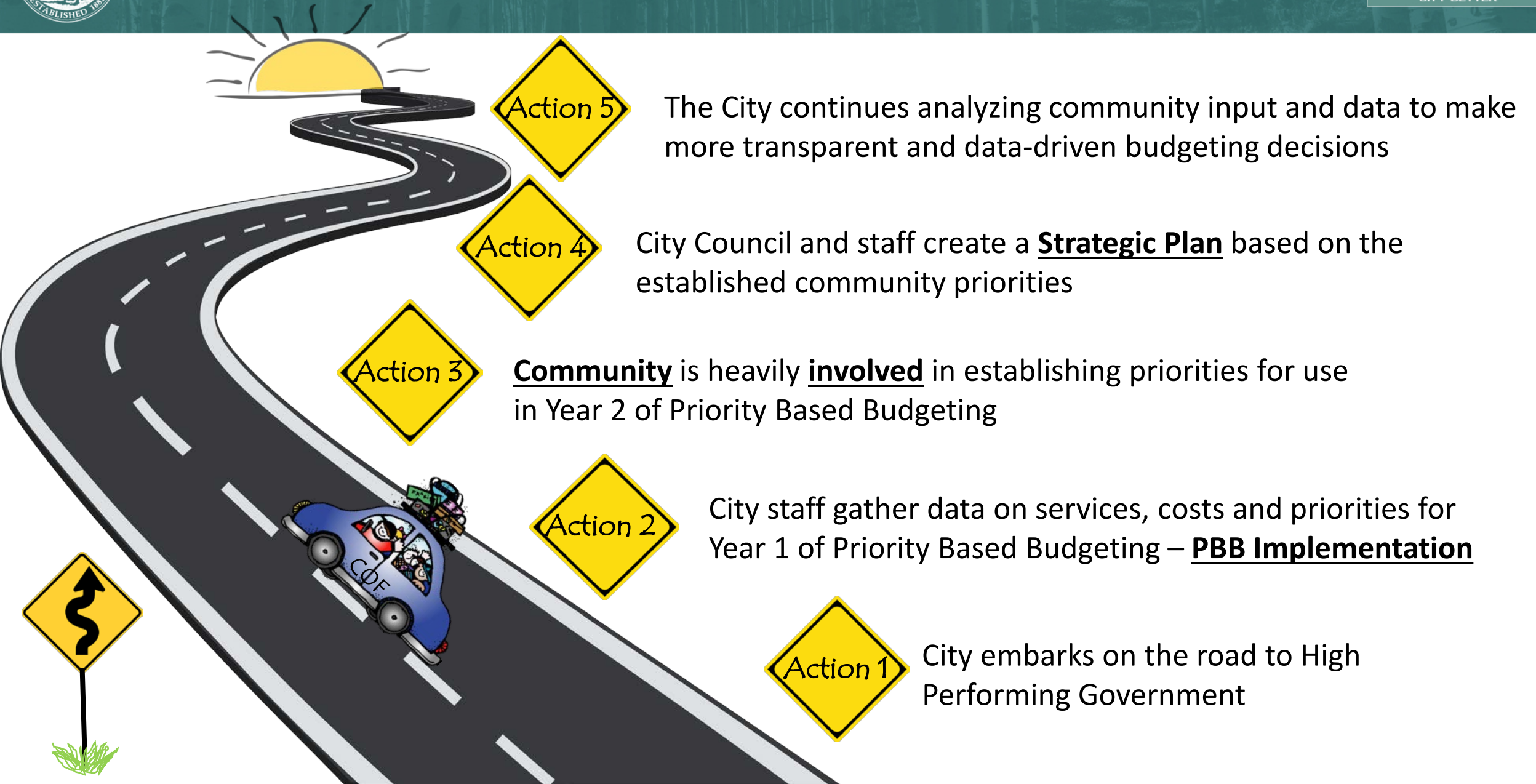


City of Flagstaff





The Road to High Performing Government



Action 5

The City continues analyzing community input and data to make more transparent and data-driven budgeting decisions

Action 4

City Council and staff create a **Strategic Plan** based on the established community priorities

Action 3

Community is heavily **involved** in establishing priorities for use in Year 2 of Priority Based Budgeting

Action 2

City staff gather data on services, costs and priorities for Year 1 of Priority Based Budgeting – **PBB Implementation**

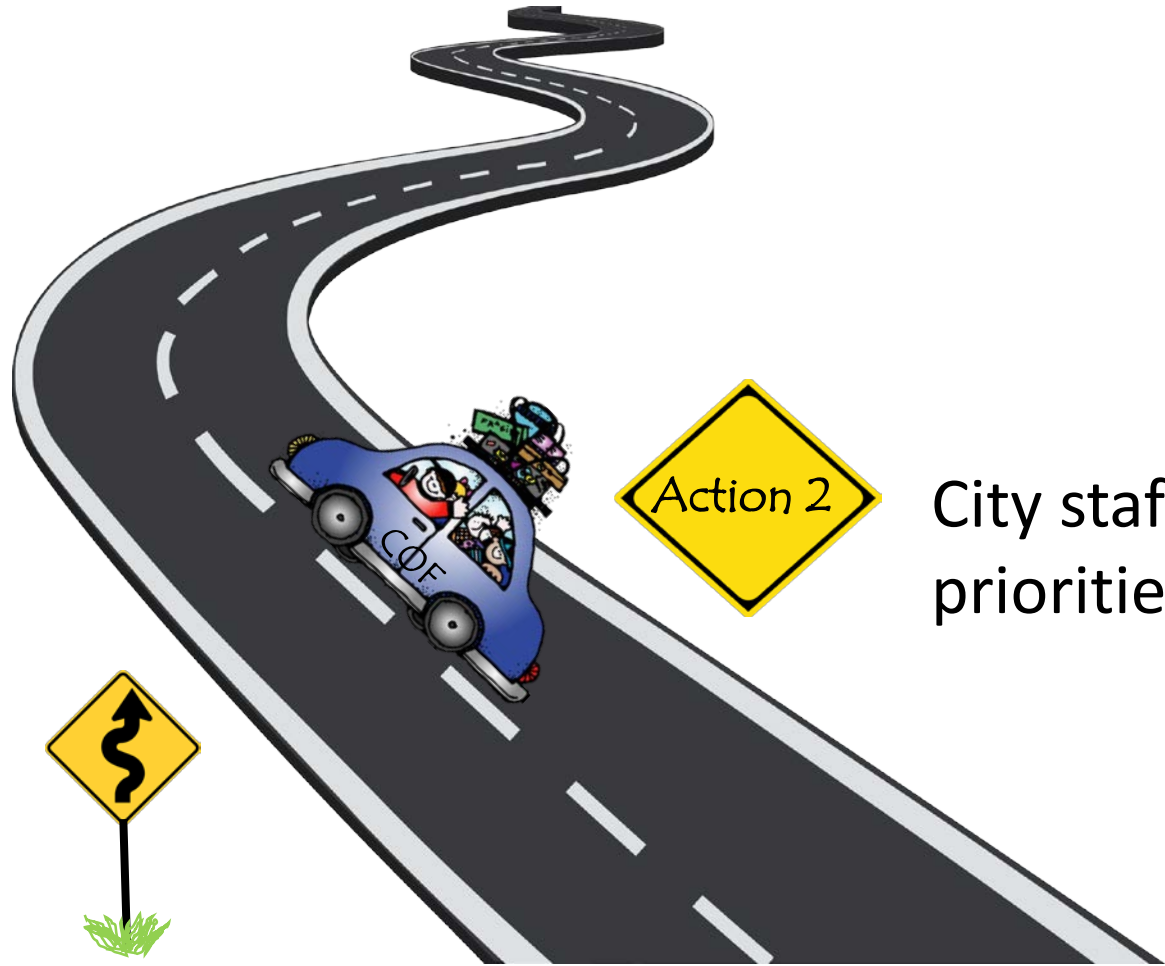
Action 1

City embarks on the road to High Performing Government





What is Priority Based Budgeting?



Action 2

City staff gather data on services, costs and priorities for Year 1 of Priority Based Budgeting





What do we do?

Step 1: Program Inventory

A **Program** is a group of people working together to deliver a discrete service to identifiable users

- Programs should be:
 - Easy to understand
 - Action-oriented
- Examples from COF
 - Court Security
 - Parking Enforcement
 - Wildfire Management
 - Event Permits

Inventory

Cost

Score

Present

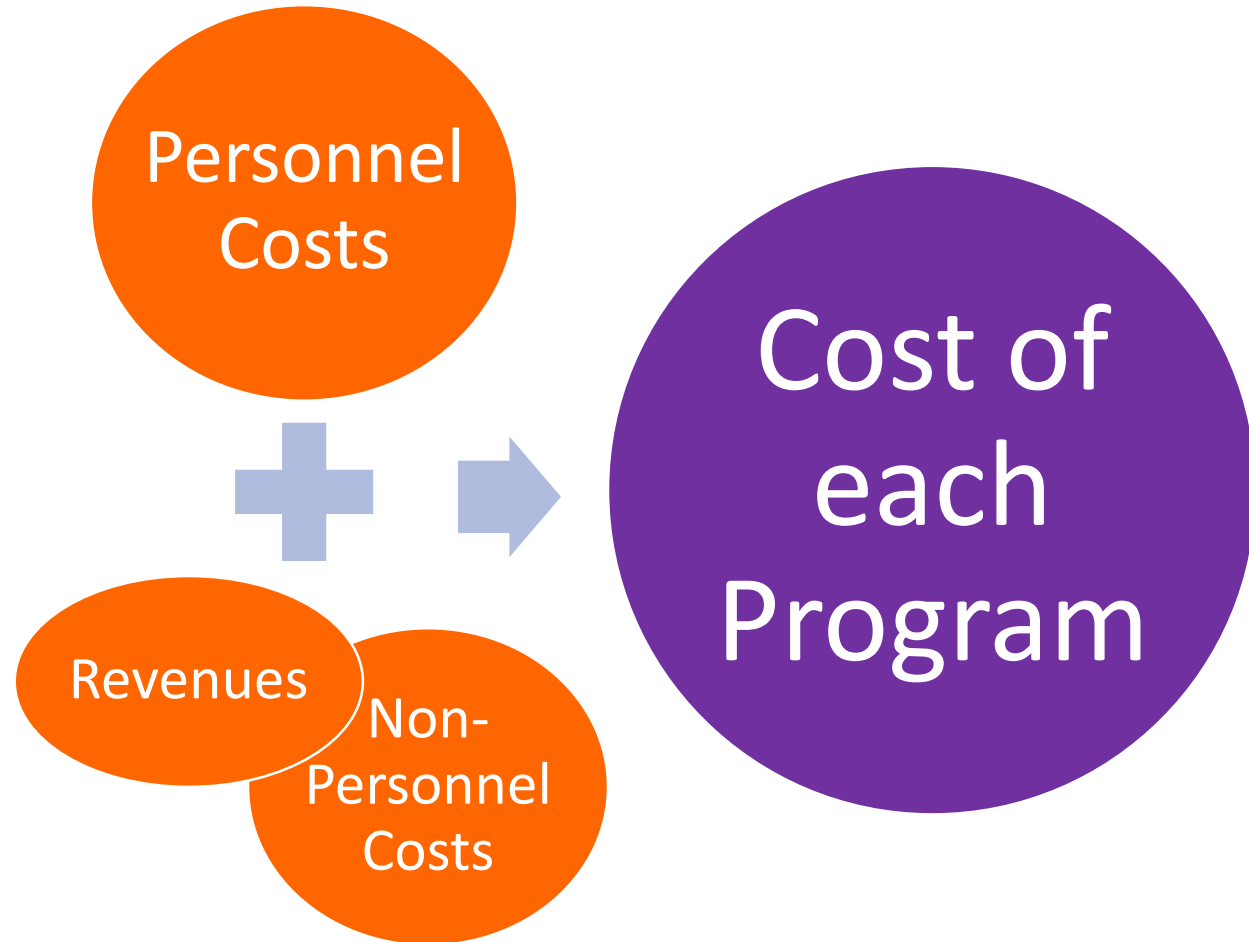
Analyze



What does it cost?

Step 2: Program Costing

Benefits of Program Costing



1
TRANSPARENCY
Creates a better understanding of the true costs of a service

2
UNDERSTANDING
Provides more meaningful comparisons for citizens and decision makers

3
PLANNING
Shows how the workforce is associated with programs





Why are we in business?

Step 3: Program scoring

Key Community Results

High-level, overarching goals for the City that are representative of the community's priorities

Livable Community;
Vibrant Economy;
Environmental Health

Definitions

Detailed action items of what the City must do to achieve the Key Community Results

Attract quality staff;
Advance social justice;
Address climate change

Basic Program Attributes

Additional details about a program

Mandate; Reliance;
Cost recovery;
Population served;
Demand

Inventory

Cost

Score

Present

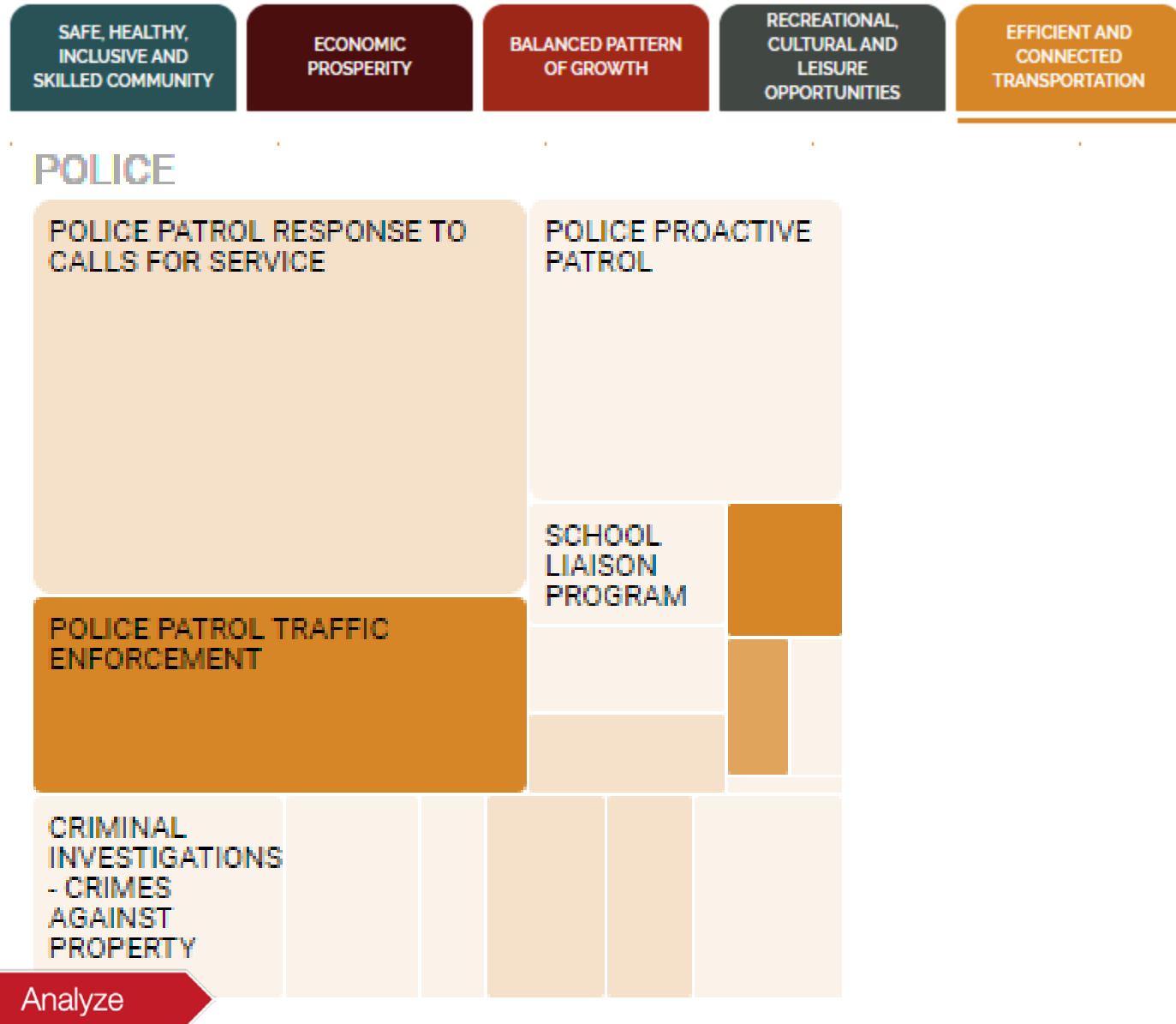
Analyze



How do we view PBB data?

Step 4: Presenting PBB

- Each box represents a program.
 - The size of the box represents the amount of budget dollars tied to the program
 - Darker shaded boxes represent programs that scored higher





What to do with PBB data?

Step 5: Analyzing programs

Start by asking the right questions



Is there an opportunity for a partnership?



Is here a technology or process that can free up resources?



Is it possible to reduce service levels in one area to free them up for another?



Do our fees cover the costs of the service?



Would it be possible to increase rates or taxes?



Are we reporting the true costs of services to grant agencies?

Inventory

Cost

Score

Present

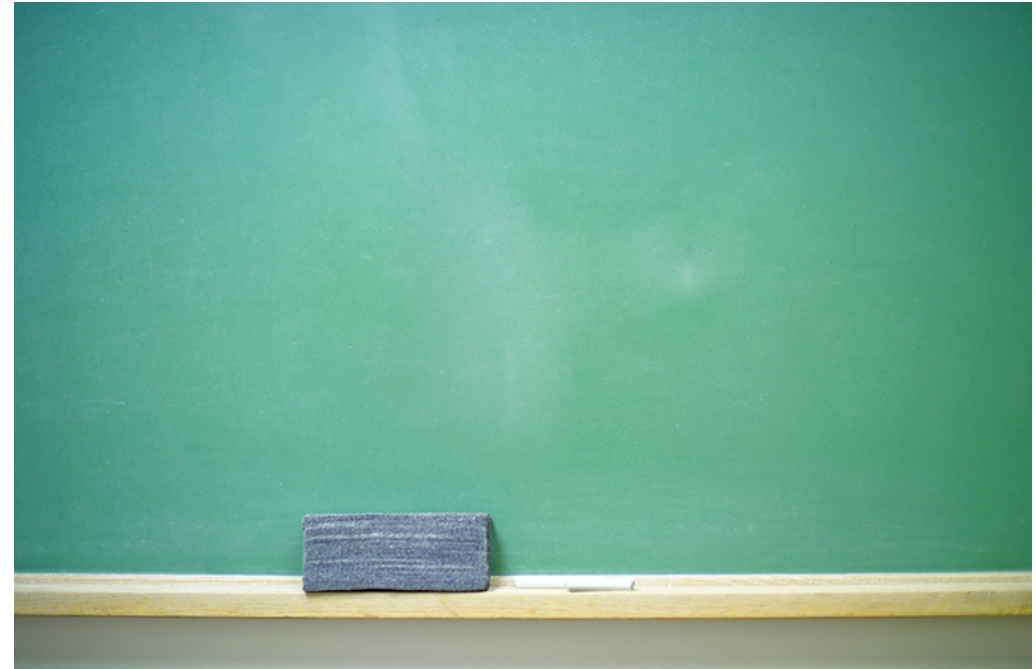
Analyze



Today's Purpose

Preparation for Step 3 of Priority Based Budgeting

- Key Community Results
- Definitions





Questions?

