Examples and Ideas Packet — Summary and Highlights

The *Examples and Ideas Packet* was created to provide a document of resources for the DPRP Subcommittee to use as a resource through their work to establish a pilot review program.

This is a summary of highlights of the *Examples and Ideas Packet*. The packet includes examples of ideas, program review processes, and performance measures under the structure of a budget. The summary draws your attention to components of these examples that may be useful when putting together a pilot review program.

The information in the packet takes into consideration the overall budget process improvements LFUCG is embarking on for FY2021, which is a result of the Budget Process Workgroup's recommendations and the initiatives CM Bledsoe forwarded to the Council through the Budget, Finance, and Economic Development Committee, all in 2019.

Bowling Green, KY, Lincoln, NE, and Phoenix, AR are all cities that the Division of Budgeting has referenced as examples for our divisions to envision what the budget process improvements are trying to accomplish.

I. **Special COW**   **(1-3)**
- Potential Outline of a Pilot Program   (2)

    - Proposal of a pilot program, introduced at Oct. 24 Special COW
    - Main purpose: a general understanding of what the division/program was created to accomplish, the government's role, budgeting scenarios, performance measurements
    - Broke potential questions to ask into three categories:
        o General: mission, goals, overview
        o Budgeting & planning: outline effects of drastic budget surplus and shortfall scenarios; staffing; long-range plan
        o Performance measures: what is being measured; original desired outcomes

II. **Bowling Green, Kentucky**   **(4-13)**
- Pages from 2019-2020 Operating Budget   (5)

    - Bowling Green has outlined goals and top priorities through a strategic plan
    - Several pages in their budget review summarize personnel over the last 8 years: (1) an

overview of total personnel by department; (2) new positions added to each department; (3) discontinued positions; and (4) a summary of approved personnel changes
- Examples: Finance Dept. and Neighborhood & Community Services Dept.
    o First the department's goals and objectives our described
    o Performances measures tie back to specific goals and objectives, noting

III. Colorado, State Government (14-16)
- Summary of Sunset Process (15)

    - The Office of Policy, Research, and Regulatory Reform conducts reviews of agencies
    - Agencies are enacted by a bill with a predetermined year to sunset or end; near the sunset of an agency, it is evaluated to help inform the legislative body to determine whether to continue that agency
    - The evaluation outlines recommendations for the agency, which include amendments for its governing statutes; the report is shared with the general assembly and reviewed by a legislative committee which includes a public hearing
    - There is a schedule of agencies to be reviewed for several years in advance

IV. Durham, North Carolina (17-26)
- Continuous Improvement Model (18)

    - Improvement methods: program evaluation and process improvement
        o "to remove inefficiencies, improve customer service, and achieve measurable results"
    - Evaluation:
        o "Systematically investigating the worth (value), merit (quality) or significance (importance) of a program"
        o "a method for collecting, analyzing, and using the information to answer basic questions about a program"
    - Process improvement: "working alongside departments to improve their processes to deliver greater value to customers, obtain cost savings, and develop solutions that remove obstacles and create flow"

V. Fort Collings, Colorado (27-35)
- Essential Program Components (28)
- Program/Project Evaluation Plan (30)

    - Essential program components: a list of the basics that Fort Collins has identified as critical and indicate a program is set up to succeed
        o Program sponsor; process documentation; historical documentation; system documentation; vision & mission statements; objectives & deliverables; alignment w/city strategic objectives; roles & responsibilities documentation; financial data/reporting; communications/outreach plan; training; customer service

approach; metrics & management reporting
- Evaluation plan describes in detail the perspective in which they conduct the evaluation

VI. Lincoln, Nebraska   **(36-40)**

- Pages from 2018-2020 Adopted Budget   (37)

    - Identified 8 different goal areas, which went through a public engagement process; the city programs were divided or categorized under the goal area
    - A group of managers evaluates the progress toward goals that were established in the budget process using LNKStat meetings
        o 132 performance measures to monitor 39 goals under the 8 goal areas (outcome)
    - The budget outlines the outcome, goal and performance measure altogether for each department

VII. Phoenix Arizona   **(41-57)**

- Early General Fund Budget Status Report   (42)
- Pages pulled from *Citywide Inventory of Programs*   (47)

    - The section on 'Service Levels':   (page 45)
        o Review of programs at current service levels, identify innovative service delivery changes that enable greater efficiency, evaluate priorities and recommend any changes to services
            ▪ Addresses reduced resources, increased costs
            ▪ Opportunity to request additional funding and resources needed to address new or increased demand for city services
            *used to operate under a process that reductions were in areas that resulted in the least possible impact
    - The Inventory of Programs includes a summary of each department
        o Financial summary: expenditures by character, positions, source of funds
        o Status overview: enhancements, priorities, challenges, strategic overview
        o Revenue summary
        o Department list of programs with a breakout of administrative costs by program
        o Summary page for each program in the department