

## Summary of BRC II Meeting – October 23, 2008

6:05 pm – Welcome by Deputy City Manager Paul Fetherston

6:10 pm – Public Participation

- none

6:10 pm – Overview of City Financial Structure by Finance Director Bob Eichen

- Overview of citywide expense categories and revenue sources
- City fund types: general, restricted, enterprise, capital, internal service, dedicated
- Fund balances & reserves
- Performance measures: outputs vs. outcomes, efficiency vs. effectiveness

7:00 pm – Committee Discussion of Three Questions

- Deputy City Manager Fetherston requested that BRC members provide initial observations and inputs on the following three questions.
  1. What concerns do you hear or have about city services and potential inefficiencies?
    - a. How do we get at community values?
      - i. Understanding effects and influences on funding of special interest groups
    - b. How do we explain current basket of services Boulder provides and how it compares to other cities?
    - c. City government makes some tough choices. How do we present trade-off decisions to community: for input and/or support?
      - i. Prairie dogs
      - ii. Staffing and compensation philosophy
      - iii. Police/Fire/Basic Services compete for dollars since some funds are earmarked for other purposes, like Open Space
    - d. What money is set aside by law, by citizen earmarking, by council, etc.
    - e. Committee needs to understand all funds/budgets better, though not to level of line items.
    - f. What programs are essential, desired and discretionary by fund?
    - g. Given Boulder's size, how large of a transit system can we afford?
    - h. Can we combine departments/services?
      - i. Housing & Human Services and Housing Authority?
    - i. What programs/services are funded by the General Fund?
    - j. What incentives do departments have to come in under budget?
  2. What current city services and programs do you or others believe the city should no longer provide?
    - a. Need to prioritize programs/services (and items within each)
      - i. Police/fire a high priority, but not everything in police/fire
    - b. What is an investment that will reap benefit?
      - i. e.g. Economic vitality

- c. Where is the city competing with private sector?
    - i. Recreation centers - should we subsidize low income residents at health clubs instead of providing service ourselves?
  - d. What are the city and private sector together not providing?
  - e. Public-private partnerships?
  - f. What services can be provided indirectly by volunteers instead of directly by the city?
  - g. Re-evaluate taxes that no longer serve original purpose
    - i. e.g. Educational Excise Tax
  - h. Committee provides a safe environment to ask and answer questions that may not be answerable by an expressly political body
3. What does efficiency look like to you?
- a. Recap efficiency vs. effectiveness (and maybe relevance?)
    - i. Performance measures, benchmarks, comparisons
  - b. Ongoing process, not an event
  - c. Easily understood and well-communicated decision-making process
  - d. Tying money to the things the community values → community satisfaction

8:00 pm – Determined that next two meetings will be held on November 6th and 20th, 6 to 8:00 p.m. Target is to hold meetings every two weeks.

8:00 pm – Meeting adjourned