BUSINESS PLAN TERMINOLOGY

The business plan is a set of documents (such as the departmental master plans or strategic plans) that guide the city of Boulder municipal corporation in terms of program and services to be provided to the community. It is a decision-making tool to recommend strategic citywide revenue and expense priorities for current and future funding. There is a distinct set of terminology originating from the Business Plan that permeates the language of the organization and appears in other city documents. This paper will explain the most common terms.

INVESTMENT LEVEL – The investment level refers to an overall level of funding. There are three investment levels noted in master/strategic plans, business plans and budget documents. They are:

> FISCALLY CONSTRAINED - Fiscally Constrained is a baseline level of funding. For planning purposes, this is the funding level associated with the FY 2006 Budget. This represents a bundle of services that was provided by the city at its lowest or near lowest level since the 2001 revenue peak.
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> ACTION PLAN - Action Plan is the **next step** of service expansion or restoration that should be taken when additional funding is available.
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> VISION PLAN - Vision Plan is the **complete set of programs, services and facilities** desired by the community and aligned with values and policies, with alternative proposals to fund them.

PROGRAM CATEGORIES - Within each investment level, there are a bundle of services provided. Each city department was challenged to create a Fiscally Constrained budget in which services are prioritized according to their contribution to the mission and objectives of the department and aligned with good public stewardship principles. Services were prioritized into the three categories according to the following principles.

> Essential
> - Programs, services or facilities essential to ensuring the health and safety of the people and property in the community and municipal corporation
> - Services ensuring the integrity of the most fundamental responsibilities of government
> - Programs or expenses that are legally mandated by federal or state law or City Charter
> - Investments that contribute the most to achieving the core mission of a department
> - Businesses the city of Boulder is required to be in and/or essential services that no other entity provides
> - Actions required by obligations such as bond covenants, laws and other requirements in order to avoid fines or penalties

Desirable
- Services that enhance programs or facilities in ways that advance desired community values
- Services that enhance essential services or quality of life improvements
- Funding for ongoing operation, maintenance and replacement of an existing facility, infrastructure, program or service
- Services valued by the community and created by the legislative action of the city of Boulder City Council
- Actions required to meet Council's adopted budget and financial policies
- Programs maintained as "seed corn" to provide a base for restoration in an economic recovery; maintaining core elements of a program of higher priority to make future restoration possible

Discretionary
- Creates or maintains discretionary services/facilities that serve limited purposes or specialized interests.
- Programs desired by the community but not required to provide or enhance an essential service
- Services that people could obtain through other means, private or other governmental and non-profit agencies

Each department created its prioritization logic, based on the principles above, and in terms that are meaningful to its unique business. This was then expressed as short, clear statements of the investment strategy that guide a department's prioritization of its programs/services

SERVICE STANDARDS - Lastly, associated with each program is a service standard. This is a basic rating system that is subjectively applied by departments. It is intended to provide a status as to the condition of the program or service and is based on the following three descriptors:

BELOW STANDARD
STANDARD
ABOVE STANDARD