

**Blue Ribbon Commission – Phase II (BRC II)**  
**Meeting Summary**  
**September 10, 2009**

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Members Present: Tom Hagerty, Susan Graf, Dan King, Michelle Krezek, Beth Pommer, Dorothy Rupert, Jeff Wingert, Rich Wobbekind

Members Absent: Suzanne Jones, Michael Leccese

Staff Present: Peggy Bunzli, Bob Eiche, Paul Fetherston, Kathy McGuire, Jim Reasor, Patrick Von Keyserling

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Public Participation

- none

Welcome by Deputy City Manager, Paul Fetherston

- Paul introduced the evening's agenda
  - Proposed Timeline for Report Completion
  - Prioritization of Follow-up/Additional Information Items
  - Group Review and Continued Identification of Key Findings
  - Updated Report Outline

Proposed Timeline for Report Completion

- September 24 – information on GF transfers, cost of services report; Chapters 1 & 2 outline
- October 8 – information on earmarks by program; Chapters 2 & 3 outline
- October 22 – information on subsidies by service/program; draft guiding principles; Chapters 1 & 2 draft, Chapter 3 outline
- November 12 – information on compensation; Draft report check-in
- Subcommittee to work on draft will include Dan, Michelle and Rich (if/when one of these three members is not available, other members may rotate on to subcommittee, in order to keep process moving forward with adequate representation from BRC II)
- Drafts will be open to the public
- Draft to be final by December 10

Prioritization of Follow-up/Additional Information Items

- Reviewed spreadsheet of additional information needed and BRCII priority
- Discussion on whether the group wants to land on specific recommendations or to give guiding principles: both guiding principles and specific recommendations would be useful. As an example, a guiding principle might be to reduce subsidies to non-profits and a specific recommendation might be to give a list of subsidies that the city provides and indicate where the County should be paying more or where there are perceived duplications. Looking for a coherent, big picture report, with some specific recommendations.

- Information that the group still needs: true costs of subsidies, what are internal and external subsidies, what are internal and external shared regional services, comparison of average compensation increases in city organization to community, what services are mandated by charter and law, what programs and services are funded with earmarked dollars, a comprehensive organizational chart with job titles and all positions, additional information from departments (as noted on handout)
- Information that will be forthcoming: fleet audit, IT efficiency assessment report
- If any information is difficult and/or time consuming to obtain, BRCII would like to know
- Susan will send Chamber of Commerce visitors' spending information to group
- Accurate return on investment information may be difficult to provide

#### Group Review and Continued Identification of Key Findings/Issues

- Centralization vs. decentralization remains a key issue. Group discussed whether to recommend this analysis or whether to recommend specifics. Still to be determined
- GF dollars should be used to cover highest priority items
- Need for better definition of essential, desirable and discretionary services/programs
- Reduction of earmarked funds
- Return on investment important
- Importance of unique nature of Boulder

#### Achieving Fiscal Health & Wellness

Upon discussion related to budgeting, Bob Eiche presented information on direction city is moving with budgeting, incorporating a hybrid based on budgeting for outcomes (BFO). Key elements are:

- Modified BFO
- Emphasis on results
- Prioritization, measures
- Fiscal health, long-term fiscal wellness
- Evidence
- Transparency
- Shows tradeoffs
- Instead of line below which no funds are available, line below which fewer funds are available (accepts reality of political environment)
- Prioritization done before budgeting
- Greater continuum of priorities than essential, desirable, discretionary
- Needs buy in from elected officials
- Departments start prioritization but then include community, involve budget team
- Takes about 5-6 months on average to implement
- Challenging but important
- Might not get all the way there the first year

- Important to find ways to ensure creativity in process

Questions: How do you determine ROI in this process? Staff will come back with more info on this. Outstanding question: what services should we be providing?

Updated Report Outline

Report outline distributed, no discussion due to time constraints

Adjournment. Next meeting 9/24.