May 14, 2009

Present: Susan Graf, Tom Hagerty, Suzanne Jones, Dan King, Michelle Krezek, Beth Pommer, Jeffrey Wingert, Rich Wobbekind

Absent: Michael Leccese, Dorothy Rupert

Staff: Bob Eichem, Paul Fetherston, Kathy McGuire, Jim Reasor

Welcome by Paul Fetherston

Public Participation:
Peter Richards wished to remind city management to keep BRC II agendas available online in a timely fashion. He also suggested that the city’s organization chart be available online. Lastly, Mr. Richards shared a detailed description of the city of Longmont’s fleet assets, acquired from Longmont’s Website.

Ideas for Final Report (Team Discussion):
Commission suggestions received via e-mail were consolidated into a handout that was distributed at the meeting. Discussion of the consolidated ideas prompted the following comments and suggestions from BRC II members:
- Income generation ideas seem only to consider buildings. Boulder has a lot of undeveloped land (alleys, old easements, etc.) that should also be evaluated in terms of generating income.
- Budget decisions should consider not just the recreation services provided, but also the populations served.
- Management should ensure that subsidy monies are tied to the appropriate budgets (e.g. HHS vs. P&R).
- Future programs should consider means-based subsidies instead of in addition to age-based ones.
- Budget decisions should consider which programs generate revenues that could “cross-subsidize” other programs
- The final report should recommend a periodic “cost of services” survey/study.
- Focus should be not just on budget cuts but on programs that are core to Boulder
  o BRC2 should enunciate these core values, but how to ascertain/measure them?
    ▪ A history of Boulder’s voting record may help (e.g. Climate Tax passed recently), but caution was raised that only 30% of the population votes.
    ▪ Public participation processes can also provide good input; again caution was raised regarding biases that would arise from relying on direct input from a small percent of the population.
    ▪ Citizen surveys may also provide meaningful input, though the non-permanent student population may also skew the results.
  o Specifically regarding the Open Space tax: changing how the tax revenues are used may give city management more flexibility, but care should be taken, as the Commission believes open space is a core community value.
- The philosophy of “spending money to save some money” was considered for inclusion in the final report—achieving economies of scale, spending on prevention and the like can be smart investments.
- Pursuing regulatory changes was also considered for inclusion. Commission members felt that it would be worth having city management explore possible changes to state/local laws (e.g. sales tax sharing among governmental entities).
- Commission members also suggested efforts to maximize the receipt of federal relief funding. Initial reports suggest that the housing and transportation departments are already doing this well.
- Emphasis should also be placed on BRC I’s suggestions, including: removing earmarks, consolidating reserves, identifying/removing hidden subsidies, etc. Additionally, earlier BRC II suggestions/thoughts regarding performance measures, efficiencies, redundant services, compensation, et al., should be included in the final report. The suggestion was made to focus on broad and strategic themes and to include specific tactical items as appropriate.
- Commission members identified the need to prioritize the suggestions and/or to create suggested phases for rollout. For example, meaningful performance metrics are a necessary precursor to other suggested management practices.
- Two other broad comments were made, not necessarily in regards to the final report:
  o The city could probably benefit from a more formal program to elicit and enact employee suggestions. Those who are deepest into the city’s operations are probably best-placed to understand where efficiencies may be found. Ideally, reward or gainsharing would be included.
  o BRC II needs to be aware of how the economic landscape has changed since BRC II first convened.

Prep for Council Update on June 9:
- Staff reviewed a draft PowerPoint presentation for the June 9 update to city council.
- Specific feedback on the draft included:
  o Prioritize steps/concepts and include BRC I recommendations
  o Focus on high-level guiding principles and criteria for evaluating the city’s services/programs. Include specific tactics only as appropriate.
  o Clarify terms: delineate how ‘revenue stabilization’ differs from ‘expenditure rationalization’
- Staff will combine previous lists and outlines and plug all into the suggested presentation framework for Commission members’ review. Subsequent feedback will shape the June 9 presentation (and, ultimately, the final report).
- BRC II has one-hour at the June 9 Council agenda, though the aim is to present for 15-20 minutes and leave the remainder for Council discussion.
- Michelle Krezek and Tom Hagerty have agreed to co-present.

Scheduling:
- Bob Eichem and Paul Fetherston reminded Commission members that their work should be geared toward longer-term thoughts/planning, and that the commission shouldn’t feel pressured by 2009 deadlines (such as those for placing issues on the November 2009 ballot). As Jane Brautigam has been present at BRC II meetings, the group’s ideas are already making their way into city management’s thinking. A draft of the final report by early August would be ideal.
- Commission members agreed to continue through the full slate of department presentations. The suggestion was put forth to look for ways to compress the list. The intent was not to deprive any department of their opportunity, but was based on the realization that there are not likely strategic guiding principles yet to be identified.
The BRC II schedule is expected to continue through mid-summer and a new meeting night was agreed upon. Staff will prepare a suggested schedule based on meetings on the 2nd and 4th Tuesday of the month for July and August.

The meeting adjourned at 7:32 p.m. The next BRC2 meeting is scheduled for 6:00 p.m. on May 28th in the community room at the 29th Street Mall.