

DEPARTMENT MASTER PLANS

BRC II

November 6, 2008

Master Plans

- Align with the Boulder Valley Comprehensive Plan
- Provide guidance on city priorities for funding capital improvements and services
- Gives direction on operations to meet department mission/vision

Master Plans (con't)

Key components:

- Clear mission statement and goals
- Investment strategy and service prioritization (essential, desirable, discretionary)
- Levels of service standards (exceeds, meets and below)
- Three funding plans (fiscally constrained, action and vision)

Master Plans (con't)

Master Plan process includes:

- Input from public meetings
- Feedback from advisory boards
- Approval from Planning Board
- Adoption from City Council

Goals from Parks & Recreation

- Maintain our parks & recreation facilities
- Become economically sustainable
- Fill in gaps in parks & recreation system
- Engage a broad range of the community
- Emphasize environmental sustainability
- Enhance quality of life

Investment Strategies from Parks & Recreation

- Fiscally constrained:
 - Take care of existing assets
 - Develop highest priority park sites
- Action:
 - Invest in revenue producing facilities
 - Increase maintenance funding
 - Broaden access to services
 - Complete gaps in park system
 - Adapt to changing needs
- Vision:
 - Strive for excellence in our parks & recreation system

Significant Issues Raised in Parks & Recreation Master Plan

- What services/programs should be provided (e.g., pottery lab, # of recreation centers, # of pools)
- What is appropriate cost recovery level for each program (e.g., should gymnastics be subsidizing pottery)
- Where to invest capital funding (e.g., Valmont City Park vs. completing pocket parks)

PERFORMANCE MEASURES AND BENCHMARKS

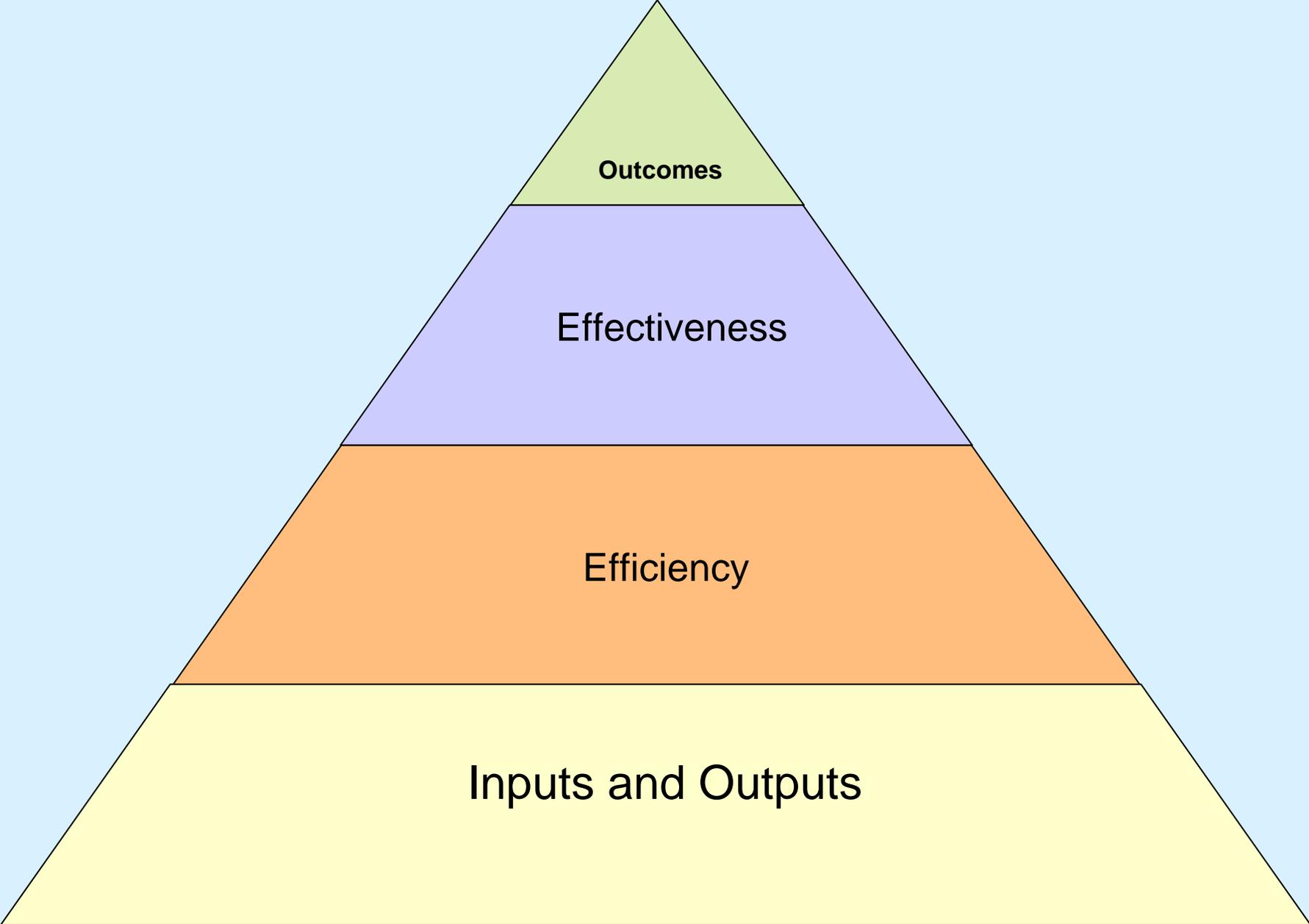
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1980s – 2000s

Dedication to Quality Management

- Tom Peters “In Search of Excellence”
- Deming “Out of the Crisis”
- Quality Circles
- Total Quality Management
- Re-engineering
- Webs of Inclusion
- Balanced Scorecard
- Six Sigma
- Business Process Management
- Knowledge Management



Outcomes

Effectiveness

Efficiency

Inputs and Outputs

The Evolution of Performance Measures In Local Government

- Early 1980s Statistics a.k.a. Inputs and Outputs
 - Workload: How many of X (lane miles, etc.)
- Efficiency: Output/Input
 - Transactions per employee
 - Total Cost/# of units of output

The Evolution of Performance Measures in Local Government

- Effectiveness: What is it now and what do you want it to be.
 - What will it take to reduce the cost of X to \$X,XXX per item?
 - Benchmarks – being used by several cities through ICMA. Some do their own. Sometimes difficult to compare due to the differences in cities.
 - Productivity – how has our work improved over time? Is the cost of X decreasing over time?

Outcomes

Are the taxpayers and rate payers receiving the outcomes they want for the money they are paying the local government and is the local government accountable?

- Do they feel safe on our streets?
- Do they feel welcome in our city?

City of Boulder

- Service standards in the Business Plan (linked to Master Plans)
- Included in the city budget
 - Range and quality varies greatly
 - Police has good benchmark information
- Community Surveys

Service Standards in the Business Plan

Service Standards critical to Business Plan:

- Addresses assumption that all essential services are provided at adequate level
- Provides consistent foundation for making decisions between competing needs
- Assists in identifying funding deficiencies

Service Standards in the Business Plan (con't)

Each service is designated as:

- Exceeding minimum service standards
- Meeting minimum service standards
- Below minimum service standards

General principle: all essential services should meet minimum service standards before new desired or discretionary services are implemented.

Service Standards in the Business Plan (con't)

Key service standards should be identified in the master planning process through:

- Input from customers
- Review of national, industry, peer city and other applicable standards
- Feedback from boards and commission

Ultimately, service standards are accepted by City Council through master planning process

Examples of Performance Measurements in the City Budget

- Police:
 - Crimes per 1,000 citizens
 - Response time per police emergency
 - Percent of crimes solved
- Finance:
 - GFOA award for financial reporting & budgeting
- Planning:
 - Percent of building permit applications processed “over-the-counter”

Community Survey

Results of 2007 Community Survey provides insights into citizen satisfaction and identifies areas for improvement:

- Residents rate quality of life in Boulder as very high
- Not all people feel welcome
- Transportation and traffic are viewed as important challenges
- City Council goals generally match priorities of residents
- City Government performance ratings were generally positive

Performance Measurement
versus
Performance Management

National Performance Management
Advisory Commission

Performance Measurement

- Mainly for data reporting purposes
- Assumes that the reports are used to realize significant value for the organization
- Used for:
 - Compliance with statutory requirements
 - Demonstration of transparency to stakeholders,
 - Showing accountability to residents

Performance Management

- Focuses on delivering results to customers
- Does not assume that changes are made
- Data is used to measure improvement
- Data is systematically gathered and used for decision making at all levels
 - Great amounts of data collection
 - It is not easy

National Performance Management Advisory Commission (NPMAC)

A commission charged with creating a national principles-based framework for public sector performance measurement and management.

The Commission's effort will result in voluntary guidelines that:

- Identify general approaches and practices that are characteristic of successful performance measurement and management
- Emphasize the value of evidence-based and data-driven decision-making in effectively delivering government services
- Support state and local government implementation of performance measurement systems
- Reflect the issues and challenges associated with development and implementation of performance management systems from a broad range of perspectives including elected and appointed officials, and program and operational managers
- Provide a flexible framework that is adaptable to the unique and diverse environments of state and local government.

State and National

- Colorado and national group working on performance measures and benchmarking.
- Cost for the national program is \$5K to \$10K annually.
- Staffing and the time required to compile the data in the required format are resource issues.

2009 Colorado Municipal League

October 2008, the Issues and Trends Committee recommended to the Policy Committee that the Colorado Municipal League support the **NPMAC** effort.