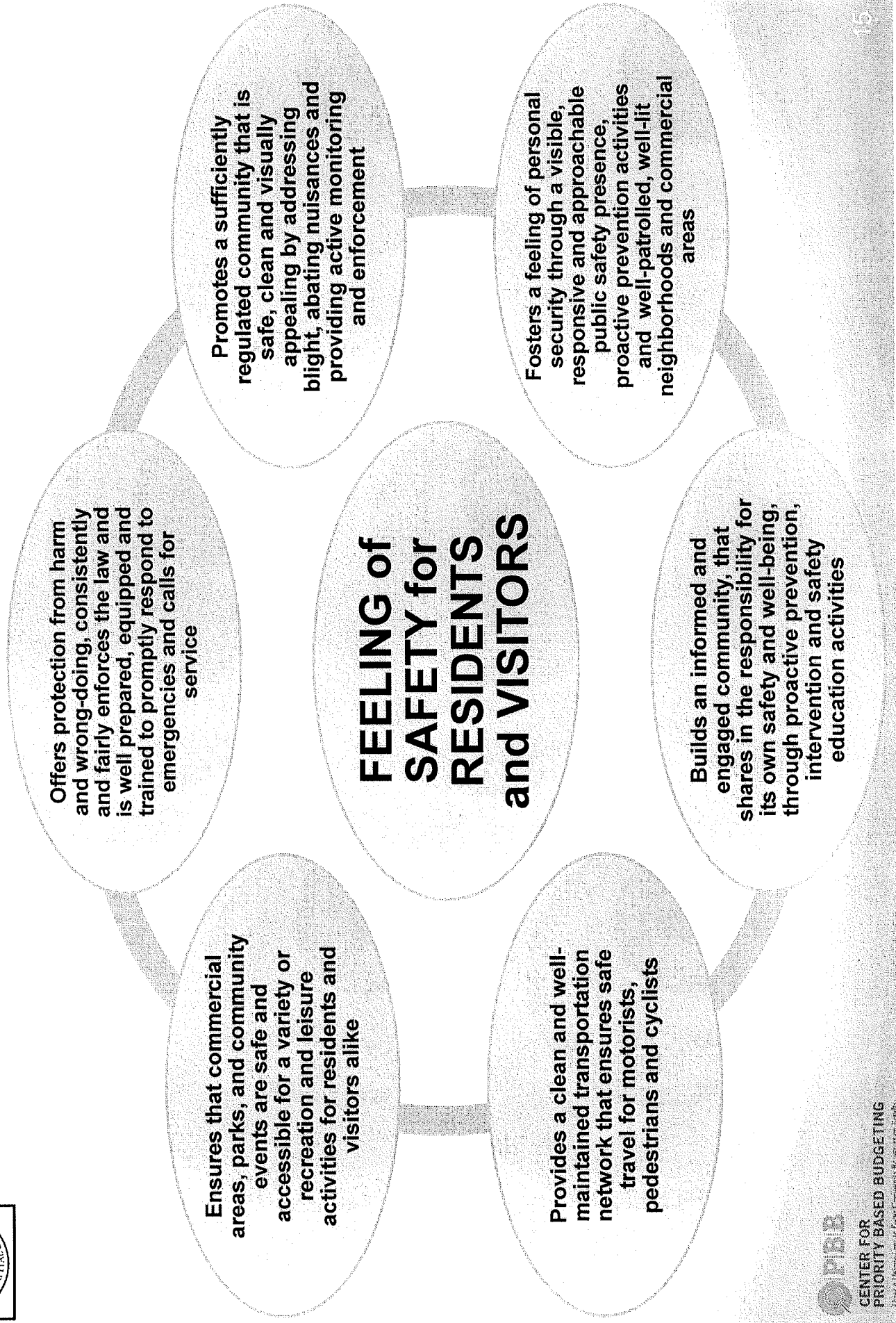


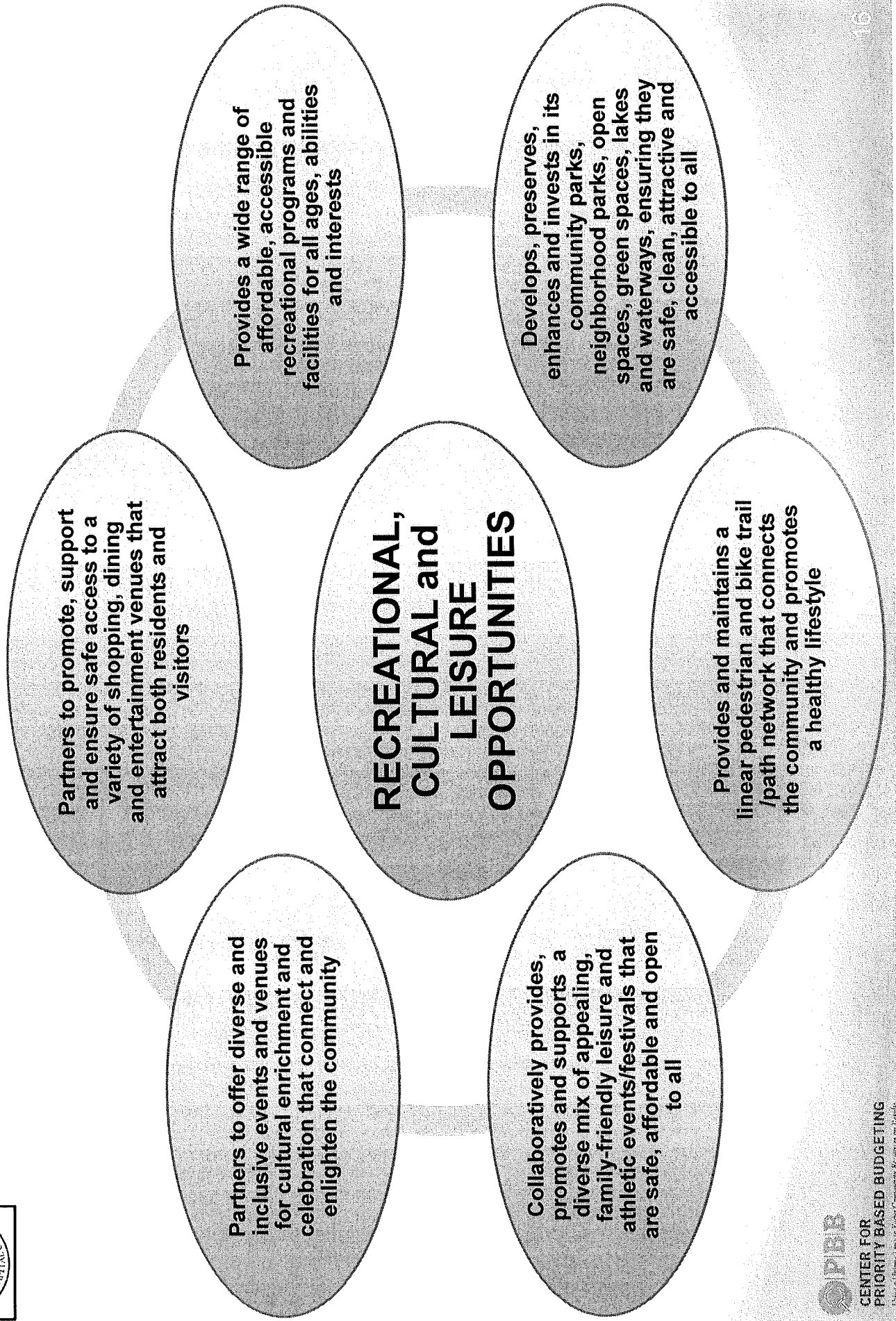


City of Battle Creek, Michigan



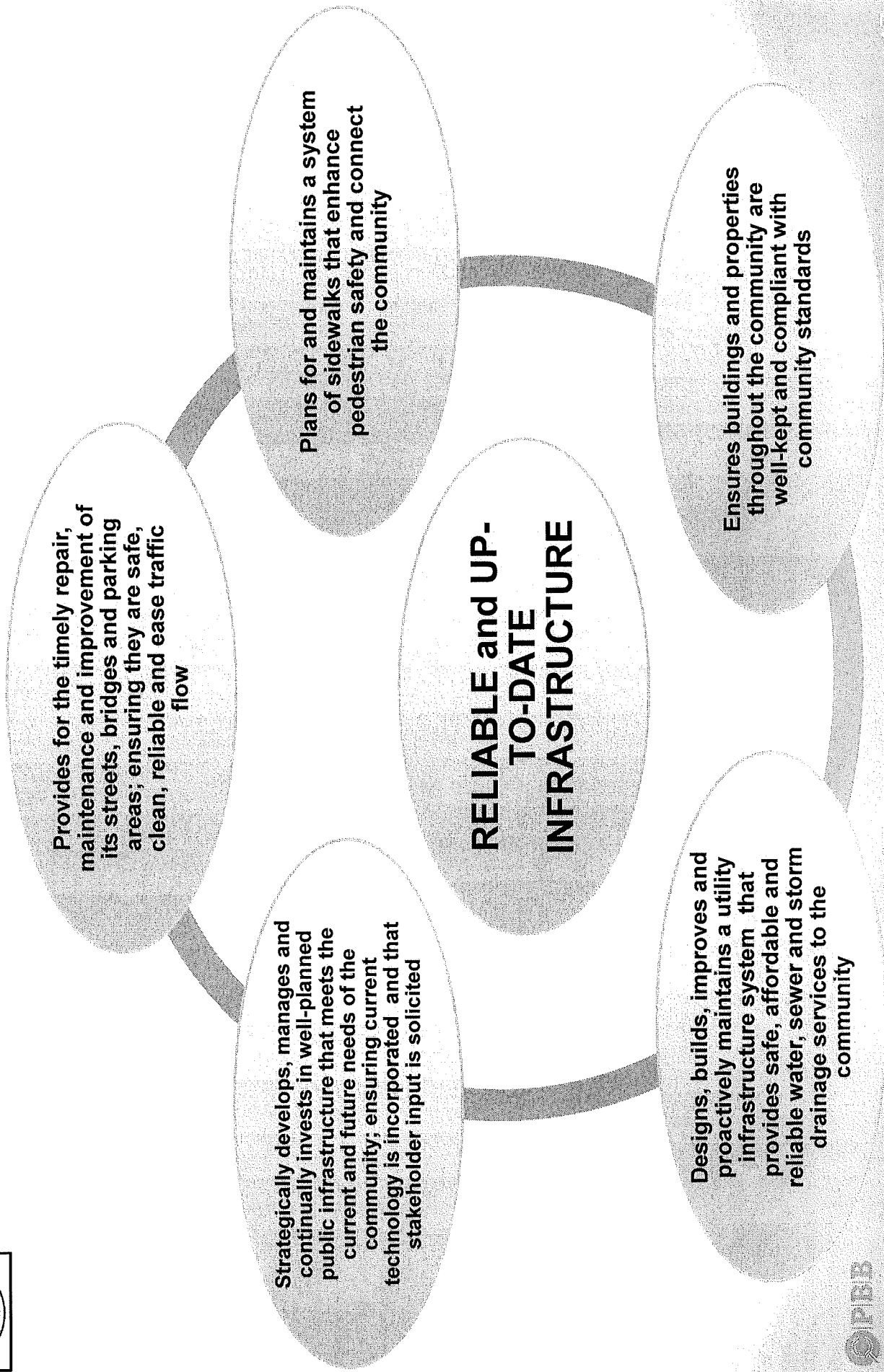


City of Battle Creek, Michigan





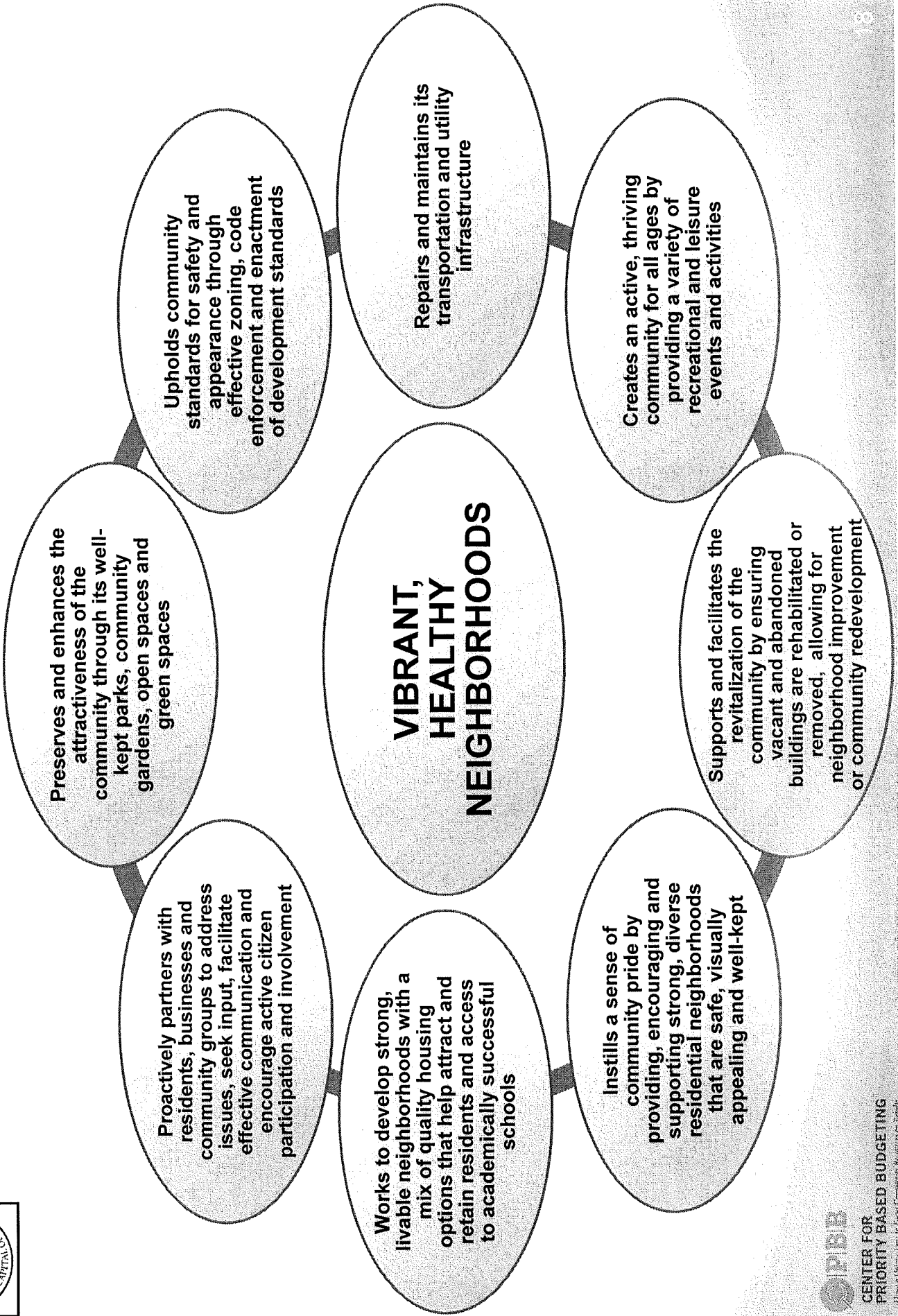
City of Battle Creek, Michigan



CENTER FOR
PRIORITY BASED BUDGETING
Office of Utilities, Battle Creek Community Development



City of Battle Creek, Michigan





City of Battle Creek, Michigan

Provides sufficient and effective levels of land use, zoning and code regulations that are applied fairly and consistently

Proactively prepares, regularly maintains and consistently follows strategic and future-focused development, land use and comprehensive master plans, based on input from community stakeholders, that meet the growth needs of the City

Offers a safe, attractive and healthy place to live and work with access to quality housing options, schools, parks, open space and basic daily needs

WELL-PLANNED GROWTH and DEVELOPMENT

Provides, maintains and invests in well-planned public infrastructure that accommodates the current and future growth needs of the community

Partners with the community to attract, support, incentivize and retain local businesses that provide for job creation and growth

Promotes and supports well-planned, quality development and redevelopment especially focusing on revitalization and renovation of vacant and distressed properties



CENTER FOR
PRIORITY BASED BUDGETING
Using a Unified Team to Prioritize Community Needs



Governance Results



CENTER FOR
PRIORITY BASED BUDGETING
Using & Understanding the Power of Community Resources



City of Battle Creek, Michigan

Protects, manages, optimizes and invests in it's human, financial, physical and technology resources

Manages, preserves, and leverages its records, documents and electronic data as a strategic resource, to be organized, secured, maintained and used in ways that align with, and contribute to, the City's goals

Ensures fiscal sustainability, enables continuous improvement, and fosters trust and transparency through accountability, efficiency, effectiveness and innovation in all operations

PROGRESSIVE, ADAPTIVE CITY GOVERNMENT (Governance)

Provides assurance of regulatory, policy and safety compliance to minimize and mitigate risk

Supports decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning

Attracts, develops, equips, motivates and retains a high-quality, diverse, engaged and productive workforce, focused on service excellence

Provides responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders



CENTER FOR
PRIORITY BASED BUDGETING
Providing a Unified Team to Foster Community Prosperity in Kalamazoo



Project Scoring Guidance

- By looking at each of the “*Result Maps*”, do you understand how the City “defines” that *Result*?
- Do you see a “connection” between the individual project you are evaluating and any *and/or* all of the City’s identified *Results*.

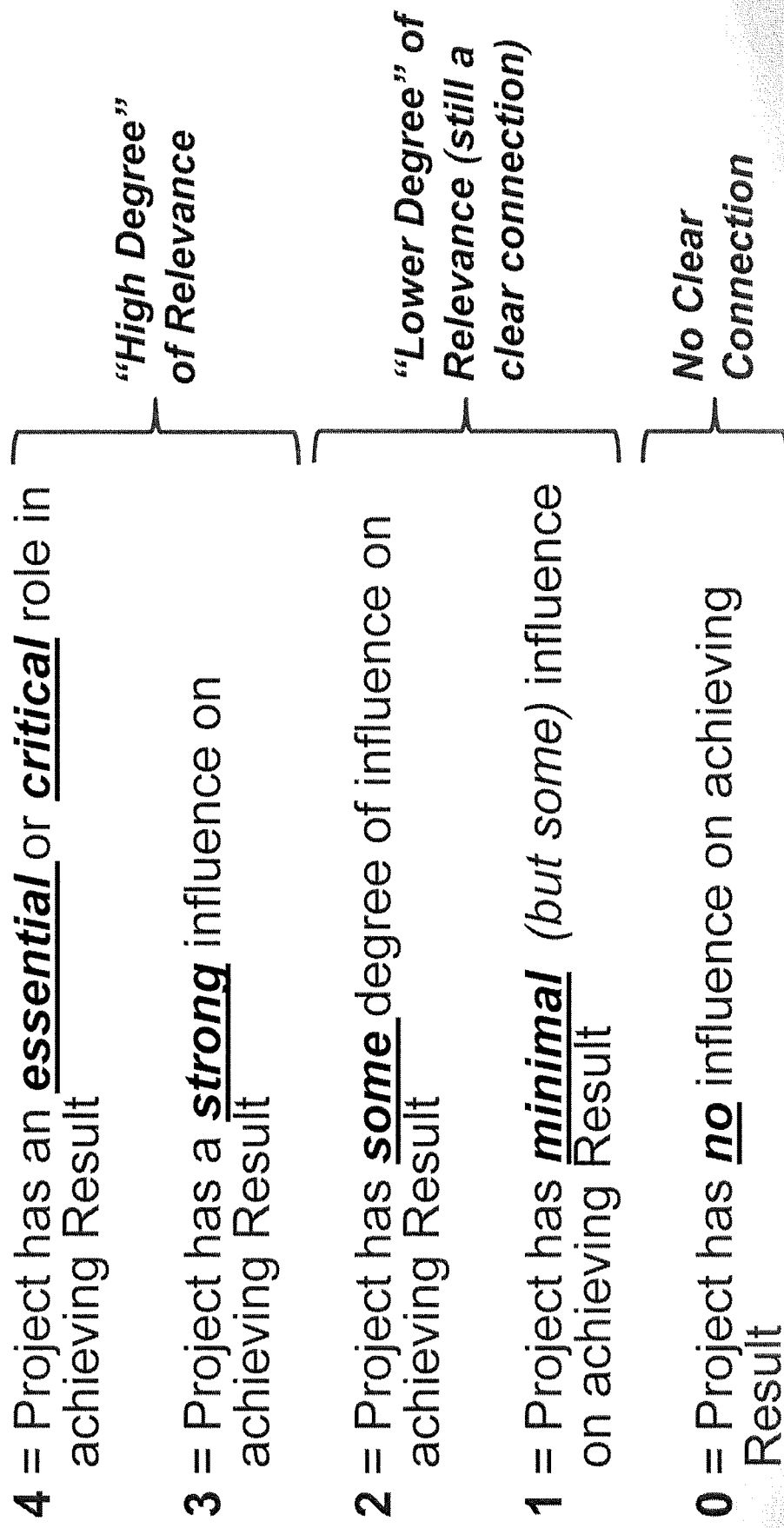


[illegible]

PRIORITY BASED BUDGETING
David A. Johnson, *University of Texas at Dallas, Richardson, Texas*



Simple Scoring Scale – “Degree” of Relevance to a Result





Project Scoring Guidance

- Do you believe that the project being evaluated has a *high* degree of influence in achieving the overall *Result – in the context of how it is defined by the Result Map*
 - If the project were simply no longer provided, would it make it significantly difficult or impossible for the City to achieve the *Result* to the satisfaction of the community?
 - If yes, then the project deserves a score of “3” or “4” .
 - If no, then it deserves a score of “1” or “2” if there is *some* connection OR a score of “0” if there is *no* connection.

Project Scoring Guidance

- In looking at the definitions or “*sub-results*”, does the project seem to influence most of these “*sub-results*”?
- If yes, then the project deserves a higher score if it impacts a majority of these “*sub-results*”.
- If no, then the project might
 - still deserve a high score if it is critical to the successful achievement of one of the “*sub-results*”
 - deserve a lower score when viewed in relation to those projects with a high score



Basic Program Attributes

- Programs are also evaluated relative to *Basic Program Attributes*
- *Basic Program Attributes* are additional characteristics of programs that could increase their overall relevance



Scoring Makeup

Basic Program Attributes

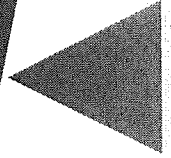
25%

Organization-Determined Results

75%

Portion of the Community Served
Cost Recovery
Reliance on the City/County to Provide the Program
Mandated to Provide Program

Environmental Stewardship
Transportation Network
Feeling of Safety
Recreational/Leisure Opportunities
Economic Vitality
Vibrant Health Neighborhoods
Well-Planned Growth & Development
Reliable Infrastructure





City of Battle Creek's

Basic Project Attributes

- *Mandated to Provide the Project*
- *Reliance on the City to Provide the Project*
 - *Cost Recovery of Project*
- *Portion of Community Served by the Project*
- *Change in Demand for the Project*



Basic Program Attributes:

Mandated to Provide Project

- *Projects that are mandated by another level of government (i.e. federal, state or county) will receive a higher score for this attribute compared to projects that are mandated solely by the City or have no mandate whatsoever.*
- The grading criterion established to score projects, on a 0 to 4 scale is as follows:
 - **4** = Required by Federal, State or County legislation
 - **3** = Required by Charter or incorporation documents **OR** to comply with regulatory agency standards
 - **2** = Required by Code, ordinance, resolution or policy **OR** to fulfill executed franchise or contractual agreement
 - **1** = Recommended by national professional organization to meet published standards, other best practice
 - **0** = No requirement or mandate exists



Basic Program Attributes:

Reliance on City to Provide Project

- *Projects for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to projects that may be similarly obtained from another intergovernmental agency or a private business.*
- The grading criterion established to score projects, on a 0 to 4 scale is as follows:
 - **4** = City is the sole provider of the project and there are **no** other public or private entities that provide this type of service
 - **3** = City is currently the sole provider of the project but there are other public or private entities that could be contracted to provide a similar service
 - **2** = Project is also offered by another governmental, non-profit or civic agency
 - **1** = Project is offered by other private businesses but none are located within the City limits
 - **0** = Project is also offered by other private businesses located within the City limits



Basic Program Attributes:

Cost Recovery of Project

- *Projects that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to projects that generate limited or no funding to cover their cost.*
- The grading criterion established to score projects, on a 0 to 4 scale is as follows:
 - **4** = Fees generated cover 75% to 100% of the cost to provide the project
 - **3** = Fees generated cover 50% to 74% of the cost to provide the project
 - **2** = Fees generated cover 25% to 49% of the cost to provide the project
 - **1** = Fees generated cover 1% to 24% of the cost to provide the project
 - **0** = No fees are generated that cover the cost to provide the project



Basic Program Attributes: **Portion of Community Served by Project**

- *Projects that benefit or serve a larger segment of the City's residents, businesses and/or visitors will receive a higher score for this attribute compared to projects that benefit or serve only a small segment of these populations.*
- The grading criterion established to score projects, on a **0 to 4** scale is as follows:
 - **4** = Project benefits/serves the **ENTIRE** community (100%)
 - **3** = Project benefits/serves a **SUBSTANTIAL** portion of the community (*at least 75%*)
 - **2** = Project benefits/serves a **SIGNIFICANT** portion of the community (*at least 50%*)
 - **1** = Project benefits/serves **SOME** portion of the community (*at least 10%*)
 - **0** = Project benefits/serves only a **SMALL** portion of the community (*less than 10%*)



Basic Program Attributes:

Change in Demand for Project

- *Projects demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to projects that show no growth in demand for the project. Projects demonstrating a decrease in demand or utilization will actually receive a minus score for this attribute.*
- The grading criterion established to score projects, on a -4 to 4 scale is as follows:
 - **4** = Project experiencing a **SUBSTANTIAL** increase in demand of 25% or more
 - **3** = Project experiencing a **SIGNIFICANT** increase in demand of 15% to 24%
 - **2** = Project experiencing a **MODEST** increase in demand of 5% to 14%
 - **1** = Project experiencing a **MINIMAL** increase in demand of 1% to 4%
 - **0** = Project experiencing **NO** change in demand
 - **-1** = Project experiencing a **MINIMAL** decrease in demand of 1% to 4%
 - **-2** = Project experiencing a **MODEST** decrease in demand of 5% to 14%
 - **-3** = Project experiencing a **SIGNIFICANT** decrease in demand of 15% to 24%
 - **-4** = Project experiencing a **SUBSTANTIAL** decrease in demand of 25% or more



Review of CIP Books and Input from Planning Commission

***Next Step:
Joint Workshop with City
Commission
April 21, 2016***



Thank you for your Service!
Questions?