



CITY OF  
BAINBRIDGE ISLAND

PRIORITY-BASED  
BUDGETING  
OVERVIEW FOR  
2019-2020

MARCH 20, 2018



Overview of process  
Financial policies  
**Priority-Based  
Budgeting (PBB)**

JAN - MARCH

APRIL

Cost allocation methodology  
overview  
Community Services funding  
review

Capital Improvement Plan  
(CIP) overview  
Approval of cost allocation  
plan

JUNE

Initial revenue and expense  
trend forecasts for 2019-2020

AUGUST

Water and sewer utility rates

2019-2024 CIP approved by  
Council

SEPTEMBER

2019-2020 Proposed Budget  
delivered to Council

OCT/NOV

Budget discussions  
Property tax levy

2019-2020 Adopted Budget  
approved by Council

NOV/DEC



# RESOURCE ALIGNMENT DIAGNOSTIC TOOL

- ❖ Results-based analysis

- ❖ Quartile analysis

- ❖ Program analysis



# CITY OF BAINBRIDGE ISLAND RESULTS

- ❖ Safe City
- ❖ Reliable Infrastructure and Connected Mobility
- ❖ Green, Well-Planned Community
- ❖ Healthy and Attractive Community
- ❖ Vibrant Economy
  
- ❖ Good Governance



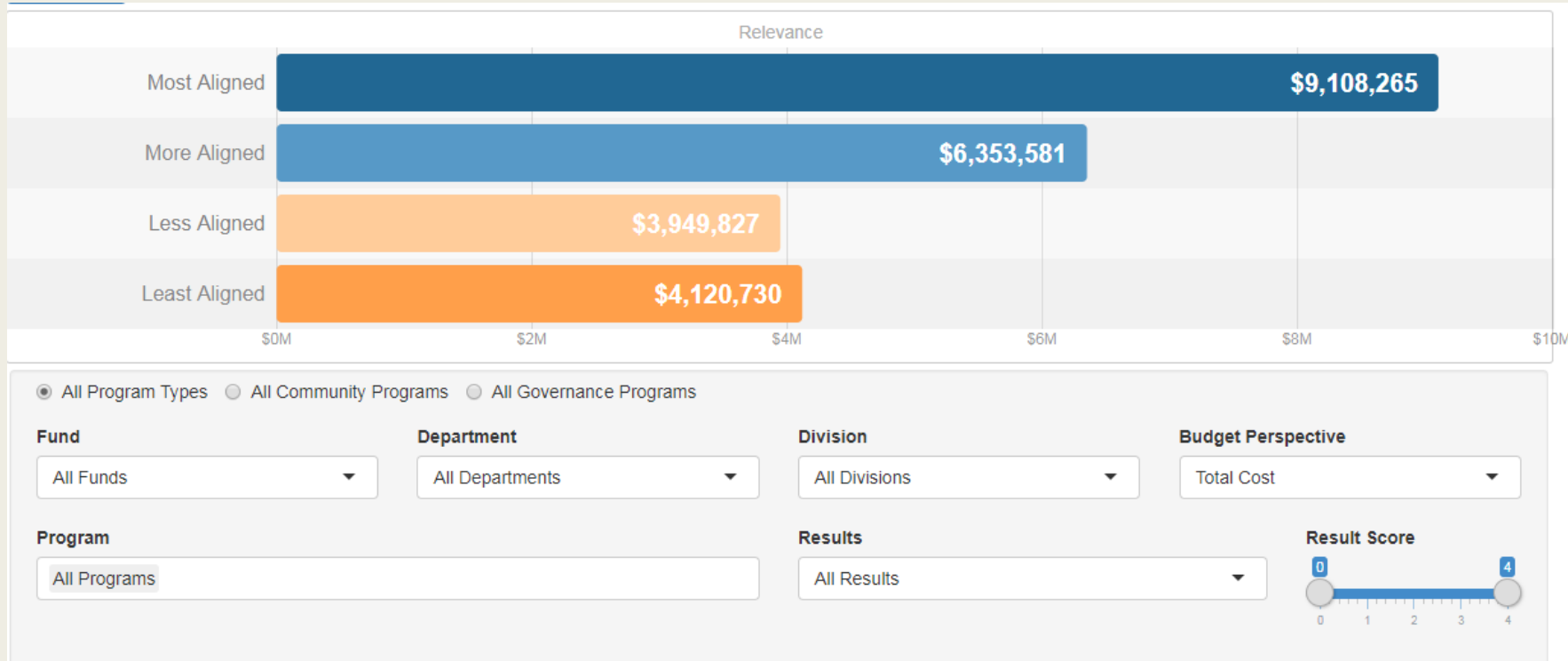
# PROGRAM SCORING

- ❖ Staff scores the programs based upon:
  - Program attributes (Level of mandate, reliance on city for service, cost recovery, portion of the community served, change in demand)
  - The impact of the program on the community and governance results



# ALL PROGRAMS AND ALL RESULTS

## Citywide Quartile Analysis – 2018 Modified Budget

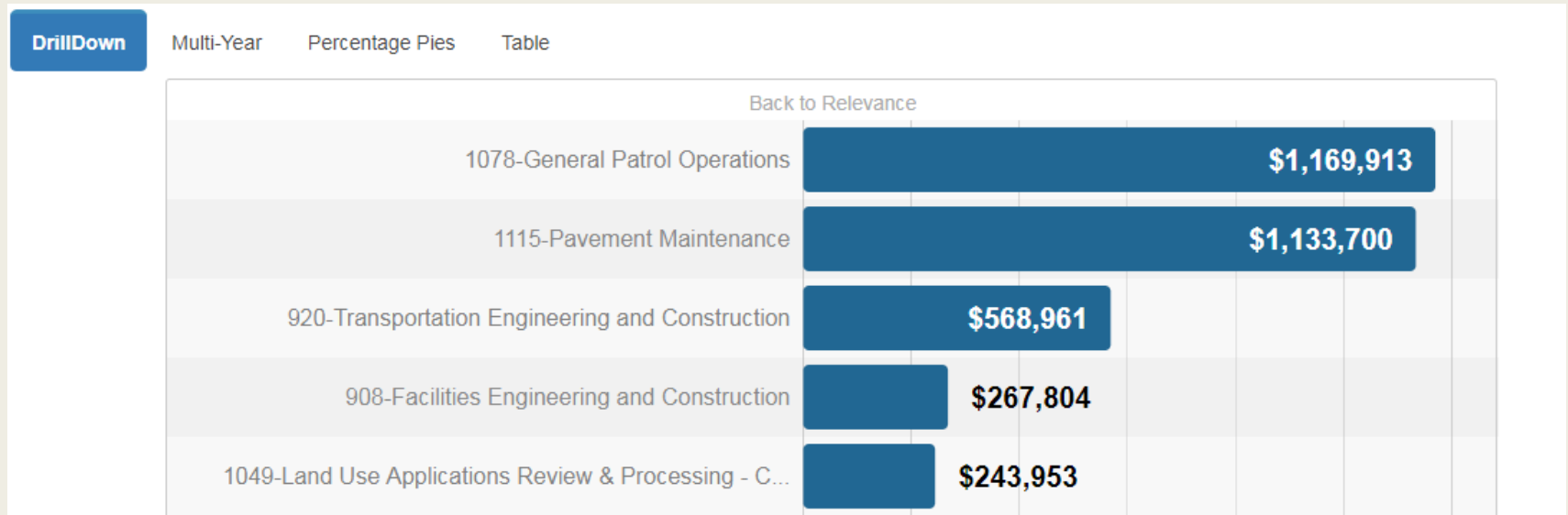


- City budget for all programs and all results shows most spending in Most/More Aligned quartiles than in Less/Least Aligned



# MOST ALIGNED - ALL RESULTS

## Citywide Quartile Analysis – 2018 Modified Budget

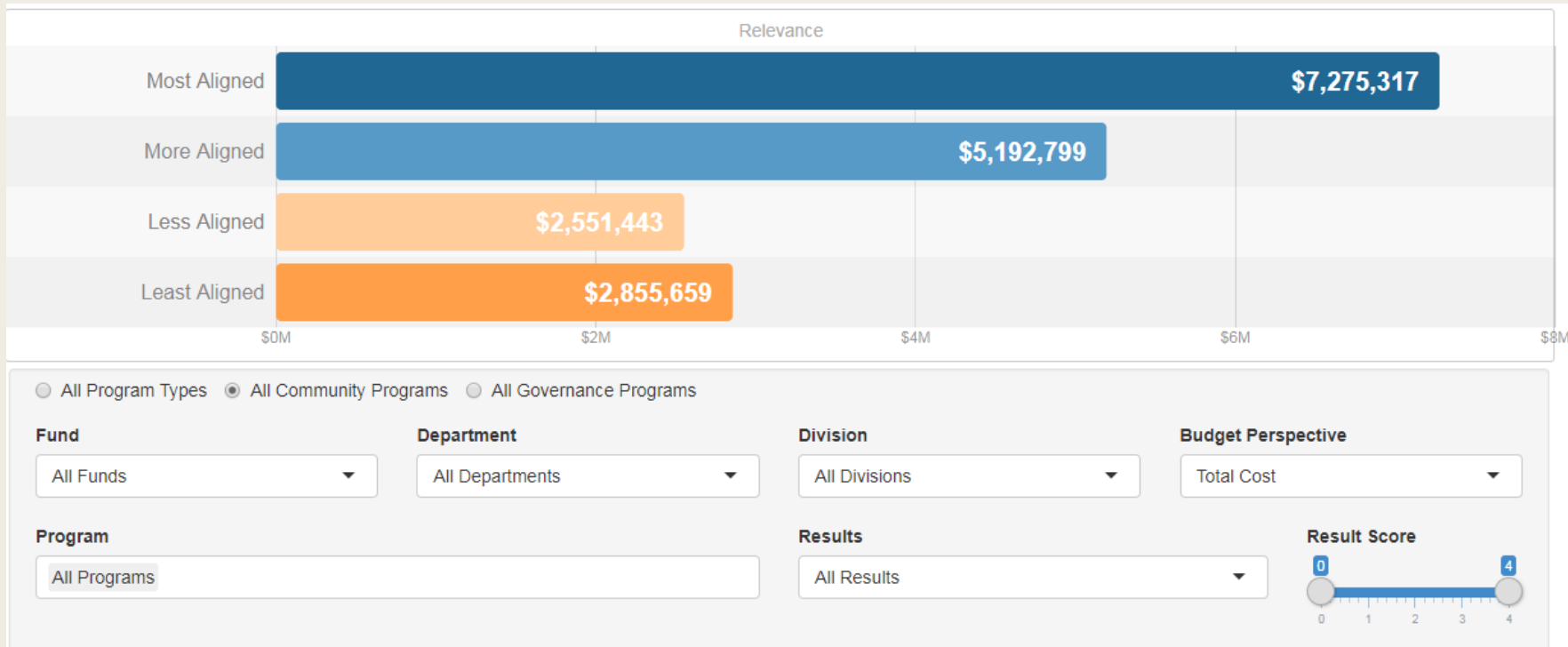


- Of the \$9.1 million in the Most Aligned quartile, \$3.4 million is budgeted in five programs, with smaller amounts in many other programs.



# COMMUNITY PROGRAMS, ALL RESULTS

## Citywide Quartile Analysis – 2018 Modified Budget

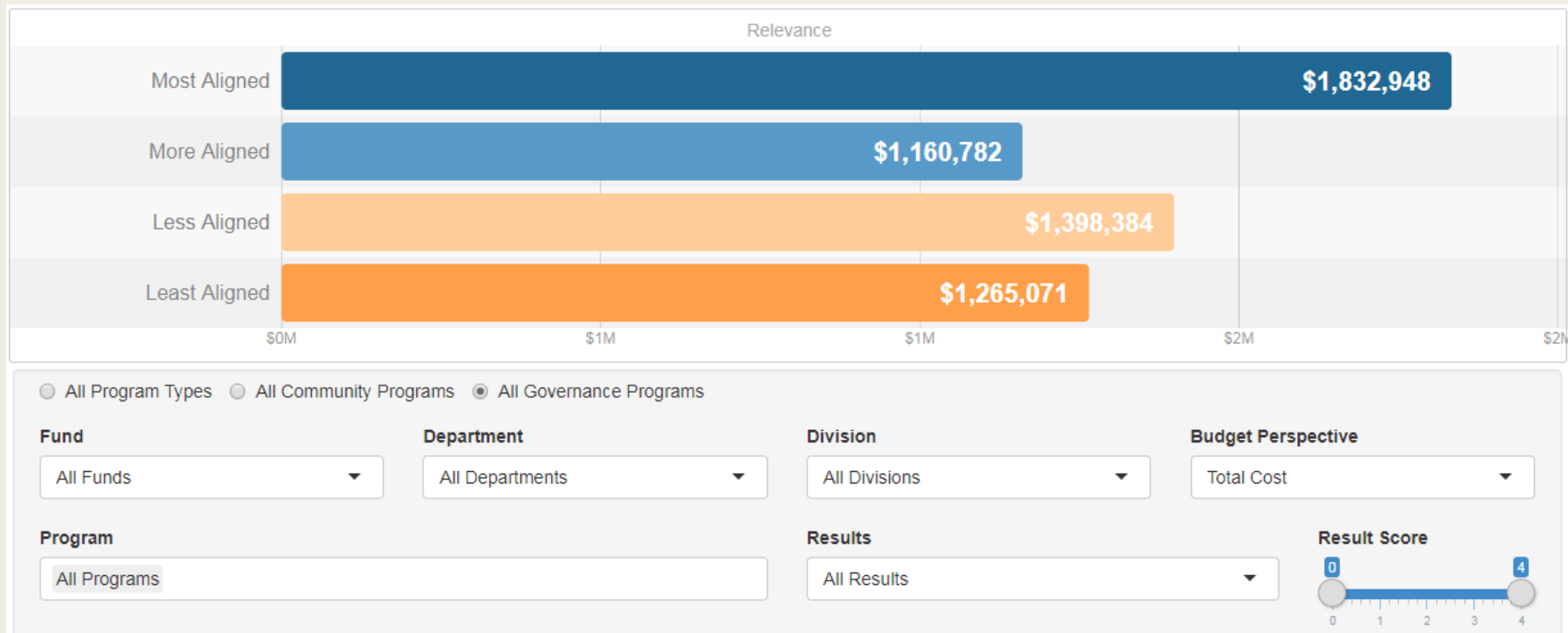


- Total budget shown for community programs is \$17.9 million



# GOVERNANCE PROGRAMS, ALL RESULTS

## Citywide Quartile Analysis – 2018 Modified Budget



- Total budget shown for governance programs is \$5.6 million



# RAD TOOL ANALYSIS

- ❖ Link from service delivery choices to budget decisions
- ❖ Indicator of programs' alignment with organization's goals

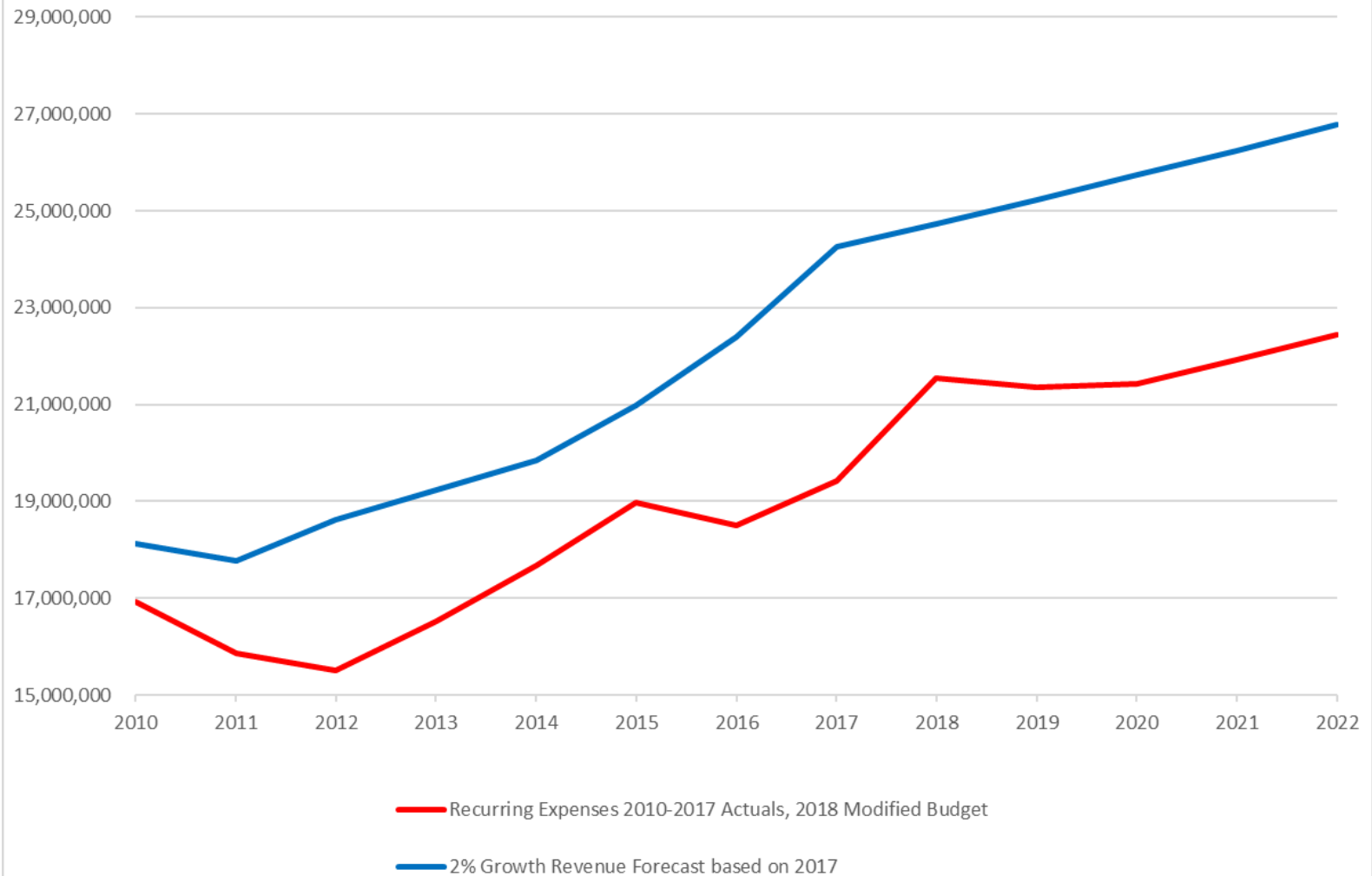


# FISCAL HEALTH MODEL

- ❖ Shows analysis of recurring revenues and recurring expenditures
- ❖ Presents long-term effect of current financial decisions on ending fund balance.

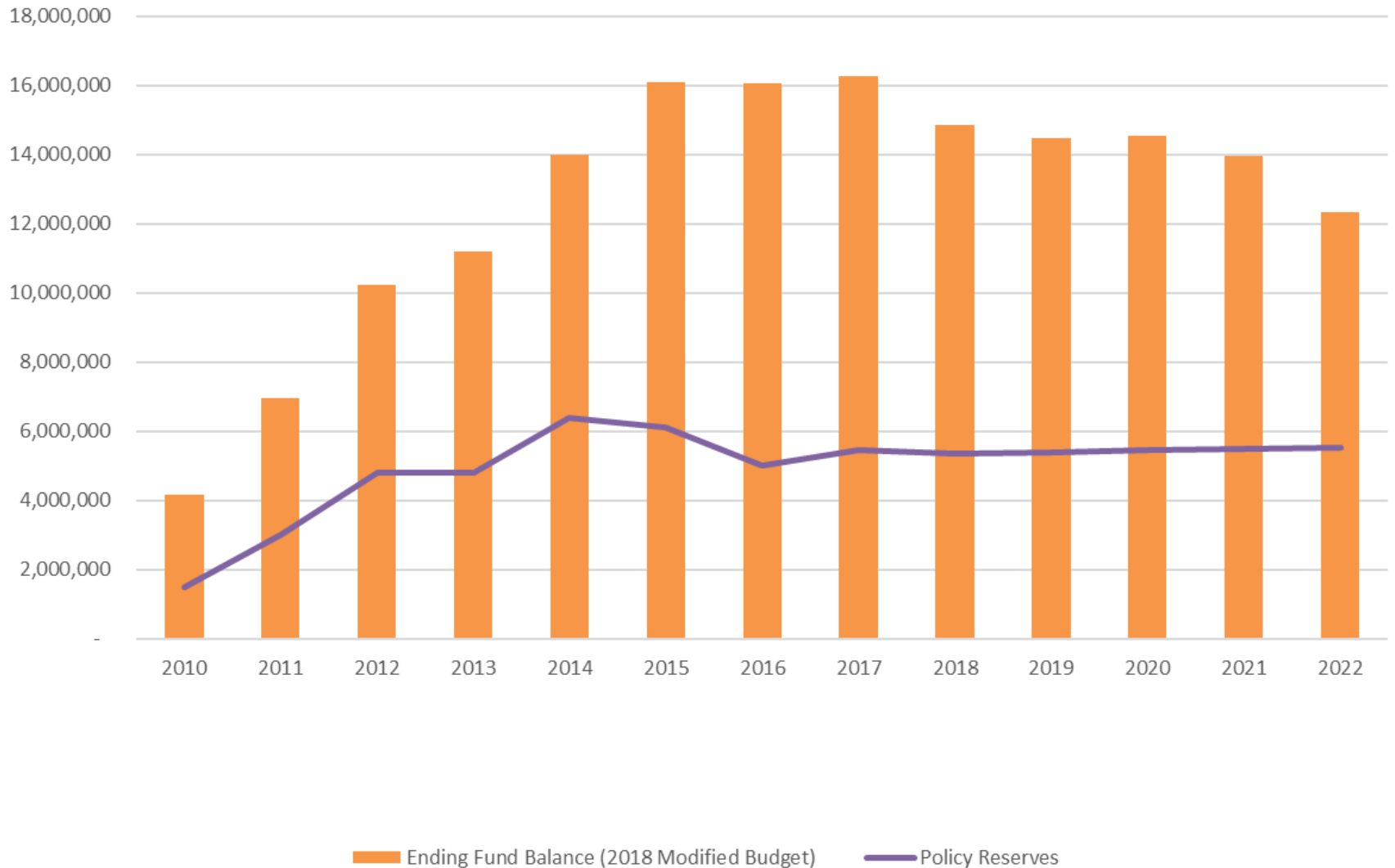


Tax-Supported Recurring Revenues vs. Recurring Expenses  
Existing Debt Service and 2% Revenue Growth from 2017 Actuals





## Tax-Supported Ending Fund Balance 2018 Modified Budget





# FISCAL HEALTH MODEL ASSUMPTIONS

- ❖ 2018 Modified Budget and CIP
  - No spending on Police/Court Facility - \$3 million retained in fund balance
- ❖ 2017 financial results as of February 2018
- ❖ 2% revenue growth for all tax-supported funds
- ❖ Expenditure growth 2.5% salary, 4% benefits, 0% - 2% for other categories
- ❖ No change to current staffing levels



# FISCAL HEALTH ANALYSIS

- ❖ Structural tool looking at long-term effect of current choices
- ❖ Highlights both change to budget and bottom line fund balance
- ❖ Can be done for both governmental and utility funds



QUESTIONS?

DISCUSSION



# SAFE CITY

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graph TD; A[Well-prepared and adequately staffed to offer protection, enforce the law, and proactively prevent crime] --- B[Offers protection to lives and property by promptly responding to calls for service and being sufficiently trained and prepared to react and respond to reasonably foreseeable emergency situations]; B --- C[Provides for a safe transportation network that is well-maintained, accessible, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians alike]; C --- D[Ensures regulatory compliance in order to provide clean and well-maintained neighborhoods, to protect property, the environment and the lives of its residents and visitors]; D --- E[Creates an informed and engaged community that encourages volunteerism and partnerships]; E --- A; A --- B --- C --- D --- E --- A
```

Well-prepared and adequately staffed to offer protection, enforce the law, and proactively prevent crime

Offers protection to lives and property by promptly responding to calls for service and being sufficiently trained and prepared to react and respond to reasonably foreseeable emergency situations

Provides for a safe transportation network that is well-maintained, accessible, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians alike

Ensures regulatory compliance in order to provide clean and well-maintained neighborhoods, to protect property, the environment and the lives of its residents and visitors

Creates an informed and engaged community that encourages volunteerism and partnerships







## RELIABLE INFRASTRUCTURE and CONNECTED MOBILITY

Provides safe, integrated, convenient and connected travel options for pedestrians, cyclists and motorists to easily get around

Plans for the long-term maintenance, repair and replacement of roads

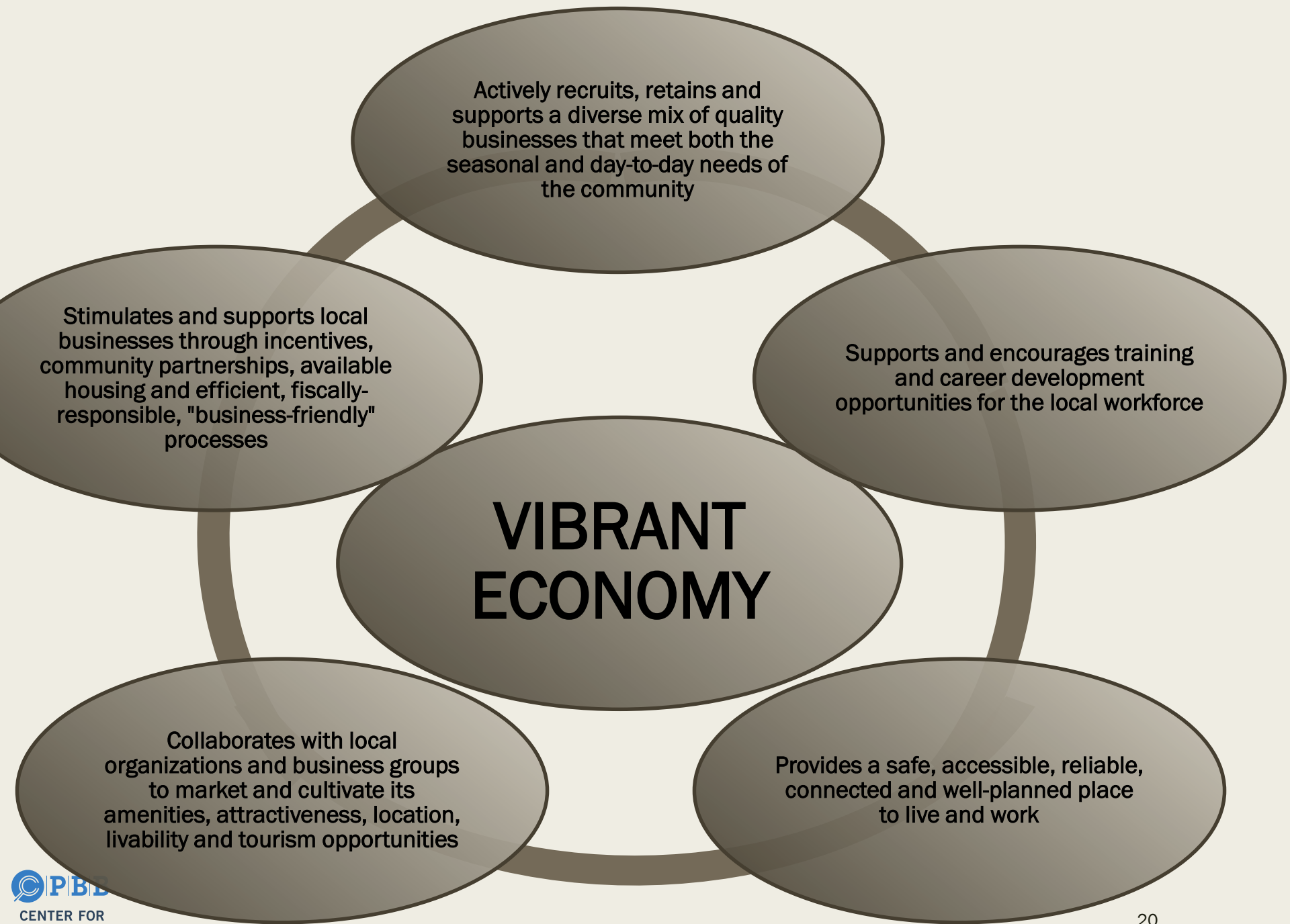
Designs, constructs and proactively maintains a reliable utility infrastructure that delivers safe, clean water, controls storm water drainage and effectively manages sewage treatment

Keeps citizens connected and informed, providing a reliable communications network and leveraging opportunities to provide information to citizens through community activities

Plans, designs and maintains functional public facilities and parking

Partners with others in the community to regionally plan, cooperatively prepare and collaboratively invest in properly regulated, sustainable development







## HEALTHY AND ATTRACTIVE COMMUNITY

Designs, develops and enhances parks, trails, open spaces and recreation facilities, ensuring they are convenient, safe, accessible, attractive and well-maintained, including collaboration with other public and private entities.

Ensures proactive code enforcement and regulation to provide for a safe, well-maintained, attractive and healthy environment, ensuring access to clean air and water

Promotes and preserves the eclectic and nostalgic "feel" of the community to support and improve tourism and to strengthen the local economy

Provides connected transportation and communications networks to ensure accessibility throughout the community

Cultivates a strong sense of culture and community by ensuring access to parks and gathering spaces, exposure to the arts, quality education and opportunities for life-long learning

Provides for the basic physical needs and well-being of its citizens, ensuring a variety of available housing options, and providing economic and social support services to at-risk children and families, the homeless, and those in need of mental health services.

Collaborates with regional governments and local non-profit social service agencies.



## GREEN, WELL-PLANNED COMMUNITY

Applies consistent land use regulations to ensure orderly and strategically planned growth, limit sprawl and offer appropriate regulation with consistent community input

Seeks to preserve, protect and conserve natural resources

Incentivizes and encourages energy conservation, sustainability, recycling and resource preservation

Creates and preserves access to open space, green space, shorelines, parks and recreational opportunities, including collaboration with other organizations and community partners.

Develops, preserves and revitalizes residential neighborhoods that are safe, attractive, accessible to public transportation and provide diverse, affordable housing options

Provides a multi-modal transportation system, emphasizing non-motorized mobility options for bicyclists and pedestrians, minimizing the impact to the Island's environment



# GOOD GOVERNANCE

Protects, manages, optimizes  
and invests in its financial,  
human, physical and  
technology resources

Develops sustainable fiscal  
and operational policies and  
fosters trust and transparency  
by ensuring accountability,  
efficiency, integrity, innovation  
and best practices in all  
operations

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

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

Provides responsive and  
accessible leadership and  
facilitates timely and effective  
two-way communication and  
input with all stakeholders

Attracts, motivates, develops  
and retains a high-quality,  
engaged and productive  
workforce