

Roll Call

A special work session of the Kalamazoo City Commission was held on Monday, September 14, 2015 at 6:00 p.m. in the Community Room at City Hall. The purpose of the meeting was to receive an update on Priority Based Budgeting and the FY2016 Budget.

COMMISSIONERS PRESENT:

Mayor Bobby Hopewell
Vice Mayor David Anderson
Robert Cinabro
Don Cooney
Eric Cunningham
Barbara Miller
Jack Urban

COMMISSIONERS ABSENT:

None

Also present were City Manager Jim Ritsema, City Attorney Clyde Robinson, and City Clerk Scott Borling.

Communications

An opportunity was given for general communications, but none were offered.

Update on Priority Based Budgeting

City Manager Ritsema, Community Planning and Development Director Laura Lam, Management Services Director Tom Skrobola, and Deputy City Manager Patsy Moore delivered a PowerPoint presentation entitled *Transforming Our City*. A copy of these PowerPoint slides was filed with the papers for this meeting.

Chris Fabian and Jon Johnson from the Center for Priority Based Budgeting delivered a PowerPoint presentation entitled *Priority Based Budgeting Presentation of Resource Alignment Diagnostic Tool*. A copy of these PowerPoint slides was filed with the papers for this meeting.

Commissioner Urban noted it was important to keep categories the same for comparison year-to-year, and he expressed anxiety that the "ruler would be changed" from year-to-year.

In response to Commissioner Urban, Mr. Fabian stated the Resource Alignment Diagnostic (RAD) Tool needed to change for year-to-year to reflect new programs and an increasing level of analytical rigor. Mr. Fabian explained there had been training sessions to help departments work from and implement the same standards. Mr. Fabian also explained the Peer Review process and stated Peer Review was a quality control mechanism.

Presentation of the Resource Allocation Diagnostic (RAD) Tool

Mr. Fabian and Mr. Johnson presented and explained the RAD Tool.

Commissioner Miller recommended making "blind cuts" to keep personal bias out of decisions and urged the City Manager to make strong recommendations.

City Manager Ritsema noted the RAD Tool was not designed to be a cost-cutting tool, and it was his intention to use it to help allocate resources around priorities.

Commissioner Urban agreed this was the starting point for conversations about the budget.

Commissioner Cunningham remarked that the Priority Based Budgeting (PBB) process would get better over time.

Commissioner Cooney expressed surprise at the level of scientific analysis that could be applied to the City's budget. Commissioner Cooney expressed concern about programs that served small portions of the community and how those programs would fare in the PBB scoring.

In response to a question from Commissioner Cooney, Mr. Johnson stated the RAD Tool allowed administrators and elected official to see where resources could be shifted to address new needs.

Commissioner Cinabro stated PBB was a good system and noted his tendency to focus on programs in Quartiles 3 and 4 could be a slippery slope. Commissioner Cinabro urged caution to citizens and Commissioners.

City Manager Ritsema reported an internal group was reviewing the Governance Programs to see if there were opportunities for efficiencies.

City Manager Ritsema reviewed the 2016 budget tactics and timeline.

Director Lam discussed the development of a public participation plan and the launch of "Imagine Kalamazoo 2025" in October.

Commissioner Cooney suggested the City use focus groups to identify community groups whose voices needed to be heard but who would not proactively invite the City to give a presentation.

Vice Mayor Anderson stated PBB had been very helpful, and he was astounded at the process required to capture the data to create the RAD Tool. Vice Mayor Anderson stated he was thankful that staff were doing the extra work.

Commissioner Urban stated the upper echelon of the City organization was filled with high performing employees who worked well together.

In response to a question from Commissioner Urban, Mr. Johnson stated he had provided a policy document to the City Manager's Office that discussed the use of filters in the RAD Tool.

Mayor Hopewell expressed excitement about the PBB process and the ability the City Commission would have to make decisions with objectivity.

City Manager Ritsema stated a there would be a soft launch of the RAD Tool on the City's website with the program listings and descriptions being placed online first.

Presentation of the
Resource Allocation
Diagnostic Tool (cont'd)

Discussion of the
FY2016 Budget
Process

Citizen Comments

Next, an opportunity was given for general citizen comments.

Dana Underwood, City resident, asked how volunteers were included in the PBB calculations.

Leona Carter, City resident, expressed concern about changing the dollar amounts when illustrating program leveraging and how that might appear to the community. Ms. Carter suggested color coding the bar graphs to show leveraging rather than having the dollar amounts change.

Tim Graham, City resident, congratulated the City for being the first City in Michigan to use PBB. Mr. Graham asked the following questions: how could the City benefit from the experience of PBB users in Colorado? Is the City utilizing the CPBB leadership program? Does this program involve participatory leadership? How can the City get more public participation?

Max Tibbitts, City resident, stated it was a miracle that City staff pulled together PBB, and he suggested the City educate citizens so they could better participate in the process.

Kris Mbah, City resident, expressed support for the PBB process and congratulated the City Manager and staff. Mr. Mbah stated he was glad to hear discussions about transparency, and he urged the City to push out the RAD Tool to the public.

Cody Dekker, City resident, asked if 246 people were considered representative of the community. Mr. Dekker asked how the result definitions had been developed, and he urged the City to push the RAD Tool out to the public.

In response to citizen questions, Mr. Johnson reported 100 communities in 27 states and 2 provinces in Canada were using PBB, and some of these communities had added the value of volunteer hours to their PBB models. Mr. Johnson stated the City's result definitions came from the *2001 Blueprint for Action* and staff recommendations.

Mr. Fabian noted the City's PBB participation was high when compared to the typical participation levels for budget discussions. Mr. Fabian stated The Davenport Institute was interested in the work of the CPBB and the potential for connecting the dots between citizen input and action steps.

Commissioner
Comments

Finally, an opportunity was given for miscellaneous comments from City Commissioners.

Commissioner Miller noted "The Good Cop" video was released by Rhino Media earlier that day.

Commissioner Urban remarked on how citizens were able to get answers to their questions quickly, and he asked if the same type of format could be used during regular business meetings.

The meeting adjourned at 8:07 p.m.

Adjournment

Respectfully submitted,

Scott A. Borling
City Clerk

For City Commission approval on October 19, 2015

Approved by: _____
Bobby J. Hopewell, Mayor
Dated: October 19, 2015