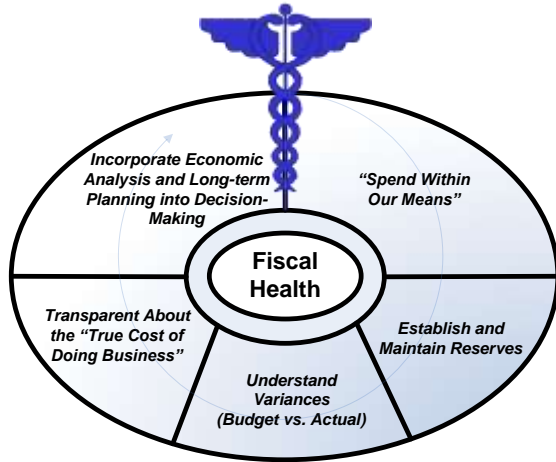


ACHIEVING FISCAL HEALTH



Planning for a Sustainable Financial Future

Presenters:

Jon Johnson and
Chris Fabian
Jefferson County, Colorado

September 17th 2008

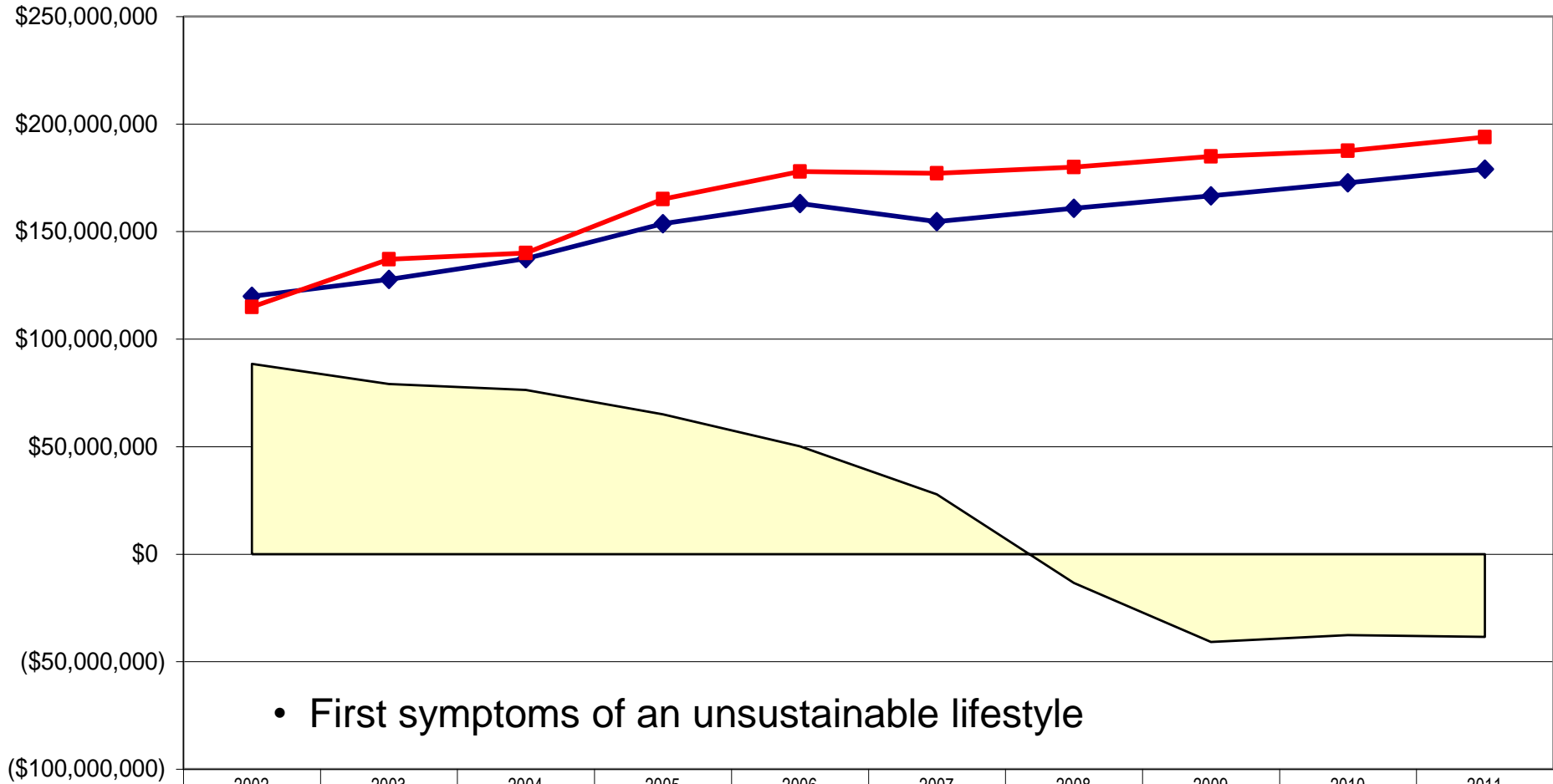
ACHIEVING LONG-TERM FISCAL WELLNESS



Let the Good Times Roll

- Colorado in the 1990's
 - Averaged double digit population growth
 - Averaged double digit growth in valuations
- County government impact
 - Averaged double digit annual increases in tax revenues
 - Near \$100 Million in Unreserved Fund Balance
 - Increased staff, increased CIP funding, enhanced employee benefit package

The Party's Over



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Fund Balance	\$88,383,503	\$79,004,917	\$76,365,652	\$64,968,546	\$50,114,881	\$27,727,575	\$(13,382,034)	\$(40,843,496)	\$(37,691,647)	\$(38,501,408)
Uses	\$114,921,837	\$137,060,117	\$140,051,696	\$165,049,713	\$177,881,631	\$177,025,979	\$180,033,646	\$184,970,466	\$187,549,540	\$193,888,806
New Revenue	\$119,929,665	\$127,681,531	\$137,412,431	\$153,652,607	\$163,027,966	\$154,638,673	\$160,750,165	\$166,590,287	\$172,659,972	\$178,968,527

“I Don’t Feel So Good”

- Symptoms:
 - Reserves exhausted within two years
 - Revenue growth substantially slowing down
 - Growth rapidly diminishing
 - General Fund shortfall of \$10 Million within a year
 - Other property tax funds “upside-down” within two years
- WHAT WE RESOLVED:
 - ***“Let our decisions determine the future, rather than the future determine our decisions”***
- Possible Treatment Options:
 - Raise taxes
 - Start cutting
 - “Budgeting for Outcomes” approach
 - ***Systematically Diagnose Causes of “symptoms” SEEK FISCAL HEALTH!!!***

Achieving Fiscal Health & Wellness

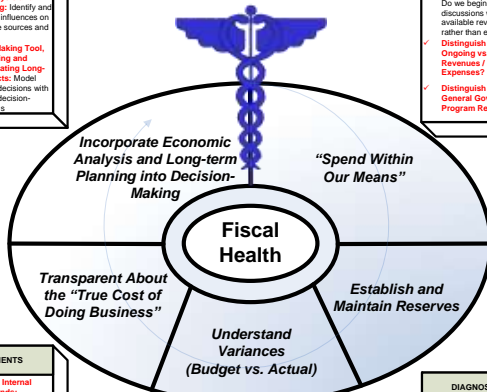
2 Strategic Initiatives (2006-2008)

Fiscal Health

ACHIEVING FISCAL HEALTH

DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Account for Impact of External/Economic Influences?: Do we incorporate economic trends into our forecasts? Are we accurate? Incorporate/Consolidate Long-term Plans into Forecasts? Plan for Ongoing Maintenance Costs? 	<ul style="list-style-type: none"> Trend Analysis and Forecasting: Identify and assess key influences on our revenue sources and expenses Decision Making Tool: Incorporating and Communicating Long-term Impacts: Model impacts of decisions with interactive decision-support tools

DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Start with Revenues?: Do we begin fiscal discussions with available revenues, rather than expenses? Distinguish Between Ongoing vs. One-time Revenues / Expenses? Distinguish Between General Gov't and Program Revenues? 	<ul style="list-style-type: none"> Achieve Ongoing Alignment: Ongoing costs can only be funded with ongoing revenue. Achieve One-time Alignment: Fund one-time costs with unreserved fund balance, one-time sources (ex. Grants), dedicated ongoing revenue. Incentivize Self-Sustaining Programs: Allow programs to keep 100% of program revenue generated



DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Appropriate Program Costs Shouldered by Users?: Do we know what overhead, administrative and internal services we provide, how much they cost, and how each customer influences the demand for service? Know the Programs Offered, and How Much they Cost?: Do we know what programs we offer, how much they cost (direct and indirect)? 	<ul style="list-style-type: none"> Implement Internal Service Funds: Appropriately align supply/cost of service with customer demand Utilize Full-Cost Plans: Appropriately align cost of service with demand for all overhead and admin programs Program Inventory: Identify each program offered by organization Program Costing: Price each program (direct and indirect costs)

DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Budgeting For too Many Contingencies?: Does every dept / division budget for the unforeseen? Ongoing Operational Budgets Include Cyclical (one-time) Costs? Consistent Variances (Budget v. Actual) Year-to-Year? 	<ul style="list-style-type: none"> Consolidate Contingency Funding for Acceptable Level of Unforeseen Home Salary/Benefit Forecasting Tools: Costs saved and unplanned due to vacancies/turnover can be significant. Ensure Variances Are Minimal and Explainable

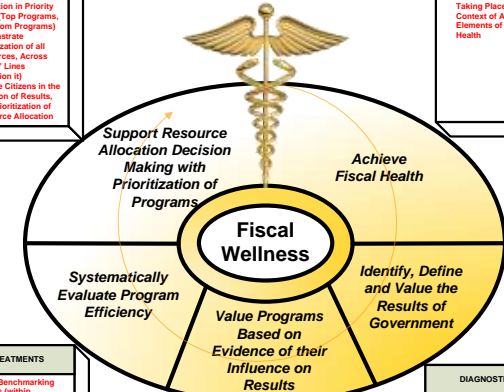
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Long-term Fiscal Wellness

ACHIEVING LONG-TERM FISCAL WELLNESS

DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Allocating Resources to the Citizen's Top Priorities?: Guide Resource Allocation Decisions within the Context of Priorities? Citizen's Aware and Contributing to Prioritization of Programs / Funding?: Taking Too Much, or Would the Citizens Sponsor More? 	<ul style="list-style-type: none"> Demonstrate Resource Allocation in Priority Order (Top Programs, to Bottom Programs) Demonstrate Prioritization of all Resources, Across "Fund" Lines (Question it) Involve Citizens in the Revision of Results, and Prioritization of Resource Allocation

DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Decision Making Taking Place within Context of All Elements of Fiscal Health? 	<ul style="list-style-type: none"> Spend Within Means Establish Reserves and Set Aside Funding Understand Variances (Budget vs. Actual) in Revenues and Expenses Transparent About the True Cost of Doing Business? Incorporate Economic Analysis and Long-term Planning into Decision Making

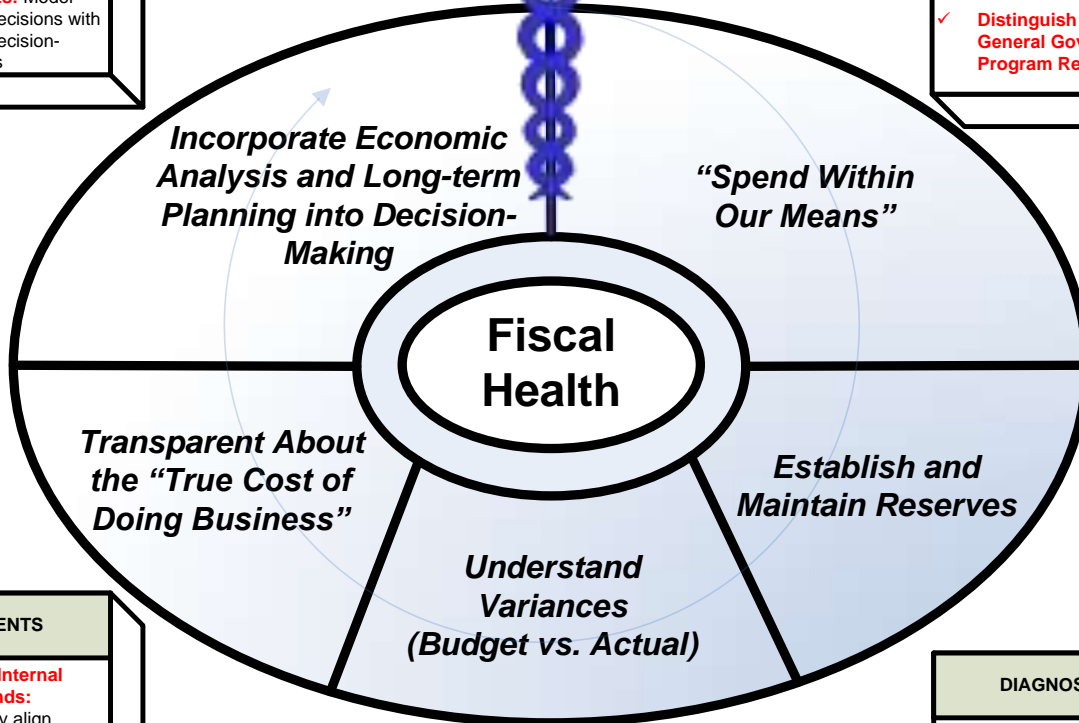
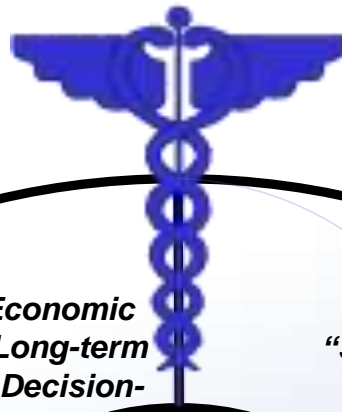


DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> Do We Know if Our Programs and Services are Efficient?: Are the Programs We Offer Sourced Correctly, or Could We Achieve the Same Results for Less? Are the Programs We Offer Sized Correctly, or Should We Adjust Service Levels? 	<ul style="list-style-type: none"> Use Benchmarking Tools (within organization, and outside) to gauge and test efficiency Establish Utilization Goals: Measure Establish Efficiency Measures, and Test

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ACHIEVING FISCAL HEALTH



DIAGNOSTICS	TREATMENTS
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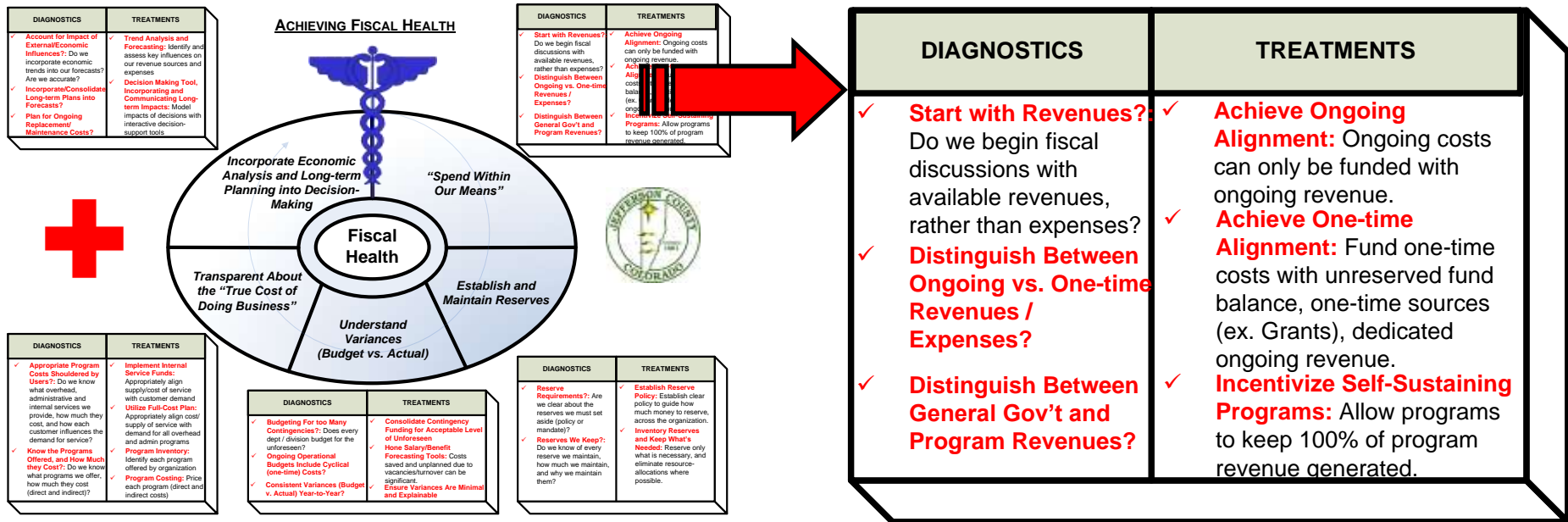
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Spend Within Our Means



Jeffco's Diagnosis:

- Use of Fund Balance for 5 consecutive years to fill gap between ongoing revenues and ongoing expenses
- No distinction between ongoing and one-time revenues and expenses
- Departments not incentivized to update current or seek new program revenues
- Revenues distributed based on fund structure
- Target budgets based on prior year's expenditures

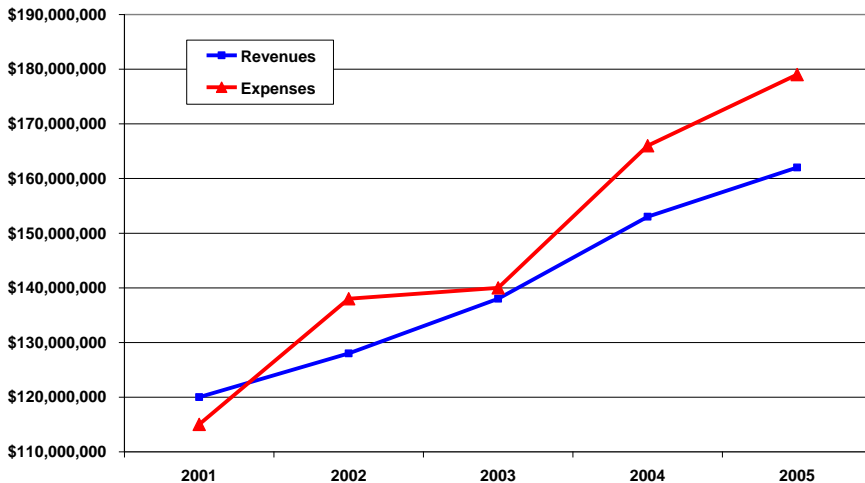
Jeffco's Prescribed Treatment:

- Adopt philosophy to use of ongoing revenues for ongoing expenses (and one-time sources for one-time uses)
- Establish distinction between General Government and Program Revenues
- Departments to keep 100% of Program Revenues
- Resource allocations based strictly on available revenues

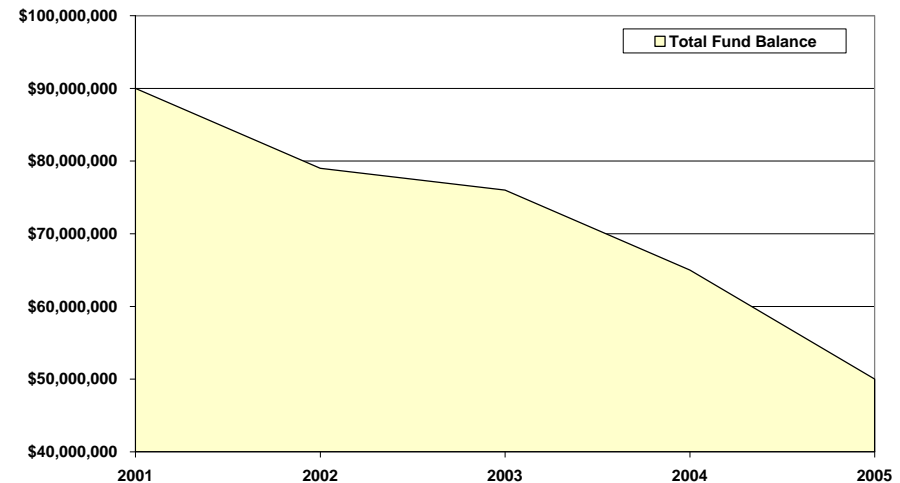
Spend Within Our Means

Not Exactly the Picture of "Fiscal Health!"

General Fund 2001-2005
Actual Revenue and Expense Trends



General Fund 2001-2005
Fund Balance Trends



- This **Simple** Picture Got Everyone's Attention

Establish and Maintain Reserves

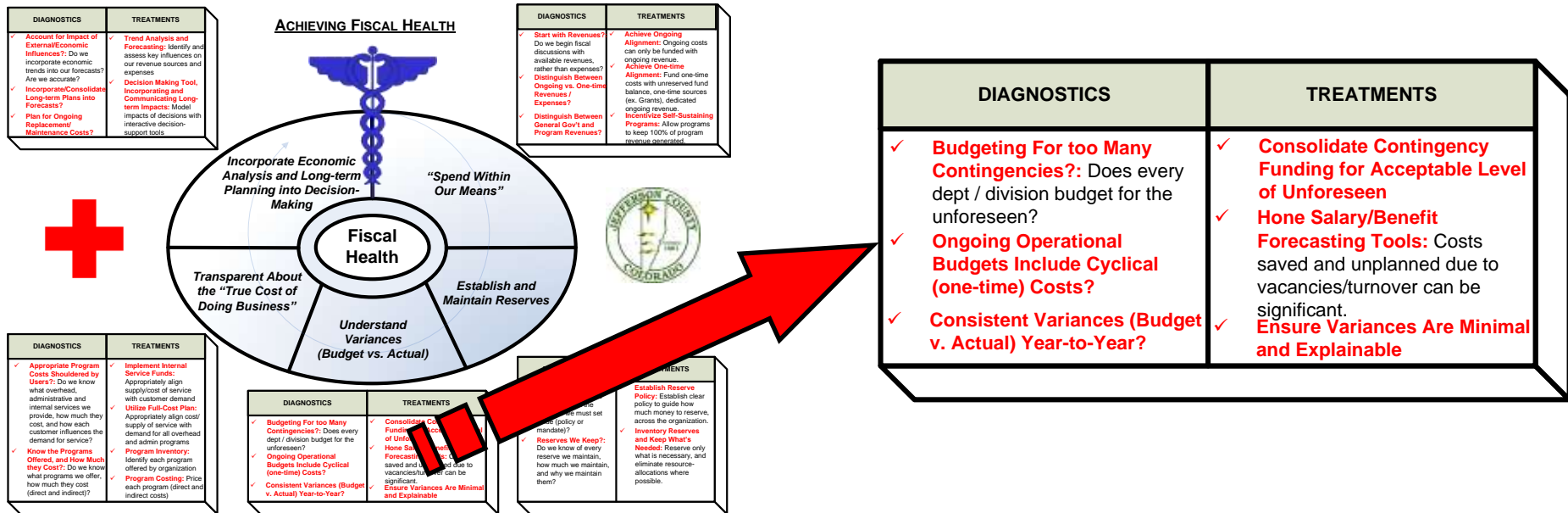
- “GFOA recommends that general purpose governments, regardless of size, maintain unreserved fund balance in their general fund of no less than **5 to 15 % of regular general fund operating revenues.**”

- GFOA
- “The most influential guidance comes from the bond rating firms, which use a ‘rule of thumb’ figure of at least **5%** of annual operating expenditures as an acceptable level of (accessible) reserves (on top of restricted reserves).”

- ICMA
- “Our bond issuers would frown **if you frivolously spent the reserves** and the trend would be that the frivolous spending would continue. They would certainly not give the County high ratings and **could downgrade our bonds** that are currently outstanding. Were the County to issue debt in the future with a trend of General Fund Reserves having been spent frivolously, the AA+ rating that we have enjoyed would certainly not be what we would receive. Consequently, **we would not receive the best market rates** and would **pay more for those proceeds with a lower rating.**”

- Jefferson County Financial Advisor

Understand Variances (Budget vs. Actual)



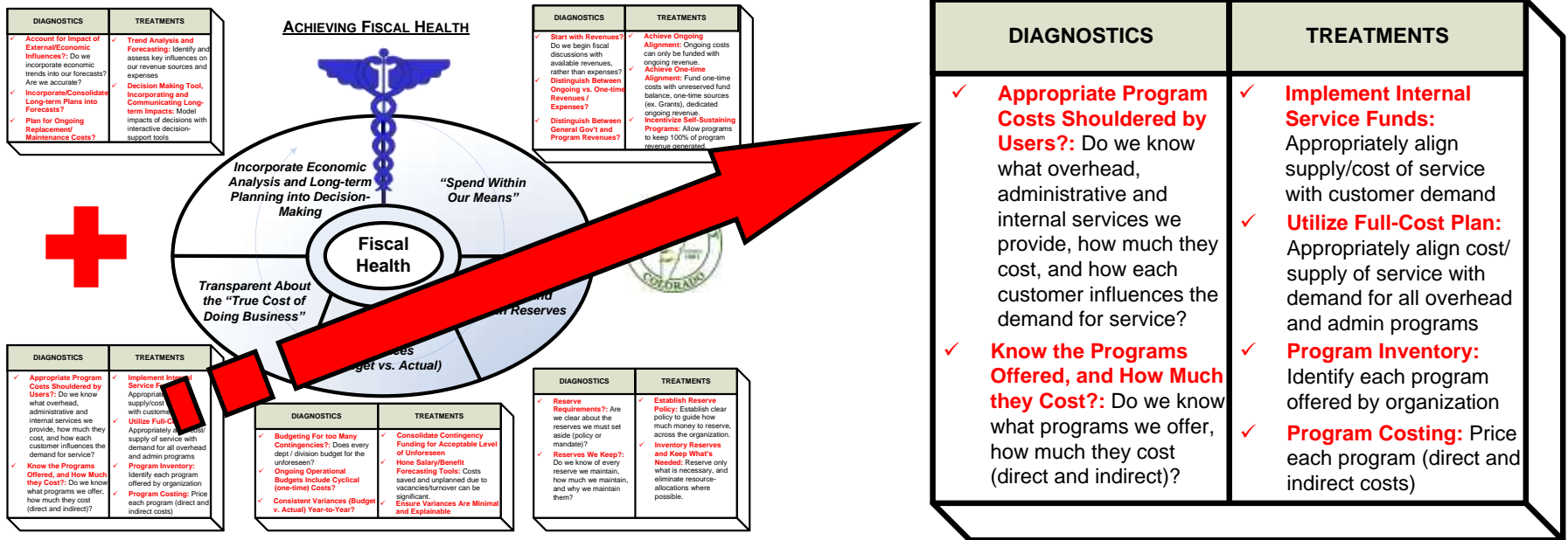
Jeffco's Diagnosis:

- 2005/2006: Over \$75 Million in "Carry-forward" Requests
- No understanding of FTE vacancy "savings," or their fiscal impacts
- Annual ongoing budgets included "placeholders" for future one-time costs and/or costs with cyclical frequency
- No monitoring of revenue variances
- Expenditure variances not "corrected" in subsequent year's budget

Jeffco's Prescribed Treatment:

- Developed salary/benefit projection tool
- Instituted vacancy savings estimate into budget process
- Eliminated place-holders for one-time/cyclical costs Instituted Savings-Incentive Plan
- Instituted revenue variance analysis
- Strengthened budget "Carryforward" procedures

Transparent about “True Cost of Doing Business”



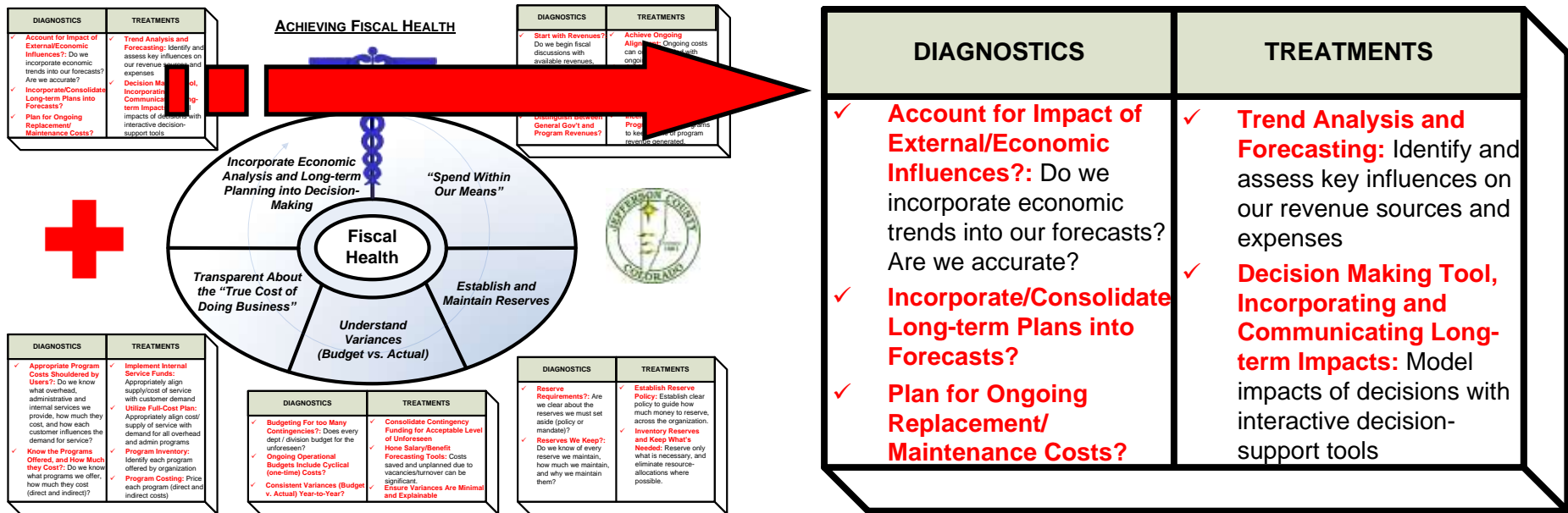
Jeffco's Diagnosis:

- General Fund absorbed almost all overhead costs
- Growing frustration with services provided by IT, Facilities (rising costs)
- No consistent identification of program costs
- Chart of accounts not supportive of program costing – more oriented to organizational structure

Jeffco's Prescribed Treatment:

- Developed and implemented Internal Service Funds (ISFs) for IT, Facilities
- Utilized Full-cost plan to allocate fair share of indirect costs from administrative/overhead functions to appropriate programs
- Developed more specific listing of programs
- Encouraged use of chart of accounts to identify program costs rather than “Department” costs

Economic Analysis and Long-term Planning



Jeffco's Diagnosis:

- BCC decision-making in "fiscal vacuum"
- Revenue and expense forecasts based on historical averages
- Incomplete CIP (and ongoing cost impacts not included)
- No Comp Plan, Facilities Plan, Technology Plan, Transportation Plan..

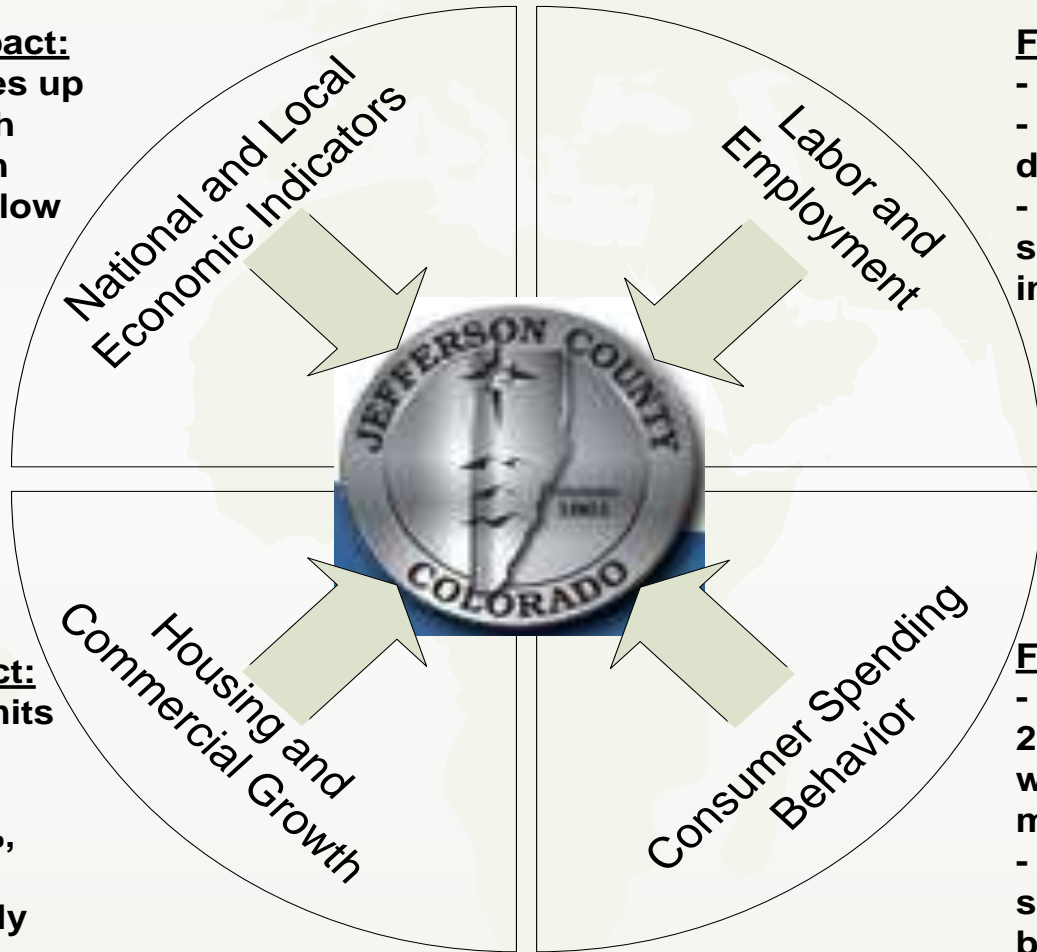
Jeffco's Prescribed Treatment:

- Developed 5-year Plan (comprehensive CIP, with associated ongoing cost impacts)
- Incorporated economic trend analysis into revenue and expense forecasts
- Developed Fiscal Health Diagnostic tool to monitor impacts of County decisions on total Fiscal Health

Treatment: Incorporated Economic Trend Analysis into Revenue and Expense Projections

Forecast Impact:

- Interest rates up to 5-year high
- GDP growth steady, but slow



Forecast Impact:

- Wages up 3.7%
- Unemployment down
- Health care costs surging (12.6% increase)

Forecast Impact:

- Building permits down 9.2%
- Home values increases 3.3%, compared with 12.6% nationally

Forecast Impact:

- Retail sales up 2.8% compared with 7.7% across metro region
- Consumer spending cut backs expected

Treatment: Incorporated Fiscal Health Diagnostic into Long-term Decision Making

GENERAL FUND

Tuesday, February 06, 2007

(Key: Items in "Blue" can be modified; items in "Black" can not)

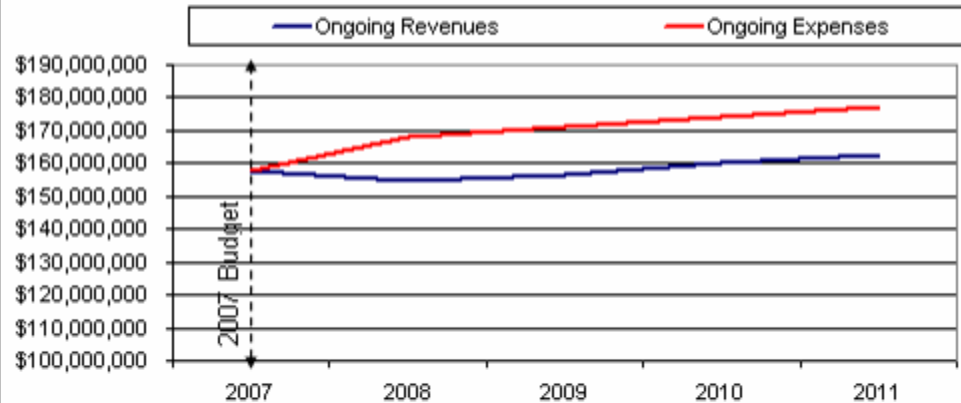
Fiscal Health Diagnostic (Do we meet the objectives?)

Objectives	Status	1st Year Missed	1st Year Impact
Set Aside Reserves	Meets	-	-
Fund "True Cost of Business"	Meets	-	-
Achieve "Ongoing" Alignment	Does Not Meet	2008	(\$13,205,992)
Achieve "One-time" Alignment	Does Not Meet	2008	(\$0)

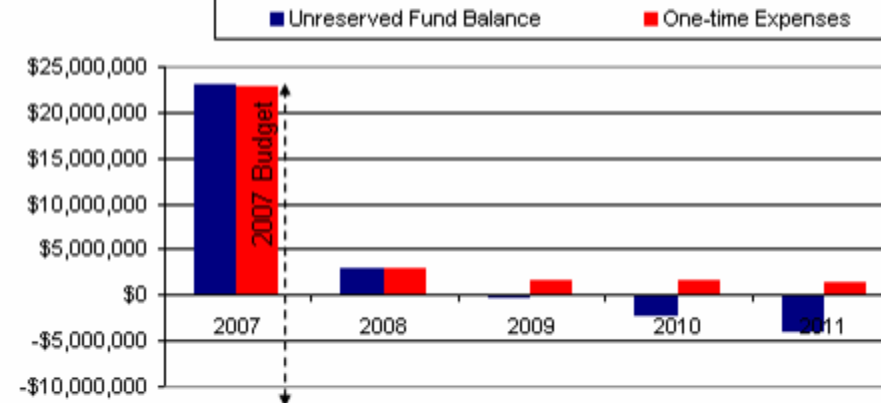
Ideas for Cost Containment or Additional Revenue

Description	R / E	Ongoing	Year 1	Year n	One-time	Year
Ongoing Revenue	R				\$2,439,549	2008
	R		2007	2011		
	R		2007	2007		
Use FB for Ongoing	Y		2007	2007		

Ongoing Alignment, 2007-2012



One-time Alignment, 2007-2012



Ongoing Business Cases

Ongoing Projects	Division	Y/N	Approval Year	2007 Amount
Business Cases				
Competitive compensation (Salary and	JCSO Executive	N	2007	\$ -
Fuel Budget Increase	JCSO Support Services	Y	2007	\$ 200,000
2 Deputy District Attorney's (Level III)	District Attorney Admini	Y	2007	\$ 189,151
Increased contracted medical services	JCSO Detentions	Y	2007	\$ 120,901

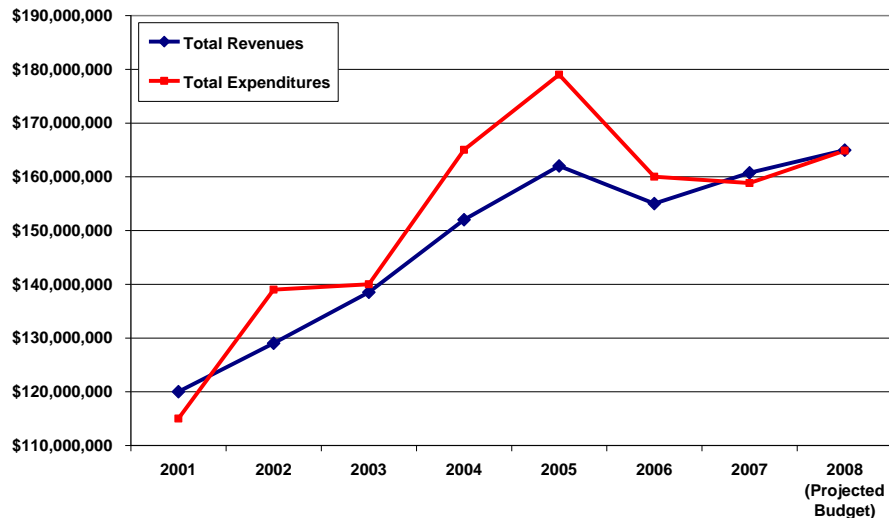
One-time Business Cases and 5-Year Plan

One-time Projects	Division	Y/N	Approval Year	First Year Amount
Business Cases				
Community kiosks (As	Assessor	N	2007	\$ -
Laptop computers for	Assessor	N	2007	\$ -
Clerk and Recorder wa	Clerk & Recorder Elections	N	2007	\$ -
Third party legal expert	County Attorney - Administra	N	2007	\$ -

Feeling Better...

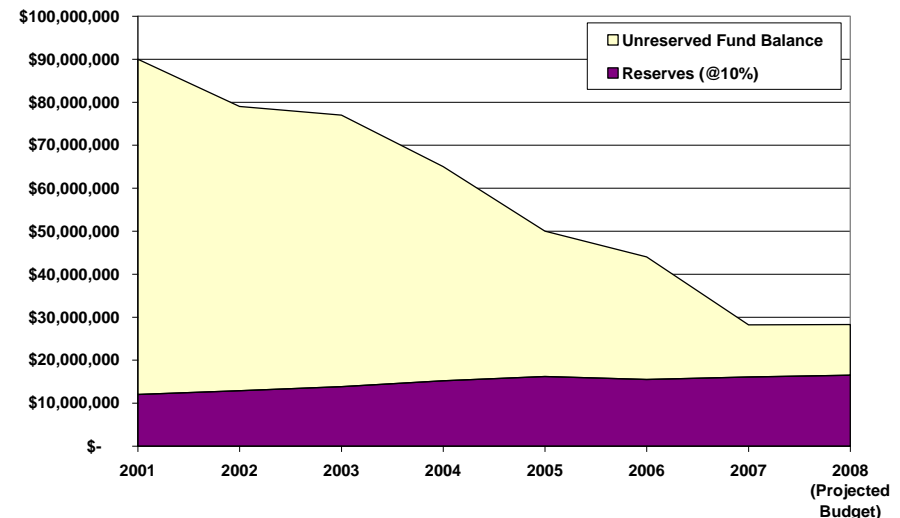
General Fund 2001-2008

Actual Revenue and Expense Trends



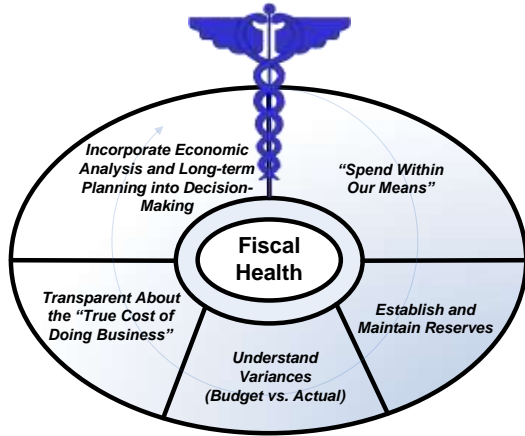
General Fund 2001-2008

Reserve and Fund Balance Trends



- Achieved Ongoing Alignment for 2008
- Achieved Stabilization of Reserves and Unreserved Fund Balance (One-time Alignment) for 2008

ACHIEVING FISCAL HEALTH



From Health to Wellness



ACHIEVING LONG-TERM FISCAL WELLNESS



“I Feel Good, But Will it Last?”

- Symptoms:
 - Ongoing Alignment achieved for short-term, but by 2010 (without change) we'd be out of alignment again
 - Availability of one-time resources for CIP exhausted by 2008
 - Ability to set aside funding to meet reserve objective threatened by 2009
- WHAT WE RESOLVED:
 - ***“We’re Going to Get Our Priorities Straight!”***
- Possible Treatment Options:
 - Deal with it Later (Wait Until Trauma Returns)?
 - Sustain the Status Quo (Assume We’re Prioritized Already)?
 - Commit 1 or more of the “7 Deadly Sins”^{*}?
 - “Budgeting for Outcomes” approach?
 - ***Resource Allocation Decisions Based Entirely on Prioritization***

The Mercury News

Across the Board Cuts Address \$14.5 Billion Shortfall

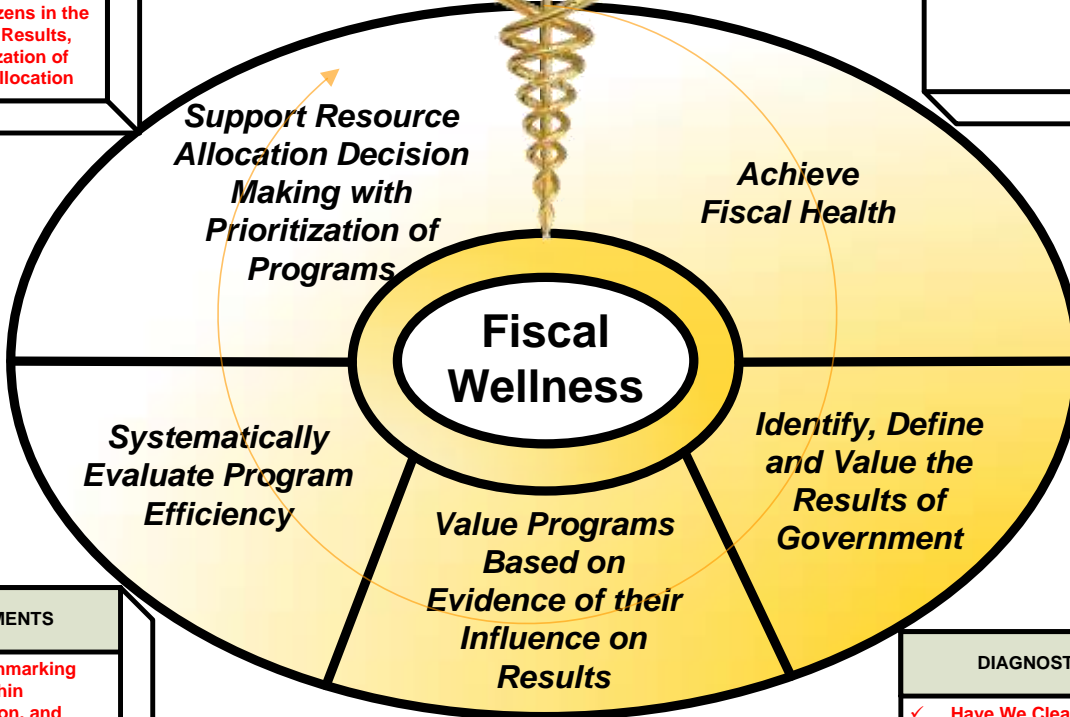
- **California Governor's Office**: “Across-the-board approach spreads reductions as evenly as possible so no single program gets singled out.”
- **Reaction**: “the governor's approach would be like a family deciding to cut its monthly mortgage payment, dining-out tab and Netflix subscription each by 10%, rather than eliminating the restaurant and DVD spending in order to keep up the house payments.”

THE DENVER POST

TABOR Again in Cross Hairs at Capitol *\$700,000,000 Budget Shortfall, What's Getting Cut?*

- State Treasurer, Cary Kennedy: “Today, we govern by a set of **formulas** rather than by our **priorities**.”

ACHIEVING LONG-TERM FISCAL WELLNESS



DIAGNOSTICS	TREATMENTS
<ul style="list-style-type: none"> ✓ Allocating Resources to the Citizen's Top Priorities? ✓ Guide Resource Allocation Decisions within the Context of Priorities? ✓ Citizen's Aware and Contributing to Prioritization of Programs / Funding? ✓ Taxing Too Much, or Would the Citizens Sponsor More? 	<ul style="list-style-type: none"> ✓ Demonstrate Resource Allocation in Priority Order (Top Programs, to Bottom Programs) ✓ Demonstrate Prioritization of all Resources, Across "Fund" Lines (Question it) ✓ Involve Citizens in the Revision of Results, and Prioritization of Resource Allocation

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Key Objectives of Prioritization

- Evaluate the services we provide, one versus another.
- Better understand our services in the context of the cause-and-effect relationship they have on the organization's priorities.
- Provide a higher degree of understanding among decision-makers as they engage in a process to rank services based on priorities.
- Articulate to people in the organization and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower-priority services.

Keys to Successful Prioritization

- **Right Results**
 - Accurate prioritization of programs, reflecting the County's stated objectives, depends on the comprehensive identification of the Results we are in business to achieve
- **Right Definitions**
 - Precision in prioritization results from the articulation of the cause and effect relationship between a program and a Result
 - With clearly defined Results Maps, detailing the factors that influence the Results we are in business to achieve, we can seek to minimize subjectivity in the process of linking programs with Results
- **Right Valuations**
 - With the right Results, and with clear definitions of those Results, we can more accurately place a value on a program relative to its influence on achieving Results

Identify and Define Results

Identifying the "Sub-Results"
 "When Jefferson County _____,
 Then We Achieve Safe Communities"



Programs, Service, Outcomes			
Police Presence	Community Commitment & Involvement (Neighborhood Watch)	Snow Removal	"National Night Out"
Street Design (accommodate bike lanes)	Road Maintenance and Construction (Hwy 93)	Building Inspections	Plat Review
Traffic Safety	Safe Public Areas (Walkways, Trails, Bike Paths, Transit)	After School Programs	Public Information / Public Relations
Safe Homes (Child Protection Services)	Parental Training	Public Assistance (\$\$ Support)	
Community Planning (Affordable, Safe Housing)	School Resource Officers	Internet Safety	
Underlying Assumptions			
Community Planning (Accessible Health & Emergency Care)	Community / County Partnerships	Programs Promote and Foster Safe Schools	
Inter-agency Coordination & Cooperation	Meet Needs of Specific Groups (ie. Seniors)	Safety Education	
Encourage Citizen Responsibility			

7/10/2008

Programs, Service, Outcomes			
Safe Waste Disposal	Lead Paint Removal	Life Skills Training for Kids	
Food and Restaurant Inspections	Safe Air and Water (Air and Water Quality)	Suicide Intervention	
Substance Abuse Prevention and Intervention	People Have Food (Food Stamps, Access)	Tobacco Use Cessation	
Foster Care System	Diversion for "at-Risk" Youth	Animal Control	Injury Control Programs
Safe Homes (Child Protection Services)	Parental Training	Public Assistance (\$\$ Support)	Dual Diagnosis
Access to Health Care (Immunizations)	Mental Health Intervention and Treatment	Drug Rehab And Detoxification	Herd Immunity
Underlying Assumptions			
Identify "at-Risk" Youth and Provide Help	Inter-agency Coordination & Cooperation	Community Planning (Accessible Health & Emergency Care)	

Programs, Service, Outcomes		Underlying Assumptions	
Mediation Services	Community Corrections	Judicial Accountability	Expedited Case Processing
Family Dispute Resolution	Detentions	Inter-agency Coordination & Cooperation	Provide Adequate Space (Jail)
Law Enforcement, Police Presence	Alternative Sentencing	Fair and Appropriate Sentencing	Protect Civil Liberties
Electronic Monitoring	Juvenile Assessment Center	Emphasis on Reduction in Recitivism	Standards, Best Practices, Evidence Based

Programs, Service, Outcomes			
Law Enforcement, Police Presence	Fraud Prevention	Workforce Development, Life & Work Skills Training	
Development Review (incl Plat Review)	Reverse 911	Life Skills Training for Kids	
Risk Assessment, Forecasting of Potential Threats	Communication Systems	Diversion	
Internet Predator Program	After School Programs	Juvenile Services	Crime Analysis (Criminal History)
Legislative "Influence" (Unfunded Mandates)	Diversion for "at-Risk" Youth	Juvenile Assessment Center	Reduce Recitivism
Underlying Assumptions			
Standards, Best Practices, Evidence Based	Identify "at-Risk" Youth and Provide Help	Consider Impacts Related to Comprehensive Master Planning	
Inter-agency Coordination & Cooperation	Safety Education		

Programs, Service, Outcomes		Underlying Assumptions	
Wildfire Response & Mitigation	Reverse 911	Inter-agency Coordination & Cooperation	Safety Education
Risk Assessment, Forecasting of Potential Threats	Emergency Medical Systems	Community Planning (Accessible Health & Emergency Care)	
Incident Management Team	Triage Services		

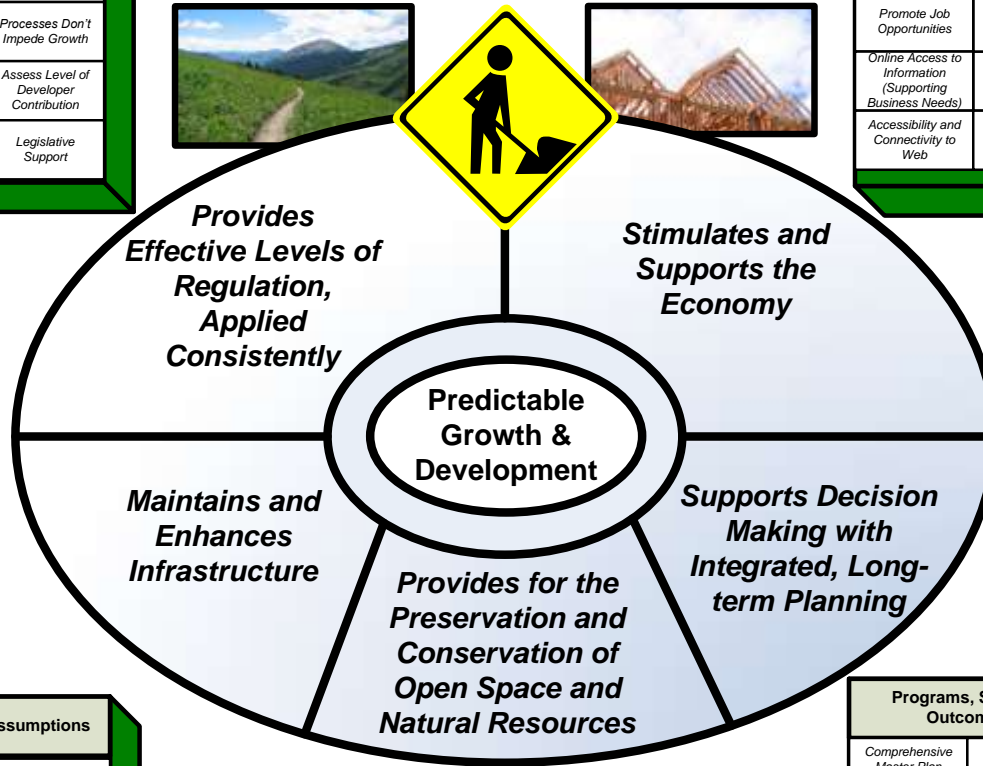
Identify and Define Results

Programs, Service, Outcomes		Underlying Assumptions	
Land Use Planning	Regularly Updated Building Codes	Current Regulations	Fair and Understandable Regulations
	Consistent Interpretation of Regulations	Supports Economic Development	Processes Don't Impede Growth
		Processes Incorporate Current Technology	Assess Level of Developer Contribution
		Regulation Supports Long-term Vision	Legislative Support

Identifying the "Sub-Results"
 "When Jefferson County _____,
 Then We Achieve Predictable Growth & Development"



Programs, Service, Outcomes		Underlying Assumptions	
Promote Job Opportunities	Job Creation and Growth	Cost/Benefit Analysis of E.D. \$\$\$ Spent	Focus on E.D. Issues Unique to Jefferson County
Online Access to Information (Supporting Business Needs)	Division of Economic Development	Include Cities and Unincorporated Areas	Legislative Support
Accessibility and Connectivity to Web	Development / Economic Incentives		



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Programs, Service, Outcomes		Underlying Assumptions	
Capital Improvement Planning	Asset Management (Long-term Cost)	Incorporate Development Needs into Infrastructure Planning	Intergovernmental Partnerships (Funding)
Connectivity and Technology Infrastructure	Ongoing Infrastructure Maintenance	Assess Level of Developer Contribution	Legislative Support
Airport		"China Factor" (Price of Everything is Rising)	

Programs, Service, Outcomes		Underlying Assumptions
Regulation of Ground Water Resources	Open Space Development and Preservation	Environmental (Impact) Analysis
Waste Management (and Recycling)	Open Space and Trails: Master Plan	

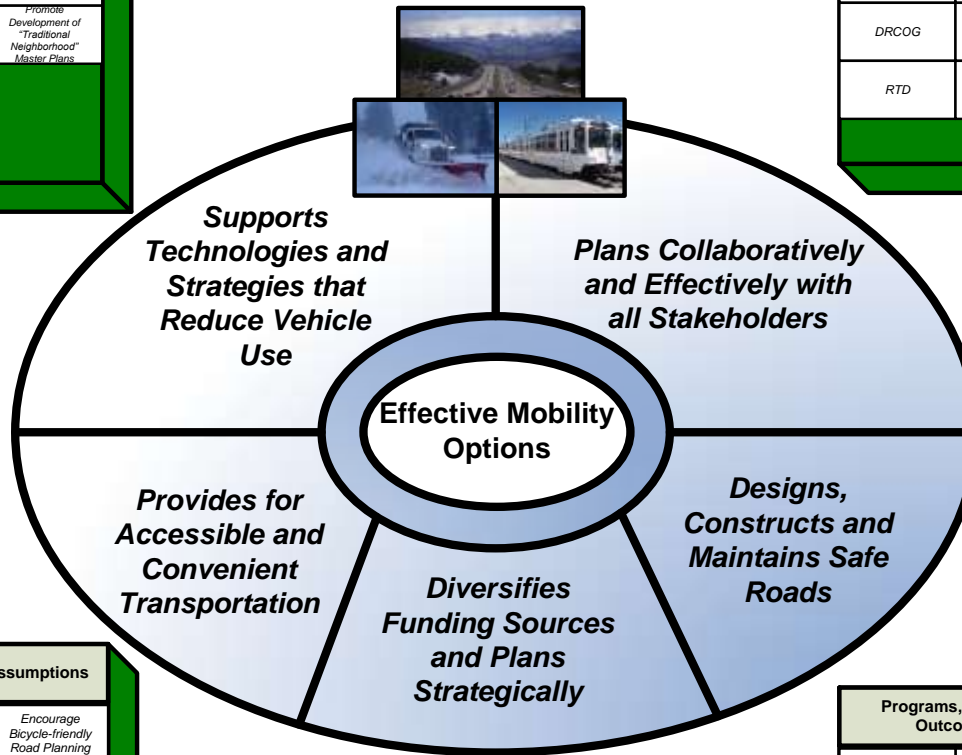
Programs, Service, Outcomes		Underlying Assumptions	
Comprehensive Master Plan (Community Plan)	Providing Available Housing	Understand Demographics	Seek and Incorporate Public Input
Development Oriented Public Transportation	Historic Preservation (ex Tourism Incentive)	Coordinate with other Entities	Meet Needs of Population (ex. Housing)
Open Space and Trails: Master Plan	Regional Master Planning	Differentiating Between Urban vs Rural Needs	Economic and Market Based Analysis
Public / Private Partnerships	Transportation Infrastructure Plan	Balance, Perspective & Consistency in Community Planning	Plan Beyond Short-term
County Facility Master Plan	Well-informed Planning Commission	Define Stakeholders	Housing Market Analysis

Identify and Define Results

Programs, Service, Outcomes		Underlying Assumptions	
E-Commerce Applications	Government Hub (One-stop Shopping)	Utilize Best Industry Practices	Encourage the Use of Alternative Energy (Fuel)
Incentivize Alternative Working Hours and Telecommuting	Incentives for Car-pooling	Policies Developed with Energy Efficiency Objectives	Promote Development of "Traditional Neighborhood" Master Plans
		Educate Citizens	

Identifying the "Sub-Results"
 "When Jefferson County _____,
 Then We Achieve Effective Mobility Options"

Programs, Service, Outcomes		Underlying Assumptions	
Regional Planning	Public / Private Partnerships	Partnering with State and Fed Government	Coordinate Transportation Plans (Bike, Road, Transit, etc)
DRCOG	JEFFTAAG	Involve Citizens in Planning	Involve All Stakeholders
RTD	CDOT	Community Oriented Government	Flexible Regulations



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Programs, Service, Outcomes		Underlying Assumptions	
Park & Rides	Bike Paths	Encourage and Facilitate Car-pooling	Encourage Bicycle-friendly Road Planning
Promote and Encourage Use of Mass Transit	Provide for Senior Transportation Options	Public Education	Incorporate Regional Solutions
Airport		Involve Citizens in Planning	Utilize Best Industry Practices

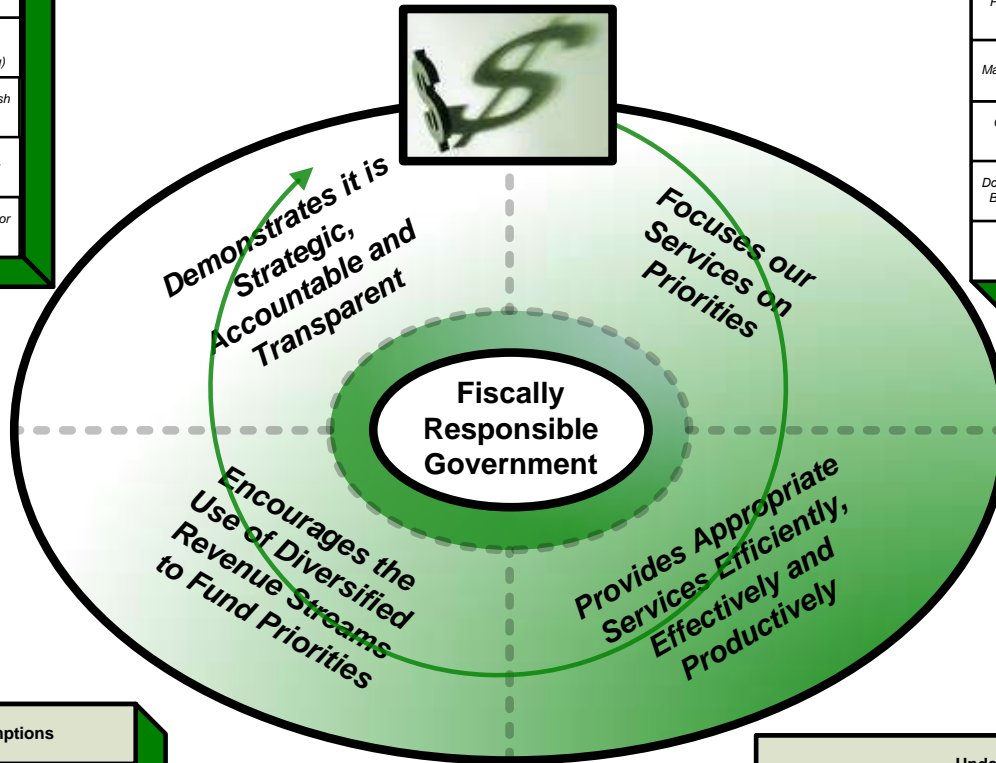
Programs, Service, Outcomes		Underlying Assumptions	
Traffic Impact Fees	Federal and State Funding	Utilize Bond Issuance When Appropriate	Provide Funding for Projects and Long-term O&M
Tolling	Lobbying	Efficient Traffic Flow	Involve Citizens in Planning
Road Improvement Districts	Motor Vehicle Licensing	Disaster Management	Educate Citizens
Transportation Master Plan (including maintenance)		Constitutional Flexibility	Consider Municipal Incorporation

Programs, Service, Outcomes		Underlying Assumptions	
Patrol of Roads	Traffic Control / Safety (Stop lights, signage, guard rails, etc)	Efficient Traffic Flow	Establish and Communicate Standards for Level of Maintenance
Snow Plowing	Traffic Accident Response	Streamline / Efficient Review Processes	Alternative Road Materials (Recycled)
Road Maintenance	Asset Management	Involve Citizens in Planning	Educate Citizens
Road Design	Transportation Master Plan (including maintenance)	Utilize Best Industry Practices	Understand Demographics (Growth)
C-470 and I-70 Corridor Options	Motor Vehicle Licensing	Provide Funding for Projects and Long-term O&M	Disaster Management

Identify and Define Results

Identifying the "Sub-Results"

"When Jefferson County _____,
Then We Achieve a Fiscally Responsible Government"



Underlying Assumptions		
Utilize Best Practices	Strategic Planning Linked to Measurable Outcomes	Cost / Benefit Analysis
Online, Interactive Tools (to engage citizens)	Comprehensive Citizen Involvement	Mark Costs to Market (Benchmarking)
Transparency	Timeliness of Cash Receipting	Planning for Cash Needs
Cash Flow Analysis	Communication with Treasurer	Accountability
Innovation	Decision-making Based on Facts and Analysis	Right Decision for Right Reason

Underlying Assumptions		
Stop Doing List (Stop Doing What We Shouldn't Do)	Focus of Priority Programs, and Fund Accordingly	Promote Shared Services
Prioritization of Programs	Intergovernmental / Inter-agency Coordination	Periodic Program Review
Mandated by Law	Determine Appropriate Roles	Citizen Involvement
Cost / Benefit Analysis	Eliminate Duplication	Emphasize Programs that Prevent Costs in other Programs
Do What We're in Business to Do	"Dumb Rules" website	Accountability
Innovation		

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Underlying Assumptions		
Utilization of User Fees When Appropriate	Analyze All Revenue Options	Accountability
Innovation	Grant Funding when Appropriate	

Underlying Assumptions				
Cost / Benefit Analysis	Centralization / Decentralization	Sourcing Correctly (including privatization, outsourcing)	Inter-agency Collaboration	Transparency
Consider Private Sector	Utilization of Best Practices	Appropriate Levels of Service	Utilization of Technology	Employees are Engaged, Motivated and Well-trained
Encourage Programs that Prevent Costs in other Programs	Engage Agencies in Problem Solving	Accountability	Innovation	Cash Receipting
Effectiveness of Purchasing Practices	Cash Collection and Payment Mechanism			

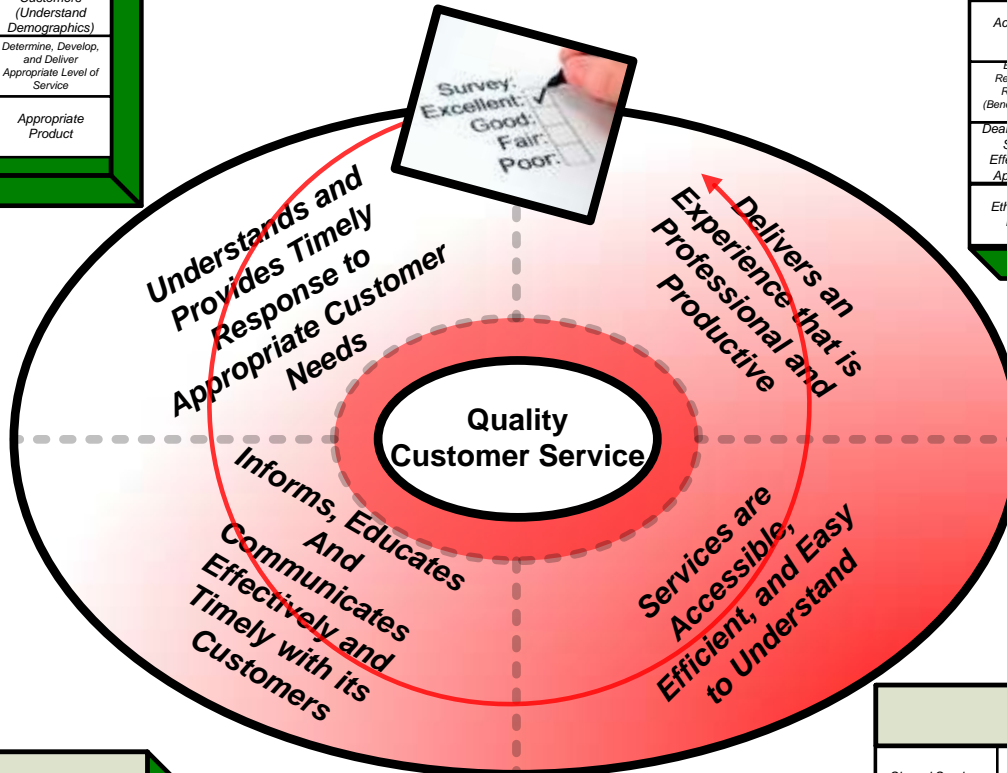
Identify and Define Results

Identifying the "Sub-Results"

"When Jefferson County _____,
Then We Achieve Quality Customer Service"

Underlying Assumptions			
Interactive Customer Input and Feedback (ex. Surveys)	Clear Communication of County Results and Objectives	Utilize Various Mediums, Including Technology	Know Your Customers (Understand Demographics)
	Responsive to County Priorities (Performance)	Develop Appropriate Measurements	Determine, Develop, and Deliver Appropriate Level of Service
	Responsive to Taxpayer Priorities	Timely Data Collection	Appropriate Product

Underlying Assumptions		
Credibility	Employees are Knowledgeable and Well-trained	Employees Have a Positive Attitude
Accurate and Precise	Employees know they Make a Difference	Inter-departmental Training and Team Building
Employees Rewarded and Recognized (Benefits, Work/Life Balance)	Foster Creativity and Innovation	Safe Place to Work
Deal with Difficult Situations Effectively and Appropriately	Diversity, Inclusion Efforts in Recruitment	Timely Data Collection
Ethical in their Behavior		

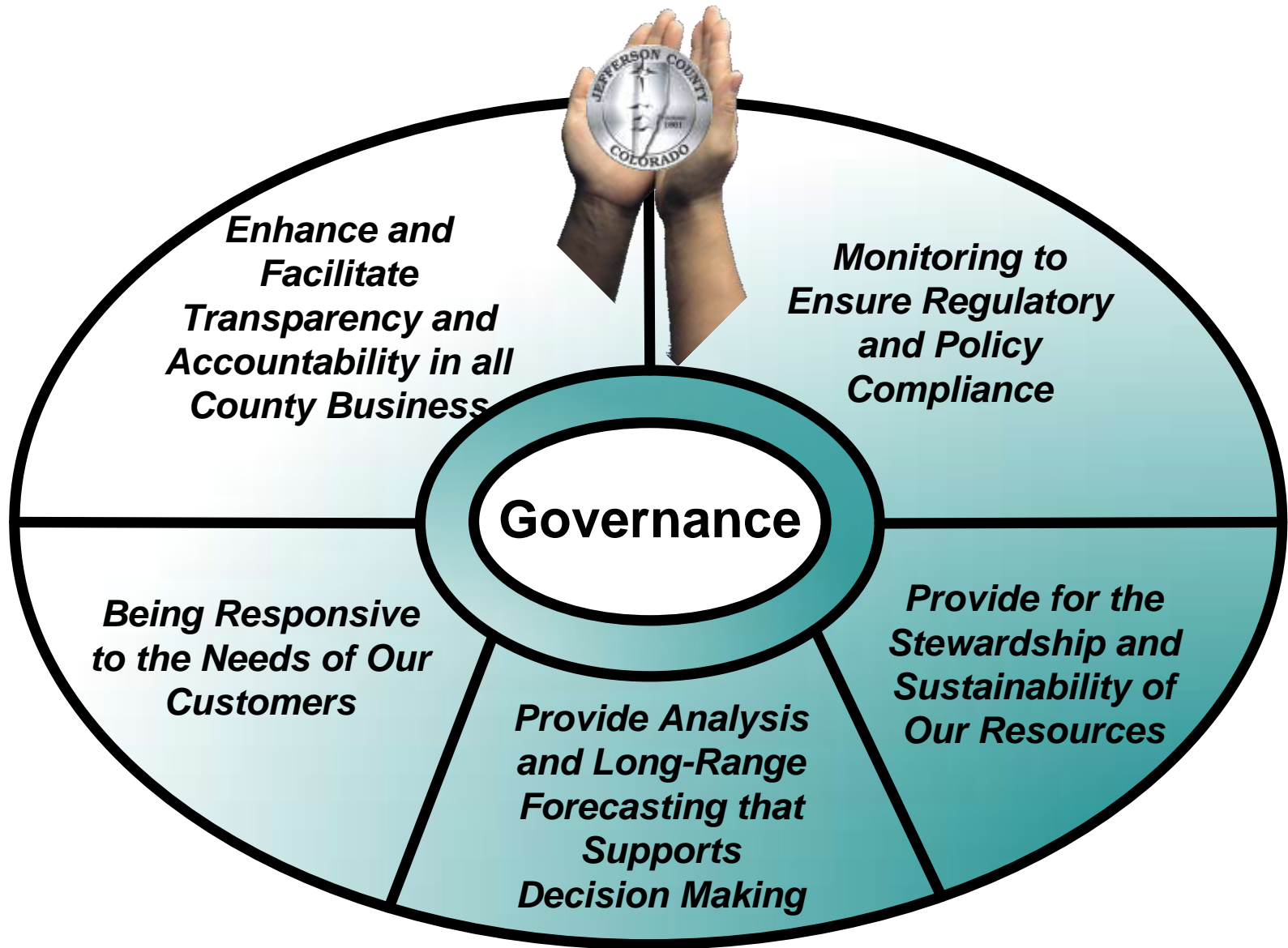


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Underlying Assumptions			
Brochures	Targeted Email	Information is Timely and Accessible	Clear and Articulate
Website	Automated Customer Communications (reverse 911, 311, etc)	Timely Data Collection	Positive Media Stories
PIO = Business Model (rethinking how we communicate)	2-way Communication	Blogs	Determine Appropriate Level and Mechanism of Communication

Underlying Assumptions			
Shared Services	Intergovernmental Initiatives	Flexibility	Streamline Policies and Procedures
Web-based Services	Maximize Use of County Dollars	Integrated and Coordinated Processes (interdepartmental)	Facilities Physically Accessible and Convenient
Accurate and Precise	Customer Security	Customer Convenience (hours, self-service, payment)	Multiple Options for Service Delivery (Technology)
Timely Data Collection	Balance Quality and Speed	One-stop Shopping	Link Geography and Service
Open to Change	Work with Legislature to Simplify Statutes and Regulations		

ACHIEVE COUNTY-WIDE GOVERNANCE



Valuing the Results of Government

Jefferson County

Tuesday, April 10, 2007

Step 1: Giving Emphasis to the Priorities of Government

Directions: The results that our County Government strives to achieve are identified in the table below. As a citizen, your job is to help the County understand clearly the results that you value most. For this exercise, you are to imagine having \$100 to invest in achieving Jefferson County's results. Where would you invest your money? You can distribute the funds evenly to all results, you can invest all of your money in one single result, or you can invest your money toward the achievement of various results emphasizing those which are most important to you. Spend the \$100 until it's gone by typing the amount you intend to invest in a result into the empty box to the "right" of the Result Statement.

Money You Started With

Money You Have Invested

Money You Have Left (When this box reads "\$0" you have completed Step 1.)

Jefferson County Results for Programs Provided to Citizen's

Result	Result Statement	Amount of Money Citizen Intends to Invest in Result
Accessible and Efficient Transportation	The transportation network is effectively planned providing eased congestion, regularly maintained streets, and new options for mobility including the Northwest Parkway.	\$ 25
Safe Community	Providing our citizens a combination of proactive public safety services and courts, combined with appropriate enforcement of codes and standards.	\$ 30
Planned Growth and Development	Balanced communities that focus on primary job creation, provision of open space, attractive neighborhoods and sound economic policies regarding County assets, including the Airport.	\$ 15
Quality Customer Service	The employees are responsive to the needs of our customers. Employees are ethical in their behavior and communicate effectively with our customers.	\$ 15
Fiscally Responsible Government	The organization is committed to providing cost effective services. We will be accountable with the funds entrusted to us and seek innovative ideas of being effective and efficient.	\$ 15

Value Programs Based on Evidence of their Influence on Results

Individual Program Grading Sheet

Tuesday, June 05, 2007

Directions: For every program the County provides to its citizens, your job is to help us understand how that program influences our ability to provide the results of government.

		Evaluation Criteria								No Opinion
		Basic Program Attributes			BCC / Public Results					
		Mandated to Provide Program	Program Sustained by Direct User Fee	Demand for Service	Accessible and Efficient Transportation	Safe Community	Planned Growth and Development	Quality Customer Service	Fiscally Responsible Government	
		0-10 Scale (10 = State / Fed Mandate, 5 = Local Mandate, 0 = No Mandate)	Percentage Scale (10 = 100%, 5 = 50%, 1 = 10%)	Scale of -4 to 4 Points (-4 = demand significantly decreasing, 4 = demand significantly increasing)	On a scale of 0 to 4 points, 0 = program has no influence on achieving the Result; 1 = program has some influence, though minimal; 2 = program influences the Result; 3 = program has a strong influence on the Result; 4 = program is essential to achieving the Result					<p>YOU DON'T HAVE TO GRADE EVERY PROGRAM: If you're not comfortable grading a program, or wish to know more, please enter a "1" in this box.</p>
Department Providing Program	Program Name	Grade	Grade	Grade	Grade	Grade	Grade	Grade		
Sheriff	<i>Crime Investigations</i>	10	0	2	0	4	0	0		
Sheriff	<i>Detentions</i>	10	5	2	0	4	0	0		
Sheriff	<i>Emergency Management and Critical Response</i>	5	0	3	0	4	2	0		
Sheriff	<i>Drug Enforcement</i>	10	3	-2	0	4	0	0		
Sheriff	<i>Crime Prevention and</i>	5	0	4	0	4	2	3		
Sheriff	<i>Court Security</i>	5	0	-1	0	4	0	0		
Sheriff	<i>Inmate Welfare (Including Work Release Program)</i>	10	8	0	0	3	0	0		

Value Programs Based on Evidence of their Influence on Results (Peer Review)

Organizational Review Committee
Phase 2: Peer Review of Program Scoring

Result
Safe Communities

Identifying the "Sub-Results"
"When Jefferson County
Then We Achieve Safe Communities"



Guidance: This chart below includes the programs offered where the department attributed a score of either 3 or 4 to account for the program's influence on the result of Safe Communities. These are the highest scores possible. The task for the ORC is to review these programs, identify where there is consensus around the score given, and to identify where there is uncertainty about the score; uncertainty that could be addressed with further information about the program (including performance metrics, measures, etc).

Department	Program	Score Given
Building Safety Division	Permit Issuance & Tracking/Records Management	4
Building Safety Division	Construction Inspections	4
Building Safety Division	Plan Review	3



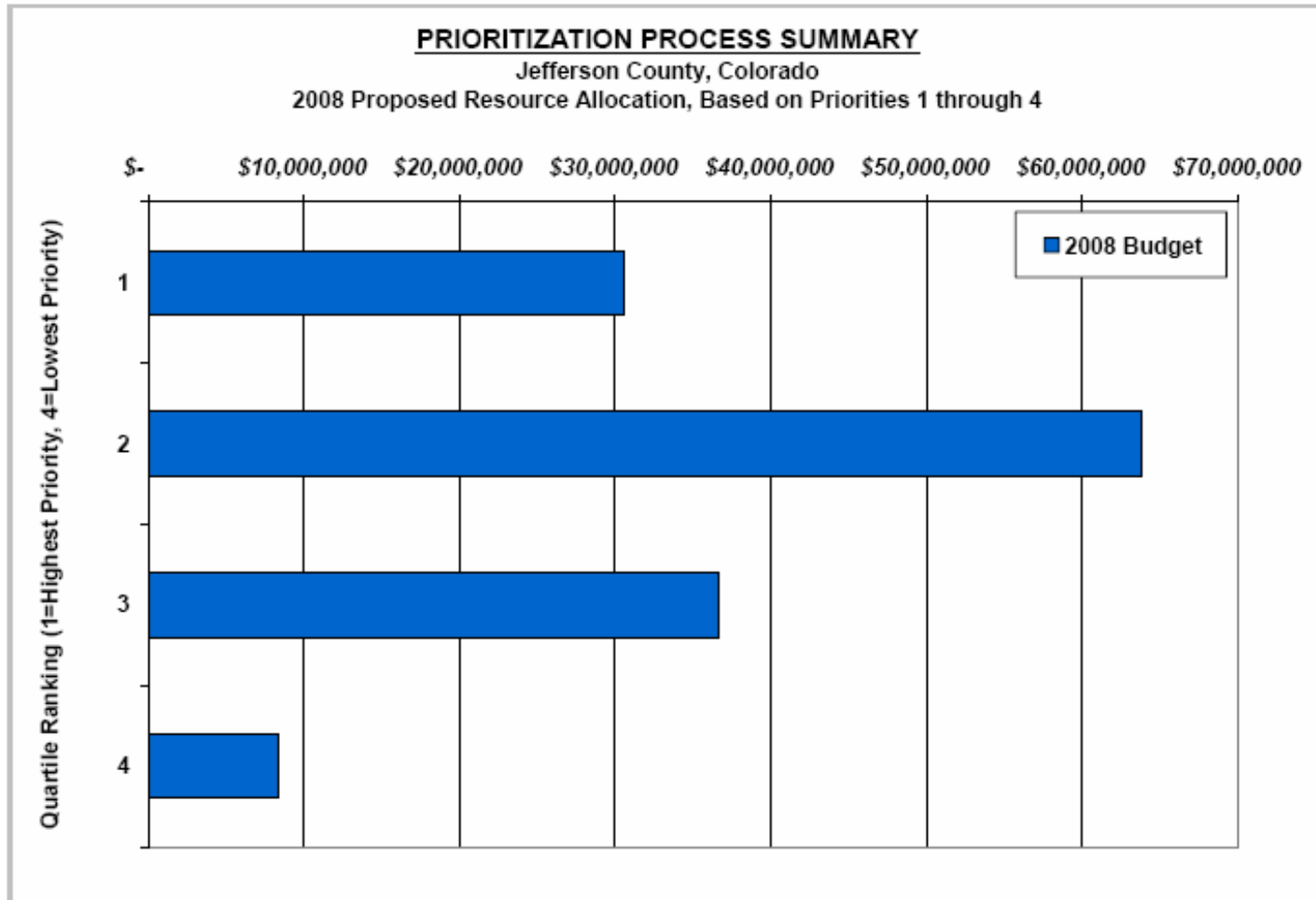
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Department	Program	Score Given	Agree with Score Given?	Need More Info?	Disagree with Score Given?
Building Safety Division	Permit Issuance & Tracking / Records Management	4			
Building Safety Division	Construction				

An Aside on Performance Measures

- Measure only what matters to make the case for a program's influence on a result
- Distinguish from demand indicators, efficiency measures, etc (but don't lose track of efficiency, demand, etc)
- If the measure/metric doesn't exist today, allow time to collect the data, and report back

County-wide Resource Allocation Decision Making Supported by Priorities



- Is this an acceptable “picture”?
- If there were a significant revenue downturn, is the answer across the board budget cuts, or could Prioritization be used to better re-allocate resources?
- Conversely, if revenues were unexpectedly higher, is the answer across-the-board spending increases, or should the additional investment be made in top priorities first?

“PHYSICIAN HEAL THYSELF”

- *Avoid Citizen-Prescribed Treatments*
 - **Withholding Treatment**
 - Rejection of ballot issues
 - **Radical Treatments**
 - Legislative / Constitutional measures
 - TABOR (Taxpayer Bill of Rights)
 - SOS (Stop Over-spending)
 - TEL (Tax and Expenditure Limitation)
 - TASC (Tax and Spending Control)
 - TPA (Taxpayer Amendment)

“PHYSICIAN HEAL THYSELF”

- *Adopt self-prescribed regimen*
 - **“BECOME THE PICTURE OF HEALTH”** – through fiscal health diagnostic analysis
 - **“GET YOUR PRIORITIES STRAIGHT”** – through fiscal wellness achieved by allocating resources to top priorities
 - **“LIVE A LONG, PRODUCTIVE LIFE”** – through adoption of a financially sustainable lifestyle

ACHIEVING TRANSPARENCY OF LEADERSHIP



For More Information:

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