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## OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

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### Comments on City Management Program

The development and incorporation of performance metrics in the City's budget decision-making process is a significant step under the Strong Mayor form of government. The following comments are offered for discussion purposes regarding the Mayor's February 28, 2008 report "City Management Program (CMP) Status Update." As noted in the report, performance measures have been developed from the City's strategic objectives and strategic planning; and departments' missions, goals and strategic objectives. In the examples provided, the mission statements and goals have been provided for both Park and Recreation and Library, but the related specific objectives have not. Will the departmental objectives be provided in the final documents? Has a City strategic plan with overriding objectives been developed during the CMP process?

The examples for Park and Recreation and Library show that performance measurement data will be provided for both "Baseline" and "Target." Per the report, target is defined as FY 2009 and will be available upon release of the Mayor's FY 2009 Proposed Budget. Baseline has been defined as "either FY 2007 or Quarters 1 and 2 for FY 2008." We recommend that Baseline information be provided that represents and is consistent with the FY 2008 Adopted Budget. FY 2007 actual data could be provided as well. It will be difficult for Council to evaluate FY 2009 Target data without FY 2008 budgeted data.

Under the "Sizing, Workload and Utilization" measures, when will the historical information for FY's 2005, 2006 and 2007 be provided? Much of the information currently exists in past budget documents and departmental websites.

#### COMMENTS ON PARK AND RECREATION AND LIBRARY EXAMPLES

Two distinct categories of information are proposed to be provided in the FY 2008 budget documents: 1) outcome based Performance Expectations that have emerged from the new CMP program and 2) output based Sizing, Workload and Utilization Data that is similar to what has been included in past Budget and Service Effort and Accomplishments documents.

Both categories are important and valuable. The CMP measures bring a new perspective to the Park and Recreation performance measurements by including measures for use of technology applications; employee training; provision of environmentally sensitive programs and practices; and public safety and park maintenance. New Library measures also reflect the use of technology; employee training; and success with securing donations, grants and contributions. Customer satisfaction and survey results are a significant component of the CMP measures as well.

The Sizing, Workload and Utilization category for Park and Recreation addresses common data such as park acreage, open space acreage, annual hours of recreation center operation, golf rounds, and number of facilities; and are not considered performance measures as such. For the Library, this category includes square footage of branch and Central libraries, material expenditures per capita, number of visitors, and number of reference questions answered to name a few. This information is reflective of common benchmarking data across municipalities. It is often useful to citizens who are trying to understand what services are offered with their tax dollars through the budget; and it can be useful information during the budget process as it helps to define core City services.

It should be noted that some inconsistencies exist between the two departments as to the types of measures in each category. For example, Library operating hours is included in the Performance Measurement category while recreation center operating hours are treated as workload data for Park and Recreation. We recommend that there be consistency across the board with respect to treatment of common measures amongst the departments such as operating hours, usage and number/size of facilities.

**[SIGNED]**

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