



METRO

Agenda

MEETING: METRO COUNCIL WORK SESSION
DATE: March 11, 2008
DAY: Tuesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

- 2:00 PM** 1. **DISCUSSION OF AGENDA FOR COUNCIL REGULAR MEETING, MARCH 13, 2008/ADMINISTRATIVE/CHIEF OPERATING OFFICER COMMUNICATIONS**
- 2:15 PM** 1. **OVERVIEW AND GOALS OF THE WORK SESSION**
2. **PROPOSED BUDGET IS BALANCED: BRIEF UPDATE ON THE PROPOSED BUDGET**
3. ***PROPOSED "BUDGET IN BRIEF"**
 Review prototype of new preview tool to quick-start the budget review.
- 2:45 PM** 4. **BREAK**
- 2:50 PM** 5. **PROPOSED RULES OF ENGAGEMENT**
 Key questions to be answered:
 1.) How do you want to approach budget deliberations?
 2.) What's the time commitment?
6. **TOOLS FOR ANSWERING KEY QUESTIONS**
 1.) *Process for Reviewing and Approving Budget by May 1
 2.) *Process for Considering Amendments –Traditional or Alternative?
 3.) *Proposed calendar
- 4:10 PM** 7. **FINAL AGREEMENTS:**
 To be determined through discussion.
- 4:20 PM** 8. **COUNCIL BRIEFINGS/COMMUNICATION**

ADJOURN

“Budget in Brief”
a preview guide to the proposed budget
Council Work Session
March 11, 2008

GOAL:

1. Brief but illustrative (3-4 pages)
2. Provides preview of proposed budget
3. Focuses on changes within programs.
4. Something to stick in your budget binder for handy reference.
5. Would help you select particular areas of the budget to review in greater detail when proposed budget is available
6. NEEDS TO BE OUT BY mid-MARCH (March 10 goal)

What would it look like?

1. Organized in same order as program budget, using 6-goal road map.
About 50-55 entries, similar to FY 2007-08.

GREAT COMMUNITIES

GOAL 1: Accommodate growth in a sustainable and compact metropolitan structure

GOAL 2: Provide access to cultural, artistic and recreational opportunities for residents and visitors

HEALTHY ENVIRONMENT

GOAL 3: Protect and enhance the region’s natural assets

GOAL 4: Manage the region’s solid waste sustainably

VITAL ECONOMY

GOAL 5: Provide efficient access to jobs, services, centers and industrial areas

GOAL 6: Support a sustainable economy

SMART GOVERNMENT

GOAL 7: Use Best Business Practices to operate Metro sustainably, efficiently, and accountably

2. Uses designated symbols [↑ ⇔ ↓ ◎] to indicate more effort, about the same effort, less effort, and repurposing existing effort. Focuses on changes. Note: Repurposed effort may or may not mean increased fte or increased spending; it could be a different kind of effort.
3. Uses a short description (1-2 sentences) for the program to orient reader.
4. Uses bullet points or lists to identify major projects, Council projects, and major activities changing within the program. Indicates specifically which are increasing in effort and which are tapering off, in the proposed budget.
5. Include current and proposed fte (example: 5.0/5.0)
6. What else would be helpful?

Example:

Goal 3 Protect and Enhance the region's natural assets

	◎	Program name:	short description
			Major Activities
fte 7.5/7.5	<div style="text-align: center;">↑</div> list list list list		<div style="text-align: center;">↓</div> list list list list

	↑	Program name:	short description
			Major Activities
fte 5.0/10.0	<div style="text-align: center;">↑</div> list list list list list		<div style="text-align: center;">↓</div> list list

PROPOSAL for BUDGET PROCESS

Council Work Session

March 11, 2008

“Pre-release” activities (unchanged except for the preview guide)

- Proposed budget will be released publicly on April 3, 2008.
- “Budget in Brief”, a preview guide to the proposed budget, will be available in early March. This will be a public document.
- Individual councilors may prepare for the proposed budget using the preview guide, sending questions to staff through the Chief Operating Officer, working on proposals for amending the proposed budget.
- Councilors as a group may not discuss or deliberate about the proposed budget prior to its public release.
- The budget message, by law, must identify changes from the current year.

Discussion and Deliberation (new process)

Understanding the Proposed Budget

- First work session following release will focus on Council questions about the proposed budget, rather than presentations from departments.
- Questions about the proposed budget can be asked at any of the scheduled work sessions. Department directors and financial staff will be available for all sessions.

Amendments

- Council proposals/amendments will be made, explained for understanding, and prioritized by Council at an early work session.
- Budget officer will direct a rigorous, objective, cross departmental analysis of top-ranked proposals.

Time Commitment

- Council will be willing to spend TWO Wednesdays afternoons hard at work (April 9, April 23), in addition to Tuesday work sessions, in order to have the proposed budget and proposals fully considered.
- To meet TSCC submission deadlines, we must approve a budget and set the tax levy by May 1.

BUDGET PROCESS
PROPOSAL for REVIEWING AMENDMENTS

Council Work Session

March 11, 2008

Council Proposals

There WILL be proposals. No matter what budget deliberation process is chosen, Councilors will propose amendments.

Current Constraints

- We don't have last year's large undesignated reserves – the proposed budget has allocated them as the Council determined last fall.
- In order to implement new proposals, Council must have a willingness to reduce or redeploy current effort, or to raise new revenue.
- Council and staff can handle well only so many proposals –two or three per councilor would be ideal.
- Council must be willing to prioritize and conduct due diligence on those proposals which have the most interest.
- In order to prioritize, all proposals must be available for consideration at the same time.
- An objective cross-departmental response to the top ranking proposals, directed by the budget officer, would provide critical information for decision making.
- To meet TSCC submission deadlines, we must approve a budget by May 1.

Key Elements we'd like to see in Council Proposals

(to become template following discussion and agreement)

- Short, memorable title that all can use to refer to this proposal.
- Paragraph or two describing the proposal, sufficient in scope that cost and level of effort can be evaluated thoughtfully.
- Clear statement of expectation: What do you want this proposal to accomplish? How will accomplishment be measured?
- How does this proposal relate to or complement existing programs or projects?
- Where do you want the effort to come from? New staff, redeployment of existing staff, outside consultants?

- Cost Estimate -How much are you willing to spend to achieve the desired expectation?
 1. Doesn't have to be line item perfect, but requires a reasonable estimate.
 2. Is the cost one time? For a specific duration? intended to become a permanent, ongoing cost?
 3. If redeployment of existing effort is required to fund the proposal, what area of the budget are you willing to reduce (does not have to be a strict dollar-for-dollar, but identification of a targeted area).
- Revenue: does the proposal generate revenue? Immediately or after a period of time?
- Who are the stakeholders - who will care?

How Budget Officer/COO and management team will respond to proposals?

(to become template following discussion and agreement)

- In addition to what Councilors have identified, do we see any additional
 - legal considerations or restrictions?
 - policy considerations, including financial policies?
 - known or anticipated political sensitivities?
- What effort would it take to produce the stated expectation? How will this proposal get to the desired outcome?
- What are we already doing, if anything, to produce the desired expectation? Compared to the proposal, how effective is the current effort?
- How could we implement the proposal? If we can't do all of it, can we get it started or do some of it?
- Can we refine the cost estimate?
- Where will the funding or effort come from? If existing staff is the identified resource, what will have to be deferred or redeployed? What are the tradeoffs and risks of the redeployment?