

## MINUTES OF THE METRO COUNCIL BUDGET WORK SESSION MEETING

Wednesday, December 15, 2004  
Metro Council Chamber

Councilors Present: David Bragdon (Council President), Carl Hosticka, Rod Park, Rex Burkholder, Brian Newman

Councilors Absent: Susan McLain (excused), Rod Monroe (excused)

### 1. BUDGET DISCUSSION

The meeting came to order at 2:05 p.m.

Bill Stringer, Chief Financial Officer (CFO) opened the meeting with an overview of where the budget process had reached. The chart summarized where the councilors wanted to go with the budget:

1. planning for out-of-the-box thinking
2. inclusive
3. cross departmental
4. budget document

Mr. Stringer said that the councilors would receive a single comprehensive budget document that would entail the capital budget and the operating budget. He suggested that while they had made efforts to communicate the changes to the budget, there was room for improvement. He said that they would need to do more work on the performance measures part of the budget. Bill Stringer informed the Council that thirty-one (31) states had adopted performance measures and all of them were reporting ongoing problems with getting performance measures to relate to budget items. He informed the Council members that Finance needed to devise a code system in order to charge time/materials to the correct projects/departments. He indicated that he would distribute a sheet that showed how dollars and FTEs were being used in each of the programs in 2005. He said that it was not matching up. The dollars and FTEs were all over the board. He suggested that they needed to do a better job of matching the programs with the objectives.

Paul Couey, Planning Department, reviewed the plan that went out to staff a week prior to the meeting (a copy of this plan is included in the meeting record).

Council President Bragdon said it was important to get some closure and validation of the work that they had done over the last year in the retreats and meetings. He said that it was now time to package the budget and his role in the process would shift somewhat. He said that due to the input from the councilors he was feeling much better than he did a year ago about packaging this budget. He reminded the Council members that as they identified things they wanted to do more of, there would be corresponding things that they would then have to do less of. He invited the other councilors to continue to participate and watch over the process and he let them know that he had asked Councilor Burkholder to help him package the budget in order to help establish continuity and integrity in the process.

Councilor Burkholder said that another benefit of the process and performance based budget was that it would really help the departments understand how they should allocate resources for the

various programs. He said that a positive outcome of the process was that two departments had already reorganized. By aligning the way their departments functioned with the goals of the agency they were more efficient and productive.

Council President Bragdon said that another non-budgetary outcome was a Human Resource strategy, which reflected future needs in terms of work force training and development.

Mike Wetter, Council Office, said that the Strategic Planning Core team was trying to get as close as they could to a programmatic budget. This was a big shift in thinking for all the departments. The work was not complete, and it might be years before it was complete. They were, however, beginning to be able to put numbers to the programs in terms of funds and FTE. He said that they were trying to show the councilors the progress they had made. He said that the staff wanted the councilors to provide direction on the budget.

Councilor Newman and Councilor Park discussed the meaning of the phrase "Big Look."

Mr. Wetter said that the staff was looking for a direction for the budget. He reviewed issues related to the direction from Council for the budget. He invited the councilors to review the regional issues and provide an idea of what they were hoping to achieve.

Mr. Stringer passed out a sheet for their review regarding the dollars and FTEs for each of the programs that had been presented to the Council in November. That sheet is attached and forms part of the record. He cautioned that a higher dollar amount did not necessarily mean a program was more important than any other program. He explained that the programs on the sheet were the only ones that Finance and the Strategic Planning Core group had rated as "best matches." He reviewed the sheet (a copy of which is included in the meeting record) He asked each department to allocate funds so there wouldn't be double counting.

Council President Bragdon said that the performance-based budget was an agency-wide version of what Doug Anderson, Solid Waste and Recycling Department, had done for Solid Waste. He said that he thought it would be a good way to engage the public. He said that the average citizen was out there asking "what have you done for me lately?" He said that a performance-based budget gave Metro a way to speak to the public like previous budget documents had never done.

The councilors and Mr. Wetter discussed the resource usage based on the sheet handed out by Mr. Stringer.

Council President Bragdon thanked the staff for their work on the budget.

Michael Jordan, Chief Operating Officer (COO), also thanked the staff for their work. He said that when they started talking about the "big look" there would be some interesting discussions.

Councilor Burkholder asked how the focus groups had gone.

Mr. Wetter said that there had been several groups of four (4) and six (6). The groups were smaller than they had anticipated. He said that he had not yet seen any of the results.

Councilor Newman asked for a list of those who had participated.

**2. COUNCIL BRIEFINGS/COMMUNICATIONS**

There were none.

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 3:25 p.m.

Prepared by,

Chris Billington  
Clerk of the Council

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING  
OF DECEMBER 15, 2004**

Item	Topic	Doc Date	Document Description	Doc. Number
1	Budget	December 2004	Resource Usage: Objective and Secondary Program "Best Matches"	121504c-01
1	Budget	December 2004	Council Retreat June 23, 2004 Lessons from the 2004-2005 Budget Process	121504c-02
1	Council Budget Advisory	12/15/04	To: Metro Council From: Bill Stringer, CFO Re: Council Budget Advisory Strawman	121504c-03
1	Goal and Objectives	November 2004	To: Metro Council From: Mike Wetter, Council Office Re: Metro Council Goals and Objectives	121504c-04
1	Goals and Objectives	November 2004	Power Point Presentation	121504c-05