

**City of Council Bluffs – PAT Quarterly Status  
Grants Process Improvement**

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**April 15, 2007**

*Informal Consulting Visit Notes prepared by Three Dimensional LLC*

PAT Team Members – Greg Reeder (PW), Ralph O’Donnell (Police), Don Gross (Comm Dev), Ron Hopp (Parks & Rec), Alan Byers (Fire), Scott Sanders (Finance), Cindy Lynch (HR) – all CWQT members – Terry Myers is Champion.

The Group was chartered on January 15, 2007 – with focus on the “short term:”

1. Clarifying goals and strategies (identifying revenue and expense sources)
2. Structuring the Annual Budget Process and submittals to the Finance Department
3. Due-dates and scheduling time-lines
4. Reviews and Revisions
5. Resolving conflicts and setting program priorities
6. “Rule Sets” among and between departments, cost centers, and objects
7. Periodic monitoring, communications and adjustments

In essence, the list of Items 1 through 7 (above) intuitively constitutes a “budget process.” The As-Is flowchart indicates that there is no participatory process – for various reasons.

The group has agreed on the As-Is Process Flowchart – a very simple process. After some good brainstorming sessions, it was agreed that all eighteen ideas (now 23 ideas) would be discussed and considered for expanding and amending the Annual Budget Process. During the meetings, there has been a lot of communication and education about – eg: TIFs, strategic planning, etc.

The process of education and debate will continue until the “Should-Be Flow” is completed. At its last meeting the team completed discussion and classifying its list of 23 ideas. There are three general classifications of the ideas – front-end, during the budget process, and back-end. Terry will draw a “straw-man” Should-Be flowchart.

Next Steps – (should be able to present at the June Citywide Quality Team meeting.)

1. Terry to draw a first draft Should-Be flowchart. The team will discuss and propose amendments.
2. Terry will suggest a list of the 23 ideas that can be postponed for another PAT to tackle.
3. The team will adopt a working budget policy and present the Should Be flow chart to the CWQT.
4. After CWQT’s discussion and approval, the PAT will work with other departments to educate them and to implement the working budget policy.

Comment – the PAT initially offered 18 ideas for improving the annual budgetary process. Education and discussion has expanded the number of ideas – but the group generally feels the discussion has been informative and useful. However, as the PAT has discussed the topics in various levels of detail they have seen that there could be many additional issues to consider. It is weary of its own exploration and scope creep. Thus, it’s time to offer a Should Be flow for consideration.