

BUDGET PROCESS KAIZEN EVENT RECOMMENDATIONS

Through the assistance of an Innovation Grant, the City Budget Office was able to sponsor the first ever Citywide Kaizen Event on October 1st and 2nd, 2015. We brought representatives from all bureaus and offices of elected officials together to identify opportunities to streamline and improve the City's budget process through:

1. Facilitating dialogue and a common understanding of the multiple steps, challenges, and constraints bureaus, CBO, and Council face during the budget process;
2. Clarifying the roles and responsibilities of each individual and bureau in that process; and
3. Identifying opportunities to reduce the administrative impact of the budget process on City and Bureau operations.

26 participants from across the City came together for two days of intensive process mapping, discussion, and brainstorming to generate almost three dozen action items for implementation in the next budget cycle. These recommendations fell into four main categories:

1. Fostering collaboration between the City Budget Office, bureaus, and offices of elected officials;
2. Strengthening direction from City Council in setting budget guidance and priorities;
3. Tailoring the budget process design to better meet the diverse needs of City bureaus; and
4. Improving public involvement in the budget process.

The following are some of the key action items CBO is working to implement in the next budget cycle in partnership with City Council, bureaus, and other stakeholders:

CBO/Bureau Collaboration

- Continue "field work" and "ride alongs"
- Identify opportunities for bureau and CBO staff to work together on joint projects
- Improve analyst transition process

Council Direction

- Provide budget guidance earlier in the process
- Agree on minimum consistent priorities

Budget Process Design

- Provide >1 day for bureaus to balance the Mayor's proposed budget
- Scale bureau work sessions based on Council questions

Improved Public Process

- Clarify expected outcomes of public process
- Revisit BAC structure and requirements
- Explore alternative tools for enhancing public engagement