

Management & Budget Office Service Improvement Process

Timeline

Situation

Feedback from users and GFOA award panelists indicate Budget documents are unwieldy and difficult to use. Staff frustrated with poor communications and reactive environment.

Inputs

Customer Surveys

Staff Analysis

Focus Group

Direct Customer Feedback

GFOA Reviewer Comments

Benchmarking

Outside Auditor

November 1995

Inhouse auditor (Arthur Anderson) analyzed budget process at our request. Best global practices study provided.

December 1995

Core Team Workshop to analyze root causes and develop countermeasures using ten step process.

January 1996

Cross-Functional Task Team comprised of key budget contacts in all departments convened to solicit input on budget process.

October 1996

Budget adopted in new format. A survey is distributed with the documents.

January 1997

Cross-Functional Task Team is reconvened.

Outputs

User friendly, re-engineered budget documents.

Higher linkage between Strategic Plan, Business Plan, CIP, Operating Budget and Five Year Forecast.

Integrated Business Plan into Strategic Process.

On-site customized training.

Met Customers' Valid Requirements.

Implemented payroll budgeting on HTE.

Incremental improvements to department input process.

Supports

Strategic Priority

"Financial Health & Economic Development."

KIO

"Dollars added to the City's total fund balance and retained earnings."

Department Goals

Ensure financial stability. Receive GFOA award.

Performance Measures

Prepare budget on time. Budget within +5% and -3% variance.

Spinoffs

Citizen Input project.

Web site development.

Benefits

- Linkage is explicit—budget is now a numeric representation of the Strategic Plan.
- Enhanced communication.
- Predictive rather than reactive.
- Higher customer satisfaction.
- Budget is easier to understand.