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## INFORMATION:

### **December 17, 18 - Citizen Schools WOW! Student Showcase – Date Clarification**

*Staff Resource: Angie Gover, NBS, 704-336-2928, [agover@charlottenc.gov](mailto:agover@charlottenc.gov)*

Last Friday’s Council-Manager Memo contained conflicting information on the dates of the upcoming Citizen Schools WOW! Student Showcase events. Staff would like to clarify the dates of the events. The information in the table below is the correct date and time for each of the two events.

<b>Council District</b>	<b>School</b>	<b>Address</b>	<b>Date</b>	<b>Time</b>
6*	Quail Hollow Middle School	2901 Smithfield Church Road	Wednesday, December 17	6:00 – 8:00pm
4*	MLK Middle School	500 Bilmark Avenue	Thursday, December 18	5:45 – 8:00pm

\*Student population includes children from districts 3, 6 & 7 (Quail Hollow) and 1, 4 & 5 (MLK) respectively.

The Mayor and City Council Members are asked to RSVP to Angie Gover at 704-336-2928 or [agover@charlottenc.gov](mailto:agover@charlottenc.gov).

### **Budget Committee Feedback to Enhance FY2016 & FY2017 Budget Development Process**

*Staff Resource: Randy Harrington, Management and Financial Services, 704-336-5013, [rijarrington@charlottenc.gov](mailto:rijarrington@charlottenc.gov)*

During its meeting on October 27, the Budget Committee reviewed the prior year’s budget development process and discussed opportunities for enhancement. Key discussion areas included:

- Review of the Council adopted “Budget Committee Charge” (see attached), including appropriateness of scope and responsibilities of the Budget Committee in reviewing key budget issues.
- The process calendar and alternative dates/times for Budget Workshop sessions; concern that the late 6:00 p.m. conclusion time for the Budget Workshops is too late and often conflicts with Mayor & City Council member family and evening obligations.
- Effective use of Budget Committee and Budget Workshop meeting time to ensure that the City Manager is provided with constructive feedback and guidance on key budget policy considerations.
- Appropriate level of budget discussion as part of the Annual Mayor & Council Retreat.
- Effective use of graphical data to summarize budget and fiscal conditions.

The Budget Committee offered the following feedback and guidance:

- The existing Budget Committee Charge provides adequate scope for the committee to conduct substantive review of major budgetary issues and options prior to full Council Budget Workshops.
- Create budget and financial condition dashboard indicators that can be provided periodically to the Budget Committee and the full City Council.
- More clearly identify and present key budget issues for the upcoming fiscal year as part of the Annual Retreat and obtain guidance from the full City Council early in the budget process on expectations and desires for Budget Workshop topics and information needs.
- Streamline staff presentations for the Budget Workshops with greater focus on clear identification of key budget considerations/policy issues for Mayor & City Council feedback; avoid inclusion of too much time-consuming “background” information.
- Enhance “executive” summaries within Budget Workshop packet materials; develop executive summaries by presentation topic that succinctly outline the budget status of the department, key budget drivers/considerations proposed for Mayor & City Council input, and summary of materials provided in the Budget Workshop packet related to the topic to make it easier for Council members to prepare for the budget discussion.
- Shift the Budget Workshop meeting time from 3:00-6:00 p.m. to 2:00-5:00 p.m. (time adjustment approved as part of Nov. 24 Council adoption of 2015 Meeting Calendar)

Staff is committed to ensuring that the budget process reflects the needs and desires of the Mayor & City Council. The above Budget Committee guidance will be implemented as part of the FY2016 and FY2017 budget development process. Any additional suggestions or feedback for enhancing the budget process can be directed to Randy Harrington.



Budget Comm.  
Charge.pdf

#### **ATTACHMENTS:**

#### City Council Follow-Up Report



10 -- December.pdf

--Street Lighting Maintenance on Charlotte’s Major Highways  
--CityLYNX Gold Line Phase I Update

#### October 27 Budget Committee Summary



October 27 2014  
Budget Committee Mi

## **Budget Committee Charge** *(Revised January 2007)*

City Council's Budget Committee was established in 1996 and modified in 2007 with the following charge to guide the budget process:

- Recommend an annual calendar and process for review and approval of the budget
- Review major budgetary issues and options prior to the half-day budget retreats
- Provide feedback to the City Manager regarding the agenda and agenda items to be addressed at budget retreats
- Make recommendations on referred items from Council at the budget adjustments meeting prior to straw votes; and
- Make recommendations on referred items throughout the year to the full City Council

The goals of the Budget Committee are:

- Provide early and formal communication:
  - Between City Council and Staff;
  - Among Council Members; and
  - Between City Council and citizens
- Provide more time for policy development
- Provide more time for Council review of budget materials
- Facilitate Council's budget decision-making process between budget adjustments and straw votes
- Provide for a more public process



**CHARLOTTE**

**City Council  
Follow-Up Report**

**December 10, 2014**

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**November 3, 2014 – City Council Workshop**

**Street Lighting Maintenance on Charlotte’s Major Highways**

*Staff Resource: Danny Pleasant, CDOT, 704-336-3839, [dpleasant@charlottenc.gov](mailto:dpleasant@charlottenc.gov)*

*Warren Cooksey, NCDOT, [rwcooksey@ncdot.gov](mailto:rwcooksey@ncdot.gov)*

As a follow up to the briefing during the November 3 workshop, staff is providing the following additional information in response to Council’s request that the North Carolina Department of Transportation (NCDOT) address light outages on major highways under NCDOT’s jurisdiction (I-85 and I-277).

Council will recall the initial write-up included in the attached November 12 follow up report:



12 - November.pdf

In the case of I-85, some of the lighting issues arose from construction work occurring in northeast Charlotte. NCDOT Division 10 has written the contract for work to address areas with significant outages, including those cited by Council members. Because the construction involves federal money, the contract requires additional review to ensure it meets federal guidelines. If the division receives construction authorization, the lighting replacement project would begin February 18 with a 60-day window for completion.

In addition, please note that NCDOT is in the process of converting all its lighting throughout the state to LED. Once that conversion is finished, highway lighting will be more efficient and last longer.

**November 10, 2014 – City Council Business Meeting**

**CityLYNX Gold Line Phase I Update**

*Staff Resource: Tonia Wimberly, E&PM, 704-353-1931, [twimberly@charlottenc.gov](mailto:twimberly@charlottenc.gov)*

Due to time constraints, Engineering & Property Management staff was unable to present the CityLYNX Gold Line Phase I report to City Council at the November 10 Dinner Briefing. Staff’s report on the CityLYNX Gold Line Phase 1 is attached below for Council’s review.



2014 CityLYNX  
Phase 1 Report.pdf



CHARLOTTE™

**City Council  
Follow-Up Report**

**November 12, 2014**

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**November 3, 2014 – City Council Workshop**

**Erik Johnson Complaint (Silver Oaks Apartments)**

*Staff Resources: Terry Bradley, Community Relations Commission, 704-336-5271, [tbradley@charlottenc.gov](mailto:tbradley@charlottenc.gov)  
Kim Oliver, City Manager's Office, 704-336-2180, [koliver@charlottenc.gov](mailto:koliver@charlottenc.gov)*

Mr. Erik Johnson originally appeared before the City Council at the August 25, 2014 Citizens' Forum to request Council's assistance with an eviction issue relative to the Silver Oaks Apartments. Mr. Johnson had been in contact with staff in the City Manager's Office requesting resolution, but returned to speak before the City Council again on November 3 as he stated he was still not able to resolve the eviction issue with Goode Development, the property owners of the Silver Oaks Apartments.

Prior to Mr. Johnson's August appearance before City Council, the Community Relations Commission's Dispute Settlement Program received a referral on April 25, 2014 to schedule a mediation session between Mr. Johnson and the property owner of Goode Development. Mediation was scheduled for May 1, 2014. Community Relations staff sent letters of invitation to both parties and made follow up phone calls. Mediation did not occur because staff did not receive a response from one of the parties. The other party was notified. Mediation is a voluntary process, and there is no penalty for not participating or not responding to the invitation.

As a follow up to Mr. Johnson's second appearance before the City Council on November 3, the City Manager's staff consulted the Community Relations Committee asking if they would be able to assist Mr. Johnson again. The Charlotte Mecklenburg Dispute Settlement Program contacted both parties on November 6, and they agreed to hold a mediation session by phone at that time. The parties reached a resolution, no further action is needed by the parties or the Dispute Settlement Program, and the case has been resolved.

**Street Lighting Maintenance on Charlotte's Major Highways**

*Staff Resource: Danny Pleasant, CDOT, 704-336-3839, [dpleasant@charlottenc.gov](mailto:dpleasant@charlottenc.gov)  
Warren Cooksey, NCDOT, [rwcooksey@ncdot.gov](mailto:rwcooksey@ncdot.gov)*

During the workshop, City Council members requested that the North Carolina Department of Transportation (NCDOT) address light outages on major highways under NCDOT's jurisdiction (I-85 and I-277).

NCDOT is discussing a plan to identify and respond to street light outages along major highways and state maintained corridors within the city limits of Charlotte. They will share information once a plan of action is developed, tentatively by the end of November.

### **NCDOT's Interstate Traffic Queuing Practices**

*Staff Resource: Danny Pleasant, CDOT, 704-336-3839, [dpleasant@charlottenc.gov](mailto:dpleasant@charlottenc.gov)*

*Warren Cooksey, NCDOT, [rwcooksey@ncdot.gov](mailto:rwcooksey@ncdot.gov)*

Council member Fallon expressed concern about a particular queuing issue at the ramp from northbound I-77 onto eastbound Sunset Road.

The NCDOT reports that when interstate queuing problems are brought to their attention, they investigate to see if the problem can be mitigated by installing a traffic signal, or by adjusting the timing if there is an existing signal. If signalization or timing adjustments fail to correct the issue, NCDOT seeks funding for ramp improvements to relieve any traffic queuing problems.

NCDOT has a funded project to widen the ramp and construct signalized, dual right turn lanes from northbound I-77 to eastbound Sunset Road. The construction project is anticipated to be awarded in spring 2015.



## 2.0 Construction Update

Construction for the CityLYNX Gold Line began in December 2012. At the Council update in May 2014 the contractor was preparing to install the special trackwork pieces for the project. The special trackwork is the custom made pieces of rail that allow the vehicles to “turn around” at each end and to make turns along the alignment. There are four major pieces of special trackwork along the Trade Street alignment and one additional piece on the streetcar- Blue Line connector. These pieces are located at the following locations:

- Trade Street End of Line in front of TimeWarner Cable Arena
- Hawthorne End of Line in front of Novant Health Presbyterian Hospital
- Trade Street / Caldwell Street Intersection
- Elizabeth Avenue / Kings Drive Intersection
- LYNX Blue Line at the 5<sup>th</sup> Street grade crossing

The Trade Street end of line was the first to be installed. Construction began in May and was completed at the end of August. Progress on the Trade Street end of line installation was slowed due to unforeseen undercut conditions encountered.

### Trade Street End of Line in July 2014



### Trade Street End of Line in August 2014



The second piece of special trackwork to be installed was at the Hawthorne End of Line. This work involved Hawthorne Lane from the intersection of Elizabeth Avenue to the intersection with Fifth Street.

### Hawthorne Lane at Elizabeth Avenue in June 2014 before track installation



**Hawthorne Lane at Elizabeth Avenue in October 2014 after track installation**



**Hawthorne Lane End of Line track in October 2014**



The third piece of special trackwork to be installed was the largest and most complicated piece of track on the project. The turnout in the intersection of Trade and Caldwell Streets creates the connection between the streetcar alignment on Trade Street and the non-revenue connector which allows the vehicles to access the LYNX Blue Line.

### **The Caldwell turnout at the factory in May2014**



The Caldwell /Trade intersection closed to begin installation of this piece of trackwork in early September 2014.

**Caldwell/Trade intersection the first week in October**



**Caldwell/Trade intersection opens to traffic in late October**



The fourth piece of special trackwork was the tie-in with the LYNX Blue Line. This work required a shutdown of the Blue Line service for a weekend. This work was coordinated with the Blue Line Extension project and other maintenance projects on the Blue Line corridor to minimize service disruptions. The Blue Line ended service at the normal time 1:30 am on Saturday morning and resumed service at the normal time 5:00 am on Monday morning. The rail work for the Blue Line tie-in was installed between 2:00 am Saturday October 18<sup>th</sup> and 5:00 am Monday October 20<sup>th</sup>.

### The Blue Line Tie-In



The fourth and final piece of special trackwork was installed in the Kings Drive / Elizabeth Avenue intersection. This piece of track is custom made to connect the rails used on the Gold Line to the existing rail on Elizabeth Avenue between Kings Drive and Hawthorne Lane. Kings Drive construction began in late October and was completed in mid-November.

**Kings Drive before construction**



**Kings Drive after the track was poured on November 10, 2014**

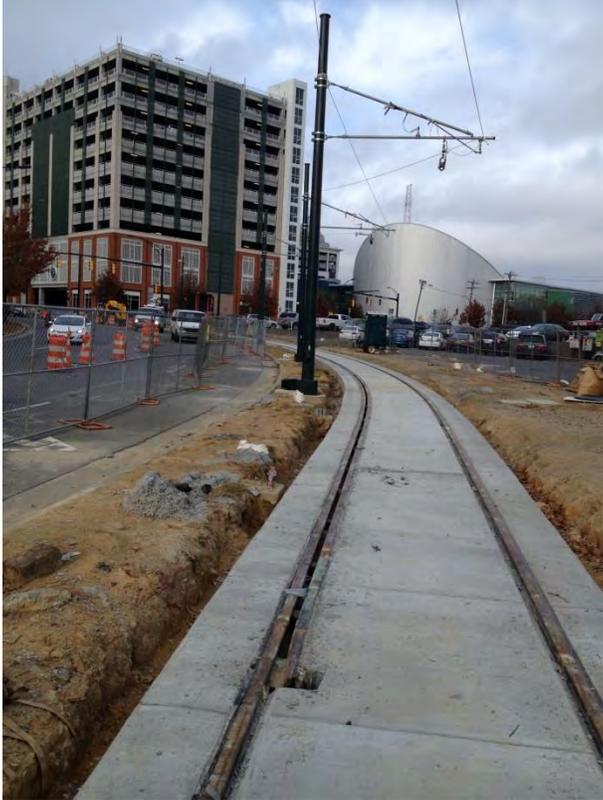


The non-revenue streetcar-Blue Line connector around the Arena track work was completed December 3, 2014.

**Brevard at Fifth Street opened in mid-October**



**Streetcar-Blue Line Connector between Caldwell and Brevard**



The contractor has also installed the traction power substation units that will power the CityLYNX Gold Line system. One is located at the Charlotte Mecklenburg Law Enforcement Center and one is located behind the Great Aunt Stella Center adjacent to I-277. Both units will be screened with fencing. The overhead catenary wire has been strung between the Great Aunt Stella substation and the Hawthorne Lane end of line.



**Great Aunt Stella Center location**



**CMPD location**

### **3.0 Road Closure Update**

December 7	Trade Street (Caldwell to Davidson) scheduled to open
December 7	Elizabeth Avenue at Kings Drive scheduled to open
December 20	Trade Street (Davidson to McDowell) scheduled to open to two way traffic

### **4.0 Remaining Work**

#### Track

- The contractor has approximately 360 feet of track remaining to install out of 10,000 feet.

#### Overhead Catenary Wire

- The overhead catenary wire has to be strung between the Great Aunt Stella substation and the Trade Street end of line.
- The overhead catenary wire has to be connected to the Blue Line catenary system.

#### Traffic Signals and Train Signals

- Traffic signals are being transferred to the new catenary poles along the project.

#### Stop and Shelter Construction

- The stop platforms have to be constructed for four of the six stops. The shelters and amenities need to be installed on the stops before vehicle testing begins.

#### Testing and Start-up

- Everything that has been built will need to be tested to ensure that it is built and functions properly.
- The City will perform start-up operations after the streetcar system has been tested.

Although this is a short list of remaining work, all of these items are critical components to the project. They have risks that can cause the contractor delays and need to be closely monitored. The contractor has committed to turn the systems over to the City to begin testing in late December. This is a complicated project with many components that have to be completed and function together for a successful project.

### **5.0 Art Work**

The art work for the project will be incorporated into the back windscreens for the stop shelters. Each windscreen is a historical depiction of the area around the stop. Currently there is an exhibition of all the artist's designs on display at Levine Museum of the New South. The exhibition is in the upstairs gallery and will be on display through March 30, 2015.

## **6.0 Start-up Schedule**

The first streetcars will be on Trade Street for testing in January. The contractor will perform his required testing in December. Then the City will begin Integrated Testing in January following the contractor testing. Most of this testing will take place at night. The road closures needed for testing will be overnight.

At the completion of testing, CATS will operate the vehicles on the tracks regularly for pre-revenue operations in February and March. Passenger service is scheduled to begin in March 2015.



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Charlotte City Council

# Budget Committee

Meeting Summary for October 27, 2014

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## COMMITTEE AGENDA TOPICS

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- I. **Subject:** **Feedback on Last Year's Budget Development Process and Work of the Budget Committee**
  - a. **FY2015 Budget Process Calendar**
  - b. **Budget Committee Charge**
  
- II. **Subject:** **Potential FY2016 & FY2017 Budget Development Process Calendar**

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## COMMITTEE INFORMATION

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Present: CM Phipps, CM Driggs, CM Kinsey, CM Lyles,  
CM Mayfield,

Time: 1:30 p.m. – 2:45 p.m.

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# Budget Committee

Meeting Summary for October 27, 2014

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## ATTACHMENTS

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1. FY2015 Budget Process Calendar
2. Budget Committee Charge
3. Potential FY2016 & FY2017 Budget Development Process Calendar

## DISCUSSION HIGHLIGHTS

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### **Committee Discussion:**

CM Phipps: First, I'd like to thank everybody for coming this afternoon. I know everyone is chomping at the bit for another Budget Committee Meeting, especially since the budget has already been passed just a few months ago. Maybe we should go around the room and do introductions.

Introductions:

CM Mayfield: Doesn't our secretary need to capture everyone that is here? That is the whole purpose of doing introductions, isn't it?

CM Phipps: Yes, so we might as well do roll call then and I can start, Greg Phipps, Budget Committee Chair.

CM Kinsey: Patsy Kinsey, Committee member.

Katie McCoy - Budget & Evaluation.

Bonnie Burris - Budget & Evaluation.

Bill Parks - Budget & Evaluation.

Eric Hershberger - Budget & Evaluation.

Matt Hastedt - Finance.

Randy Harrington - Management & Financial Services.

CM Lyles: Vi Lyles, Committee member.

CM Mayfield: LaWana Mayfield, Committee member.

CM Driggs: Ed Driggs, Committee member.

CM Phipps: Okay, so a few weeks ago I sent out an email about the purpose of this Committee

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# Budget Committee

Meeting Summary for October 27, 2014

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and basically we want to have a debrief about the committee and how the budget process went overall during the last budget cycle, because I did get some rumblings that there were some concerns over the committee, it's purpose, and it's function during that period of time; and we want to flush those out today in the hopes of seeing if we could reach some sort of consensus through, which the staff would go forth because I know in the last City Manager's evaluation, we expressed some concern about how the process is working and maybe in this meeting today we can give them some direction on how to move forward and bring back to us some ways to enhance the process. So basically I had three things I wanted to cover here today. Vice Chair Driggs and I sat down with Mr. Harrington and set forth some ideas as a start that we probably could discuss on what we wanted to see, but basically I wanted to start out with getting everybody's feedback on what worked well during the budget process and what areas particularly were lacking in terms of relevance and time spent. How can we improve the budget process going forward, and what changes should be considered in the Budget Committee process, including the charter to facilitate a better process? You should all have a copy of some of the things that we thought we would just throw out there, and some jumping off points to be able to talk about. So with that said, does anybody have any thoughts on the process and how it could be improved as we move forward in our next budget cycle that is going to be coming up soon?

CM Mayfield: The only thing I remember, Mr. Chair, is that we had the additional item that was brought to our attention for approval in the budget that we weren't aware of previously, that is the only item that really jumps out of my mind regarding the budget process that caused any concern for Council members. If there is something else, please help me to remember because that is the only one that really jumps out of my mind from the last budget cycle.

CM Phipps: Right, I know that one was; I guess that was the second iteration of the CIP in terms of things that were in our packet that we didn't get a chance to review, but it was generally distributed and the press got ahold of it, they moved forward with it the next day on the news and because we didn't go over it, then it was like we were on the defensive in terms of it. But yes, that was an incident, but even apart from that, I detected some undercurrents of things that even apart from that, which was a most egregious thing, that there are some things as a committee that we could do to reinforce the relevance of the committee and the purpose of the committee. Anybody else? Ms. Lyles.

CM Lyles: I think one of the things that I have been struggling with, and I have one of those things that I hope is not egregiously, but really just craziness in questions about this. My first year on the Budget Committee, we actually had a preview of everything that went to the Council, and we gave feedback and some comments, sometimes we got to all of them and sometimes we didn't. Then the Council met, so we generally had meetings in here for about an hour and we had little summaries of what was coming to the Council and then the full Council would get that full information and the discussion, so that, I think, illustrates what I am struggling with. I don't know if the Budget Committee, as a committee, is really just a subset of the full Council as a Budget Committee. Let me try to explain what I mean. Last year what we did was kind of reviewed everything that was then presented to the full Council for discussion, and I was not sure if the Council's expectation was that they would get to discuss all of those issues in its entirety as a full Council. A couple of weeks or months ago we had another item that was brought up in the workshop, and we were talking about it and saying we needed to discuss it, and I remember the

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# Budget Committee

Meeting Summary for October 27, 2014

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former Chair of the Budget Committee saying, “well, that is something that would have been discussed in the Budget Committee”, but we never discussed substance issues in the Budget Committee; and when there was a dispute about something or a disagreement or something that required a resolution for a budget item, those things went. For example, Out of School Time went to the Economic Development Committee; if it was something in public safety, it would go to the Community Safety Committee and on and on. So I think we have been acting as a preview process to the full Council. If the full Council needs something done, then they went ahead and referred it to the existing committees by subject matter and function, which calls me to question whether we are just reviewing what we are going to be seeing as a committee as a whole, all eleven members, then is that really what we want to be doing? If the Budget Committee’s process is here as I read it, to recommend the calendar process for review, review major budgetary issues, I don’t know if we review them in depth as the full Council does, provide feedback on the agenda, we certainly do that, but we don’t have a chance to do it well because there is not enough time and we are meeting really quickly as a whole. Make recommendation; I don’t recall us making any recommendations on referred items or maybe the Council didn’t refer any items to us. So, if that is our premise and that is the way we are designed to function, is that really good use to all of our time? That is the question that I have.

CM Phipps: Right, I think that is the question, Ed, and I essentially asked when we met with Mr. Harrington in preparation for this meeting. So that is what we wanted to see, should we then prescribe more substantive process through which the committee is expected on and go forward basis. So that would mean that maybe we might have to make some changes to our committee charge to make it something that we would want to reflect more what we think the function of the committee should be, and I don’t think we would have to stick with this, but if there is a way; for example, that we would make these things more formal and structured, that we would review major budgetary items, that we would have certain things come before us. It would seem to me that certain things should come to the Budget Committee, more so than just being transferred to the particular committee that people might think it would be. Then that would get into, do we have a fight over referral process on the Dias? It just seems to me that there are certain things that should come before the Budget Committee and maybe it should be something that is automatic as opposed to getting permission from the Dias, it should just be referred to the committee. You know issues that come up like the Privilege License Tax or something. Merely saying Privilege License, somebody could say, well that is something that is Economic Development, but should it?

CM Lyles: I guess one of the things that I would like is from Patsy and LaWana, what has worked well? Was there a time when the Budget Committee functioned well and what is different, how did it work? I felt like last year I was just previewing something that I was going to see in a week. So was there a time that it was more effective for you; that you felt it was more of a charge? What is our background of this group?

CM Kinsey: Well, I am going to make Randy listen to this and back me up. In the past and my earlier days on Council, I was not on the Budget Committee, but the budget was handled by Council as a whole and I’m not sure if that isn’t the way it should be, frankly; but I am open to that. The major change came, I think, when Michael Barnes took over as Chair and he sort of raised the question of, why are we here, because there didn’t seem to be very much that the

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# Budget Committee

Meeting Summary for October 27, 2014

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committee had to deal with. That is my recollection. Randy, correct me if I am wrong, but I think the major change came, and it still may be not what it should be, but Michael felt like the Budget Committee wasn't as important as the other committees.

CM Driggs: Yes, I have been pretty vocal on a couple aspects of this. But, I just wanted to offer as a comparison to the Budget Committee's work and non-profit boards and corporations and like the other committees on Council, their charge is essentially to kind of dig a little deeper than the entire Council can as a service to our colleagues to help and highlight the issues, make sure that certain things are kind of prominently put up front and so screen the material. So one of the things that struck me in our process was that I had a stack this high of stuff and compared to what I am used to from other places, it was hard to isolate the things that are critical to the future financial condition of the City. So in the draft, for example, I suggested how about one page that shows consolidated highlights of last year's budget, what we think we are actually going to need this year and then of the proposed budget so that we can start to identify where there are big changes and where Council should spend its time. I don't know if everybody disagrees, but it felt to me like the only meaningful engagement we had in our budget process last year was the Out of School Program which was a couple million dollars out of \$2 billion and there is a sort of big picture of understanding, I mean we committed to \$4.2 billion in debt; can everybody appreciate that? Did they know what it meant in terms of, you know, we can borrow money, and what position are we going to be in in the future? It's not so arcane that you can't actually have a little bit of a grasp, even without having done stuff I did, of whether this means that we are in a position where future debt incurrence is going to be a problem or not, whether the \$290 million that popped up. For me, the issue is not so much that question and the fact that it came up at the back of the pile. It was that we don't have any place where we acknowledge that sometime in the future we're going to want to do those things and think about how we pay for them. We didn't really think about how we were going to adjust for the loss of the Privilege License tax revenue and what the impact would be; we just sort of knew it was coming, and we will figure it out when the time comes. I think the scope for Council and using this committee perhaps to help the full membership of Council to dig a little deeper, look at a couple of schedules that represent the financial position of the City, and highlight certain things that Council might want to think about. Obviously, I'm the conservative on Council, and this is not some back door way of trying to attack people's decisions. I just think that we have a responsibility as Council for knowing what implication our decisions have for the future. We saw a schedule that showed our revenues for debt service and the amounts that we were expecting to have to pay for debt service, and I don't know if anybody picked up on that, but it shows an almost ten-year period in which the line was above the bars. So, are we going to be able to kind of change course and try to get ourselves back into a situation where the line is under the bar again, or following the bars again, or when you have been spending above those bars for the first five or six years, could it prove difficult then to fulfil the latter half? Because the latter half of that projection does not have any provision in it for debt other than the CIP and the debt that we can't have currently, there is no built in assumption that other things that we want to do will need to be funded too and that they should be in that schedule. I told the Manager I went to a Finance for City's class when I went to the League of City's meeting in Washington, partly because I was interested to see the comparisons between what I have done in the private sector and how things were done in the City's, and a lot of it looked as they explained it exactly like I expected it to look. Many of the things they talked about were not on the schedule, they said you should have a timetable and if you have future

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# Budget Committee

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obligations, you should put that in so that you know what's coming. One example I would mention is the Arena debt which we knew about from the time the contract was originally signed and which no provision was made for over the seven years until the time came when we had to pay it. Normally, if you sign a contract and you make a commitment like that, you recognize that you are accruing a liability, and you have a sinking fund or some sort of awareness, and we had to then when the thing surfaced; sit back and think about okay, how does that affect our hospitality funds and is it consistent with other things we'd like to do? Like the amateur sports. Again, I don't have the background on Council that some of the members of this committee do, but I think there is a role for the committee to ask some of those questions and bring to Council after working with the staff, obviously, after we preview this stuff, ask some of the questions and then make it a little easier for Council to identify things that they really need to think about. The other thing that I will mention is, and did mention in this write up, to my mind a lot of the time that we spend in the workshops was spent explaining to us what the enterprise is doing and that is not a budget conversation. That is stuff that we probably need to know about, and maybe we should have been told when we first came on Council. But, when you're in a budget conversation, you're talking about these are the resources they are using, this is what they need. If you go back and look at your materials, again, it is a stack this high, there is a ton of stuff in there that I didn't need, and I didn't think we needed, personal opinion, to make budget decisions. Again, my reaction to Greg's point, about this being a meaningful committee or not is, in most places, it is and I think it could be here and my sense of how you make it more meaningful is for us to do some work to identify issues and, for the benefit of Council, we should talk about it in greater length.

CM Lyles - I think that Ed made some excellent points, and I really do agree that you have to have something to do. I don't feel very comfortable coming in previewing things; I don't find that to be good use of our time. So we have to decide and the question that I have is who decides that? In order to have a discussion among us as a group; because I think it is like you said, the Council as a whole, Michael Barnes came in and I am not even sure what they did differently, but in some respects my conversations have been with him that we solve problems, we actually did look at some differences of opinion and try to come forth with them. Well, we can do that certainly, there is a resource, talent and interest in this committee to do it, but we need to have a charge to do that. I have a couple questions about the charge to do that, and that has to do with how much time we are actually spending on these things, and where because, right now, we do what we do here, and we do the same thing in the larger group and that would be redundancy to me in some respects, unless we can carve it out; but, I don't know what our time frames are in terms of the staff work to prepare, and the time for processing; I know that this is a major undertaking because you do produce a lot of work. One of the things that I often was reluctant to say was at one time those issues were identified very early on in the system so that the Council as a whole could say these are the issues coming up, and these are the ones that we want the Budget Committee to look at, and then in the short term with the Straw Votes, you had a Budget Committee which was at that time three people to look at and to resolve or make recommendations on the Straw Votes. So, there was a lot more give and take and the discussion which required the Budget Committee to actually acquire knowledge and focus on what the Council wanted to focus on. What do we need to do to be able to go to the Council and say; this is what we think the discussions ought to be, here is the impact on the schedule and how we do our work and get concurrence on it. It is just something to think about because I don't think that

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we can just insert ourselves and keep the system the same, that's just doing to be redundancy.

CM Phipps: Scheduling exercise.

CM Lyles: It is and it just doesn't make much sense to me. I would love to hear from you guys. You have heard our concerns and I think they are shared. To be affective and to be able to add value and tackle substantive issues then, what do you think, what are your ideas?

CM Driggs - Before we get their feedback, I know in a meeting we had with Randy that we had talked about in the past that they broke up some of the presentations, like the enterprise funds. The particular enterprise fund that would go to Transportation, Aviation, and they got a preview of it; they had more input in it. He said that was done for a while, but then it went by the wayside. Is that something that could be revisited or would that really make any difference as a way to streamline and be more efficient, get more people involved at the committee level and when they come as a group that everybody is more prepared and engaged, instead of us getting the full presentation and then somebody else. Ms. Kinsey, your thoughts?

CM Kinsey - I may have misheard you, but it sounds to me like that just takes something else away from the Budget Committee if it goes to another committee.

CM Phipps – Yeah, I don't know if there is a way that we can still get some of it, but still include those major committees in getting their presentations.

CM Lyles - I concur with Patsy.

CM Phipps – Ms. Mayfield.

CM Mayfield – Prior to Council member Barnes, with his suggestions and the fact that he basically felt like we just had too many committees and wanted to get away from another one, my understanding, even though I haven't seen it implemented. My understanding of the role of the Budget Committee would have been in theory; the Budget Committee should have a separate retreat because it takes more than an hour, or hour in a half to really go through the entire budget the way that we need to. But also throughout the year, we are not tracking any matrix. When we submit our budget, we are going forward to the community, and we are asking the community to approve the bonds, so let's say that happens and the bonds are approved, then, in my mind, the role of the Budget Committee would be twofold. It would be one, to track where we are financially on what was approved for the shortest time period with getting those projects done, making sure if at all possible keeping those projects within the budgeted amount since we know we are going to have amendments that come in on it; that is, one role of the Budget Committee is the fact that we are supposed to be helping to monitor that budget that we put out to the committee that we approve. The second part is when it comes time for the new budget cycle, we are the ones, mainly you two since you all really like going into the numbers, that go as a committee, we go in depth of asking the questions and then one of the things that comes from this committee is the presentation of, okay here is some of the top items and then when it goes to full Council, it would not be that complete conversation all over again because we would have gone through, asked a lot of the questions. We have enough diversity in the committee to try to

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possibly think of all of the possible questions to have the answers and be able to already identify it to say, okay, actually that question did come up, or a very similar one, and if you turn to page six, second bullet we did talk about it. It seems like in theory the Budget Committee is the committee that is supposed to do the detail hard work and what goes to full Council, just like we do with the other committees, Housing and Neighborhood & Development, we do the bulk of the work, we get in and ask all of the questions and get the detail on everything and then we move forward with staff for them to present to the full body once we vote on this is what we support. It doesn't seem like we really have an opportunity because we don't have the time allotted that is a separate retreat or four-hour event outside of the larger Council for our event when we should be going through it. But also that first half of it, of who actually monitors once the budget has been approved, what committee if any is actually monitoring whether or not we are staying within the parameters that we approve? Now, that is my theory of what the Budget Committee could look like, or should look like in my little world. But that doesn't account for what we have listed as far as what the roles and responsibilities of the Budget Committee are, and we started with actually implementing the things that we discuss that will be another conversation, so that's two different pieces that we have. I just wanted to share as far as are we a useful committee; my personal opinion up to this point is that we are not being utilized to our fullest capability, do we want to be or not. Then, is the committee going to be valuable at all? I don't agree with piecing out any of it to other committees because that further goes back to the question of then why are we here. Either we are going to actually get in and do the work, have the ability to do the work or we are just going to let each committee incorporate budget into their discussions so that they are saying, okay, for budget, this is the piece that we have tied out for each committee, opposed to there being a separate Budget Committee.

CM Phipps – Okay. Mr. Driggs.

CM Driggs - I agree with you. If this goes back to the other committees and they make decisions from a financial standpoint, our job is to make sure that all of the pieces fit. That is kind of what the budget is, we have to make sure that if, over here, they think we should increase allocation to something, then where is that coming from? So I agree with that. The other thing that I would say though is, and bears in mind that I used to be an analyst, so what I would do is take information like what we got, and I would produce these very short reports for the Portfolio Managers highlighting things. Without any biases to the outcome, all I am trying to do is see if we can take multi-billion dollar corporations, put out five page reports that say this is how our different divisions performed and these are the areas of concern. So let's try to see more forest and fewer trees on full Council and, if they will delegate this authority to us, we can help the staff to make that clear, and I will mention one thing in particular. The graph that we saw with those lines was not supplied to us before I started to complain about why we hadn't seen it. Why wasn't it there and why weren't we looking at that in this committee? Then we couldn't decide whether we should go to full Council and sound an alarm or should it be.

CM Lyles - That is because this is our charge and there is nothing on there about information and analysis of this charge.

CM Driggs – But the point is that Council didn't get it either.

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CM Lyles – I am not disagreeing with you, but that is a decision the Council has made as a committee as a whole and that is the way it's been operating. I am not saying that it is good, I am just saying that we have got to figure out what and how if we are going to be more effective. Otherwise, I really think that we are not adding enough value, and the question to me is that budget takes a lot of time and a lot of staff resources, and we can either go a little in or say how we are improving our processes or we can actually say, how do we contribute to decision making? There are a lot of ways to do that along the spectrum, but, right now, I feel that I am a process person and I don't need that, I am not going to do process. So, either I am going to help on a low end of choosing a few things to do well or how do we advise the full Council to do something well. It doesn't matter in the [gap in audio] spectrums, but this is just not working.

CM Phipps - Ms. Kinsey.

CM Kinsey - I sort of jumped in front of Mr. Harrington, but I would like to know what you think we could do to help you?

Mr. Harrington: I appreciate that.

CM Phipps - But before we continue, one more thing. It doesn't go unnoticed that, like this committee, it seems like it has a short life. Once you go through the budget cycle, it stops and then you have a hiatus and, I don't know, but it seems to me that there is some work that could be done by this Budget Committee on a continuous basis throughout the year. Maybe some of these things that have been brought up may have some structural adjustments to the schedule in terms of how often we could meet, last year it was what, six times maybe? It was committee, then workshop, then committee and workshop, and then it was vacation or something. So.

CM Driggs - It didn't feel like we made a big difference.

CM Phipps – Yes, so.

Mr. Harrington - A couple of thoughts. One, yes there is no denying that the Budget Committee is, as Council has set that up structurally, different than all of the other committees. If I looked at Council Member Kinsey in terms of some of the history, but it was set up differently. It was set up more around ensuring that we had good process because there were years that there was concern that the process didn't yield the type of results and experience that the Council members expected, so a heavy focus on the process of the calendar. Over the last few years, I may suggest that the process of the calendar, so to speak, has gotten better to some degree, so there has been less, or maybe an appetite to look at some other areas. The Budget Committee is one of the few committees that, when we send out information, it always goes to everybody on the full Council; it doesn't just go to the committee and, again, kind of the nature of the whole Council being involved. I do understand and respect your concerns around the good use of your time, feeling like you're contributing and having substantive conversations that actually move the football forward, so to speak, I understand and respect that very much. I will say that, speaking for myself, that I do find that your work is very helpful and valuable, and I know that sometimes it may really seem trivial, but it is very helpful getting your feedback and particularly on when we have done some preview of what other department directors come to give a preview of what

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they're planning on talking about, you all always provide really good questions and refinement and the department directors do take that back to refine the presentations and to help them better prepare for the types of questions that you all might raise at workshop, we should then look at it from a staff perspective, so that helps us better prepare for those sessions. I think the second bullet under the committee charge, review major budgetary issues and options prior to the half-day budget retreat; I think this is one area that there is a big opportunity and wouldn't require a change from the committee. It is fair to say that, as far as the summaries, we have gotten a little bit too vanilla and not maybe up front identifying more of those issues and the key questions being brought forth, so that would provide potentially the committee a thing from the staff side in terms of how do we structure some of that content that is coming back. I think there is an opportunity certainly there. Mr. Driggs, the comments about financial snapshots and dashboards and to try to convey a lot of this complex need for budgetary information, something that is straight forward and interpretable and understandable, we can certainly do a better job with that and certainly have some opportunities there, and I think that can be brought back with some of the material that comes to the committee, as well as the material that goes to Council in the workshops that we can perhaps do a better job at teeing it up before each presentation or before a certain group comes to stand up, that the material in front of you does a better job right up front of teeing up what the financial picture is, what the key questions are and the key issues for Council to drive down and hone in on, so I think there are some straightforward opportunities there to address within the existing context and structure.

CM Phipps – Mr. Driggs.

CM Driggs – It seems to me that you already have a lot of this stuff that we might want to look at; therefore, I am hoping these suggestions don't create huge amounts of work. It's really a question of condensing things and, the other thing is, you could very easily come to the Budget Committee and say okay, here are some things we are thinking about, this is what we see as the problems and then we could have a preliminary conversation about how to present that and one of our first orders of business might be to consider what a dashboard type of financial report would look like, we could work on that. I think the two questions are, what is the meaning of the committee and why are we here, and then the other issue is whether the whole Council budget process has enough focus and singles out the things that we really do need to talk about as a group, because it just felt to me like it was this long slow walk through a landscape with very little differentiation, and we saw some things about making some employees permanent and things like that. So, I am kind of thinking, what do I think about that? How does that impact the big picture? To that extent and to get away from the sort of conveyor belt information and back to a point what is brought to Council has a little more structure and offers opportunities for discussion, and that is something that the committee might work on with staff as suggested.

CM Phipps - Ms. Lyles.

CM Lyles - So I am looking at the bullet that you said, review major budgetary issues and options prior to the half-day budget retreat and you said that was an opportunity. So to me, even last year we walked away with a couple of things. The utility rates, the stormwater rates, we talked about the debt management program and all of those were left over from last year. For me, if we are going to keep this charge and not go into the debate of are we a committee of the whole, which I

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think will be stepping into quicksand, and I don't want to do that either. Maybe one of the things that I would say is, what if we actually had a proactive approach and stay under our charge and have at our retreat, our full Council retreat, a list of those major budgetary issues that we are going to start on in the December/January time frame and identify some of those in December and have the Council look at them, and we actually come up with that list and ask for an okay to proceed vs. trying to figure out how to change the charge, that is one of the things. The second thing on the bullet talks about making recommendations on referred items from Council at budget adjustment meetings; I wonder if we clarify that and actually say that the committee would actually pull out those things that the Council should recognize as major differences and approach plan process and say that we want to bring that forward at the straw votes and not just have the kind of broad wide open, well, I want to talk about three dollars in the film commission as opposed to the five dollars on this. As I said, when I was Budget Director, sometimes this would only be about half of a percentage change between a recommendation and a final budget. I think that it is just unintentional, it is not that it is either a great process, and it is working or it was just the overwhelming weight of it all, so I think having that referred item beefed up a little bit. So I am trying to stay within our existing charge without having to go back and have a full debate over what is the life of the Budget Committee include, but also making it somewhat substantive, and I am wondering if that would fit in the process that you guys have on the table now? That is it.

CM Phipps – Mr. Driggs.

CM Driggs – I just want to comment briefly. I don't think that there is anything on here that couldn't be regarded as being somehow called for by this. It is a question of doing it.

CM Lyles – And actually putting it before the Council and saying, do you agree that we should do it so that we are just not spinning our own wheels. It is always good to me to have the full Council say yes, we think this is a valid thing; we debated and come back so that our work is really listened to.

CM Phipps - Ms. Kinsey.

CM Kinsey - I am going to go back to what I said earlier. I am not really sure that if I were not on the Budget Committee that I would take the Budget Committee's recommendation. The budget is probably the most important decision that the Council votes on, and I think the Council has to be aware of everything. It is a process that is very painful and, frankly, a lot depends on who is running the meeting to keep it focused, and that has been painful for the last several years. If that is the case, we have gone through some Council Budget Committee meetings that worked fine because they were managed, but just things like the Council itself just skipped all over the place and nobody said no, wait a minute that is not where we are going. There was an attempt made, but we just didn't do it. So that part was painful, but I still think the Council, as a whole, really needs to look at the overall budget.

CM Lyles - What do you think about the idea of starting it at the retreat to say, here are some of the issues that have been identified that will impact the budget and have it be more of an impact statement, rather than a recommendation to let them know the Budget Committee is going to spend some more time looking at them and saying here is where we need to ask more questions.

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CM Kinsey - When I came on the council it seemed to me we were calling that major retreat a budget retreat, but didn't really talk about the budget. So maybe we should be doing that, I know the time is limited, but Mr. Manager you would have to take that under consideration and see if that is something that we should be doing there, but I would have no problem starting to talk about it. You are right, the Budget Committee used to meet a few times, and that was it, and that was one thing that Michael was like, what are we, chopped liver or something? We are a real committee.

Dr. Carlee – We would have to take that up with the Retreat Planning Committee.

CM Phipps – Yes, and that is not to say we are going to get rid of the workshops, right, or the Council would still have some.

CM Kinsey – Oh no.

CM Phipps – So we would still have those. Ms. Mayfield.

CM Mayfield – Thank you, Mr. Chair. My comments were not that either or, it was definitely an and. It was feeding to the conversation that I am hearing regarding us having more substance around the discussion of the budget. I wasn't recommending on any level, adding this into the retreat that we already have. I use the word retreat because we are talking about it, it would really take three or four hours for us to really go through the full budget in the proper manner in which we should. I am saying that, just for the Budget Committee, we have time allocated to actually really go through the budget, because there were a number of things. When you think about it, as a Committee, as Council, we go through less than a third of the budget, if that much. We don't really go through the entire budget that we have in front of us, so we also have to look at how much of the budget realistically are we going to go through, what other budget items that are the items that are most important to the community; therefore, most important to us as electives to get out to the community. Because a lot of the daily stuff, we don't even touch or get into, it is only certain items that we get into. So having a real conversation with staff around - okay historically what is the place that Council really falls in where we start asking questions and looking at add and deletes? Where do we really have those conversations and what pot? And then, what is the full budget and what does it look like? What are we seeing as a committee that is willing to really get into? I just think that has to be a separate time allocated for us to really have that ability, along with the fact that, once we approve the budget, who is monitoring it? Who is looking at it, except for the fact that it comes back to full Council when there's an amendment and their putting in their third, fourth or fifth change order, and we are going back and saying okay we are going to need additional funds and we are going to take it from here and take from there. Then the question comes up, okay, so where are we taking this money from and where does that leave us on the bottom line for that budget amount, opposed to it actually coming to the Budget Committee saying, we are hearing some things that are possibly coming down the pipe, and we need to have a conversation about it. Mind you, this is from somebody that is on five different committees, so I am saying if the commitment is there, and then okay, let's do it right opposed to knit picking at it and trying to figure out how it is going to play out. No, I am not a fan of having another meeting for the sake of having another meeting, if we are actually going to address something and

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get something done with the budget and actually create a process that has a benefit moving forward, then yes, let's move forward with it and get it done. But, no, I am not saying let's add this into the retreat, because there won't be enough time. It isn't like we have a three-day retreat where we really get into digging in and addressing issues, we stay on surface level, and if we are going to stay on surface level, that is fine because staff has a role, so that means staff needs to come with more information on the front end, so for our surface, we get all the information that we need.

CM Kinsey - Mr. Chairman.

CM Phipps – Yes.

CM Kinsey - I need to respond to that. I was not talking about that kind of budget talks at the retreat. This was bringing up, as Vi said, and you can answer it better Vi.

CM Lyles - I have to decide what is really important and if we think we say that the budget is the number one thing and one of the most important responsibilities of our group as a whole, I think the budget retreat or the time at the retreat that is spent on the budget is well spent. I think that it is one of the times that you can go in depth about some of the key issues, and we could probably go around this room and name them right now, but to actually talk about them in a way that says, we are going to begin to work on them, here are the parameters and this is what we are asking the Budget Committee, or whoever else to do, I think is really valuable, and I do believe that the retreat gives you the startup time at the beginning. Now, I don't know what retreats have been like for the last several years, I know that we spent a lot of time on this past one on getting to know each other because we had new members coming in, valuable time, but to me the financial accountability of the City and the budget is probably one of our primary and most difficult task, and it shouldn't wait until later in the year, it should start as soon as possible, and it was time that was spent on the revenue projects which were always preliminary, with kind of the sense of what were the big buckets that need to be addressed, and it wasn't to solve it, it was to make sure everybody was aware of it.

CM Kinsey – Not getting down into the weeds.

CM Lyles – No, it wasn't down in the weeds or getting down to what contracts or whatever. But the big buckets and, I could think of some big buckets now, the Utility, our Stormwater systems, our debt, continuing our Capital Investment Program and replacement of the Business Privilege License Tax revenue. I mean, those are four big buckets right there that we could spend a lot of time on as well; there are some more, but these are four that I can come up with right now. I think the retreat is the appropriate place to do that and have that conversation. I would rather do that than some other things. We spent a lot of time last year on the focus area plans; it is time to connect the focus area plan to the financial plan.

CM Mayfield – Just for clarification, it seems that you didn't hear me say that; I am not saying either or. I am saying and, so I am not saying that the retreat is not the time for us to have the discussion. I was saying for the detailed discussion, if we are going to have it; that should be a separate conversation. In my mind, that would be a separate conversation prior to the retreat so,

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when we go into the retreat and start looking at the overview, because the retreat to me has been an overview, so what I am saying as a committee, if we are talking about getting to some real substance, we need to do that, but it would be a separate meeting. It wouldn't be this hour.

CM Lyles – Could it be after the retreat?

CM Mayfield – Yes, I don't care when, I didn't give a timeline, I am just saying it is not an either or, it was an and. I was saying for that budget retreat, that deep detail, that is not the place for it. But the committee should have a deep dive into the budget, that is what I was saying. It is not a competition, it is just that at some point we do need to have a deep dive into what it is that we are actually saying as a Budget Committee that we are approving in this budget and that we are supporting and why.

CM Lyles – You're right.

CM Phipps – Mr. Driggs.

CM Driggs – I was just thinking that the question that was raised by this is where we draw the line between the Manager's responsibility and Council's. We don't want to be micromanaging and we don't want to get down there [gap in audio] and that is why I keep pointing back to the [gap in audio] concept. We make decisions about focus areas, we make big picture decisions about how we allocate resources, we make sure we are financially sound and that we are not incurring too much debt or too little and that we are on a nice path in terms of investing in the community and not setting ourselves up for a problem later. That picture should be clear. This committee can devote more time to that than the full Council can, because that is why you have a committee and everybody that is interested in that is on this committee, the numbers people are here. I don't want us to make any change in the way we do things and make it a question of second guessing the staff; it is really more of we can give you good direction, which is what Council is supposed to be doing. We want to invest here, you know, we can't afford to invest as much here and that is what I think gets lost when we see too much detail, especially in full Council.

CM Kinsey – Well said.

CM Phipps – Mr. Harrington.

Mr. Harrington – Actually, if I could just add to Ms. Kinsey's comments, this didn't occur last year, but in some of the prior years, it would not be uncommon where an issue comes up in the Budget Council Workshops and they specifically ask the committee to hone in a little bit more on one particular issue. I think two years ago that happened, and I know we had some around the CIP, around Out of School time partners.

CM Kinsey – You're right.

Mr. Harrington – Funding for school resource officers and so there have been issues that have come up in the past where the Council did ask the committee at the next meeting to go ahead and

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delve into those with a little bit more detail.

Dr. Carlee - So if I may? A couple of things; well, I guess it is three things. One, I would suggest that the committee try to focus itself on what you think the role should be, which I heard a conversation involve around today and to Council Member Lyles point, I think it is important that it should be framed to take it back to full Council. The two things that I would like to avoid are, your concern about not doing anything meaningful or just wasting time, but also the duplicative of just doing the same thing twice, and so part of what gives me some pause is sort of what's immediately we are faced with right now, and that is the post construction controls where we have a whole lot of work done by committee and then, when it got to full Council, it feels like we are starting all over again. So I don't want to over react to that, but I think that is a caution in the budget area based on the way Council has worked the budget in the past, but it would seem to me there are things that you articulated today that could be really meaningful work for this committee that would facilitate the Council discussion rather than substitute the Council discussion; for instance, where you started just a minute ago with framing big issues, I think that could be done now and you can develop in the draft form, share them with Council, get feedback and get consensus very early on in the process. These are the big issues and these are the things that we want to work on, begin to actually slot them into the workshops for the spring and to tee up how we frame those and use this committee in helping how we frame those to make sure that we do, from the beginning, start with a game plan on the budget that will cover the things that the Council really wants to cover on the budget. That is what I would find helpful, especially early upstream because it would help inform me on how I do in working on the staff side in making sure we give you the detail research in the areas you know you want detail researched around. With [gap in audio], because that is part of our responsibility, but we certainly delve into it knowing that we are going to hear some things that you have concerns over.

CM Kinsey – May I comment?

CM Phipps – Yes.

CM Kinsey – Usually our retreat is the end of January or first of February, so if we started it now, we could really have the issues under our belt, so to speak, because December is going to be a hard one, it is a holiday month.

Dr. Carlee - That's right.

CM Lyles - That could fit under our existing charge, and we wouldn't have to go back to revisit the charge because that is one thing I don't want to have to do because that opens up a whole discussion around things that perhaps we aren't settled enough to know if we're effective to deliver on some of these things that we are talking about. I like anything that can fit under the charge.

CM Kinsey - Ron, is that what you were saying too? Because you said to go back to Council.

Dr. Carlee – Yes. First of all it's worthwhile testing back with Council that you are going to do this. Frame up the issues, and we are going to start working on them now, and we will bring them

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back to you so you'll know what we are proposing to the Council as a whole, so you can take it or leave it, but we are going to start doing that and then, once you accept, we are going to work to get those in front of you in a way that is precise and focus is on the most important areas.

CM Kinsey - That interests me a lot.

CM Lyles – That feels comfortable to me as well.

CM Phipps - Yes.

CM Driggs – Could I also suggest to the committee, that if you guys could get a simplified and condensed financial statements, like this and then we could look at them here and decide whether that is something that we wanted to recommend? Is everyone okay with getting those?

CM Lyles – What was that? Let me ask about that. Is that the condensed income statement that you are talking about?

CM Driggs – Right, it is really normal that you look at what your last year's budget was, what your actual results were, what the proposed budget is and that way you get a sense of the moving parts.

CM Lyles - One of the things that I think about that is that, I don't know if I am opposed to it, but I do think that is a staff responsibility, that they do work as a part of it. I mean, I can't imagine that you guys don't look at your actuals and your prior years and anything that you are doing. I wonder if instead of us just say, well, here it is, it is to me the staff gets the impact statement that you talked about or the thing that you come in and say, well, we have done this and here is what we learned from it. I don't purport to be able to take a billion dollars and look at income and financial statements as stated here as a committee member.

Dr. Carlee - Here is what I'm hearing, if I may. Yes, we do that in excruciating detail, and the request that I am hearing here is how can you give us a high level dashboard so that we know what we missed?

CM Lyles – Okay, I thought it was the actual [gap in audio].

CM Driggs - Okay you all have that conversation, share the things with us the things you talk about. Things that you identify that are of concern, the bottlenecks that you see taking shape, and we might look at it once and decide it wasn't valuable, but in my experience, having that condensed financial statement and being able to say, look we have pressure on wages over here. It is a useful kind of context in which to have the conversation.

CM Lyles - That is what I find useful, to know where there could be pressure points.

Dr. Carlee - And I could do that in a more effective graph report, so that the [gap in audio] or actual [gap in audio] you could see where the trends are going, where the [gap in audio], and where are the sensitive areas.

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CM Lyles - Okay, have we been as clear as mud?

CM Driggs – Mr. Chairman, could we just ask then, as a result of this meeting, that staff think about all of the things that we have talked about and is it clear enough? Do you know what to kind of bring back to us next time? Or do you need more from us to promote this concept that we participate in one big picture?

Dr. Carlee – I think we have enough that we can graph up a draft committee report for you to look at and decide whether or not it captures your thoughts, so that you can then show Council.

CM Driggs – And one thing to add to what Ms. Mayfield said, if we had overviews of how we are doing vs. budget, or something like that. Or, if we had some mechanism for which, if it was a major discrepancy between the budgets that we adopted and where we are doing each year, we can see it.

Dr. Carlee - If I may, Mr. Chairman. Because there has been a lot of discussion about the retreat, while I would like for the annual retreat not to be just budget, we do need to do relationship building and strategic work. I think it does need a preview.

CM Mayfield – I agree.

CM Driggs – I agree.

CM Phipps - I agree.

CM Phipps – Now Mr. Harrington, I know that you had, well one of the things that you wanted to do at this meeting was to see if we need to make any recommendations on the number and length of workshops on an ongoing basis. Should we shorten the time period and maybe add one, because people start drifting off and start leaving at like the 6:00 timeframe, they are too long or, so how did you want to attack this?

Mr. Harrington – Sure, this is part of your charge to recommend an annual calendar, so.

CM Mayfield - And this should say 2015, not 2014, right?

Mr. Harrington - That particular attachment was provided as FYI from this past year's process.

CM Mayfield – Okay.

Mr. Harrington – And one of the pieces that I didn't include, kind of a specific detailed piece for going forward; one because I didn't want to presume what the committee might talk about today. But I did want to frame up just some of the general approaches of the calendar. One of the observations that I made from last year was that, we do have a number of times when there are evening appointments, receptions and meetings and sometimes those start at 5:30pm or 6:00pm and Council Members need some time to get to those. So one observation that I would make is it

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does feel like in the event that the committee recommends to keep to a three workshop structure, would the committee want to consider shifting the time up, maybe from 2:00pm to 5:00pm or 2:30pm to 5:00pm, just to try to mitigate some of that tending off at the end for those Council members that have to leave.

CM Lyles – I think that is a great idea, and is Dan going to be Chair in the MTC? Isn't he coming in as the Chair of the MTC this year and, if so, I just think that is courteous.

CM Phipps – Yes. So it sounds like you prefer to keep it at three instead of going to four?

CM Lyles – I thought it was 2:00pm to 5:00pm?

CM Phipps – No, it is three Budget Workshops, as opposed to four Budget Workshops.

CM Driggs – I think we went to four with fewer hours because people started to go numb.

CM Phipps – So, then do you think it should go back to a two-hour meeting rather than a three-hour meeting? Two hours, so that would say four Budget Workshops.

CM Lyles - I'm lost.

CM Phipps – I am looking at the handout number three.

CM Mayfield - Four at 3:00 to 5:00 or three at 2:00 to 5:00?

CM Lyles – I'd rather come and get them done and be over with it.

Mr. Harrington - Attachment three has three of what I would call general scenarios. The first being a more traditional scenario, with the component of shifting a little bit earlier that a three-hour block. The scenario two is the concept of going to perhaps a four meeting scenario that could run any duration of time and the third being if there is somebody else on the committee that prefers something different.

CM Phipps – Mr. Kinsey.

CM Kinsey - I think the challenge is getting people there on time. When we have workshops like this or meetings like this, we straggle in and if we can just start on time, then we could be through in a timelier manner. I am fine either way, three meetings from 2:00pm to 5:00pm or four meetings from 3:00pm to 5:00pm. But somehow we have to make sure our colleagues are there on time.

CM Phipps - Do you think this is something that we have one of those poling things or would that just be too much to do the entire Council?

CM Driggs – Is this for our recommendation?

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CM Lyles - The calendar is approved by the Council, right?

CM Kinsey – Right.

CM Lyles – So we just need to put something out there.

CM Driggs - Are we doing to recommend something or just say, okay guys, what do you think?

CM Lyles – I think that we should recommend.

CM Kinsey – I do, too.

CM Lyles – I think that the staff should say: here is the calendar for. I would just come out and say three workshops and come in with one less meeting and, if we have to come in and build in some things that we need at the end, then we can do that. So I go with scenario one.

CM Kinsey - I second.

CM Driggs – Third.

CM Phipps – So it has been properly moved with third. I think scenario one is the general consensus.

Mr. Harrington – Thank you again. We will incorporate that in the Council, and we will see the full year calendar. I think that will be the last meeting in November, and we incorporate all of the budget meetings into that calendar, so thank you for your feedback.

CM Driggs - Are we going to put the question to Council, whether they like scenario one?

CM Lyles – No, they can change it. It will be recommended, but they can change it if they want to. Budget calendar is like food, you don't want to be in the menu business or the calendaring business. So I have a question, in that, when we lay this out, will we also at that time talk about that we will have an opportunity at the retreat to talk about it, maybe that is the time for the Budget Committee report as well.

Dr. Carlee - When is that going to Council?

Mr. Harrington - I think November 26<sup>th</sup> or 27<sup>th</sup>.

CM Phipps - Are there any other questions?

CM Driggs - I move to adjourn.

CM Kinsey – I second.

Meeting adjourned at 2:45 pm

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