SEATTLE CITY COUNCIL
CENTRAL STAFF

Budget Training (Option 1 & 2)
Monday, September 12 @ Noon &
Wednesday, September 14 @ 1:00 p.m.
Room 370

Attendees:
Legislative Department Staff

Agenda

1. **Context of Municipal Governance**

2. **Budget Basics**
   Materials:
   a. Introduction to Budget

3. **Steps in the Budget Process**
   Materials:
   a. 2016 Budget Committee Schedule (Calendar)
   b. Steps in the Budget Process

4. **References & Resources**
   Materials:
   a. Central Staff Fall 2016 Budget Assignments & Contact List
   b. File Paths and Useful Links
   c. SharePoint Procedures
   d. Review Process Guidelines
   e. Communication Protocol Memo from CBO

SEATTLE CITY COUNCIL
CENTRAL STAFF

Legislative Department
Introduction to the City Budget Process
Fall 2016

City of Seattle Budget – Basic Facts

- Council approves a "biennial" budget package in even-numbered years
  - The first budget year (2017) is Adopted and legally enforceable
  - The second budget year (2018) is Endorsed for planning purposes
- In odd-numbered years, the Council adopts a one-year budget, using the Endorsed budget as a point of reference
- Council adopts a companion Capital Improvement Program (CIP) each year, outlining longer-term plans for infrastructure and other capital investments
- The City's total annual appropriations in recent years has been approximately $5 billion (including some double-counting of money moved between funds)

What are the roles of the Council and the Mayor in adopting and managing the budget?

Mayor (Executive):
- Must submit a balanced budget proposal (at least 90 days before the end of the year) per RCW 35.32A.030.
- Manages City operations, including expenditures – subject to appropriation limits. Funds can be restricted by the Council but the Council can't force the Mayor to spend restricted funds.

Council (Legislative):
- Must approve a balanced budget by December 1 per RCW 35.32A.050.
- Must *appropriate* (authorize use of) all funds before they may be expended.
- Approves changes to the Municipal Code, organization, and financial policies.

What are the limitations on City finances?

There are many limitations on the City's use of funds. Some notable examples include:
- The City's budget must be balanced such that authorized annual spending does not exceed reasonably anticipated annual revenues.
- The City may only collect taxes as permitted by State law.
- The City may not give money to another party without receiving a public benefit in exchange (no gifts of public funds).

How is the City's budget developed?

- Departments develop requests for budgets (operating and capital) in the spring and summer, culminating in the submission of <u>Budget Issue Papers</u> (BIPs) to the City Budget Office (CBO). CBO staff evaluate the BIPs and develop the <u>Mayor's Proposed Budget</u> for delivery to the Council
- Council reviews the Mayor's proposal in Budget Committee
    - Changes are proposed by individual Councilmembers. Changes are reflected in "Green Sheets," written by Central Staff, to record technical details of the proposals such as
        - Increases or decreases to appropriations
        - Adding or removing authority for positions
        - Restrictions to be placed on certain appropriated amounts ("provisos")
        - Statements of Legislative Intent (SLIs) requesting formal responses from departments
    - The Budget Chair works with CMs and Central Staff to develop a "Chair's Balancing Package"
    - CMs may propose further revisions
    - The Budget Committee and the Council vote to approve an <u>Adopted Budget</u> package, consisting of:
        - A budget adoption ordinance and Green Sheets providing appropriations by BCL;
        - A 6-year Capital Improvement Program (plan for major projects)
        - A list of approved positions
        - Other related legislation, such as property tax ordinances

How is the City's budget structured?

- Appropriations to approve expenditures are made at the "<u>Budget Control Level</u>" (BCL) which is usually describes a grouping of similar programs and activities within a department
- A department may have more than one BCL, but a BCL may not extend beyond a single department
- Expenditure authority is appropriate by BCL, but also balanced by <u>fund</u>
- Expenditures on capital projects (facilities, infrastructure, etc.) must be included both in the appropriations in the budget ordinance *and* in the Capital Improvement Program, a 6-year plan that is updated annually
- The budget ordinance also grants authority for City employment positions

What does the City Spend money on?

City funds are expended on a wide range of services. Utilities (City Light & Seattle Public Utilities) and transportation account for more than half of the City's expenses. The chart below shows the distribution of the City's $5.1 billion of budgeted expenditures (operating and capital) for 2016 by category. Note that some "double appropriations" (when money is "spent" from one fund to another) are included in the total.

COUNCIL FALL BUDGET REVIEW PROCESS FOR 2017-18

MON	TUES	WEDS	THURS	FRI
		SEPTEMBER 2016		
26 Mayor Releases 2017-2018 Proposed Budget (not a Budget Committee meeting)	27	28	29 **CBO Overview of Proposed Budget & Revenue Forecast** 9:30 a.m.	30
		OCTOBER 2016		
3	4 **ROSH HASHANAH**	5 Public Hearing 5:30 PM	6 **Department Overviews** 9:30 a.m.	7 9:30 a.m.
10 **Department Overviews** Session I: 10:30 a.m. (or after Council Briefing) Session II - **Capital Projects**: 2:30 p.m. (or after Council)	11 *5PM Deadline: New Budget Proposals*	12 **YOM KIPPUR**	13	14
17 Session I: 10:30 a.m. (or after Council Briefing) Session II: 2:30 p.m. (or after Full Council)	18 **Budget Deliberations** 9:30 a.m.	19 9:30 a.m.	20	21
24 **Budget Deliberations** Session I: 10:30 a.m. (or after Council Briefing) Session II: 2:30 p.m. (or after Full Council)	25 Public Hearing 5:30 PM	26	27	28 *Revenue Update Data Available - - Budget Chair and CS Compile Chair's Initial Balancing Package*
31 *Revenue Update - CS/CBO Presentation* 10:30 a.m. (or after Council Briefings)				
		NOVEMBER 2016		
	1 *Chair & CS Meet with Other Councilmembers Individually*	2 **Committee Chair Presents Initial Balancing Package** 9:30 a.m.	3	4 *5 PM deadline: Budget Revision Proposals*
7	8 * Election Day	9 **Discussion of Proposed Changes to Committee Chair's Initial Balancing Package** 9:30 a.m.	10 9:30 a.m.	11 **VETERANS DAY** (City Hall Closed) *Chair and CS Compile Revised Balancing Package*
14 *Chair & CS Meet with Other Councilmembers Individually*	15 **Committee Votes on Chair's Revised Balancing Package** 9:30 a.m.	16 9:30 a.m.	17	18
21 **Final Committee Votes** 10:30 a.m. **Full Council: Vote on 2017 - 2018 Budget** 2:00 p.m.	22	23	24 **THANKSIVING HOLIDAY**	25

8/18/2016

File: L:\BUDGET\Budget Process Revisions\2016 Budget Committee Schedule 2017-18 JULY REV.xlsx

LEGISLATIVE DEPARTMENT BUDGET TRAINING
STEPS IN BUDGET REVIEW – FALL 2016

Committee Session	What Happens
Ongoing *Sept 12 – Nov 14*	• Central Staff (CS) and Legislative Assistants attend Monday (noon) budget meetings for updates and instructions
Presentation & Delivery of Budget *Sept 26*	• Mayor delivers Budget speech at Full Council meeting ▪ Proposed Budget and CIP posted at http://www.seattle.gov/financedepartment/ ▪ Department Overview materials filed at *L:\BUDGET\2017\Department Overview* ▪ Technical documents (e.g., BIPs) filed at *L:\BUDGET\2017\Technical Information*
CBO Overview & Forecast Sept 29	• CS Executive Director and Operating Budget Coordinator provide an overview of the Council's budget review and adoption process • Capital Budget Coordinator provides an overview of CIP budget review and process changes that will be implemented in the short term and long term. • CBO Director provides more information on proposed budget and Provides Revenue Forecast to Budget Committee
Public Hearing, Wednesday, October 5	
Department Overviews *Oct 6-10*	• Leadership of selected departments invited by Budget Chair to discuss key elements of proposed budget • CS Budget Leads for selected departments work with CM offices to help identify questions for directors • CS Budget Leads for selected departments coordinate and lead Department Overview Discussions • Overviews for selected departments will be filed in *L:\BUDGET\2016\Department Overview*

DEADLINE
Oct 11
	• NEW BUDGET PROPOSALS DUE BY 5 PM (proposals meeting the deadline will be included in CS memos for Budget Deliberations)
	• In order to meet the 5 PM deadline, a CM office must submit a request for a budget action by email (forms to be distributed by CS) to the relevant CS budget lead, including at least the following information (required for CS to prepare a Green Sheet for entry into CBIS) about the proposed change to the Mayor's budget:
	   o Department (and, if possible, BCL);
	   o Fund (if necessary);
	   o Position adjustments required, if applicable;
	   o Amount of appropriation change for 2017 and, if applicable, for 2018 (one-time adds should be identified);
	   o Description of proviso or SLI language, if applicable;
	   o Proposed CIP project changes, if applicable; and
	   o A brief description of the proposed change, including the purpose of the proposal.
	• CS analysts will write green sheets to capture key elements of the proposal (a brief description of the proposal, CBIS transactions, CIP changes, legislation, etc.).
	   o Green sheets will not be presented in Budget Committee's Budget Deliberations; a summary document will describe all proposals instead.
	   o A green sheet (prepared by CS budget lead) will still be required by the date of Budget Deliberations to inform the Chair's development of the Initial Balancing Package.

Budget Deliberations *October 17-19 & 24*	• CS Budget Leads present memos identifying issues and options for potential changes to selected departments in the Mayor's proposed budget and additional CM proposals for specific budget changes • Most (not all) departments are scheduled for Budget Committee meetings • October 24 will be reserved primarily for further discussion of items raised in prior Budget Deliberations sessions requiring additional time and for discussion of follow-up information requested of CS

Public Hearing, Tuesday, October 25	
(interim – staff very busy)	• CS team works with Budget Chair to develop the Chair's Initial Balancing Package of amendments to the Mayor's proposed budget using input received at previous committee discussions and public hearings
Chair meets with CMs *Oct.31 & Nov 1*	• Chair (accompanied by CS Executive Director when practicable) meets with Councilmembers individually to discuss the Chair's draft Initial Balancing Package
Initial Balancing Package *Nov 2*	• Budget Chair presents the Chair's Initial Balancing Package in Budget Committee • The Chair's Initial Balancing Package will include changes to the Mayor's Proposed Budget but expenditures for each fund will not exceed revenues • CM office budget leads should coordinate meeting time with Paddy Wigren

DEADLINE Nov 4	• REVISIONS TO BALANCING PACKAGE PROPOSALS BY 5 PM
	• In order to meet the 5 PM deadline, a CM office must submit a request for a budget action by email (forms to be distributed by CS) to the relevant CS budget lead including at least the following information (required for CS to prepare a Green Sheet) about the proposed change to the Mayor's budget:
	    ○ Department (and, if possible, BCL);
	    ○ Fund (if necessary);
	    ○ Position adjustments required, if applicable;
	    ○ Amount of appropriation change for 2017 and, if applicable, for 2018 (one-time adds should be identified);
	    ○ Description of proviso or SLI language, if applicable;
	    ○ Proposed CIP project changes, if applicable; and
	    ○ A brief description of the proposed change, including the purpose of the proposal.
	• Proposals must have at least two co-sponsors in addition to the prime sponsor (who initiated the proposal)

Discussion of Initial Balancing Package *Nov 9-10*	• Budget Committee discusses the Chair's Initial Balancing Package as well as any proposals for changes to the Package • Proposed changes to the Chair's Initial Balancing Package must be internally balanced so that if adopted by Council expenditures for each fund will not exceed revenues • Any budget issues may be addressed whether or not they were discussed during Deliberations
Chair meets with CMs *Nov 14*	• Chair (accompanied by the CS Executive Director when practicable) meets with Councilmembers individually to discuss the Chair's draft Revised Balancing Package and proposed revisions to the Chair's draft Revised Balancing Package • Paddy Wigren will coordinate meetings with CM office budget leads
Vote on Revised Package *Nov 15-16*	• Chair presents Chair's Revised Balancing Package to Budget Committee • Budget Committee votes on Chair's Revised Balancing Package on November 15 and/or 16, as well as any proposed amendments to the Chair's Revised Balancing Package included on the Budget Committee agenda • Amendments to the Budget Committee agenda (i.e., additional changes not noted in the agenda) require a majority of the committee present and must be self-balancing (i.e., proposed new expenditures cannot exceed revenues for each fund, accomplished either through other spending reductions or revenue increases) • Revenue increases require legislation that must be introduced by November 14
Final Committee & Full Council Votes *Nov 21*	• Budget Committee votes on technical corrections and budget related legislation • Full Council votes on legislation to adopt 2017 budget and 2017-2022 CIP, endorse the 2018 budget, and approve approximately 20 other pieces of related budget legislation

Central Staff Assignments for 2017-18 Budget Cycle

Department/Topic	Lead	Team Member	Reviewer
Arts & Culture	**Sund**	Eder	Freeman
Bonds & Debt Service	**Sund**	Chow	Eder
Budget – Capital (CIP)	**Tsai**		Arestad
Budget - CBIS / Transactions	**McConaghy**	Goodnight, Morgan	Eder
Budget - CIP Technical Reviewer	**Kilduff**		
Budget - Errata	**Morgan**	Goodnight, McConaghy	Eder
Budget - Finance General	**Sund**	Eder	Arestad
Budget - Legislation	**Freeman**	Sund	
Budget – Operating	**Sund**		Arestad
Budget - Position Modifications	**Goodnight**	McConaghy, Morgan	Freeman
Budget - Revenue Stabilization Account	**Sund**		Arestad
Budget - Revenues	**Sund**		Arestad
City Auditor's Office	**Pennucci**		Arestad
City Light	**Kilduff**	Chow	Eder
Civil Rights	**P.Lee**		Eder
Construction & Inspection	**Pennucci**	Whitson	Freeman
Criminal Justice Contract Services	**Tsai**		Freeman
Cumulative Reserve Subfund	**Sund**	Chow	Eder
Economic Development	**Venkataraman**		Arestad
Education & Early Learning	**Goodnight**		Freeman
Ethics & Elections	**Whitson**		Arestad
Finance & Administrative Services	**Kilduff**	Whitson, P.Lee	Eder
Fire Department	**Tsai**		Eder
Health	**A.Lee**		Freeman
Hearing Examiner	**Pennucci**		Arestad
Homelessness	**McConaghy**	Ratzliff	Freeman
Housing, Low-Income Housing	**Ratzliff**	Goodnight	Freeman
Human Resources	**P.Lee**	Lindsay	Arestad
Human Services	**Venkataraman**		Freeman
Immigrants & Refugee Affairs	**Pennucci**		Freeman
Information Technology	**Kilduff**		Eder
Judgment & Claims Subfund	**A.Lee**		Eder
Law	**Venkataraman**		Arestad
LEAD / MDT	**A.Lee**	Tsai	Freeman
Library	**P.Lee**		Freeman
Mayor's Office, Intergovernmental Relations, City Budget Office	**Ratzliff**		Arestad
Municipal Court	**Lindsay**		Arestad
Neighborhoods/Neighborhood Match Fund	**Whitson**	Ratzliff	Freeman
Parks & Recreation	**Ratzliff**	A.Lee	Eder
Planning & Community Development	**Whitson**	Pennucci	Freeman
Police Department	**Tsai**	A.Lee	Freeman
Public Utilities	**Lindsay**		Eder
Seattle Center	**P.Lee**		Eder
Sustainability & Environment	**McConaghy**		Freeman
Transportation	**Chow**	Lindsay	Eder

"Reviewers" review draft material (overview papers, issue papers, green sheets, SLIs). Assignments are subject to change to balance workload.

2016 CONTACT INFORMATION

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*Management Team   Update: 8.26.16
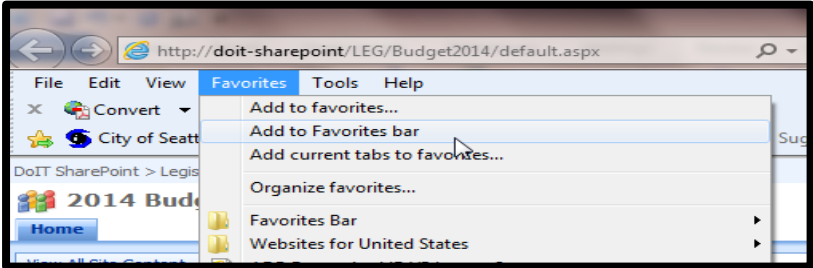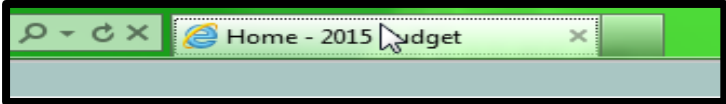
File Paths and Useful Links
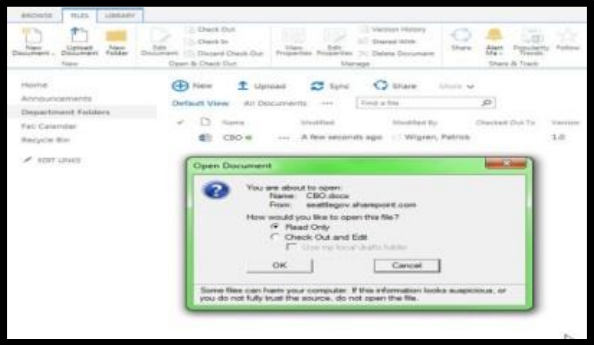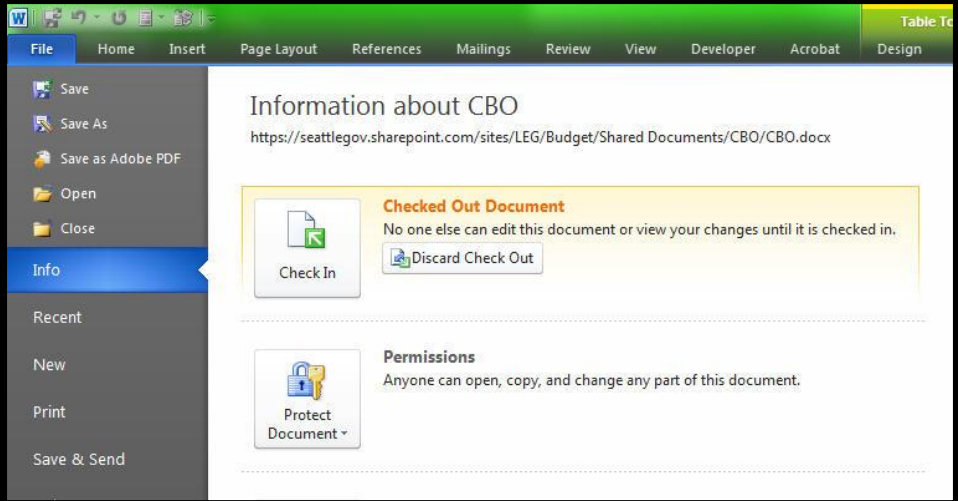# for Council's Review of Proposed 2017 and 2018 Budgets

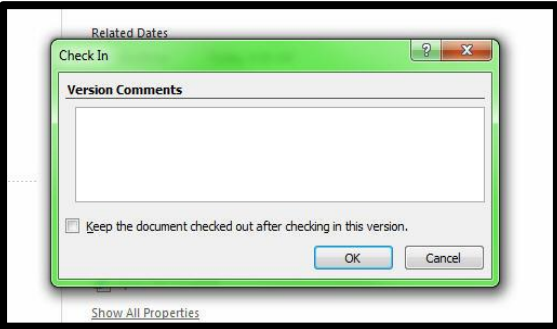| Documents / Information	File Path or URL
Mayor's Proposed 2017-2018 Budget and 2017-2022 Capital Improvement Program	http://www.seattle.gov/financedepartment/
Glossary of Budget Terms	http://www.seattle.gov/council/committees/budget/glossary-of-terms
SharePoint Site Access (Budget Q&As)	http://www.seattlegov.sharepoint.com/sites/LEG/Budget
Historical Budget Documents: • Green Sheets • SLIs • Budget Legislation	http://clerk.seattle.gov/dtsearch.html
Technical Documents: • Budget Issue Papers • CIP Information • Department Budget Memos • Org Charts • PDQs	L:\BUDGET\2017\Technical Information
Department Overview: • Overview Papers organized by Department	L:\BUDGET\2017\Department Overview
Budget Deliberations: • CM Proposals • Deliberation Papers organized by Department	L:\BUDGET\2017\Budget Deliberations
Initial Balancing Package (available COB Nov 1): • Balancing Package Presentation	L:\BUDGET\2017\Initial Balancing Package
Revised Balancing Package (available COB Nov 8): • Revision requests • Green Sheets • SLIs	L:\BUDGET\2017\Revised Balancing Package
Reference Materials: • Budget Chair's Instruction memo to CMs • Fall 2016 Budget Review Calendar • Steps in the Fall 2016 Budget Process • Central Staff Budget Assignments • Budget Agenda Timeline Table • CBIS User Manual	L:\BUDGET\2017\Reference Materials

SEATTLE CITY COUNCIL
CENTRAL STAFF

Title: Budget Questions and Answers through SharePoint Online
Description: Step-by-step instructions for requesting information concerning the Mayor's 2016 proposed budget, and for responding to requests using the Department's *SharePoint Online* budget site.

KEY
All – Councilmembers, Central Staff, City Budget Office, Legislative Assistants, Finance Managers
CS – Central Staff Analyst
CBO – City Budget Office Analyst

Step	Staff	Task
1.	**All**	To access *SharePoint Online*, point your Internet Explorer browser to THIS LINK.
1a.	**All**	• Tip: Testing has revealed that the edit rights management only works fully in Internet Explorer. • Tip: For your convenience, you may want to add this link to your "Favorites Bar" for one-click access.

1b.	**All**	• Tip: To ensure the correct page opens with the correct browser, you can pin the site in Explorer to your task bar.
		     ○ Click and Hold the window tab (in explorer).
		
		     ○ Drag the window down to the task bar and release.

2.	**All**	Office 365 will request your credentials. Type in your city email address and press tab. You will then be directed to the SharePoint site.
2a.	**All**	• Tip: If at any time your password is requested, use the same password you use to log in to your work station. • Tip: When logging in from your workstation, check the "Keep Me Signed In" option to prevent continuous credential requests.
3.	**All**	Each Q&A document is located in a department folder. Access these folders by selecting the link "Department Folders" on the left side of the page.
4.	**All**	To Open a Q&A file click on the file name within the department folder. All files are set to open in your operating system's client application (whatever version of Word you are currently using).

Update: 9.09.16

4a.	All	A dialogue box will appear.
		To Edit (CS & CBO): Select "Check Out and Edit"
		To Read Only (CM, LA, FM): Select "Read Only"
4b	CS, CBO	Add another row to the Q&A table for additional questions. After the last pre-budget question, indicated by "End Pre-Budget Questions," continue the numbering system (e.g. if last pre-budget question was number 6, the next question you add would be number 7 and so on). Central Staff Analysts will post new questions and CBO Analysts will provide responses (except as noted in 4c).
4c.	CS, CBO	*For the Departmental Presentation sessions:* • CBO staff will compile unanswered oral questions from Councilmembers and forward the questions in writing to Central Staff. • Central Staff will confirm or clarify as needed, post to SharePoint and then notify the CBO Analyst and respective departmental contacts. *For all other Budget Committee sessions:* • Central Staff will compile unanswered oral questions, post them to SharePoint, and notify the CBO analyst and department contacts. • Departments will send answers to all public-session questions in writing to the respective CBO Analyst, who will review the answers and provide them to Central Staff.
4d.	CS, CBO	When you are finished editing, select File>Check-In.
4c.	CS, CBO	• Tip: Save as often as you like. This will not prompt Word to check-in the document. • Tip: Do not "save as." When you "save as" you are effectively taking the current version of the document offline. To decrease confusion and clutter, please leave all Q&A documents and attachments on the SharePoint site.

4e.	CS, CBO	Another dialogue box will appear asking for version comments. SharePoint Online will change the version number of a document every time it is checked out by an editor. Editors will describe the type of work done to the document upon check-in. For example, "Added questions 17-25."
		Related Dates
		Check In ? X
		Version Comments
		□ Keep the document checked out after checking in this version.
		OK Cancel
		Show All Properties
4f.	**CS, CBO**	• Tip: If the document was checked out but no alterations were performed, then select the "Discard Check-Out" option.
5.	**CS, CBO**	To add an attachment to a question upload the attachment to the SharePoint site, check-in the document, and provide a link to the attachment in the Q&A document.
5a	**CS, CBO**	• Tip: Contact the Central Staff Executive Assistant if you need help uploading and attaching documents.
6.	**CS, CBO**	After you have updated the file, email the lead analyst (CBO and CS).

Legislative Department
Seattle City Council
Memorandum

Date: July 26, 2016

To: City Councilmembers

From: Councilmember Tim Burgess
Chair, Budget Committee

Subject: <u>Fall Budget Review Process for the 2017-18 Biennial Budget – Revised July 26</u>

The Council's budget planning for the 2017-18 biennium is underway. This will be the first budget season for a majority of Councilmembers and the first in our new hybrid district system. To assist you through the Council's fall budget review process, please carefully examine this memorandum along with the attached *Calendar.*

Please note that there are a couple of significant changes to how we review and adopt the budget this year, primarily to give Councilmembers more time to review balancing options and to provide more transparency for Councilmembers and the public.

1.   BUDGET PROCESS AND SCHEDULE

Each of you is a member of the Budget Committee. All members should plan to be available on all of the dates indicated on the *Calendar*, although, as typically happens, some meeting dates may be cancelled depending on our progress and workload demand. <u>Please notify Paddy Wigren as soon as possible if you plan to be out of town during any part of the budget process (i.e., September 26 - November 23)</u>. Descriptions of each of the major phases in the budget process follow.

A.   Mayor Transmits Proposed Budget (Sept 26) & CBO provides overview (Sept 29)
The Mayor's proposed 2017-18 budget will be presented to Council on Monday, September 26. He will address Council that afternoon to outline the case for his proposal. CBO Director Ben Noble will provide department budget detail later that same week.

B.   Departmental Budget Discussions (Oct 6, 7, 10)
The Budget Committee will meet with leadership of certain departments <u>at the committee table</u> in Council Chambers to discuss key elements of the Mayor's proposed budget. The structure of these presentations will revolve around our standing committee structure. Councilmembers who sit on the standing committee(s) that oversees the presenting department will be expected to attend the discussions related to that department. In line with

our regular practice, any other Councilmember may also attend these presentations as their schedule allows. The afternoon session on October 10 will be reserved for a discussion about the City's capital budget processes and select capital projects.

Central Staff will coordinate and lead these discussions. Department directors will be asked to provide summary information highlighting key changes to the base budget, and they will also be available to answer questions. This discussion format is a change from recent practice of department directors making overview presentations, as those have generally been duplicative of CBO's budget overview presentation.

C. Public Hearings (Oct 5 and 25, 5:30 PM)
Consistent with past practice, the Council will hold two evening public hearings.

D. Budget Committee Deliberations (Oct 17, 18, 19, 24)
This series of Budget Committee meetings will focus on Central Staff presentations highlighting potential budget issues as well as other Councilmember-driven requests. Councilmembers wishing to have any identified issues included in the Central Staff memos that will guide the first three days of presentations <u>must submit a request to the Central Staff budget lead by 5:00 PM on Tuesday, October 11</u>. Committee members will have opportunities both to explore issues and to debate the merits of possible changes to the Mayor's proposed budget.

The meeting on October 24 will be reserved primarily for follow-up discussion of questions raised during Budget Committee Deliberations on October 17, 18 and 19.

E. Budget Chair's Initial Balancing Package (Nov 2)
As Budget Chair, I will meet with individual Councilmembers following Budget Committee Deliberations and then will present on November 2 an initial balancing package of amendments to the Mayor's proposed budget to the Committee. My proposal will attempt to reflect priorities discussed in earlier Budget Committee meetings. By releasing the Chair's balancing proposal in advance of the first Committee votes, I will be able to publicly share my initial balancing package substantially earlier (approximately two and a half weeks prior to the final Committee votes on the budget) than has been the practice in recent years. This will increase the transparency of our budget process and will provide all Councilmembers with more time to review the balancing package before voting.

Additionally, because I will be developing an initial balancing package with an emphasis on priorities identified in earlier Budget Committee discussions, this will reduce the need to debate budget actions that are widely supported. Instead, the Committee will be able to focus its efforts on resolving the most complicated issues.

F. Budget Committee Discussion of Chair's Initial Balancing Package (Nov 9-10)
Two Budget Committee meetings are scheduled for the discussion of any further changes to the Chair's initial balancing package that Councilmembers may wish to propose. Any proposal will require sponsorship from at least three Councilmembers to be discussed by the Committee.

These proposals will be discussed but not voted on. They may address any budget issues regardless of whether or not they were discussed during the Committee's earlier deliberations (see D. above). Please note: Councilmembers' proposals and the names of at least three co-sponsors for budget revisions must be submitted to the Central Staff no later than 5:00 PM on Friday, November 4.

G. Budget Committee Discussion and Vote on Chair's Revised Balancing Package (Nov 15–16)

As Budget Chair, I will again meet with Councilmembers individually and then present a revised Chair's balancing package in response to the latest round of Committee discussions. My revised balancing package will be subject to a vote in Committee on November 15 and/or 16.

Councilmembers may tee up consideration of additional budget actions modifying the revised Chair's balancing package. An affirmative vote of the majority of the Committee members present is required to amend the Committee agenda in order to consider any proposal which is not already listed on the agenda. Any proposal that increases appropriations in one area must be self-balancing at this phase, either through a reduction in appropriations in another area or by new or increased revenues. Please note that if proposed revenue increases require legislation, that legislation will need to have been introduced and referred to Budget Committee by Monday, November 14.

H. Final Budget Committee Votes and Full Council Adoption of Budget (Nov 21)

After Central Staff completes another round of review to catch technical errors, the Budget Committee will meet the morning of November 21 to take final votes on budget-related legislation. The Full Council will meet that afternoon to vote on the final budget package.

2. STANDING COUNCIL COMMITTEE MEETINGS AND USE OF CENTRAL STAFF RESOURCES

In order to preserve Central Staff and other Council resources for budget matters, Council's Standing Committee meetings will be suspended from September 26 - November 23 except to review required legislative actions such as a quasi-judicial rezone (for which, the Council is required by Code to make a decision within 90 days of a Hearing Examiner recommendation), or issues which can be addressed quickly and for which the consequences of a delay are significant.

If your committee needs to meet during the suspension time period for any other reason, you will need to seek pre-approval from Council President Harrell and myself. If approved, you will need to coordinate with Paddy Wigren to minimize conflicts.

3. INFORMATION REQUESTS

Central Staff and the CBO have developed a protocol in an attempt to provide complete and timely responses to questions from Councilmembers. Please channel all questions and information requests through the designated Central Staff budget lead (see attached). The lead

analyst will transmit your question(s) to CBO staff, as well as track and coordinate the distribution of responses.

4. PUBLIC ACCESS TO COUNCIL BRIEFING MATERIALS

The Council's Budget webpage will provide links to budget materials including: department presentations, issue identification papers, and budget actions developed by Central Staff and discussed at Budget Committee meetings. These documents will be posted in a timely manner. Materials will also be made available in hard copy in the Budget Review Notebook that is available to the public and the press in council chambers daily.

Let Erik Sund or me know if you have any questions.

Attachment: *Council Fall Budget Review Process Calendar for 2017-18 – Revised July 26*

cc: Council Central Staff
                Legislative Assistants
                Ben Noble, CBO Director

City of Seattle

City Budget Office

M E M O R A N D U M

DATE:　　　August 15, 2016

TO:　　　　Department Directors and Finance Managers

FROM:　　　Ben Noble, Director, City Budget Office

SUBJECT:　　Department Communication Protocols - City Council Budget Review Process

On September 26, the Mayor will present and transmit his 2017-2018 Proposed Budget and 2017-2022 Proposed Capital Improvement Program to the City Council. The Council will conduct its review of the proposed budget over the following two months and is expected to adopt the budget and CIP by November 21, 2016. During the budget review, the Council will follow guidelines similar to previous years. Due to the short review period for the Council, everyone is expected to accommodate the need for a prompt and efficient exchange of information.

In advance of the Mayor's transmittal of his proposed budget on September 26, we would like to remind everyone:

- Do not share details of the Mayor's proposal with employees at-large, the Council, the media or the public, except as discussed with me or the Mayor himself.
- Limit communications about budget decisions within your departments to staff involved in preparing the budget.
- Please notify your staff members that budget decision information is confidential until the budget is transmitted to the Council.

Council Budget Protocols:

1. Each department has one or more individuals designated as contacts for budget-related questions. These individuals will receive questions, identify appropriate staff in their department to provide information and coordinate responses to CBO.

2. We are using SharePoint as a method for exchanging questions and answers between the Council and the Executive. The goal of this approach is to provide a single, comprehensive repository of all questions and answers for each department. SharePoint will be used to

exchange information in one document between the Council and Executive. Therefore, the Council will forward questions to the Executive via this application.

- Each department will have a separate SharePoint location for documents.

- Only limited individuals will have the ability to edit a particular department document – most often, this will be the lead Council staff person and CBO analysts assigned to the particular department.

- Others will have the ability to read information contained in these documents, but not edit them.

- When Council Staff posts questions for a specific department on SharePoint, the Council staff person will send an email to the appropriate CBO analyst(s) and budget lead, OPI contact, Operations Manager, lead department budget contact(s), and Patrick Wigren to alert them that questions have been posted.

- CBO will work with department staff to provide responses (see #3 below for process).

- CBO analysts will post responses to the Council questions on SharePoint and will send an email to the lead Council staff person, Patrick Wigren, the budget lead, OPI contact, and Operations Manager alerting them to the availability of the responses.

3. Departments will send draft question responses to CBO, OPI and the Operations Manager. CBO will review responses, edit if needed, and share with the Council using SharePoint. Departments **should not** communicate directly with the Council without including the appropriate CBO staff.

4. Any department budget-related presentation to the Council must be reviewed and approved by CBO and the Mayor's Office before it is presented. Specific instructions related to these presentations will be provided separately by CBO and/or Central Staff Budget Coordinator.

5. Any memos or information provided to Councilmembers must, at the same time, be saved on SharePoint and notice given to the Central Staff and Legislative Assistant who staff a department or issue. Departments will route such memos or information through CBO.

6. The Executive will provide responses to Council questions within **three working days**. If responses are expected to take longer because of the number of questions or complexity of the issue, the CBO analyst will provide the Council requestor with an approximate completion date. If responses are likely to be delayed past the expected completion date, the CBO analyst will inform the Council requestor immediately. CBO analysts will be responsible for keeping the Council requestors informed on a regular basis about progress in answering questions. Partial responses to lists of questions can be provided as information is completed. The Council requestors will be encouraged to prioritize questions, and the Executive will endeavor to answer high-priority questions first. In all circumstances, the Executive will try to provide answers as quickly as possible, while ensuring its responses contain complete and accurate information.

7. Questions asked at Budget Committee meetings can be answered orally if department or CBO staff has the appropriate information available. Questions answered orally need not have a written follow up unless specifically requested.

   CBO Overview presentation and Departmental Overview Presentations:
   - CBO Staff will compile unanswered oral questions and forward the questions in writing to Council Central Staff.
   - Council Central Staff will confirm or clarify as needed, post to SharePoint and then notify the CBO Analyst and respective departmental contacts.

   Budget Committee sessions (Deliberations and Proposed Changes to Committee Chair's Initial Balancing Package):
   - Council staff will compile unanswered oral questions, post them to SharePoint, and notify the CBO analyst and department contacts.
   - Departments will send answers to all public-session questions in writing to the respective CBO Analyst, who will review the answers and provide them to Council Central Staff.

8. Meetings are encouraged to simplify communication among Councilmember offices and Central Staff with CBO, OPI, Operations Managers and department staff. For all meetings involving the department budget representative, the initiator of the meeting (either Councilmembers' Legislative Aides or Central Staff) will be responsible for inviting the appropriate CBO analyst, OPI contact and Operations Manager to attend. If department staff are scheduled into a budget-related meeting by Council (Central Staff, Legislative Assistants, or Councilmember), and CBO is **not** included, they will forward the invite to their CBO contact. If the CBO analyst is unavailable, but believes CBO should be present, they will provide the name of a substitute CBO analyst who will attend. Every effort will be made to include the relevant staff from departments, CBO, and Central Staff when scheduling meetings.

   Council staff requests for clarification of information provided by the Executive may be communicated by email to the CBO analyst, or directly to the department, copying the CBO analyst and OPI contact. Similarly, department responses to clarification questions may be emailed directly to Council staff, with the CBO analyst and OPI contact copied. In the event of an unusually pressing due date, Council staff may contact the department directly by phone to obtain clarification. In such cases, Council Central Staff has agreed to follow up with an email or phone call to the CBO analyst that summarizes the exchange between the Council staff member and the department. New questions, or requests for substantive additional information, must go through the usual process described in item 2 above. If there is any confusion over whether it's a clarification, the question should be routed through the SharePoint process and CBO.

10. Requests from the media for budget-related information must be coordinated through Benton Strong in the Mayor's Office. Departments are not authorized to provide budget-related information directly to the media without approval from Benton.

11. Departments are not permitted to agree to changes to the Mayor's proposed budget or CIP. The Mayor or Ben Noble must approve any request to change the proposed budget or CIP.

We appreciate your continued hard work and support throughout the budget process. If you have questions about these guidelines, please call Andrew Dziedzic at 684-8687.

cc: MOS All Staff
        Kirstan Arestad, Council Central Staff Executive Director
        Erik Sund, Council Central Staff Budget Coordinator
        Patrick Wigren, Council Central Staff Executive Assistant