

IMPROVEMENTS TO THE ZERO-BASED REVIEW PROGRAM

FOR INFORMATION: Previous Council Direction	FOR COUNCIL APPROVAL: Recommended Improvement
1. Clarity about the expected outcomes of a ZBR, and specifically the balance of emphasis on efficiency and effectiveness <i>FCS2011-31 (Attachment 4):</i> A Zero-Based Review project will examine services and budgets in light of legislative requirements, organizational goals, existing and emerging internal client and/or citizen needs and priorities, benchmarking and best practices information. Using this information, a ZBR project will provide options and recommendations to address: • Whether any changes to services would help to achieve greater results within currently available resources; and • Whether any changes to the current method of delivering services would improve the cost-effectiveness of the service?	Amend the purpose of a Zero-Based Review to: A Zero-Based Review examines services and budgets in light of legislative requirements, organizational goals, existing and emerging internal client and/or citizen needs and priorities, benchmarking and best practices information. Using this information, a ZBR provides options and recommendations to identify: • Changes to service level or delivery that would reduce costs or mitigate future cost increases (efficiency improvements); and • Whether any changes to service level or delivery would help to achieve greater results within currently available resources (effectiveness improvements).
2. Timing – the duration of individual ZBR projects	
<i>FCS2011-31 (Attachment 3):</i> Project Initiation Document, used to detail purpose, scope, method, governance, budget and timelines for a ZBR, is approved by Steering Committee, Priorities and Finance Committee and Council.	Eliminate the mandatory requirement for the Project Initiation Document report to Council.
<i>FCS2011-31 (Attachment 4):</i> The City Manager will provide a Status Report to the Priorities & Finance Committee/Council following the completion of the Project Analysis and Evaluation phase. The Status Report will provide an update on the ZBR project's timeline, raise any issues for Priorities & Finance Committee/Council's consideration, and, if applicable, report on any narrowing of focus to the services, operating and/or capital budgets for subsequent phases of the project.	Eliminate the mandatory requirement for the Status Report to Council.

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C2011-55 (<i>Attachment 2 – page 8</i>): All reviews will be conducted by an external subject matter expert (consultant), with active participation by the respective GM, Director, and staff. FCS2011-31 (<i>Attachment 5</i>): Role Description – External Consultant: Carries out all research and analysis.	Approve that Administration conducts the high-level analysis to identify areas with the greatest potential for efficiency improvements for the in-depth analysis.
3. Accountability for ZBR project follow-up (implementation and reporting)	
FCS2011- 31 (<i>Attachment 3</i>): Accountabilities for implementing the changes and improvements are tracked by the City Manager's Office. City Manager follows up as required and provides periodic updates to PFC.	Approve that within a year following the completion of a Zero-Based Review, business units provide a follow-up report to Council on the implementation of approved recommendations specifying how the recommendations will be incorporated into its business plans, budget and performance measures.
4. Roles of the Steering Committee and Council	
FCS2011-31 (<i>Attachment 3</i>): • External consultant selected by the Steering Committee. • Detailed project work plan (based on ZBR methodology) approved by the Steering Committee. • Steering Committee approves Communication Plan for ZBR.	Amend the role of the Steering Committee so that it is not required to select the external consultant, approve the detailed project work plan, and approve the communications plan.
FCS2011-31: Administration received Council approval of ZBR Method Overview (<i>Attachment 3</i>) and the ZBR Summary of Roles and Responsibilities (<i>Attachment 5</i>), including the role of Council: • Approves selection of ZBR subjects through business plan and budget process. • Approves ZBR program method (scope, deliverables, and roles & responsibilities). • Approves ZBR project initiation document. • Receives status update for information. • Makes decisions re: final report.	Amend the role of Council so that is not required to approve the ZBR Program method, and roles and responsibilities. Council will continue to approve changes to the ZBR Program's principles, purpose, analysis and evaluation requirements, reports to Council, and subjects of projects. Council will continue to receive and make decisions re: final report.