

**CITY OF RAPID CITY
TRAVEL REQUEST**

Person requesting travel Lloyd LaCroix Department Mayor/Council 101

I hereby request permission to travel for the following purpose: (Give specific nature of business and interest of the City to justify cost involved.)
National League of Cities - The Price of Government: Budgeting for Outcomes

List all other City employees, if any, making the trip for the same purpose: _____

Place of meeting or destination: Little Rock, Arkansas

Date of meeting April 26-28, 2007

Date trip to begin April 26, 2007 Date trip will end April 29, 2007

Method of transportation requested airline

Estimated transportation cost	\$ 550.00
Meals	110.00
Lodging <u>3</u> days (\$150/nt)	450.00
Other costs - description <u>Registration (\$345), Shipping (\$50)</u>	420.00
<u>Shuttle (\$25)</u>	
Total estimated cost of trip	\$ <u>1530.00</u>

Signed _____ Date _____ Date _____
(person requesting travel) (Department Head)

When the cost of the trip will exceed \$500, per employee, this section must be signed.

In accordance with the provisions of Rapid City ordinances and travel regulations, consent is hereby given for travel as requested in the foregoing application. Maximum cost of trip authorized is \$ _____

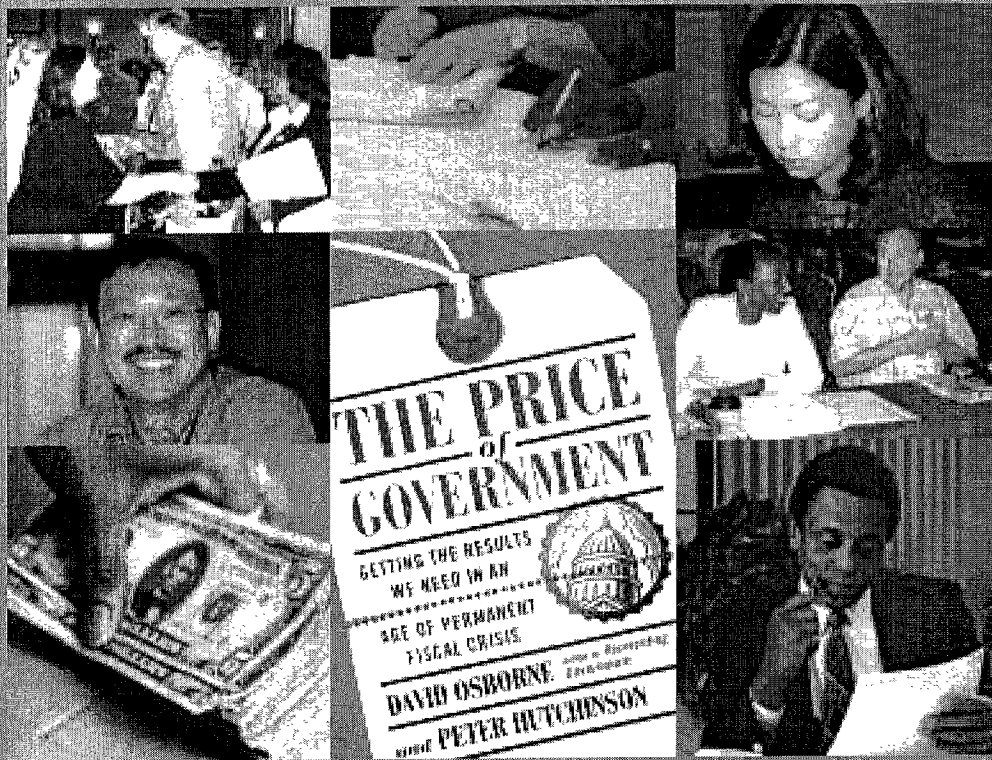
Approved: [Signature] Approved: [Signature] Date 2.27.07
Mayor

Approved: [Signature]

When the cost of the trip will exceed \$1,500, per event, Council approval is required.

Approved by Common Council on _____ (Date)

White copy - Mayor Yellow copy - Finance Gold copy - Department copy



The Price of Government: Budgeting for Outcomes

APRIL 26-28, 2007
THE PEABODY HOTEL, LITTLE ROCK, AR



LEADERSHIP
TRAINING INSTITUTE



NATIONAL LEAGUE OF CITIES ★ LEADERSHIP TRAINING INSTITUTE

Co-Sponsored by the Arkansas League of Cities



At a time of increased demand for public school funding, emergency services, local economic development, city infrastructure, workforce housing, and basic city services, the challenges for local leaders are rising. Is a fiscal crisis looming?

The current federal budget deficit reflects a mounting fiscal problem that requires profound changes in the way government functions at all levels. Growing demands for city services, revenue deficits, and unfunded mandates result in local communities being forced to reduce school programs, lay off police and fire fighters, or cut other city services. The only way to overcome the current challenge is to fundamentally reinvent the way public money is spent.

Smarter Budgeting: Leading the Budgeting for Outcomes Process

Budgeting for outcomes allows public leaders to do significant big picture, creative thinking each time they prepare a budget. In fact, the process demands it. In many communities across the country, the usual way to handle a projected deficit is to take last year's budget and cut it. It is tempting to make the budgeting process a math problem, but it's not. Smarter budgeting is more than a mathematical solution.

A major challenge for local leaders is to effect a significant change. It takes heavy lifting to eliminate government functions, change government strategies, and reform government spending patterns. It is essential to fully understand smarter budgeting and the five decisions that matter most, including setting the price of government, setting the priorities of government, and ultimately getting a grip on the problem.

Citizen Input and Priorities: Decisions that Matter Most

Government, at all levels, can make the necessary changes to increase program effectiveness, reduce costs, and deliver quality services. Leaders don't question that money needs to be well-spent. The question that remains: what are citizens willing to pay for the services that they want as opposed to the services they need? Budgeting for outcomes starts with deciding what outcomes are of most value to the public.

Setting priorities is a challenge for all local city officials. Elected officials need to find out and articulate what matters most to their constituents. Leaders must take into consideration not only what is actually important to ensure positive growth in the community, but also what the citizens really care about. It is vital that local leaders examine effective strategies and new techniques that help articulate what is needed to set goals, how to get there, and how to incorporate the important matters which constituents care about.

Developing Policy and Governing for Results

The vital importance of legislative bodies in governing has often been neglected. This is true at the local, as well as the state and federal levels of government. A major role of the council is to make final decisions on the budget. Such decisions should not only consider expenditures relative to estimated available revenues but also consider what those expenditures are likely to produce in

terms of benefits to the community and its citizens. The pressures of the budget season are usually considerable, tending to lead council members to quick decisions based on, at best, partial information. What can council members do to alleviate these problems?

Some local governments already have performance measurement systems in place with personnel who routinely use such information to help manage operations. These jurisdictions are likely to have council members who are fully informed about the performance measurement process and its potential use to them. Other local governments, however, have little performance information in place and few council members that know about such processes or are interested in them. Do you know what official steps the council should take to specify requirements for being provided good, useful and understandable outcome information?

Using Performance Information in Strategic and Program Planning

Getting information on the outcomes resulting from government services and programs is an essential part of being able to legislate based on results and is a natural part of the council's oversight role. Local elected officials are the major link to citizens on one hand and to executive-administrative officials on the other.

Has your council passed "legislation" that sets forth expectations for the administration-executive branch to provide key outcome information on a regular basis? The information elected officials seek from appointed and civil service officials, and the information you promulgate to, and receive from the citizenry, plays a major role in determining accountability, thereby pressing municipal agencies for public service improvements, and determining what information is provided by agencies.

Develop Skills and Examine Key Lessons

Broaden your understanding of the value of performance measurement systems for more effective governing. Learn how to ask the right questions and get the essential information that you need to carry out your role as city leader. Strengthen your understanding of setting the price of government, budgeting for outcomes, developing the right policy, and governing for results. Learn from nationally recognized leaders and experts who will guide you through an intensive training program that will help you get results in your community.

Join leading experts and trainers who will engage you in a hands-on program where you can examine new approaches and workable solutions. Broaden your skills and learn effective tools to build sustainable results in your community. Engage in a dynamic program that will strengthen your role in local government.

Core Competency: Competent Practitioner... 8 Credits in the Certificate of Achievement in Leadership program

The Price of Government: Budgeting for Outcomes



Preliminary schedule of events for the Summit
(subject to change)

Thursday, April 26, 2007

- 2:00 pm - 5:00 pm Registration
- 5:30 pm - 7:30 pm Reception and Welcome
 - ★ Welcome, Mayor, Little Rock, Arkansas
 - ★ Welcome, Chair, NLC Leadership Training Council

Friday, April 27, 2007

- 7:30 am - 9:00 am Registration
- 7:30 am Continental Breakfast
- 8:30 am - 12:00 noon Opening Session: **The Price of Government: Budgeting for Outcomes**
 - ★ David Osborne, Author, *The Price of Government*
 - The Price of Government and Budgeting for Outcomes
 - Budgeting for Outcomes and the Transformation of Government
 - ★ Beverly Stein, Senior Partner, The Public Strategies Group Inc.
 - Citizen Input: Government Finance and Setting the Price
- 12:00 noon - 1:30 pm Lunch
- 1:30 pm - 5:00 pm Second Session: **Citizen Input and Setting Priorities**
 - ★ David Osborne, Author, *The Price of Government*
 - ★ Beverly Stein, Senior Partner, The Public Strategies Group Inc.
 - Setting Priorities for The Price of Government
 - Leading the Budgeting for Outcomes Process
- 6:00 pm - 8:30 pm An Evening in Little Rock, AR

Saturday, April 28, 2007

- 7:30 am - 9:00 am Registration
- 7:30 am Continental Breakfast
- 8:30 am - 12:00 pm Third Session: **Developing Policy and Governing for Results on Public Finance and Budgeting**
 - ★ Harry Hatry, Principal Research Associate, Urban Institute
- 2:00 pm - 1:00 pm Lunch
- 1:00 pm Seminar Concludes

Leadership Presenters



David Osborne

David Osborne is the author *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (2004); *The Reinventor's Fieldbook: Tools for Transforming Your Government* (2000); *Banishing Bureaucracy: The Five Strategies For Reinventing Government* (1997); *Reinventing Government* (1992), and *Laboratories of Democracy* (1988). He has also authored numerous articles for the *Washington Post*, the *Atlantic*, the *New York Times Magazine*, *Harpers, Inc.*, *Governing*, and other publications.

Osborne currently serves as the senior partner of The Public Strategies Group. He has worked with governments large and small, including cities and counties, state and federal agencies, as well as foreign governments. In 1993, he served as a senior advisor to Vice President Gore, to help run the National Performance Review, what Vice President Gore often called his "reinventing government task force." He was the chief author of the *NPR Report*, which *Time Magazine* said was "the most readable federal document in memory." Osborne also serves as a fellow of the National Academy of Public Administration, a congressionally chartered organization similar to the National Academy of Sciences; and a fellow of the Progressive Policy Institute, the think tank of the Democratic Leadership Council.



Beverly Stein

Beverly Stein is a Senior Partner with the The Public Strategies Group Inc. Stein served as the elected Chair of the Multnomah County Board of Commissioners and Chief Executive of the county for eight years. In that position she was responsible for managing 5,000 employees and a nearly \$1,000,000,000 budget. She focused on initiatives linking schools and social services, expanding access to health care, creating a sound public safety system, and implementing quality management techniques in government. Multnomah County won the Oregon Quality Award in 1999. Stein has a strong background working with groups and individuals who are committed to innovation, diversity, collaboration and effectiveness.

Stein was elected as a State Representative in the Oregon Legislature three times and was a candidate for Governor of Oregon in the 2002 Oregon primary. She was the chief sponsor of legislation forming the Oregon Commissions on Children and Families and funding of Community Development Corporations for the first time. She chaired a Task Force on Social Service Planning resulting in a Human Investment Strategy for the state. In 1996, with co-recipient Portland Mayor Vera Katz, Beverly was selected as "Local Public Official of the Year" by *Governing Magazine*, recognizing the outstanding cooperation between the city and county.



Harry Hatry

Harry P. Hatry is Director of the Public Management Program for The Urban Institute in Washington, D.C. He has been a leader in developing performance management/measurement and evaluation procedures for local, state, and federal public and private agencies. Previously, he worked in the U.S. Department of Defense, George Washington University, and General Electric Company. Hatry assisted in the formation of the International City/County Management Association's Center for Performance Measurement, which included working with 25 city and county governments to help develop the Comparative Local Government Performance Measurement Consortium.

Hatry is the lead author of *How Effective Are Your Community Services: Procedures For Measuring their Quality*, published by ICMA. His book, *Performance Measurement: Getting Results*, is widely used and has been translated into two other languages. In 1995, Hatry received a "Trailblazer" award for his work on performance measurement at the National Conference on Managing For Results, sponsored by the State of Texas and the University of Texas.

REGISTRATION FORM:

Don't Delay!! Space is limited.
Registration is on a first come-first serve basis.



APRIL 26-28, 2007
THE PEABODY HOTEL – LITTLE ROCK, AR

REGISTRATION FEES (check appropriate boxes below): The registration fee includes the full two-day training program, and four meal functions (including two continental breakfasts, and two lunches).

Early Bird Registration

(faxed or postmarked by January 1, 2007)

\$295 Member City

Advance Registration

(faxed or postmarked by March 15, 2007)

\$345 Member City

Late Registration

(faxed or postmarked after March 15, 2007)

\$395 Member City

NLC Member City: Yes No

Non-Member City add \$100.00 to reg. fee

_____ Total Registration Fees submitted

COPY THIS FORM AS NEEDED FOR ADDITIONAL REGISTRANTS

Name _____

Title _____

Representing City of _____

Address _____

City _____ State _____ Zip _____

Area Code/Phone # (_____) _____ Fax # (_____) _____

Participant E-mail _____

Clerk E-mail _____

Special Needs _____

Credit Card Authorization:

NLC is authorized to use the credit card below to pay my registration fees.

AmEx/VISA/MasterCard Number _____ Exp. Date _____

Card Holder Name _____

Card Holder Signature _____

How to Register

- 1.) To register by credit card...
 - a. Complete the registration form and include your credit card information
 - b. Fax your registration form to **(202) 626-3043**
- 2.) To register by check or purchase order...
 - a. Fax your completed registration form and a copy of your check or purchase order to **(202) 626-3043**
 - b. Attach a copy of your registration form with a check made payable to **NLC** and mail to:
National League of Cities
Attn: 2007 LTI Seminar – Little Rock
1301 Pennsylvania Ave., NW – Suite 550
Washington, DC 20004

- 3.) Make your room reservation directly with **The Peabody Hotel** in Little Rock by calling **(800)-Peabody (1-800-732-2639)**
Guest Room Rate for : Single... \$120
Check-in: 3:00 pm Check-out: 12:00 pm
Note: **Room block will close on March 30, 2007 or earlier when it sells out.**
- 4.) Make your travel reservations...
A complimentary Airport Shuttle to the Peabody is available every half hour on the hour outside of baggage claim. Taxi Cabs are also available outside of baggage claim.

Registration Cancellation Policy:

All requests to cancel a registration must be submitted by April 1, 2007, to receive a refund. All cancellations **must be submitted in writing** and are subject to a \$75.00 processing fee. Telephone cancellations are not accepted. Submit written cancellation request to Leadership Training Institute c/o NLC.

For More Information, call (202) 626-3170.

National League of Cities Institute
1301 Pennsylvania Avenue, NW
Washington, DC 20004

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