

Strategic Plans and Budgeting

Jimmy Forbis, CPFO
Finance Director/City Treasurer
City of Monterey, CA



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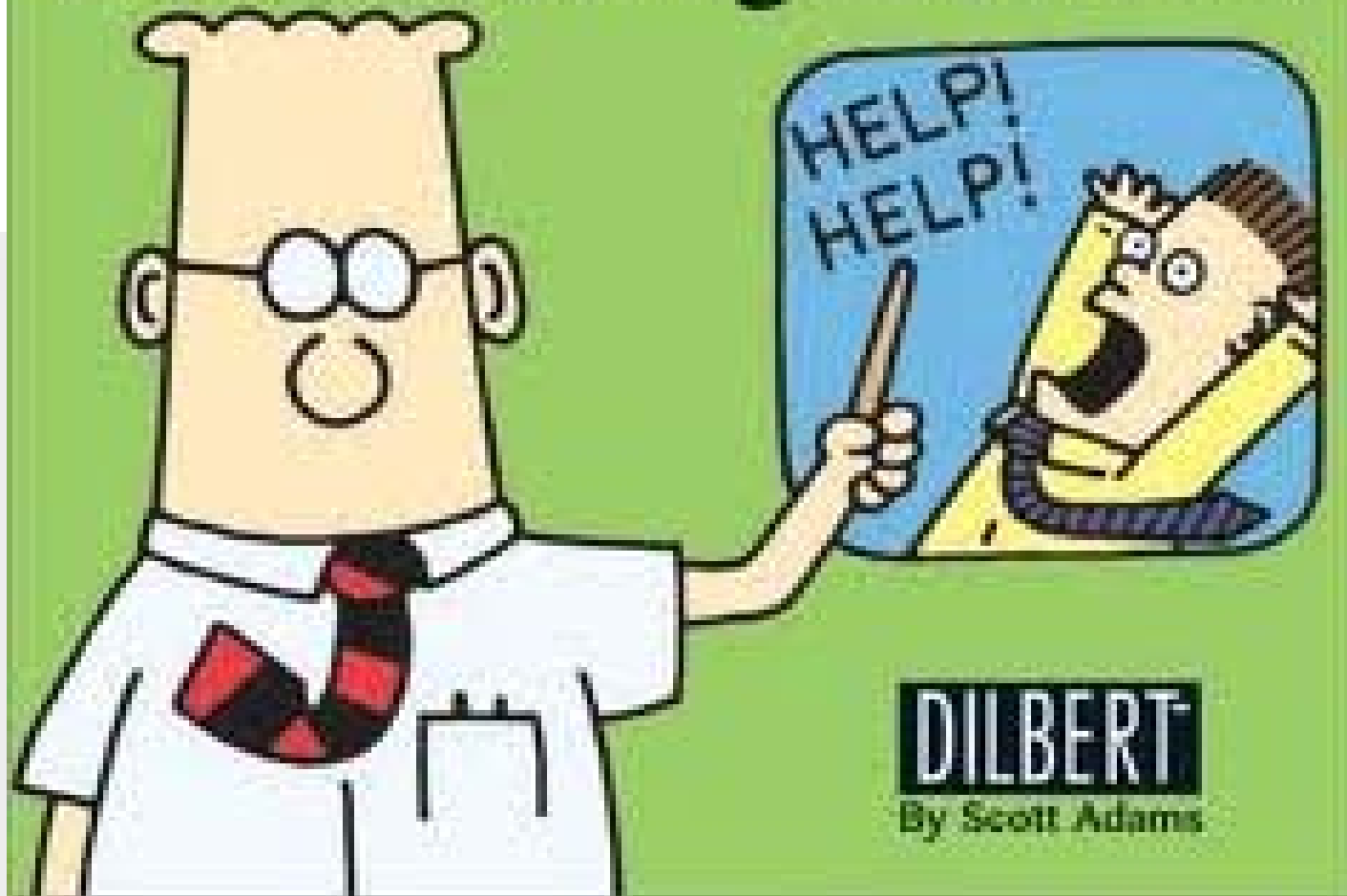
Strategic Plans and Budgeting

- Understand the components of a strategic plan and GFOA's Best Practices
- Develop and Implement a strategic planning process and connect it to the budget
- Measure results – how your plan can be the tool to show your organizational effectiveness

Strategic Plans and Budgeting

GFOA recommends that all governmental entities use some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals.

Our Disaster Recovery Plan Goes Something Like This...



GFOA's Thirteen Steps in Strategic Planning

1. Initiate the Strategic Plan
2. Prepare a Mission Statement
3. Assess Environmental Factors
4. Identify Critical Issues
5. Agree on a Small Number of Broad Goals
6. Develop Strategies to Achieve Broad Goals

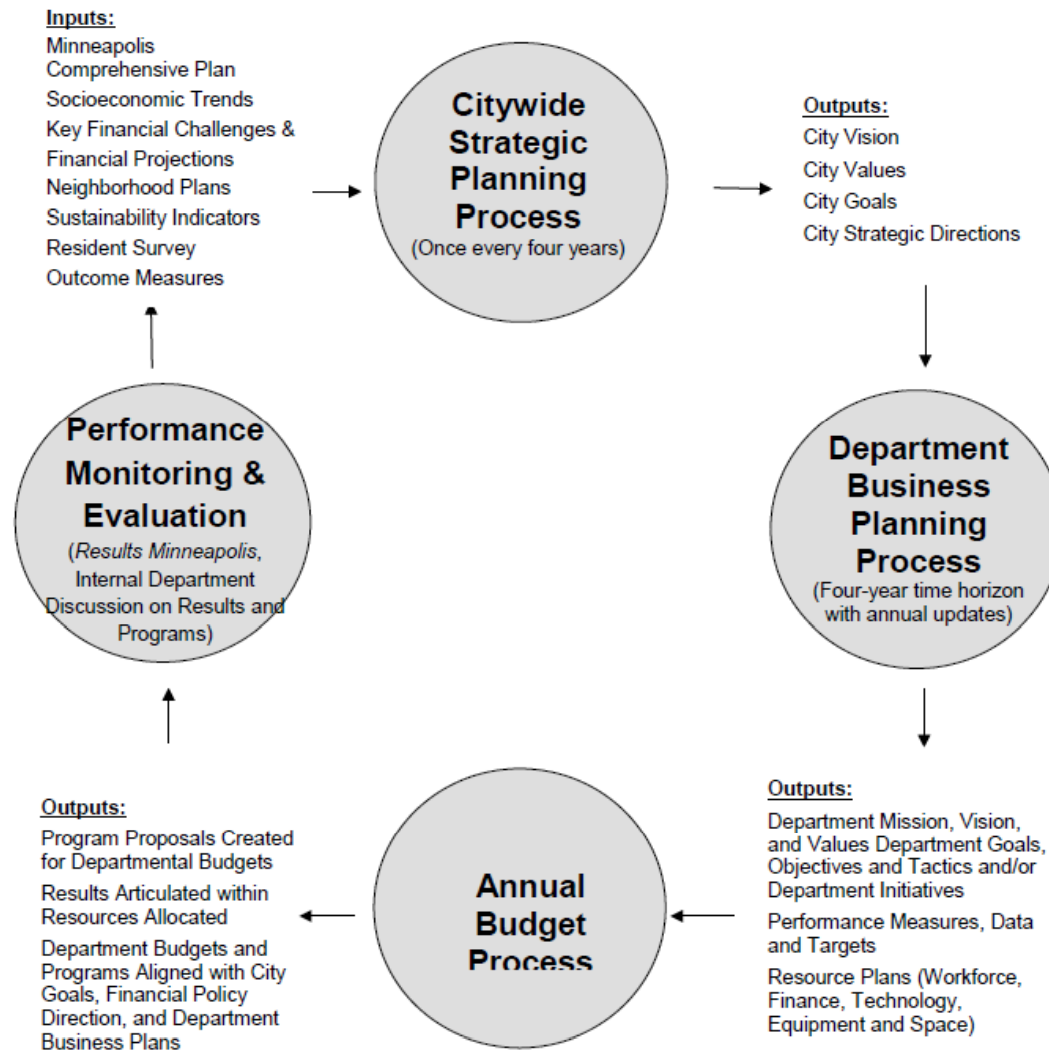
GFOA's Thirteen Steps in Strategic Planning

7. Create an Action Plan
8. Develop Measurable Objectives
9. Incorporate Performance Measures
10. Obtain Approval of the Plan
11. Implement the Plan
12. Monitor Progress
13. Reassess the Strategic Plan



Develop and Implement a Strategic Planning Process and Connect it to the Budget

Integrating Key City Processes



2016 CSMFO Strategic Plans and Budgeting

Develop and Implement

City of Minneapolis

City Vision

Minneapolis is a growing and vibrant world-class city with a flourishing economy and a pristine environment, where all people are safe, healthy and have equitable opportunities for success and happiness.

Develop and Implement

City of Minneapolis

City Values

- We will be a City of.....
- We work by.....

Minneapolis Goals and Strategic Decisions

- Living Well
- One Minneapolis
- Great Places
- A City that works

Develop and Implement

Living Well

Minneapolis is safe and livable and has an active and connected way of life

- All neighborhoods are safe, healthy and uniquely inviting.
- High-quality, affordable housing choices exist for all ages, incomes and circumstances.
- Neighborhoods have amenities to meet daily needs and live a healthy life.

Develop and Implement

Living Well (cont)

- High-quality and convenient transportation options connect every corner of the city.
- Residents and visitors have ample arts, cultural, entertainment and recreational opportunities.
- The city grows with density done well.

Connect it to the Budget

City Goal -

Livable Communities, Healthy Lives

Our built and natural environment add character to our city, enhances our health and enriches our lives.

Connect it to the Budget

Department Goal -

Neighborhood and Community Relations

Residents are Informed, See Themselves Represented in City Government and Have the Opportunity to Influence Decisions

Connect it to the Budget

Neighborhood and Community Relations

Empowered, inclusive and valued neighborhood organizations

Connect it to the Budget

Allocation of Resources

... during the planning and budgeting process, departments are given the projected level of financial resources to expect over the next several years and plans are adjusted accordingly.

Measure Results

Department Goal -

Neighborhood and Community Relations

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Measure Results

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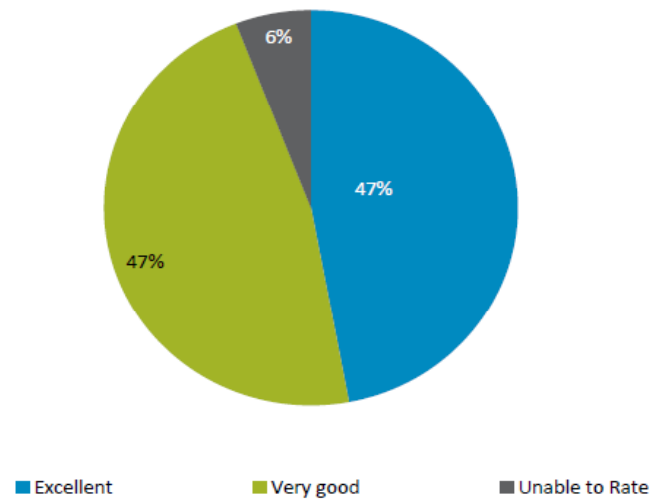
*...See Themselves Represented in City
Government...*

Measure Results

Why is measuring results important?

When used in the long-term planning and goal setting process and linked to the entity's mission, goals, and objectives, meaningful performance measurements can assist government officials and citizens in identifying financial and program results, evaluating past resource decisions, and facilitating qualitative improvements in future decisions regarding resource allocation and service delivery. (GFOA Best Practice)

Effectiveness Rating of City Academy by Participants

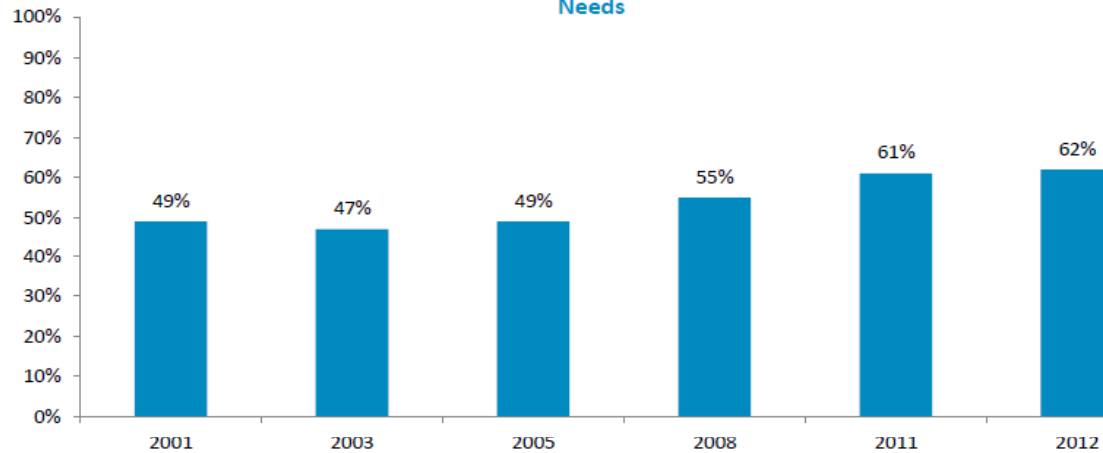


Notes:

- 1) The survey options were 'excellent', 'very good', 'fair', 'poor', and 'unable to rate', for the question of "Overall, how would you rate the program?"
- 2) The results are based on 17 respondents out of 28 individuals who participated in the program.

Source: 2014 City Academy Survey

Residents' Rating of the City Government on Representing and Providing for Their Needs



Notes:

- 1) The rating refers to respondents answering 'good' or 'very good' on the question 'How would you rate the Minneapolis city government on representing and providing for the needs of all its citizens'.
- 2) The margin of error is plus or minus four percentage points around any given percentage point.

Source: Resident Survey

2016 CSMP Strategic Plans and Budgeting

Linking Strategy to Budget

- It essential comes down to Resource Allocation

City of Sunnyvale, CA

Adopted Budget and Resource Allocation Plan

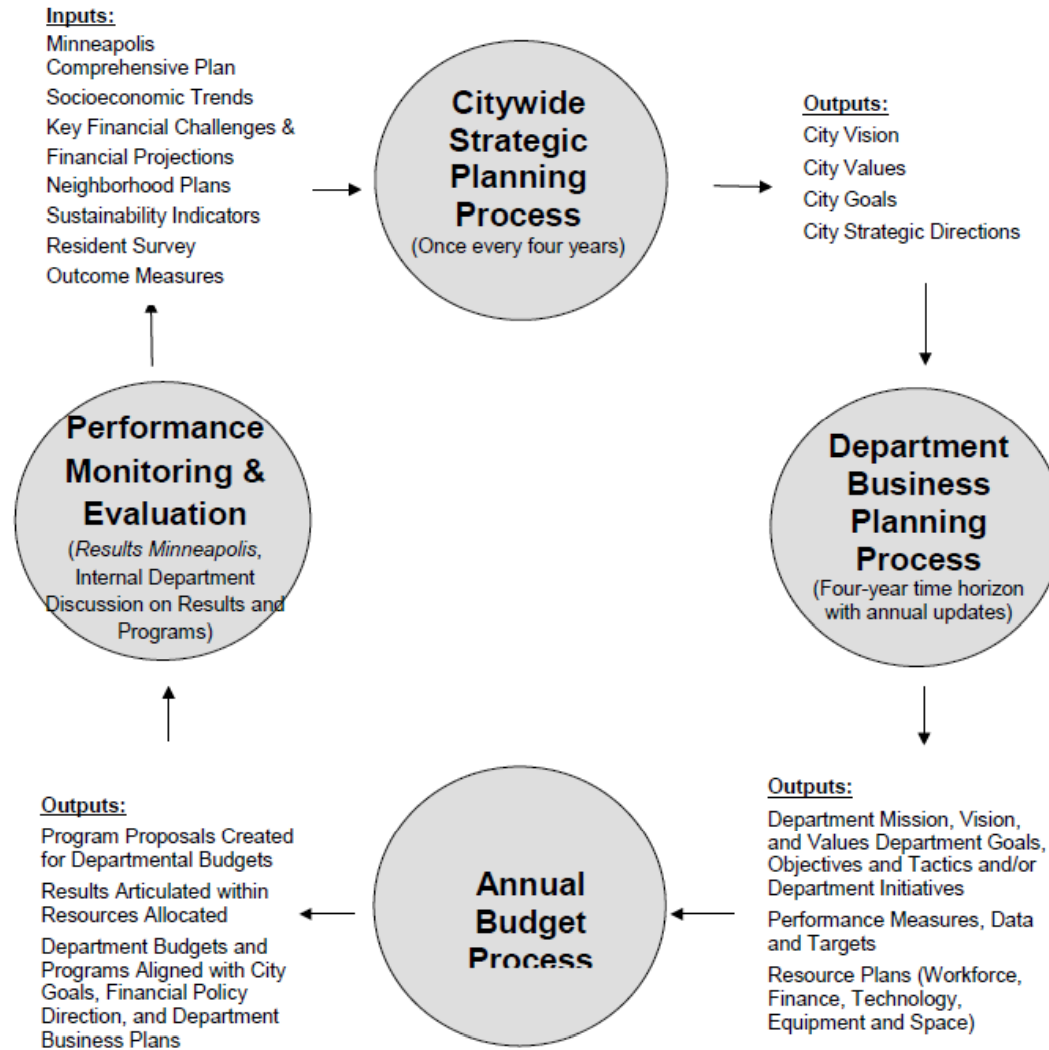
- Making the link between Strategy, Goals, Performance and ultimately Resource Allocation is the key to determining your organizational effectiveness

Integrated Strategic Budget Process

- Setting goals
- Keeping goals in mind when allocating resources
- Managing to achieve desired goals
- Measuring performance and reporting results to the public

(from the City of Portland, OR)

Integrating Key City Processes



2016 CSMFO Strategic Plans and Budgeting

Summary

1. The process does not have to be overwhelming and/or complicated.
2. Create the process to fit your organization – size, demographics, resources.
3. It doesn't work unless you link everything to what you are ultimately providing – service!

“Plans are nothing, planning is everything.”

-General Dwight D. Eisenhower