

Strategic Planning

2017 Budget Process

Why do Strategic Planning?

- ▶ Increased effectiveness
- ▶ Increased efficiency
- ▶ Improved understanding and better learning
- ▶ Better decision making
- ▶ Enhanced organizational capabilities
- ▶ Improved communications and public relations
- ▶ Increased political support

Purpose

- Develop a set of priorities which will drive the 2017 Budget process.
- Create a set of goals & objectives which are obtainable and measurable.
- Goals & Objectives need to be obtainable within 5 years.

Identify weaknesses
Mission and Mandates



Determine Priorities
Set measurable goals

Strategic Plan
Budget
Allocations

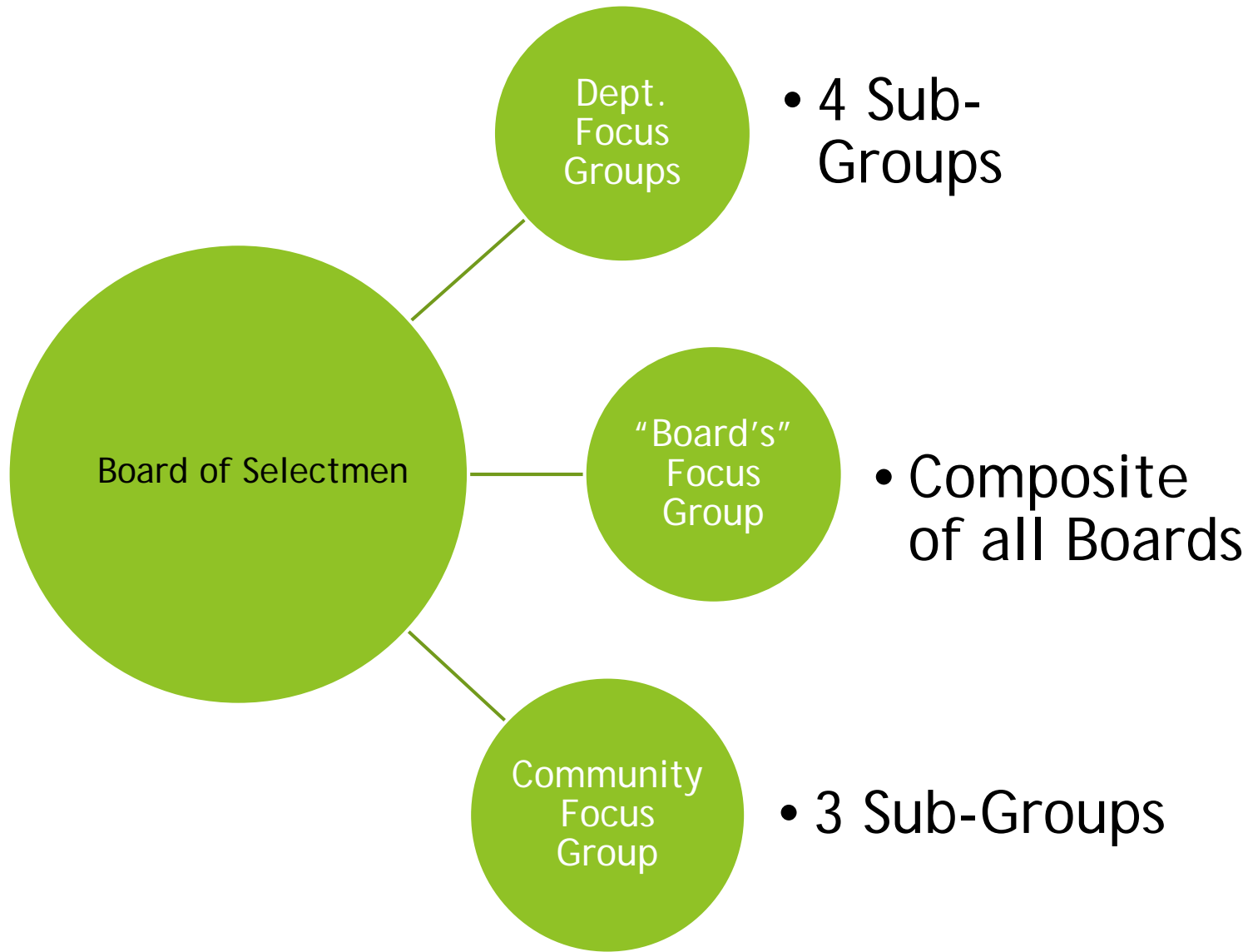
Austere Budgets = Hard Choices

- ▶ Stabilization of the tax rate will require prioritization of limited resources.
- ▶ Doing more with less requires planning and thinking outside the box.
- ▶ More than ever providing critical government services requires teamwork with focus, purpose and direction.

All of us need to be rowing the boat in the same direction!

3 Part Process

- ▶ Department heads define mission parameters for their department.
- ▶ Facilitated focus groups develop goals and objectives independently at different times:
 - ▶ Employee Group of all or subset of employees for each department (4 groups).
 - ▶ “Boards Group” representatives of each board except BOS.
 - ▶ Community Group of demographically diverse group of people (3 sub-groups).
- ▶ BOS receives input from all groups and refines goals & objectives to drive the 2017 Budget process.



Focus Sessions

- ▶ The Focus Sessions would last approximately 2 hours with each of the groups.
- ▶ They would be facilitated.
- ▶ Members of the BOS would shadow but not participate at that stage of the process.

2017 Budget Process

- ▶ Budget lines in department/functional budgets will have to reference goals & objectives.
- ▶ The purpose is to keep our budget in line with what we are trying to achieve as a town in terms of our priorities.
- ▶ This process has worked very well in other jurisdictions around the country. Decatur GA, Gwinett County GA, Fort Lauderdale Fla. are notable examples.

Timeline

- ▶ Develop mission department/functional area mission parameters-**January 2016**
 - ▶ BOS approves mission parameters-**January 2016**
- ▶ Conduct department focus group sessions (4)- **February 2016**
- ▶ Conduct “Board Group” focus group session- **March 2016**
- ▶ Conduct Community Group focus group session-**April 2016**
- ▶ Conduct BOS strategic plan development session(s)- **May 2016**
- ▶ BOS develops and provides 2017 Budget Guidance to Dept. Heads-**June 2016**
- ▶ Dept. Heads submit budgets based on goals & objectives-**August 31, 2016**