



Council Agenda Report

December 14, 2011

TO: City Council

FROM: Arne Croce, Interim City Administrative Officer
Bill Statler, Pro Bono Budget Advisor
Ken Hampian, Pro Bono Facilitator

SUBJECT: GOAL-SETTING PROCESS FOR 2012-13

RECOMMENDATION

Approve the goal-setting process for 2012-13.

DISCUSSION

Overview

The purpose of this report is to finalize the goal-setting process for 2012-13, including detailed plans for the Community Forum to be held on Saturday morning, January 21, 2012 at the Bell Community Center; and the Council goal-setting workshop to be held on Saturday morning, January 28, 2012, also at the Bell Community Center.

The proposed process builds on successful goal-setting approaches used by other communities and reflects input from the Institute for Local Government, which has extensive knowledge of effective community engagement efforts throughout the State.

Background

On November 9, 2011, the Council approved the goal-setting and budget schedule for 2012-13, including the conceptual approach to Council goal-setting as part of this process. Under this approach, the City will begin the budget process with the Council setting goals for the most important things for the City to accomplish in the coming fiscal year. Based on experience in other communities, this has been a successful approach in assuring that the fundamental purpose of the City's budgetary process is achieved: linking the highest priority, most important things to accomplish for the community in the coming fiscal year with the resources needed to do so.

Two-Step Approach

As outlined at the November 9 meeting, we recommend using a “two-step” approach to the Council goal-setting process.

1. **Community Forum.** Held on the *morning of Saturday, January 21, 2012*, the purpose of this forum is to engage the community in a discussion of “what are the most important, highest priority things for the City to accomplish in the coming fiscal year.”
2. **Council Goal-Setting Workshop.** Following the results of the Community Forum on January 21, and the receipt of other written suggestions, the Council goal-setting workshop will be held on the *morning of Saturday, January 28, 2012*.

Ken Hampian, retired City Manager of the City San Luis Obispo who previously served the City as the “pro bono” Interim CAO, has offered to serve on a pro bono basis as the facilitator for both the Community Forum and Goal-Setting Workshop. Additionally, other professionals have volunteered to assist with this process. Collectively, they are referred to as the “Goal-Setting Team” in this report.

Goal-Setting Process

Prior to the Community Forum and the Council Goal Setting-Workshop, City staff will conduct an extensive community outreach strategy to obtain input from active community groups as well as residents that traditionally do not engage in the civic process.

During the month of December 2011, the bilingual 2012-2013 Annual Budget Survey Form (Attachment 1) will be distributed and collected at well-attended community events, including the Baseball All Star Games and Award Presentations; the Soccer Culmination Ceremony; and the Holiday Festival. Forms will also be available on the City website, Bell City Hall and all other City facilities such as the Bell Community Center, Library and Parks. Moreover, survey forms will be provided to community groups for distribution and input.

During the first part of January, informational meetings regarding the public finance process will be conducted with interested community groups in anticipation of the Community Forum

Attachments 2 and 3 describe the proposed process at the Community Forum and Council Goal-Setting Workshop, summarized as follows:

● Community Forum: Saturday, January 21, 2012

The purpose of the “forum” on January 21 is to provide the community with an opportunity to share with the Council what they believe are the “most important, highest” priority things” for the City to accomplish in the coming year. As discussed above, there will be extensive community outreach in preparation for the Community Forum.

At this meeting, the Council’s role is to actively listen and process the input in preparation for their “goal-setting workshop” to follow on January 28. No Council discussion or action will be taken at the Community Forum.

As outlined in the Attachment 2, participants will be provided with background information about the City’s fiscal outlook and the purpose of the Community Forum. At that time, the facilitator will stress that goal-setting is the start of the budget process, not the end; and that the

Community Forum, while an important part of the process, is one of many inputs that the Council will need to consider in setting goals for 2012-13 – and ultimately in adopting the Budget for 2012-13 in June 2012, based on new information that may have surfaced in the interim and the City’s fiscal situation.

As reflected in Attachment 2, our plan is to form participants into small break-out groups to discuss the key question: what are the three to five most important, highest priority things for the City to accomplish in the coming fiscal year (2012-13)? Participants will self-select an English or Spanish language break-out group; and they will be randomly assigned groups to encourage diversity of interests within each group.

Each break-out group will have a facilitator who will assist with the discussion; summarize ideas on flip charts; and concisely report-out the results of their group’s discussion. Current City staff members will serve as recorders at the workshop. This will both engage City staff with the community and provide staff with training to facilitate sessions in future years. The flip chart summaries of the break-out group discussion will be posted on walls by the group facilitators, organize by similar themes. Each participant will then be provided with three dots to “vote” on their top priorities on the flip charts. “Dot voting” is a common civic engagement process.

This will be followed by a “wrap-up” by the Facilitator, including an overview of how the results will be used by the Council in developing and setting goals for 2012-13.

As outlined in Attachment 2, we recommend providing on-site day care service at the Community Forum in order to encourage participation. Translation services will also be available, similar to regular Council meetings.

The Goal-Setting Team will summarize the results of the forum and distribute them to the Council by *Monday, January 23, 2012*. These will also be posted on the City’s web site and emailed to those who request copies at the Community Forum.

Break-Out Group Facilitators

We are in the process of recruiting 12 English and Spanish speaking volunteers who bring strong local government experience and facilitation skills with them. The International City and County Managers Association (ICMA), Institute for Local Government and International Hispanic Network are assisting with this recruitment.

City staff will also help with the break-out groups, serving as recorders and assisting the facilitators. Training sessions will be held on the proposed process with the facilitators and City staff prior to the Community Forum.

② Council Goal-Setting Workshop: Saturday, January 28, 2012

As discussed in greater detail below, in preparing for the January 28 workshop, Council members will provide their proposed goals by Thursday, January 26. The Goal-Setting Team will compile a composite listing of these proposed goals by “theme,” including suggested wording for consolidated goal statements where similar ideas have been proposed, and distribute copies at the workshop.

Following a welcome from the Mayor and an overview of the process by the facilitator, the Council will review a consolidated summary of the goals submitted by each Council member to ensure clarity, completeness and understanding.

As outlined in Attachment 3, after this step, the Goal-Setting Team will prepare a final “menu” of proposed top goals for 2012-13 that the Council will use in prioritizing goals. Based on successful approaches in other communities, we recommend the following ranking system:

- 4 Most important, highest priority for City to achieve in 2012-13
- 3 Important goal to achieve
- 2 Address if resources are available
- 1 Defer to 2013-14 for consideration
- 0 Not a priority goal

In developing priorities, we recommend using a scoring system based on the assignment of points by each Council Member to identified goals. We will discuss this concept in greater detail at the goal-setting meeting.

The Goal-Setting Team will summarize the results of the Council’s ranking during a break at the workshop; and return to report the results to the group. This summary will show the rankings provided by each Council member as well as the resulting ranking after totaling all scores.

Based on experience in other communities, it is likely that three priority “tiers” will emerge from the Council’s goal-process at the January 28 workshop (Attachment 4):

1. **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish in the coming fiscal year, and as such, resources to accomplish them should be a priority for inclusion in the 2012-13 Budget. These will be reviewed by the Council at the March 21, 2012 “Strategic Budget Direction” workshop, and compared with projected available financial resources. If a “major city goal” is not included in the CAO’s proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.
2. **Other Important Goals.** Goals in this category are important for the City to accomplish, and resources should be made available in the 2012-13 Budget if at all possible.
3. **Address as Resources Permit.** While it is desirable to achieve these goals during the coming fiscal year, doing so is subject to current resource availability.

Suggested guidelines for Council members during the goal-setting process are provided in Attachment 5.

Council Homework Assignment

Provided in Attachment 6 is the Council’s “homework assignment” for the January 28 workshop. It requests that Council members prepare and submit to the CAO *up to seven (7) proposed goals* for Major City Goals by Thursday, January 26, 2012. The Goal-Setting Team will then compile

a verbatim, composite list organized based on common topics, without identifying who submitted the particular statements.

Where appropriate, the Goal-Setting Team will provide suggested wording for a composite goal statement where similar ideas have been submitted. We recommend that Council members refrain from releasing their personal lists so that each Council member has flexibility to review all of the submissions and discuss them at the goal-setting workshop before staking a position. This consolidated listing will be distributed at the workshop.

Major City Goal Criteria

Provided in Attachment 7 are the suggested “criteria for major City goals,” which have been used effectively used by other communities.

Strategic Budget Direction: March 21, 2012

As set forth in the budget and goal-setting process approved by the Council on November 9, the CAO plans to return to the Council at a special budget meeting on March 21, 2012 with the proposed framework for balancing the 2012-13 Budget. This will include factors such as compensation, staffing and expenditure reductions; new revenues; use of reserves; and other budget-balancing strategies. This will also be an opportunity to recommend to the Council the proposed approach in responding to the major City goals set at the January 28 workshop in the Preliminary Budget.

Goal-Setting Calendar

The following summarizes key dates leading to the January 28 goal-setting workshop:

Council Goal-Setting Calendar

When	What
Ongoing	Outreach and notice inviting community participation in the goal-setting and budget process
Saturday, January 21	Council holds community forum.
Monday, January 23	Council receives written results from community forum.
Thursday, January 26	Council members submit candidate goals to the CAO.
Saturday, January 28	Council holds goal-setting workshop.

Next Steps

After the goal-setting workshop, key remaining dates in the budget process include:

Key Budget Dates after the Community Forum and Goal-Setting Workshop

When	What
February 22, 2012 Regular Meeting	Mid-Year Budget Review. Consider the City's fiscal status at the mid-point of the fiscal year and make appropriation adjustments as necessary.
March 21, 2012 Special Budget Workshop	Strategic Budget Direction. Conceptually approve budget-balancing framework for 2012-13 and approach to responding to major city goals in the Preliminary Budget; and other budget direction as needed.
May 25, 2012	Preliminary Budget. Receive 2012-13 Preliminary Budget.
June 6, 2012 Special Budget Workshop	Budget Workshop. Review the Preliminary Budget.
June 13, 2012 Regular Meeting	Budget Workshop. Continue to review the Preliminary Budget; respond to questions and request for information from the June 6 workshop
June 27, 2012 Regular Meeting	Budget Adoption. Hold final hearings on and adopt the budget.

SUMMARY

Council goal-setting is an important “first step” in the City’s budget process. In fact, it is important to stress just this fact—it is the beginning of the budget process, not the end. Setting goals is *not* adoption of the budget. As reflected in the budget schedule above, this will not occur until June 2012, following issuance of the Preliminary Budget and extensive budget workshops and hearings.

ATTACHMENTS

1. Bilingual 2012-2013 Annual Budget Survey Form
2. Outline for Community Forum (January 21)
3. Outline for Council Goal-Setting Workshop (January 28)
4. Likely Goal Categories
5. Guidelines for Council Members During the Goal-Setting Process
6. Sample Form for Council Members to Submit Proposed Goals
7. Criteria for Major City Goals

ATTACHMENT 1

2012-2013 ANNUAL
BUDGET CALENDAR

Wednesday, December 14, 2011 7:30 pm
Goal Setting Budget Process Approval reviewed during the City Council Meeting at the Bell Community Center

Wednesday, January 11, 2012 7:30 pm
General Fund Five-Year Fiscal Forecast during the City Council Meeting

Saturday, January 21, 2012 at 8:30 am
Special Budget Workshop/Open Community Forum on the Annual Budget at the Bell Community Center

Saturday, January 28, 2012 at 8:30 am
Special Budget Workshop to Set City Council Goals on the Annual Budget at the Bell Community Center

Wednesday, February 22, 2012
Mid-Year Budget Review during the City Council Meeting

Wednesday, March 21, 2012
Strategic Budget Workshop during a Special City Council Meeting

Wednesday, June 6, 2012
Special Budget Workshop to Review the Preliminary Budget

Wednesday, June 13, 2012
Continued Budget Review during the City Council Meeting

Wednesday, June 27, 2012
2012-2013 Annual Budget Adoption during the City Council Meeting

**BELL RESIDENTS:
WHAT IS MOST IMPORTANT TO YOU?**



2012-2013 Annual Budget Survey Form

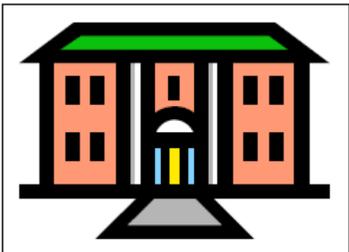
The City of Bell is planning its upcoming 2012-2013 Annual Budget. The annual budget serves as a road map for cities to follow during the fiscal year which begins on July 1 and ends on June 30 of every calendar year. The budget ensures that municipal services provided reflect the communities priorities and are within a city's financial means.

During the coming months, City staff will develop a draft 2012-2013 Annual Budget. The City seeks to learn which municipal programs and services Bell residents believe to be the most necessary and should be funded in the Annual Budget. Your opinions are important and will be used to develop the final budget recommendations made to the City Council.

The City will host a Special Budget Workshop Open Community Forum on Saturday, January 21, 2012 at 8:30 am on the 2012-2013 Annual Budget at the Bell Community Center to obtain community feedback. Bell residents are invited to actively participate and provide their opinions and suggestions.

If you are unable to attend the community meeting, but would like to provide input, return this Budget Survey Form to Ms. Magdalena Prado, City of Bell, by

- Dropping it off at the Bell City Hall Counter Monday - Friday, from 8 am to 4 pm;
- Mailing it to Bell City Hall c/o Ms. Prado at 6330 Pine Avenue in Bell, CA 90201;
- Faxing it to (323) 771-9473; or
- Emailing it as a PDF document to mprado@cityofbell.org.



CITY OF BELL IS WORKING FOR YOU!

I believe the City's most the important funding priorities (programs & services) are:

1) _____

2) _____

3) _____

Name (Optional) _____

Email Address (Optional) _____

ATTACHMENT 1

Calendario del presupuesto para el año 2012-2013

Miércoles, 14 de diciembre de 2011, 7:30 pm
Aprobación Sobre el Proceso de Establecer Metas Presupuestarias durante la Reunión del Concejo Municipal en el Centro Comunitario de Bell

Miércoles, 11 de enero de 2012, 7:30 pm
Proyección Fiscal de Cinco Años para el Fondo General durante la Reunión del Concejo Municipal en el Centro Comunitario de Bell

Sábado, 21 de enero de 2012, 8:30 am
Taller Especial y Foro Comunitario Abierto sobre el Presupuesto Anual en el Centro Comunitario de Bell

Sábado, 28 de enero de 2012, 8:30 am
Taller Especial y Determinación de Metas por el Consejo sobre el Presupuesto Anual en el Centro Comunitario de Bell.

Miércoles, 22 de febrero de 2012
Revisión Semi-anual del Presupuesto durante la Reunión del Concejo Municipal

Miércoles, 21 de marzo de 2012
Taller sobre Estrategias Presupuestarias durante una Reunión Especial del Concejo Municipal

Miércoles, 6 de junio de 2012
Taller Especial y Revisión Preliminar del Presupuesto durante la Reunión Especial del Concejo Municipal

Miércoles, 13 de junio de 2012
Continuación de la Revisión del Presupuesto durante la Reunión del Concejo Municipal

Miércoles, 27 de junio de 2012
Adopción del Presupuesto para el Año 2012-2013 durante la Reunión del Concejo Municipal

RESIDENTES DE BELL:



¿QUÉ ES LO MÁS IMPORTANTE PARA USTED?

Formulario de encuesta sobre el presupuesto anual, 2012-2013

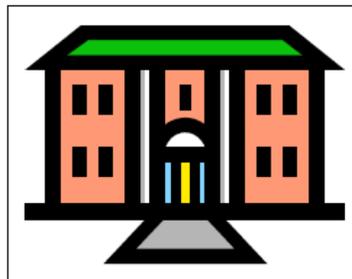
La Ciudad de Bell está planeando su Presupuesto Para el Año 2012-2013. El presupuesto anual sirve como una guía que las ciudades aplican durante sus años fiscales para asegurarse que los servicios municipales efectivamente proporcionados reflejen las prioridades de las comunidades y sean acordes con la situación financiera real de la ciudad. Los presupuestos de las ciudades se planean de acuerdo con un calendario fiscal que comienza el 1 julio y termina el 30 junio de cada año natural.

Durante los próximos meses, el personal de la Ciudad elaborará un Proyecto de Presupuesto para el Año 2012-2013. La Ciudad quiere aprender de los residentes de Bell sobre cuáles programas y servicios municipales, según su punto de vista, son los más necesarios y merecidos del financiamiento para el Presupuesto Anual de 2012-2013. Sus opiniones son importantes, ya que se utilizarán para elaborar las recomendaciones definitivas que presentarán al Concejo Municipal sobre el presupuesto.

El sábado, 21 de enero de 2012, la Ciudad presentará un Taller Especial y Foro Abierto Comunitario sobre el Presupuesto del Año 2012-2013, en el Centro Comunitario de Bell, desde las 8:30 am, para escuchar las opiniones de los residentes. Se invita a los residentes de Bell a participar.

Si usted no puede asistir a la reunión comunitaria, pero quisiera contribuir con sus ideas, sírvase entregar este Formulario de Encuesta sobre el Presupuesto a la Sra. Magdalena Prado, Ciudad de Bell. Se puede:

- Dejarlo en el Mostrador del Palacio Municipal de Bell de lunes a viernes, de 8 a.m. a 4 p.m.;
- Enviarlo por correo postal a: Bell City Hall, Ms. Prado, 6330 Pine Avenue, Bell, CA 90201;
- Enviarlo por fax al (323) 771-9473; o
- Enviarlo por correo electrónico en formato pdf a mprado@cityofbell.org



La Ciudad De Bell Esta Trabajando Para Usted

Creo que las cosas más importantes que la ciudad debe financiar (programas y servicios) son:

1) _____

2) _____

3) _____

Nombre (opcional) _____

Correo electrónico (opcional)) _____

ATTACHMENT 2

Community Forum 9:00 AM to Noon, Saturday, January 21, 2012 Bell Community Center

8:30 **Light Refreshments**

9:00 Welcome

Mayor Ali Saleh

9:05 **Process Overview**

Ken Hampian, Pro Bono Facilitator
Terry Amsler, Institute for Local Government

9:15 **Background**

- Status of Current Goals
- Fiscal Outlook

Arne Croce, Interim CAO
Bill Statler, Pro Bono Budget Advisor

9:30 **Break-Out Groups**

- Community members form into small break-out groups (8 to 10 each) to discuss: *what are the three to five most important, highest priority things for the City to accomplish in the coming fiscal year (2012-13)?*
- Participants self-select English or Spanish language break-out group. Participants will be randomly assigned groups based on color-coded name tags.
- Small group facilitator assists with discussion and summarizes ideas on flip chart. When possible, group reaches consensus on three to five top priorities for the coming fiscal year.

10:30 **Reporting-Out**

- Small group facilitator briefly reports-out the results of their group's discussion
- Flip chart summaries posted on walls; small group facilitators organize by similar themes.

11:30 **Participants Vote on Top Priorities with Dots**

Each participant provided with three dots to "vote" on their top priorities on the flip charts

11:45 **Wrap-Up: Where to From Here?**

Facilitator

Preparation

- Recruit up to 12 small-group facilitators, some with bilingual skills; hold teleconference briefing 10 days before workshop and on-site briefing early on the day of the Community Forum
- Prepare handouts on budget process, financial overview, current goals and fiscal forecast
- Provide name tags for each participant (color coded for random assignment to break-out groups)
- Provide flip charts and easel for each small group (up to 12)
- Arrange for on-site child care
- Provide audio and translation services like usual Council meeting
- After receiving break-out group reports, provide 3 adhesive dots per attendee.
- Identify and purchase supplies prior to meeting; order refreshments early

ATTACHMENT 3

Council Goal-Setting Workshop

9:00 AM to Noon, Saturday, January 28, 2012
Bell Community Center

8:30 - 9:00	Light Refreshments	
9:00 - 9:05	Welcome and Introductions	Mayor Ali Saleh
9:05 - 9:15	Purpose, Process and Guidelines	Ken Hampian, Facilitator
9:15 – 10:00	Review Consolidated Goals by Category Finalize Candidate Goals	Facilitator/Council
10:00 – 10:15	Break while staff finalizes candidate goals for ranking by Council	
10:15 – 10:45	Discuss and Clarify the Goals Each Member Prepares a Written Ballot Ranking the Goals	Council
	4 Most important, highest priority for City to achieve in 2012-13 3 Important goal to achieve 2 Address if resources are available 1 Defer to 2013-14 for consideration 0 Not a priority goal	
	Total points: Target of 2 points per candidate goal (For example, if 20 candidate goals, 40 points total)	
10:45 - 11:15	Break while staff tabulates the results	
11:15 - 11:30	Review and Identify Major City Goals	Council
11:25 to 11:50	Public Comment	
11:50 - Noon	Wrap-Up: Where to From Here?	Council/Facilitator

Preparation

- Staff distributes written summary of the Community Forum results by Monday, January 23
- Council members prepare 5 to 7 candidate goals and present to staff by Thursday, January 26
- Staff compiles list of Council candidate goals by “theme;” including suggested wording for “composite” goal statement where there are similar ideas; and distributes copies at the workshop
- Staff prepares a template for Council ballot sheet;
- 5 hand calculators for Council members in allocating points
- Consolidated goals, e-projector, laptop and screen, printer/copier
- Provide audio and translation services like usual Council meeting
- Assign staff to record goal statements as Council formulates them
- Identify and purchase supplies; secure refreshments

ATTACHMENT 4**Likely Goal Categories**

Based on experience in other communities, it is likely that three priority “tiers” will emerge from the Council’s goal-process at the January 28 workshop:

1. **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish in the coming fiscal year, and as such, resources to accomplish them should be a priority for inclusion in the 2012-13 Budget. These will be reviewed by the Council at the March 21, 2012 “Strategic Budget Direction” workshop, and compared with projected available financial resources. If a “major city goal” is not included in the CAO’s proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.
2. **Other Important Goals.** Goals in this category are important for the City to accomplish, and resources should be made available in the 2012-13 Budget if at all possible.
3. **Address as Resources Permit.** While it is desirable to achieve these goals during the coming fiscal year, doing so is subject to current resource availability.

ATTACHMENT 5**Suggested Guidelines for Council Members
During the Goal-Setting Process**

1. Encourage community groups and citizens to submit written comments about desired goals.
2. Invite citizens to participate in Community Forum and to listen and learn from their neighbors.
3. Receive comments from community and acknowledge their input without prematurely expressing your point of view.
4. Assure the community that you are willing to listen openly to all perspectives.
5. Focus your submission of suggested goals on a short list of key priorities to target City resources (*not to exceed seven candidates*).
6. Avoid publicizing your submission of suggested goals. Let staff compile your submissions verbatim into a composite list of goals by category without identification of who made each suggestion. This enables you to see the whole picture.
7. Give yourself flexibility by not publicly staking positions in advance of the January 28, 2012 Council Goal-Setting Workshop.
8. Use this process as a way to learn from citizens and Council colleagues about what's important.
9. Explore areas where the Council can come together for positive action.
10. Recognize that this is an important step, but only the first step, in the planning and budgeting for the next year.

ATTACHMENT 6**Council Member Proposed Major City Goals**

Please prepare up to seven proposed Major City Goals and submit them to the CAO by Thursday, January 26, 2012. Staff will then compile a verbatim, composite list by topic without identifying who submitted the particular statements; and where appropriate, suggest wording for composite goal statements where similar ideas have been submitted. These will be distributed at the workshop on Saturday, January 28, and form the foundation for setting goals and establishing priorities.

Please refrain from releasing your personal list so that each Council member has flexibility to review all of the submissions and discuss them at the Council Goal-Setting Workshop before staking a position. An electronic version of this form will be provided to you.

1
2
3
4
5
6
7

ATTACHMENT 7

Criteria for Major City Goals

1. Be legitimate to our genuine beliefs (real, supported).
2. Agreed upon by a Council majority.
3. Focused in number for comprehension, communication and focus.
4. Set forth in one document—the Budget.
5. Be clear and understandable.
6. Established as a high priority and a real commitment.
7. Reflect major goals that cannot be achieved without Council support.
8. Translated into the objectives of employees at all levels of the organization.
9. Created within a supportive atmosphere where participants are not afraid to state their suggestions for improving goals or objectives.
10. Reflect genuine consensus: while unanimous agreement is not required, the resulting major city goals should reflect strong Council commitment to these as top priorities for the coming year.