2012-13 Goal-Setting Process

December 14, 2011

Proposed Goal Setting Process

- **Overview**
  - Ken Hampian
- **Citizen Engagement Observations**
  - Terry Amsler, Institute for Local Government
- **Recommended Process**
  - Bill Statler

Goal Setting and the Budget Process

- Budget Purpose
  - Link what we want to accomplish for the community with the resources needed to do so.
  - Requires identifying the most important, highest priority goals at the beginning of the process.
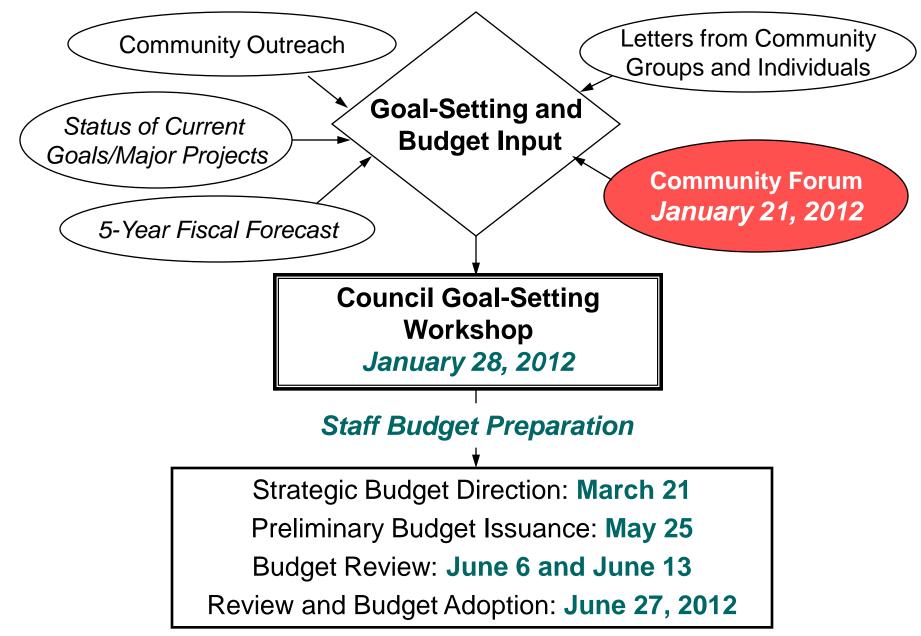
Two-Step Start …

❶ Community Forum

- **Saturday, January 21, 2012**
- Engage community in discussion of:
- "What are the most important, highest priority things for the City to accomplish in the coming fiscal year?"

❷ Council Goal-Setting

- **Saturday, January 28, 2012**
- Council sets goals for the most important, highest priority things to accomplish in 2012-13

Goal-Setting and Budget Process

Community Outreach

Status of Current Goals/Major Projects

5-Year Fiscal Forecast

Goal-Setting and Budget Input

Letters from Community Groups and Individuals

Community Forum
January 21, 2012

Council Goal-Setting Workshop
January 28, 2012

Staff Budget Preparation

Strategic Budget Direction: **March 21**

Preliminary Budget Issuance: **May 25**

Budget Review: **June 6 and June 13**

Review and Budget Adoption: **June 27, 2012**

Extensive Community Outreach

- Distribute Annual Budget Survey during December 2011 at community events, including:
  - *Baseball All Star Games and Award Presentations*
  - *Soccer Culmination Ceremony*
  - *Holiday Festival*
- Surveys available:
  - *City website*
  - *Bell City Hall*
  - *All other City facilities such as the Bell Community Center, Library and Parks*
  - *Provided to community groups for distribution and input.*
- January informational meetings regarding the basics of public finance
- Display ads
- Media coverage

Goal-Setting Team: Volunteer Professionals

- **Community Forum/Council Goal-Setting Facilitator**
  - Ken Hampian
- **Process Advisors**
  - Bill Statler
  - Mike Multari, Retired planning director/consultant, past Bell volunteer
  - Terry Amsler, Institute for Local Government
- **Other Volunteers**
  - Christal Lazard, Institute for Local Government
  - Pam Easter, ICMA Senior Advisor/Bell volunteer staff

- Julie Hernandez, International Hispanic Network Executive Director
- Pete Peterson, Davenport Institute/Common Sense California
- Art Hernandez, Trustree, Ventura Community College District/Human Services Manager, Ventura County
- Al Venegas, Deputy Police Chief, Santa Monica
- Jorge Rifa, City Manager, City of Commerce
- Dinah Lockhart, Community Development Manager, City of Lompoc

Goal-Setting Team: City Staff

- Lead role for community outreach
- Assist with Community Forum
- Build in-house capacity for the future

Objectives for January 21 Forum

- **Community**
  - Present ideas and meaningfully engage others
  - Appreciate perspectives of other community members
  - Learn how ideas fit with current City activities and fiscal constraints
  - Express preferences for potential City goals

- **Council**
  - Actively listen and process the input in preparation for their "goal-setting workshop" on January 28.
  - No Council discussion or action will be taken at the Community Forum.

Community Forum: Key Features

- Small break-out groups discuss key question: what are the 3 to 5 most important, highest priority things for the City to accomplish in coming fiscal year?
  - Participants self-select an English or Spanish language break-out group
  - Randomly assigned groups to encourage diversity of interests within each group
- Professional, volunteer facilitators for each break-out group, assisted by City staff.
- Results from small group discussions reported-out and flip chart summaries posted on walls.
- Participant provided with 3 dots to "vote" on their top priorities on the flip charts (or other way of showing priorities).

Community Forum: Key Features

- Wrap-up" by facilitator, including overview of how results will be used by the Council in developing and setting goals for 2012-13.
  - *On-site day care service to encourage participation*
  - *Translation services similar to regular Council meetings also available*
- Feedback form on Community Forum experience
- Goal-Setting Team summarizes results and distributes to Council by *Monday, January 23, 2012*
  - *Also posted on the City's web site and emailed to those who request copies at the Community Forum*

Community Forum Agenda

- Light refreshments   8:30
- Welcome   9:00
- Process Overview   9:05
- Background: Current goals   9:15
  and fiscal outlook
- Break-Out Groups   9:30
  - *What are the 3 to 5 most important, highest priority things for the City to accomplish in coming fiscal year?*
- Results reported-out/posted on flip charts   10:30
- Participants "vote with dots"   11:30
- Complete feedback form/wrap-up   11:45

Council Goal-Setting: January 28

- Set goals for the most important, highest priority things for the City to accomplish in 2012-13
  - Start with composite list of proposed goals submitted by each Council member, organized by theme
    - Where similar goals are submitted, staff will draft suggested "consolidated" goal
  - Review goals for clarity and understanding
  - Finalize "menu" of proposed goals for ranking
  - Weigh and rank goals

Recommended Priority Scale

❹ Most important, highest priority goal for City to achieve in 2012-13.

❸ Important goal to achieve.

❷ Address if resources are available.

❶ Defer to 2013-14 for consideration.

❿ Not a priority goal.

How many points in total?

- Recommend limiting "total points" to focus on priorities

- Suggested target: two points per "menu" goal

  - For example, if 25 goals, 50 points total

Likely to Result in 3 Priority "Tiers"

- **Major City Goals**
  - Most important, highest priority goals for City to achieve in 2012-13.
  - Reviewed by Council at the March 21, 2012 "Strategic Budget Direction" workshop and compared with available financial resources.
  - After 3-21-12 review, if "major city goal" not included in the CAO's Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.

- **Other Important Goals**
  - Important for City to accomplish and resources included in 2012-13 Budget if at all possible.

- **Address as Resources Permit**
  - While desirable to achieve in 2012-13, doing so is subject to current resource availability.

Council "Homework" Assignment: Due 1/26/12

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.

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Goal-Setting Workshop Agenda

- Light refreshments — 8:30
- Welcome and introductions — 9:00
- Overview: Purpose, process and guidelines — 9:05
- Review consolidated goals by category — 9:15
  Finalize "menu" goals
  - Break while staff compiles goal "ballot" — 10:00
    for Council ranking
- Each Council member ranks goals — 10:15
  - Break while staff tabulates results — 10:45
- Review and identify major City goals — 11:15
- Public comment — 11:30
- Wrap-up: Where to from here? — 11:50

Criteria for Major City Goals

- Be legitimate to our genuine beliefs (real, supported).

- Agreed upon by a Council majority.

- Focused in number for comprehension, communication and focus.

- Set forth in one document: the Budget.

- Be clear and understandable.

- Established as a high priority and a real commitment.

- Reflect major goals that cannot be achieved without strong Council support

- Translated into the objectives of employees at all levels of the organization.

- Created within a supportive atmosphere where participants are not afraid to state their suggestions for improving goals or objectives.

- Reflect genuine consensus: while unanimous agreement is not required, the resulting major city goals should reflect strong Council commitment as top priorities for the coming year.

Sample Goal Statements

- Continue with aggressive efforts to develop permanent, reliable water sources to meet General Plan build-out needs.

- Acquire right-of-way and property for extension of the Railroad Bicycle Trail.

- Seek grant funding to construct a skate park.

- Create neighborhood concept plan for the South Broad Street.

- Pursue developing warm water therapy pool at Swim Center through a financing program for construction and ongoing operation that will not use General Fund revenues

- Adopt a balanced budget that addresses the City's long-term fiscal health and preserves critical services.

Suggested Council Member Guidelines

- Encourage community groups/citizens to submit written comments about desired goals.

- Invite citizens to participate in Community Forum and to listen and learn from their neighbors.

- Receive comments from community and acknowledge their input <u>without prematurely expressing your point of view</u>.

- Assure the community that you are willing to listen openly to all perspectives.

- Focus your submission of suggested goals on a short list of key priorities to target City resources (***not to exceed seven candidate goals***).

Suggested Council Member Guidelines

- <u>Avoid publicizing your submission of suggested goals.</u>

- <u>Give yourself flexibility by not publicly staking positions in advance of the January 28, 2012 goal-setting workshop</u>.

- Use this process as a way to learn from citizens and Council colleagues about what's important.

- Explore areas where the Council can come together for positive action.

- <u>Recognize that while an important step, it's only the first step in planning and budgeting for next year</u>.

Outcome from Our "Two-Step" Start

- 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.

- Council Goal Setting Workshop assures that the Council will lead the way in developing the budget.

- However, both steps represent the start of the budget process, not the end.

- Before adopting the 2012-13 Budget in June, further changes may be made based on new information that may have surfaced in the interim and the City's fiscal situation.

Where to From Here?

- **Before Preliminary Budget issuance**
  - 5-Year Fiscal Forecast/City Finance 101   1/11
  - Community Forum   1/21
  - Council "Homework" Assignment Due   1/26
  - Council Goal-Setting Workshop   1/28
  - Budget and Fiscal Policies   2/8
  - Mid-Year Budget Review   2/22
  - Strategic Budget Direction/Major City Goal Review   3/21
- **Preliminary Budget Issuance**   5/25
- **Budget Hearings**
  - Budget Workshop   6/6
  - Continued Budget Review   6/13
  - Continued Budget Review and Adoption   6/27

Questions?