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**Strategic and Financial
Planning: Building Sustainable,
Long-Term Government
Budgets**
*Part I – Organizational Strategic
Planning*





Strategic Visioning Framework



The “roof” of the house – the vision and mission - spans over the entire structure at the highest level.

The “floors” of the house are the components that comprise the structure of the building.

The foundation is a solid financial plan that supports the rest of the house.

Strategic Vision Hierarchy - Alignment

Vision



Mission



Values



Pillars & Priorities



Projects, Programs, & Services



Key Success Indicators



Roles of the Governing Body vs. Staff

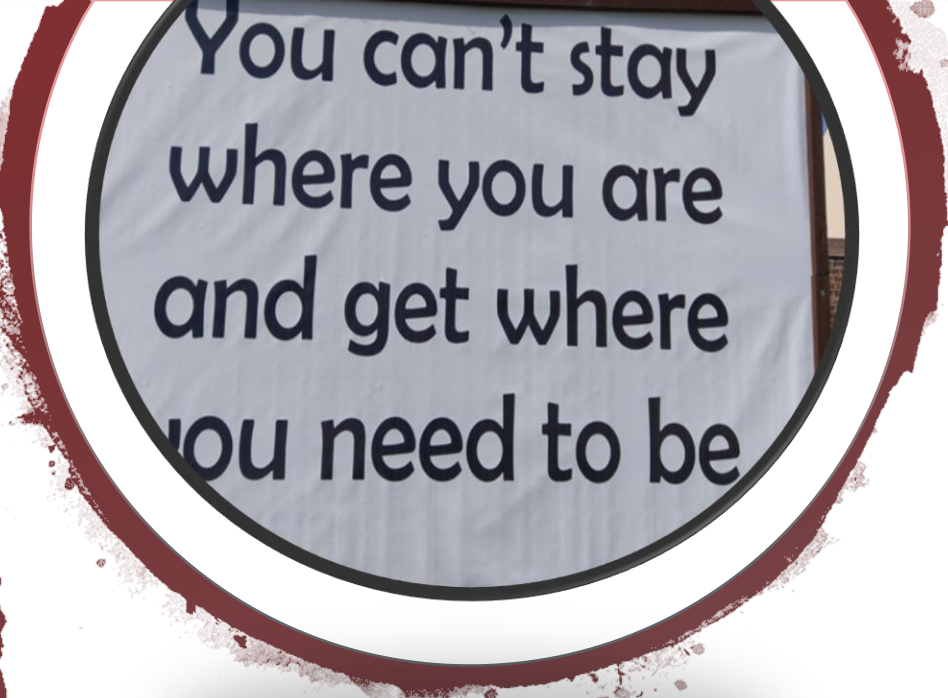
- **Governing Body: *Strategic Visioning*** - Focus should be on *envisioning* the long-term direction of the organization, including its Vision, Mission, Organizational Values, Goals, and Priorities.
- **Staff: *Strategic Planning*** - Focus should be on the *implementation* of the Governing Body's Vision and desired outcomes with specific action plans with Key Performance/Success Indicators to track the progress on the Governing Body's Vision, Mission, Goals, and Priorities.

Your Strategic Plan is Similar to GPS Navigation


- The destination is identified at the front end (*Vision*), the mode in which you desire to travel such as expressways, toll roads, etc. (*Mission & Values*) provide direction; and your waypoints, stops, and sights along the way (*Goals*) ensure that you are attaining the important reasons behind the journey.
- Just as a GPS will offer options and detours based upon traffic, construction, and/or accidents to allow the successful navigation around unforeseen issues at the start of the journey, the Strategic Plan is developed at a moment in time based upon the best information that is available during its creation and adoption.
- The organization will likely encounter economic and operational challenges, state & federal legislation, changing public service expectations, and other factors which will impact its Strategic Plan, requiring adjustments to achieve desired outcomes.



Photo Credit: Vox



You can't stay
where you are
and get where
you need to be



If you want
different results,
make different
choices.

**Strategic
Visioning/Planning
Background Work**

Strategic Planning Preliminary Information

- Staff identifies and provides an update of current major Priorities and Initiatives to develop a current understanding of the status of accomplished, ongoing, and/or upcoming projects that are supportive of the City's Strategic Plan and/or strategic direction.
- Staff identifies any proposed amendments to current strategic initiatives and projects, including any emerging Departmental issues, current, emerging, or proposed legislation/regulations, and/or any new initiatives and projects that may be proposed for the Governing Body's consideration.
- Conduct Governing Body Advance Interviews to gain a sense of understanding, desires, areas of alignment, and/or differing direction.

Step #1:

Vision Statement

A Vision Statement should provide a clear and vivid description of what the organization seeks to create in the future, i.e., *the why*.

The Vision Statement describes where the organization hopes it will be going in the future if it can fulfill its Mission and typically does not change over the life of the Strategic Plan (e.g., 10-years).

Vision Statement Examples

Lakeland - a vibrant, innovative, culturally inclusive, world-class community.”

“An innovative, friendly, engaging, and sustainable community where residents, businesses, and visitors flourish.”

“The City of Bastrop is a diverse and welcoming community that celebrates our town character and energy, distinguished history and unique environment.”

“Recognized as one of Florida’s most attractive, safe, fiscally responsive and desirable costal communities by protecting our rich history, preserving our distinctive small-town charm, and cultivating natural environments, recreational spaces, and economic development opportunities.”



Vision Statement Recommendations

- Strive to incorporate key adjectives, themes, and concepts in the Vision Statement based on Advance Interviews and comments raised during the Visioning Retreat to ensure Governing Body buy-in.
- Try to make the Vision statement as short as possible so that it can be remembered and easily recalled. Think Nike - *“Just Do It!”*
- If your initial Vision Statement is too long, you can try to shorten it in subsequent Strategic Planning Retreats.

Step #2:

Mission Statement

A community's Mission Statement should provide the organization's purpose and objectives in the present, *i.e., the what and how.*

The Mission Statement describes what you do, who you do it for and the benefit that it provides.

Mission Statement Examples

“A community working together to achieve an exceptional quality of life.”

“To provide exceptional service to our entire community for the continuous enrichment of quality of life through transparency, engagement and respect.”

“We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.”

“To be a leader in Public Pension Fund Management on behalf of our members and stakeholders.”

“Delivering exceptionally responsive city services to our residents, businesses, and visitors that fosters a welcoming and prosperous environment and creates the highest quality of life for current and future generations.”



Mission Statement Recommendations

- Does your current Mission Statement remain relevant today - why or why not? If not, what comes to mind when you think about what the (City/County/Organization's) Mission Statement should reflect?
- To help in the refining and/or crafting the Mission Statement, ask your Governing Body and Staff about their thoughts regarding the purpose of the organization and how the (City/County/Organization) should carry out the implementation of the Vision Statement (e.g., customer friendly service, fiscal sustainability, efficient, high quality municipal services, proactive, desirability, etc.)

Step #3:

Organizational Values

Organizational Values should serve as guiding principles in how the City/County/Organization, including the Governing Body and its staff, will conduct business in day-to-day operations.

Organizational Values should be revisited from time to time but rarely change significantly once they are adopted to ensure the culture of the organization becomes ingrained with the Governing Body and employees in all its actions.

Organizational Values Examples

Integrity: *We hold ourselves accountable to the highest ethical standards in all aspects of work.*

Customer Service: *We deliver exceptional customer service through professional engagement and compassion for those we serve.*

Resilient: *We strive for preparedness in emergency planning, assessing future needs, and preserving natural resources by incorporating sustainability and resilience in the design and operation of our facilities, infrastructure, programs, services, and development standards.*

Transparency: *We are committed to building and maintaining trust in one another and with our community through continued public engagement and proactive communication.*

Organizational Values Examples

Responsive: *We prioritize delivering timely, thoughtful service that reflects the needs of those who live, work, and visit Ormond Beach.*

Innovative: *We continuously seek new ideas and better ways to serve our community by balancing fiscal responsibility with forward-thinking solutions that strengthen Ormond Beach for generations to come.*

Empowerment: *We foster a culture of trust and accountability where every employee is encouraged to lead, collaborate, and find smart, community-first solutions that deliver meaningful results.*



Organizational Values Recommendations

- We find many times that organizations that struggle with good governance and employee conduct often fail to have adopted and adhere to a set of Organizational Values.
- Organizational Values should provide the expected behaviors or “boundaries” in which the Governing Body and Staff are expected to carry out their functions, and by extension - the Goals, Outcomes, and Priorities in the Strategic Plan.
- Promote Organizational Values at all levels (*including the Governing Body*), but especially during onboarding of new employees to set the expected standard.

Step #4:

Strategic Pillars, Goals, & Objectives / Initiatives

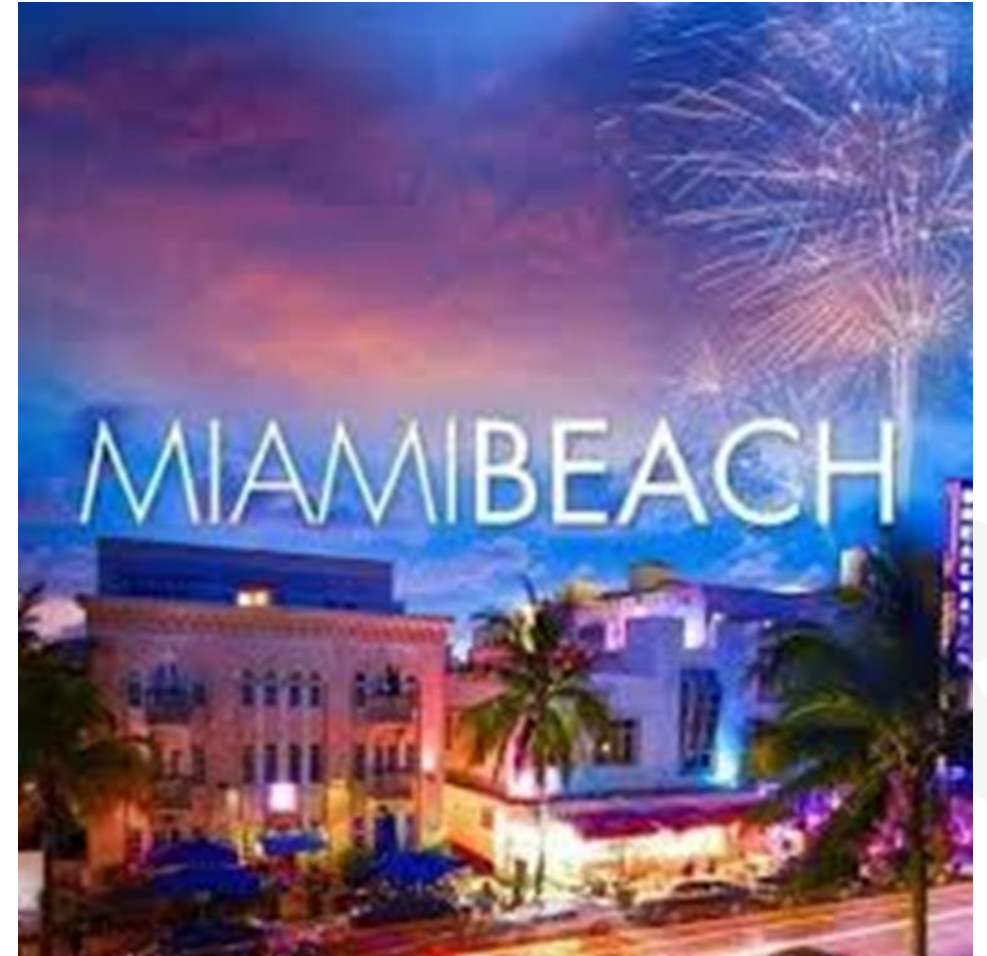
Ideally, strategic initiatives should be grouped into functional areas or Pillars with accompanying statements, and then include strategic Goals, Objectives, or Initiatives under each Pillar.

In a fully developed Strategic Plan, Objectives & Initiatives should have associated Key Success or Performance Indicators to measure progress.

Foundational Document Examples

Miami Beach Strategic Plan

- **5 Strategic Pillars with 47 Priorities:**
 - I. Prosperous City:**
 - 17 Priorities
 - II. Safe City:**
 - 6 Priorities
 - III. Resilient Coastal City:**
 - 6 Priorities
 - IV. Connected & Engaged City:**
 - 10 Priorities
 - V. Smart City:**
 - 8 Priorities



North Port Strategic Vision Plan

- **7 Strategic Pillars with 34 Priorities & 92 Indicators**
 - **Safe Community:**
 - 2 Priorities & 13 Indicators
 - **Quality of Life:**
 - 5 Priorities & 19 Indicators
 - **Economic Development & Growth Management:**
 - 7 Priorities & 18 Indicators
 - **Environmental Resiliency & Sustainability:**
 - 2 Priorities & 7 Indicators
 - **Infrastructure & Facilities:**
 - 10 Priorities & 13 Indicators
 - **Good Governance:**
 - 7 Priorities & 22 Indicators
 - **Disaster Response & Recovery Management:**
 - 1 Priority & 0 Indicators



Ormond Beach Strategic Plan

- **6 Strategic Pillars with 28 Goals & 39 Priorities:**
 - I. Transportation & Community Development:**
 - 5 Goals & 6 Priorities
 - II. Economic Development:**
 - 4 Goals & 6 Priorities
 - III. Governance:**
 - 5 Goals & 6 Priorities
 - IV. Public Safety:**
 - 6 Goals & 6 Priorities
 - V. Quality of Life:**
 - 4 Goals & 11 Priorities
 - VI. Water Quality & The Environment:**
 - 4 Goals & 5 Priorities





Excerpts of Example Strategic Plans



Example #1 Excerpts

**New Strategic
Planning Process
Miami Beach, FL**





Prosperous Vibrant City Area

- **Vision:** *“An iconic and vibrant City with a special flavor of arts, culture, education, and business.”*
- **Objective:** *“Build on our internationally recognized reputation by balancing tourism and development initiatives to enrich the quality of life and vitality of our neighborhoods, schools, and commercial areas.”*



Proposed Prosperous Vibrant City Goals

- Continue the City's focus to recognize and preserve the community's historic structures.
 - Rebuilding the Historic Hotel Deaville in North Beach.
 - Re-Imagining the Byron Carlyle Theatre in North Beach to become a multi-faceted arts complex including workforce housing.
- Relocating Fire Station #1 to protect a historic structure to be converted into a new Community Center.
- Pursue World Class exceptional projects and programs.
 - Pursue the conversion of the 17th – Lincoln – Washington corridor into a Live, Work, & Play area.
 - Completion of Ocean Drive beautification, sidewalk, lighting, and landscaping plan.



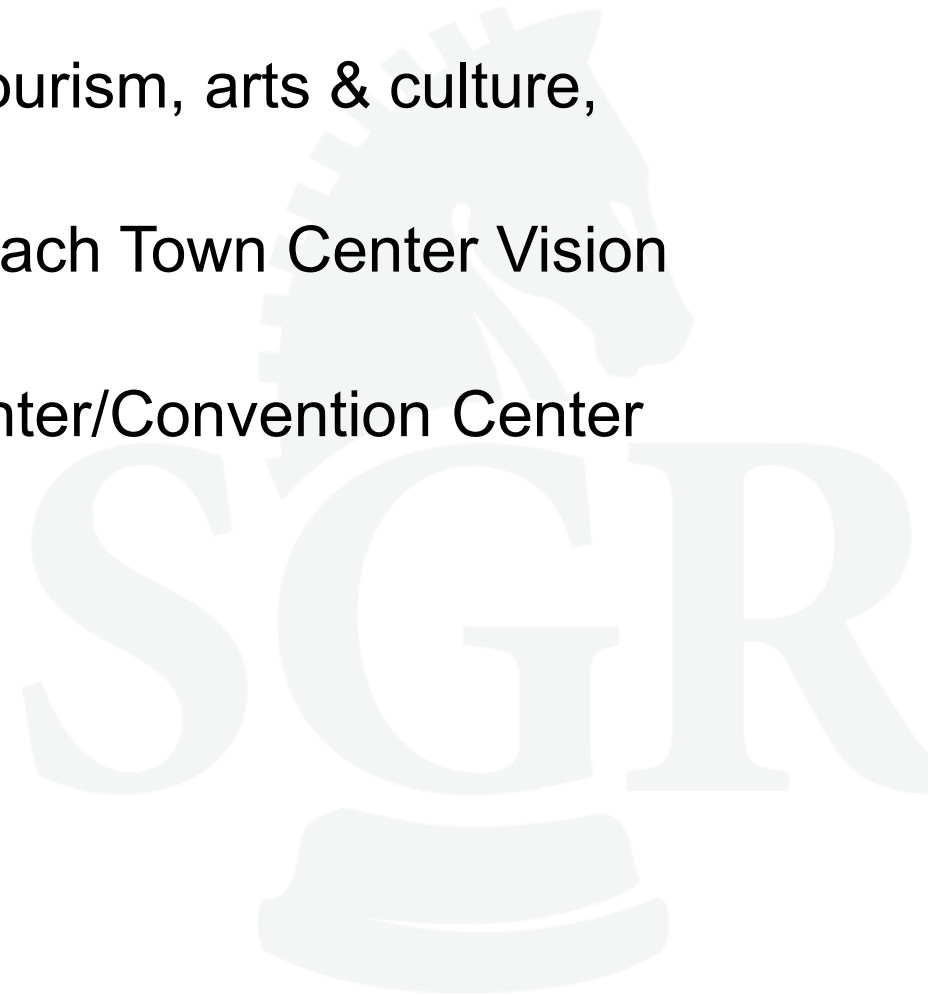
Proposed Prosperous Vibrant City Goals

- Pursue diversified housing options and affordability/attainability for current and future residents.
- Pursue the possibility of attracting FIU and/or Miami Dade University outposts in Miami Beach.
- Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.
- Complete the South Shore Community Center programming plan.
- Continue to engage with 41st Street community to identify beautification, redevelopment, streetscapes, lighting, etc. opportunities.
- Leverage community arts and cultural partners to elevate the Miami Beach experience.
- Attract Full Time Local Residents.



Proposed Prosperous Vibrant City Goals

- Continue to change the Nature of Tourism (eco-tourism, arts & culture, health & wellness, and dining.)
- Continue to support achievement of the North Beach Town Center Vision Plan.
- Continue to explore ways to improve the City Center/Convention Center Campus.





Example #2 Excerpts

**Evolution of
Strategic Plan
North Port, FL**





Safe Community Pillar

“Create and sustain a safe community for residents, businesses, and visitors of North Port”

Core Services

- Law Enforcement Patrol Services
- Criminal Investigations
- Community Education (Police Department)
- Emergency Medical Services
- Life Safety/Fire Prevention Services
- Emergency Services (Fire Rescue)
- Public Education (Fire Rescue)
- Permitting, Plans Review, and Inspections
- Code Enforcement
- Contractor and Business Licensing



Safe Community Priorities, Programs/Initiatives & Indicators

Priority 1. Provide efficient, effective staffing and facilities to ensure a high level of services and response times for Public Safety services.

Programs/Initiatives:

- Strive to maintain one of the lowest crime rates among comparable cities.
 - **SC - Indicator 1.1:** Maintain a 90% or above rating for residents with a positive view of North Port as a place to live.
 - **SC - Indicator 1.2:** Maintain an average response time for all Police service calls at ten (10) minutes or less.
 - **SC - Indicator 1.3:** Reduce the number of violent crimes from the rolling 3-Year average rate by 5% per year.



Safe Community Priorities, Programs/Initiatives & Indicators

- Maintain the Fire Department's Insurance Service Office (ISO) #1 rating and provide responsive, efficient fire and Emergency Medical Services (EMS).
 - **SC - Indicator 1.4:** Maintain or reduce average response time of seven (7) minutes or less for 90% of EMS service calls.
 - **SC - Indicator 1.5:** Maintain or reduce average response time of eight (8) minutes or less for 90% of Fire service calls.
 - **SC - Indicator 1.6:** Maintain satisfactory to exceptional quality of care in 99% of persons requesting medical treatment.
 - **SC - Indicator 1.7:** Maintain 99% compliance with current EMS Protocols.



Safe Community Priorities, Programs/Initiatives & Indicators

- Build cohesive community partnerships that leverage education & resources to address critical community concerns.
- Provide for the safety of our citizens and visitors through effective life safety, education, and fire inspection programs.
 - **SC - Indicator 1.8:** Perform annual Fire & Life Safety Inspections to 100% of businesses located within the City.
 - **SC - Indicator 1.9:** Within 45 days of initial Fire & Life Safety Inspection, achieve 95% compliance with applicable Fire & Life Safety Codes.



Safe Community Priorities, Programs/Initiatives & Indicators

- Maintain a Comprehensive Emergency Management training program which addresses the internal and external needs of both the City and supporting jurisdictions/ organizations.
 - **SC - Indicator 1.10:** Conduct a minimum of fifteen (15) Emergency Management Training courses during FY 2025.
 - **SC - Indicator 1.11:** Achieve and maintain a 90% rate of staff current on required Emergency Management training.

Priority 2. Ensure the physical security of City assets and operations.

- **SC - Indicator 2.1:** Complete security assessment of City Hall with recommendations.



Environmental Resiliency & Sustainability Pillar

“North Port seeks to be the role model in the region as a community that values environmental resiliency and sustainability in the design and operation of its facilities, programs, services, and development through forward-thinking policies, ordinances, and education.”

Core Services

- Community Park System
- Current Planning
- Comprehensive Planning
- Permitting, Plans Review, and Inspections
- Solid Waste Collection
- City Facility and Property Maintenance
- Water Treatment / Distribution
- Wastewater Collection and Treatment



Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

Priority 1. North Port's programs, facilities, and operations should visibly encourage conservation, sustainability, water quality testing, and recycling practices and through development standards, codes, and ordinances that provide for a balance of green space and afford protection of the community's tree canopy.

Programs/Initiatives:

- All new and/or redeveloped public facilities should reflect Leadership in Energy and Environmental Design (LEED)-like standards.
 - **ER&S - Indicator 1.1:** Report highlighting LEED-like standards incorporated in new facilities or substantially remodeled facilities.



Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

- Pursue “Green” infrastructure and development standards.
 - **ER&S - Indicator 1.2:** Offer public education and outreach programs to a variety of resident groups aimed at increasing knowledge of recycling and solid waste practices.
 - **ER&S - Indicator 1.3:** Through water quality testing, monitor and make recommendations to maintain water quality standards for freshwater flowing streams in accordance with FAC 62-302.531 NNC.
 - **ER&S - Indicator 1.4:** Support the revised Unified Land Development Code (ULDC) target of 35% of North Port land covered by tree canopy by procuring appropriate software solutions in order to measure current canopy.
 - **ER&S - Indicator 1.5:** Build Green Infrastructure standards for new development into the Unified Land Development Code (ULDC).



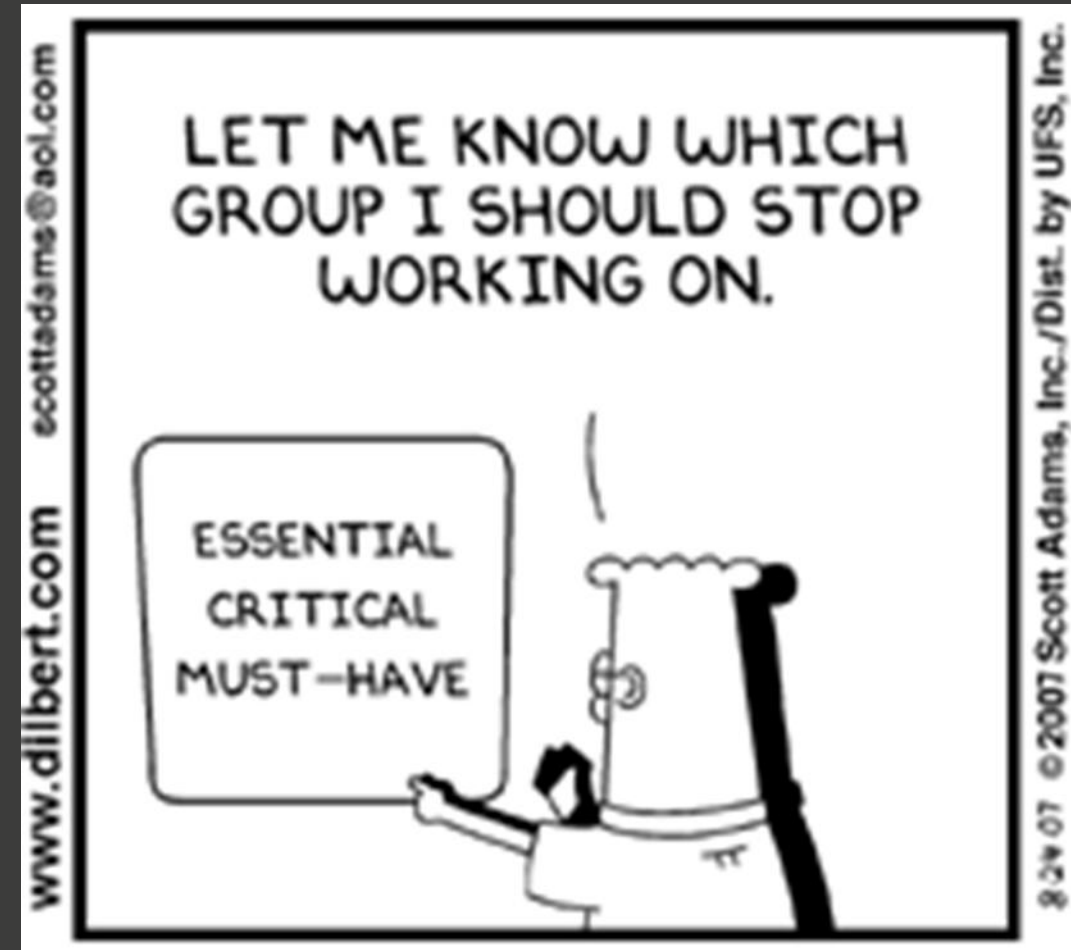
Environmental Resiliency & Sustainability Priorities, Programs/Initiatives & Indicators

Priority 2. Support the protection of native species and habitats via public education, land acquisition, and conservation.

- **ER&S Indicator 2.1:** Develop recommendations of incentives for property owners/developers to preserve onsite habitats for threatened or protected animal and plant species.
- **ER&S Indicator 2.2:** Develop and propose methods to ensure adequate land for recreation, open space, and conservation.

Step #5:

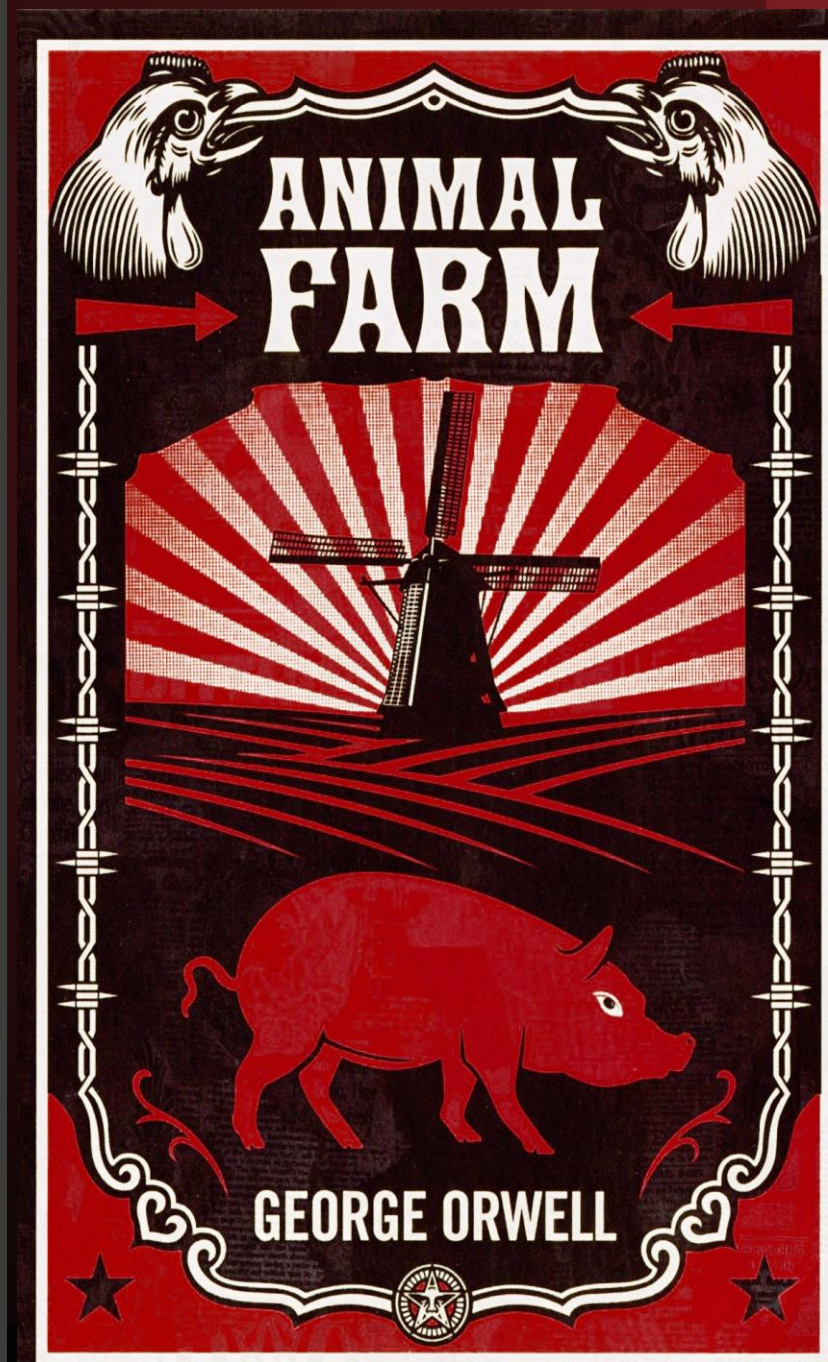
Prioritization of Strategic Goals & Priorities



Everything Can't Be Equal....

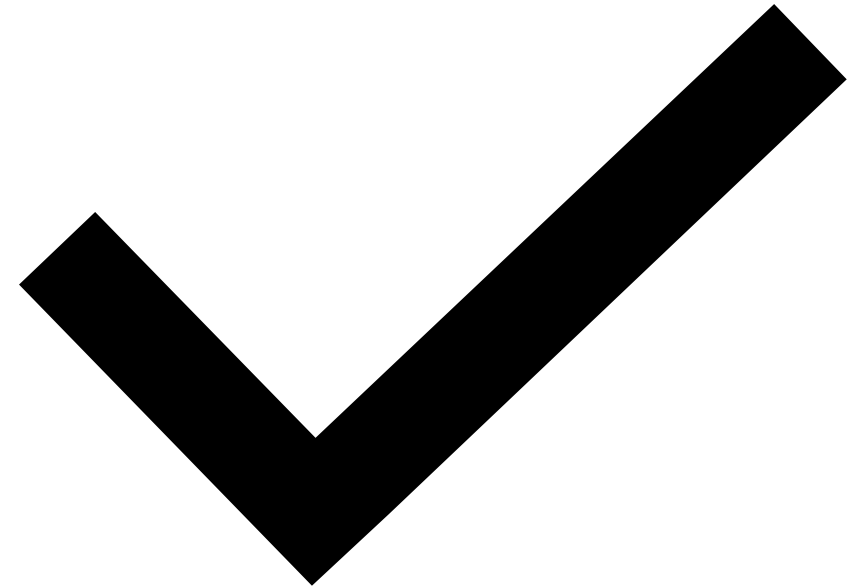
“All animals are equal, but some animals are more equal than others.”

George Orwell – *Animal Farm*



Goal Prioritization Process

- A formalized prioritization of the Governing Body's Goals/Priorities can provide Staff with a better sense of the relative importance of the Goals/Priorities for better alignment with financial resources.
- Governing Body Members are asked to individually rank their Goals/Priorities through a survey to better gauge those that have greater support by the Governing Body as a whole.
- The Governing Body subsequently meets to review the results of the prioritization process and discuss possible changes.
- Following the Prioritization process, the Governing Body adopts the new Strategic Plan to provide Staff with direction in the upcoming years and alignment with budgeting strategies.





Example #3 Excerpts

**Strategic Plan
Prioritization
Process
Ormond Beach, FL**



Transportation & Community Development Pillar

“To ensure the charm and rich history of our community’ is well-maintained through responsible development/redevelopment through the provision of infrastructure to meet current and future needs.”



Transportation & Community Development Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Trail connectivity to Penland Property conservation land	20.00% 1	0.00% 0	20.00% 1	20.00% 1	40.00% 2	5	3.60
Trail connectivity along the Halifax River to US 1 and to the I-95 interchange with connectivity to Ormond Scenic Loop and Trail	20.00% 1	0.00% 0	40.00% 2	20.00% 1	20.00% 1	5	3.20
Work with Volusia County to expand Beach Street Trail and connect A1A to Volusia County Trails through Ormond Beach	20.00% 1	0.00% 0	20.00% 1	40.00% 2	20.00% 1	5	3.40
Multi-modal pathway to Ormond Crossing development	20.00% 1	40.00% 2	20.00% 1	0.00% 0	20.00% 1	5	2.60
Underground utilities along US 1, North Beach Street, around US 1 & I-95 interchange	0.00% 0	40.00% 2	0.00% 0	0.00% 0	60.00% 3	5	3.80
Explore construction of new bridge spanning the Halifax River	60.00% 3	20.00% 1	0.00% 0	0.00% 0	20.00% 1	5	2.00



Economic Development Pillar

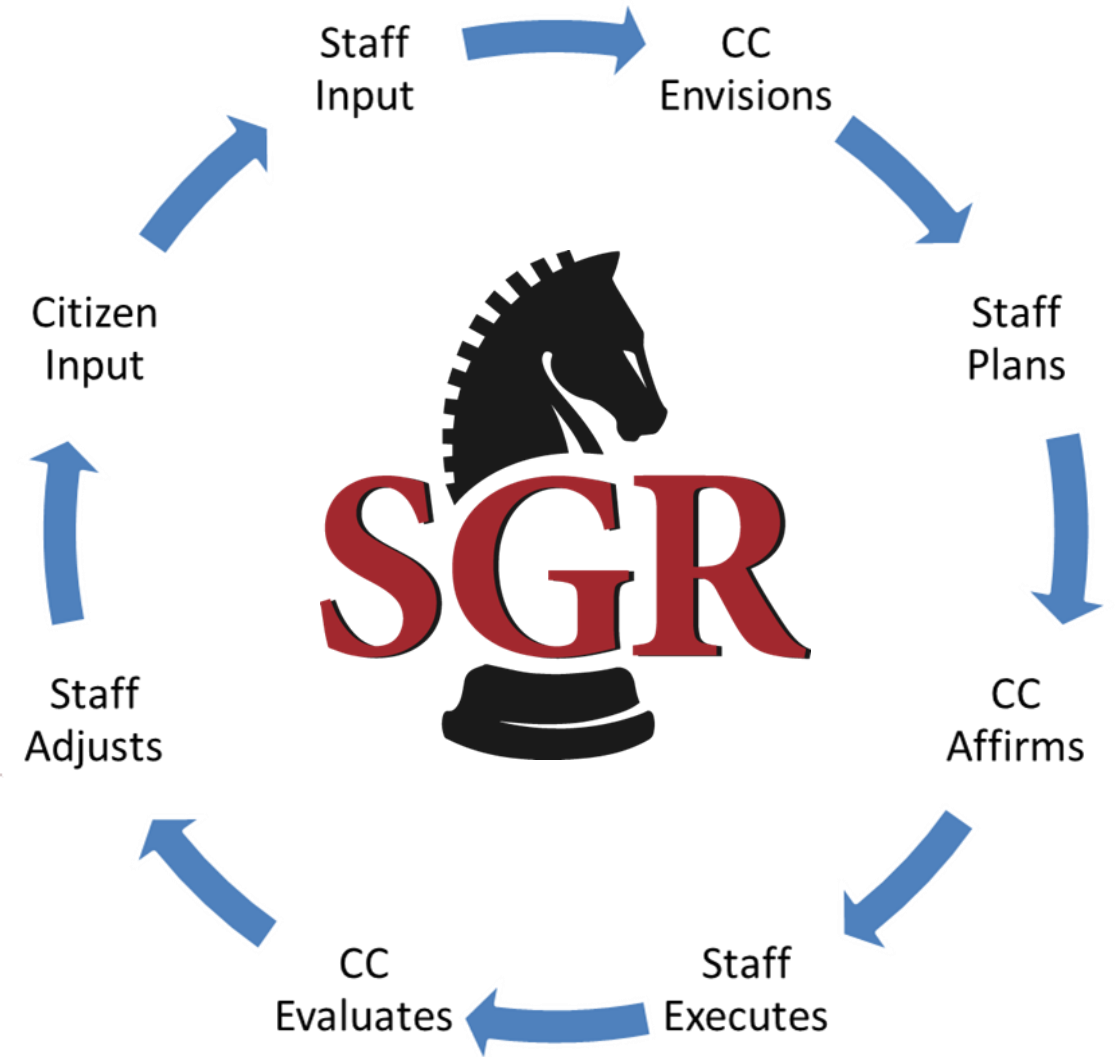
“To ensure the economic health and vitality of the City of Ormond Beach by providing an environment allowing businesses to thrive through retention, expansion, and attraction.”



Economic Development Priorities

	1 (LOWER PRIORITY)	2	3	4	5 (HIGHER PRIORITY)	TOTAL	WEIGHTED AVERAGE
Reuse or repurpose Riverbend property	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	4.80
Continue to invest in attracting and retaining high-wage jobs	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00
Continue the development of Ormond Crossings	20.00% 1	20.00% 1	20.00% 1	40.00% 2	0.00% 0	5	2.80
Pursue the upgrade or replacement of the existing Fixed Base Operator (FBO) Building to provide improved welcoming appearance and safety for patrons	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	4.40
Consider the expansion of the Airport's runway to 4,500 - 5,000 feet to accommodate more corporate use	0.00% 0	20.00% 1	40.00% 2	0.00% 0	40.00% 2	5	3.60
Investigate the need for additional hangars at the Airport	0.00% 0	20.00% 1	40.00% 2	0.00% 0	40.00% 2	5	3.60

The Strategic Visioning Process is a Journey



Priority Based Budgeting – A Best Management Practice

- *The Center for Priority Based Budgeting™ (CPBB) offers research and advisory services that have already taken many communities to conditions of fiscal health (in the short term) and fiscal wellness (for the long term). Communities across America are today struggling to develop meaningful and fiscally prudent budgets under financial pressures unknown in modern times. Revenues are down while demand for services are up.*
- *Citizens believe governments are "fat" and that waste is available to cut. Civic leaders believe fiscal policy should center on spreading the pain (with equal cuts across the board) with no appreciation for unintended consequences, optimization of budgets, or alignment of financial resources with community priorities. The creative, organic, and diagnostic process developed by the Center for Priority Based Budgeting progresses from a diagnosis to a prescription that ultimately enables communities to link funding decisions to their avowed priorities.*
- *The process also brings together government finance officers, civic leaders, and community citizens to make decisions that better align the community's resources with what the community and its leaders value the most. Accomplish this, and you've attained Fiscal Health and Wellness®. The CPBB's work is published and/or highlighted by such leading organizations as the Alliance for Innovation (AFI), Government Finance Officers Association (GFOA), and ICMA.*

Priority Based Budgeting

Components of the Process:

- 1. Identify Priorities:** Define desired results/outcomes from the organization's Strategic Plan based on community values (e.g., public safety, economic development).
- 2. Evaluate Programs:** Assess each program & related service's alignment/influence on accomplishing the desired priority's results/outcomes.
- 3. Allocate Resources:** Direct funding based on these evaluations rather than previous budget levels or any across-the-board approaches.



Thanks & Let's Keep in Touch!


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