

# Strategic Planning Process

Making a Vision a Reality  
Through Performance Management

**Denise Bevan**

City Administration Coordinator

**Chris Quinn**

Finance Director

**Lina Williams**

Budget Coordinator



# Strategic Action Plan

## Our Road Map



2017



To be recognized as one of Florida's premier cities in which to live, work and play

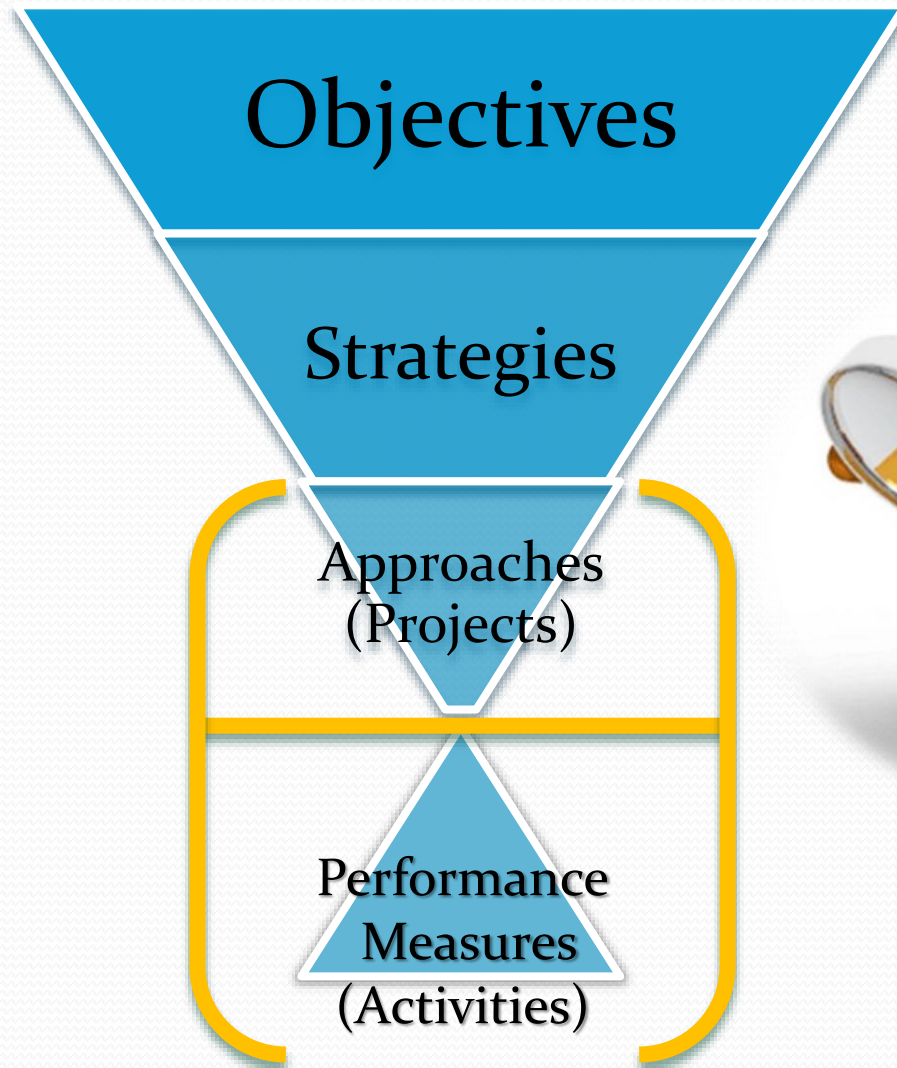
Framework developed to be flexible and adaptable



The Strategic Action Planning process focuses the City's financial resources on achieving City Council short-term and long-term Goals and Objectives.

# Strategic Action Plan

## Framework



# Strategic Action Plan

## Example



Goal 1 Expansion – To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategies: 1.1.1

Approaches: **8** Projects

Performance Measures: **23** Activities

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategies: 1.2.1, 1.2.2, 1.2.3

Approaches: **23** Projects

Performance Measures: **61** Activities



# Measuring the Outcome

## What is performance measurement?

- Measuring success towards a desired outcome

## Why measure performance?

- What gets measured, tends to get done
- Helps separate successes from failure
- Learn from the results
- Helps justify adding to or continuing existing resources to meet the department's needs



# Measuring the Outcome



Since 2012, 57 Performance Measures have been assigned and tracked resulting from Council Priorities

For last fiscal year, 439 Performance Measures were tracked.

Goal 1: Expansion

86 PMs

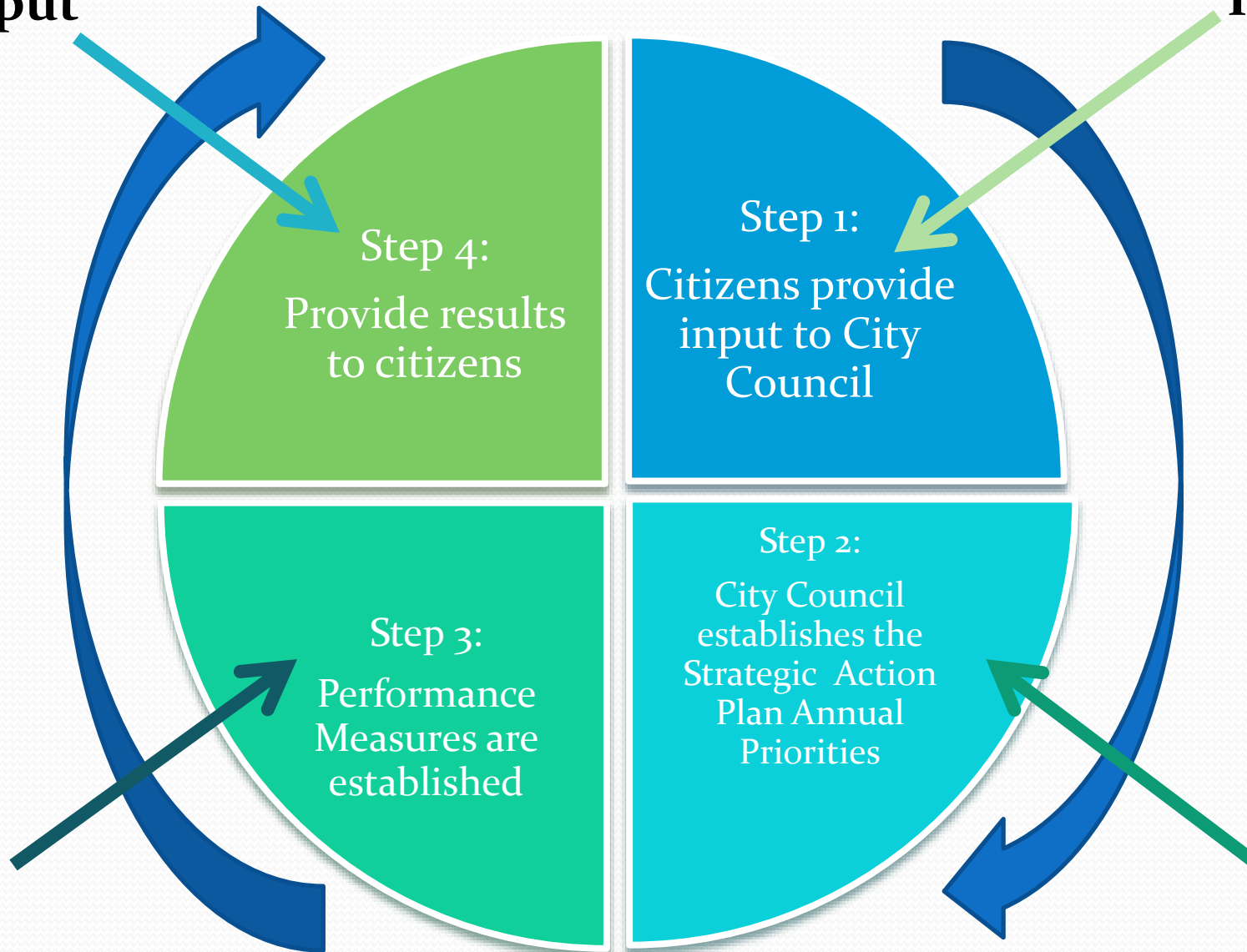
84.42 % complete



# Measuring the Outcome

Output

Input



# Strategic Planning Process



## City Council Roles and Responsibilities

- **During the months of October through December:**
  - Annual SAP process is evaluated by a team of employees to identify areas with room for improvement
  - End-of-Year review is completed
    - Review final budget results for the previous fiscal year
    - Review final performance measure results
    - Provides the foundation for City Council's Annual Progress report
    - Brings the strategic planning process full circle once again
  - The National Citizen Survey is conducted every other year. SAP Team is currently evaluating alternative options to enhance public engagement.



# Strategic Planning Process

Director  
Evaluation  
(January)

Annual  
Progress  
Report  
(February)

Strategic  
Action Plan  
Review  
(March)

Budget  
Preparation  
(April -  
August)

Budget  
Adoption  
(September)

Process  
Evaluation  
(October)

End of Year  
Review  
(November)

Citizen  
Survey  
(December)

## City Council Roles and Responsibilities

- Department Heads receive an annual evaluation in January
  - The timing provides an opportunity to plan for changes needed for the upcoming fiscal year prior to the start of the budget preparation period
- An Annual Progress Report, which includes the Citizen Survey results, is presented to City Council in February
- In March, the Strategic Action Plan (SAP) is reviewed with City Council and priorities are identified
  - City Council considers the previous year's progress and public feedback
  - Done prior to the budget preparation period to allow staff time to prepare a budget that addresses priorities for the following year

# SAP Action Plan Review

March 2017



Public and Council Feedback  
on Progress and Process



Measuring Results Report  
with progress across the  
Organization



# Strategic Planning Process

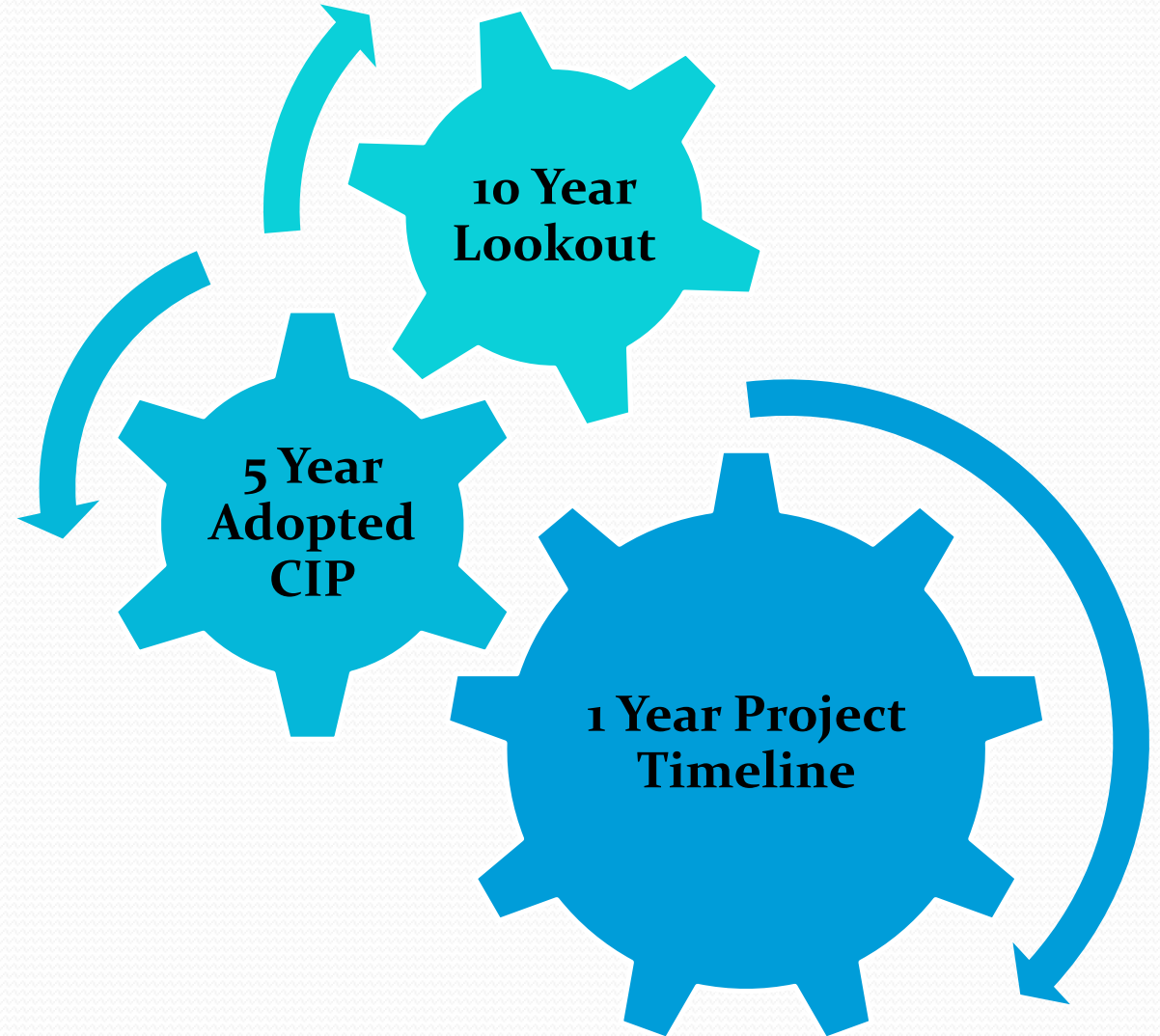


## City Council Roles and Responsibilities

- **During the months of April through June:**
  - A series of budget presentations are made to City Council to prepare the elected officials for the upcoming decision making process
- **During the months of June through September:**
  - Staff prepares a detailed estimate of operating needs and personnel required to provide these services
    - Objectives and goals for the coming fiscal year are considered
    - Proposed budgets are reviewed with the City Manager to ensure that objectives outlined within the SAP have been included
  - City Council budget workshops take place to present the proposed budget by fund
  - A final budget is presented to City Council for adoption in September

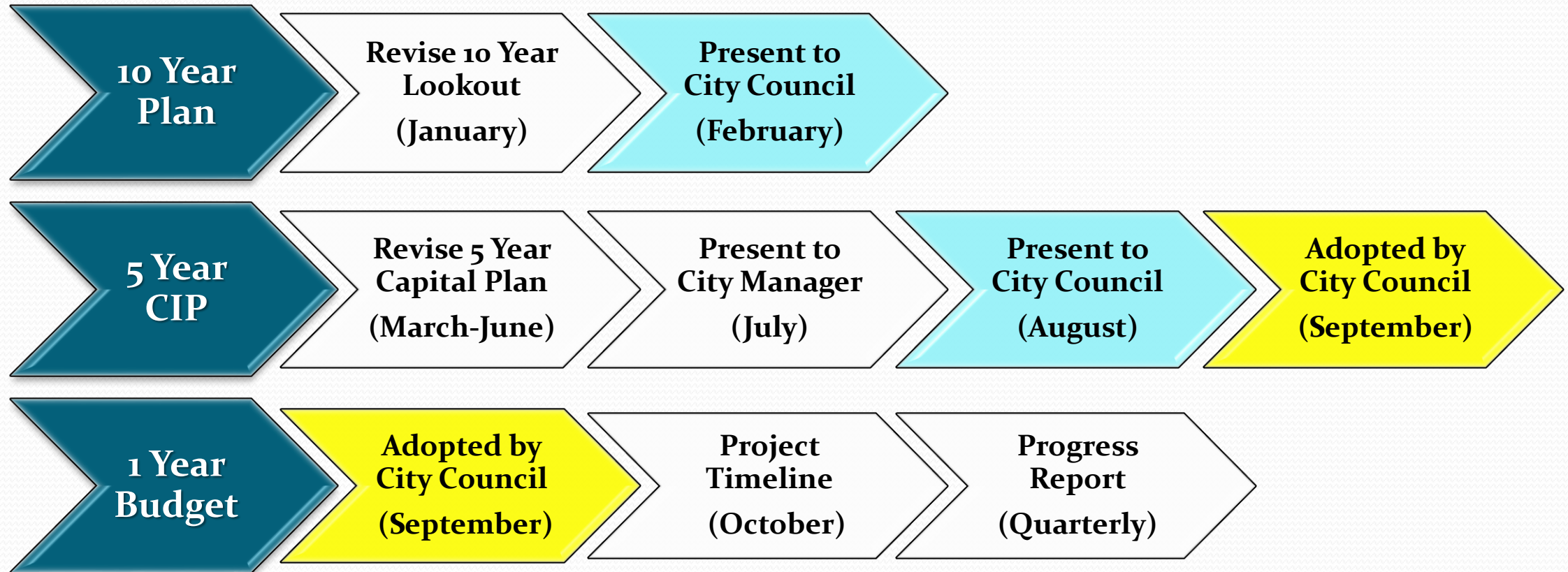
# Goal 1 Expansion

Ensuring a comprehensive and cohesive approach towards planning, implementing and maintaining the City's overall infrastructure





# Capital Budget Timeline



# How are we doing?



For the third consecutive year, Palm Coast has received a Certificate of Distinction from the International City/County Management Association (ICMA) Center for Performance Analytics™ for its performance management efforts.



# Questions?