

Meaningfully Engaging the Community in the Budget Process

ILG Webinar

March 5, 2014

10:00am – 11:00am

Speakers

Bill Statler, Consultant/Trainer, Retired Director of Finance
& Information Technology, City of San Luis Obispo

Lauren Vasquez, Senior Management Analyst, City of
Monrovia City Manager's Office

Presider


Sarah Rubin, Program Manager, Public Engagement
Program, Institute for Local Government

ILG Mission



- Promoting good government at the local level
- Practical, impartial and easy-to-use materials

ILG Public Engagement and Budgeting Resources



Public Engagement in Budgeting

Budgeting is one of the most important decisions local agencies make.

Why Involve the Public in Budgeting?

- The annual budget is typically the strongest statement of the City Council's priorities for the community. As such, it is important that development of this document involve substantial community involvement.
- Meaningful public involvement can help residents understand the hard choices that budgeting entails, and assist policy-makers in better understanding the programs and services residents value most.
- Increased public understanding about local agency budgets, including revenues, expenses and challenges can lead to greater support for budgetary decisions as well as for measures to increase effective use of local revenues.


What is "Public Engagement"?

Public engagement works to increase the extent to which residents become more informed about local issues and participate more effectively in local decision making. Approaches include:

- Public information
- Public consultation
- Public deliberation
- Sustained public problem solving

► More information: www.ca-ilg.org/document/what-public-engagement

Probability: Belief that Sales Tax Rate is "Too High" When People Are:



Category	Probability (%)
When People Are	45.3%
When People Are	42.4%

Publications, tools and case story examples available here:

<http://www.ca-ilg.org/engaging-public-budgeting>



March 5, 2014

Meaningfully Engaging the Community in the Budget Process

William C. Statler

Fiscal Policy ■ Financial Planning ■ Analysis ■ Training ■ Organizational Review

Community engagement in the budget process

- Doing this meaningfully means first asking:
 - Engaging them in what?
 - And why?

Why engage the Community?

- The Budget is typically the strongest statement of the City's priorities for the community. As such, important that its development involve substantial community involvement.
- Meaningful public engagement helps residents understand the hard choices that budgeting entails.
- And assists policy-makers in better understanding programs and services residents value most.

- <http://www.ca-ilg.org/public-engagement-budgeting>
- <http://www.ca-ilg.org/post/local-officials-guide-public-engagement-budgeting>

Why Engage the Community?

- Increased public understanding about local agency budgets, including revenues, expenses and challenges can lead to greater support for budgetary decisions as well as for measures to increase effective use of local revenues.
- Transparency about the local agency finances and the budget decision-making process promotes public trust and confidence in stewardship of taxpayer funds.

Why Engage the Community?

- The budgeting process allocates scarce taxpayer dollars to services, programs and facilities that play a key role in determining the community's quality of life.
- ICMA considers resident participation a core competency for successful public managers.
- Stated simply, meaningfully engaging the community in key policy decisions that affect them is the right thing to do.

Engaged in what?

- What is the desired outcome?
- How will a broad range of stakeholders be engaged?
- How will the input be used in budget decision-making?

Be clear on this at the onset.

Tools to Consider

- Surveys
- Advisory Bodies
- Online Forums (Social Media)
- Workshops
 - *Opportunities for information sharing, discussion and feedback on budget goals and issues.*
- Deliberative Forum
 - *Similar to a workshop but usually involves more information sharing and increased time for participant dialogue*
- Participatory Budgeting

A Tale of Two Cities





- 44,000 residents
- Central Coast
- General Fund: \$60 million
- Historic Mission Community
- Government, Business & Cultural Center of the Central Coast
 - ❖ *Cal Poly*
 - ❖ *Tourism*
 - ❖ *State and Region-Wide Governmental Services*

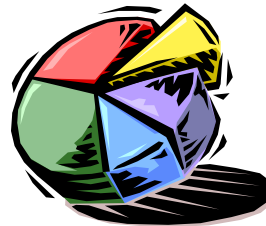


- 38,000 residents
- Central Los Angeles County
- General Fund: \$10 million
- 90% of residents Hispanic
- One of poorest cities in Los Angeles County
 - ❖ *Almost one in six residents lives below the poverty line*
 - ❖ *Unemployment: 16%*



Purpose of the City's Budget

- Like most cities, SLO has a bunch of long-term policies and plans:
 - General Plan (and all its elements)
 - Water and Wastewater Master Plans
 - Pavement Management Plan
 - Access and Parking Management Plan
 - Short-Range Transit Plan
 - Bicycle Plan
 - Public Art Policy
 - Downtown Plan
 - IT Strategic Plan
- The budget is the key tool for programming the implementation of these plans by allocating the resources needed to do so.
 - *Over the next two-years, which of all these goals – many of which compete for the same resources – will get done.*
 - *And which ones won't.*



Because

- Your agency can do anything.
- It's everything it can't do.

Linking Goals and Resources



- This requires a process that:
 - Clearly identifies the “highest priority, most important” things for the City to do during the next two years at the beginning of the process.
 - ❖ *Goal-setting should drive the budget process, not follow it.*
 - Establishes reasonable timeframes and organizational responsibility for getting them done.
 - Allocates required resources.

Five Step Goal-Setting Process

- Budget Workshops and Forums – Before Issuing the Preliminary Budget
 - ① Setting the Table (November)
 - ② Building the Foundation (December)
 - ③ Community Forum (January)
 - ④ Council Goal-Setting (January)
 - ⑤ Major City Goal Work Programs (April)

1 Setting the Table

- Don't start this process with a blank slate, so what's on the menu?
 - What the status of General Plan implementation?
 - What are long-term CIP needs through General Plan build-out?
 - What's the status of current major City goals and objectives?
 - What's the status of current CIP projects?
 - What's the general fiscal outlook?

2 Building the Foundation

- Finalize the goal-setting process
- Review (and modify as appropriate) budget and fiscal policies
- Review and discuss audited financial results for prior year (CAFR)
- General Fund five-year fiscal forecast

3 Community Forum

- Extensive preparation for well-attended community forum
 - Letters to over 200 community groups and interested individuals
 - Display ads in media
 - Web site
 - “Community Budget Bulletin” inserts in utility bills
 - Lot’s of thought and planning on what this should look like

4 Council Goal-Setting

- All day workshop to answer the question:
What are the most important, highest priority things for the City to accomplish over the next two years?
- Council members provide 5 to 7 goals before workshop, organized by staff by “themes;” distributed before workshop
- With help of professional facilitator and use of previously-agreed ranking process, organized into three priorities:
 - Major City Goals
 - Other Council Objectives
 - Address as Resources Permit

5 Major City Goal Work Programs

■ We need to:

- Clearly define and scope the work
- Ensure clear understanding of how to accomplish the goal
- Convert the goal into specific action steps so we can measure progress in achieving it.
- And assure that we link the “action steps” with required resources

■ Detailed Work Programs

- Objective
- Discussion: key issues, background, challenges
- Action Plan: Key steps and schedule
- Responsible Department
- Required Resources
- Outcome: Final Work Product



Goal-Setting and the Budget Process

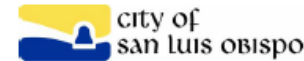


Advisory Bodies

- What are the most important, highest priority things for the City to do over the next two years?
 - Architectural Review Commission
 - Bicycle Committee
 - Cultural Heritage Committee
 - Downtown Association
 - Housing Authority
 - Human Relations Commission
 - Jack House Committee
 - Joint Recreational Use Committee
 - Mass Transportation Committee
 - Parks and Recreation Commission
 - Planning Commission
 - Promotional Coordinating Committee
 - Tree Committee

Advisory Bodies

- Briefing with Chairs/Mayor at Quarterly Meeting
- Briefing with support staff
- Presentations at meetings
- Results shared with all advisory bodies



MEMORANDUM

August 26, 2008

TO: All Council Advisory Body Members

FROM: Ken Hampian, City Administrative Officer
Bill Statler, Director of Finance & Information Technology *WBS/Statler*

FINANCIAL PLAN – AND YOUR IMPORTANT ROLE IN IT

Now, it is now time to begin preparing the City's next two-year Financial Plan for 2009-11. Council advisory body recommendations are an important part of the advisory body recommendations received in the past as part of this process. This memorandum is to provide you with an overview of the City's goal-setting process and your important role in this process.

2009-11 Financial Plan

Council Advisory Body

RECOMMENDED GOALS

January 2009

city of san luis obispo

city of san luis obispo

ADVISORY BODIES, GOAL-SETTING & THE BUDGET PROCESS

PURPOSE OF THE CITY'S BUDGET

The City has adopted a number of long term goals and plans – General Plan, Water and Sewer Master Plans, Source Reduction, Recycling & Hazardous Materials Plans, Pavement Management Plan, Short Range Transit Plan, Downtown Access and Parking Plan, Waterways Management Plan, Neighborhood Traffic Management Program, Bicycle Plan, Public Art Policy, Conceptual Physical Plan for the City's Center and Facilities Master Plan.

The Financial Plan is the key tool for programming implementation of these goals, plans and policies by allocating the resources necessary to do so.

This requires a budget process that:

- Clearly sets major City goals and other important objectives.
- Establishes reasonable timeframes and organizational responsibility for achieving them.
- Allocates resources for programs and projects.

FINANCIAL PLAN FEATURES

- Goal-Driven
- Policy-Based
- Multi-Year
- Highly-Automated, Rigorous, Technically Sound

COUNCIL GOAL-SETTING

First Step in the Budget Process. Linking goals with resources requires a budget process that identifies key objectives at the very beginning of the process. Setting goals and priorities should drive the budget process, not follow it.

FIVE-STEP PROCESS FOR 2009-11

① **Setting the Table:** November 20, 2008. Review the status of the General Plan programs, current Major City Goals, long-term Capital Improvement Plan, any emerging service level concerns and the City's general fiscal condition and outlook. This year, the Council will also consider the results of the

cost of services study, which is the foundation for the cost recovery via fees.

② **Budget Foundation:** December 16, 2008.

Finalize plans for the goal-setting process, review fiscal policies, present audited financials for 2007-08 and discuss results of the cost of services study.

③ **Community Forum:** January 1, 2009. Consider candidate goals from Council members, community groups and interested individuals.

④ **Council Goal-Setting Workshop:** January 14, 2009. Discuss candidate goals presented at the workshop, discuss Council member priorities and set major City goals for 2009-11.

⑤ **Major City Goal Work Program:** February 2009. Conceptually approve detailed programs for major City goals and budget direction for 2009-11.

ADVISORY BODY ROLE

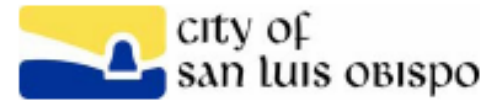
By providing the Council with their recommendations, advisory bodies play an important part in this process. For virtually all of the advisory body recommendations received as part of this process two included in some way in the 2007-08 Financial Plan.

Council goals, by their nature, tend to be broad in scope than those developed by advisory bodies. Your recommendations to the Council consider what you believe would be the best goals, both from the perspective of the City's purpose, as well as any particular community-wide concerns and needs.

Council advisory bodies will receive a listing of all recommended advisory body goals on November 17, 2008. This provides with an early opportunity to review advisory bodies see as high common and while not required, it is also an opportunity to revise goals in light of these if they are not. The Council will receive the final advisory body recommendations by January 1, 2009, the goal-setting process in January.

Community Groups

- Over 200 community groups and interested individuals invited to participate in the process



2009-11 Financial Plan

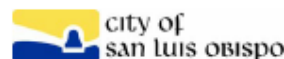
What are the most important things for the City to accomplish over the next two years?

The Council wants your help in answering this question.

And with the very tough fiscal outlook facing the City, which would be much worse without Measure Y revenues, it's an especially important question this budget season.

Community Budget Bulletin

■ 14,000
inserted into
City utility bills



COMMUNITY BUDGET BULLETIN

What are the most important things for the City to accomplish over the next two years?

The Council wants your help in answering this question.

And with the very tough fiscal outlook facing the City, which would be much worse without Measure Y revenues, it's an especially important question this budget season.

Next June, the Council will approve a two-year budget for 2009-11. In San Luis Obispo, this is much more than a "numbers" document: the budget determines the City's priorities and sets our course for the next two years.

Very Tough Fiscal Outlook. The City is facing another very tough budget season. While Measure Y revenues continue to be a bright spot – in fact, without them we would be facing a dire fiscal situation instead of "just" a very tough one – all of the other bright spots have dimmed from two years ago. Key challenges include:

- **Adverse Economy.** The national and state economies are experiencing their greatest downturns since the Great Depression. While we are better positioned than many communities to deal with this, we are not immune to these powerful economic forces. We have seen – and will continue to see – adverse trends in our top three General Fund revenues of sales, property and transient occupancy taxes.
- **Adverse State Fiscal Outlook.** Our City was spared large budget reductions in the State budget process earlier this year. However, the State is now facing an added \$28 billion deficit on top of the cuts it has already made for the current fiscal year. While it is possible that we may again escape any deep State budget cuts, this major threat will continue to hang over us for the foreseeable future.

Along with these challenges, the City will face unanticipated staffing cost increases of \$2.3 million annually due to an arbitration decision in June 2008.

Short-Term Budget Actions So Far. On September 30, 2008, the Council took action to "re-balance" the budget by closing a gap of \$4.8 million in the current year. The most significant of these actions was to "freeze"

implementation of a new neighborhood patrol program and delete \$2.4 million in capital projects, including \$925,000 for street paving. Because of these short-term actions, we will begin 2009-11 with a balanced budget. Long-term budget-balancing strategies will be developed as part of the 2009-11 Financial Plan.

Goal-Setting Process. Our City's budget is based on goals established by the Council before the staff begins preparing the preliminary budget. The Council develops these goals only after hearing from the community. Even with the passage of Measure Y in November 2006, which established a City 1/4-cent sales tax, our resources are very limited. This is especially true given the tough fiscal economic situation facing us, so we need to hear from you about what is truly important for our community – what our highest priorities should be over the next two years.

We need your help in two important ways:

• **Fill out and return to us the brief questionnaire on the reverse side of this bulletin.** You can mail it, fax it, email it or drop it by any City office.

• **Attend our Community Forum on January 15, 2009 from 6:30 to 9:30 PM at the Ludwick Community Center, 864 Santa Rosa Street.** This forum is an opportunity to present your ideas to the Council and discuss them with other community members. It's a chance not only to provide your own input but also to see how your ideas fit in a broader community context.

City staff will compile the results for the Council to review in advance of its goal-setting workshop on Saturday, January 31, 2009, when the Council will consider all of the public input it has received in setting major City goals for the next two years.

If you have any questions about the City's goal-setting and budget process, please contact Bill Statler, Director of Finance & Information Technology, at 781-7125 or bstatler@slcity.org.



The City of San Luis Obispo is committed to including disabled persons in all of our services, programs and activities. Telecommunications Device for the Deaf (805) 781-7410.

Community Budget Bulletin

- What are the most important things for the City to accomplish over the next two years?

What are the most important things for the City to accomplish over the next two years?

Please share with us the three to five things that you believe should be the City of San Luis Obispo's most important, highest priority goals to achieve during 2009-11.

1	
2	
3	
4	
5	

Are there any services or programs that you believe the City should reduce or eliminate to save money in funding your top priorities?

Current Measure Y Priorities

For background information in preparing your goals, the following emerged as Measure Y priorities two years ago in the 2007-09 Financial Plan:



- Public safety, including restoring cut traffic patrol, Fire Marshall and training positions
- Neighborhood paving and deferred street maintenance
- Traffic congestion relief
- Creek & flood protection
- Senior services and facilities programs
- Neighborhood code enforcement
- Open space preservation
- Downtown improvements


Fold and Tape Here for Mailing

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 369 SAN LUIS OBISPO, CA
POSTAGE WILL BE PAID BY ADDRESSEE

CITY ADMINISTRATIVE OFFICER
CITY OF SAN LUIS OBISPO
690 PALM ST
SAN LUIS OBISPO CA 93401-9938

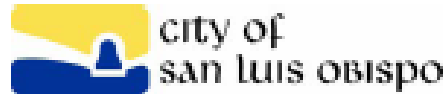
NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES





Community Budget Bulletin Results

- Over 400 responses
- 15 “Top Themes”
 - Street repair/neighborhood paving
 - Open space preservation
 - Traffic congestion relief
 - Public safety
 - Creek & flood protection
 - Senior services & facilities
 - Neighborhood code enforcement
 - Downtown protection/enhancement
 - Spending reductions
 - Bikeway improvements
 - Binding arbitration repeal
 - Parks & recreation
 - Transit system
 - Homeless concerns
 - Affordable housing



2009-11 Goal-Setting and Budget Process

What are the most important things for the City to accomplish over the next two years?

The Council wants your help in answering this question.

And with the very tough fiscal outlook facing the City, which would be much worse without Measure Y revenues, it's an especially important question this budget season.

The City is starting to prepare our next two-year budget: the 2009-11 Financial Plan. Its purpose is to link the most important, highest priority things for the City to achieve over the next two years with the resources needed to do so.

In setting goals for 2009-11 as part of the budget process, and in considering priorities for the use of revenues from Measure Y (the ½-cent City sales tax approved by voters in November 2006), the Council wants to know what you think are important community priorities for the next two years.

Community Forum

January 15, 2009
6:30 to 9:30 PM
Ludwick Community Center
864 Santa Rosa Street

Please join us at the Community Forum on the evening of January 15, 2009, where participants will have a meaningful opportunity to share with the Council (and each other) what they believe are the most important priorities for the City over the next two years. The comments and suggestions received at this forum will play an important role in shaping the City's spending priorities.

Want more information? Please call us at 781-7125 or visit the City's web site at www.slocity.org for more information about the Community Forum or the City's goal-setting and budget process.



The City of San Luis Obispo is committed to including community members with disabilities in all of its services, programs, and activities. Telecommunications Device for the Deaf (805) 781-7410. Please speak to the City Clerk prior to the meeting if you require a hearing amplification device or other assistance.

Display Ads

Community Forum



- 275 participants
- Great learning opportunity – for community, Council and staff

■ Agenda

- Welcome
- Introduction: City's budget process; status of current goals; general fiscal outlook; Forum purpose and approach
- Public Comments
- Post-its"
 - ❖ Green: Resource Suggestions
 - ❖ Pink: Questions or Concerns
- "Voting with Dots"
- Feedback Survey

32

[illegible]

Budget Balancing Ideas

Possible Actions to Achieve Goals & Balance the Budget

Potential Revenue Enhancements for Further Consideration. Please check or list any revenue enhancement opportunities that you would like the Council to consider in balancing the budget for 2009-11. (Please note that tax or assessment measures require voter approval).

Fees and Assessments

- ☐ Development Permit Applications
- ☐ Recreation Programs
- ☐ Paramedic Services *
- ☐ Fire Business Inspections *
- ☐ Creek & Flood Protection Fees *
- ☐ Street Lighting Assessment *
- ☐ Landscape Maintenance Assessment *

Taxes

- ☐ Parcel Tax (Flat amount per property) *
- ☐ Sales Tax
- ☐ Property Transfer Tax
- ☐ Transient Occupancy Tax
- ☐ Business Tax
- ☐ Utility Users Tax

** Note: The City does not have these in place in today; these would be new revenue sources. The other measures would be an increase in current fees or taxes.*

Other Revenue Enhancement Ideas

Potential General Fund Cost or Service Reductions for Further Consideration. Please check or list any service areas that you would like the Council to consider for reduction in balancing the budget for 2009-11.

Public Safety

- ☐ Neighborhood Services/Crime Prevention
- ☐ Police Investigations
- ☐ Police Traffic Safety
- ☐ Police Patrol
- ☐ Fire Emergency Response/Paramedic Services
- ☐ Fire Hazard Prevention
- ☐ Disaster Preparedness

Transportation

- ☐ Traffic Safety/Neighborhood Traffic Management
- ☐ Pavement Maintenance
- ☐ Sidewalks
- ☐ Traffic Signals & Signs
- ☐ Street Lights
- ☐ Creek & Flood Protection

Leisure, Cultural & Social Services

- ☐ Recreation Programs
- ☐ Park & Tree Maintenance
- ☐ Swim Center
- ☐ Cultural Services
- ☐ Social Services

Community Development

- ☐ Planning: Development Review
- ☐ Planning: Long-Range Planning
- ☐ Building & Safety
- ☐ Engineering: Development Review
- ☐ Engineering: Capital Projects
- ☐ Natural Resource Protection
- ☐ Tourism Promotion
- ☐ Economic Development

General Government

- ☐ Human Resources/Risk Management
- ☐ Financial Management
- ☐ Information Technology
- ☐ Building Maintenance
- ☐ Fleet Maintenance

Other Services

- ☐
- ☐
- ☐
- ☐
- ☐

Community Forum Outcome

- Great sense of community
- “Voices heard”
- Opportunity for dialog
- Great feedback
- Deliverables
 - 275 participants
 - 68 speakers: “what & why”
 - “Voting with dots” on priorities
 - Survey results
 - ❖ “Level of attention” on services (less, same, more)
 - ❖ Potential revenue enhancements
 - ❖ Potential service reductions
 - ❖ Ways to achieve goals

Web Site



- Visiting SLO
- Government
- Development
- Doing Business
- Neighborhoods
- Emergency Preparedness
- Job Openings
- Bids & Proposals
- Agendas
- Advisory Bodies
- City Budget
- Improvement Projects
- Organizational Values
- Pay Utility Bill

city of san luis obispo



Facilities Reservations | Report a Problem | Site Info | Feedback

City Departments Search  

What's New in SLO

What's New

City Adopts 2009-11 Financial Plan
On June 16, 2009, the Council approved a two-year budget for 2009-11. In San Luis Obispo, this is much more than a "numbers" document: the budget determines the City's priorities and sets our course for the next two years. For this reason, the central question facing us in both good times and bad is: *What are the most important things for the City to accomplish over the next two years?* And with the very tough fiscal outlook facing the City, which would be much worse without Measure Y revenues, it's an especially important question this budget season.

[Click here](#) for more information about the goal-setting and budget process, including the [Preliminary 2009-11 Financial Plan](#), results of the Council's [strategic budget direction](#), [Council Goals for 2009-11](#), detailed background information about the [Community Forum](#) that was held on January 15, 2009, the [Council Goal Setting Workshop](#) on January 31, 2009 and the [Five Year General Fund Fiscal Forecast](#).

Other Hot Topics

Neighborhood Services Action Team Meeting	Housing Element Update Workshop to be held August	Movie at the Mission Saturday, August 22nd, 7:00 p.m.
--	--	--



Photo Gallery 

Current Weather

San Luis Obispo

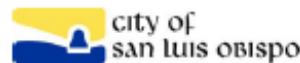


72°F
VARIABLE 3 MPH
Click for forecast
www.wx4u.com

Quick Links

And after goal-setting

■ Some more notice!



990 Palm Street ■ San Luis Obispo, CA 93401 ■ (805) 781-7125 ■ Fax: (805) 781-7401 ■ Email: bstatler@slcoity.org

UPCOMING BUDGET WORKSHOPS AND HEARINGS

May 21, 2009

The City's Preliminary 2009-11 Financial Plan will be distributed to the Council on May 28, 2009. This will be followed by series of public workshops and hearings as outlined below. Each of these will be held in the Council Chambers at City Hall, 990 Palm Street.

Council Budget Review Schedule			
June 4	4:00 pm	Preliminary Financial Plan and General Fund Overview	
	7:00 pm	General Fund Operating Programs	
June 9	7:00 pm	General Fund Capital Improvement Plan Projects	
June 11	4:00 pm	Enterprise Fund Budget and Rate Reviews: Golf and Parking Funds	
	7:00 pm	Enterprise Fund Rate and Budget Reviews: Transit, Water and Sewer Funds	
June 16	7:00 pm	Continued Preliminary Financial Plan Review and Adoption of the Financial Plan	

All interested community groups and individuals are encouraged to attend any of these public meetings.

Another Very Tough Budget that Would Be Much Worse Without Measure Y

The City is facing a very tough fiscal situation in 2009-11 that is largely due to the greatest economic downturn since the Great Depression. Based on the strategic budget direction approved by the Council on April 14, 2009, the Preliminary Financial Plan details how the City plans to address this challenge. It also shows how the City will accomplish the top goals adopted by the Council for 2009-11.

Copies of the Preliminary 2009-11 Financial Plan and supporting documents (Appendix A for Significant Operating Program Changes and Appendix B for Capital Improvement Plan Projects) are available for public review as follows:

- Electronic copies are available at no cost on the City's web site at: www.slcoity.org.
- Printed copies are available as follows:
 - Selections at no cost*
 - Budget Message, Financial Highlights, Major City Goals and up to 10 other selected pages from the Preliminary Financial Plan, Appendix A or Appendix B
 - Review copies at no cost*
 - City Clerk's Office, 990 Palm Street, San Luis Obispo
 - City/County Library, 995 Palm Street, San Luis Obispo

Complete "hard copies" of these documents are available at the City's direct printing costs. If you have any questions concerning the City's budget process, or require additional information, please call me at 781-7125 or email me at bstatler@slcoity.org. Please join us at any of these sessions as we finalize the City's course of action in these difficult economic times for the next two years.

Sincerely,

Bill Statler, Director of Finance & Information Technology



The City of San Luis Obispo is committed to including disabled persons in all of our services, programs and activities. Telecommunications Device for the Deaf (805) 781-7410.

Budget-In-Brief

2009-11 Financial Plan

Another very tough budget that would be much worse without Measure Y

The purpose of this "budget-in-brief" is to summarize the City's 2009-11 Financial Plan and 2009-10 Budget by highlighting the City's budget process, key budget features, major City goals and basic "budget facts." It also highlights how added resources available because of Measure Y will be used over the next two years. If you have any questions about the City's budget or would like a complete copy of the Financial Plan, please call us at 781-7125 or visit our web site at www.slocity.org.

Purpose of the City's Two-Year Financial Plan

The fundamental purpose of the City's Financial Plan is to link what we want to accomplish for the community with the resources necessary to do so. Our two-year Financial Plan process does this by: clearly setting major City goals and other important objectives; establishing reasonable timeframes and organizational responsibility for achieving them; and then allocating the resources required for implementation.

While appropriations are still made annually under this two-year process, the Financial Plan is the foundation for preparing the budget in the second year.

Major City Goals

Linking important objectives with necessary resources requires a process that identifies key

goals at the very beginning of budget preparation. Setting goals and priorities should drive the budget process, not follow it.

For this reason, the City began the 2005-07 Financial Plan process with a series of in-depth workshops where Council members considered candidate goals presented by community groups, Council advisory bodies and interested individuals; reviewed the City's fiscal outlook for the next five years and the status of current goals; presented their individual goals to fellow Council members; and then set and prioritized goals for the next two years.

City staff then prepared the Preliminary Financial Plan based on this policy guidance from the Council.



A number of budget workshops and hearings followed, resulting in final Council adoption of the 2005-07 Financial Plan on June 21, 2005.

Financial Plan Policies

Formally articulated budget and fiscal policies provide the fundamental foundation for preparing and implementing the Financial Plan. Included in the Financial Plan itself, these policies cover a broad range of areas such as user fee cost recovery, goal rates,

improvement management, debt management, minimum fund balance and reserve levels, human resource management, productivity and contracting for services.

■ Budget-in-Brief

- Mailed to all residents and businesses
- On City web site (along with other budget information and financial reports)

www.slocity.org/finance/budget.asp

city of san luis obispo

Process relies on one simple question

- What are the most important, highest priority things for the City to accomplish over the next two years?

Doesn't this raise false expectations?

■ No.

- While they may appear to be, goal-setting and tough fiscal times are not conflicting concepts.
- In fact, the need to set goals for the *most important, highest priority things* for us to do is even more important when resources are tight.
- And creating meaningful opportunities for community involvement provides the best possible “campfire” for telling your fiscal story.

This Is the Essence of the Budget Process

- Of all the things we want to do in making our community an even better place to live, work and play, what are the most important?
 - *In tough fiscal times, this may mean that preserving existing essential services is the highest priority.*
- And making difficult resource trade-offs to do them is what the budget process is all about.





City of Bell

- Similar process, but unique challenges
 - Large Spanish-speaking population
 - Deep distrust in the aftermath of well-publicized scandals

A better story for this year

Este año el proceso es mucho mejor

- The Council publicly established the schedule and process very early
- Public involvement is underway – over six months before budget adoption
- Multiple opportunities for public participation throughout
- *El Concejo Municipal definió el calendario y el proceso públicamente y con mucha anticipación*
- *El público ya está participando, más de seis meses antes de que se apruebe el presupuesto*
- *Existen múltiples oportunidades para la participación del público durante todo el proceso*

Small Groups

- English or Spanish speaking table
- Randomly assigned
- Two-facilitators per table
 - Volunteer/staff
 - Training beforehand
- Brief presentation on process and fiscal challenges facing the City
- Same table topic for all groups

Today's Big Question

La Gran Pregunta de Hoy

- ***What are the most important things to accomplish next fiscal year (2012-13)?***
- Keeping in mind ...
 - We can't do it all
 - Achieving many of the goals will take more than 1 year
 - Council must weigh many ideas and financial constraints
- ***¿Cuáles son las metas más importantes para el próximo año fiscal (2012 -2013)?***
- *Tengan presente...*
 - *No podemos hacer todo lo que quisiéramos*
 - *Alcanzar estas metas podría requerir mas de un año*
 - *El Concejo tendrá que analizar muchas ideas y nuestra limitaciones fiscales*

Engaged Process



- Facilitated discussion by each group
- Reporting out on top priorities
- Ranking priorities (“voting with dots”)
- Wrap-up/Next steps

www.ca-ilg.org/BellBudgetForum

Final Thoughts: Not a Panacea

- Meaningful community engagement is essential for community trust in stewardship of public resources and legitimacy of budget outcomes.
- But tough decisions by staff and elected officials are still necessary.
 - *Meaningful consideration of public input necessary, but one factor among many that need to be weighed by governing bodies.*

Recent IBM Report

- *Managing Budgets During Fiscal Stress: Lessons For Local Government Officials*
 - **Finding:** “Community engagement and budget transparency are important and do help, but will not supplant the need to make difficult decisions that involve costs or burdens to residents and community stakeholders.”
 - **Recommendation:** “Foster citizen engagement to encourage widespread dissemination of fiscal information in order to enhance the legitimacy of public policy choices.”

<http://www.businessofgovernment.org/report/managing-budgets-during-fiscal-stress-lessons-local-government-officials>



PLAN MONROVIA

ENVISION LOCAL





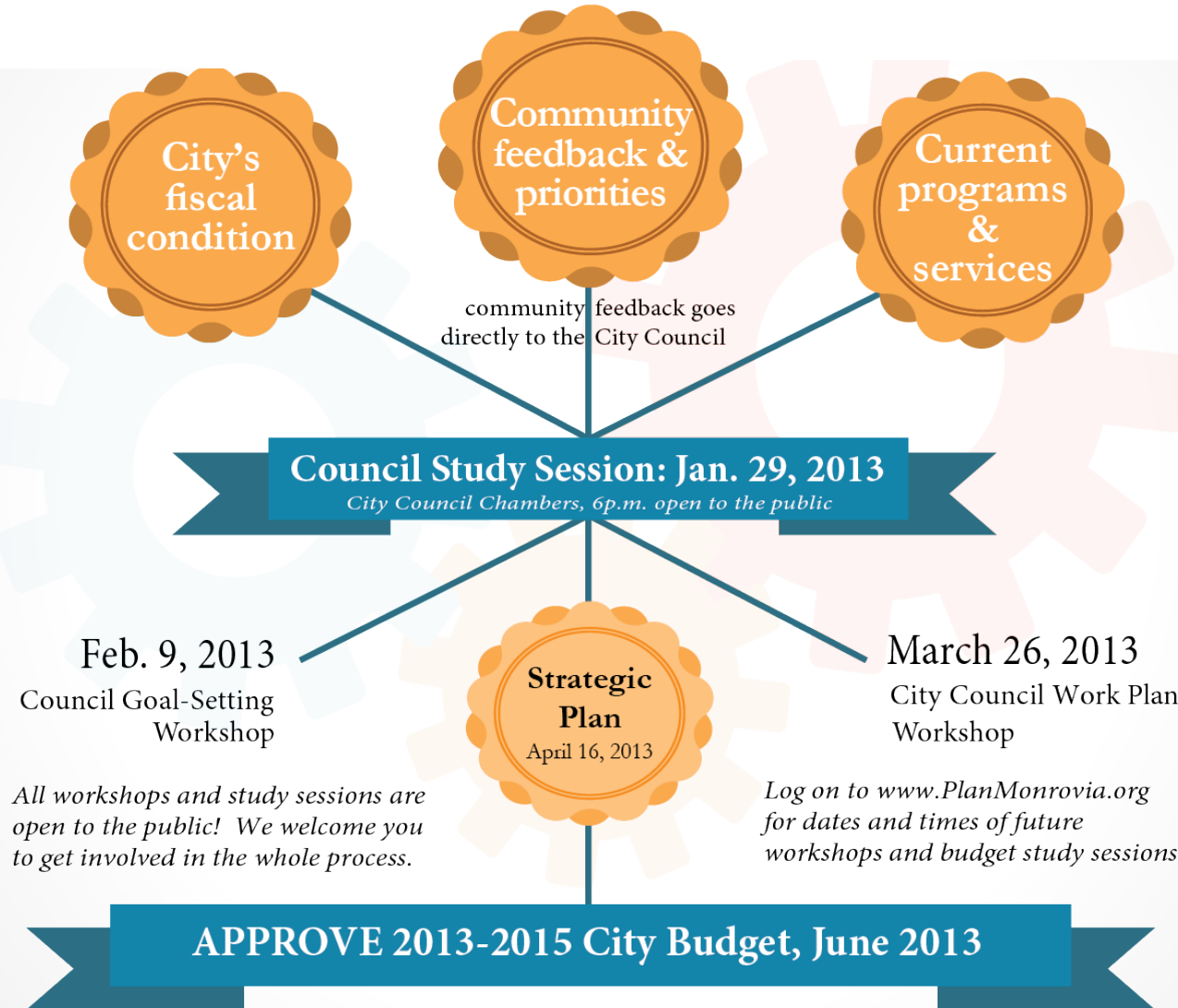
Strategic Plan Purpose

- **Primary Goal:** Strategic Plan priorities and work programs guide budget decisions, including preparation of upcoming 2013-15 Budget

What are the most important things for the City to focus on over the next five years?

<http://www.ca-ilg.org/public-engagement-case-story/city-monrovia-budget-eduction-and-outreach-story>

Plan Monrovia Process



RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS





Marketing & Outreach

The Plan Monrovia Marketing and Outreach was designed to reach the greatest number of Monrovia residents, so that as Council developed a final plan, you would see a greater community snapshot.



RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS

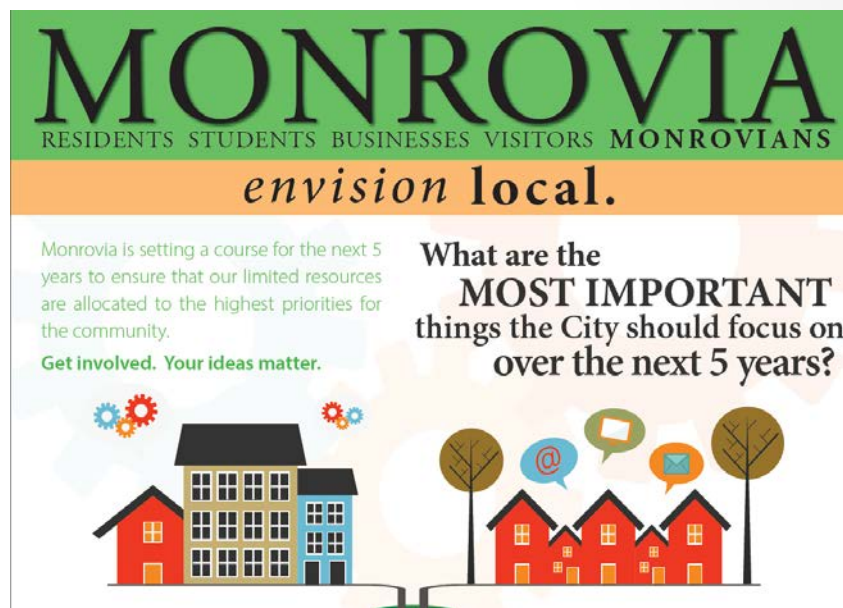




Marketing & Outreach

Traditional / Low Tech Marketing

- Trifold Brochure
- Flyers
- Posters
- Postcards
- Banners
- Community Roadshow presentations
- Email / Phone





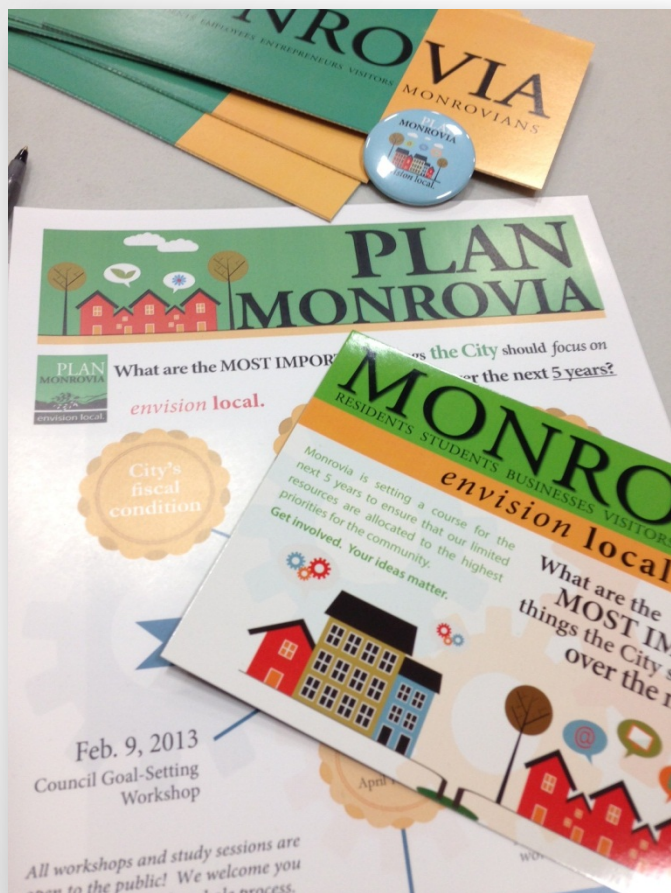
Marketing & Outreach

Out of the Box / High Tech Marketing

- City of Monrovia website
- Twitter, @MonroviaCA, #PlanMonrovia
- Facebook, City of Monrovia
- Textizen
- MindMixer (web)



Community Outreach Efforts



Over 60,000 potential stakeholders were reached through various mediums such as:

- ✓ Road Show Outreach- 6,118 people directly reached
- ✓ Written Surveys- Over 10,000 surveys were distributed with over 200 responses
- ✓ Community/Public Workshops- 160 participated
- ✓ PlanMonrovia.org- 164 participated
- ✓ Press and marketing – Approx 45,000 received information on PlanMonrovia

MONROVIA

RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS



Outreach and Council Setting Results





Major Goals and Priorities



ECONOMIC DEVELOPMENT Strengthen Monrovia's economy and tax base through economic development efforts that include proactively retaining and attracting businesses, streamlining permit and plan check processes, and enhancing customer service and a business-friendly reputation.



ENVIRONMENTAL STEWARDSHIP Maintain our commitment to environmental stewardship by improving our energy efficiency, water and air quality, parks and open space, and our urban-wildland interface



HISTORIC PRESERVATION Maintain our commitment to historical stewardship by preserving historic homes, structures, sites, and districts with sensitivity to neighborhood context.



Major Goals and Priorities Continued



INFRASTRUCTURE & FACILITY MAINTENANCE Catch up to the extent feasible on the deferred maintenance of City facilities and infrastructure, and develop a program for long-term, ongoing maintenance that includes a system for establishing priorities among projects and maintenance services.



LONG-TERM FISCAL RESPONSIBILITY Continue to demonstrate long-term fiscal responsibility by balancing the budget through revenue generation, wise use of available funds, building adequate resources and leveraging volunteer support; ensuring expenses are carefully considered and kept in line with revenues.



PUBLIC SAFETY Provide a high level of public safety services through adequate staffing, high-quality personnel, up-to-date technology, and planning in both fire and police departments to assure resources are strategically invested in the highest priority areas.

MONROVIA

RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS



Work Plans





Major Goal Work Plans

MAJOR CITY GOAL WORK PROGRAM

ECONOMIC DEVELOPMENT: Strengthen Monrovia's economy and tax base through economic development efforts that include proactively retaining and attracting businesses (especially focusing on Old Town, Gold Line and Huntington Drive Tech Corridor), streamlining permit and plan check processes where possible, and enhancing our customer service and business friendly reputation.

DISCUSSION

Work Scope Summary



Existing Situation

Retention and Growth

In the Business Retention and Growth aspect of the City's efforts, our approach has been to retain businesses by providing to them the tools they need to continue to grow and succeed in Monrovia. Specific ways we do this has been through outreach and support. Some of these include: special events (i.e. CEO roundtables, broker receptions), marketing, maintaining the My Monrovia Business blog, continuing with the Business Visitation Program and focusing on maintaining the great quality of our existing shopping centers.

Relationships

Strengthening and maintaining relationships with local businesses, brokers, economic development organizations, property managers, elected officials and internal City Staff are key to developing and acquiring resources that will assist in the attraction, retention and growth efforts of economic development.

Job Development and Employee Development

The promotion of job development, employee development, and employee training within our community is an important aspect of Economic Development. It is the City's position that a trained and qualified work force will help satisfy the employment needs of the local business community. Efforts towards achieving this objective are ongoing. One program that the City currently offers, through the Library Job and Career Center, is an ongoing outreach program that provides career-enhancing skills and education to members of the community.

Business Services Support

Efficient permit processing, appropriate land use regulations and adequate enforcement play a vital role in the attractiveness of the community to businesses and developers and have direct correlation to the effectiveness of any economic development efforts. The Development Services function is

Economic Development
Page 1 of 7

MONROVIA

RESIDENTS STUDENTS BUSINESSES VISITORS **MONROVIANS**

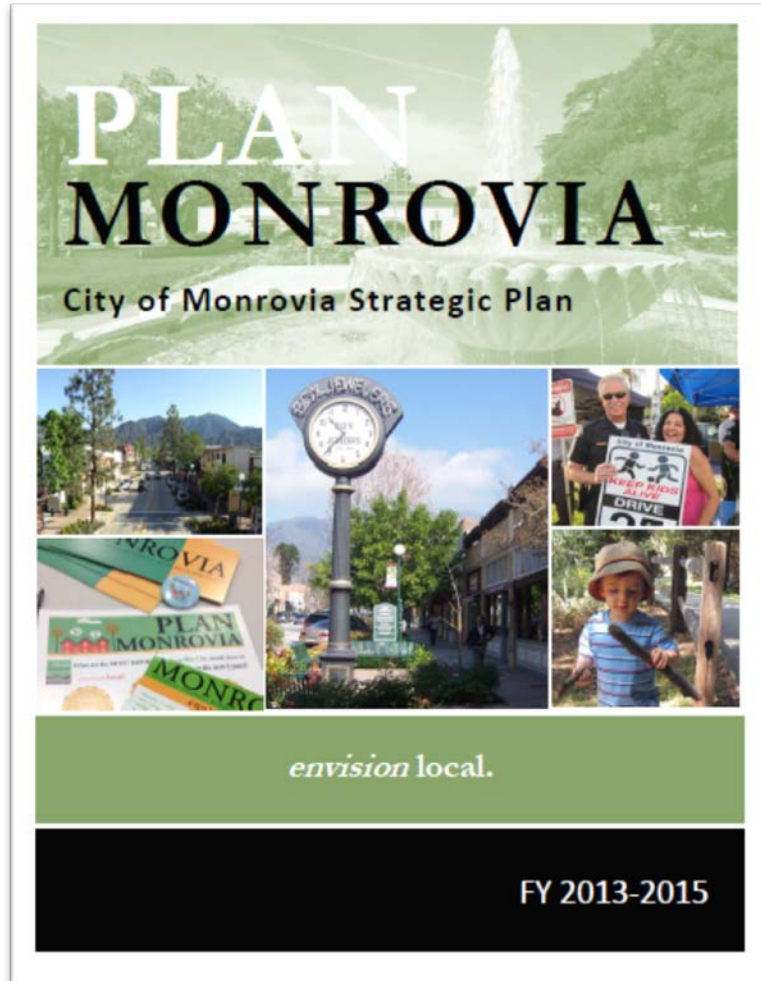


Plan Monrovia Strategic Plan





Plan Monrovia Strategic Plan



Plan consists of:

- Executive Summary
- Work Plans
- List of Council's Goals set on 2/9/13
- Community Outreach report

The Plan and Progress reports can be viewed on the City site: www.cityofmonrovia.org

Just Click on **Plan Monrovia**



Reporting Back Results

Progress Reports and Monitoring

The screenshot displays the official website of the City of Monrovia. The top navigation bar includes links for Home, About Monrovia, City Government, Community Life, and Contact Us, along with a search bar and text size adjustment controls. The left sidebar lists various city planning topics, with 'Economic Development' highlighted by a red circle. The main content area is titled 'Economic Development' and features a goal statement, a theme section for 'Retention & Growth', and a section for 'Attraction'. A small graphic of three interlocking gears is visible at the bottom left of the page.

PLAN MONROVIA

- Plan Monrovia
- Economic Development**
- Environmental Stewardship
- Historic Preservation
- Infrastructure Maintenance
- Long-Term Fiscal Responsibility
- Public Safety
- View the Plan

Select Language ▼

Free viewers are required for some of the attached documents. They can be downloaded by clicking on the icons below.

Acrobat Reader Winzip

W X P

Economic Development

GOAL: Strengthen Monrovia's economic and tax base through economic development efforts that include proactively and attracting businesses (especially focusing on Old Town, Gold Line and Huntington Drive Tech Corridor), streamlining permit and plan check processes where possible, and enhancing our customer service base and friendly reputation.


Through economic development efforts, we will be able to attract new businesses, keep and grow the ones we have, and prepare our community for the existing new changes in the future, such as the Gold Line

THEME 1: RETENTION & GROWTH

Retain and grow the existing business base, with particular emphasis on our top employers, top revenue generators, and Old Town Businesses.

Keep Our Businesses and Help Them Grow by continuing to move forward with our business visit program. Make it a priority to visit 50 businesses each year, and explore ways to expand and improve that program by developing a business visit request process and a follow-up strategy.

Maintain Old Town as a viable and thriving district by continuing to develop the effectiveness of the Merchant Old Town Advisory Board. With more than 200 businesses in Old Town Monrovia, it will be important to continue to cultivate ways to ensure the success of all of these merchants.

 Please check back for more information on how we are making progressing with Retention and Growth

THEME 2: ATTRACTION

Attract businesses to Monrovia.

MONROVIA

RESIDENTS STUDENTS BUSINESSES VISITORS **MONROVIANS**



Incorporating Plan Monrovia into the Budget





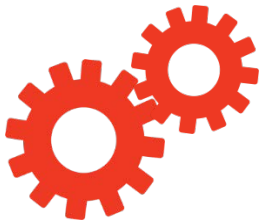
The Plan & Budget



- Took the Plan and incorporated into the 2013-2015 Budget process
- Identified both funded and unfunded items
- Adopted a budget that was developed using the Plan

MONROVIA

RESIDENTS STUDENTS BUSINESSES VISITORS **MONROVIANS**



Takeaways





Strategic Planning Do's to Keep in Mind



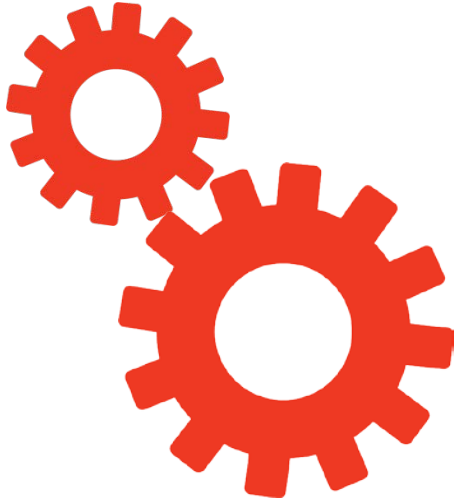
- Promote community engagement
- Hire third-party consulting firm
- Form an employee group, such as MIT9, to plan, develop and promote community engagement events
- Consider how an election year might impact the outcome.

Strategic Planning Do's to Keep in Mind...Con't



- Consider how the venue for the community workshop might change the focus of priorities
- Consider how much information the community may need to assist with developing priorities. Perhaps, explaining the current budget and whether there is a surplus or a shortfall
- Need an effective method for getting Council to agree on goals in a timely way

Questions?



<http://www.ca-ilg.org/public-engagement-case-story/city-monrovia-budget-eduction-and-outreach-story>

RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS



Thank You!

**The webinar recording and
PowerPoint slides will be available
on ILG's website shortly**

<http://www.ca-ilg.org/webinar/how-ensure-your-budget-meets-your-communitys-needs>

If you have additional questions please
contact Melissa Kuehne: 916 658-8202



INSTITUTE FOR
LOCAL GOVERNMENT