MUNICIPAL FINANCE INSTITUTE

Strategic Planning for Local Government

December 14, 2017

NEWPORT BEACH
CALIFORNIA
BRENTWOOD, CA

- 61,000 people
- East Contra Costa County
- 15 square miles
- Incorporated in 1948
- General Law city
- 55 miles east of San Francisco
- 62 miles south of Sacramento
WHO’S HERE TODAY?

• Casey McCann, Director of Community Development
• Kerry Breen, Director of Finance & Information
• Gus Vina, City Manager

A total of 77 years serving in local government
WHERE ARE WE GOING?

“If you don’t know where you are going… you might wind up someplace else!”

--Yogi Berra
SIX STEP PROGRAM

1. Admit you need a strategic plan
2. Search for support and share
3. Develop a plan of action
4. Go to your sessions
5. Share the successes
6. Be accountable and track progress
Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

OR

✓ Plan for it
✓ Fund it
✓ Do it
STEP ONE: Why do it?

- Identifies Council’s highest priorities
- Promotes financial responsibility
- Provides organization with blueprint
- Helps focus on the future
- Keeps community informed
- Brings passion to what we do
- Executive Team bonding
COORDINATION IS PRICELESS

- Two year blueprint
- Two year budget
- Two year elections
LET’S VISIT OUR PANEL
STEP TWO: Launching the Idea

Houston.... we have liftoff!
GETTING BUY-IN AND SUPPORT

✓ City Council
✓ Executive Team
✓ Staff
✓ Community
✓ Media
PULL UP THE MAP!

“ROADMAP TO SUCCESS”

- Big picture, high level seasons
- Create monthly objectives
- Identify and insert critical paths
- Continually update the roadmap
- Roadmap discussions need to include:
  - Immediate and upcoming objectives
  - Specific deliverables
  - Next Steps
WHO WANTS THE MIC?
STEP THREE: Framing the Plan

- Keep information simple and organized
- Use the General Plan – why?
  - It connects strategic plan initiatives to quality of life policies
- Frame it:
  - Focus Area
  - Mission Statement
  - Goals
  - Initiatives
KEEP IT SIMPLE...

• Focus Area: Public Safety

• Mission Statement — “Maintain a safe community through the provision of high quality public safety services”

• Goal: Improve Disaster Preparedness
  – Initiatives
    • Conduct emergency disaster table top exercise
    • Purchase mobile vehicle barriers for special events
ANYONE WANT TO COMMENT?
STEP FOUR: “Ready... Action!”

It’s a production... treat it like one

- Dry run over and over again
- Presentations need to be exciting and engaging
- Presenters need to relax and tell their story
- Use multiple types of visuals
LOGISTICS

• Every detail is important – pick someone who understands this to organize it

Where are the bathrooms?

When is lunch?

What time do we start?

When can we ask questions?

Where is the meeting?
VISUALS ARE CRITICAL

• Consider carefully the use of:
  – power point
  – videos
  – poster boards
  – maps
  – someone else’s information

• How will you capture Council’s comments and direction?
PANELISTS – YOUR VOICE MATTERS!
STEP FIVE: Share with the Community

City Council Strategic Plan
MEDIA COMMUNICATION PLAN

- Social media
- Print media
- Television
- Bloggers
- Local organizations
STEP SIX: Progress Feels Great!

- If you write it down... it will get done.
- Okay, maybe.
- Work plans are vital to success
- Great tool for management
- Keep Council and community in the loop
- Celebrate completions!!
## STRATEGIC INITIATIVE WORKPLANS
**FY2016/17 & FY2017/18**

### FOCUS AREA 2: PUBLIC SAFETY

**MISSION STATEMENT:** Maintain a safe community through the provision of high quality public safety services and crime prevention measures.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>STRATEGIC INITIATIVES</th>
<th>DESCRIPTION</th>
<th>STAFF</th>
<th>TIMELINE/COST</th>
<th>2-YEAR BUDGET</th>
<th>STATUS/COMMENTS</th>
<th>LAST UPDATED</th>
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<tbody>
<tr>
<td>1. Enhance Police Dispatch Services</td>
<td>a. Establish a new Police Dispatch/Communications Center for Brentwood</td>
<td>The City of Brentwood will open a new communications dispatch center within the Brentwood Police</td>
<td>Primary, Lt. Telles; Secondary, Dispatch Supervisor</td>
<td>$0</td>
<td>$0</td>
<td>Construction of new dispatch center is complete. Final technology is being procured and installed. Radio consoles are installed and operational. 911 phone system and photo loggers still need to be procured. Presented to CAD/PR Advisory Board on November 10, and we have received their approval as a PSAP. We will be receiving approximately $200K in fund reimbursements. All hiring is complete with the final 3 dispatchers starting on December 1, 2016. Project is on time and within budget. Scheduling open date is still March 15, 2017. <strong>PROJECT COMPLETED</strong></td>
<td>03.28.17</td>
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<td>b. Update the existing Computer Aided Dispatch (CAD) and Records Management System (RMS) software</td>
<td>The current Computer Aided Dispatch (CAD) and Records Management System (RMS) software</td>
<td>Primary, Lt. Telles; Secondary, Supervisor, Command, Dispatch Supervisor</td>
<td>$0</td>
<td>CAD/RMS initial hardware and software installation complete. Currently working on data conversion from the legacy DATAS1, MIT/Property, and City GIS in progress. Training and Go-Live will occur in Q1-2017. Project is on time and within budget. <strong>PROJECT COMPLETED</strong></td>
<td>03.28.17</td>
<td></td>
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<td>2. Increase Traffic Safety</td>
<td>a. Develop a comprehensive public education and communication plan.</td>
<td>Takes more than twice the time to improve driving behavior. Staff will develop a comprehensive public education plan to educate citizens on the dangers of poor driving habits with a focus on Primary, Lt. D’Mecourto, Secondary, Sgts. Lawerence, Sgts. Costle</td>
<td>$0</td>
<td>Department is now using Facebook to share traffic safety information with the public. We just developed a 30 minute video that is now being delivered to high school drivers at our high schools as part of their driver education classes. We will be tracking the number of hours and number of classes. Community-connect forums. Update: As part of our comprehensive public education and communication plan the following was completed: A press release was published regarding our Selective Traffic Enforcement Program (STEP) grant from the Office of Traffic Safety. A Press release was published for the DUI checkpoint we conducted in December of 2016. We also put information on the department’s Facebook page regarding our DUI checkpoint and STEP traffic enforcement efforts. A DUI designated driver message was placed on our Facebook page prior to the NFL Super Bowl. A message regarding distracted driving was placed on Nextdoor.com. The traffic radar trailer is placed in “hot spots” 94 days a week to educate drivers on the speed they are traveling. An electronic billboard is placed in targeted locations with scrolling traffic safety messages. Officers conducted traffic safety presentations to 26 Heritage High School driver education classes. Officers conducted 8 neighborhood watch meetings with traffic education as the focal point of the meeting. Our traffic supervisor met with 35 retailers from Keller Williams and had a discussion on traffic safety in our neighborhoods.</td>
<td>4.28.17</td>
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There you are! Any final comments?
THANK YOU!!!