



# Strategic Planning by Dummies for

*City of Coral Springs*  
Management &  
Budget Office



# Beginnings

- ◆ Total Quality Management
  - Our Mission to Be “The Premiere City in Florida in Which to Live, Work and Raise a Family”
  - Our Values of “Customer Focus,” “Leadership,” “Empowered Employees,” and “Continuous Improvement”
- ◆ Needed Resource Allocation Method That:
  - Incorporated Citizen Input
  - Addressed Community Needs
  - Used Data to Make Decisions
  - Met TQM Standards



# Why We're Different

## Us

- ◆ Strategy-Driven
- ◆ Stakeholder Input
- ◆ New Programs Linked to Priorities
- ◆ Community Sets Standards
- ◆ Continuous Improvement

## “Them”

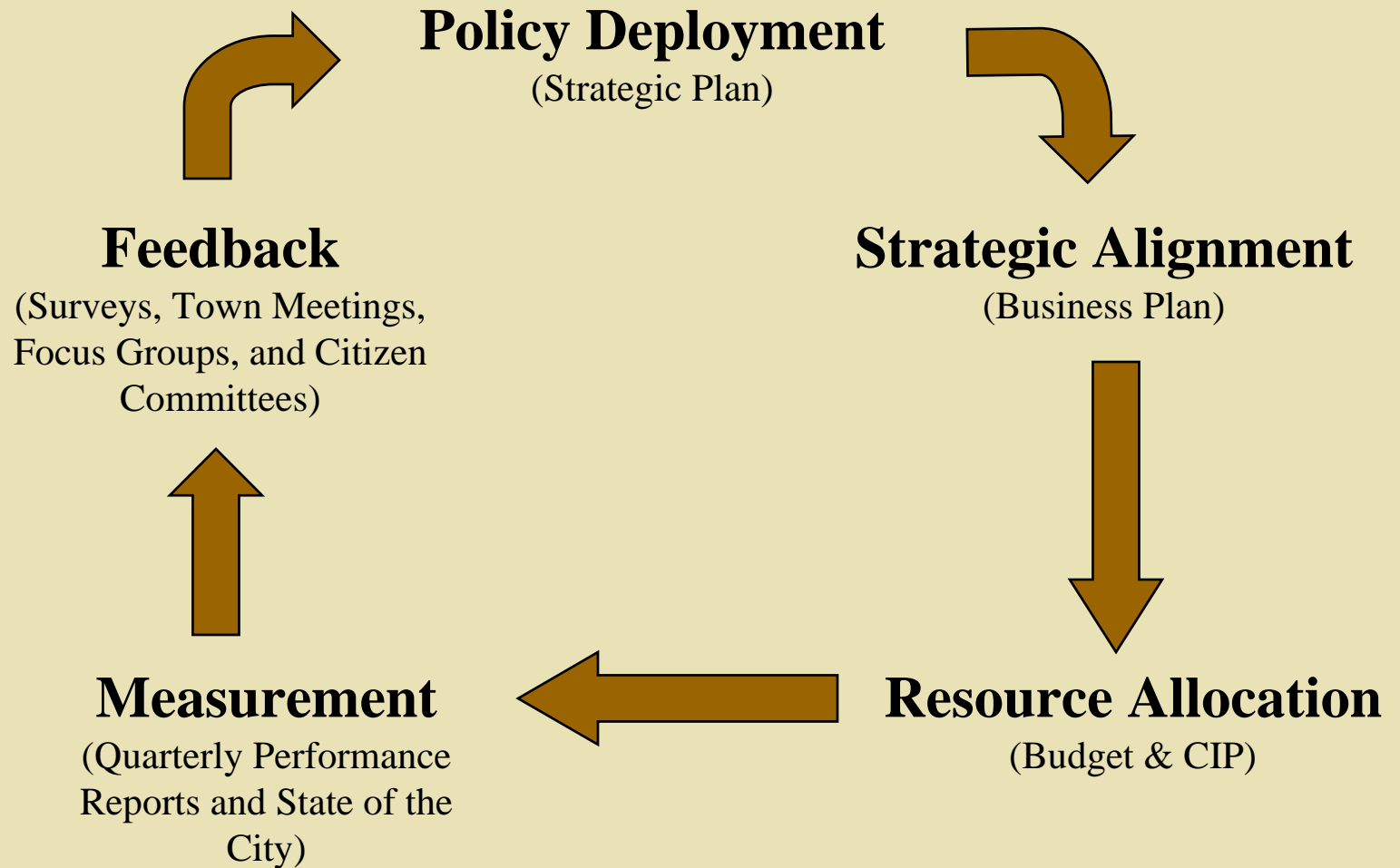
- ◆ Resource-Driven
- ◆ Political Maneuvering
- ◆ New Programs Caused by Complaints
- ◆ Departments Set Standards
- ◆ Doing It the Way It's Always Been Done



# Pieces of the Puzzle

- ◆ Annual Budget (1963)
- ◆ Capital Improvement Program (1990)
- ◆ Incentive Pay System (1994)
- ◆ Strategic Plan (1995)
- ◆ Business Plan (1996)
- ◆ Performance Measurement Program (1996)
- ◆ Business SWAT Team (1998)

# How It Works Today





# Strategic Plan

- ◆ Review Customer Requirements Analysis
- ◆ Review Environmental Scan
  - Demographics
  - Service Demand Generators
  - Changes in Competitive Environment
- ◆ Review Market Analysis
- ◆ Select Strategic Priorities
- ◆ Set Key Intended Outcomes



# Business Plan

- ◆ Review Expanded Environmental Scan
  - Financial Trend Monitoring System
  - Development Growth Model
  - Emerging Issues
- ◆ Propose Initiatives
  - New Programs
  - Changes to Programs
  - Discontinued Programs
- ◆ Set Financial Strategy
- ◆ Calculate Composite Index



# Budget & CIP

- ◆ Payroll Budgeting
- ◆ Impact of Capital Purchases
- ◆ Replacement Programs
- ◆ Impact of New Initiatives
- ◆ Economic Impacts
- ◆ Legislative Impacts
- ◆ Technology Impacts



# Performance Measurement

- ◆ Process Improvements
- ◆ Performance-Based Budgeting
- ◆ Performance Agreements
- ◆ Performance Reporting
- ◆ Composite Index
- ◆ Balanced Scorecard
- ◆ “State of the City”

# Linking

IPS Performance Agreement

Process Measures

Departmental Objectives

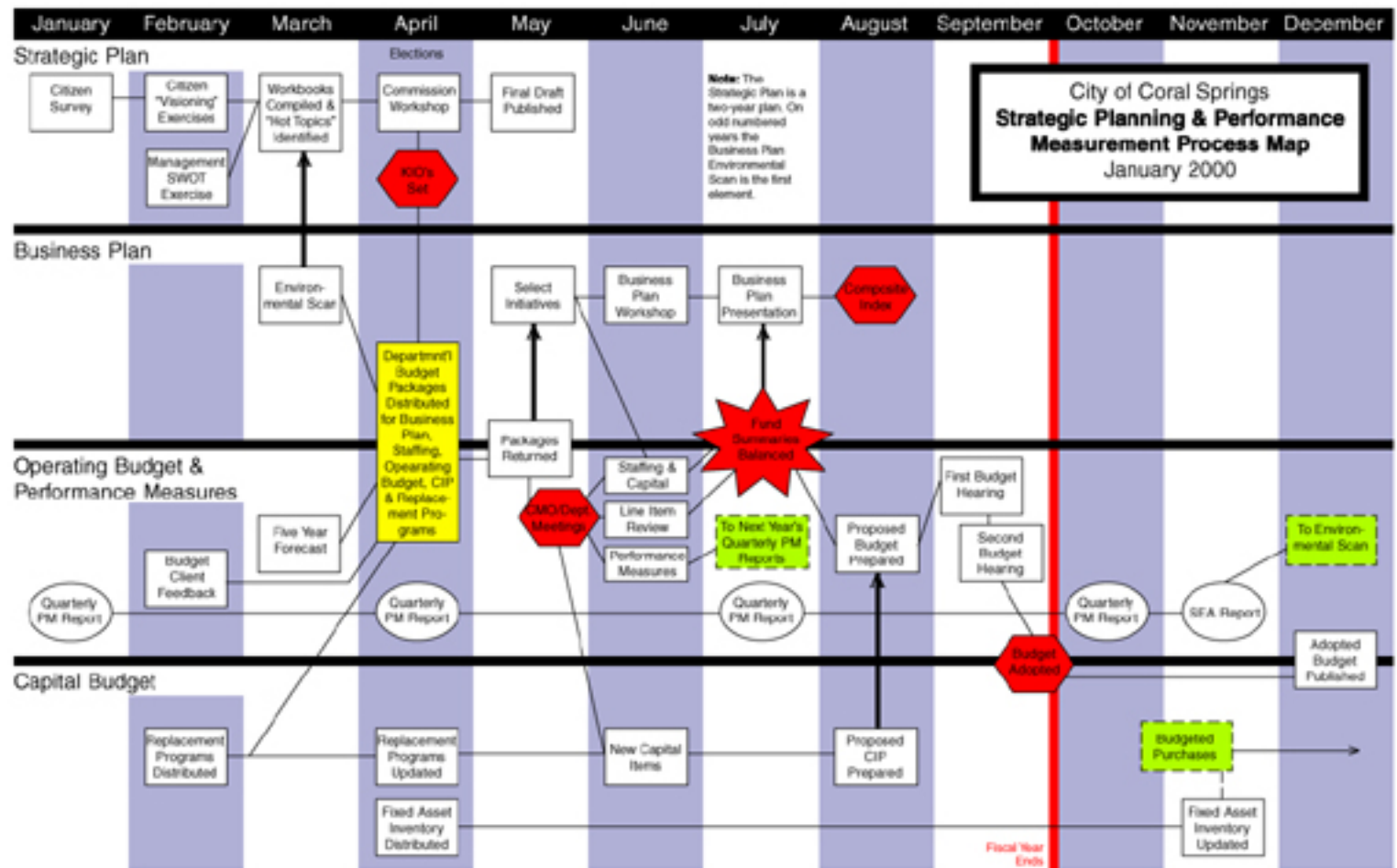
Key Intended Outcomes

Strategic Priorities

Mission



# The Strategic Planning Process





# “Best in Class”

- ◆ Best Practice
  - National Partnership for Reinventing Government (Performance Measurement)
  - Government Finance Officers Association (Stakeholder Input in Budgeting)
  - GFOA Budget Presentation Award Special Recognition as an “Outstanding Policy Document,” “Outstanding Operations Guide,” Special Capital Recognition and Special Performance Measurement recognition.
- ◆ 1997 Governor’s Sterling Award for Organizational Excellence
- ◆ AAA Bond Rating from Moody’s and Fitch-ICBA



# Where Do We Go from Here?

- ◆ Increased Operational Data Use
- ◆ Budgeting, Modeling and Forecasting Integration
- ◆ Enhanced Communication
  - Electronic Publishing
  - Web Publishing
  - Interactive Tools
  - Web-Enabled Budgeting and Process Monitoring
- ◆ Management Information “Dashboards”
- ◆ Activity-Based Management
- ◆ Targeted Process Improvements
- ◆ Departmental Strategic Plans

# Thank You

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