



CITY OF BEVERLY HILLS STAFF REPORT

Meeting Date: November 3, 2011

To: Honorable Mayor & City Council

From: Scott G. Miller, Director of Administrative Services/Chief Financial Officer
Don Harrison, Budget and Revenue Officer

Subject: Presentation on Proposed Goals/objectives, Workplans and Strategies (GWS) Implementation Plan

INTRODUCTION

City budgeting, projects and other activities are currently guided by several different plans, programs and priorities, none of which contradict each other but which are not necessarily cohesive. These include: City Council Priorities, Citywide Strategic Plan, Economic Sustainability Plan, General Plan, Southeast Area Plan, Government Efficiency and Streamlining Program, and the Mayor's Small Business Economic Development and Assistance Program. To help bring these together and implement into day to day city processes and operations, staff has sought the assistance of the Government Finance Officers Association to help the City develop a Goals/objectives, Workplans, and Strategies (GWS) Implementation Plan. Included in this are the development of tools such as a long-term financial plan, multi-year operational planning, and a priority-based budgeting process to integrate GWS into the City's internal processes which include: operations, administration, budget, general plan, CIP, new & revised ordinances, economic development and other resource allocations.

DISCUSSION

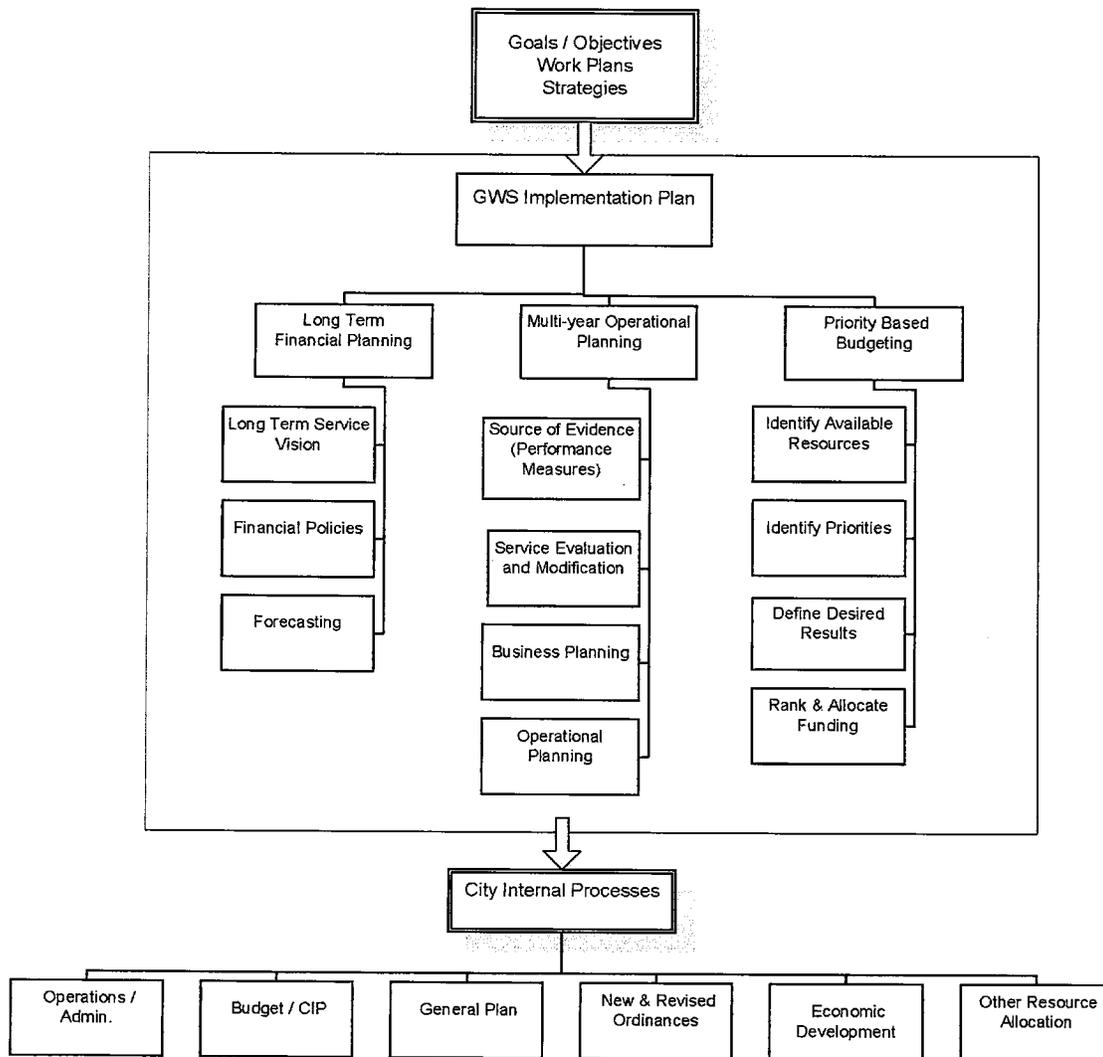
The components of the GWS Implementation Plan include:

- A) Long-Term Financial Planning with the components below
 - a. Development of a long-term service vision
 - b. Review and modification of financial policies
 - c. Develop more sophisticated forecasting
- B) Multi-Year Operational Planning with components below

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- a. Business Planning
 - b. Operational planning
 - c. Develop sources of evidence for monitoring progress (performance measures)
 - d. Service evaluation and modification
- C) Priority-based budgeting with the following components
- a. Identify available resources
 - b. Identify priorities
 - c. Define desired results
 - d. Rank and allocate funding

The diagram below depicts how this process flows from GWS and integrates with internal processes:



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The GWS Implementation Plan brings all these together into a cohesive action plan that uses these tools and implements and internalizes the goals and objectives of the various plans by using the these tools. If supported by Council, staff envisions a 18 month implementation period with the goal of adding these tools to the FY 2013 – 15 budget process.

Shayne Kavanaugh, GFOA Consulting Senior Manager for Research will present to the City Council GFOA's perspectives and proposal for this effort.

Fiscal Impact

While staff is still in the early development stages of this project, staff foresees a financial commitment of \$85,000 to \$135,000 over the next 18 months. Staff proposes redirecting \$65,000 from the current year's budget to start this process.

RECOMMENDATION

It is recommended that the City Council provide staff with its concurrence in the intent and value of this proposed approach to taking the Goals/objectives, Workplans, and Strategies (GWS) of the various aforementioned work groups/activities and implement them into the financial and operational planning and budgeting processes of the City. Staff will then proceed with the eighteen month phased implementation.



Don Harrison, Budget and Revenue
Officer

Approved By



Scott G. Miller, Director of
Administrative Services/Chief Financial
Officer

Approved By