



The City of Durham's Multi-Year Financial Plan

Executive Summary

- **The Multi-Year Financial Plan is a critical piece of financial management**
- **The model includes the current budget year and forecasts five years into the future**
- **The model is a long-term plan that takes into account future risks, revenues and expenses**

Multi-year Financial Plan

- **The Multi-Year General Fund Financial Plan is an attempt to provide a more accurate and more detailed multi-year financial projection for the City of Durham**
- **The Financial model is a living document with the ability to do “what-if” scenarios and plan for future changes to debt pay, staffing and operations**
- **The model is dependent on the accuracy of the inputs. Managed properly, it can provide a basis for decision-making on taxes, fees, debt and virtually all aspects of General Fund revenue and expense**

Assumptions

The financial model for forecasting is based on assumptions for future spending and revenue growth

- **Examples:**
 - How will revenues grow? (tax base, state revenues, City fees)
 - How will expenditures grow? (pay, benefits, operating)
 - what amounts to include for capital infrastructure growth?
- The financial model may be modified to consider conservative, moderate or aggressive growth in revenues and expenditures
- Changes in the assumptions will affect the decision-making for future financial planning

Relationship to Strategic Plan and Fundable CIP

- **The Multi-Year Financial Plan/Model will only be as good as the inputs that are entered into the Model.**
- **The City can then use the Financial model to determine where to allocate resources based on the Strategic Plan priorities.**
- **The Multi-Year Financial Plan, Strategic Plan and Fundable CIP interact to better inform the City's resource allocation and decision making process.**

Relationship to Strategic Plan and Fundable CIP (continued)

- **The Strategic Plan will determine which needs are a priority to the City**
- **Currently, the assumptions for the Fundable CIP model have been entered into the Financial Model**
- **It will be critical that the priorities achieved in the Strategic Plan are entered into the model as well**

Strategic Plan is Complete

What to Expect:

- **Implementation Plan in place, to include annual review, by December 2010**
- **Strategic Plan Implementation Team to meet regularly through December 2010**
- **Official launch of Strategic Plan**
- **Institutionalize, promote, and champion SP process**
- **Move to a “performance managed” organization**
- **Promote collaboration across departments/divisions**
- **Decision making , to include resource allocation, based on data**
- **Continuous organizational education and learning in related subjects**

Roadmap

Where you are

Identify Products & Services

Determine Key Customers

Analyze Internal Strengths & Weaknesses AND External Opportunities & Threats

Your destination

Write a Mission Statement

Develop a Vision

Establish Organizational Core Values

Set Goals

Road to get there

Set Objectives

Identify Performance Measures

Set Targets

Develop Initiatives

City Council to Adopt Strategic Plan

CHECK-IN Evaluate the Plan



Goals

- 1. Strong and Diverse Economy**
- 2. Safe and Secure Community**
- 3. Thriving Livable Neighborhoods**
- 4. Well Managed City**
- 5. Stewardship of City's Physical Assets**

Initiatives

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Strong and Diverse Economy 1.0

- 1.1 Target specific industries and recruit, incentivize and retain
- 1.2 Evaluate effectiveness of existing incentive policies and programs that are focused on business development
- 1.3 Assess existing program support associated with small businesses and startups- identify gaps
- 1.4 Expand Mayor's Summer Youth Works Program
- 1.5 Identify and implement development review process improvements
- 1.6 Conduct an annexation study in order to promote a strong and diverse economy

Safe and Secure Community 2.0

- 2.1 Improve officer safety and response time for Priority 1 calls through use of AVL in marked patrol vehicles
- 2.2 Inventory and analyze existing public safety programs for results
- 2.3 Target specific public safety problems for inter-agency collaboration
- 2.4 Centralized repository for digital evidence
- 2.5 Reduce radio traffic on primary dispatch channels
- 2.6 Enhance the City's public safety image through effective communication that informs citizens

Thriving, Livable Neighborhoods 3.0

- 3.1 Improve and preserve housing for all Durham Citizens
- 3.2 Partner to revitalize specific deteriorating communities in close proximity to universities and medical centers
- 3.3 Develop a regional transit plan
- 3.4 Evaluate the effectiveness of "free fare" transit
- 3.5 Coordinate existing neighborhood development plans
- 3.6 Increase the efficiency of Durham Transit and Triangle Transit through centralized management, planning and marketing
- 3.7 Develop Neighborhood Vitality Index model (NVI)
- 3.8 Develop a long term plan to reduce homelessness

Well Managed City 4.0

- 4.1 Prioritize processes for improvement and track results
- 4.2 Review and update multi-year financial plan-align with resources
- 4.3 Identify unfunded CIP needs
- 4.4 Sustain Culture of Service initiative
- 4.5 Develop the systems, processes and structures to ensure accountability for Strategic Plan implementation
- 4.6 Implement and create technology that supports the strategic plan
- 4.7 Manage talent and ensure continuity of organizational leadership
- 4.8 Deploy Employee Wellness initiative
- 4.9 Provide timely and accurate information to employees and citizens
- 4.10 Increase use of data and best practices

Stewardship of City's Physical Assets 5.0

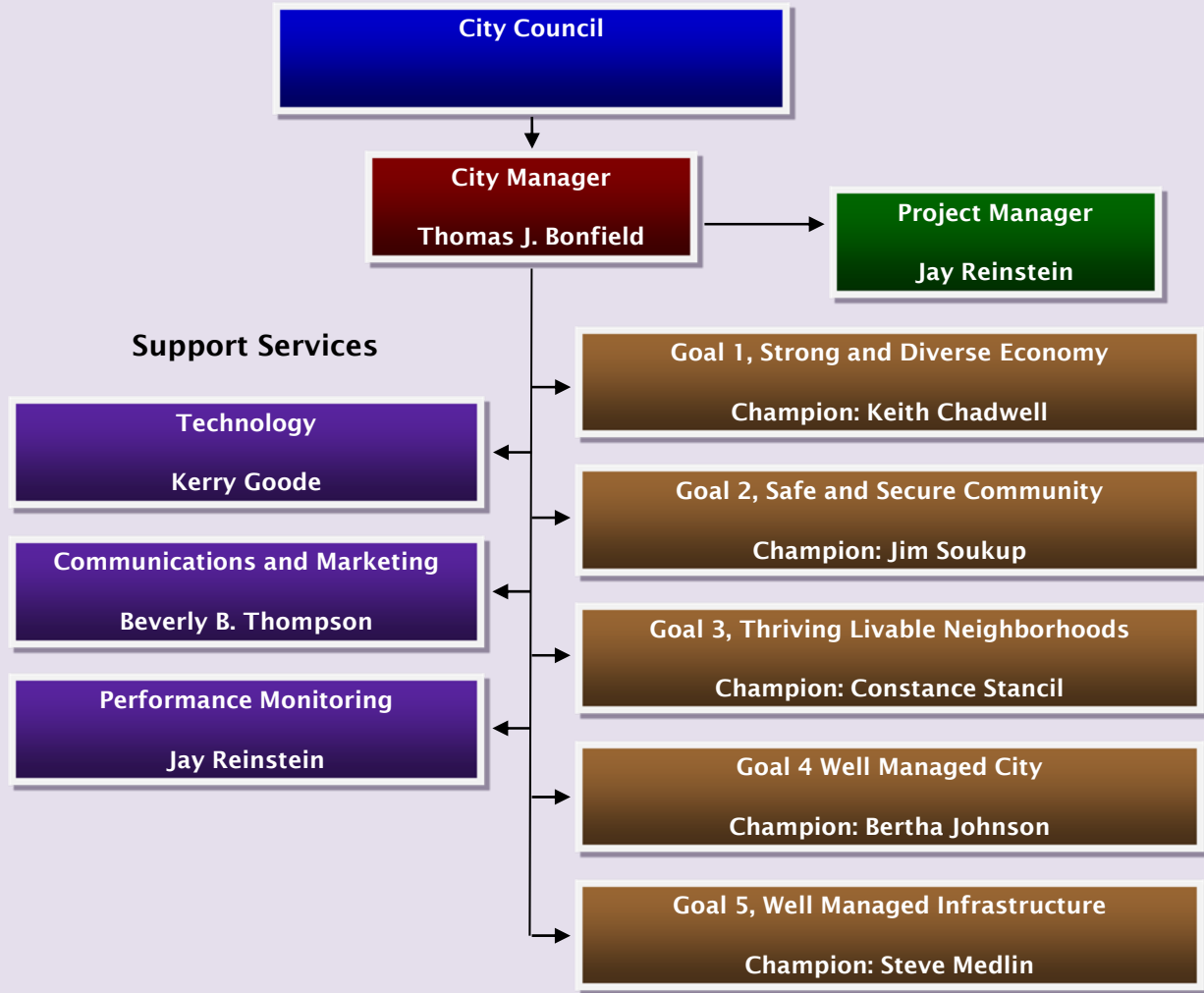
- 5.1 Enhance infrastructure development standards
- 5.2 Develop an Asset Management system
- 5.3 Modify waste water treatment plant and storm water discharge processes to meet water quality standards
- 5.4 Create rating systems for evaluating infrastructure
- 5.5 Determine feasibility of implementing citywide fiber optic network with key partners
- 5.6 Recommend priorities of potential gateway areas
- 5.7 Identify resources to design the Central Durham Gateway Plan[



Implementation Oversight

- **City Manager/Plan Owner** is primary advocate for process and teams
- **Plan Coordinator/Project Manager** provides logistical support to Strategic Plan Implementation Team
- **Goal Champions** ensure progress made and milestones met for each goal
- **Performance Monitoring team** oversees data analysis and reporting functions
- **Communication and Marketing team** develops and oversees the internal and external communication plans
- **Technology team** provides technology support to Communication and Marketing and Performance Monitoring teams

Strategic Plan Implementation



Prioritizing Work Through:

- **Key Initiatives outlined by the City Council and City Manager**
- **Council Priorities**
- **SWOC Analysis**
- **Input from staff, citizens and key stakeholders**
- **Outcome Measures, Objectives, Intermediate Measures and Initiatives drafted by the DST/PDT and approved by City Council**