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**ICMA Conference Presenter** 



#### **Overview**

#### Issue

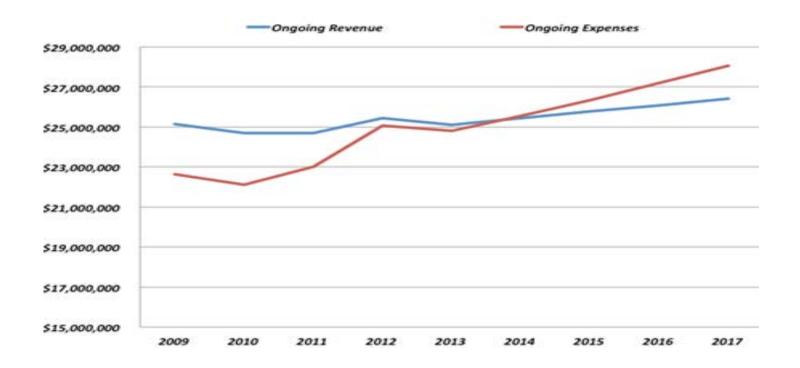
 Demand for services continue to increase but revenues remain flat (or decrease)

#### Solution

- Use data to allocate resources to the highest priorities
- Forecast the impact and future costs to decisions made today

#### New Normal: Revenue Landscape

• How do we address the growing gap between Service Level Demands and Revenue Growth?



Anywhere, USA.



## **Balancing Budget Priorities**



### **Data Driven Decision Making**







Ice Cream Socials

E-Town

Hall

**Strategic** Plan

Outcomes, Objectives, Initiatives & **Performance Measures** 

Coffees

Employee Opinion Survey

CM Brown Bag Lunches

Multi-Year **Financial Plans** 

w/Council









#### **Outcome**

How has this worked?

- 2010 during recession voters approved \$20M Street Bond Referendum
- 2011 during recession established Solid Waste Fee
- 2012 during recession 0.56 cents per \$100 tax increase
- 2012-2015 increased Street Maintenance Fund to \$1M
- 2013 added 1 penny (\$2.3M) on tax rate for Affordable Housing
- 2015 added ½ on tax rate (\$1.2M) for Parks Maintenance

Justification:

- Resident Survey
- Coffees w/Council
- E-Town Hall
- Public Hearings
- Citizen CIP Panel

Data driven decision making = More certainty around the outcome



#### A Case Study: Solid Waste

Initiated **process improvement** to
identify gaps and
under performing
lines of business

Track/Evaluate the Program through performance measures Developed Solid
Waste multi-year
financial Plan
which revealed
upcoming fleet and
future debt service
needs

Proposed a **solid waste fee** to

provide a **new source of revenue** for the

Solid Waste Fund.

Used the general fund multi-year financial plan to show limited capacity for future transfers

Analyzed Resident
Survey data
concerning
efficient and
effective service

Used the <u>debt</u>
<u>service multi-year</u>
<u>financial plan</u> to
demonstrate the lack
of debt capacity for
fleet needs.

#### Summary

Sometimes it seems over-whelming and fruitless for organizations to embrace initiatives such as strategic plans, financial plans, citizen surveys, employee opinion surveys

But, all of these tools support one another and are vital to becoming a high performing organization If organizations develop structure around the initiatives and establish linkage it would be easier to get buy-in from employees, elected officials and the community

# Questions/Comments?

Additional Information...





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