

## **STRATEGIC PLANNING AND BUDGET DEVELOPMENT PROCESS**

The City of Suffolk's Annual Capital Planning process and Annual Operating and Capital Budget process begins each year in October and concludes after the final adoption by City Council, prior to June 30<sup>th</sup> of the following year. The budget process is designed to include an analysis of each department's budget and to allocate resources across departmental programs based on the strategic plans, goals and directions provided by City Council and a thorough examination of programs and justifications. Each activity that is funded is reviewed by the City's Director of Budget and Strategic Planning, the City Manager, and the City Council.

### **Long and Short Term Strategic Planning:**

A citizen survey is conducted biennially by an independently contracted company to obtain feedback and assess citizen satisfaction with the various services provided by the City. The survey is conducted on a statistical sample of the City's population. The Department of Media and Community Relations reports the results to Council at the annually held fall Council Retreat.

The annual Council retreat focuses on the City's goals, visioning, land use, and important financial matters. Topics include issues associated with the City's Ten Year Comprehensive Development Plan, and significant service issues from staff and Council. Council develops its vision and a list of priorities and staff provides Council with recommended strategic initiatives to be addressed in the short and long term future of the City.

Short and long term strategic initiatives are developed and updated for use in the development of the City's ten year Capital Improvements Plan (CIP) and Annual Operating and Capital Budget.

### **Annual Five-Year Budget Forecast:**

The Department of Budget and Strategic Planning produces a Five-Year Budget Forecast annually to evaluate the total amount of available resources and total amounts of anticipated costs over a five year period. It incorporates levels of anticipated revenues over the next five years, the projected levels of operating costs, the anticipated levels of debt service for the Capital Improvements Plan, and the anticipated operating costs associated with all new capital facilities. In turn, the first year of the Five-Year Budget Forecast is used as a framework from which to develop the guidelines and targets for the Operating Budget. The Five-Year Forecast is used to determine the level of funding the City will have to support its Capital Improvement Plan within the debt policy constraints adopted by the City.

### **Development of the Annual Capital Improvements Plan (CIP):**

The City of Suffolk begins the development of its Annual Capital Improvements Plan (CIP) in October to address in detail the five year plan and additional five year horizon for needed City capital improvements. A recommended CIP is developed by the City Manager with input from the various departments of the City.