

# ***CITY OF WALHALLA***

***"MAIN STREET to the MOUNTAINS"***

Mr. Danny Woodward, Mayor Pro Tem  
Ms. Sarai Melendez, Councilwoman  
Mr. Keith Pace, Councilman  
Mr. Tyler Jordan, Councilman

Mr. Danny Edwards, Mayor

Mr. Grant Keehn, Councilman  
Mr. David Underwood, Councilman  
Mr. Michael Kozlarek, City Attorney  
Mr. Timothy B. Burton, City Administrator

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## **AGENDA**

### **FY 24 BUDGET WORKSHOP**

**WALHALLA CITY COUNCIL**  
**January 21, 2023**  
**9:00 AM**  
**206 N. Church Street, Walhalla, SC**

**CALL TO ORDER & WELCOME**

**Mayor Edwards**

**MOMENT OF SILENCE**

**PLEDGE OF ALLEGIANCE**

**ADMINISTRATOR COMMENTS**

**Brandon Burton**

**DISCUSSION AND/OR ACTION ITEMS (to include Vote and/or Action on matters brought up for discussion, if required)**

- 1. FY 24 Budget Direction and Goals**

**ADJOURN**

There will be no opportunity for public comment at this meeting.

# CITY OF WALHALLA

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Mr. Timothy B. Burton, City Administrator

January 20, 2023

Walhalla City Council  
206 N Church Street  
Walhalla, SC 29691

Dear Honorable Mayor and City Councilors:

Welcome to the first meeting of the Fiscal Year 2024 Budget Planning Cycle. This meeting is intended for council to communicate their goals to administration for developing and implementing the FY 2024 budget. It is expected that there will be interaction with each other and city administration.

For this meeting you will be asked to participate in a series of exercises designed to set out your priorities as committee member and then as a city councilor. There will be 3 exercises that will help you develop and collaborate your goals. There should be very little discussion of actual budget numbers for these goals.

I look forward to continuing to serve the city and council in the upcoming fiscal year. I feel like established a good foundation and can continue to build upon it.

Sincerely I am,



Timothy B. Burton  
City Administrator



# FY 2024 GOAL SETTING & BUDGET RETREAT

CITY OF WALHALLA

TIMOTHY B. BURTON

CITY ADMINISTRATOR

JANUARY 21, 2023

# AGENDA

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CALL TO ORDEER

MOMENT OF SILENCE

ADMINISTRATOR COMMENTS

FY BUDGET GUIDANCE

DISCUSSION AND/OR ACTION ITEMS

- FY 24 BUDGET DIRECTION AND GOALS
  - EXERCISE 1 – LONG TERM AND STRATEGIC GOALS
  - EXERCISE 2- DEPARTMENT SPECIFIC GOALS
  - EXERCISE 3- FY GOALS

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CONCLUSION/WRAPUP

ADJOURN

# ADMINISTRATOR COMMENTS

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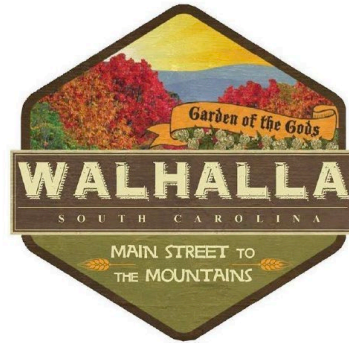
**WALHALLA**

S O U T H C A R O L I N A

MAIN STREET TO

# FY 24 BUDGET GUIDANCE

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CITY OF WALHALLA

FY 2024

BUDGET GUIDANCE

DECEMBER 21, 2022

CITY OF WALHALLA  
206 N CHURCH ST  
WALHALLA, SC 29691



CITY OF WALHALLA

FY 2024

BUDGET GUIDANCE

DECEMBER 21, 2022

CITY OF WALHALLA  
206 N CHURCH ST  
WALHALLA, SC 29691

## **CITY OF WALHALLA FY 2024 BUDGET GUIDANCE**

### **General Fund**

It is unlikely there will be large growth in the general fund this year. It is anticipated that revenues will remain stable and that departments should develop their requests with this in mind. The past FY additional staff and an 8% raise was added, so this will reduce any additional funds that may come in. General Fund resources will be placed on requests that make measurable progress in one or more of the following areas:

- Providing outstanding service: bolstering customer service in a timely and professional manner, as well as equity in service delivery.
- Reinvesting in facilities: adequately maintain our current facilities in a safe and operational state.
- Public Safety: equipping department operations to better handle increased demands for services and keeping our citizens and visitors safe.

Departments should limit ongoing add requests to only the highest priority programs and services. As part of your submission, you will be asked to propose options for how your request might be offset by a reduction to an existing program or service, and what the impact of that trade-off might be. This will allow Council to assess whether the add package should be funded with new General Fund money, an offset to an existing program, or not at all.

### **Hospitality Fund**

Departments and non-profit organizations that could receive funds from Hospitality Revenues will need to request separately their requests for those funds. Notably, Main Street should meet with their board and develop a budget request for submittal. Other non-profits that make annual requests should do the same. Submissions in this category should specifically account for how these funds will enhance the livability, opportunities, and tourism for Walhalla.

### **Enterprise Fund**

This year monthly payments will be allocated in the operating budget to fund contingency and depreciation as directed by the 2018 bond ordinance. Special attention should be paid to ensuring that operations and maintenance costs do not override revenues with respect to the debt coverage ratio.

### **Capital Improvement Fund**

This year capital expenditures will be at a stable level if not lower than last year. All capital requests will be considered on an amount set aside by council for capital improvements. These

requests will be in the capital improvement fund. Again, priority will be placed on requests that make measurable progress in one or more of the following areas:

- Providing outstanding service: bolstering customer service in a timely and professional manner, as well as equity in service delivery.
- Reinvesting in facilities: adequately maintain our current facilities in a safe and operational state.
- Public Safety: equipping department operations to better handle increased demands for services and keeping our citizens and visitors safe.

### **Capital Replacement Plan**

A component of this year's budget will be outlining all your capital assets and creating a replacement plan. It is to be understood that this plan or portions of the plan may or may not be funded. Having a yearly plan will enable Council to see the entire health of our facilities and fleet and be a useful tool in future planning.

### **Lease Purchases**

This year all lease purchases will be fund off the top of the respective fund that they come from, general or enterprise. You will not see an amount funded in your departments "leases and contracts" line item. This line item will be reserved for leases or contracts that your department may use in the fiscal year.

### **Shared Expenses**

This year costs associated with activities that benefit more than one department may be spread across those affected departments. Most notably this will affect Sanitation and Utilities since they are a big user of our billing and collection system. This will also apply to departments that share human capital resources. For example, recreation may use utility staff for projects, a portion of this time will be billed to recreation. This new method of accounting is necessary to ensure we maintain our appropriate debt service coverage ratio in regard to our revenue bonds that were issued in 2018.

### **Performance Management**

Building upon last year's enhanced focus on performance, departments should highlight performance metrics throughout the budget process. Wherever possible, please use performance measures to quantify the impact of your existing services and any budget requests. You will be asked you how the decisions we make can positively impact those measures. The City Administrator will provide additional information about the metrics that are being used to measure progress in these areas. Any ongoing department requests should clearly explain how the investment will make progress against those metrics.

## **Department Narratives**

Your budget submission should also include a narrative for your department and program of work. Feel free to use the ones from FY 2023 budget documents or create your own. If you use the one from FY 23 please update it to reflect current numbers.

## **Annual Report**

The development of an annual report was discussed at the July 2021 department head meeting. This will be part of the budget process as well. It provides both council and the public a snapshot of your program along with the successes and challenges you experience over the past year. Annual report components will be submitted in February and published in by March for presentation to Council.

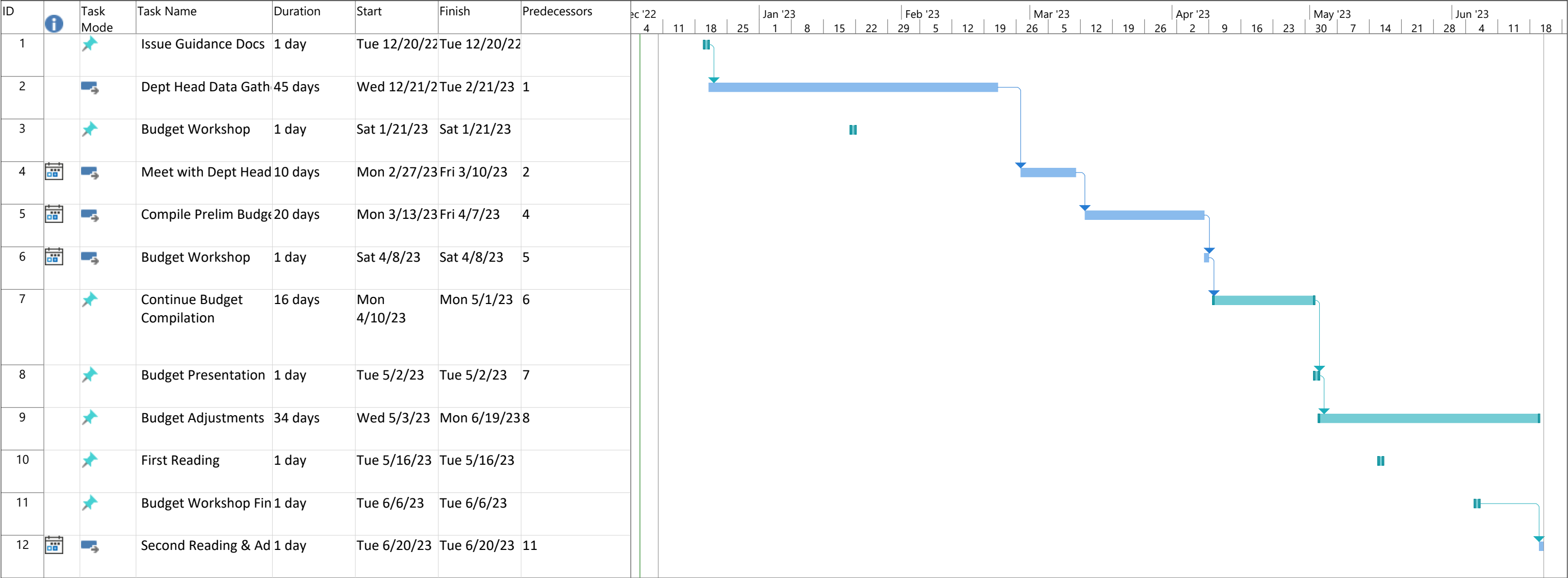
## **Budget Worksheets**

Your proposed budget will be entered into the Excel workbook that has been emailed to you. Instructions on its use are contained in the workbook. The workbook will also be used to enter organization charts, 5-year plans, capital inventories, and tabulated data for justification.

## **Budget Timeline**

The following chart outlines the anticipated benchmarks for the FY 2024 budget process.

City of Walhalla  
FY 2024 Budget  
Planning Process



# SUGGESTED READING

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## **Visioning, Strategic Planning And Goal Setting**

**Jeff Shacker, Field Services Manager,  
Municipal Association of S.C.**



# **Visioning, Strategic Planning And Goal Setting**

**Jeff Shacker, Field Services Manager,  
Municipal Association of S.C.**

## **“The Future Isn’t A Gift. It Is To Be Achieved”**

- ❖ This quote from Robert Kennedy still rings true – especially given the challenges facing government today. Many of these challenges are a product of not anticipating the long-term consequences of short-term politically popular decisions.
- ❖ Consider: runaway deficits, the burst of the financial bubble, unsustainable public pension plans and municipal bankruptcies.
- ❖ “The future ain’t what it used to be” - Yogi Berra.
- ❖ The simple truth: resources are tighter than ever and it may get worse.

## The Challenge

- ❖ Every newly elected official confronts the question “Was I elected to do what the people want or to govern well?”
- ❖ All councils operate in two simultaneous realities: the here and now (what people want) and the future (stewardship of the community’s future).
- ❖ While appealing - how do you really know what the “people” want?
- ❖ The reality is that deciding what the people want boils down to making difficult choices between numerous and conflicting wants.
- ❖ It also requires choosing between short-term wants and long-term priorities.

## The Importance Of Perspective

- ❖ Highly effective councils see themselves existing to:
  - o Think about and plan for the future.
  - o Establish vision and well-defined strategic priorities.
  - o Define results to be achieved.
  - o Empower employees to produce those results.
  - o Maintain relationships with residents and business leaders that instill confidence in council's leadership.
  - o Demonstrate stewardship for the city's future and provide leadership that ensures the actions taken today produce the desired future.

## Strategic Leadership: What Is It; Why Do It?

- ❖ People are future seeking. However, they must be able to visualize what they want the future to be and then decide how to make it a reality.
- ❖ Strategic leadership is a process that brings people together to think about the future, create a vision, and identify ways to make that future happen through determination, teamwork, and discipline.
- ❖ This is a primary function of leadership (i.e. making desirable things happen that would not happen otherwise and preventing undesirable things from happening that would otherwise occur).

## “Back To The Future”

- ❖ A strategic leader always comes at you from the future and then takes you “back to the future” from the present.
- ❖ The journey starts with ***vision***, evolves to ***strategic issues*** that must be addressed to achieve that vision, and then culminates with the development of long-range ***goals*** and ***objectives*** that provide decision-making and budgetary direction.

## **“Living Month To Month”**

- ❖ Simply going from one budget to the next, and from one monthly meeting to the next can be limiting – putting your community’s future in the hands of chance and rendering your decision making reactive instead of proactive.
- ❖ A council’s primary responsibility is not just to decide routine matters at meetings. It is to accept responsibility for shaping the community’s future by determining what citizens’ desire for their city’s future and achieving it.
- ❖ For councils to be effective leaders, they must have a strategic perspective that enables them to make decisions at regular council meetings that are consistent and rational.

## What Is Strategic Planning?

- ❖ Strategic planning in municipal government is the process by which council, as leaders, determines what it intends for the organization and community to be in the future and how it will get there.
- ❖ It involves developing a vision for the organization's future and determining the necessary goals, priorities, and action strategies to achieve that vision.
- ❖ Strategic planning serves as a roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. It involves big-picture thinking focused on directing efforts and limited resources toward clearly defined priorities.

## The Strategic Plan

- ❖ Each member of council may, to a varying degree, have a different agenda.
- ❖ The Strategic Plan serves as a compass – without it, differences of opinion on council disrupt progress. With a properly prepared plan, the focus is on accomplishing council's agreed upon priorities.
- ❖ The plan focuses council on the ***Ends*** to be achieved and the staff, volunteers and partners on the ***Means*** necessary to achieve those results.
- ❖ Other implementation efforts and plans (i.e. comprehensive land use plans, financial plans, and development plans) are policy and decision making tools that assist the council in achieving its vision for the city or community.

## Terminology

**Vision:** What are we trying to accomplish?

**Mission:** What will this organization do to accomplish it?

**Values:** In what manner shall we go about accomplishing it?

**Issues:** What are the barriers we must face to accomplish it?

**Strategies:** What will we do about it?

**Goals:** Statements of what we hope to accomplish.

**Objectives:** Component parts of goals that are even more specific and include performance measures and timeframes.

**Benchmarks:** Performance targets.

## A Strategic Planning Process

1. Agree on the strategic planning process.
2. Determine your SWOTs.
3. Define the city's values, community vision and mission.
4. Develop a shared vision for the organization.
5. Establish goals for the organization.
6. Develop an action plan of specific objectives that address your goals.
7. Finalize the written plan.
8. Add procedures for monitoring and reporting progress.

## First Things First – Agree On The Process

- ❖ Ideally this is done at a work session with key staff present.
- ❖ Education on what strategic planning is and how it is done.
- ❖ The value to the organization and community, in terms of providing a common vision and focus.
- ❖ The cost of strategic planning should be considered (financial and personnel)
- ❖ Define the horizon for the plan.
- ❖ Establish the process, the steps and who will be responsible for each step.

## And Make Sure You Know Your SWOTs

- ❖ SWOT = Strengths, Weaknesses, Opportunities and Threats.
- ❖ This exercise helps provide an understanding of how your city or town relates to the external environment, what it's internal capabilities are and serves as a baseline data for the strategic plan.
  - o **External component** = identify and assess opportunities and threats.
  - o **Internal component** = assess the strengths and weaknesses of your organization.

**Now You're Ready To Begin**

## Values, Community Vision And Mission

Consider beginning your strategic planning by agreeing on the following:

- ❖ **The Organization's core values** – those beliefs or principles that guide the organization; these values are shared by council and staff, strongly held, and not easily changed.
- ❖ **Community Vision** – Council's vision for the community; this is council's image of what the community could be.
- ❖ **Mission** – the stated purpose for your municipality's existence; think of it as your organization's public statement of the contribution it promises to make to help accomplish the community vision.

## A Shared Vision For The Organization

The concept here is that the organizational vision is dependent upon or subordinate to council's vision for the community.

- ❖ Develop a vision of where council wants the organization to be in *X* number of years, and then define strategies that will get it there.
- ❖ The vision might describe the organization in terms of broad categories (i.e. mix of services, reputation and key accomplishments), and/or it may provide descriptions of specific characteristics that define it.
- ❖ For a small town, a joint council-staff process may be effective. For a larger organization, a two-stage process (staff first and then council).

## Goal Setting

- ❖ Set goals that, assuming the city is successful in addressing its mission, describe the organization in a specified number of years.
- ❖ The jump from vision to goals is usually a short one.
- ❖ Sometimes the statements describing the vision are essentially goals (status statements describing the organization).
- ❖ Transforming the vision into a series of key goals for the organization is extremely valuable.

## A Plan Of Action

- ❖ You've got a long-term vision of what you want your community and organization to look like – now what?
- ❖ The next step is development of an implementation plan.
- ❖ This work plan consists of objectives that address the goals.
- ❖ To be successful, your strategic plan must reflect current conditions.
- ❖ That is why council will want to limit the work plan (i.e. the objectives) to the first year covered by the plan and then update annually.

## Operative Words: Clear And Accountability

- ❖ Objectives must have clear time frames.
- ❖ They must be clearly assigned to an individual or unit.
- ❖ And they must be measurable.
- ❖ Objectives can relate to:
  - o City services
  - o Programs and Initiatives
  - o Projects
  - o Events
  - o Relationships

## The Involvement Of Staff Is Key

- ❖ Developing the annual work plans requires both council and staff input.
- ❖ Staff has valuable insight that council may not have.
- ❖ Staff can help council evaluate if the work plan is achievable.
- ❖ Are council's expectations of what the city (council, staff, volunteers and partners) can achieve reasonable?
- ❖ Is it realistic? Can it be done?

## Put It In Writing

- ❖ Finalize a written strategic plan that summarizes the results and decisions of council.
- ❖ There is no set format per se, but consider the hierarchy of:
  - o Vision
  - o Goals
  - o Strategies
  - o Objectives
  - o Benchmarks (Performance Targets)
- ❖ Council should then formally adopt the plan.

## **Don't Forget To Monitor And Maintain It**

- ❖ Be sure progress towards goals and objectives is monitored regularly.
- ❖ For some cities this may be monthly. Others, particularly small towns with limited staff, this may be quarterly.
- ❖ Develop a work plan annually at the beginning of each year.
- ❖ It should consist of strategies/objectives that have been reevaluated and revised based on progress made, obstacles encountered, and the changing environment (internal and external).
- ❖ Align the process with the budget cycle so that council's priorities are addressed/funded in the annual budget.

## Some Thoughts On Facilitation

- ❖ The retreat (and any other planning sessions) must be facilitated.
- ❖ The individual facilitating the meetings should be (or be made) knowledgeable about the organization and community.
- ❖ They should be someone:
  - o Skilled in small group processes
  - o Non-directive
  - o Committed to full discussion of the issues
  - o Committed to full participation of all council members
  - o Task-oriented
  - o Able to keep the process moving forward

## Some More Thoughts On Facilitation

- ❖ A member of staff or council may be capable of facilitating the meetings.
- ❖ However, using an outsider, or consultant, often produces better results.
- ❖ They may be better able to navigate potential land mines and complicated relationships that may exist on council because they bring no baggage to the process.
- ❖ When facilitated by a member of staff or council, that individual is not able to fully participate because they are too focused on facilitating the process.
- ❖ A 3<sup>rd</sup> party usually can be more direct than a member of staff or council.

## In Closing...

- ❖ **Process matters:** If the plan isn't done properly, you won't use it.
- ❖ **Agreement:** If there isn't consensus, there isn't a plan.
- ❖ **Simplicity:** The harder it is to understand, the less it will be used.
- ❖ **Length:** The longer it is, the less it will be used.
- ❖ **Clarity:** Clearly define all objectives, assignments and time frames for completion.
- ❖ **Measurement:** Create measures to determine and/or quantify success.

## In Closing...

- ❖ **Monitor:** Keep tabs on and regularly report progress to council.
- ❖ **Revisit:** Review the previous plan's results before beginning a new one.
- ❖ **Refer:** Look to the plan for guidance during the budget process and during the policymaking process.
- ❖ **Commitment:** Success is more about commitment and determination than it is about an expensive and complicated plan.
- ❖ **Scalable:** Every city, no matter its size, can benefit from strategic planning provided there is a commitment to the process and plan.

# Resources

**City of Rock Hill, S.C.**  
[www.cityofrockhill.com](http://www.cityofrockhill.com)

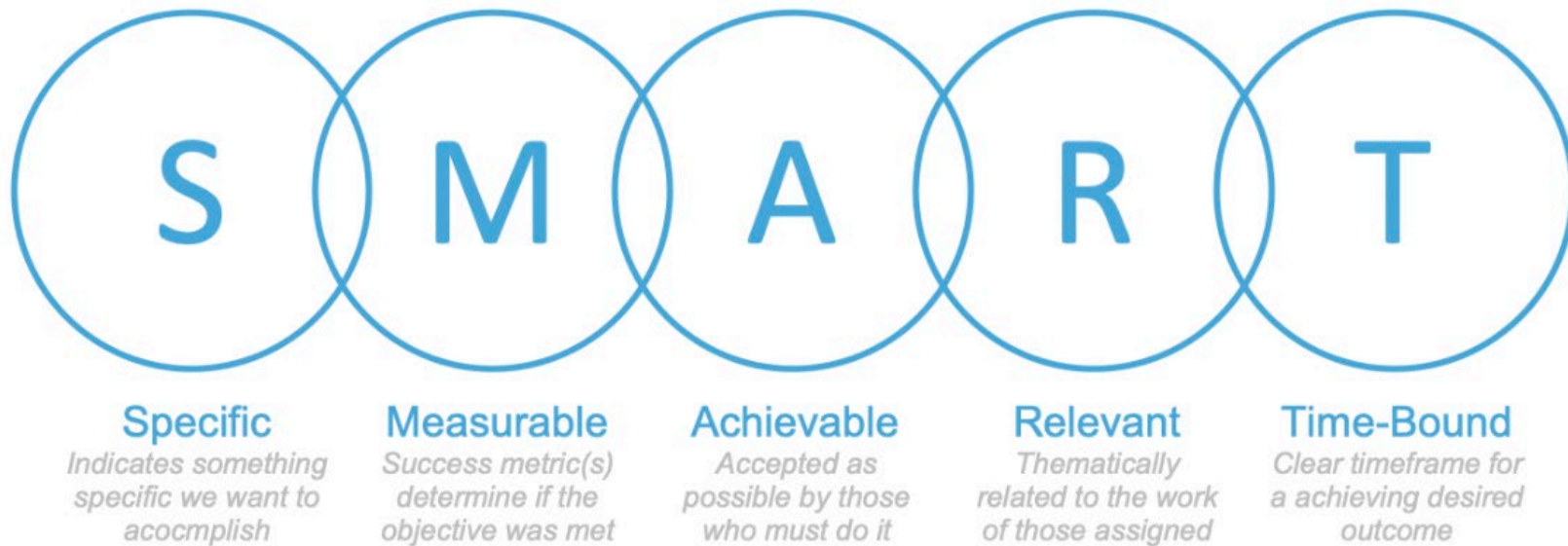
**Municipal Association of South Carolina**  
[www.masc.sc](http://www.masc.sc)

**Keywords:** *strategic planning*

**Municipal Research and Services Center (MRSC)**  
[www.mrsc.org](http://www.mrsc.org)

# Questions?

# FOR CONSIDERATION



Sourced from <https://productfolio.com/smart-objectives/>

## S – Specific

Be as specific as possible when setting your goal, the more specific the better. It often helps to break it down into the “W” questions:

- Who – Who is involved and who will this benefit
- What – What are you trying to accomplish by setting this goal
- When – When would you like to complete this goal
- Where – Where will this goal take place
- Why – Why is this goal important
- Which – Which resources will be needed to accomplish this goal

## M – Measurable

It’s important that your objectives be measurable so that you can stay on track, stay focused and feel a sense of accomplishment as you move closer to your goal. Setting milestones with small achievable wins helps to make a goal feel more tangible.

## A – Attainable

Your goal needs to be realistic and attainable. It’s important to determine if your goal is achievable based on things like timeframe, costs, and skillset.

## R – Relevant

This stage in setting relevant objectives is about making sure that your goal is well-timed in the marketplace. Ask questions like, is this the right time to be launching this product? Also, make sure that the goal is in alignment with the company’s overall purpose.

## T – Time-Bound

Deadlines are important to help keep things on track. Realistic, attainable deadlines are even more important. If a deadline is unrealistic, it increases the chances of overall project failure. It’s helpful to define what has been achieved during the small measurable goals to keep the momentum.

The acronym S.M.A.R.T. refers to both S.M.A.R.T. objectives as well as S.M.A.R.T. goals. While the acronym is the same the overall meaning differs slightly. Goals are the specific outcome that is being defined, and objectives refer to the determined steps that will be implemented to direct the completion of a project.

It helps to write out your objectives or type them up onto a chart so that you and your team have a visual chart that illustrates the progress everyone is making. It's also important to keep in mind that a long-term goal may change over time, therefore the objectives will change. Companies change their objectives; the market changes and new technologies emerge. For this reason, you may be tasked with writing a SMARTER Objective. A SMARTER Objective adds ER to the acronym, with E standing for evaluate and R standing for Re-do. It's not uncommon to re-evaluate long term objectives to match the current market.

Sourced from <https://productfolio.com/smart-objectives/>

# EXERCISE 1

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LONG TERM AND STRATEGIC GOALS

WALHALLA

S O U T H C A R O L I N A

MAIN STREET TO

1. List three things that need the most care and attention over the next 1-5 years in your council committee.
2. Setting aside present budget problems, what one thing would you like to see done over the next five years that is not presently being planned?
3. As a councilperson, what three things (city wide) need the most attention over the next five years?

# EXERCISE 2

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DEPARTMENT SPECIFIC GOALS

WALHALLA

S O U T H C A R O L I N A

MAIN STREET TO

List your main priorities for each department.

- Administration
- Community Development
- Police

- Public Works

- Fire

- Recreation

- Court

Exercise 2  
Establishing Priorities for Each Department  
City of Walhalla City Council Goal Setting Session  
January 21, 2023

- Utilities
  - Billing Office:

- Water Crew

- Water Plant

Exercise 2  
Establishing Priorities for Each Department  
City of Walhalla City Council Goal Setting Session  
January 21, 2023

- Sewer

# EXERCISE 3

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5 GOALS FOR THE CITY

WALHALLA

S O U T H C A R O L I N A

MAIN STREET TO

After Hearing everyone's responses. What do you feel are the City's 5 Main Goals?

1.

2.

3.

4.

5.

# CONCLUSION AND WRAP UP

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**WALHALLA**

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MAIN STREET TO



# ADJOURN....

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THANK YOU FOR PARTICIPATING

# WALHALLA

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