# Problem Statement

## Current State (As-Is)

Municipal strategic planning today relies on:

**Manual Document Creation:** - Department Directors create strategic plans in Word/Excel - 1,400+ line template must be manually filled - Copy/paste from previous years with manual updates - Version control via email attachments (“Plan\_v3\_final\_FINAL.docx”)

**Fragmented Data:** - Budget data in spreadsheets - KPIs tracked in separate systems - Dependencies documented in text, not enforced - No central repository for all department plans

**Limited Collaboration:** - Plans reviewed via email attachments - Comments in Word tracked changes or PDF annotations - No visibility into other departments’ plans during creation - Cross-departmental initiatives coordinated via meetings

**Reporting Challenges:** - City Manager must manually consolidate data from multiple plans - Finance department recreates budget summaries from Word tables - Council presentations require custom slide decks - Progress tracking requires manual status updates

## Problems to Solve

**P1 - Critical Problems (Must Solve in MVP):**

1. **Plan Creation is Time-Consuming:** Directors spend 40-60 hours over 6 weeks creating plans manually
2. **Budget Data is Inconsistent:** Different departments use different formats for financial analysis
3. **No Single Source of Truth:** Plans exist as static documents, not living data
4. **Limited Visibility:** City leadership can’t see real-time plan status or consolidated budgets
5. **Poor Version Control:** Unclear which document version is authoritative

**P2 - Important Problems (Post-MVP):**

1. **Difficult to Track Progress:** No structured way to monitor quarterly milestones
2. **Collaboration is Asynchronous:** Feedback loops are slow (days to weeks)
3. **Citizens Have Limited Access:** Plans published as PDFs on website, hard to navigate
4. **No Historical Analysis:** Can’t easily compare year-over-year or track initiative success rates

**P3 - Nice-to-Have Problems (Future):**

1. **Duplicate Efforts:** Departments may propose similar initiatives without knowing
2. **Best Practices Not Shared:** Successful initiative patterns not surfaced
3. **Benchmarking is Manual:** Comparing to other cities requires external research