

# REPORT

To the Honorable Mayor and City Council  
From the City Manager

January 26, 2009

## SUBJECT

Adoption of Redwood City Strategic Planning Process

## RECOMMENDATION

Council review and by motion, adopt the strategic planning process and direct staff to complete preparation and implementation of the City's strategic plan.

## BACKGROUND

At the priority setting session in February of 2008, the City Council expressed an interest in creating a Citywide Strategic Plan that would align council priorities, goals, objectives and financial resources in a unified process. Further, the Council felt that such a plan would allow for a more informed and in depth annual discussion on how best to achieve their desired results. Based on this conversation, the City Manager appointed a subcommittee of the City's executive team to embark on developing a strategic planning process.

Deputy City Manager Magda Gonzalez and Human Resources Director/Assistant City Manager Bob Bell led the subcommittee, or design team, which also included Fire Chief Jim Skinner, Parks Recreation and Community Services Director Corinne Centeno and Public Works Services Director Larry Barwacz. Over the course of the last nine months, the committee took the following steps to bring forward a strategic plan design for Council consideration:

1. Identification of stakeholder interests regarding a strategic plan;
2. Review of a variety of strategic plan models used by both private and public organizations;
3. An inventory of materials, plans, processes, and documents already used in the City that could be incorporated into a strategic planning process;
4. A review with the Mayor and Vice Mayor on a draft process for the City;
5. A training session for Council on the strategic planning process;
6. The creation of the first version of a draft plan that includes existing information that is traditionally included in a strategic plan;
7. Identification of next steps and a timeline for completion to implement the City's first strategic plan.

Stakeholder interests served as the "touchstones" that drove the strategic plan design. Those interests included such things as:

- Council priorities - now to be called "strategic initiatives" - should be recognized as the long-term direction of the City and should not be revisited or re-written every year;
- A variety of stakeholders should have input into the strategic planning process and annual update of the strategic plan;

- The process should allow for the recognition of the day-to-day work being done by staff in addition to work on the initiatives so Council and other stakeholders have better information when directing staff;
- Initiatives, goals and objectives should be better aligned so Council and the public can see the relationship between Council direction, key activities being done by operating departments and expected results, thus allowing the strategic plan to provide a framework to align all planning processes;
- Honor and incorporate existing strategic planning activities already being done that will add value to the Citywide strategic plan.

After reviewing a variety of plans, the design team identified four key categories of strategic plans:

1. Formulation
2. Development
3. Implementation
4. Evaluation

Moreover, the committee identified what would be included in each category and identified current processes that could be folded into one of the areas of the strategic plan. Attachment 1 – Components of a Strategic Plan, defines the various parts of the plan and includes a suggested timetable as to when the component would be revised and/or updated.

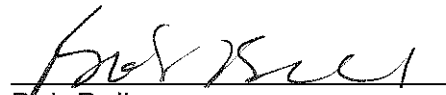
One new staff activity that will be implemented as a result of the strategic plan is the preparation of an annual report. The purpose of the annual report will be to inform the Council and the public as to the progress the City has made on strategic initiatives and goals as well as inform stakeholders on the operations of the City. The report will be transmitted to Council in January of each year. The report will include an update on the various objectives that support council goals and strategic initiatives and will also include performance measures that monitor program success and effectiveness. The department reports will include information on each department's achievements; workload statistics for the previous fiscal year; and a section that describes any concerns or challenges the department foresees in the short and/or long term.

In addition to the annual report, constituency surveying will be performed on an ongoing basis and folded into the annual update. This may include the neighborhood survey, information obtained from PACT graduates, and data gathered from the various regional partners that work with the City to provide services to the community. All this information fits under the stakeholder input umbrella in the strategic planning process.

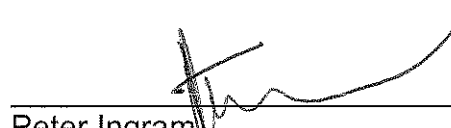
Lastly, the Committee also felt it was important to clarify the role of the City Council and staff in a strategic planning process. As indicated in Attachment 1, the Council sets the overall Vision and Mission, Strategic Initiatives and Goals for the organization. Staff then develops objectives, action plans and evaluation tools to bring back to City Council that support the strategic direction set by the Council. Further, the Committee recommends that once established, the Vision and Mission go unchanged for a minimum of 10-15 years and that Strategic Initiatives remain unchanged for at least a 4-5 year period.

Attachment 2 includes an overview of the strategic planning process being recommended for Redwood City. In addition, a draft strategic plan is attached to this staff report as Attachment 4. Although not complete, it is a working draft that incorporates current strategic planning elements being done in the City into a working plan. Staff is recommending that the Council formally adopt the process and then work with staff over the course of the next year to complete the City's first strategic plan. Attachment 3 identifies next steps that need to be done to complete the plan, and provides a suggested timeline for full implementation. Staff will work with Council over the course of the next several months to complete the process.

  
Magda González  
Deputy City Manager

  
Bob Bell  
Human Resources Director/  
Assistant City Manager

  
Corinne Centeno  
Parks, Recreation &  
Community Services Director

  
Peter Ingram  
City Manager

**ATTACHMENTS**

1. Components of a Strategic Plan
2. Overview of City Council Strategic Planning Review Process
3. Implementation Steps and Timeline
4. Redwood City Strategic Plan - Working Draft

**RELATED DOCUMENTS IN CITY CLERK'S OFFICE**

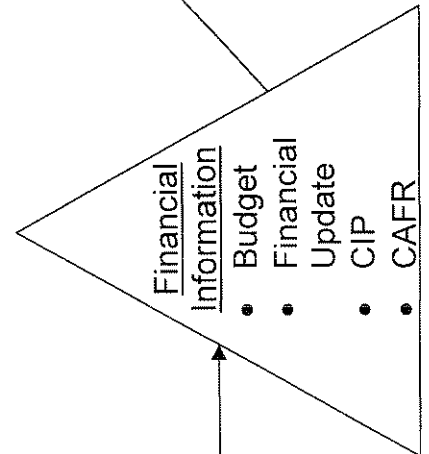
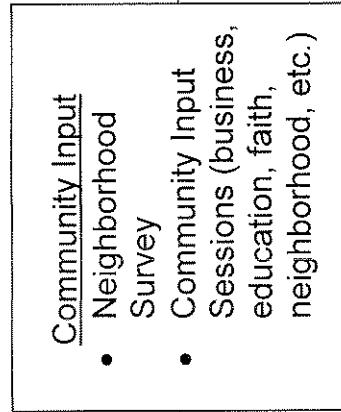
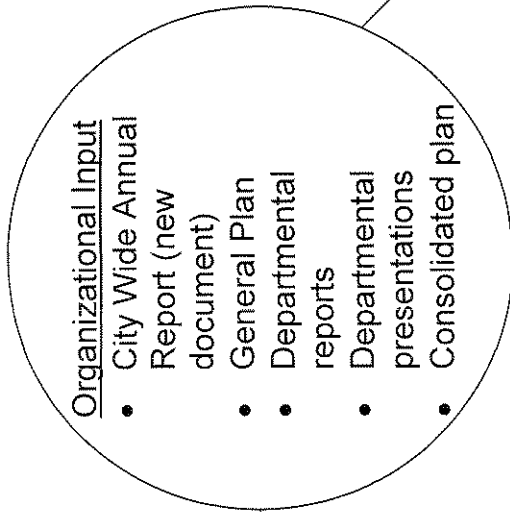
None

# Components of a Strategic Plan

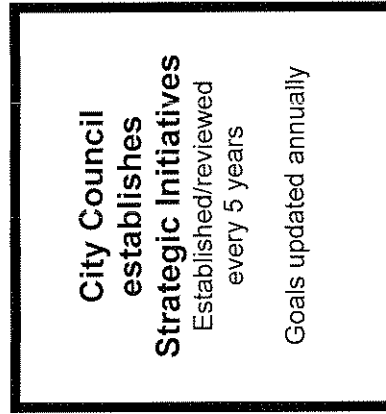
Domain	Category	Component	Description	Timetable
City Council	Formulation	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Values</li> </ul>	<p>A vivid image of the desired state of the City and community.</p> <p>Describes what is important to Council in terms of interaction and delivery of service. Describes how staff will interact with stakeholders and constituents.</p>	Revisited every 15 years.
City Council	Development	<ul style="list-style-type: none"> <li>• Strategic Initiatives</li> <li>• Goals</li> </ul>	<p>The areas of Council focus over the course of a five year period. These areas will set the foundation for Council policy and direction.</p> <p>Articulations that describe success under each strategic initiative. The goals will provide basis for each department's work plan and objectives over the course of the preceding 5 years.</p>	Every 5 years.
City Staff	Implementation	<ul style="list-style-type: none"> <li>• Objectives</li> </ul>	<p>1-5 year results the staff will pursue to achieve the strategic initiatives and goals. Objectives will be measurable results that can be evaluated and reported back to Council on an annual basis.</p>	Established every 3-5 years with an annual update.
City Staff	Evaluation	<ul style="list-style-type: none"> <li>• Stakeholder Surveys</li> <li>• Performance Measures</li> <li>• Key Project Tracking Sheet</li> <li>• Annual Report</li> </ul>	<p>A variety of stakeholder surveys such as the neighborhood surveys that give council and staff an indication of how the City is performing as well as assess the needs of the community.</p> <p>Yardsticks that evaluate program performance and give management a tool to identify success and alter programs for better performance.</p> <p>Update of key objectives that are aligned to strategic initiatives and reported to Council on a quarterly basis.</p> <p>Comprehensive report that includes updates from each department on their respective operations, progress towards objectives and an environmental scan of key challenges and issues they will be facing in the short and long term. This report will be transmitted to Council prior to the strategic initiative update session each year.</p>	<p>Annually as directed by Council.</p> <p>Once a year.</p> <p>Quarterly.</p> <p>Once a year.</p>
City Council	Evaluation	<ul style="list-style-type: none"> <li>• Annual Update</li> </ul>	<p>Staff updates council on plan and city finances and council gives direction for next fiscal years(s).</p>	Once a year.

# OVERVIEW OF CITY COUNCIL STRATEGIC INITIATIVE 5 YEAR REVIEW PROCESS

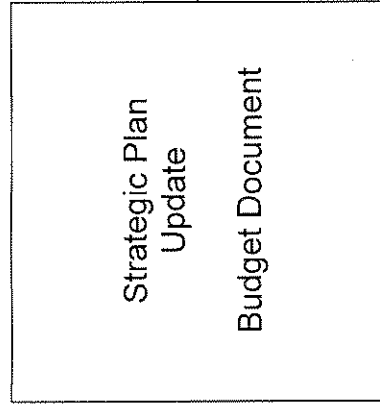
July - December



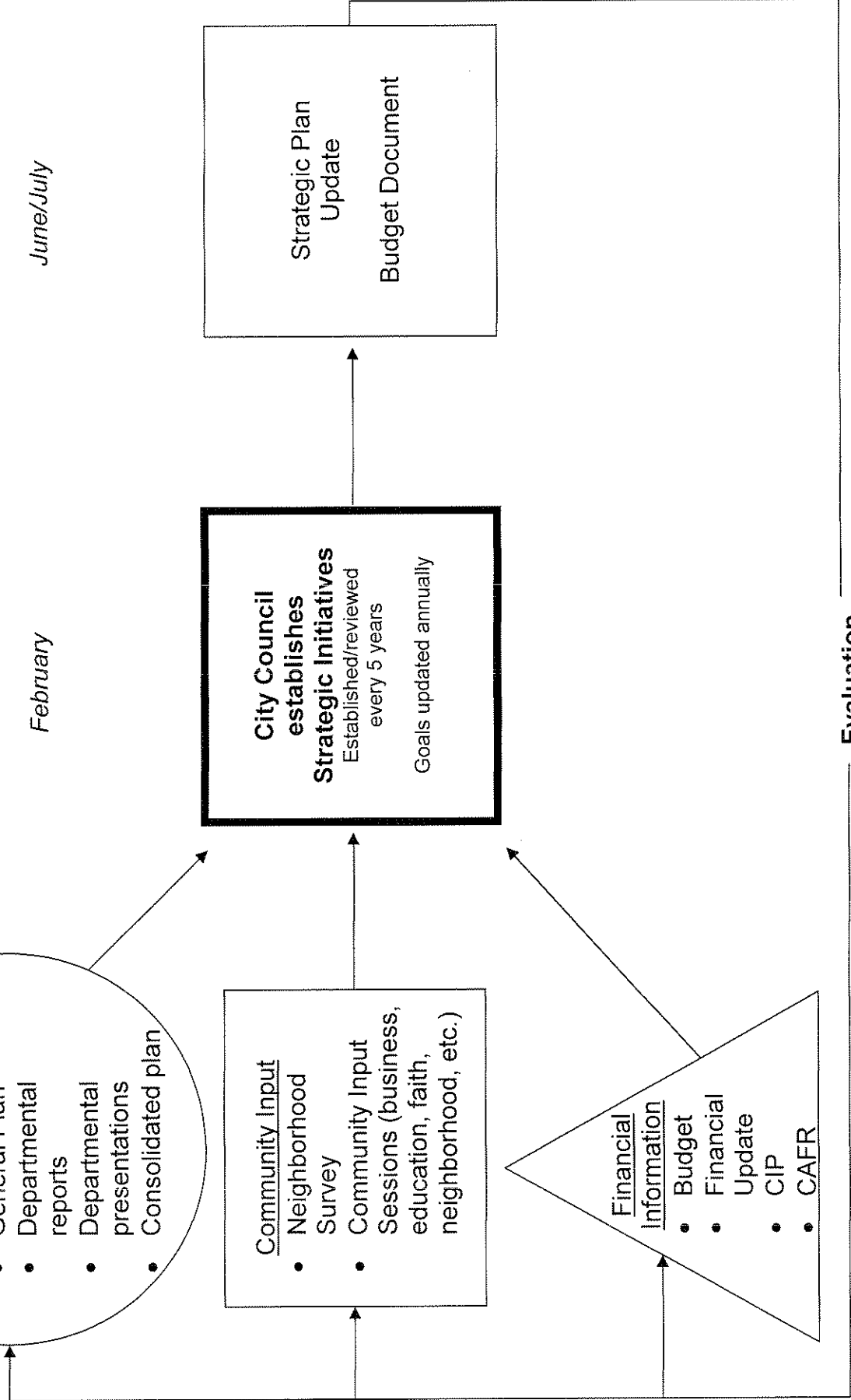
February



June/July



Evaluation



**Attachment 3**

**Strategic Plan  
Next Steps and Implementation Timeline**

<u>Item</u>	<u>Completion</u>
City Council's Creation of a Vision Statement to Guide the Plan	September 2009
Evaluate Strategic Initiatives to ensure alignment with vision	September 2009
Update goal statements so that they describe desired state/success	September 2009
Align objectives with revised initiatives and goals	October 2009
Final Plan Written and Submitted to Council	October 2009
Completion of First Annual Report	January 2010

Attachment 4

**CITY OF REDWOOD CITY**

**STRATEGIC PLAN**

**DRAFT**

**JANUARY 26, 2009**

## VISION

PLACEHOLDER: To be determined by Council at a later date; potentially through a community visioning process.

## MISSION

### Mission Statement

PLACEHOLDER: Staff to recommend language for Council adoption, with consideration given to current Overarching Guidelines, of:

- Community Building
- Communication
- Aesthetics
- Creating Pedestrian-Friendly Public Places Citywide
- Quality of Life
- Economic Vitality/Sustainability

Staff will also consider General Plan Guiding Principles not already incorporated, and other important themes, words, including, vibrant community, safe community, valuing and embracing diversity.

### Council Values

To be inserted at a later date

### Organizational Core Purpose and Core Values

Our Core Purpose is best described as the reason for the organization's existence. Our Core Values are those basic values which make Redwood City the service organization that it is today.

The Core Purpose of the organization is to ***Build a Great Community Together!***

This simple statement contains a great deal of meaning: it points to the need for engaging our citizens in an effort to create a true community; a community where there is a "sense of belonging," a place where there is trust and relationships among our citizens, and where people know their neighbors. A community is a place where citizens take the responsibility and accountability to partner with the City to achieve our mutual vision of a great community.

To carry out our Core Purpose, the following four Core Values guide the organization's day-to-day work, and help us focus on our Core Purpose:

<b><i>Excellence:</i></b>	Passion to Do Our Best in Each Moment
<b><i>Integrity:</i></b>	Do the Right Thing, Not the Easy Thing
<b><i>Service:</i></b>	We Care and It Makes a Difference
<b><i>Creativity:</i></b>	Freedom to Imagine and Courage to Act

## **STRATEGIC INITIATIVES**

The City's Strategic Initiatives are established by Council, and represent the areas of focus for the organization. The Strategic Initiatives are high level policy areas, and generally reviewed every five years. The Strategic Initiatives serve as a guidance to help focus the City Council, Boards, Committees, and Commissions, and staff. The current initiatives are:

- ***Economic Development***
- ***Public Safety***
- ***Transportation and Traffic***
- ***Government Operations***
- ***Community/Civic Support***
- ***Youth Agenda***

## **GOALS**

Each year, Council will establish annual goals that support each of Council's Strategic Initiatives. Although not completely developed in the form of a goal at this time, the following statements are indicative of the goals that will be further defined within the next fiscal year.

- ***Economic Development***
  - Business retention, business promotion citywide
  - Smart growth (green building / urban design)
  - Historic preservation/identity
  - Downtown redevelopment
  - Housing development

- **Public Safety**
  - Maintain / ensure public safety
  - Disaster preparedness (including Port)
  - Anti-gang activities
  
- **Transportation and Traffic**
  - Commuter and community shuttle service
  - Neighborhood traffic problem-solving system / liaison
  - Pedestrian/bike friendly citywide
  - Highway 101 / 84 interchange improvements
  - Maintain regional transportation representation
  
- **Government Operations**
  - New General Plan by September, 2009
  - Be attentive to environmental concerns – climate protection and conservation
  - Code enforcement
  - Staff development and succession planning
  - Be in a state of readiness for funding opportunities
  - Create an overarching strategic plan (process to be determined)
  
- **Community/Civic Support**
  - Community building and community partnerships
  - Civic engagement
  - Public awareness and communications
  - New parks and public spaces
  
- **Youth Agenda**
  - Redwood City collaborative youth initiative
  - After-school enrichment programs
  - Child care (services for ages 0-5)

## OBJECTIVES

The organizational objectives will be developed by staff in support of Council's Strategic Initiatives and Goals. The objectives will be reported out through the Strategic Plan, and may also be communicated through the various departmental business plans and annual departmental reports.

## EVALUATION

Staff will evaluate programmatic effectiveness and efficiency on a regular basis. Evaluation results will be reported out through a variety of means, including the use of performance measures (that are yet to be determined depending on future developed objectives), and Council's quarterly Strategic Initiatives Tracking Report.

### *Appendices:*

- 1. Glossary of Terms*
- 2. Sample Strategic Initiative Tracking Sheet*
- 3. Strategic Planning Process Timeline*

## Glossary of Terms

**Vision** ~ Description of what community will be; vivid, guiding image of community's success

**Mission** ~ What organization will do to make vision a reality; what organization intends to pursue

**Core Purpose and Core Values** ~ How the operation operates; how organization implements Council policy and direction

**Strategic Initiatives** ~ Long term initiatives. They should be revisited every five years at Strategic Initiatives Review Session. They will replace what we now refer to as council priorities (big headings)

**Objectives ( Long Term and Short Term)** ~ These items may come up at Strategic Initiatives Review Session (every five years) or Strategic Initiatives Progress Sessions (annually); may include some items currently listed under the Council Priority headings; may also be staff driven; should include resource allocation if needed

**Action Plans** ~ Developed at departmental level; may include short term objectives; plans to implement items above; can take the place of objectives formally in budget document

**Evaluation** ~ includes reporting on action plans and use of performance measures

**SWOT Analysis/Environmental Scan** ~ Assesses strengths, weaknesses, opportunities and threats to the organization and community; is provided every two years, with annual updates; information would be provided to Council in January, and may include:

- Organizational Input
  - City Wide Annual Report (new document)
    - Performance Measures
    - Trends
    - Future opportunities and challenges
    - External forces that impact our work i.e. state budget, new legislation
  - General plan
  - Departmental reports
  - Departmental presentations
  - Consolidated plan

- Community Input
  - Neighborhood survey
  - Community Input Session
  
- Financial Information
  - Budget
  - Financial Update
  - CIP
  - CAFR

<b>STRATEGIC INITIATIVE: ECONOMIC DEVELOPMENT</b>				
<b>No.</b>	<b>Goal Statement</b>	<b>Council Committee</b>	<b>Lead Dept.</b>	<b>Objective</b>
<b>Economic Development</b>				
ED1	Business retention and business promotion citywide	Joint Council/Chamber Steering Committee	CM	a) Work with the Chamber of Commerce to develop the scope, goals, and recommended approach for procuring services to implement the City's Economic Development Strategy.
				<p><b>Ongoing.</b>  <b>Current:</b> Staff has been assigned to project and will begin interviewing stakeholders in Jan. 09 to determine scope.  <b>Next:</b> Complete stakeholder interviews; complete scope, RFQ and consultant selection process.</p>
ED 2	Smart growth (green building / urban design)		CDS	a) Conduct a study of green building ordinances, taking a regional and proactive approach.
				<p><b>Ongoing.</b>  <b>Current:</b> Education and public meetings have occurred.  <b>Next:</b> Board of Bldg Review will meet in Jan 09' and develop a recommendation for Council. Proposal is to adopt same minimum standards as adopted by SMCO. Continue participation in state and national green standards and codes. C/CAG is getting \$3-5 million for energy retrofit in SMCO.</p>

EXHIBIT

## Strategic Planning Process Timeline

- July Start to prepare City wide annual report
- Late Aug - Mid Dec. Neighborhood survey conducted; gather community “perceptions” (likely biennial)
- December Complete City Wide Annual Report – based on past fiscal year, and will be looking forward (may include: performances measures, future challenges)
- February Environmental/ SWOT (Strengths, Weaknesses, Opportunities, Threats) Scan information provided to Council; Neighborhood Survey results presented
- Mid to late Feb. Annual Update Sessions with Council; Every 5 years will also include Strategic Initiatives Review Session
- March Council confirms what changes (options or reductions) to be brought back in June budget hearings
- June Budget Hearings (annual updates)
- July Action Plan Developed (annual updates); Evaluation / Performance Measures (annual updates)