

Memorandum



DATE November 15, 2013

TO The Honorable Mayor and Members of the City Council

SUBJECT Strategic Planning Progress Report

On Wednesday, November 20, 2013, the City Council will be briefed on the Strategic Planning Progress Report. Briefing materials are attached for your review.

If you have additional questions, please feel free to contact me.


A.C. Gonzalez
Interim City Manager

- c: Warren M. S. Ernst, City Attorney
- Judge Daniel F. Solis, Administrative Judge
- Rosa A. Rios, City Secretary
- Craig D. Kinton, City Auditor
- Ryan S. Evans, Interim First Assistant City Manager
- Jill A. Jordan, P.E., Assistant City Manager
- Forest E. Turner, Assistant City Manager
- Joey Zapata, Assistant City Manager
- Charles M. Cato, Interim Assistant City Manager
- Theresa O'Donnell, Interim Assistant City Manager
- Jeanne Chipperfield, Chief Financial Officer
- Frank Libro, Public Information Officer
- Elsa Cantu, Assistant to the City Manager – Mayor and Council

Strategic Planning Progress Report

Council Briefing, November 20, 2013



Purpose of Briefing

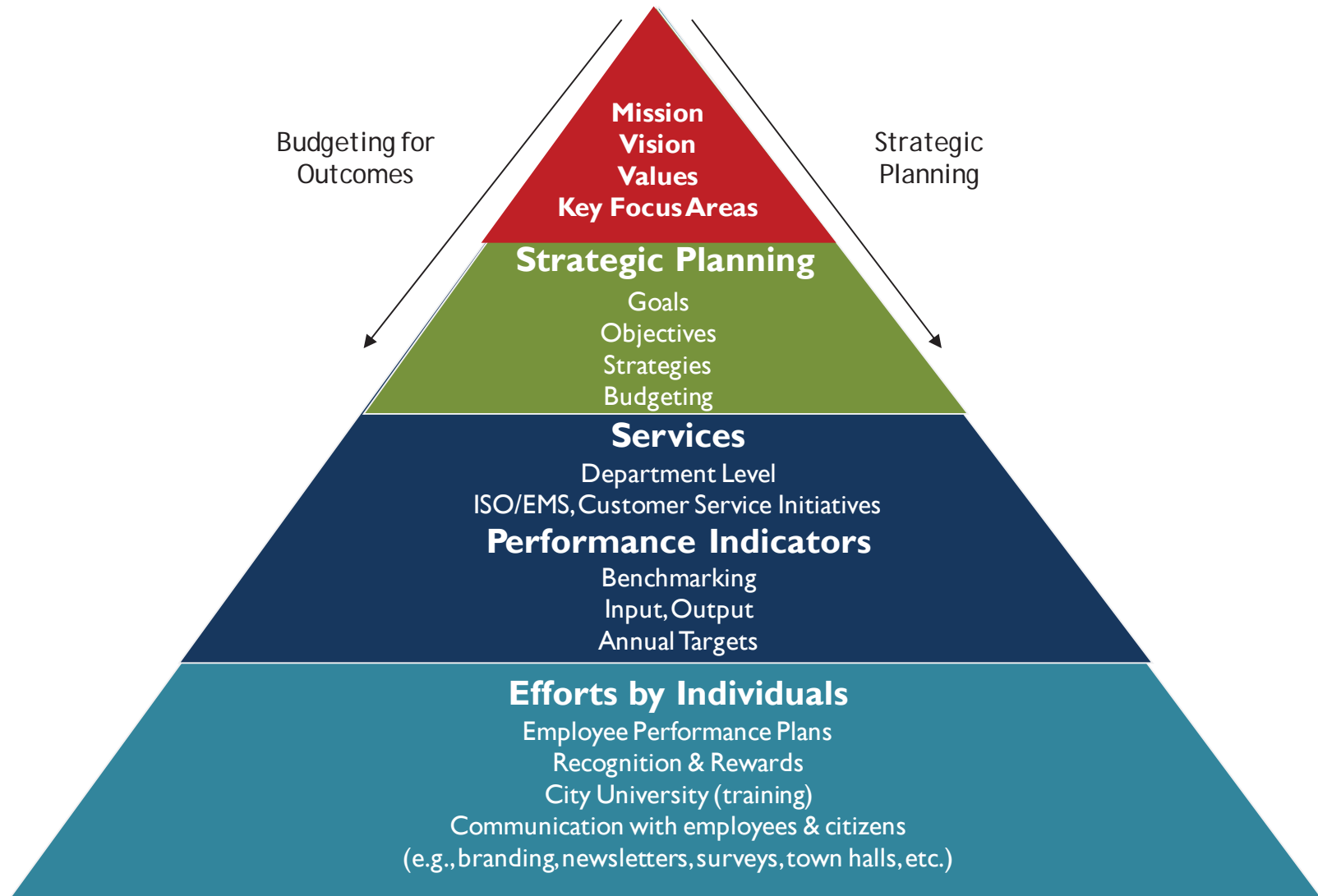
Provide information on:

- Strategic planning process
- Tools used in strategic planning
- Staff activities
- Anticipated outcomes

Strategic Planning

- Process for organizations to set and achieve its goals
- Process by which an organization establishes a favorable position to use its strengths and to take advantage of opportunities
- Timeframe can vary from 3 to 5 years to 100 years

Strategic Planning Overview



Tools Used in Strategic Planning

Representative sample:

- SWOT Analysis
- Survey results
- Strategy mapping
- Benchmarking
- Performance metrics

Recap of Last Briefing

- Staff will:
 - Identify index cities for each Council committee
 - Identify best practices of index cities
 - Conduct a high level SWOT analysis
 - Update Council on initiatives' progress
- Council retreat in January
 - Planning for FY15 and beyond

Since Last Briefing

- Teams developed
 - Directors
 - Arranged by Key Focus Area
 - Participating in four-part planning process
 - Budgeting for Outcomes (BfO) Teams
 - Arranged by Key Focus Area
 - Researching best practices
- Teams integrating strategic planning with budgeting
- Staff refining objectives and budget performance measures to make results more measureable

Activities of Staff

Directors are:

- Reviewing current Mission, Vision, Values and may propose possible changes
- Completing high level SWOT Analysis
- Completing strategy mapping exercise
- Developing recommended goals, objectives, strategies and tactics

Activities of Staff

Teams are:

- Identifying best practices
- Identifying index cities by service
- Reviewing benchmark & internal data (performance results, survey results)
- Identifying indicators of progress

Anticipated Outcomes

- Multi-year indicators of progress
- Greater incorporation of research-based best practices in budget bid proposals
- Cost analysis for long-term service improvements
- Recommended FY15 Strategic Plan
- Refined metrics for results
- Opportunities for greater efficiencies

Refinement

- Council will:
 - Review staff's proposed goals and objectives
 - Approve best practice adaptations
 - Set funding priorities
 - Confirm strategies/tactics
 - Validate indicators of progress

Council will provide guidance to staff at each stage during the development of the FY15 strategic plan

Next Steps

- Dec 4th - Full Council Briefing on FY13 Strategic Plan accomplishments
- Dec/Jan - Council committee presentations of best practices and proposed index cities
- Jan 16/17 – Council Retreat- discussion of recommendations for the FY15 strategic plan; Council will prioritize services and further develop staff recommendations
- Late Jan - Team presentations of strategy maps & strategies based on Council prioritization
- Feb - Complete strategic plan finalization for FY15 budget