

City Council Strategic Plan

On January 12, 2009, the City Council held a Strategic Planning Retreat in the Community Room of the EPA Government Center. Council invited Executives and Division Managers to participate in the Retreat

The Retreat was facilitated by Ms. Marilyn Snider, Snider & Associates and was recorded by Ms. Gail Tsuboi, Tsuboi Design.

The Strategic Planning Elements included: Internal Strengths, Internal Weaknesses, External Opportunities and External Threats; the Mission/Purpose Statement; Vision Statement; Core Values; Three-Year Goals; Key Performance Measures; Six-Month Strategic Objectives; and Follow-up Process.

The Strategic Plan is a work in progress; although, since the Retreat, Council adopted the following Mission Statement:

“The City of East Palo Alto provides responsive, respectful and efficient public services to enhance the quality of life and safety for our multi-cultural community.”

“SWOT” ANALYSIS:

Assess the organization’s:

- Internal **S**trengths
- Internal **W**eaknesses
- External **O**pportunities
- External **T**hreats

MISSION/PURPOSE STATEMENT:

- States WHY the organization exists and WHOM it serves.

VISION STATEMENT:

- A vivid, descriptive image of the future – what the organization will BECOME

CORE VALUES:

- What the organization values, recognizes and rewards – strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition. (*This is scheduled for a Council Study Session set for June 30, 2009*).

THREE-YEAR GOALS:

- WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) usually limited to 4 or 5 key areas.

KEY PERFORMANCE MEASURES:

- What success will look like upon achievement of the goal

SIX-MONTH STRATEGIC OBJECTIVES

- HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals.

FOLLOW-UP PROCESS

- Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six-months