

City Council Strategic Plan

On January 12, 2009, the City Council held the first of three Strategic Planning Retreats. 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.

Follow-up sessions were held in July 2009 and in December 2009.

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.

City Council adopted 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.

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

CITY COUNCIL STRATEGIC PLAN
FY 2010-2011 Adopted Budget

GOAL #1 - ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

Objectives:

- 1.1. To determine a process for developing a comprehensive approach to Measure C.
- 1.2. To present to the City Council for action the proposal of Advanced Community Policing.
- 1.3. To implement a tabletop emergency preparedness exercise.
- 1.4. To achieve full authorized staffing in the Police Department.
- 1.5. Implement Advanced Community Policing.

GOAL #2 - ENHANCE ECONOMIC VITALITY

Objectives:

- 2.1. To develop and present to the City Council for action a plan to address vacant, foreclosed residential properties in East Palo Alto.
- 2.2. To develop and present to the City Council for consideration recommendations for an ordinance to address abandoned and/or foreclosed property.
- 2.3. To present to the City Council for selection strategies to attract and retain small businesses.
- 2.4. To monitor, facilitate and report on the status of having 30% East Palo Alto residents filling Gateway 101 positions.
- 2.5. To select from the Tax Base Growth Strategy a strategy for implementation.

GOAL #3 - INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

Objectives:

- 3.1. To report to the City Council the need to revisit the City's purchasing policy.
- 3.2. To present to the City Council for direction on addressing the inadequacy of existing City government facilities.
- 3.3. To present to the City Council for direction on addressing the inadequacy of existing City government facilities.
- 3.4. To prepare and present to the City Council for action a revised rent stabilization ordinance.
- 3.5. To Present to the City Council for action a consultant to assist the City in updating personnel policies and procedures.
- 3.6. To review all of the City's fees and recommend to the City Council which fees need to be raised in the Master Fee Schedule.
- 3.7. To implement an online process for accessing the City Council meeting packets and City reports prior to City Council meetings.
- 3.8. To achieve a 95% of greater employee retention rate.
- 3.9. To fill the Deputy City Attorney position.
- 3.10. To update the City Council on the development of updated personnel policies and procedures.

GOAL #4 - IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

Objectives:

- 4.1. To start construction of at least three street improvement projects citywide for a total of \$3 million.
- 4.2. To present to the City Council for action a consultant to prepare a citywide Storm Drain Master Plan.
- 4.3. To investigate the feasibility of a citywide grant writer system and report the results to the City Council.

CITY COUNCIL STRATEGIC PLAN
FY 2010-2011 Adopted Budget

- 4.4. To initiate the design and phase and recommend to the City Council for action a consultant for Bay Road Phase 2.

GOAL #5 - IMPROVE COMMUNICATION AND ENHANCE COMMUNITY ENGAGEMENT

Objectives:

- 5.1. To provide updated information for the website.
- 5.2. To conduct Beat meetings in each Beat.
- 5.3. To distribute electronically to the community East Palo Alto's crime statistics.
- 5.4. To inform residents of the affected streets, if timelines have changed and why the delay.
- 5.5. To recommend community communication and engagement strategies to the City Council for action.
- 5.6. To develop and present to the City Council for action a strategy to get community participation in the 2010 Census.
- 5.7. To conduct "Chats With the Chief" in the community.
- 5.8. To develop a plan for a new website and present to the City Council for action.

GOAL #6 - CREATE A HEALTHY COMMUNITY

Objectives:

- 6.1. To develop and present to the City Council for action a Police Activities League program to increase children and youth's physical activities.
- 6.2. To develop a Healthy Community Plan and present to the City Council for action.
- 6.3. To implement a "City Clean Up Day."
- 6.4. To complete a Joint Use Facilities Agreement with the Ravenswood School District.