



City of East Palo Alto

ACTION MINUTES & ATTACHMENTS

By: Minette Warren

CITY OF EAST PALO ALTO STRATEGIC PLANNING RETREAT
Monday, January 12, 2009 – 11:15a.m. – 6:00p.m.
2415 University Avenue, East Palo Alto, CA
East Palo Alto City Council Chambers

10:30 Coffee/Tea/Snacks

11:15 Call to Order

Roll Call

Present

Martinez, Romero, Abrica (Woods arrived after Roll Call)

Evans – Absent, did not attend Retreat

Approval of Agenda

Action

Motion/Second: Abrica/Romero Vote: 3-0

NOTE: The remaining information pertinent to this agenda can be found in Attachment 1 and 2

Welcome, Purpose of the Retreat and Public Comment – Rubin Abrica, Mayor

Introduction of the Facilitator and Recorder – Alvin James, City Manager

Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda – Marilyn Snider, Facilitator – Snider and Associates

Introductions of the Group

What Are the Strengths of the City of East Palo Alto?

What Are the City of East Palo Alto's Internal Weaknesses/Challenges?

What Are the External Factors/Trends (e.g., economic, political, demographic, technological, environmental, attitudinal) that Will/Might Have an Impact on the City of East Palo Alto in the Next Three Years:

- **Positively (opportunities)?**
- **Negatively (threats)?**

Develop a Mission/Purpose Statement (one sentence that states why the city government exists and for whom)

Identify Three-Year Goals (what needs to be accomplished)

- Brainstorm Goals
- By Consensus, Select 4 or 5 Goals

Identify Six-Month Strategic Objectives (how the goals will be addressed initially – by when, who will be accountable, for what specific, measurable results) for each of the Three-Year Goals

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date for a 6-month update of the plan and a date for determining the city manager and city attorney evaluation criteria and process)

Summary of the Retreat and Closing Remarks

6:00 Adjourn

Please come for refreshments at 10:30. The meeting will begin promptly at 11:00 a.m. There will be a mid-afternoon break with a group lunch at 1:00. No cell phone calls/ audible pagers/scheduled meetings during the retreat please. Bring your calendar.

Attachments: 1) Summary of Retreat Discussions 2) Grid of 6 months Strategic Objectives

STRATEGIC PLANNING RETREAT

12 January 2009 * Community Room, City Hall

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904

Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

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.

THREE-YEAR GOALS

2009-2012 · not in priority order

- ▶ **Enhance public safety and emergency preparedness**
- ▶ **Enhance economic vitality**
- ▶ **Increase organizational effectiveness and efficiency**
- ▶ **Improve public facilities and infrastructure**
- ▶ **Improve communication and enhance community engagement**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	<i>WHO</i>	WHAT
Tuesday, January 13	City Manager	Distribute the retreat record. (Hard copies to City Council; electronically to department heads/staff in attendance)
Within 48 hours of receipt	All recipients	Read the retreat record.
Wed. January 14, 2009	Management Team (City Manager – lead)	Review the “Internal Weaknesses/Challenges” list for possible action items.
January 23, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
At the February 3, 2009 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
Monthly	City Council and City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Deputy City Clerk	Prepare and distribute the updated Strategic Plan Monitoring Matrix
June 30, 2009	City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - identify Core Values - develop Strategic Objectives for the next six months.
At the February 3, 2009 City Council closed session	City Council	Identify the criteria and process for the City Manager and City Attorney evaluations and notify the City Manager and City Attorney.
July 13, 2009	City Council City Manager City Attorney	Evaluation sessions for the City Manager and the City Attorney.

S.W.O.T. ANALYSIS



Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS OF THE CITY OF EAST PALO ALTO?

Brainstormed List of Perceptions

- A more professional organization
- Good communication and teamwork in Development Services
- Great open space and its potential
- We're a socially progressive community
- Affordable land
- Quality of staff
- Committed staff, team and Council
- Completion of Bay Road Phase I
- Developed some retail tax base
- Multi-year financial plan
- Best weather in California
- Affordable housing
- Transportation/mobility has improved
- Community activism
- We're improving our Council facilities
- Improved work space for city staff
- City Council members are accessible to the public
- Televised City Council meetings
- We have a Parole Re-entry Program
- Improved external perception of the city
- Increased regional voice
- Strong public input/participation
- Improved school district relations
- All the city's commissions and boards are committed to doing well
- Rent Stabilization Law
- Diversity of city staff
- Location of the city
- Proximity to Stanford University
- Staff/community relations are good
- Growing into a progressive organization
- Improving internal capacity
- Improved public safety
- Improved property tax revenue
- Improved employee benefits
- Improved financial condition

WHAT ARE THE CITY OF EAST PALO ALTO'S INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Lack of staffing and resources
- Unwritten finance procedures
- Lack of documented policies and procedures
- Lack of long range planning
- Inability to project a positive image to the public
- Lack of policy compliance
- Inadequate copying equipment
- Lengthy hiring process
- Limited meeting space
- Deficient rent control ordinance
- Lengthy development entitlement process
- Have not cleaned up legislative loose ends
- Infrastructure deficient
- Too many political influences
- Lack of management training
- Crime surges
- Not enough money to fix our streets
- Outdated policies and procedures
- Inconsistent practice
- No unified vision; no vision statement that everyone can express
- Lack of education and cultural diversity
- Lack of non-profit organization involvement in crime reduction
- Lack of code enforcement in retail areas related to loitering
- Lack an emergency evacuation plan in case of a large disaster
- Lack a risk management process
- Emergency/disaster procedures unknown by the public
- Lack of transparency in government
- Too many code violations
- Lack of information to the public
- Budget process not available to the community
- Slow response to the public
- No storage for files
- Archaic operating systems
- Lack of staffing to meet Council goals
- Communication with staff is not as good as it needs to be
- The poorest website
- We're in different locations
- Not enough key documents in languages other than English
- Website not in multiple languages
- No recreational programs/facilities
- Multi-bureaucratic
- We don't have a comprehensive enough economic development plan
- Negative news coverage
- No comprehensive affordable housing or development strategies

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF EAST PALO ALTO IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Change of federal administration
- Change of state administration
- Succession planning in the US workforce
- Increase in construction
- Federal Stimulus Package for Infrastructure
- End of the housing crisis

- Improved job climate
- Gas prices stay low
- Increase in the number of students graduating from high school and going on to college
- Improved image of the US
- More international trade
- Easing of construction costs
- State adopting a budget
- Recession likely to be over – or a better economic outlook
- The economy could bounce back in the 3rd quarter of 2009
- The regional economy is very green-oriented
- Improved retail performance
- Federal foreclosure legislation to allow mortgage restructuring
- End of the Iraq War
- Green Movement
- Lowering of college tuition
- Closing of Guantanamo
- Improving healthcare system
- Increased property values
- End of predatory lending
- Healthcare reform

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF EAST PALO ALTO IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Loss of local revenue
- Impact of the state budget
- Instability in the market lending industry
- Prolonged recession
- Predatory rental housing investments
- Increased unemployment rate
- Negative media coverage
- Increased homelessness
- International competition
- Negative image of East Palo Alto
- Increased gang activity
- More demand for human services
- Increased competition for human resources
- Demographic instability – the challenge of a constantly changing population
- Dramatic increase in the cost of water and replacement of the water infrastructure
- Drought
- Demand for increased employee benefits
- Dumbarton Corridor – traffic we don't control
- Natural disasters, e.g., flood, fire, earthquakes
- Failure of the Economic Stimulus Package
- No construction spending
- Increased competition from other cities in planning and for revenue generators
- Increased crime
- Increased high tech crimes
- Increased staff attrition and loss of leadership
- Lack of job creation programs
- Businesses closing
- City capital expenditures, e.g., replacement of equipment, vehicles

IDENTIFY THREE-YEAR GOALS

Brainstormed list of potential goals from which the Three-Year Goals were developed

- Maintain and enhance public safety
- Develop a functioning records management system
- Increase the resource base
- Improve emergency preparedness
- Enhance economic vitality
- Develop and adopt an Infrastructure Master Plan
- Develop and implement a “Go Green” initiative
- Produce a city Comprehensive Annual Financial Report (CAFR)
- Fix and improve the city rent control ordinance
- Increase multi-cultural services
- Revise and improve city master fee resolutions
- Improve the development entitlement process
- Project a positive image of the city
- Develop a long-range land use plan to ensure appropriate and consistent development
- Improve internal and external communication at all levels
- Build a strong and professional organization
- Improve city streets and parks
- Update the website on a regular basis with appropriate linkages
- Update and document the city’s policies and procedures
- Improve customer service and relations
- Provide a community vision
- Improve our hiring practices
- Develop and structure a community engagement process
- Improve public awareness
- Mold or built environment
- Develop a comprehensive affordable housing strategy
- Make the budget process more understandable, transparent and participatory
- Devise risk management policies and procedures

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

“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 OF EAST PALO ALTO * SIX-MONTH STRATEGIC OBJECTIVES

January 12, 2009 through June 15, 2009

THREE-YEAR GOAL: *ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS*

WHEN	WHO	WHAT	STATUS			CO
			DONE	ON TARGET	REVISED	
1 June 15,2009	Asst. City Manager, working with the Police Chief	Achieve full authorized staffing in the Police Dept.				
2 June 15,2009	City Council	Authorize FY 2008-2009 expenditures as stated in the Measure C ordinance.				
3 June 15,2009	Police Chief, with input from the community	Develop and present to the City Council for action a Community Emergency Preparedness Plan.				