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To: City Manager, Cliff Moore
From: Ana Cortez, Assistant City Manager
Date: February 14, 2018
Subject: Strategic Plan Update

On January 9, 2018, the City Council agreed to update the 2015 Strategic Plan so that the Council's committee structure would be directly linked to strategic priorities. This decision reflected a desire to give new and incumbent Council members an opportunity to elaborate on priorities and even modify specific aspects of the plan.

On February 1 and February 9, Council further discussed a process for engaging in strategic planning discussions. Council indicated that they wanted to use scheduled time during their briefings and business meetings as well as schedule up to one half day on a Saturday. Furthermore, Council directed staff to secure a pro-bono facilitator. As of the date of this report, we have not identified a pro-bono facilitator.

On February 6, Councilwoman Funk indicated that she has submitted a proposed committee structure prior to the meeting. Staff emailed this structure to the Council on February 9, 2018. The Councilwoman has provided additional input on key steps to be addressed by the update, including:

- Consideration on whether the overarching goals (reflected in the four committees) are adequate and up to date for addressing current problems.
- Ability of each Council member to possibly provide weighted priorities and identify new functions.
- Sorting of external boards into the new committee structure.
- Recognition of crossover areas for Board and Committees.

In subsequent communications, Council has asked for clarification on next steps. This council report addresses this request.

Purpose

The purpose of the strategic plan update is to revisit the main elements of the 2015 Strategic Plan and to recommit to these components. Furthermore, by updating the plan, Council seeks to adopt a committee structure that reflects strategic priorities for the next two years and to outline an action plan on how these priorities will be executed. However, there is interest in focusing the update on the Committee structure. For this reason, we offer the following options:

Option 1- Review vision statement, priorities and 2 year action plan.

Deliverable: Vision Statement + Priorities + Committee Structure + 2 year Action Plan

Time commitment: four encounters

Option 2- Review priorities and 2 year action plan.

Deliverable: Priorities + Committee Structure + 2 year Action Plan

Time commitment: three encounters

Option 3- Review priorities only and outline committee structure.

Deliverable: Priorities + Committee Structure

Time commitment: 1-2 encounters

The different options demand different time commitments. If we assume that each component (Vision + Priorities + Committees + 2 Year Action Plan), requires one encounter, then **up to** four strategic plan update meetings could be necessary:

1. February 21
2. March 1
3. March 6
4. March 10 or March 17 (Saturdays)

Next Steps

Staff seeks direction from Council to describe the scope of work and time commitment to a facilitator. The option selected by council will determine the deliverables and time commitment.

For Consideration

Best practices in strategic planning processes show that such process begins with a vision statement. This conversation is complemented with mission statements and values discussions. In order to include the traditional first step in a strategic planning discussion, staff reviewed various documents to identify a vision statement.

The 2015 Strategic Plan mentions the importance of a vision that provides direction for strategies and execution. The document, however, does not provide an explicit vision. Staff has identified the following components of a potential vision statement:

- Customer focused government
- Data driven and results oriented government.

The Yakima Comprehensive Plan 2040 outlines a vision. Staff has identified the following components of its vision statement:

- Inclusive to all people
- High quality of life for youth and families
- Destination/Natural beauty
- Neighborhoods that are attractive to live, shop and play; connected community
- Thriving and vibrant community

Options

Staff offers the following statements for consideration; staff understands that if Council selects option 1 or 2, then the following statements can be discussed at a later time if at all. Staff also understands that Council may choose to delay adoption of a two year action plan to later in 2018.

- 1) *Yakima is an inclusive city, a destination in the Northwest that offers results oriented public services evidenced by its high quality of life for all ages and its thriving, connected and safe neighborhoods.*
- 2) *Yakima is a community that welcomes all, believes in customer oriented government, delivers high quality services to all, balances progress with natural beauty and history, supports vibrant, thriving, safe and connected neighborhoods.*

Additional Documents

Finally, NCBC requested two additional documents that should be incorporated into the Strategic Plan update discussion:

- 1- The Economic Development Strategic Plan
- 2- Allison Larsen's presentation on the Economic Development Strategic Plan

Council agreed that its members would review documents sent on February 9th and those attached to this report.