

**SPECIAL CITY COUNCIL MINUTES
STRATEGIC PLANNING 101**

January 28, 2016

The meeting was called to order by President Rausch at 7:00 p.m.

MEMBERS PRESENT: Nevin Taylor, Deb Groat, Tracy Richardson, J.R. Rausch Mark Reams, and Henk Berbee. Alan Seymour-excused.

OTHERS PRESENT: City Manager Terry Emery, Finance Director Jenny Hutchinson, Chief Golden, Chief Jay Riley, Public Service Director Mike Andrako, City Engineer Jeremy Hoyt, Law Director Tim Aslaner, IT Director Aaron Story, City Planner Chad Flowers, Dep. Chief Brooks, Dep. Chief Spain, Economic Development Director Eric Phillips, Human Resource Director Brian Dostanko, Project Manger Marc Dilsaver, City Planner Chad Flowers, Parks & Grounds Superintendent Brodie Rockenbaugh, Public Information Officer/Administrative Assistant Anna Krutowskis, and Clerk Kristina Jones

Agenda:

Review the Strategic Planning Process

Mr. Dostanko gave the following presentation regarding strategic planning to prepare everyone for the Retreat/Strategic Planning session that will take place February 12-13, 2016.





Mr. Dostanko said he will share with Council sample documents on googledrive. There is a difference in Planning, the plan, and management. The planning is the action, the plan is the result of the action and management is working the plan. He said there will have to be more meetings after February 12th and 13th. When we finish the perfect strategic plan that everyone would like to work from, we still have to enforce it. He compared the plan to a roadmap for the City.

The staff was asked to prepare a swot analysis by Feb. 5th, which they will have no problem completing.

Basics

- ▶ Strategic Planning (Organizational Activity)
- ▶ Strategic Plan (Intended Result of Strategic Planning)
- ▶ Strategic Management (The Process of Planning and Working the Plan)



Strategic Planning

- Organization's Management Activity, to...
 - Set Priorities for Resources (Funds, Personnel, Facilities, Equipment, Time)
 - Improve Operations, Services; (What's Important?)
 - Common Goal/Efficiency (All Stakeholders)
 - Agreement on Outcome/Results
 - Assess/Measure and Adjust to Environment Change



The Strategic Plan



- A Document;
 - Sets and Communicates Priorities (to anyone who reads it)
 - Sets and Documents **Goals**
 - Sets or Links to **Actions**
 - Defines Critical Elements (*Utilize current process! Try not to create a 5th wheel!!*)

Strategic Management



- Comprehensive Look at Ongoing Plans, Processes, Programs (etc)...
- To Coordinate/Align Resources ...
- ...To Mission...To the Vision
- Takes Static (document) Plan to a System..
- ...That Monitors (feedback), to Implement, Evolve, and Grow



Strategic Planning Model

- Many Different Methodologies
- Most Utilize a Similar Cycle
 1. **Analysis/Assessment:** Current Environment
 2. **Formulate Strategy:** Basic Plan
 3. **Execute Strategy:** Operational planning/Action Items
 4. **Evaluation/Management:** Ongoing refinement, Measure Performance, Culture, Data, and Issues

Mr. Donstako said business do strategic planning all the time. Developing and adopting the plan is not the problem but enforcing the plan and keeping it up to date. He said strategic planning is compared to a circle, you repeat the steps.

Strategic Planning for Cities?



- The Municipal Research & Services Center (MRSC) of Washington:
 - Strategic planning is the process where city leaders determine what it intends to be in the future and how it will get there. It involves developing a vision for the city's future and determining the necessary goals, priorities, and action strategies to achieve that vision.
 - Strategic plans serve as a roadmap and prioritizes initiatives, resources, goals, and department/division operations and projects; a big-picture document directing efforts and resources toward a clearly defined vision.

Steps-City Strategic Planning



1. Secure a Consensus for the Need *(Check)*
2. Select (retain) a Facilitator *(Check)*
3. Assess Current City Condition *(In Work)*
4. Determine Duration of Plan *(?)*
5. Determine Retreat Process/Agenda—*We will expand on this...*
6. How (Who, When) to Review the Plan *(?)*
7. Implement

Mr. Dostanko said the seven steps that we will go through during strategic planning are above. He explained selecting and retaining a facilitator is very important. During the Ad Hoc meeting, Mr. Dostanko offered his background and there were others that had this type of background which will help the process. He had confidence and faith in everyone in the room and will continue to have that. He did not think that Council needs a facilitator but it is not a bad safety net.

He said number one is very important. There is nothing bad that can come from this process. With respect to number three, the staff is doing this all the time, they prepare annual reports. He said these professionals are already doing this, but we are asking them to do a little different tonight. Determining the duration of the plan, most people will advocate five years for a strategic plan. Number six, answer who, when, and how to review the plan, we will be meeting in Council Chambers, February 12 and 13th.

Retreat Process/Agenda



1. Feb 12 - Subject Matter Experts (SME) Detail Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis... Ideally to Council by Feb 5
2. Feb 12 or 13 - Stakeholder/Council Input - What is the priorities! Ideally to All Council/Admin/SME by Feb 5
3. Feb 13 - Vision Statement (Review...tweak??)
4. Feb 13 - Mission Statement (Review...tweak??)
5. Feb 13 - Goals: **Create**
6. Feb 13 - Objectives and/or Actions Steps: **Create**

Current Strategic State (History)



- ❑ Marysville Planning Project Retreat (Report sent to Council)
 - Sawmill Creek Resort, May 12-13, 2006
 - Community Vision Statement created
 - 23 Strategic Objectives (see additional legal-sized summary)
 - 52 Action Steps (also in the summary)
- ❑ 2008 Follow-up Meetings: Notable-Safety Infrastructure Working Group - ½% Income Tax increase

Current Strategic State (History)



- ❑ Some Great Results: Community Vision Statement, many action steps taken with great results; some success!
- ❑ Some Pitfalls:
 - Bottom-up Input: Not enough lower-management (Division Head) input; lowered level of “buy-in” and plan sustainment
 - Non-Standard Structure: Five (5) Subcommittees formed = Ad Hoc in nature vs. use of existing management infrastructure; lowered level of sustainment
 - Council/Administration Joint Commitment: Without a Joint Council/Administration commitment to stay the Strat Plan course - sustainment is impossible

Current Strategic State (History)



- ❑ Community Vision - Review:
 - “The safe, friendly hometown where families and economic opportunity grow together...we are committed to community pride, healthy families, well-planned neighborhoods and a vibrant economy.”
- ❑ Prime Goal/Mission Statement Created (circa 2008-9):
 - To provide timely, friendly, quality services to our citizens, businesses, clients, and customers--to include our internal customers, our employees.
- ❑ Core Values (Gore Administration):
 - Quality Customer Service,
 - Respect,
 - Proactive Communication,
 - Accountability (throughout the organization), and
 - Teamwork (added 2014)

Back to 7-Steps



- ❑ Determine Duration of SWP (Step 4):
 - Recommended 5-Years
- ❑ How (Who, When) to Review the Plan (Step 6)
 - SWP can be Stand Alone Document..
 - SWP can be Created by Resolution; with who, when and how to review covered
- ❑ Implement (Step 7) - Date of Resolution



ADJOURNMENT: There being no further business to come before Council, the meeting was adjourned at 5:41p.m.