



**MEMORANDUM**

City Manager's Office

**DATE:** March 28, 2019

**TO:** Human Relations Commission

**FROM:** Melvin E. Gaines, Principal Management Analyst  
Audrey Seymour Ramberg, Assistant City Manager/Chief Operating Officer

**SUBJECT:** **Advisory Body Input on the Fiscal Year 2019-20 through Fiscal Year 2020-21 City Council Major Goals Work Plan—Council Suggested Projects**

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**PURPOSE**

The City Council initiated the biannual goal-setting process for the Fiscal Year 2019-20 through Fiscal Year 2020-21 City Council Major Goals Work Plan at a February 28, 2019 Study Session. At the Study Session, Council suggested minor revisions to the current Fiscal Year 2017-18 through Fiscal Year 2018-19 Major Goals, and decided that those Major Goals will continue with minor revisions as the Major Goals for the new biannual work plan.

The current Fiscal Year 2017-18 through Fiscal Year 2018-19 Major Goals are:

- Promote Strategies to Protect Vulnerable Populations and Preserve the Socioeconomic and Cultural Diversity of the Community;
- Improve the Quantity, Diversity, and Affordability of Housing with an Added Focus on Middle-Income and Ownership Opportunities;
  - This goal may include a minor revision adding language related to a focus on subsidized housing.
- Develop and Implement Comprehensive and Coordinated Transportation Strategies to Achieve Mobility, Connectivity, and Safety for People of All Ages; and

- Promote Environmental Sustainability with a Focus on Measurable Outcomes.
  - This goal may include a minor revision adding language related to promoting Livability.

The City Council also suggested a number of potential projects of interest to accomplish these goals (see Attachment 1). A next step in the process is to gather input from advisory bodies and City staff about these and other potential high-priority projects that might support accomplishment of the Major Goals. Council will hold a second Study Session on April 23, 2019 to confirm the Major Goals statements, receive advisory body and department staff input on projects, hear public comments, and prioritize potential projects.

Advisory bodies should review the Council suggested projects in Attachment 1 and provide input considering:

- Which projects are most important?
- What, if any, projects are more important than those listed in Attachment 1?

By action of the advisory body as a whole (consensus or majority), advisory bodies should provide input about which Council-suggested or new advisory body-suggested projects are most important. Advisory bodies may also provide any other feedback they believe is appropriate.

## **BACKGROUND**

### **History on Council Goal-Setting**

Since Fiscal Year 2013-14, the City Council has undertaken a biannual goal-setting process to establish a limited number of high-level themes to address challenges or opportunities of great importance to the community and/or organization (referred to as Major Goals) and a work plan of projects to accomplish these goals. This process has been an effective way of directing resources toward, and communicating clearly about, the organization's top priorities. The choice to adopt goals on a two-year cycle recognizes that many significant projects require more than one year to complete.

### **2017-19 Council Goals Work Plan Update**

To accomplish the Council's current Major Goals, staff developed and Council approved 70 projects, initiatives, programs, or policies (hereafter referred to as projects). As noted in Attachment 2, four projects were either merged or discontinued. As a result, the work plan currently consists of 66 projects. Some of these projects were intended for completion within the two-year Council goal cycle, while others were longer-term projects expected to extend beyond Fiscal Year 2018-19. Taken together, these projects represent a significant body of work and have demanded considerable staff resources over the past two years.

As shown in the Council Goals Work Plan Update (Attachment 2), after 18 months of the two-year goal cycle:

- Thirty-four (34) projects (51 percent) are completed as of December 31, 2018.
- Nine (9) projects (14 percent) are expected to be completed by June 30, 2019.
- Twenty-one (21) projects (32 percent) are under way and will continue into the next fiscal year.
- Two (2) projects (3 percent) have not begun.

### **Update on Other Significant Department Goals**

In addition to the projects identified to accomplish the Council's four priority goals, City staff has also undertaken many other significant initiatives, which are reflected in the Fiscal Year 2018-19 Adopted Budget as "Major Departmental Goals/Projects/Initiatives." Looking at all City departments, there are a total of 68 projects above and beyond those associated with the four Council Major Goals. Of these:

- Twenty-five (25) projects are, or will be, completed by June 30, 2019 (37 percent).
- Forty-three (43) goals (63 percent) will continue with an expected completion beyond Fiscal Year 2018-19. These projects have varying levels of progress with some being longer term and not intended for completion within Fiscal Year 2018-19.

### **Capacity Considerations**

To accomplish the Council Major Goals and other significant departmental projects, staff undertook a total of 135 projects this fiscal year. Of this total, 68 (51 percent) will be completed by the end of this fiscal year. In addition, as part of the Fiscal Year 2019-20 Budget process, staff may also propose department projects that need to be undertaken but are unrelated to the City Council goals.

It is clear that the current workload is very heavy and care should be taken to limit the total number of new projects added. The overwhelming majority of staff time (varying by department, but estimated to be 85 percent across the organization) is devoted to day-to-day operations, constraining the capacity for new initiatives. Consequently, assessment and prioritization will be needed to ensure that the Major Goals Work Plan ultimately adopted by Council is feasible. The goal-setting process has been designed to help arrive at this focused set of high priority projects.

During the April 23, 2019 Study Session, Council will be asked to prioritize their suggested project list while considering project input from advisory bodies and staff. Staff will then identify resource needs, timing, and interdepartmental impacts of the highest-ranked projects to determine which will be feasible to pursue in the Fiscal Years 2019-20 and 2020-21 Major Goals Work Plan. This will inform a staff- recommended work plan that will be presented to Council for its review and approval on May 21, 2019.

### **RECOMMENDATION**

1. Review the suggested projects in Attachment 1.
2. Propose any projects that are more important which are missing from the suggested projects list.
3. By action of the advisory body as a whole (consensus or majority), provide input about which Council-suggested and/or new advisory body-suggested projects are most important.
4. Provide any other feedback.

### **NEXT STEPS**

Staff will compile input from each Council advisory body and provide it to Council along with input from City departments at the second Council Goal-Setting Study

Session on April 23, 2019. Council will also hear public comment and review and prioritize potential projects for further analysis by staff at the Study Session.

It will also be necessary to establish the level of priority for project ideas and analyze the staffing and other resources needed to ensure that the Project Work Plan is feasible. A realistic assessment of organizational capacity is essential in order to maximize the success in achieving the Council Major Goals. The entire steps in the goal-setting process are included in Attachment 3.

MEG/BR/3/MGR  
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- Attachments:
1. Suggested Projects from the February 28, 2019 Study Session
  2. Fiscal Years 2017-18/2018-19 Major Goals Work Plan Update
  3. Fiscal Years 2019-20/2020-21 Goal-Setting Process Timeline
  4. Advisory Body Project Input Form