



DATE: January 22, 2019

CATEGORY: New Business

DEPT.: City Manager

TITLE: **Process for Establishing Council's 2019-20 and 2020-21 Major Goals and Project Work Plan**

RECOMMENDATION

Approve the recommended 2019-20 and 2020-21 Council Major Goals Process.

BACKGROUND

It has been the City Council's practice since 2013 to convene on a biannual basis to establish high-level thematic goals ("major goals") that provide the focus for the next two fiscal years. Following Council's identification of major goals, staff develops a work plan of projects, with input from the City's advisory bodies, to accomplish the goals. Progress on the goals is reported on a biannual basis.

In 2017, Council adopted the following major goals for 2017-18 and 2018-19:

- 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
- Develop and Implement Comprehensive and Coordinated Transportation Strategies to Achieve Mobility, Connectivity, and Safety for People of All Ages
- Promote Environmental Sustainability with a Focus on Measurable Outcomes

The 2017 process for establishing the 2017-18 and 2018-19 Major Goals and Project Work Plan included two Council Study Sessions followed by formal adoption as a regular business item. These Council actions were supported by information from staff about major projects that were expected to continue into the new goal cycle, limits on staff capacity, the resource needs associated with potential new projects, and recommendations regarding the projects that could be feasibly undertaken within the

coming two years. As part of this process, Council was required to prioritize from the original list of 82 potential new projects and 39 continuing projects.

When the City Council adopted its schedule of 2019 Council meetings, this included a special meeting date—Thursday, February 28—for the initial goal-setting Study Session. On October 29, 2018, the Council Goals Subcommittee met to establish a format for this session and a timeline for the overall process.

ANALYSIS

Agenda for February 28, 2019 Study Session

At the October 29, 2018 meeting, the members of the Goals Subcommittee observed that the projects associated with the current Council Major Goals would not all be completed by June 30, 2019 and stated their belief that these goals would likely remain community priorities. Therefore, they suggested that it would be the Council's interest to continue the current goals into the next two-year goal cycle, perhaps with some minor revision. Furthermore, members of the Committee stated an interest in having more time during the February 28, 2019 Study Session to put forward potential projects that they would like to see considered as part of the 2019-20 and 2020-21 Major Goals Work Plan. To accomplish this, the Subcommittee suggested that the Study Session agenda be adjusted to allocate less time to an open-ended discussion of themes that would be compiled and processed to draft new goal statements and to add time to allow Councilmembers to brainstorm project ideas.

The agenda has been revised according to this direction from the Goals Subcommittee and is now presented to the City Council for approval (Attachment 1). This will provide clarity about the focus of the February 28 Study Session and will also give Councilmembers time to collect their initial thoughts about the project ideas they would like to raise during the Study Session.

Overall Goal-Setting Process Timeline

The Study Session in February is the first step in the process to adopt the Council Major Goals and Project Work Plan for 2019-20 and 2020-21. A next step in the process will be 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. 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 steps in the process, similar to those undertaken in 2017, are outlined below.

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| February 28 | <u>Council Goals Study Session No. 1</u> <ul style="list-style-type: none">• Review process• Recap current priorities/constraints• Confirm/revise current goals• Councilmember suggestions of potential projects• Public comment |
| March | <u>Advisory Body Input</u> <ul style="list-style-type: none">• Review/discuss potential project list: Which projects are most important and why? Are any important projects missing? |
| March | <u>Department Input and Analysis</u> <ul style="list-style-type: none">• Review/discuss potential project list: Which projects are most important and why? Are any important projects missing?• Begin analysis of staffing/other resource needs |
| April 23 | <u>Council Goals Study Session No. 2</u> <ul style="list-style-type: none">• Confirm or edit Major Goal statements if necessary• Receive advisory body and department staff input• Review and ask questions regarding carry-forward and potential new projects• Hear public comment• Prioritize potential projects |
| May 3 | <u>Department Analysis and Recommendations</u> <ul style="list-style-type: none">• Review Council's top-priority projects• Identify timing, resource needs (staff, professional services, etc.), and interdepartmental impacts• Develop staff recommendation of Council's highest-ranked projects that are feasible to undertake in the next two years |
| May 21 | <u>Council Meeting No. 3</u> <ul style="list-style-type: none">• Discuss staff's recommendations• Adopt Major Goals and Project Work Plan |

FISCAL IMPACT

As part of the Council Goal-Setting process, resources needed to implement the Council Goals Project Work Plan will be identified and staff will seek approval for appropriations in the Fiscal Year 2019-20 budget as necessary.

ALTERNATIVES

1. Revise the agenda for the February 28, 2019 Council Study Session to focus on development of new goals.
2. Suggest changes to the overall goal-setting process.
3. Provide other direction.

PUBLIC NOTICING

Agenda posting and link to the agenda sent to advisory body members.

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Attachment: 1. February 28, 2019 Goal-Setting Study Session Agenda