The HSM Team

October 26, 2012

City of Monrovia
DETAILED STRATEGIC PLAN AND
COMMUNITY OUTREACH PROGRAM

The following presents the HSM Team's recommended approach in implementing the strategic planning program approved by the Council on October 2, 2012. The primary goal of the Strategic Plan is to align City services with its budget and resources. As discussed in greater detail below, the result of this process will set the City's course for the next five years in ensuring that its limited resources are allocated to the highest priority, most important things to accomplish for the community. Once completed in April 2013, the priorities and work programs set forth in the Strategic Plan will guide the preparation of the upcoming 2013-15 Budget.

The proposed program builds on successful goal-setting approaches used by other communities and reflects input from Monrovia Council members and staff. In linking goals with resources, the proposed program consists of four key steps:

❶ Goal-setting input, including community outreach; status of current goals, plans, projects, programs and services; and the City's fiscal condition and outlook.

❷ Council goal-setting in identifying the highest priority, most important things for the City to accomplish over the next five years.

❸ Work programs that clearly describe tasks, timeframes and required resources in achieving major City goals and incorporating these into the adopted Strategic Plan.

❹ 2013-15 two-year budget that allocates the resources necessary to achieve Strategic Plan goals.

The following details our recommended approach in implementing each of these four key steps.

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PROPOSED PROGRAM

The chart provided in Attachment 1 presents an overview of the four steps in proposed strategic plan and budget process along with key dates, summarized as follows:

What	When
❶ **Goal-Setting Input**	
• Community Outreach: Includes presentations at community group meetings, utility billing inserts, social media and news releases.	November 2012 through January 2013
• Commission/Board Workshop: Engaging the Council's six citizen advisory commissions and boards in the strategic planning process by receiving their input on priorities.	November 28, 2012 7:00 PM Library Community Room
• Community Workshops: Two opportunities for community members to share their top priorities and discuss them with other community members.	Tuesday, December 11, 2012 7:00 PM Community Center 119 W. Palm Avenue Saturday, January 12, 2013 9:00 AM Calvary Chapel 123 W. Pomona Avenue
• Council Study Session: Results of community outreach; and "environmental scan," such as the status of current plans, projects, programs and services ("what's on the plate now") and fiscal outlook.	January 29, 2013 7:00 PM *Special Council Meeting*
❷ **Council Goal-Setting**	
• Council Goal-Setting Workshop: Setting priorities for the next five years	Saturday, February 9, 2013 9:00 AM *Special Council Meeting*
❸**Major City Goal Work Programs/Strategic Plan**	
• Council Workshop: Review draft work programs to achieve major City goals and Strategic Plan.	Tuesday, March 26, 2013 7:00 PM *Special Council Meeting*
• Final Council approval of the Strategic Plan.	Tuesday, April 16, 2013 7:00 PM *Regular Council Meeting*
❹ **2013-15 Two-Year Budget**	
• Preliminary Budget distribution reflecting Strategic Plan priorities. • Budget workshops/hearings leading to adoption by June 30, 2013.	May through June, 2013

The following further describes the key components of each step.

❶ **Goal-Setting Input**

Community Outreach

A wide variety of opportunities are planned to meaningfully engage the community in helping the Council answer the key question ahead of the City as it strives to align resources with goals: *what are the most important things for the City to focus on over the next five years*?

Key outreach efforts will include:

- **General Publicity.** This will include distribution of posters and hand-outs around town (such as City offices, stores and other public places); news releases and other materials to conventional media outlets; and other general outreach opportunities such as the City Manager's weekly report and "Monrovia Today Newsletter."

- **Community Group Outreach.** MIT-9 staff will make presentations to numerous community organizations in order to present the strategic plan process, the reasons behind it and encourage participation in the surveys and workshops.

- **Hand-Out/Utility Billing Insert (Attachment 2).** This tri-fold flyer explains the process, advertises the community workshops and directly asks for ideas about priorities, with prepaid postage business-reply for mailing along with a description of other ways of providing priorities to the City. This will be inserted with the City's utility bills beginning in November and distributed at community group presentations and other public places.

- **Social Media Outreach and Engagement.** The City will afford opportunities to provide ideas about priorities through all of its usual social media methods, including a link on its website. Users will be able to answer the same question as the utility bill mailer/hand-out. Other online tools, such as Mind Mixer, may be used to develop solicit ideas and develop priorities.

- **Community Services Commission (CSC) Input.** The CSC will assist staff in developing the final general publicity, community group outreach, hand-outs and social media strategies.

- **Commission/Board Workshop.** All members from the City's six commissions and boards will be invited to a facilitated workshop to solicit their ideas about community priorities: Planning Commission, Community Services Commission, Historic Preservation Commission, Library Board, Monrovia Old Town Advisory Board and Youth Commission.

- **Community Workshops: December 11, 2012 and January 12, 2013.** Two opportunities will be provided for community members to participate in workshops that will solicit a range of ideas for the City's future and then set priorities among those ideas. The HSM Team along with the MIT-9 and other City staff (referred to as the Goal-Setting Team in this report) will serve as facilitators for Community Workshops.

  While Council members are encouraged to attend the Community Workshops, their role is to actively listen and process the input in preparation for their "goal-setting workshop" to follow on February 9. No Council discussion or action will be taken at the Community Workshops.

  As outlined in the Attachment 3, participants will be provided with background information about the strategic planning process and the purpose of the Community Workshops. At that time, it will be stressed that goal-setting and the strategic planning process are the start of the City's start of the budget process, not the end; and that the Community Workshops, while an

important part of the process, are one of many inputs that the Council will consider in setting goals for the next five years – and ultimately in adopting the two-year budget for 2013-15.

As reflected in Attachment 3, we recommend forming participants into small break-out groups to discuss the key question: *what are the most important things for the City to focus on over the next five years*? Participants will be randomly assigned to the break-out groups to encourage diversity of interests within each group.

Each break-out group will have two staff facilitators who will assist with the discussion; summarize ideas on flip charts; and concisely report-out the results of their group's discussion.   The results of the small group exercises will be summarized by "theme" and posted on the walls by the group facilitators. Each participant will then be provided with three dots to "vote" on their top priorities on the flip charts. ("Dot voting" is a common civic engagement process.) This will be followed by a "wrap-up", including an overview of how the results will be used by the Council in developing and setting strategic plan goals.

The Goal-Setting Team will summarize the results of the Community Forums, which will be distributed to the Council and presented along with the other goal-setting input at a special Council study session on January 29, 2013.

What's Already on the City's Plate?

The City does not begin this process with a blank slate. Accordingly, the status of current plans, key projects and programs will be provided at the January 29 Council study session. City staff will also present an overview of current service levels, including any key deficiencies.

Fiscal Condition

Setting meaningful goals requires an understanding of where the City has been fiscally – and where it's headed. City staff will present an overview of the City's fiscal condition and the outlook for the next five years at the January 29 Council study session.

❷ **Council Goal-Setting Workshop: Saturday, February 9, 2013**

As discussed in greater detail below, in preparing for the February 9 workshop, Council members will provide their proposed goals by Wednesday, February 6. The Goal-Setting Team will compile a composite listing of these proposed goals by "theme," including suggested wording for consolidated goal statements where similar ideas have been proposed, and distribute copies at the workshop.

Following a welcome from the Mayor and an overview of the process by the facilitator, the Council will review a consolidated summary of the goals submitted by each Council member to ensure clarity, completeness and understanding.

As outlined in Attachment 4, after this step, the Goal-Setting Team will prepare a final "menu" of proposed top goals for the next five years that the Council will use in prioritizing goals. Based on successful approaches in other communities, we recommend the following ranking system:

4	Most important, highest priority goal for City to accomplish over the next five years
3	Important goal to achieve
2	Address if resources are available
1	Defer for consideration in the next Strategic Plan
0	Not a priority goal

To reflect the need for prioritization as part of this process, we recommend limiting the total points available to individual Council members. Depending on the number of candidate goals, this might range from 30 to 50 points – about 2 points per candidate goal. For example, if there are 15 goals in the final listing, then 30 points might be about right; if there are 25, then 50 might be appropriate.

The Goal-Setting Team will summarize the results of the Council's ranking during a break at the workshop; and return to report the results to the group. This summary will show the rankings provided by each Council member as well as the resulting ranking after totaling all scores.

Based on experience in other communities, it is likely that three priority "tiers" will emerge from the Council's goal-process at the February 9 workshop (Attachment 5):

1. **Major City Goals**. These represent the most important, highest priority goals for the City to accomplish over the next five years. As such, resources accomplish them based on follow-up work programs (see below) should be a priority for inclusion in the 2013-15 Budget. These draft work programs and Strategic Plan are scheduled for review by the Council at the March 26, 2013 workshop, followed by adoption on April 16, 2013. If a "major city goal" is not included in the City Manager's proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.

2. **Other Important Goals**. Goals in this category are important for the City to accomplish, and resources should be made available in the 2013-15 Budget if at all possible.

3. **Address as Resources Permit**. While it is desirable to achieve these goals over the next five years, doing so is subject to current resource availability.

Suggested guidelines for Council members during the goal-setting process are provided in Attachment 6.

Council Homework Assignment

Provided in Attachment 7 is the Council's "homework assignment" for the February 9 workshop. It requests that Council members prepare and submit ***up to seven (7) proposed goals*** for Major City Goals by *Wednesday, February 6, 2013.* The Goal-Setting Team will then compile a verbatim, composite list organized based on common topics, without identifying who submitted the particular statements.

Where appropriate, the Goal-Setting Team will provide suggested wording for a composite goal statement where similar ideas have been submitted. We recommend that Council members refrain from releasing their personal lists so that each Council member has flexibility to review

all of the submissions and discuss them at the goal-setting workshop before staking a position. This consolidated listing will be distributed at the workshop.

Major City Goal Criteria

Provided in Attachment 8 are the suggested "criteria for major City goals," which have been used effectively used by other communities.

❸ **Major City Goal Work Programs and Strategic Plan**

After the Council finalizes goals at the February 9 workshop, City staff will prepare detailed work programs for each of the Major City Goals. Based on experience in other communities, it is essential that the Council reach consensus not only on the objective for Major City Goals, but also on the action plan and resources that will be needed to accomplish it.

In short, before the staff begins to build the Strategic Plan and Preliminary Budget around Major City Goals, it is essential to have a clear understanding of what the Council hopes to achieve over the over the next five years – and more specifically in the next two years as part of the upcoming 2013-15 Budget. Accordingly, the purpose of each work programs is to:

- Define and scope the adopted goal.

- Ensure that there is a clear understanding of the goal so appropriate resources are allocated, and progress can be measured in achieving it.

Work programs translate Council goals programmatically into detailed action plans for how these will be accomplished, which departments are responsible for implementation, key task completion dates and required resources. Accordingly, each work program should include:

- Goal adopted by the Council

- Discussion
    - Workscope summary
    - Existing situation
    - Project work already completed
    - Constraints and challenges in achieving the goal
    - Stakeholders
    - Key assumptions

- Action plan: Key tasks and schedule

- Responsible department

- Financial and staff resources required to achieve the goal

- Outcome: What will be the tangible result if the City accomplishes the work program?

While the work programs will cover the next five years, they will focus on key actions and resource requirements for the next two years in planning for the 2013-15 Budget.

Summary. Work programs help measure progress—and the City's success in accomplishing the goal—by clearly defining the specific actions the City plans to undertake over the next two years. In short, results can only be measured if the workscope was clearly defined to begin with.

However, allocating resources and adopting clear plans alone will not provide results: that comes from using those resources in implementing the plan. For that reason, ongoing reporting on the status of the "action plan" in concise but meaningful ways to the staff, Council and community is an essential component for success.

Sample Goal Work Program Template

The draft major City goal work programs and Strategic Plan will be presented to the Council at a special study session on March 26, with final approval scheduled for April 16.

❹ 2013-15 Budget

One of the key uses of the Strategic Plan is to provide the foundation for preparation of the 2013-15 Budget in linking resources with priorities. Following adoption of the Strategic Plan in April 2013, staff will finalize and issue the Preliminary Budget in May 2013. This will be followed by budget workshops and hearings, leading to Council adoption of the Budget by June 30, 2013. Therefore, while there is a clear "hand off" to the Council on February 6, when priority goals are identified, opportunities for further public comment will be available until the budget is formally adopted in June.

SUMMARY

By aligning City service priorities with resources, the Strategic Plan will set the City's course for the next five years. The priorities set in the Strategic Plan will in turn drive preparation of the 2013-15 Budget.

While Council goal-setting and adoption of the Strategic Plan is an important step in the City's budget process, it is important to stress just this fact—it is the beginning of the budget process,

not the end. Setting goals is *not* adoption of the budget. This will not occur until June 2013, following issuance of the Preliminary Budget and extensive budget workshops and hearings. However, the Strategic Plan will lay an essential foundation in linking goals with resources, which is the fundamental purpose of the budget process.
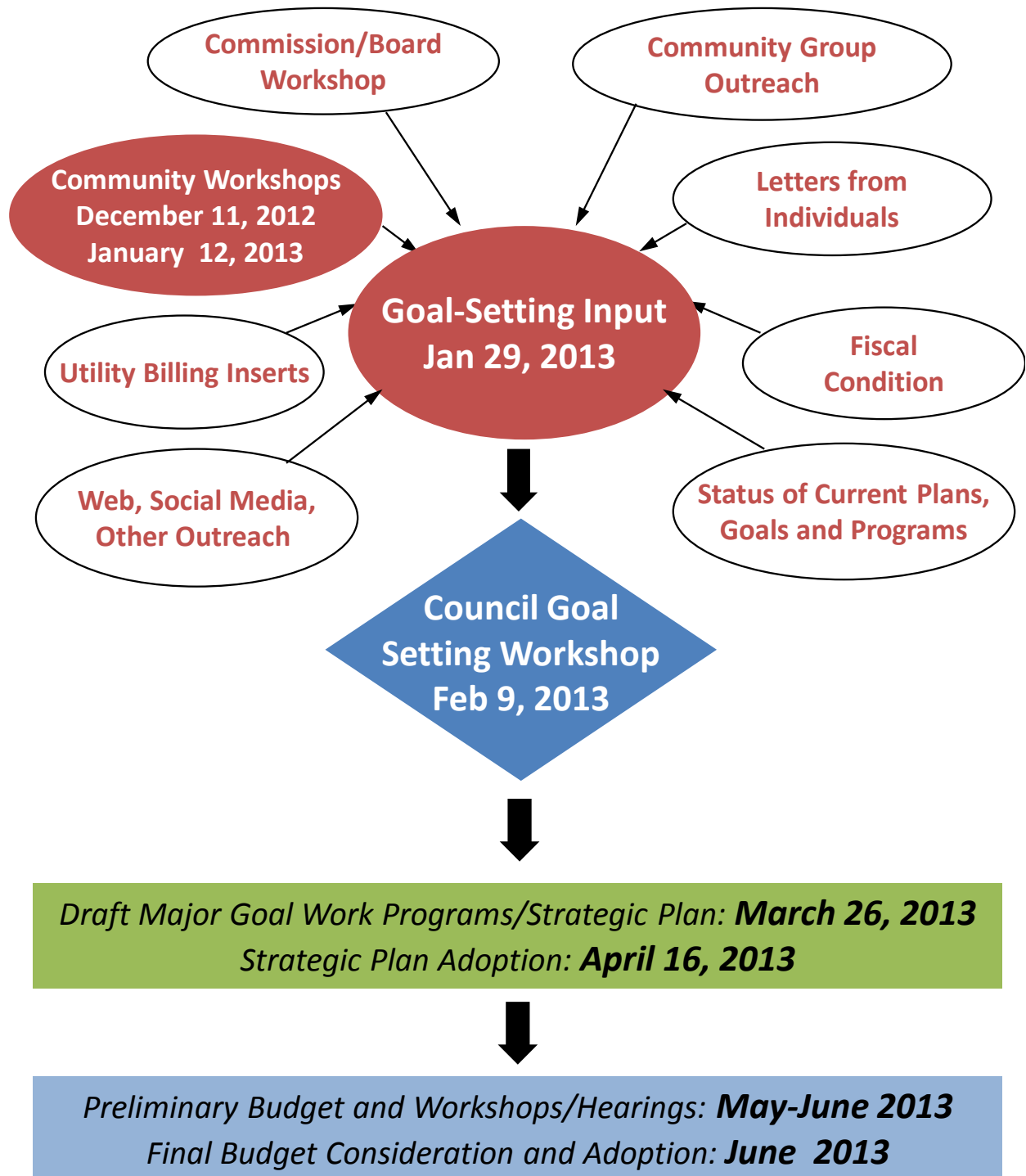
ATTACHMENTS

1. Overview of the Strategic Plan and Budget Process
2. Hand-Out/Utility Billing Insert
3. Outline for Community Workshops Forum (December 11, 2012 and January 12, 2013)
4. Outline for Council Goal-Setting Workshop (February 9, 2013)
5. Likely Goal Categories
6. Guidelines for Council Members During the Goal-Setting Process
7. Sample Form for Council Members to Submit Proposed Goals
8. Criteria for Major City Goals

Strategic Plan and Budget Process

Commission/Board Workshop

Community Group Outreach

Community Workshops December 11, 2012 January 12, 2013

Letters from Individuals

Goal-Setting Input Jan 29, 2013

Utility Billing Inserts

Fiscal Condition

Web, Social Media, Other Outreach

Status of Current Plans, Goals and Programs

Council Goal Setting Workshop Feb 9, 2013

Draft Major Goal Work Programs/Strategic Plan: **March 26, 2013**
Strategic Plan Adoption: **April 16, 2013**

Preliminary Budget and Workshops/Hearings: **May-June 2013**
Final Budget Consideration and Adoption: **June 2013**

ATTACHMENT 2

Tri-Fold Flyer **Hand-Out/ Utility Billing Insert (Side 1)**

ATTACHMENT 2

Tri-Fold Flyer **Hand-Out/ Utility Billing Insert (Side 2)**

Community Workshops
Tuesday, December 11, 2012 or Saturday, January 12, 2013

Light Refreshments

Welcome from Mayor

Strategic Plan and Workshop Overview: City Manager and Facilitator

Break-Out Groups

- Community members form into small break-out groups to discuss: ***what are the most important things for the City to focus on over the next five years?***

- Participants will be randomly assigned groups based on color-coded name tags.

- Small group facilitator assists with discussion and summarizes ideas on flip chart. When possible, group reaches consensus on up to five top priorities.

Reporting-Out

- Small group facilitator briefly reports-out the results of their group's discussion

- Flip chart summaries posted on walls; small group facilitators organize by similar themes.

Participants Vote on Top Priorities with Dots

- Each participant provided with three dots to "vote" on their top priorities on the flip charts

Wrap-Up: Where to From Here?

Preparation

- Hold facilitation training workshop for City staff

Council Goal-Setting Workshop
Saturday, February 9, 2013, 9:00 AM

Light Refreshments

Welcome from Mayor

Purpose, Process and Guidelines: Facilitator

Review Consolidated Goals by Category: Facilitator/Council
Finalize Candidate Goals

Break while staff finalizes candidate goals for ranking by Council

Council Discusses and Clarifies Goals
Each Council Member Prepares a Written Ballot Ranking the Goals

      4   Most important, highest priority for City to achieve over the next five years
      3   Important goal to achieve
      2   Address if resources are available
      1   Defer to next Strategic Plan process for consideration
      0   Not a priority goal

      Total points: Target of 2 points per candidate goal
      (For example, if 20 candidate goals, 40 points total)

Break while staff tabulates the results

Review and Identify Major City Goals

Public Comment: What else should the Council consider before budget adoption?

Wrap-Up: Where to From Here?

Preparation

- Council members prepare 5 to 7 candidate goals and present to staff by Wednesday, February 6

- Consultants with staff review compile list of Council candidate goals by "theme;" including suggested wording for "composite" goal statement where there are similar ideas; and distributes copies at the workshop

- Consultants prepare a template for Council ballot sheet

Likely Goal Categories

Based on experience in other communities, it is likely that three priority "tiers" will emerge from the Council's goal-process at the February 9 workshop:

- **Major City Goals**. These represent the most important, highest priority goals for the City to accomplish over the next five years. As such, resources to begin accomplishing them based on follow-up work programs should be a priority for inclusion in the 2013-15 Budget. These draft work programs and Strategic Plan will be reviewed by the Council at the March 26, 2013 workshop (with adoption of the Strategic Plan scheduled for April 16, 2013). If a "major city goal" is not included in the City Manager's proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.

- **Other Important Goals**. Goals in this category are important for the City to accomplish, and resources should be made available in the 2013-15 Budget if at all possible.

- **Address as Resources Permit**. While it is desirable to achieve these goals over the next five years, doing so is subject to current resource availability.

ATTACHMENT 6

Suggested Guidelines for Council Members
During the Goal-Setting Process

1. Encourage community groups and citizens to submit written comments about desired goals.

2. Invite citizens to participate in Community Workshops and to listen and learn from their neighbors.

3. Receive comments from community and acknowledge their input without prematurely expressing your point of view.

4. Assure the community that you are willing to listen openly to all perspectives.

5. Focus your submission of suggested goals on a short list of key priorities to target City resources (***not to exceed seven candidates***).

6. Avoid publicizing your submission of suggested goals. Let the Goal-Setting Team compile your submissions verbatim into a composite list of goals by category without identification of who made each suggestion. This enables you to see the whole picture.

7. Give yourself flexibility by not publicly staking positions in advance of the February 9, 2012 Council Goal-Setting Workshop.

8. Use this process as a way to learn from citizens and Council colleagues about what's important.

9. Explore areas where the Council can come together for positive action.

10. Recognize that this is an important step, but only the first step, in the budget process for 2013-15.

ATTACHMENT 7

Council Member Proposed Major City Goals

Please prepare up to seven proposed Major City Goals (the most important, highest priority things for the City to accomplish over the next five years) and submit them by Wednesday, February 6, 2013. The Goal-Setting Team will then compile a verbatim, composite list by topic without identifying who submitted the particular statements; and where appropriate, suggest wording for composite goal statements where similar ideas have been submitted. These will be distributed at the workshop on Saturday, February 9, and form the foundation for setting goals and establishing priorities.

Please refrain from releasing your personal list so that each Council member has flexibility to review all of the submissions and discuss them at the Council Goal-Setting Workshop before staking a position. An electronic version of this form will be provided to you.

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Criteria for Major City Goals

1. Be legitimate to our genuine beliefs (real, supported).

2. Agreed upon by a Council majority.

3. Focused in number for comprehension, communication and focus.

4. Be clear and understandable.

5. Established as a high priority and a real commitment.

6. Reflect major goals that cannot be achieved without Council support.

7. Translated into the objectives of employees at all levels of the organization.

8. Created within a supportive atmosphere where participants are not afraid to state their suggestions for improving goals or objectives.

9. Reflect genuine consensus: while unanimous agreement is not required, the resulting major city goals should reflect strong Council commitment to these as top priorities for the coming year.