

**CITY OF ALBANY
CITY COUNCIL AGENDA
STAFF REPORT**

Agenda Date: July 6, 2021

SUBJECT: City Council Strategic Planning

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STAFF RECOMMENDATION

That the Council conduct a review and update to the City Council Strategic Plan.

BACKGROUND

The current City Council Strategic Plan covers the period of July 2019 through June 2021 (Attachment 1 including status update). The Strategic Plan is intended to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City's limited resources and capacity over the course of the plan period. The Advisory Bodies to the City Council also utilize the City Council Strategic Plan to develop work plans that aim to incorporate items from the Strategic Plan that are applicable to the charge of the advisory bodies.

The City Council has established a policy regarding the City Council Strategic Plan as follows:

CITY COUNCIL STRATEGIC PLAN POLICY

The purpose of the City Council Strategic Plan is to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City's limited resources and capacity over the course of the 2-year plan period. The mandated obligations of local government remain the core function of the City and need not be fully detailed in the Strategic Plan, including but not limited to: public infrastructure, public safety, governmental transparency, financial accountability, and implementation of regulations.

CONTENT

A strategic plan should start with a review of the City's mission and vision. Based on the mission and vision, a realistic number of goals and objectives should be established that build on the organization's strengths and take advantage of the emerging opportunities available to the City. The goals and objectives also should reflect the realities of the City's limited organizational capacity.

The broad themes embodied in the goals and objectives are most critical to the effectiveness of the strategic plan. Individual implementing actions should be expected to be refined over time and the timing of implementation should be expected to change over time in response to changing opportunities and constraints.

POLICY

The City Council develops a Strategic Plan every two years to identify goals and priority projects for the City. Each Strategic Plan is intended to cover a two-year period, in coordination with the City's budget cycles. Periodic status updates are provided on the Strategic Plan by staff to the Council.

Each Strategic Plan that is developed will consider the previous Strategic Plan to determine if any goals and objectives have not been fully implemented and require inclusion in the updated plan.

The Strategic Plan may be updated as needed throughout each two-year cycle, typically occurring during a work session of the City Council at the beginning of each calendar year.

DISCUSSION

On January 4, 2021 the Council received a status report on implementation of the current City Council Strategic Plan. As noted in the Strategic Plan status report, some of the progress towards implementing the current Strategic Plan has been stymied due to the COVID-19 pandemic, and the City's need to focus on essential services. The ~~current~~ Strategic Plan is provided as Attachment 1 to this staff report, ~~and~~ aims to incorporate any additional status updates that have occurred since the update presented in January 2021.

As noted within the City Council policy, the strategic plan identifies goals that tend to reach beyond the primary governmental core services. Staff has prepared a summary listing of core services as recently presented to the Council as part of the budget for reference (Attachment 2).

On March 15, 2021 the Council reviewed the approach to updating the Strategic Plan, giving general consensus to retain the current format and update the plan. Some discussion was also given regarding the potential to further prioritize the workplan items.

Strategic Plan Update

It is recommended that as the work begins to update the Strategic Plan, focus remain on the fact that the City continues to transition and recover from the COVID-19 pandemic.

The following outlines the main items for review and update within the Strategic Plan:

1) Review Mission and Vision Statements

The current Mission and Vision Statements have been in effect for several years. The Council should confirm that these statements remain relevant and reflective in content. As included in the current Strategic Plan the statements read as follows:

City Mission Statement

The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy and sustainable environment.

City Vision Statement

The City of Albany is environmentally and fiscally strong, champions a healthy local economy, fosters safe, diverse and engaged neighborhoods, and treasures its unique waterfront.

2) Review Goals and accompanying Objectives/Workplan items to identify updates

There are currently five goals in the Strategic Plan aimed at furthering the expressed Mission and Vision Statements, along with a total of seventeen objectives, with an average of three objectives per goal. Workplan items are included under each objective. The current plan includes a total of fifty-five workplan items (with completed workplan items shaded in gray). The total number of goals, objectives, and workplan items should be an ongoing consideration to help ensure the ability to implement the plan within the given timeframe. The Goals as currently expressed in the Strategic Plan are listed below.

Goal 1: Foster a Healthy & Sustainable Urban Village

Goal 2: Engage our Diverse Community

Goal 3: Maximize & Improve Parks & Open Space

Goal 4: Advance Economic Development and the Arts

Goal 5: Facilitate Government Accountability

3) Confirm timeframe for the Strategic Plan

As currently included within the City Council Policy, the Council is to develop a Strategic Plan every two years. To align with this two-year cycle, the timeframe for this version of the City Council Strategic Plan should cover the period of July 2021 – June 2023 and remain in effect until updated by the City Council in 2023.

NEXT STEPS

Pending direction from the Council, staff will work to prepare a draft City Council Strategic Plan for review at an upcoming meeting of the Council.

Attachments

1. City Council Strategic Plan Status Update
2. City Core Services Summary