



# AGENDA

## Special Study Session of the Scotts Valley City Council

**Date: March 22, 2022**

**Time: 5:00 PM**

CONTACT INFORMATION	MEETING LOCATION	POSTING
City of Scotts Valley 1 Civic Center Drive Scotts Valley, CA 95066 (831) 440-5600	City Council Chambers 1 Civic Center Drive Scotts Valley, CA 95066	The agenda was posted 3-18-2022 at City Hall and on the Internet at <a href="http://www.scottsvalley.org">www.scottsvalley.org</a> .

### CALL TO ORDER 5:00 PM

### MOMENT OF SILENCE

### ROLL CALL

### ROLL CALL

#### ELECTED OFFICIALS:

Donna Lind, Mayor  
Jim Reed, Vice Mayor  
Jack Dilles, Council Member  
Randy Johnson, Council Member  
Derek Timm, Council Member

#### CITY STAFF MEMBERS:

Mali LaGoe, City Manager  
Kirsten Powell, City Attorney  
Steve Walpole, Chief of Police  
Taylor Bateman, Community Development Director  
Casey Estorga, Administrative Services Director  
Chris Lamm, Public Works Director/City Engineer  
Lauren Lambert, Deputy City Clerk

### PUBLIC COMMENT TIME

This is the opportunity for individuals to make and/or submit written or oral comments to the Council on any items within the purview of the Council, which are NOT part of the Agenda. No action on the item may be taken, but the Council may request the matter be placed on a future agenda.

### SPECIAL SET MATTER(S)

1. Study Session: Strategic Plan 2022

### ADJOURNMENT

# City of Scotts Valley CITY COUNCIL STAFF REPORT

**DATE:** March 22, 2022  
**TO:** Honorable Mayor and City Council  
**FROM:** Mali LaGoe, City Manager  
**SUBJECT: STRATEGIC PLAN STUDY SESSION**

## **SUMMARY OF ISSUE**

As the highest level of leadership in the City, one of the Council’s responsibilities is to establish the vision for the City’s future. In the absence of a City Vision Statement, the Council’s four strategic goals provide insights into that vision. Two of the goals focus on high performance city operations while the other two focus on what makes Scotts Valley the “right place” for people to live, work and visit.

City Operations	Community Value
<ol style="list-style-type: none"><li>1. Ensure long-term financial stability</li><li>2. Implement operational initiatives to enhance city services</li></ol>	<ol style="list-style-type: none"><li>1. Encourage business development and expand the City’s economic base</li><li>2. Maintain quality of life for residents</li></ol>

Of course, these two categories are interdependent in many ways. For example, the City’s financial stability is dependent on local taxes which come from a thriving business sector and residents’ quality of life is impacted by the city’s operational effectiveness to deliver services.

On a surface level, these four goals provide a broad vision for the City’s future however they are so broad, they risk varied (potentially inconsistent) interpretation. The purpose of this study session, is for the Council to provide further definition of each of these goals by discussing questions such as: *What would success look like? How would we know if we were successful?*

Staff requests that City Council further defined each of these goals by agreeing on key performance indicators (KPIs). From there, staff will have the information needed to conduct the next steps in the strategic planning process.

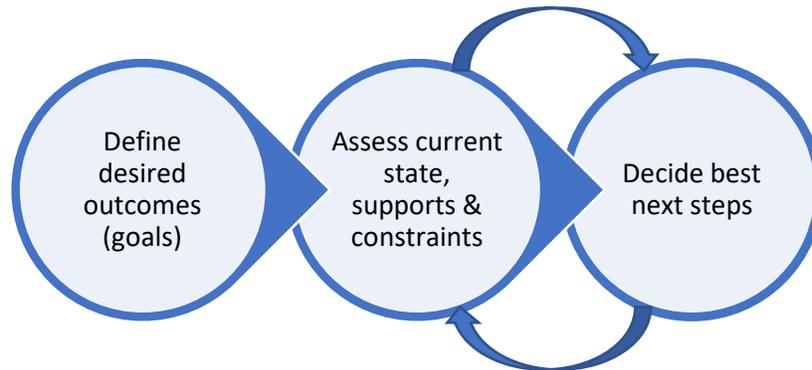
## **Strategic Planning Process**

Once desired outcomes (goals) are identified and defined through KPIs by the City Council, Staff will then assess the current situation through questions such as: *where*

*are we now? What opportunities or resources do we have to support where we want to go and what challenges or obstacles will inhibit our progress?*

This information will guide staff to define the best next steps (in the form of an annual plan) to move toward the Council's defined goals.

### Summary Process for Strategic Planning



Flexibility and readiness are key to capturing emerging opportunities such as grants or other funding while always keeping our sights on the end goal. Therefore, Staff will repeat steps 2 and 3 as often as necessary to continuously adjust and adapt to changing circumstances while the goals set by Council remain our “north star”.

### **Strategic Planning Roles**

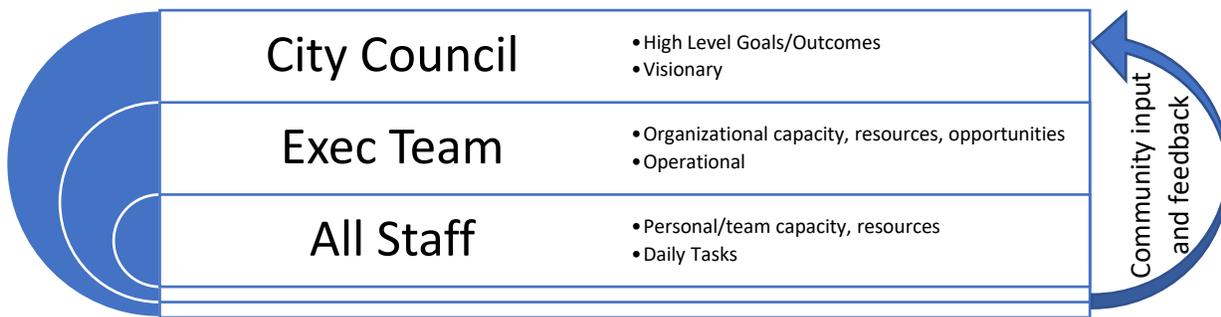
The City Council defines its priorities as high level, outcome-oriented City Goals. The Council's approval of key performance indicators (KPIs) provides clarity of intent, ensuring broad understanding of what success looks like. It is important to note that KPIs are indications of success but may not be controllable by the City alone. (Step 1)

The Executive Team, as the operational leaders of the City, then takes Council's priorities and operationalizes them based on subject matter expertise, resources and opportunities available. The Executive Team communicates its plans both back to Council to confirm strategic alignment and to staff to guide daily operations. (Steps 2 & 3)

All City staff have a responsibility to know the City's priorities (as identified by Council) and plans (as developed by the Executive Team) and use those as their daily guide to prioritize tasks, assignments, and teamwork.

Community feedback and input is key at all levels to ensure the City is aligning resources to the community's highest needs and wants.

Summary of Roles for Strategic Planning



**Long-Term Strategic Goals and Key Performance Indicators (KPIs)**

To assist the Council to think through and discuss *what success looks like* and *how would we know if we are successful*, staff have developed suggested Key Performance Indicators for each of the 4 broad goals. These measures are not intended to be achievable in one year, but rather help to define what success ultimately looks regardless of how long it takes to get there. KPIs are also not static outcomes, meaning if met in one year, they may not be achievable in the following year if conditions change. Council and Staff can use KPI status to inform decision making and priority setting in a changing environment.

In addition, the Council may want to consider bringing further focus on the 4<sup>th</sup> goal, maintaining quality of life for residents. This goal is the most broad and could include several issues of importance to City residents such as pedestrian/bicycle experience/safety, diversity, equity and inclusion, park amenity improvements, street condition, environmental sustainability, affordable housing, cultural and community events, wildfire preparedness, etc.

The Council could consider splitting that goal into 2-3 more specific goals or revise the goal to be more clearly defined. Finally, the City’s goal of building a Town Center may warrant being a standalone goal, if the Council chooses to elevate it’s prominence.

**Strategic Planning Cycle**

Once staff receive Council direction on the City’s FY 22-23 goals, the Executive Team will develop a plan and identify achievable next steps for the City’s annual plan and incorporate related funding in the FY22/23 proposed budget. The City Manager will provide quarterly updates to the Council on progress and the executive team will bring items for approval at regular Council meetings to move specific projects forward identified in the plan.

Summary of Strategic Planning Cycle



**FUNDING IMPACT**

There is no fiscal impact of this item.

**STAFF RECOMENDATION**

Staff recommends the City Council discuss and provide direction to staff regarding the City’s long-term goals, strategic planning process, roles, and responsibilities.

Specifically:

1. Continuing the 4 broad goals from 2021/22 with or without changes
2. Approving associated Key Performance Indicators for each goal as proposed or with changes
3. Provide feedback on the roles and planning cycle presented

**TABLE OF CONTENTS**

**PAGE**

Possible Key Performance Indicators.....5

**2022 Scotts Valley Strategic Goals and Possible Key Performance Indicators – Draft 3/18/22**

<b>CURRENT STRATEGIC GOALS</b>			
ENSURE LONG-TERM FINANCIAL STABILITY	ENCOURAGE BUSINESS DEVELOPMENT & EXPAND CITY’S ECONOMIC BASE	IMPLEMENT OPERATIONAL INITIATIVES TO ENHANCE CITY SERVICES	MAINTAIN QUALITY OF LIFE FOR RESIDENTS
<b>POSSIBLE KEY PERFORMANCE INDICATORS</b>			
<p>General Fund reserves equal 30% annual expenses</p> <p>Budget policies reflect fiscal prudence</p> <p>Funds are reserved for deferred maintenance and Capital Improvement projects on an annual, five- and ten-year horizon</p> <p>Pension liability is pre-funded to the extent possible</p> <p>Five- and ten-year financial forecasts include future needs of the City and considers economic uncertainties</p> <p>Technology is utilized to enhance productivity and efficient operations</p>	<p>Community development services are efficient, consistent and solution oriented</p> <p>Sales tax revenue is consistent from diverse sources</p> <p>Commercial real estate vacancies average below 10%</p> <p>Business license data reflects diversity of sectors and organization size</p> <p>Transit Occupancy Taxes reflect a healthy balance of work week and weekend visitors</p>	<p>Technology is utilized to automate administrative processes</p> <p>Online and automated services are available for public facing transactions</p> <p>Technology is utilized to monitor and detect system or facility problems early</p> <p>Master contracts are in place for consultants, professional services, and supplementary services and ready for deployment as needs arise</p> <p>Staff are empowered to be leaders at all levels of the organization, to solve problems in real time and suggest ideas for organizational improvements</p>	<p>Parks are maintained regularly, and repairs are addressed timely</p> <p>Streets are safe for cars, cyclists, and pedestrians through regular maintenance of surfaces, striping and signage</p> <p>Average Police response time is less than 5 minutes</p> <p>Community events are regularly held at city facilities to build a sense of community and raise money for community groups</p> <p>Sewer systems, trash collection, water and other utilities operate reliably and efficiently</p> <p>Resident surveys reflect a high level of satisfaction with City facilities and services</p>