



AGENDA

Special Study Session of the Scotts Valley City Council

Date: April 7, 2022

Time: 3:00 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 4-05-2022 at City Hall and on the Internet at www.scottsvalley.org .

CALL TO ORDER 3:00 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

1. Study Session: Strategic Plan 2022

ADJOURNMENT

City of Scotts Valley CITY COUNCIL STAFF REPORT

DATE: April 7, 2022

TO: Honorable Mayor and City Council

FROM: Mali LaGoe, City Manager

SUBJECT: STRATEGIC PLAN STUDY SESSION

SUMMARY OF ISSUE

In March 22, 2022 the City Council conducted a study session to discuss the City's strategic plan. The conversation focused on the City's four high level goals and how the City Council, staff and residents would know if those goals were achieved.

After two hours of fruitful discussion, the special study session was adjourned, and a follow up session was scheduled for April 7th.

The second study session will provide additional opportunity for the City Council to further defined each of their goals by identifying key performance indicators (KPIs). These indicators should reflect both qualitative and quantities measures of success.

From there, staff will have the information needed to conduct the next steps in the strategic planning and budget preparation 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. Flexibility and readiness are key to capturing emerging opportunities such as grants or other funding while always keeping our sights on the end goal.

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, both qualitatively and quantitatively. It is important to note that KPIs are indications of success but may not be controllable by the City alone.

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.

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. KPIs should be measurable but may not always be quantifiable. Qualitative measures also provide valuable indications of progress. Council and Staff can use KPI status to inform decision making and priority setting in a changing environment.

In the first study session, the Council started the conversation about bringing further focus on the 4th 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