



Department Source: City Manager

To: City Council

From: City Manager & Staff

Council Meeting Date: May 4, 2020

Re: Strategic Planning Process Update (COVID-19)

## Executive Summary

The purpose of this report is to provide the City Council with an update to the city's strategic planning process in light of the global coronavirus (COVID-19) pandemic.

## Discussion

Approximately 18 months ago, City staff embarked on a three-phase strategic planning process:

Phase I: Begin to plan

Phase II: Gather and analyze data

Phase III: Set the strategic direction/resource the plan; finalize the plan and budget/roll the plan out to staff

Staff is currently in Phase III of the planning process despite the many twists and turns it has experienced since the beginning of the process. After staff completed Phase I and moved into Phase II, Council requested staff press pause on the planning process until such time that a new city manager had been hired. Staff took advantage of this pause in the process to gather and analyze data from across the organization. Following the announcement of a new city manager, the planning process resumed. Retreats were held in the fall of 2019 and January 2020 to develop the city's strategic priorities and outcome objectives for the draft plan, leading to Phase III of the planning process. For the first time in the city's history, these planning retreats involved front line staff members from all departments.

At the time COVID-19 hit, staff had completed the strategic priorities, outcome objectives, and action steps for the city's 2020 plan. Staff were prepared to present the strategic plan to Council at their May meeting. When COVID-19 hit in March 2020, everything changed.

Staff feels the plan that is delivered to City Council should be realistic to the current events of COVID-19, reflective of the city's current operating environment, and responsive to the current needs of the city's key stakeholders. Staff also feels there needs to be a systematic approach to determining what the 2020 strategic plan should look like post-COVID-19 - a plan that can be informed by the current budget and realistic about the City's future revenues.

Rather than bring a possibly out-of-date plan to Council, staff is recommending we press pause on revising the outcome objectives and action steps until such time as we have recovered from COVID-19 and have a better understanding of what our revenues will look



like. In other words, what does recovery look like and what, if any, adaptations will need to be made to the draft plan to make it a realistic strategic plan? Staff feels it would be premature to bring forward a plan for adoption at this time.

Staff members are proposing we engaged in the following systematic process to revise our strategic plan to make it reflective of our current operating environment and responsive to the most current needs of the city's key stakeholders:

- Reconvene the Trend Statement Working Group to obtain financial, economic, and other key data in light of the city's new operating environment.
- During the recovery period, develop a systematic process for revisiting the draft outcome objectives with the Action Teams, informed by a new SWOT analysis that reflects the city's new threats and opportunities
  - Conduct a facilitated meeting to reassess the outcome objectives based on updated budget numbers.
- Present a post-COVID-19 plan to City Council during the recovery stage of COVID-19 with a tentative date of October 2020.

### Fiscal Impact

Short-Term Impact: n/a

Long-Term Impact: n/a

### Strategic & Comprehensive Plan Impact

#### Strategic Plan Impacts:

Primary Impact: Not Applicable, Secondary Impact: Secondary, Tertiary Impact: Tertiary

#### Comprehensive Plan Impacts:

Primary Impact: Not Applicable, Secondary Impact: Secondary, Tertiary Impact: Tertiary

### Legislative History

| Date | Action |
|------|--------|
| n/a  | n/a    |

### Suggested Council Action

Accept the report.