

City of Columbia Pre-Council Meeting

Monday, September 16, 2019

Strategic Planning Process Update



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Assistant City Manager
September 16, 2019

Strategic Planning Process 2020

- Overview of process/timeline
- Council direction
 - Support the city's mission, vision and core values as outlined in the 2016-2019 Strategic Plan
 - Approve Phase III of strategic planning process and timeline

Strategic Plan Planning Committee Members

- Kevin Applewhite, GIS
- Anthony Bowne, Police
- Stephanie Browning, PHHS
- Todd Guess, Contact Center
- Sara Humm, Community Relations
- Leigh Kottwitz, Community Development
- Megan McConachie, CVB
- Toni Messina, Civic Relations
- Shreya Mukerji, IT
- Jordan Payne, Police
- Leland Rehard, MMSWMD
- Rebecca Roesslet, PHHS
- Camille Roland, PHHS
- Carol Rhodes, CMO

Strategic Plan – What is it?

- Tool that clearly articulates the city's strategic priorities to the community
- Mission, Vision and Core Values
 - Serve as the foundation for the strategic priority areas
 - Provide the structure that directs the city's focus

Vision

Vision Statement:

- Outlines WHERE you want to be
- Focuses on the FUTURE

Columbia is the best place for everyone to live, work, learn and play.

Mission

Mission Statement:

- HOW you will get to where you want to be
- Describes what a company wants to do NOW
- It's the WHY of what we do

To serve the public through democratic, transparent and efficient government.

Core Values

- Service
- Communication
- Continuous Improvement
- Integrity
- Teamwork
- Stewardship

Three-Phased Approach

- Phase I: Begin to Plan
- Phase II: Gather and Analyze Data
- Phase III: Design Planning Sessions; Set Strategic Direction/Resource plan; Finalize Plan and Budget/Roll Out to Staff

Three-Phased Approach

Phase I

- Phase I: Begin to Plan (August/September 2018)
 - Strategic Plan Planning Committee Formed – 14 members
 - FY19 Budget - \$50,000
 - New Chapter Coaching, LLC

Three-Phased Approach

Phase II

- Phase II: Gather and Analyze Data
 - Trend Statement Working Group
 - Citizen Survey
 - Alignment of various city plans and Faith Voices Moral Agenda
 - Focus Group Report
 - (8) focus groups; 138 residents and/or business owners
 - Low Income, Businesses, Youth, Seniors, people with disabilities and (3) public at large
 - Technical Assistance/Capacity Building as it Pertains to city's goals of social and racial equity - RFP

Three-Phased Approach

Phase III

- Phase III: Design Planning Sessions; Set Strategic Direction/Resource plan; Finalize Plan and budget/Roll Out to Staff
- Highlights:
 - Employee-driven strategic plan process allows plan development from the “bottom up”
 - Promotes employee engagement
 - Allows employees to connect themselves with the plan
 - Fluid plan – no end date
 - Promotes shared decision making
 - Two city staff retreats (October and December) and Employee Picnic
 - 60 front line city employees
 - Mix of Senior Leaders/front line city employees

Three-Phased Approach

Phase III

- Civic Spending Exercise: Let's Balance: people-focused; performance driven
 - November 7, 12, and 14
- Objective: simulate the city's budget-balancing process
 - November 4 pre-Council: Council/Department Heads

Three-Phased Approach

Phase III

- Phase III – Finalize Plan and Budget/Roll out to Staff
 - Council Work Session – February and resolution adopting the plan
 - Roll out to staff
 - Establish Effective Performance Management System
 - Develop Accompanying Work Plans

Questions?

