

## **Attachment E: EXAMPLES OF STRATEGIC PLANS**

*Ready to  
Leap  
Ahead*



## **Bellevue 2035 – The City Where You Want To Be**

Bellevue welcomes the world.  
Our diversity is our strength.

We embrace the future  
while respecting our past.

## BELLEVUE CITY COUNCIL VISION

### Bellevue 2035 – The City Where You Want To Be

*Bellevue welcomes the world.*

*Our diversity is our strength.*

*We embrace the future while respecting our past.*

#### **BELLEVUE’S NEIGHBORHOODS ARE DEFINED BY THE PEOPLE WHO LIVE THERE.**

All neighborhoods provide communities for residents that are safe and friendly, with gathering places that keep people connected to each other. Housing choices abound. There are neighborhoods complete with classic Bellevue ramblers and fenced yards. High-rise apartments provide a view over a vibrant urban landscape. And we have every housing type in between. Bellevue is welcoming to everyone, from newborn babies to people with decades of life experience.

**BELLEVUE IS OPEN FOR BUSINESS.** Entrepreneurs can turn their vision into reality. They have access to capital, both human and monetary. We celebrate successful companies. We compete with the world.

**EDUCATION IS A CORE VALUE.** Our people are well-educated and prepared for life in the 21st century. We are continually striving for improvement. We are creators of the future. Every child is prepared to succeed in that future.

**WE CELEBRATE ALL ASPECTS OF OUR CULTURE.** We embrace our diverse culture through arts, history, business, entertainment, and community gatherings. Whether it’s modern art, opera, theater, or contemporary music, the artists may be world-renowned, live next door, or both.

**WE ARE A “CITY IN A PARK.”** Enjoy the tranquility of a wooded trail or a paddle through the Mercer Slough. You can people-watch in an urban plaza, play your favorite sport, or gaze at the shimmering sun on a bright blue lake.

**OUR RESIDENTS HAVE THE SERVICES THEY NEED.** In Bellevue, you find what you need at a neighborhood store, or shop at the world’s best retailers. And you can get there easily. We still drive our cars. But we can walk, bike, rideshare, cab, bus or use rail to get there. Whatever mode we choose, it’s predictable and reliable.

**BELLEVUE’S ELECTED LEADERS SHARE THESE GOALS AND THIS VISION.** We provide the leadership and strategy needed to fulfill our ambition for excellence. We are leaders and collaborators throughout the region. Bellevue is respected by, and respectful of our neighbors.

The future of Bellevue is multi-dimensional, and City government will keep the trust of its residents by:

- Bringing economic prosperity to all
- Providing a highly-functioning transportation system
- Developing a quality built environment that serves all aspects of our community
- Ensuring exceptional education opportunities for all ages
- Supporting the cultural strengths of our city – arts, heritage, culture, parks, recreation and community events
- Engaging with all residents and stakeholders and continuing to be a community that cares for all people
- Influencing state and regional politics to help Bellevue advocate for a better quality of life for our citizens and region.

## Seven Strategic Target Areas



1. **ECONOMIC DEVELOPMENT**



2. **TRANSPORTATION AND MOBILITY**



3. **HIGH QUALITY BUILT AND NATURAL ENVIRONMENT**



4. **BELLEVUE: GREAT PLACES WHERE YOU WANT TO BE**



5. **REGIONAL LEADERSHIP AND INFLUENCE**



6. **ACHIEVING HUMAN POTENTIAL**



7. **HIGH PERFORMANCE GOVERNMENT**



## Economic Development

**BELLEVUE IS KNOWN AS A HUB FOR GLOBAL BUSINESS.** We attract the best - a highly educated, entrepreneurial, and talented work force. The best choose Bellevue - we are home to headquarters for global businesses as well as innovative startups that are moving beyond the garage.

The City does all the things it needs to provide an attractive business environment. Infrastructure is ample and in excellent condition, including roads, rails, high-speed data, reliable electricity, and clean water. Business regulation is fair and the tax structure is attractive. The City, region, and state offer appropriate incentives to locate business in Bellevue. Affordable and flexible workspaces nurture start-ups and entrepreneurial businesses.

We provide the lifestyle, amenities and institutions that attract the next generation of business leaders and innovators: high-end entertainment, outdoor recreation, exceptional K-12 and higher education, high capacity transit, and a green and sustainable environment. Our educational institutions inspire innovation and train the talent needed to support our high-tech sector right here in Bellevue.

We foster a diversified suite of business activities. We support our existing and traditional sectors including retail, auto sales, financial services, aerospace, and light industrial businesses. We are a growing center for a broad range of technologies – including software, mobile communications, and medical devices and services. Our arts and cultural opportunities, shopping, and proximity to major recreational activities make us a premier destination for tourism and conventions.

## City Council's Two Year Priorities for Economic Development

- 1 Complete the economic development plan and begin implementing the plan (with appropriate and adequate resources)
  - Attract companies to establish local offices in Bellevue
  - Develop the Bellevue brand and create a marketing brochure for investment in the City
  - Create an incubator environment; develop affordable and flexible workspace for entrepreneurial businesses
  - Integrate our infrastructure planning with an economic development focus (our main departments should work collaboratively with an economic development focus)
  - Promote tourism
- 2 Develop an educational institution such as an R&D Center for local and international talents and businesses



## Transportation and Mobility

**GETTING INTO, AROUND, AND THROUGH BELLEVUE IS A GIVEN.** Transportation is both reliable and predictable. Mode choices are abundant and safe.

Bellevue is well connected to the rest of the region and its activities via roads and transit. Bellevue's commercial centers are bustling, but can be reliably traversed by their employees and customers even during commute hours and holidays. People come to Bellevue for entertainment and shopping because it is convenient to get around.

Adequate regional road capacity handles a high volume of demand. Regional trips are accommodated on regional roads, thus limiting the impacts to neighborhoods from cut-through traffic. Roads are well designed and well maintained, and are managed to minimize congestion and keep people moving even at peak periods. A state-of-the-art intelligent transportation system moves people through the City with a minimum of wait times and frustration. Those who choose to drive can find convenient parking. Visitors and those who do not drive enjoy ample public transportation with seamless, reliable connections through a wide variety of services including local transit, circulator buses, taxis and ride-sharing services. Walking and biking is safe and enjoyable, and pedestrians are comfortable and safe.

### City Council's Two Year Priorities for Transportation and Mobility

- 1 Establish a transportation capital plan for future growth and mobility of the City and determine long term capital funding mechanisms to support the plan; at a minimum, the plan should speed the completion of transportation projects that are complementary to light rail construction by Sound Transit in Bellevue through 2024.
- 2 Secure funding for the next phase of I-405 and completion of SR 520
- 3 Complete the Downtown Transportation Plan and begin implementing it
- 4 Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner



## High Quality Built and Natural Environment

**BELLEVUE HAS IT ALL.** From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work in Bellevue. The diverse and well-balanced mix of business and commercial properties and a wide variety of housing types attract workers and families who desire a safe, sustainable and accessible community.

Bellevue has an abundance of parks and natural open space. Known as a “City in a Park,” our park system is one of the best in the nation due to its high park acreage-to-population ratio. From neighborhood walking paths and forested trails to a regional waterfront park, we enjoy a variety of recreational opportunities within walking distance of our homes and businesses.

Bellevue is a “Smart City” with a clean, high-quality environment and excellent and reliable infrastructure that supports our vibrant and growing city, including high-tech connectivity. The City has a connected multi-modal transportation system which blends seamlessly with its buildings, plazas, and parks.

Whether it’s an urban high rise, a classic Bellevue Rambler, or a historic resource, the constant is our people. Our neighborhoods and businesses transcend age, ethnicity, and culture to create safe, welcoming places to live and work.

### City Council’s Two Year Priorities for High Quality Built and Natural Environment

- 1 Promote housing opportunities for the needs of our diverse population to include:
  - Bring forward a multifamily property tax exemption for Council’s consideration
  - Bring forward the possibility of a revolving fund for affordable transit-oriented development in the Bel-Red area for Council’s consideration
- 2 Construct Phase One of Meydenbauer Bay Park and complete the downtown park circle and gateway by the end of 2018
- 3 Develop the Smart City strategy to include high speed data options to support business and residents and determine implementation steps
- 4 Complete the Downtown Livability Initiative study and identify items for early action





## Bellevue: Great Places Where You Want to Be

**BELLEVUE IS THE PLACE TO BE INSPIRED BY CULTURE, ENTERTAINMENT, AND NATURE.** Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue.

From the sparkling waters of Meydenbauer Bay Park you can walk or bike east, through Downtown, across the I-405 Park to the Wilburton West center for business and entertainment. Along the way you enjoy nature, culture, street entertainment, a world fusion of food, and people from all over the planet.

Culture is celebrated. Bellevue's Performing Arts Center is a success, operating for over a decade and attracting the best in on-stage entertainment. Cultural organizations throughout the City are supported by private philanthropy and a cultural arts fund. Arts and cultural opportunities stimulate our creative class workers and residents, whether they are members of the audience or performers. The cultural arts attract Fortune 500 companies to our community, whether it is to locate their headquarters or visit for a convention. The past is honored. Residents experience a sense of place through an understanding of our history.

Our community buildings, libraries, community centers, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Bellevue University, the new Research Center of Excellence, and our other institutes of higher learning are connected physically and digitally from Eastgate to Bel-Red, Downtown, and the University of Washington in Seattle.

From the constant beat of an urban center, you can quickly escape into nature in our parks, streams, trails and lakes. You can kayak the Slough, hike the lake-to-lake trail, and have the opportunity to enjoy the latest thrill sport.

## City Council's Two Year Priorities for Bellevue: Great Places Where You Want to Be

- 1 Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue
- 2 Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center
  - Pedestrian Corridor
  - Special Opportunity District
- 3 Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District
- 4 Update the master plan for Ashwood Park



## Regional Leadership and Influence

### **BELLEVUE WILL LEAD, CATALYZE, AND PARTNER WITH OUR NEIGHBORS**

**THROUGHOUT THE REGION.** We are at the center of the lakeside crescent formed by the cities of Redmond, Kirkland, Bellevue, Issaquah, and Renton. The lakeside crescent is made up of distinct cities that share common goals. Transportation, land use, and a common agenda are at the heart of our success. The Eastside represents a major political, economic, cultural, and educational force in the region. Bellevue and Seattle collaborate, partner and celebrate the benefits of working together as one region.

## City Council's Two Year Priorities for Regional Leadership and Influence

- 1 Engage the City staff and our elected leaders to develop a plan for regional advocacy and collaboration with other jurisdictions, especially Eastside cities
- 2 Develop a plan for securing greater levels of grant funding, including for regional projects



## Achieving Human Potential

**BELLEVUE IS A CARING COMMUNITY WHERE ALL RESIDENTS ENJOY A HIGH QUALITY OF LIFE.** People from around the world are welcomed by people from around the corner. People in Bellevue know that they are an important part of their community.

Our residents feel connected to each other and invested in their community. People connect to each other through a variety of organizations.

Bellevue is an intellectual community that values education. We have an array of excellent educational opportunities for life-long learning, from one of the nation's best K-12 school districts to a variety of secondary and higher educational opportunities including technical and trades education, college, and graduate programs at a top international research university.

We enjoy access to high-level medical services that attract top providers from around the region. We serve our entire community regardless of address, ethnicity, age or capability.

### City Council's Two Year Priorities for Achieving Human Potential

- 1 Explore options for expanding higher education options in Bellevue (grades 13 through 20)
- 2 Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment (request that staff come back with a funding proposal)
- 3 Complete the Diversity Initiative to include a plan to increase community connections and outreach (e.g. diversity engagement through multicultural activities, participation, and partnership; translation banks; encouraging residents to become multi-lingual)
- 4 Get update on implementation of Eastside Pathways and determine the best way for the City to continue to support their goal
- 5 Work toward an Eastside solution for permanent winter shelter



## High Performance Government

**BELLEVUE IS CHARACTERIZED BY HIGH PERFORMANCE GOVERNMENT.** Our residents live in a safe, clean city that promotes healthy living. The perception of safety contributes to the success of businesses and neighborhoods. Police, fire, and emergency personnel are seen by citizens every day, and we ensure that these services reflect high standards and pride.

People are attracted to live here because they see that city government is well managed. Our high quality of customer service ensures that residents realize a direct link between their tax dollar investments and the services they receive. We make public investments wisely, assuring taxpayers that we are living within our means, but also ensuring that we have superb infrastructure to support growing businesses and desirable residential opportunities. We have beautiful public buildings that residents point to with pride. Government plays its role in supporting the careful balance of neighborhoods, commercial and retail growth, diverse residential living opportunities, and amenities that characterize Bellevue. City leadership fosters careful long-term planning, responsible financial policy, and thoughtful partnerships with businesses, the non-profit sector, and the region.

We support public engagement and connectivity. Our boards, commissions, and other citizen advisory groups assist City Council in providing superior leadership by representing the diverse interests of the City and providing thoughtful and creative ideas that assure sound policy direction and decisions.

Our residents care for Bellevue. They speak up and collectively work to address our mutual needs. In Bellevue, our residents know that their local government listens, cares about, and responds to them.

### City Council's Two Year Priorities for High Performance Government

- 1 Evaluate how we can better provide hearing accessibility within the public meeting areas in the City
- 2 Develop and implement strategies for Council engagement with the community
- 3 Identify and implement technologies that improve customer service
- 4 Through the budget process, insure that the City's budget outcome goals are reached
  - Evaluate public safety standards as part of the budget process
  - Staff should be focused on how the organization operates in a high performing way.

*Ready to  
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Ahead*



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# City of El Cerrito

## Strategic Plan 2013 to 2018

**April 2013**



# Management Partners



April 25, 2013

Mr. Scott Hanin  
City Manager  
City of El Cerrito  
10890 San Pablo Ave  
El Cerrito, CA 94530

Dear Mr. Hanin:

Management Partners is pleased to deliver this final strategic plan for the City of El Cerrito. The plan is the result of broad-based input from the community and City organization and two facilitated strategic planning sessions conducted with the City Council. The strategic plan articulates the City's vision, mission, and values, as well as important goals and strategies to be pursued over the next three to five years.

At the City Council's April 2 meeting the strategic plan was adopted with certain changes, including removing the word beautiful from the vision statement and revising two strategies under goal C and adding one to goal F. The changes are reflected in this final strategic plan.

We look forward to continuing to assist the City of El Cerrito with the development of an implementation plan as the City integrates and aligns services to contribute to achieving the vision for the City.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gerald E. Newfarmer', written in a cursive style.

Gerald E. Newfarmer  
President and CEO





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## Background

In June 2012 the City Council and City Manager initiated a strategic planning process to create a multi-year plan for the future. During the prior year the City Council had adopted a mission statement for the City and the strategic planning process was intended to build from there. The City of El Cerrito has a strong tradition of leadership, sound planning, prudent financial practices and a track record of accomplishment. Building on this tradition, City leaders launched a process to develop a plan that will guide decisions over the next several years.

This strategic plan provides a framework for linking identified priorities to the budget process, capital improvement program, important policy considerations, economic development initiatives, and the organization's desire for continuous improvement. Council members provided policy direction about priorities and the City's executive team provided professional input about the contents of the plan. Management Partners designed and facilitated the process and prepared the Strategic Plan.

### ***Strategic Planning Process Overview***

The strategic planning process began with an analysis of strengths, limitations, opportunities and threats (SLOT). These were identified through a series of interviews, focus groups with staff and community representatives, and through a variety of community outreach efforts, including an Open House at City Hall, an online survey, and community events. Management Partners interviewed the Mayor, members of the City Council and the City Manager to confirm the strategic planning process and hear initial ideas.

Approximately 50 staff representatives were randomly selected to confidentially inform the process. Staff members were asked to identify the strengths, limitations, opportunities and threats of El Cerrito and to brainstorm words and phrases that define a vision of the City of El Cerrito and their vision for the future of the community. The staff focus groups were comprised of representatives from all levels of the organization, from line staff to management, and all City departments.

Six focus groups of community stakeholders were held to solicit input and ideas about what makes the City of El Cerrito special. As with the staff groups, participants were asked for their perspectives on the strengths, limitations, opportunities and threats of El Cerrito.

In addition, to further engage the community and hear perspectives about what makes El Cerrito unique, the City held a public open house. City staff attended community events and administered an online public forum. These efforts informed the creation of a vision for the City's future and helped to prioritize goals and strategies.

Finally, an online survey was administered to solicit input from members of the public. Using words and phrases identified through the online survey Management Partners created "word clouds" that visually present perceptions of the City today and a desired future five years from today. Those word clouds are included as Attachment A.

Management Partners provided guidance to staff who prepared an environmental scan of current and future factors influencing the City. The combination of broad-based qualitative input and quantitative trend data laid the foundation for a highly interactive study session with the City Council. A graphic recorder captured the results of the Council workshop conducted on January in a visual, "storyboard" format.

A graphic representation of the strategic planning process is presented on the following page.

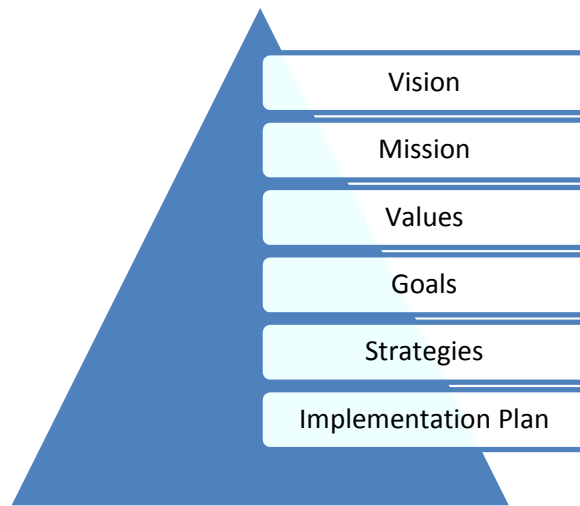


The City of El Cerrito Strategic Plan sets a clear vision for the organization and establishes goals and strategies to move in that desired future direction. In addition, the plan articulates the organization's values and the behaviors that support them.

Figure 1 shows the core elements of the strategic plan.

*Figure 1. El Cerrito Strategic Plan Components*

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A glossary of terms is provided in Attachment B.

These elements are graphically presented in the strategic plan. A summary presentation of the strategic plan elements is included as Attachment C.

## City of El Cerrito Strategic Plan

The City of El Cerrito is committed to achieving a shared vision for the organization and its community. The vision, mission and values below are the result of a thoughtful and inclusive process designed to set the City on a course that meets the challenges of today and tomorrow. A glossary of terms is provided in Attachment B.

### **OUR VISION**

The City of El Cerrito is a safe, connected, and environmentally focused Bay Area destination with vibrant neighborhoods, businesses and public places, and diverse cultural, educational and recreational opportunities for people of all ages. The vision is visually depicted below.



The City's *vision* sets the focus for the future. It is a statement of where the organization is going.



## OUR MISSION

The City of El Cerrito serves, leads and supports our diverse community by providing exemplary and innovative services, public places and infrastructure, ensuring public safety, and creating an economically and environmentally sustainable future. The mission is visually depicted below.

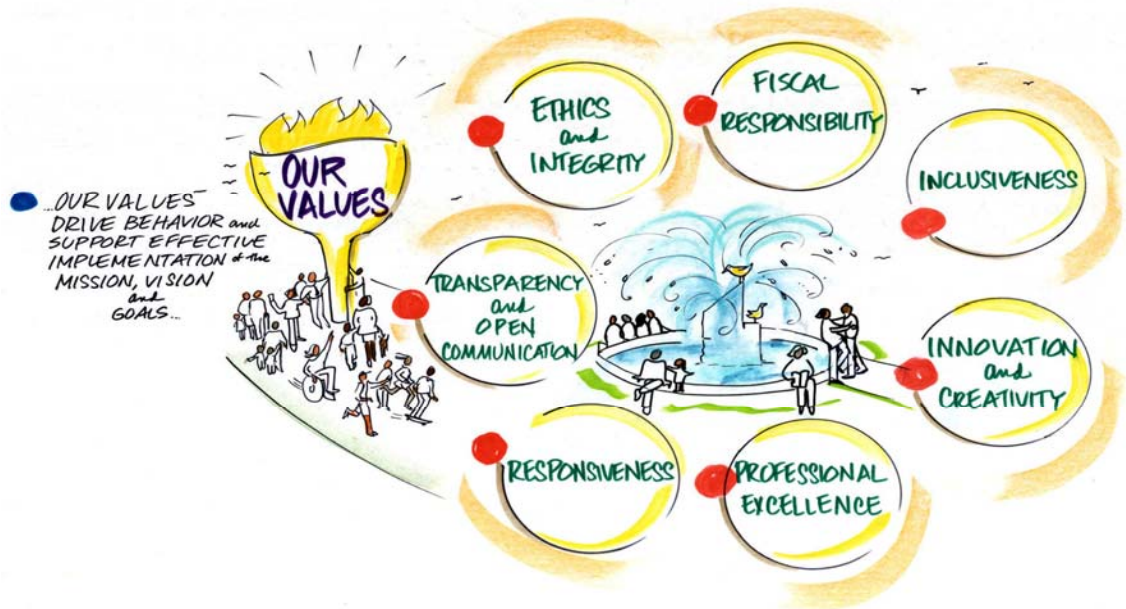


The City's *mission* is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

## OUR VALUES

Our values drive behavior and support effective implementation of the mission, vision, and goals. The City's values include:

- Ethics and Integrity
- Fiscal Responsibility
- Inclusiveness
- Innovation and Creativity
- Professional Excellence
- Responsiveness
- Transparency and Open Communication



Each of these organizational values has associated behaviors that can be demonstrated throughout the organization. The behaviors that were identified by executive staff and the City Council are listed below.

### Value: Ethics and Integrity

- Keeps the public's interest always in mind
- Abides by professional codes of conduct
- Exercises good judgment
- Does the right thing even when no one is looking
- Knows and follows ethical rules
- Adheres to individual and organizational professional standards in the conduct of the organization's business
- Has the courage to say no

- Is accountable
- Stands for something
- Sets the example
- Remains steadfast
- Is willing to admit failures/faults
- Puts others first (emotional intelligence)

### **Value: Fiscal Responsibility**

- Ensures responsible spending of the City revenues with services delivered in the most cost-effective, efficient manner
- Maintains financial reserves consistent with City Financial Policy
- Adheres to best practice financial policies and practices
- Attracts outside funding and resources when appropriate
- Forecasts
- Maintains fiscal discipline
- Addresses unfunded liabilities

### **Value: Inclusiveness**

- Treats others with dignity and respect
- Demonstrates a welcoming attitude at all times
- Demonstrates sensitivity to the needs, concerns and opinions of others
- Incorporates inclusiveness into programs and services
- Cultivates a broad and diverse network to exchange ideas and make decisions
- Models inclusive behavior when interacting with staff and the community
- Values and promotes full utilization of workforce diversity
- Successfully manages differences in primary language and culture
- Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed
- Seeks or provides resources to promote and support inclusiveness
- Resolves complex issues by balancing needs of diverse groups
- Demonstrates compassion

### **Value: Innovation and Creativity**

- Solves problems creatively and is open to new ideas
- Creates new ways of moving the organization forward to achieve its mission
- Fosters new and creative thinking and solutions

- Identifies new ideas/methods/techniques and embrace those that lead to improvement
- Uses emerging technology with purpose
- Takes risks (calculated)
- Encourages thinking outside-the-box
- Fosters empowerment
- Make it safe to make mistakes and to learn from them

### **Value: Professional Excellence**

- Demonstrates respect
- Is dedicated
- Is dependable/reliable
- Keeps skills and knowledge current
- Exhibits excellent interpersonal skills
- Provides stewardship
- Identifies/forecasts issues
- Is solution-oriented
- Pays attention to detail
- Displays humility
- Sees the public and City employees as sources of creative ideas and effective solutions
- Has and communicates a vision
- Inspires results and effective teamwork
- Communicates and listens effectively
- Makes the hard decisions
- Sets the example; mentors others to be successful

### **Value: Responsiveness**

- Seeks and utilizes community input
- Listens/responds actively
- Is timely
- Keeps others informed and up to date
- Keeps commitments and does what is said will be done; is reliable
- Engages – two way interaction
- Fulfills commitments and keeps promises that are made

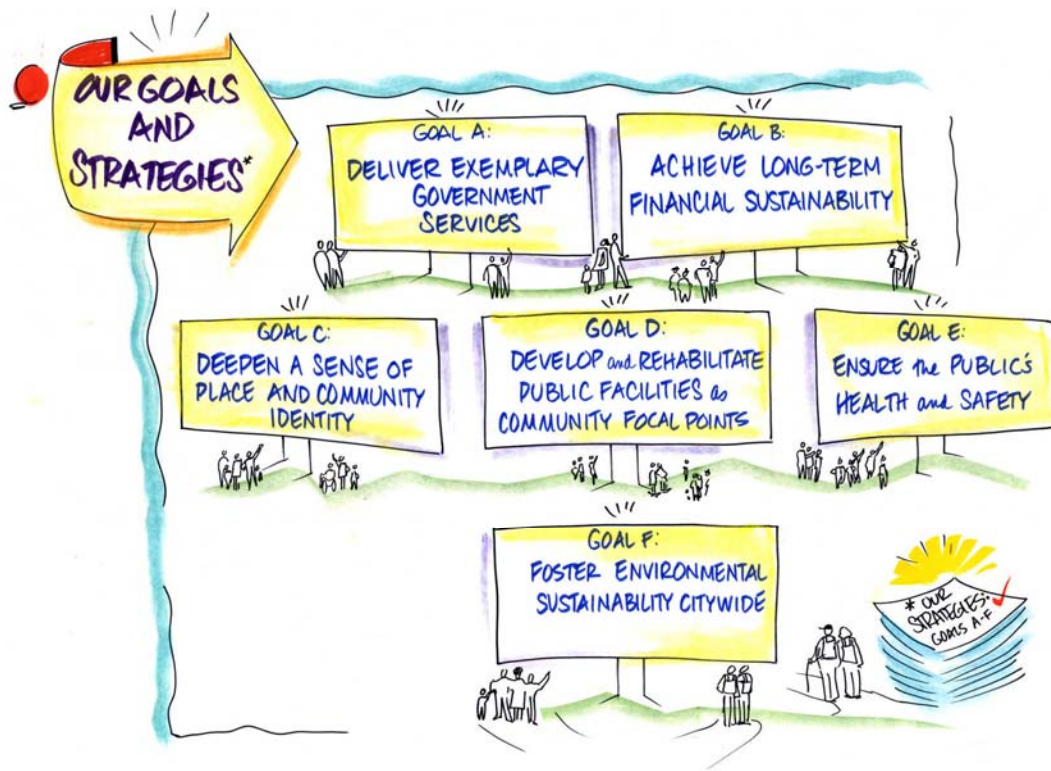
### **Value: Transparency and Open Communication**

- Operates in such a way that others can easily see one's actions
- Champions public transparency laws to enhance accountability and builds trust in government

- Follows open meeting laws in conducting the public's business
- Facilitates public participation in open meetings; encourages candor and welcomes input
- Provides free and easy access to information regarding matters of public interest
- Provides timely, accurate information that is easy to access and to understand
- Seeks ways to increase community participation and inclusion in government
- Considers media, technology and other channels to reach the public
- Listens carefully and remains open to different perspectives
- Explains policies, issues, and changes
- Develops creative ways to get the public productively involved
- Engages in open, honest communication
- Actively seeks citizen participation; strives to keep the public informed and educated about community issues
- Listens to other perspectives with an open mind and a sincere desire to understand

## ***GOALS AND STRATEGIES***

As a result of interviews, focus groups, surveys and the staff workshop, five potential goals were identified, each with several strategies. During the January 26, 2013 workshop with the City Council, these were reviewed, revised and confirmed. In addition, a sixth goal was added (Develop and rehabilitate public facilities as community focal points). The discussion and process notes are provided as an addendum to this document and the resulting goals are shown on the following page.



- **Goals** are multi-year in nature. The timeframe for achieving goals is typically five to ten years. It is recommended that the Council review the goals in three to five years.
- **Strategies** are the means to achieve the goals. The timeframe for implementing strategies can span several years as specific programs and projects are undertaken.

## Goal A: Deliver exemplary government services

### *Strategies*

- Increase productivity and efficiency by utilizing data-driven analysis to ensure appropriate resource allocation.
- Promote employee development and professional growth.
- Recruit and retain a talented and effective workforce.
- Ensure City programs and services are inclusive of people of diverse backgrounds.
- Develop and strengthen relationships with public and private partners, residents, businesses, schools, and community groups.
- Maintain emphasis on providing excellent customer service.

## **Goal B: Achieve long-term financial sustainability**

### *Strategies*

- Maintain financial discipline by establishing decision-making guidelines to evaluate whether or when to pursue a new project or program.
- Ensure policies, procedures and systems represent best practices in financial management.
- Attract and maximize opportunities for new/expanding businesses.
- Explore opportunities for public/private partnerships.
- Continue to pursue opportunities for new funding, including outside grants.
- Develop a financial plan to address ongoing and deferred maintenance of facilities and infrastructure.
- Develop a plan to ensure that revenue meets the cost of providing the services identified in the Strategic Plan, including adequate reserves for unanticipated revenue shortfalls.
- Track and promote State and Federal legislation that would create new funding opportunities.

## **Goal C: Deepen a sense of place and community identity**

### *Strategies*

- Promote strong neighborhoods.
- Celebrate the City's diversity by welcoming residents of all ages and cultures and encouraging their civic involvement.
- Adopt a Revised General Plan that meets the needs of the community now and in the future.
- Re-imagine underdeveloped and underutilized properties through advanced planning efforts that encourage investment and/or new development.
- Develop an Economic Development action plan.
- Review and update policies on preservation of historic and cultural resources.
- Encourage dense business nodes to minimize or eliminate automobile traffic.
- Identify, promote, and/or develop entertainment, recreational, and leisure activities for people of all ages and demographics.
- Promote arts and culture and community celebrations.
- Develop plans for the City's 100<sup>th</sup> year anniversary (2017).
- Be a strong partner with the schools.

## **Goal D: Develop and rehabilitate public facilities as community focal points**

### *Strategies*

- Develop a plan to address ongoing and deferred maintenance of facilities and infrastructure.
- Continue the facilities assessment to prioritize and strategize investment (i.e., library, public safety facility, senior center, community center).
- Revisit and update the Structural Facilities Management Plan.

## **Goal E: Ensure the public's health and safety**

### *Strategies*

- Provide transparent information on crime and address perceptions of safety through outreach and education.
- Utilize environmental design techniques to deter and prevent crimes
- Apply data-driven analysis to target law enforcement and fire resources and enhance safety.
- Maintain disaster preparedness programs and ensure emergency response plans are current.
- Continue multi-division/department teamwork to ensure and enhance the community's safety through a thorough, efficient and comprehensive plan review, permitting and inspection process.
- Continue to work with local partners (i.e., BART, the school district, other communities, East Bay Regional Park District) on a coordinated approach to public safety.
- Utilize community-oriented policing and problem solving.
- Utilize a diverse array of crime prevention techniques (e.g., School Resource Officer [SRO] program, Traffic Unit, Bike Patrol, etc.).
- Explore innovative and best practices for promoting public health (e.g., smoking ordinances, nutrition, and obesity prevention).

## **Goal F: Foster environmental sustainability citywide**

### *Strategies*

- Be a leader in setting policies and providing innovative programs that promote environmental sustainability.
- Promote environmental education to facilitate behavioral changes by working with the school district and other community groups.



- Implement polices to promote waste diversion (i.e., ban on single-use bags and Styrofoam food containers).
- Encourage alternative modes of transportation to the single occupancy vehicle.
- Implement the City's Climate Action Plan to:
  - Reduce vehicle miles traveled (by creating a well connected, pedestrian, bicycle and transit-oriented urban forms that will make it easier for residents and visitors to leave their car behind.)
  - Facilitate energy and water efficiency and greater adoption of clean energy
  - Reduce the amount of waste generated in El Cerrito
  - Make municipal operations more resource efficient and environmentally friendly

This set of goals and strategies will guide and inform the City's annual priority-setting and resource decision-making processes and serve as a broad framework to achieve the exceptional quality of life expected and experienced by the residents of El Cerrito.

## Next Steps

The City Council's Strategic Planning workshop concluded with a review of the schedule for completing the strategic plan. Key milestones and next steps are listed below.

- April 2013 – Management Partners works with City staff to prepare an implementation plan identifying key tasks for each strategy, including timelines, resources required and success indicators.
- April 2013 – Staff integrates the strategic plan and implementation plan with the budget process for FY 2013/14 by aligning programs and services to the strategic plan goals.

Attachment A – Word Clouds





## Attachment B – Glossary of Terms

The following graphic shows the key components of a strategic plan.



A ***vision*** sets the focus for the future. It is a statement of where the organization is going.

A ***mission*** is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

The ***values*** of an organization drive the goals created and the process of implementation. Values provide the basis for how the organization and its members will work to achieve the mission and vision. Examples include professional excellence, innovation, responsiveness, and integrity.

***Goals*** set the framework that guides the direction and focus of the organization, budget decisions and allocation of other resources, such as staff time. They are “up on the balcony” wide views of opportunities for change and improvement and state the desired future. Goals or strategic priorities provide the “why” (larger meaning and context) of the specific actions the agency takes. They help the executive team decide which of the many worthy projects should be done and when, within available resources. Goals must be meaningful and attainable.

***Strategies*** are the means to achieve the goals. They describe an approach or method and begin to answer the question: How will we go about accomplishing the goal? They may include broad areas to pursue, rather than individual projects. To assure that the goal is achieved, later in the process each objective must be assigned to an individual, with resources identified, and incorporated into a work plan.

An ***implementation action plan*** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and strategies are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are well-suited to periodic check-in about progress, changes or challenges.

Attachment C – Graphic Representation the Strategic Plan

