

**SPECIAL CITY COUNCIL MEETING  
MONDAY, OCTOBER 7, 2019**

**PRESENTATIONS**

**ITEM 1 – WS 19-053**

**CITY COUNCIL AND EXECUTIVE TEAM JOINT  
CITYWIDE STRATEGIC PLANNING WORKSHOP**



# Joint Council / E-Team Strategic Planning Workshop

October 7, 2019

Jim Rettew, VP Strategy  
Lawrence Grodeska, Chief Executive Officer



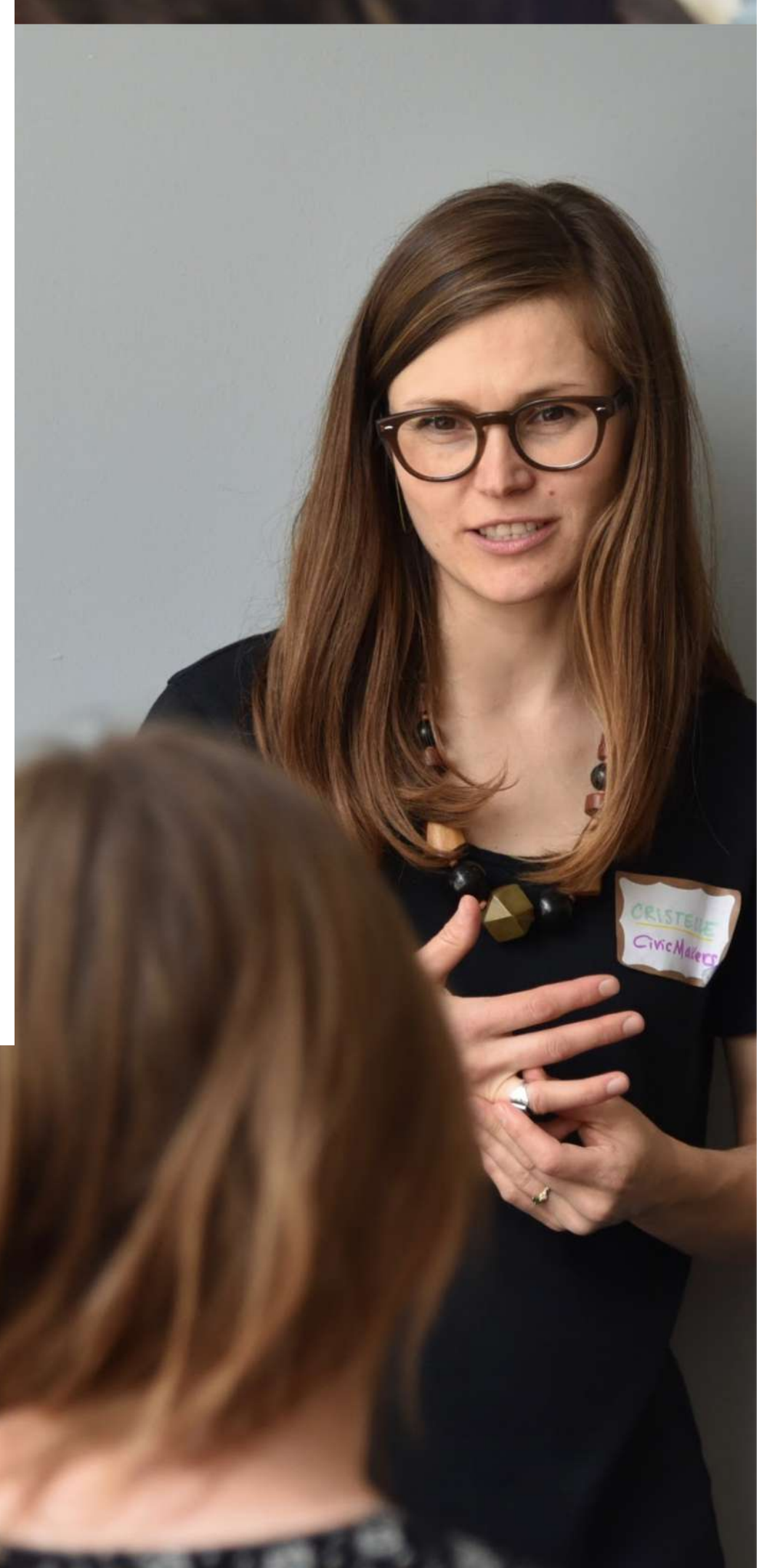
CivicMakers





# CivicMakers

We help governments, nonprofits, and social enterprises achieve their mission and scale their impact.





# Agenda

**Where are we?**  
In the overall strategic process

1

**Commitment**  
Can we agree to follow the strategic plan?

2

**Vision**  
Agree to a vision.

3

**Priorities**  
Agree to our top priorities.

4

**Projects**  
Begin to identify projects to accomplish each priority.

5

**Metrics**  
How will we measure the success of each priority?

6

**Next Steps**  
Where do we go from here?

7





# Strategic Planning Process



- Two focus groups
- Seven intvs
- E-Team Mtg

- Staff gallery walks
- Management Mtg
- Dept discussions
- Community Pop-Ups

- Council work session
- Department meetings with managers and analysts
- 2nd capacity and funding check with departments

- Final Council approval
- Ready to kick off and incorporate into budget planning

- Quarterly review meeting
- Budget meeting
- IT meeting
- Prioritization sprint coordination

# Strategic Roadmap Example



**community  
advisory board**

City of Santa Rosa

## Vision

CAB members have developed strong trusted bonds with community leaders. Community groups use CAB as a vehicle to convey their concerns and suggestions to the appropriate city department, while CAB guides them to more fully participate in the public process. Members are well versed in best-practices of community engagement and are regularly called upon by city departments to coach them how to do it best. CAB meetings are professional and productive, and all sides are clear about their respective roles. We've created strong community cohesion, more pride, less violence, more resilience, and more peace because people feel heard.

## Strategic Priorities

**Empower** a diversity of voices to be included in city decision making

**Educate & connect** individuals and groups how best to participate

**Build** connected, empowered, and sustainable neighborhoods

Proactively **understand and listen** to residents

**Build** strong trusting relationships

Develop a social media strategy to engage community

Create and spearhead a community engagement academy for residents

Get grants and help neighborhoods plan block parties

Proactively attend neighborhood meetings

Attend more community meetings

Develop a training program

Understand city departments & have them utilize CAB more

Get list of block party permits

Proactively meet with neighborhood leaders

Get calendar of existing meetings and assign CAB members to attend

Understand city government and departments better

Ask one city department to present at each CAB meeting

Create inventory of neighborhoods and map assets

Create more neighborhood associations

Attend school meetings

Partner with Margie Purser to map neighborhoods & assets

Attend fairs

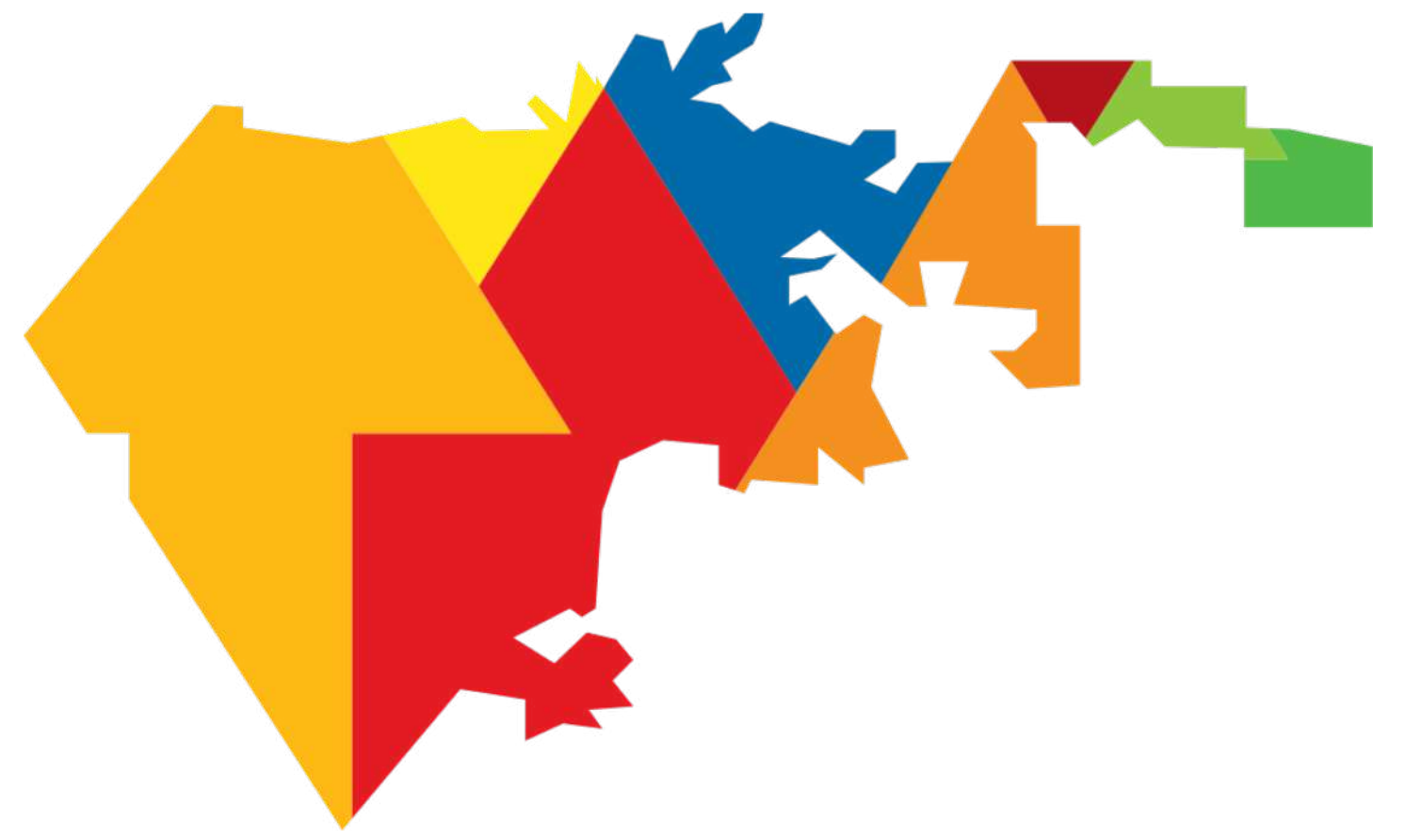
## Projects



# Work Plan Example

PRIORITY	OBJ	TASK	TASK OWNER	START DATE	DUE DATE	DURATION	COST	PCT OF TASK COMPLETE	Q4																
									Oct 2018					Nov 2018				Dec 2018							
									1	8	15	22	29	5	12	19	26	3	10	17	24				
<b>1 Staffing</b>																									
1.1		<b>Get Help with Immediate Staffing</b>		9/1/18	9/30/18	29	\$0	10%																	
1.1.1		Hire two part time host for front (20hrs a week each)	Brit	9/4/18	9/10/18	6	\$20p/hr	0%																	
1.1.2		Contract Brandon for at least another couple of weeks to help with training new member accounting staff member + continuation of offboarding	Tim	9/4/18	9/7/18	3	\$0	0%																	
1.1.3		Bring on Mila (IHO) to be a part time Member Accounting Specialist- To handle all of our back-end nexodus needs. i.e. setting up new offices in billing and making sure member accounts are being processes correctly	Tim	9/4/18	9/10/18	6	\$0	0%																	
1.1.4		Hire a new Community Experience Manager	Team	9/4/18	10/1/18	27	\$0	0%																	
1.1.5		Promote Brittany to Operations Manager	Tim	9/10/18	10/1/18	21	\$0	0%																	
1.1.6		Hire Adam	Tim	9/6/18	9/7/18	1	\$0	0%																	
1.2		<b>New Org Chart &amp; Hires</b>		9/1/18	9/30/18	29	\$0	10%																	
<input type="checkbox"/>	1.2.1	Determine how Managers in the interim of hiring a new GM will be held accountable for work plan objectives	Tim	9/2/18	9/5/18	3	\$0	0%																	
<input type="checkbox"/>	1.2.2	Set-up Monthly (weekly to start off with) meetings between Tim F. and Managers to go over work plans and make sure we are hitting our targetted goals within the metrics we set up	Tim	9/3/18	9/5/18	2	\$0	0%																	
	1.2.3	Make sure 2 paid staffers are onsite during business hours		9/4/18	10/3/18	29	\$0	0%																	
	1.2.4	Finalize a staffing structure (one that we see in the future will be able to support the hub)	Team	9/5/18	9/17/18	12	\$0	0%																	





# Commitment

***Intended Outcome:***

*Get verbal commitment to follow  
the strategic roadmap*





# Commitment Conversation

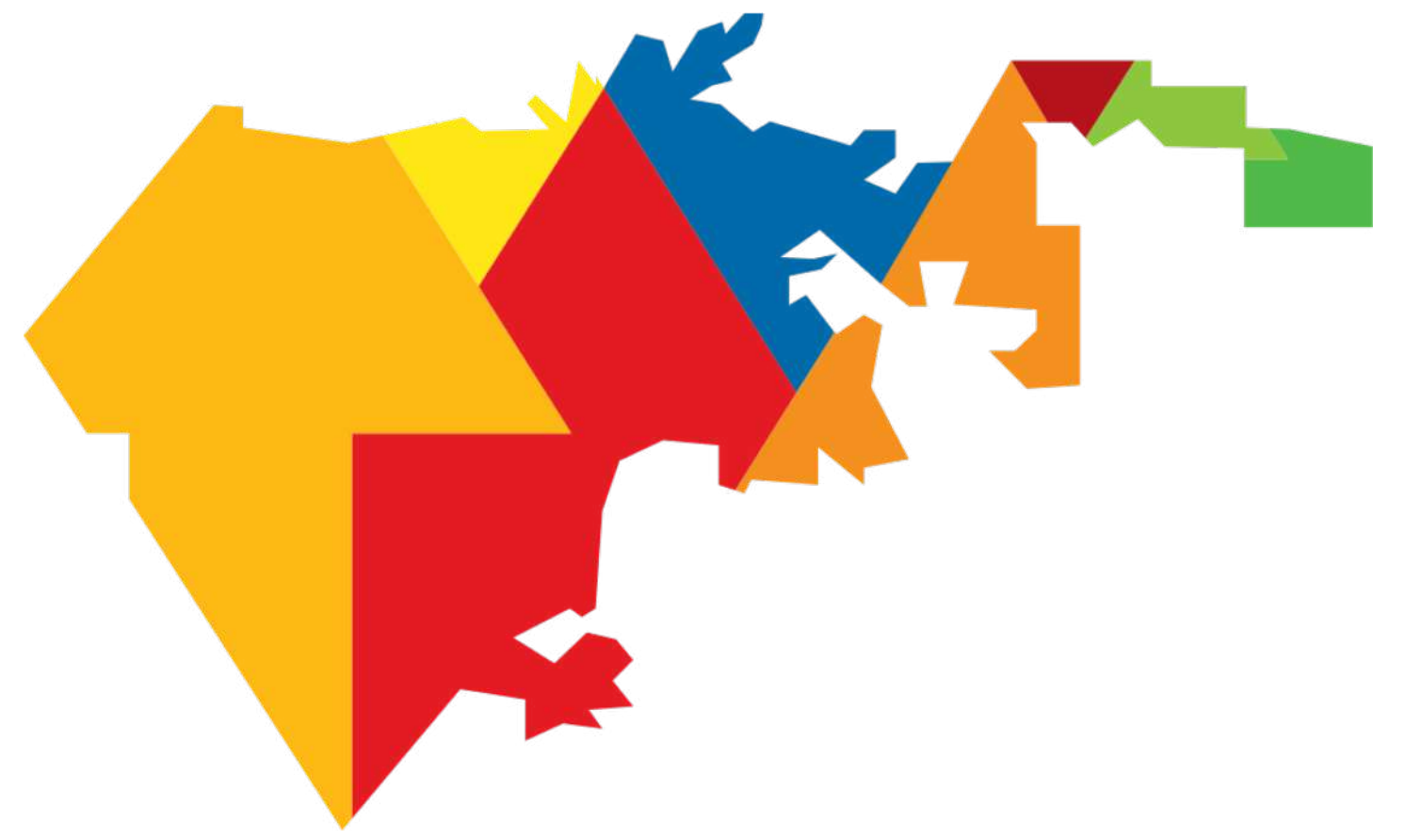
- What does it mean to have a strategic roadmap?
- How do we ensure accountability vs flexibility?
- What does it mean about how we work together?
- Discussion
- Agreement?

*If we go through all this work, will we follow the plan?*

*What happens when urgent requests come in?*

*What systems can we put in place to keep us on track?*





# Visioning

***Intended Outcome:***

*Agree on a shared vision*





# Definitions

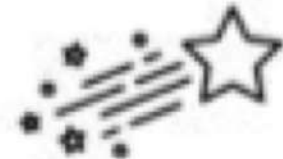
- **Vision** - A clear, specific, compelling picture or movie of what the city (external) & organization (internal) will look like.
- **Priorities** - The main components of our vision that we will achieve in the next 3 years.
- **Projects** - The main activities to achieve each priority.
- **Year 1 Objectives** - For each project, what do we have to do in year 1 to stay on track?



# Long & Short-Term Visions



**Guiding Star**  
*General Plan Vision  
(20+ years)*



**Near Star**  
*Strategic Roadmap Vision*



**Priorities & Projects**  
*Pathway toward the vision in  
3 years*



**Assessment**  
*Current Opportunities & Constraints*



# Strategic Vision vs General Plan Vision

## Near Term Vision

By 2024, Hayward is growing in size and stature. It is becoming a community of choice for families and employers alike, offering services that promote wellbeing and happiness.

Recognized as an integral part of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing people to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's downtown draws people from across the region featuring unique restaurants, music and art, outdoor dining, and inviting public spaces.

Hayward allows diverse families to live in healthy 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. The City has started construction of thousands of new housing units at all income levels, including affordable housing options, with many new high-density developments near transit. The City's unhoused population has decreased, and people in need are able to access the necessary social services to thrive.

Hayward is becoming a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding, and the town is more walkable and bikeable.

Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated. The City is streamlining processes and using tech more effectively to provide better customer service.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.



## General Plan 2040 Vision

Hayward will be a distinct and desirable community known for its central Bay Area location, vibrant Downtown, sustainable neighborhoods, excellent schools, robust economy, and its growing reputation as a great college town. With a variety of clean, safe, and green neighborhoods, and an accessible network of parks and natural open space, Hayward will be home to one of the most diverse, inclusive, educated, and healthy populations in the Bay Area. It will be a destination for lifelong learning, entertainment, arts and culture, recreation, and commerce. It will be a community that values diversity, social equity, transparent and responsive governance, civic engagement, and volunteerism. Hayward will be a thriving and promising community that individuals, families, students, and businesses proudly call home.



From the survey...

# How Did You Rate the Strategic Vision?

"On a scale from 1 to 5, 5 being "I love it" and 1 being "I hate it", how would you rate the vision?"

4.6★  
average rating



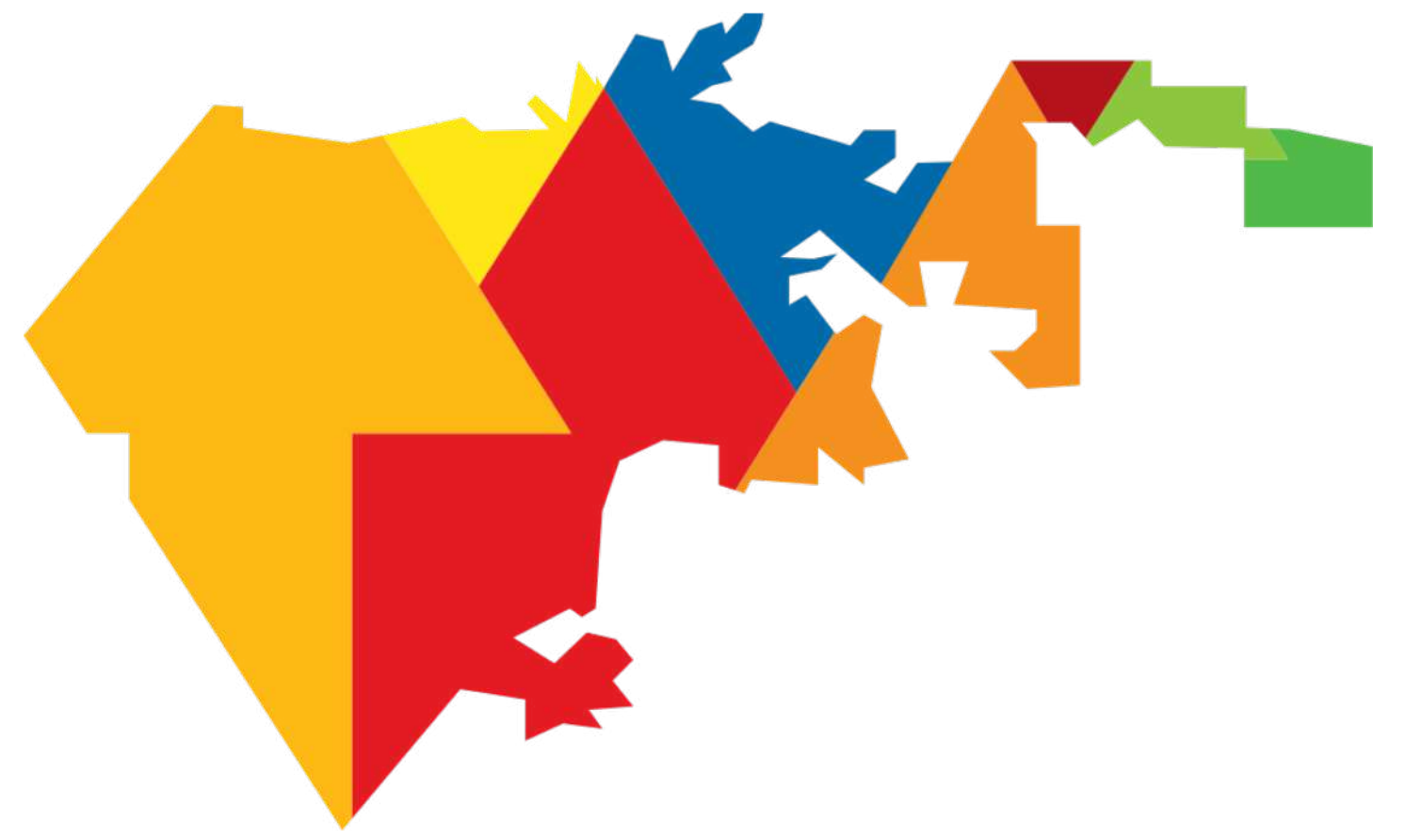
	HATE IT!	2 STARS	3 STARS	4 STARS	LOVE IT!	TOTAL	WEIGHTED AVERAGE
★	0.00% 0	0.00% 0	5.26% 1	31.58% 6	63.16% 12	19	4.58



# Strategic Vision: Next Steps

- We're close enough that we should spend our joint workshop time on priorities and projects.
- We'll take the suggestions you mentioned in the survey and incorporate them the best we can.
- If you have wordsmithing suggestions, please turn in your proof sheet by the end of the meeting. (You don't have to reiterate any wordsmithing comments you left in the survey.)
- We'll come back to you with an updated version.





# Priorities

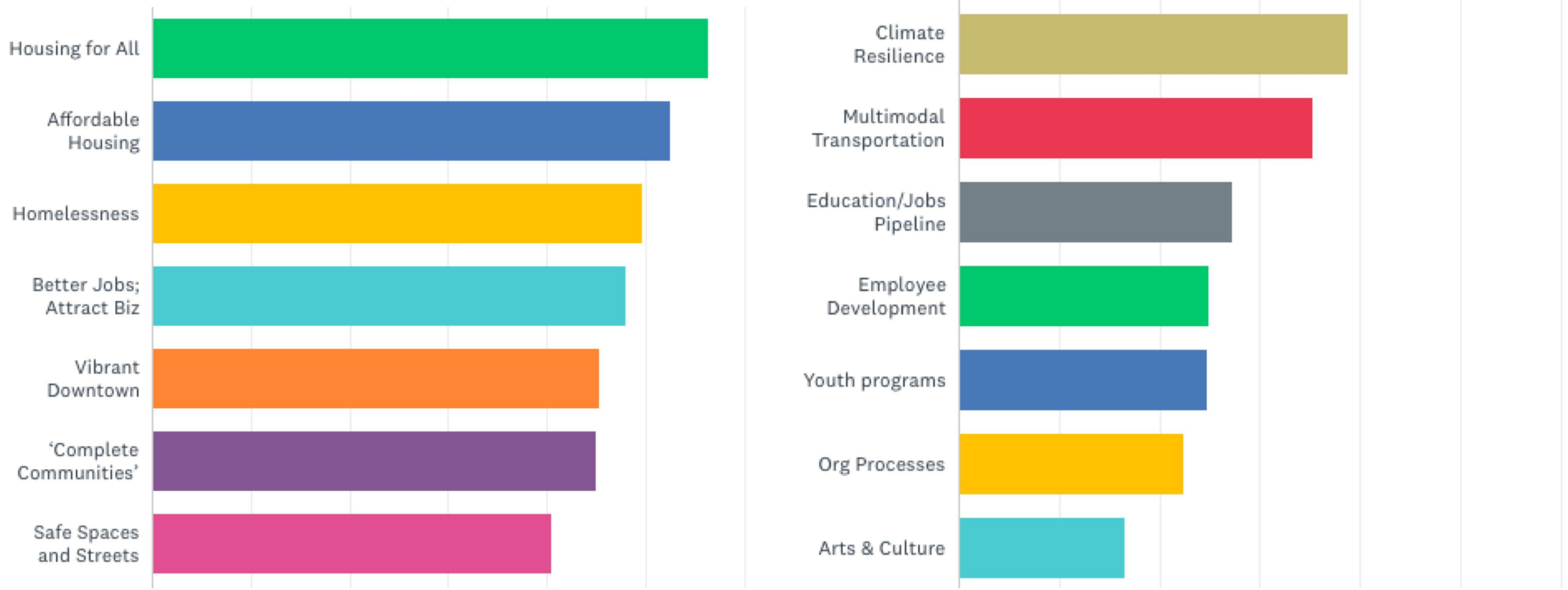
***Intended Outcome:***  
*Decide on our top priorities.*





*From the survey...*

# Priorities - Your Ranking



# Discussion: What are our top priorities?

Here's what we recommend:

## 1. Increase housing for all

a. With 'affordable housing' a major project under this priority

## 2. Reduce and better serve the homeless

a. With 'safe public spaces' a major project under this priority

## 3. Attract better jobs and support local businesses

a. With creating a 'vibrant downtown' a major project under this priority

## 4. Create multimodal, safe, green streets

a. With 'safe public streets' a major project under this priority

b. Climate resilience is well-served by getting more cars off the road

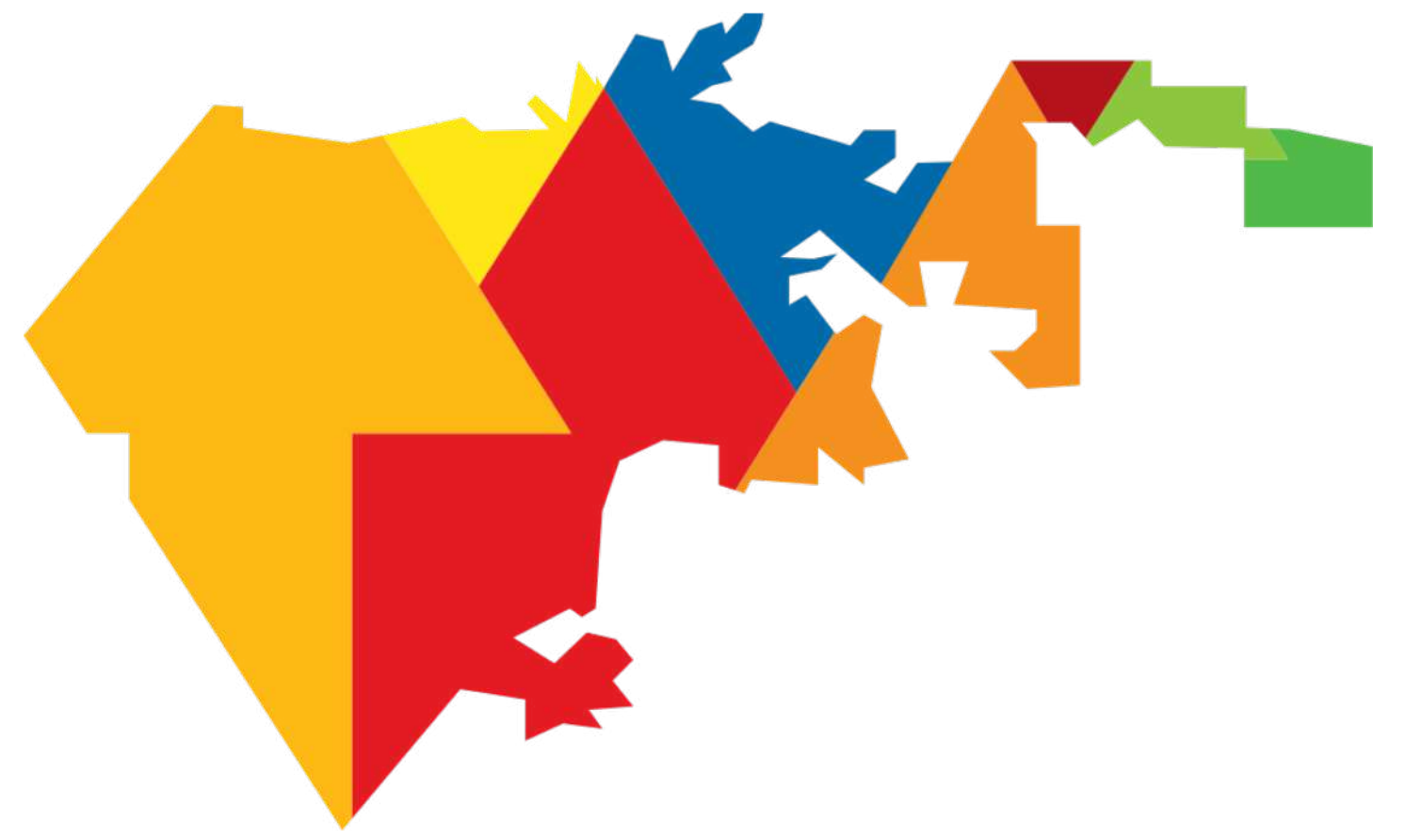
## 5. Improve internal processes

a. Might include both organizational and employee development

The codification of 'Complete Communities' would happen under a number of priorities.

While this ranked low, should we address it with at least one priority?





# Projects

***Intended Outcome:***

*Identify the first draft of projects to accomplish each priority*





An iceberg floating in the ocean, with a small tip above the water and a much larger base submerged. The sky is blue with some clouds. The water is a deep blue. The iceberg is white and blue. The text is overlaid on the image in white boxes with black text.

Unanticipated Issues

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**Strategic Priorities  
& Projects**

**Daily  
Operations**



# What is a “right-size” project?

## Reduce Homelessness

- **Too Big:** Everyone has a home
- **Just Right:** Develop plans and site for a new navigation center

## Multimodal Transportation

- **Too Small:** A crosswalk on Mission St.
- **Just Right:** Address missing connections between major bicycle routes

# Self-Select Into Small Groups

Please try to even out the number per group and have a good mix of both Council and staff.  
NOTE: The groups below are just examples, dependent on the results of our discussion.

<b>Increase Housing</b>	<b>Reduce Homelessness</b>	<b>Create Jobs; Support Business</b>
<b>Create Multimodal, Safe, Green Streets</b>	<b>Increase Env Resilience</b>	<b>Improve Internal Processes</b>



# Pick Your Projects

*30 Minutes*

## **Look over the project ranking from the survey about your priority**

- Do you agree or disagree? Which other projects would you add, subtract or change?

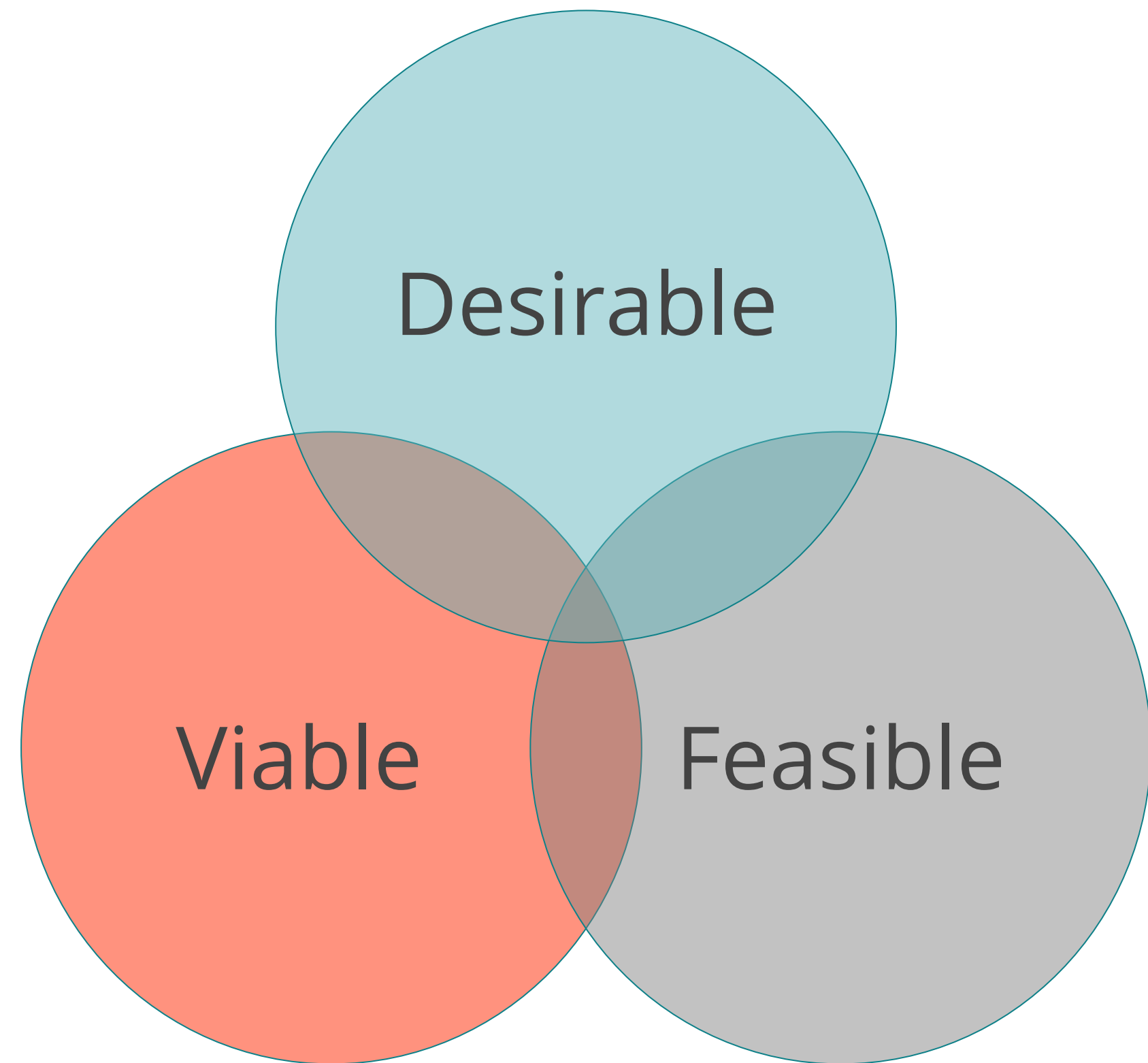
## **Think about funding and staff capacity**

- How many projects can staff handle? How many can the City afford?
- Which ones are the most crucial to achieving success of this priority?

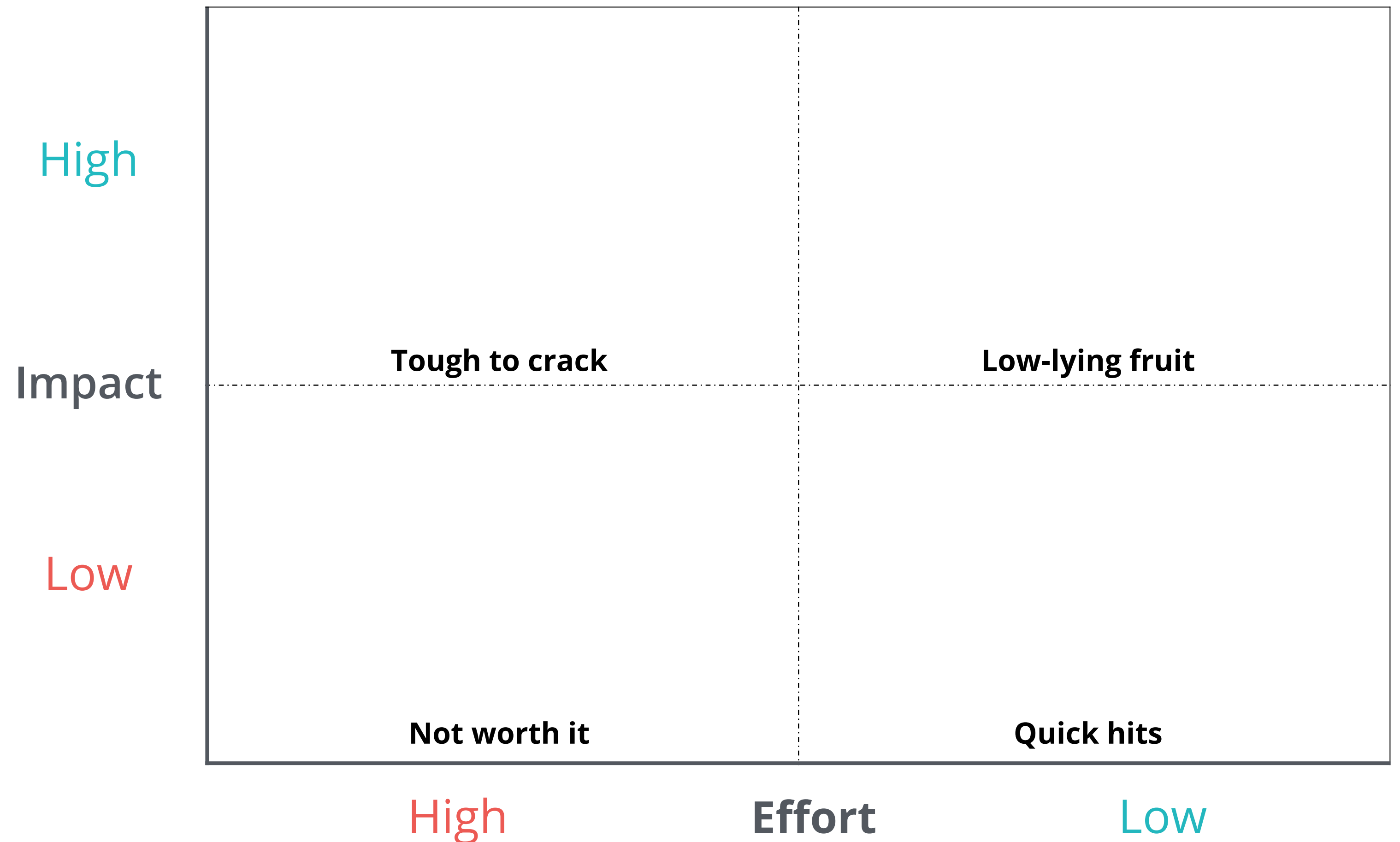
## **Create a new ranking (no more than 8 but less is more!)**

- Only include the projects that are crucial to achieving the priority
- Which ones are desirable, viable, and feasible?

# Ranking Tools



- **Desirable:** do people want it?
- **Viable:** can we fund it?
- **Feasible:** can we do it in three years?



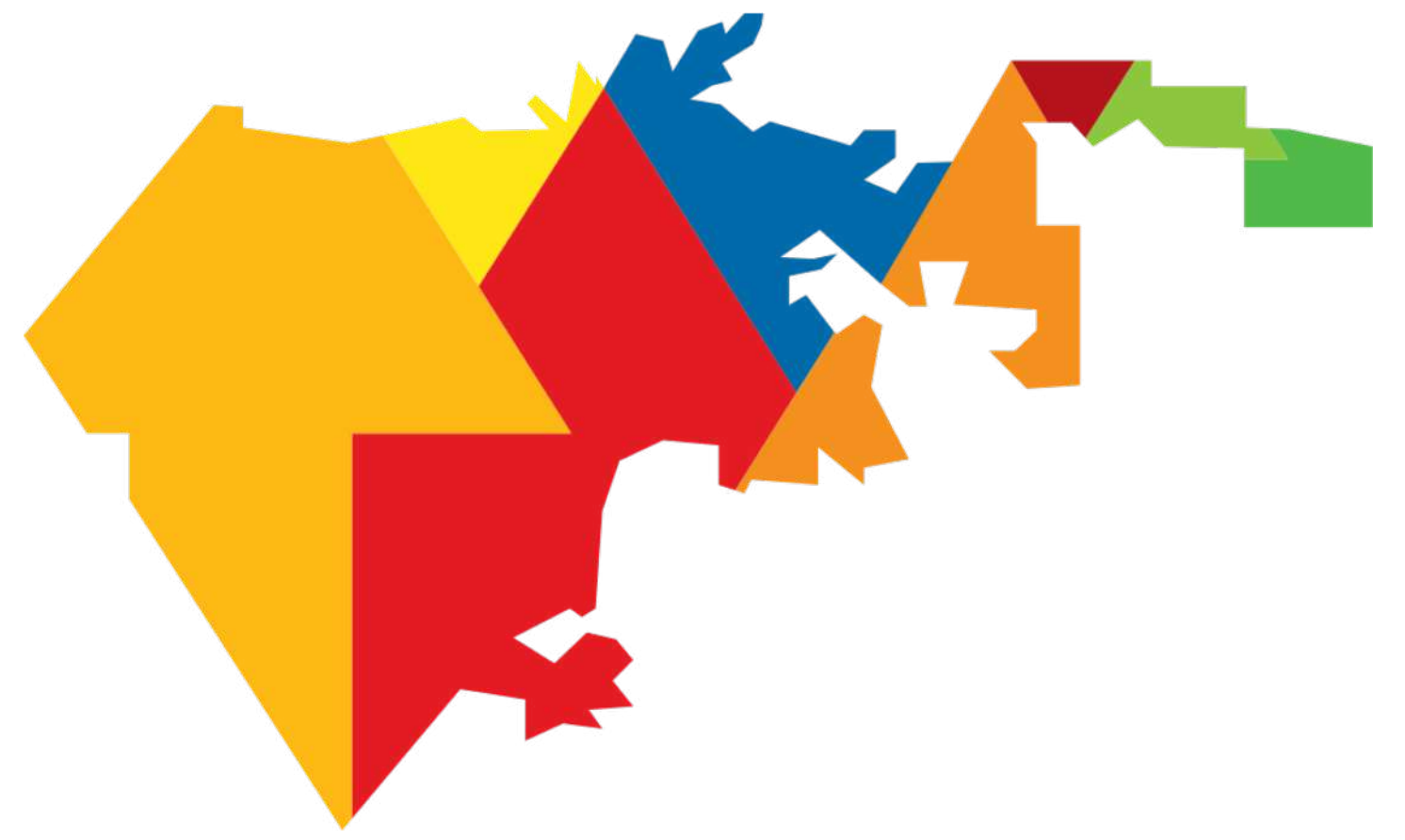


# Exercise - What are your top projects?

Looking at the projects from the survey, and considering projects you know to be important from the general plan, your department's strategic plan, any prioritization sprints, or other sources, identify the most important projects to achieve your priority. At this point we want no more than eight (though feel free to do less.)

## Top Projects to Focus on for the Next Three Years

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.



# Metrics

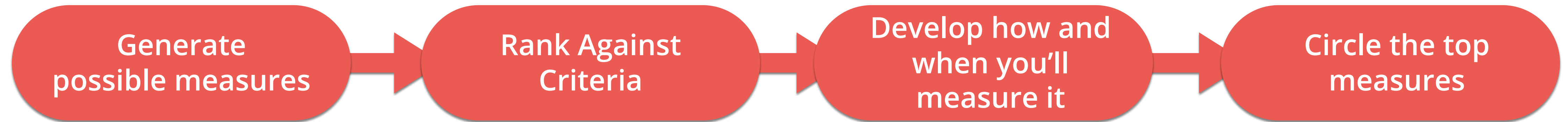
***Intended Outcome:***  
*Identify success metrics for  
each priority*





# Pick your best fit measures

What priority is this for? \_\_\_\_\_



<ul style="list-style-type: none"><li>• What are the most important components of this priority that need to be measured?</li><li>• How would you measure it?</li><li>• What's your target?</li></ul>	<ul style="list-style-type: none"><li>• Is the measure a sufficient proxy?</li><li>• Is it something we can control?</li><li>• Does it motivate desired behavior?</li><li>• Is it practical/easy to measure?</li></ul>	<ul style="list-style-type: none"><li>• Pick a good metric<ul style="list-style-type: none"><li>○ Absolute number, ratio, percentage, rating, ranking</li></ul></li><li>• When will you measure it?<ul style="list-style-type: none"><li>○ Yearly, monthly, daily, etc.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Of all the possible measures, which one measures it best?</li><li>• CIRCLE IT!</li></ul>

# Define Our Metrics

From the last worksheet, summarize your findings.

Measure	Definition	Data Collection	3 Year Targets		
			Y1	Y2	Y3

Measure	Definition	Data Collection	3 Year Targets		
			Y1	Y2	Y3

Measure	Definition	Data Collection	3 Year Targets		
			Y1	Y2	Y3



# Report Back

- What are the starting draft **projects** for this priority?
- What are your **metrics** for this priority?



# Next Steps

***Intended Outcome:***

*Where do we go from here?*





# Next Steps

- **Staff Engagement and Right Sizing**

- Department heads, managers, and analysts will get a chance to improve upon your project lists.
  - They will also look to see if they have the capacity and funding to pull it off.
- 'Gallery Walks' will show our initial results to staff and ask for feedback.

- **Public Engagement**

- We will hold three 'pop-ups' where everyday people can give input (like the BART station at rush hour).
- We'll show our initial results and ask for feedback.

- **Council Check-in and Year 1 Objectives/Work Plan**

- We will get back to you with a more refined project list in early December.
- We will work with department heads to devise year 1 objectives and a work plan for each project.

# Strategic Planning Process

## Council Input

Hold Council retreat to understand their vision and priorities.

## Staff Input

Hold three focus groups and seven small group staff interviews.

## Joint Council / E-Team Workshop

Finalize draft vision, priorities, projects, and metrics.

## Community & Staff Input

Get community and staff feedback on draft vision & priorities.

## Objectives Workshop

Dept heads, managers, and analysts devise year 1 objectives and workplan.

## Finalize Report

Write up a final strategic roadmap that will guide the City for the next 3 years.

## Execution Push

Integrate roadmap into budgeting, dashboards, prioritization sprints, and long-term schedule.

May 2019

Sept 2019

Oct 2019

Oct/Nov 2019

Dec 2019

Jan 2020

Feb 2020

- Two focus groups
- Seven intvs
- E-Team Mtg

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# Thank you!

Jim Rettew, VP Strategy  
Lawrence Grodeska, Chief Executive Officer

