

City of Capitola, CA
City Council Strategic Planning Session Agenda and Background
Tuesday, November 12, 2024
10:00 a.m. – 3:00 pm

Retreat Objectives

- Review the current state and environmental scan
- Review and develop the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis
- Brainstorm the City's Mission Statement, Vision Statement, Core Values/Guiding Principles, Strategic Priorities, and Strategic Goals

Key Components of a Strategic Plan

- **Vision** - A vision statement defines your desired future state and provides directions for where you are going as an organization. It is aspirational.
- **Mission** - A mission statement describes an organization's purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision.
- **Core Values/Guiding Principles** - Core Values/Guiding Principles guide an organization throughout its life in all circumstances. They are expectations for how the city will conduct its business, make decisions, and deliver programs and services to the community.
- **Strategic Priorities** - Strategic Priorities are the most important areas your organization needs to focus on. They are the small number of focal points that you have determined to be critical in achieving your mission and vision.
- **Strategic Goals** - Strategic goals are long-term, broad, continuous statements that define how you will make progress toward your vision within each of the strategic priorities.
- **Objectives** - Strategic Objectives are the precise actions or intentions to move closer to goal achievement. They are usually time-bound with a milestone or schedule for completion.
- **Performance Measures** – Performance measures are relative objective data points that measure progress towards the objectives and goals.

Purpose of a Strategic Plan

As the City of Capitola continues to change and evolve, it is critical that the City establish a five-year Strategic Plan. This plan will set priorities, focus energy and resources, strengthen operations, and ensure that employees are working towards common goals and implementing the overall direction and vision set by City Council.

Strategic planning is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Community, Staff and City Council Roles

The development of the Strategic Plan involves the engagement of the community, the vision of City Council, and the expertise of staff. These three groups bring their unique perspectives to help build out the components of the plan to align what the community would like to see, what City Council would like to accomplish, and how staff envisions carrying out the vision.

Agenda

10:00 – 10:15 a.m.	Welcome and Introduction
	1. Welcome and Purpose
	2. Overview of meeting agenda
	3. City Council's thoughts on success for the day: <i>What would be a successful outcome from today?</i>

10:15 – 10:45 a.m.	Setting the Stage - Review the Environmental Scan and SWOC Analysis
Present the Environmental Scan followed by a Group Discussion	<ul style="list-style-type: none"> • What did the information in the Environmental Scan reveal to you? • What stood out? • Did you learn anything new? • What themes are the most important in shaping your thinking about the strategic direction of the City of Capitola?
Review the SWOC Analysis followed by a Group Discussion	<ul style="list-style-type: none"> • What are the strengths of the community? Of the City government? • What are weaknesses that need to be considered? • What opportunities does the City have that it can capitalize on? For community impact? For City operations, organizational culture, etc.? • What challenges is the community facing now and for its future? What threats does the City government face to effectively serve the community now and in the future?
Outcome	City Council members have input from the community to inform the development of the strategic plan. City Council members have a common understanding of the current environment of the City.

10:45 – 11:15 a.m.	Develop the Mission Statement
Mission Statement	The Mission Statement describes an organization's purpose or reason for existing. It answers the questions: <ul style="list-style-type: none"> • Why do we exist? • What do we do?
<i>Current Mission Statement</i>	<i>The mission of Capitola City Council is to represent the community and establish policy to provide the highest quality services to or residents, visitors, and businesses.</i>
Examples of Mission Statements	<ul style="list-style-type: none"> • The City of Creswell exists to provide quality, reliable, and affordable city services to city residents and businesses, creating a safe, livable, attractive community with a unique small-town atmosphere. • Provide exceptional services and support for Lake County's people, communities, and environments.

	<ul style="list-style-type: none"> We responsibly manage available resources to deliver vital, community-centered services with passion, drive and focus.
Individual Reflection and Full Group Discussion	<p>Everyone will spend a few minutes reflecting individually and consider the following question. A full group discussion will follow.</p> <ul style="list-style-type: none"> As you reflect on the brainstormed information, does it accurately describe the purpose of City of Capitola? Does it describe what you do? If not, what needs to be changed?
Group Consensus	Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.
Outcome	Necessary ideas/content to produce a short, concise statement that clearly defines the scope of the organization.

11:15 a.m.– 12:00 p.m.	Develop the Vision Statement
Vision Statement	<p>A vision statement defines your desired future state and provides directions for where you are going as an organization. It is aspirational and answers the questions:</p> <ul style="list-style-type: none"> What will City of Capitola look like 5 – 10 years from now?
<i>Current Vision Statement</i>	<i>The City Council's vision is for the City of Capitola to be the most desirable place to live, work, and play.</i>
Examples of Vision Statements	<ul style="list-style-type: none"> Waukesha is an accessible, vibrant, and desirable community where diversity is celebrated, and sustainably sound and innovative practices are prioritized. An engaged community with a sense of place and belonging where everyone is welcome. The City of New Braunfels is a vibrant and inviting place where people enjoy meaningful community connections, unique cultural opportunities, and an exceptional quality of life surrounded by world class natural resources.
Individual Reflection and Full Group Discussion	<p>Everyone will spend a few minutes reflecting individually and consider the following question. A full group discussion will follow.</p> <ul style="list-style-type: none"> Where do you want to see the City in five years? What does City of Capitola look and feel like? What is different? What is the same? What do you want community members to be experiencing? How do you want City of Capitola to be described? In the next five years, what has been achieved?
Group Consensus	Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.

Outcome	Necessary ideas/content to produce a short, concise statement that clearly defines what the City Council envisions for City of Capitola's future.
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12:00 – 12:15 p.m.	Break
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12:15 – 12:45 p.m.	Develop Core Values or Guiding Principles
Core values/Guiding Principles	Core values/guiding principles are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the City will conduct its business, make decisions, and deliver programs and services to the community.
Current Values	<ul style="list-style-type: none"> • We value to quality of life in Capitola and are committed to maintaining and enhancing the unique character of our City. • We value an environment that creates the maximum opportunities for success. • We value an accessible, participatory, and responsive government. • We value the preservation of our natural environment and resources through responsible land use planning. • We value our cultural and historical heritage. • We value ethical and professional conduct. • We believe in fostering a sustainable community. • We believe in ensuring a safe community.
Individual Reflection and Full Group Discussion	<p>Everyone will spend a few minutes reflecting individually and consider the following question. A full group discussion will follow.</p> <ul style="list-style-type: none"> • What values accurately capture how you would like the City to carry out its mission and vision?
Group Consensus	Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.
Outcome	Necessary ideas/content to produce guidelines for a short set of essential core values/guiding principles.

12:45 – 1:30 p.m.	Develop Strategic Priorities
Strategic Priorities	Strategic Priorities are the broad areas where you want to focus the City's resources and energy to achieve the vision.
Individual Reflection	Everyone will spend a few minutes reflecting on the following question and write down any ideas they want to share with the group:

	<ul style="list-style-type: none"> Based on what we learned from the Environmental Scan and the vision you developed for the City, what are the four to six strategic areas of focus that should guide the next five years, so we can make progress toward our shared vision? <p><u>Once you identify your ideas, write your four to five priorities on the provided colored cards.</u></p> <p>Each Council member will share the ideas that came to mind. Consider the following:</p> <ul style="list-style-type: none"> How would we define the current and future state of each of these focus areas? If we make gains in these areas, will we achieve our vision? If the answer is no, what should we focus on instead?
Full Group Discussion	<p>The full group will cluster the priorities posted, name them, and gain consensus on the strategic priorities that will achieve progress toward the vision.</p> <ul style="list-style-type: none"> Using just two or three words, how would you name each category? Are the identified priorities the right areas of focus to make process toward the vision? If not, what would you add or refine?
Group Consensus	<p>Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.</p>
Outcome	<p>Identify <u>four to six</u> strategic priorities that focus the City's energy, resources, and City toward achieving the long-term vision.</p>

1:30 – 2:00 p.m.	Develop Strategic Goals
Strategic Goals	<p>Strategic goals are long-term, statements that define how you will make progress towards your vision and describe the outcome to be achieved in five years for each of the strategic priorities.</p>
Individual Reflection	<p>Everyone will spend a few minutes reflecting on the following questions individually and write down any ideas they want to share with the group:</p> <ul style="list-style-type: none"> What is the result we want to achieve in each focus area? What words and phrases will define the desired outcome each strategic priority?
Full Group Discussion	<p>The full group will discuss the individual ideas and gain consensus on the five-year goals for each strategic priority.</p> <ul style="list-style-type: none"> Are they aspirational and achievable? Will life be better in City of Capitola as a result?

	<ul style="list-style-type: none"> • What, if anything, would you add or remove? • What needs refining?
Group Consensus	Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.
Outcome	Identify a long-term goal that defines each strategic priority and provide the framework for the City's plan.

2:00 - 2:15 p.m.	Break
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2:15 – 2:30 p.m.	Process for Updating, Evaluating, and Reporting Progress
Large Group Discussion	<ul style="list-style-type: none"> • What criteria should the City use to determine whether or not to add something to the plan? • How frequently should the City update the plan? What are the process steps? • How often should the City report progress on the plan? Internally? Externally?
Group Consensus	Capture group's insights/perspectives/ideas, synthesize and check for understanding and agreement.
Outcome	Determine how to maintain the City's strategic plan as a living and actionable document.

2:30 – 3:00 p.m.	Reflection, Closure, and Next Steps
Reflection and Closure	<ul style="list-style-type: none"> • What worked well today? Is there anything we could have done differently to make the experience better? • Is there any additional guidance you would give the consulting team and City leadership team in preparation for developing objectives, outcomes, and performance measures? • How did this retreat contribute to your ability to work together collaboratively as the City Council to serve the needs of the City? • What are your expectations for monitoring and reporting progress on the plan?
Next Steps	<ul style="list-style-type: none"> • BerryDunn will develop draft language for Mission, Vision, Core Values/Guiding Principles, Strategic Priorities, and Goal Statements.

	<ul style="list-style-type: none">• BerryDunn will hold a Strategic Planning Leadership Retreat with staff to refine today’s work and develop objectives, outcomes, and performance measures.• BerryDunn will facilitate follow-up, virtual sessions with City department leadership and their key staff continue development of the overall implementation plan, finalize outcomes and performance measures.• BerryDunn will present the draft Strategic Plan with the City Council in a work session.
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