Strategic Planning
Implementation of the Program
Background

- Strategic planning process approved by the Council on October 3, 2012
- **Primary Goal:** Align City services with its budget and resources

**What are the most important things for City to focus on over the next five years?**
Strategic Plan Purpose

• Set Monrovia’s course for the next 5 years by ensuring that limited resources are allocated to the most important things

• Meaningfully engage the community before handing-off goal setting to the Council

• **End Result:** Strategic Plan priorities and work programs guide budget decisions, including preparation of upcoming 2013-15 Budget
Four Key Steps

Current Projects and Programs
Fiscal Condition
Community Outreach

Goal-Setting Input

Council Goal Setting

Work Programs/Strategic Plan

2013-15 Budget

What are the most important things for the City to focus on over the next 5 years?
MONROVIA

RESIDENTS STUDENTS BUSINESS VISTORS MONROVIANS

Guest Speaker
HSM Team
Community Workshops

• Community
  o Share ideas priorities and discuss them with other community members.
  o Appreciate perspectives of other community members
  o Learn how ideas fit with current City activities and fiscal constraints
  o Express preferences for top City priorities

• Council
  o Actively listen and process the input in preparation for their “goal-setting workshop” on February 9
  o No Council discussion or action will be taken at the Community Workshops
Community Workshops

- Small break-out groups discuss key question:
  
  **What are the most important things for the City to focus on over the next five years?**

- Randomly assigned groups

- MIT-9/other staff serve as break-out group facilitators

- Results from small group discussions reported-out; summaries organized by “theme” posted on walls
Community Workshops

- Participants provided with 3 dots to “vote” on top priorities
- “Wrap-up” by facilitator, including overview of how results will be used by the Council
- Feedback form on City services and Community Workshop experience
- Results presented as part of January 29 goal-setting input study session
Council Study Session 1/29

- Results of community outreach efforts
  - “Themes” that emerged from various sources
  - How they are similar, how they are different
- “Environmental scan”
  - What’s already on the City’s plate
  - Fiscal context
- Hand-off to Council in preparing for goal-setting
2 Council Goal—Setting

• Setting major City goals for the most important, highest priority things for the City to achieve over the next five years

Council Goal Setting Workshop
Feb 9, 2013
Proposed Process

- Start with composite list of proposed goals submitted by each Council member, organized by theme
  - Where similar goals are submitted, goal-setting team will draft suggested “consolidated” goal
- Review goals for clarity and understanding
- Finalize “menu” of proposed goals for ranking
- Weight and rank goals
Recommended Priority Scale

4 Most important, highest priority for the City to achieve over the next five years
3 Important goal to achieve
2 Address if resources are available
1 Defer to next Strategic Plan for consideration
0 Not a priority goal
How many points in total?

- Recommend limiting “total points” to focus on priorities
Likely Result: 3 Priority Tiers

- Major City goals
- Other Important goals
- Goals to address as Resources Permit
Council Homework Assignment: Due 2/6/13
Strategic Plan

- Draft work programs/strategic plan presented to Council: March 26
- Council approves strategic plan: April 16
Work Programs

• In preparing Strategic Plan and Preliminary Budget around Major City Goals, essential for clear understanding of what the Council hopes to achieve

• Purpose of work programs is to:
  o Define and scope the adopted goal
  o Ensure clear understanding of the goal so appropriate resources are allocated, and progress measured in achieving it
Council: We want a swing

How Engineering saw it

What Parks & Recreation thought they meant

What Finance hoped they meant

All the Council wanted
Ongoing Reporting

• Work programs help measure progress in achieving the goal by clearly defining the specific actions to be taken
  ➢ Results can only be measured if the workscope was clearly defined to begin with.

• But allocating resources and adopting clear plans alone will not provide results: that comes from using those resources in implementing the plan.
  ➢ Ongoing reporting on the status of the “action plan” in concise but meaningful ways essential component for success.
While there is a clear “hand off” to the Council on February 6, when priority goals are identified, opportunities for further public comment will be available until the budget is formally adopted in June 2013.
Community Workshops, while an important part of the process, are one of many inputs that the Council will consider in setting priorities in the Strategic Plan and 2013-15 Budget.

Council Goal Setting Workshop and Work Programs/Strategic Plan adoption assures that the Council leads the way in aligning resources with priorities in developing the budget.

However, these steps represent the start of the budget process, not the end.
Key Dates Ahead

- Community Outreach: 11-12 thru 1-13
- Commission/Board Workshop: 11-28-12
- Community Workshops:
  - Community Center: 12-11-12
  - Calvary Chapel: 1-12-13
- Council Study Session: Goal-Setting Input: 1-29-13
- Council Goal-Setting Workshop: 2-9-13
- Draft Work Programs/Strategic Plan: 3-26-13
- Strategic Plan Approval: 4-16-13
MONROVIA
RESIDENTS STUDENTS BUSINESSES VISITORS MONROVIANS

Marketing & Outreach
The Plan Monrovia Marketing and Outreach is designed to reach the greatest number of Monrovians, so that as Council goes to develop a final plan, you are seeing a greater community snapshot.
Traditional / Low Tech Marketing

- Trifold Brochure
- Flyers
- Posters
- Postcards
- Banners
- Community Roadshow presentations
- Email / Phone

Monrovia is setting a course for the next 5 years to ensure that our limited resources are allocated to the highest priorities for the community.

Get involved. Your ideas matter.

What are the MOST IMPORTANT things the City should focus on over the next 5 years?
Out of the Box / High Tech Marketing

- City of Monrovia website
- Textizen
- MindMixer (web)
Opportunities for Engagement

- **Open Idea Submission:** Frame the conversation and allow citizens to submit open-ended ideas.

- **Idea Prioritization:** Dictate the content and ask participants to prioritize using “seconds” or dollars.

- **Idea Voting:** Dictate the content and ask participants their degree of support for various ideas.

- **Questionnaire:** Utilize typical survey/questionnaire tool.
**MindMixer**

**Notable Features**

**Multi-Lingual:** MindMixer supports 52 different languages, with real-time translation. Engage all participants, in their own language.

**Mobile Integration:** Participants can also text (SMS) or call (Voicemail) in their ideas. Reach participants on-the-go.

**Location-Based:** Create geography-specific categories and topics for feedback. This allows for meaningful and contextual opportunities for campus engagement.

**Two-Way Dialogue:** Provide response to participant ideas without leaving the web interface.
Questions?