



CITY COUNCIL
AGENDA REPORT

DATE: July 28, 2017

AGENDA OF: August 8, 2017
DEPARTMENT: City Manager's Office
SUBJECT: Two Year Work Plan – Implementation Plan (CM)

RECOMMENDATION: Motion to accept the final Two-Year Work Plan report and approve the Two-Year Work Plan implementation components of timeline, fidelity and accountability, and quarterly reporting and communication.

BACKGROUND: At its May 23, 2017 meeting, the City Council adopted a Two-Year Work Plan and Strategic Initiatives for FY 2018-2019 along with four related resolutions amending the Councilmember Handbook and Policy documents. The Council's action set forth the City's policy agenda around the three strategic goals of Public Safety and Well-Being; Housing; and Infrastructure for the next two years.

DISCUSSION: The May 2017 adoption of the Two-Year Work Plan provided high-level policy guidance and prioritization of goals, focus areas and projects, while leaving the details of plan implementation strategy and accountability for future discussion. Since May, staff has been researching best practices in effective work plan implementation, which include timeline, fidelity and accountability from both the City Council and the staff, and, reporting and communication. The following sections provide staff's intent around these areas for Council discussion.

Implementation Timeline: Gantt Chart

The Work Plan spans two years and while all elements of the Work Plan are important, they cannot be concurrently initiated nor completed. Staff developed a draft implementation timeline given the spread of the Work Plan priorities and staff's capacity to implement them. The attached Two-Year Work Plan Gantt Chart outlines this implementation schedule across the deliverables, as staff estimate them today. As projects progress and evolve, the Gantt Chart likewise will evolve. On a quarterly basis, the Gantt Chart will be updated and shared with the Council as part of the Quarterly Monitoring Report, highlighted below.

Work Plan Fidelity and Accountability: City Council and Staff

With the Council's adoption of the Work Plan goals, focus areas and projects, staff were directed to prioritize these items above other existing or new major policies or projects. The plan has a

horizon of two years and staff have formulated implementation strategies that fit that timeline, given the bounds of capacity and current information, with some room for extension, if needed, within the two years. The Work Plan was constructed based upon the estimated staff capacity for new projects beyond the day-to-day core city operations.

Crucial to the success of delivering the Work Plan projects is the continued commitment of the City Council to the Work Plan. That is, the Work Plan cannot be achieved if staff resources are diverted from the plan without a deliberate Council discussion and majority vote to de-prioritize or replace a current goal, focus area or project with a substantial new, proposed project.

Over the next two years, circumstances will change, including emerging needs, unforeseen priorities and staff capacity increases as projects on the Work Plan are completed. As these occur, staff will assist the Council in identifying current organizational capacity and the resources needed to complete proposed new projects or initiatives so that the Council can deliberate and direct the amendment of the Work Plan or deferral of the new project or initiative to a later time. This purposeful process supports the Council's fidelity to the Work Plan and helps staff maintain vision and clarity about priorities.

Staff remain available to support the Council on smaller initiatives or policies. Existing Council Policy 6.9 "Requests of Staff Made by Councilmembers" still operates. That policy states, "Requests of staff made by individual Councilmembers will require authorization by Council only if the assignment is expected to take more than one day of staff time (one day-one person). Staff members are encouraged to raise concerns or explain time factors regarding any requests."

Quarterly Reporting and Communications

Staff envisions a quarterly report to Council on Work Plan status, to include the Gantt Chart timeline and a Work Plan Reporting document, an example of which is attached for Council discussion and consideration. The first quarterly report is planned for December 5, 2017.

The goals of this reporting are to keep the community and Council apprised and current with Work Plan progress, flag any changes, and importantly, highlight opportunities for community engagement with the City. Community outreach and engagement are critical priorities in the Two-Year Work Plan and many targeted initiatives have already begun. For example, community dialogue on housing has begun in earnest, starting with Council's June Study Session on housing, followed by over a dozen Mayoral listening sessions to date. In addition, staff has created the public-facing document of the Two-Year Work Plan to make the City's agenda accessible to the public.

In sum, the preceding Work Plan implementation elements were identified from best practices research and are recommended for application to support the successful achievement of the Two-Year Work Plan goals.

FISCAL IMPACT: Approval of the motion will have minor fiscal impact related to the printing and distribution of the Work Plan, which can be covered within existing budget.

Submitted by:

Susie O'Hara
Principal Management Analyst

Approved by:

Martin Bernal
City Manager

ATTACHMENTS:

Two-Year Work Plan

Gantt Chart: Work Plan Implementation Timeline

Work Plan Reporting Template (Housing Goal)