



DATE: May 1, 2023

TO: Mayor and Members of the City Council

FROM: Stefan Chatwin, City Manager
Marlene Subhashini, Assistant City Manager

DEPARTMENT: City Manager

SUBJECT: 2023 CITY COUNCIL VISION AND POLICY SUMMIT

RECOMMENDATION

It is recommended that the City Council, by Minute Order, receive and accept the report affirming City Council Vision and Mission Statement and Goals for the year 2023.

EXECUTIVE SUMMARY

Defining the vision, mission and goals as part of a strategic planning exercise is important for the success of any organization. In local governments, this takes on a particularly important role where the function of the elected leaders is to identify what they believe is important for the Community, and then to equip city staff to achieve and deliver on those goals for the Community. An effective strategic planning process both informs city staff about the priorities of the City Council they serve and helps Councilmembers agree on shared values, priorities, and vision for the city they serve.

Following the City Council Vision & Policy Summit that was held on Jan 30, 2023, City staff and consultant developed a 2023 Goals and Objectives Work Plan (Attachment 1) that includes an updated Council Vision and Mission Statement and Goals for the year 2023. Input from the Executive Leadership Team and citywide projects/initiatives that aligns with Council Goals for 2023 was built into the report. These are identified as Metrics/Outcome/Deliverables under each goal. It is worthwhile to note that some of the initiatives identified in the work plan are a multi-year effort. However, only those initiatives/projects that can be realistically delivered this year have been incorporated into the report.

BACKGROUND/ANALYSIS

Every year, the City Council holds a Vision & Policy Summit to affirm their vision, mission and goals for the year. The Vision & Policy Summit helps staff to identify and prioritize projects and initiatives that will be undertaken over the course of the year.

A majority of City resources are used to deliver core governmental services. These day-to-day operations provided by a combination of approximately 160 full time staff and 60 part time staff and SMC Fire ensure that Foster City residents and businesses receive high-quality and exceptional services that promote the health, safety, welfare, and vitality of the Community. These core department functions continue to stand independent of those projects/initiatives that are identified as a result of the strategic planning process.

This year's Vision & Policy Summit was held on January 30, 2023. The City of Foster City engaged Tripepi Smith to lead the strategic planning process for this year. The primary objective of a strategic planning process is to establish a clear set of goals and expectations that help in prioritizing and aligning the City's resources to that of the City Council's goals for the organization and the community. The process included interviews with the City Manager, an online questionnaire for Councilmembers, individual follow-up interviews with each Councilmember, and an in-person goal and strategic planning session. During the strategic planning session, the City Council reviewed the current Vision Statement, Mission Statement and Strategic Priorities, and engaged in a discussion to establish actionable items that would identify the strategic priorities and goals as successful.

In 2022, the City Council reconfirmed and adopted its Vision and Mission, along with its Strategic Value/Priority Areas as established in the year 2021. The City did not identify specific goals associated with these general strategic priorities. City staff then developed a summary document that identified key policy items for City staff to prioritize and build into its work plan and a list of actions/tasks to undertake. The City Council welcomed two new Councilmembers to the City Council in November 2022. Councilmembers Kiesel and Jimenez had not been involved in the prior strategic planning and goal setting process, so this effort also served as an opportunity for the new Councilmembers to share their thoughts through the process.

The City Council adopted 2022 Vision Statement reads as follows:

Create a sustainable Foster City through smart, inclusive, and efficient actions to enhance our quality of place for current and future generations.

Though the Council deemed this Vision Statement as sufficient, there was an expressed desire to modify the current language and update the Vision Statement to better reflect Foster City and its community.

The City Council adopted 2022 Mission Statement reads as follows:

The mission of the City of Foster City is to deliver equitable services that are customer-focused with an emphasis on public safety, neighborhood livability, smart planning, a vibrant economy, infrastructure improvements, innovation, and a sustainable environment. In pursuit of this mission, we use community engagement and data to make decisions and measure progress based on economic, social, and environmental factors.

Similar to the Vision Statement, the City Council generally felt the existing Mission was sufficient but expressed interest in further defining terms and modifying the language.

The City Council adopted 2022 Strategic Priorities and Value Areas are:

- **FACILITIES AND INFRASTRUCTURE:** Maintain a standard of excellence with regards to infrastructure, including streets, lagoon, levee, parks, water supply system, wastewater system, storm water collection system, and City facilities to preserve and enhance quality of life for future generations.
- **SMART PLANNING, DEVELOPMENT, AND THE LOCAL ECONOMY:** Create a long-term vision that protects, maintains, and enhances our community character through thoughtful planning and economic development policies.
- **CITY COUNCIL OPERATIONS AND IMPROVED COMMUNITY ENGAGEMENT:** The City Council operates at the highest level of civil discourse, encouraging resident engagement and full transparency.
- **INNOVATION AND SUSTAINABILITY:** Continue to lead in employing modern solutions to current day problems with a focus on and consideration of climate change.
- **PUBLIC SAFETY AND SOCIAL EQUITY:** Continue to promote diversity and inclusive policies within the City organization and seek social equity in all City policies including public safety.
- **STAFF EMPOWERMENT AND OPERATIONAL EXCELLENCE:** The staff of Foster City is committed to and takes pride in proactively providing exceptional service to our community.

While the Council generally felt like these priorities identified for 2022 were still relevant for 2023, there was overall agreement that the Priorities were reflective of the values of the Organization and not particularly goal oriented. As such, Tripepi Smith proposed that these be adopted as general Values of the organization with a separate list of Goals to be developed based on the 1-on-1 interviews and feedback during the facilitated discussions. Additionally, of note is that the adopted Priority area of Innovation and

Sustainability was deemed a bit disconnected, and a desire was expressed to separate the two items into its own Value statements.

Finally, where possible, staff has identified measurable outcomes connected to the established goals and priorities.

The document is not meant to be all inclusive or to exclude work that does not fall directly under the Goals. Rather, the document is meant to keep the organization focused and outcomes based. On occasion, new projects/initiatives may emerge, and City Council may direct or ask City staff to consider adding to its work plan as certain items may result in a greater benefit to the City. Based on Council direction, the City Manager will prioritize the workplan based on available City and staff resources, coordinating realignment of priorities as necessary to advance any particular items.

California Environmental Quality Act

Not Applicable

FISCAL IMPACT

There is no fiscal impact associated with this item.

CITY COUNCIL VISION, MISSION, AND VALUE/PRIORITY AREA

This item is overarching and directly addresses the Vision, Mission, and Strategic Priorities set forth by the City Council as a whole for the year 2023.

ATTACHMENTS:

Attachment 1 – 2023 Goals and Objectives Work Plan