

**City of Palmer
Action Memorandum No. 14-081**

Subject: Request to Develop Strategic Plan for the City of Palmer

Agenda of: December 9, 2014

Council Action: Failed

Approved for presentation by:
City Manager _____
City Attorney _____
City Clerk _____

Joseph A. Hansen

[Signature]

[Signature]

Certification of Funds:

Total amount of funds listed in legislation:	\$ _____ 0
This legislation (√):	
<input checked="" type="checkbox"/> Has no fiscal impact	
Creates:	
_____ A negative fiscal impact in the amount of:	\$ _____
_____ A positive fiscal impact in the amount of:	\$ _____
_____ Funds are budgeted.	
Funds are budgeted from this (these) line item(s):	
a) ➤	\$ _____
a) Funds originally budgeted in line item :	\$ _____
Difference in budgeted funds:	\$ _____
b) Funds originally budgeted in line item :	\$ _____
Difference in budgeted funds:	\$ _____
c) Funds originally budgeted in line item :	\$ _____
Difference in budgeted funds:	\$ _____
_____ Funds are not budgeted.	
Budget amendment required in the total amount of:	\$ _____
Affected line item(s):	
_____ ➤	\$ _____
_____ General fund unassigned balance (after budget modification)	\$ _____
Director of Finance signature certifying funds:	<i>[Signature]</i>

Attachment(s):

- Sample Strategic Plan timeline

Summary statement:

The City of Palmer does not currently have an adopted Strategic Plan.

A strategic plan serves as our community's roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. The strategic plan is a big-picture document directing efforts and resources toward a clearly defined vision.

Ideally, as part of the strategic planning development the Council:

- Thinks about and plans for the future for the city,
- Establishes a vision and well-defined strategic priorities,
- Prescribes end/results to be achieved,
- Ensures/empowers management and employee performance to produce those results,
- Sustains relationships with citizens that instill confidence in council's trustee/leadership,
- Demonstrate a sense of stewardship for the city's future and provides the leadership to ensure that actions taken today will produce the future desired for tomorrow.

VISIONING AND STRATEGIC PLANNING PROCESS**Alternative 1 In alternative 1:**

Typically, community-visioning brings together all sectors of a community to identify problems, evaluate changing conditions, and build collective approaches to improve the quality of life in the community. Most community visioning projects also identify what's right in town to ensure that quality is not lost. Strategy should emphasize building upon and/or building up the livability and quality of life in Palmer.

People with varied interests and perspectives are invited to participate throughout the entire process and contribute to the final outcomes, lending credibility to the results.

All participants take personal responsibility for the process and its outcomes.

The group produces very detailed recommendations that specify responsible parties, timelines, and costs.

Participants take the time to learn from past efforts (both successful and unsuccessful) and apply that learning to subsequent efforts.

Group uses consensus to reach desired outcomes. True collaboration brings together many organizations, agencies, and individuals to define problems, create options, develop strategies, and implement solutions.

Many times it becomes clear that no single organization has the resources or mandate to effectively address a particular issue alone. A group effort can help mobilize the necessary resources and community will.

Typical efforts take 6-12 months (attached is another city's strategic planning process timeline) and often involve a paid facilitator or strategic planning company.

Alternative 2

While alternative 1 is the preferred course of action, an abbreviated, no cost process could be achieved by:

Staff conducting a scan of the current state of the community;

Scan results provided to the City Council.

Mayor, Council and staff meeting in a workshop format (2/3/15) for 2-3 hours and drafting a strategic plan

The draft strategic plan would include: a written statement of strategic priorities, end/results to be achieved, measurements of success, assignment of responsibility and timeline for completion.

Perhaps some, or all, members of City Planning & Zoning Commission could substitute for "broad range of community members" in Alternative 1. Airport and Economic Development members could also add community input, recognizing that not all ACC and BED members live in Palmer.

Administration recommendation: Commit to a Strategic Planning Process on Tuesday, February 3, 2015

	S	M	T	W	T	F	S
	January						
					1	2	3
	4	5	6	7	8	9	10
1. Conduct Council / P&Z / BED Retreat #1	11	12	13	14	15	16	17
2. Conduct internal / external scans	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
	February						
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	March						
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
3. Internet surveys residents	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	31				
	April						
				1	2	3	4
4. Mail internet surveys to businesses, employees	5	6	7	8	9	10	11
	12	13	14	15	16	17	18
	19	20	21	22	23	24	25
	26	27	28	29	30		
	May						
						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
5. Conduct stakeholder focus group sessions	17	18	19	20	21	22	23
6. Conduct Retreat #2 – internal / external scans	24	25	26	27	28	29	30/31
	June						
		1	2	3	4	5	6
7. Conduct stakeholder focus group sessions	7	8	9	10	11	12	13
8. Recruit open house forum delegates	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
9. Conduct Retreat #3 – public input, open house forum agenda	28	29	30				31
	July						
				1	2	3	4
10. Conduct open house with delegates	5	6	7	8	9	10	11
	12	13	14	15	16	17	18
11. Collate survey / focus / open house results	19	20	21	22	23	24	25
	26	27	28	29	30	31	
	August						
							1
	2	3	4	5	6	7	8
12. Draft strategic plan	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
13. Conduct Retreat #4	23	24	25	26	27	28	29
	30	31					
	September						
			1	2	3	4	5
14. Survey City voter households	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
15. Conduct Retreat #5 – review draft plan survey	20	21	22	23	24	25	26
	27	28	29	30			
	October						
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
	November						
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
16. Finalize / publish strategic plan documents	15	16	17	18	19	20	21
17. Conduct Council hearings	22	23	24	25	26	27	28
	29	30					
	December						
		1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	31			