



# LOS ALTOS CITY COUNCIL 2021 STRATEGIC PRIORITIES

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# AGENDA

PURPOSE

BACKGROUND

OVERVIEW OF APPROVAL PROCESS FOR  
CITY COUNCIL 2021 PRIORITIES

REVIEW AND DISCUSSION OF 5-YEAR  
STRATEGIC GOALS FOR 2021

ADOPTION OF RESOLUTION SETTING THE  
CITY COUNCIL 5-YEAR STRATEGIC GOALS  
FOR 2021

# PURPOSE

TO REVIEW THE DRAFT STRATEGIC GOALS,  
AMEND AS NECESSARY, AND ADOPT A  
RESOLUTION SETTING THE CITY COUNCIL  
5-YEAR STRATEGIC GOALS FOR 2021



# BACKGROUND

## JANUARY 30, 2021 ANNUAL GOAL SETTING RETREAT

- A visioning and discussion process was used to build consensus around Council's shared interests. No formal votes were taken.
- 2020 adopted goals and objectives were the starting point. Council discussed and assessed what is of strategic importance for 2021 and moving forward. Continued with a 3 –5-year strategic planning horizon as was started in 2020.
- Staff listened for the “sense of the Council” and has provided draft goals for Council consideration, feedback and ultimate adoption.

# FRAMES OF REFERENCE

FOR COUNCIL'S CONSIDERATION IN  
ADOPTION OF 2021 STRATEGIC GOALS

- Strategic Goals, Objectives and Workplans – Definitions used at Retreat
- Iceberg Model of Work – “Staff Capacity” construct used at Retreat
- 2021 Goals and Objectives Comparison Matrix – Attachment to staff report



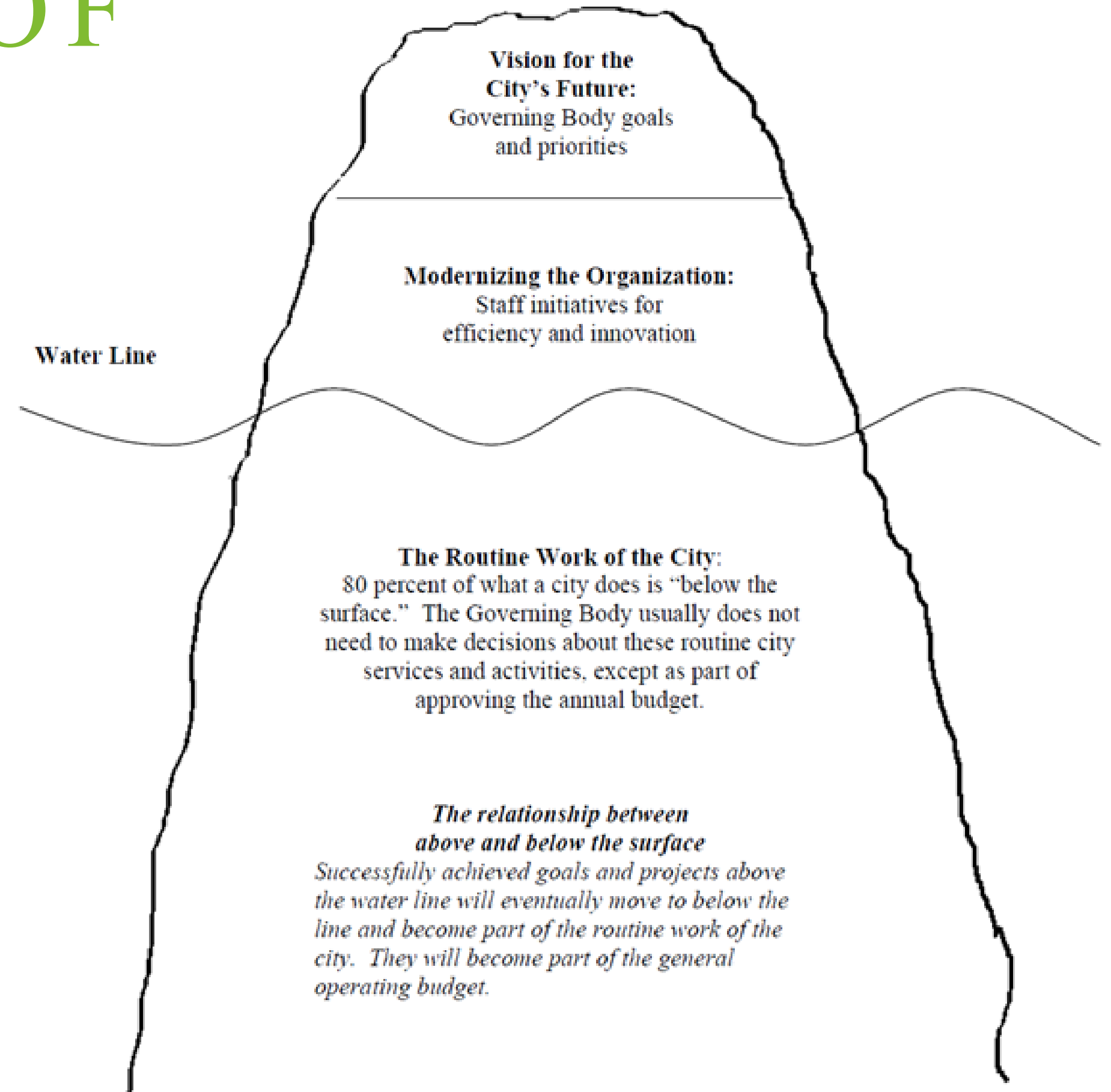
# STRATEGIC GOALS AND OBJECTIVES DEFINED

What are Strategic Goals? Strategic goals are statements that identify what the organization wants to achieve over the period of the strategic plan (e.g., over the next year, five years, ten years, etc.).

What are Objectives? Objectives are specific statements that contribute to or enable the achievement of the larger, strategic goals. For this reason, they are sometimes called "sub-goals" or "enabling goals."

# ICEBERG MODEL OF CITY WORK

LOS ALTOS CITY  
COUNCIL 2021  
STRATEGIC  
PRIORITIES



# 2021 GOALS AND OBJECTIVES COMPARISON MATRIX\*

A side-by-side reference of:

- 2020 Adopted Goals and Objectives
- 2021 Proposed goals and Draft Objectives for Reference Only
- Council Key Interests regarding the goals and Objectives As Expressed during the Retreat (Staff's interpretation of the sense of the Council, not minutes or all comments/statements)

\*see attachment to staff report



# CITY COUNCIL 5-YEAR STRATEGIC PRIORITIES

## APPROVAL AND IMPLEMENTATION PROCESS

- Step 1) City Council review and adoption of 5-Year Strategic Goals for 2021
- Step 2) City Council review, approval, and initial prioritization of FY 2021-22 Objectives
- Step 3) Staff will prepare a two-year Implementation Plan for approval and final prioritization of objectives by the City Council
- Step 4) Staff will develop individual workplans for each objective

# CITY COUNCIL DISCUSSION

## OF DRAFT 5-YEAR STRATEGIC GOALS FOR 2021

- Goal 1: Housing (standalone goal)
- Goal 2: Land Use (standalone goal)
- Goal 3: Fiscal Sustainability
- Goal 4: Community Safety
- Goal 5: Asset Management
- Goal 6: Environment Sustainability
- Goal 7: Community Engagement
- Goal 8: Transitioning Through Change
- Combined Goal 1/2: Housing & Land Use

NOTE:  
THE DRAFT OBJECTIVES  
LISTED UNDER EACH  
GOAL IN THE  
ATTACHMENTS ARE FOR  
REFERENCE PURPOSES  
ONLY

# RECOMMENDATION

THAT THE CITY COUNCIL ADOPT RESOLUTION  
NO. 2021-09 SETTING THE CITY COUNCIL 5-YEAR  
STRATEGIC GOALS FOR 2021