

Council Meeting of
February 6, 2007

Honorable Mayor and Members
Of the Torrance City Council
City Hall
Torrance, California

Members of the Council:

**SUBJECT: Community Development—Timeline and Process for Renewal
of the City of Torrance Strategic Plan. Expenditure: Estimated \$80,000**

RECOMMENDATION

The Community Development Director recommends that the City Council concur with the Strategic Plan Renewal timeline and process, including the composition of the Strategic Plan Committee.

FUNDING:

Funding in the amount of \$80,000 has been allocated for this project in FEAP #366. The actual expenditure will be dependent on consultant contracts, which will be explored after the approval of this item.

BACKGROUND AND ANALYSIS

The first Strategic Plan for the City of Torrance was adopted in 1996, and a review and renewal of that plan was done in 1999. At this time, as we move forward in the General Plan process, we would like to renew and update the Strategic Plan to ensure that it continues to meet the needs of the City and its residents. In addition, we need to ensure that both the Strategic Plan and the General Plan reflect to the maximum extent possible the vision, ideals and values of the City and its residents.

The renewal of the Strategic Plan includes extensive outreach to the community through the use of focus groups as well as a statistically valid survey of the business and residential communities. The Strategic Plan Committee will also include members of the community. As a part of the process, a statistical analysis will be performed assessing the prior Strategic Plan goals and priorities, General Plan priorities and current community and business attitudes and opinions. All of the information gathered will be brought to the Strategic Plan Committee for their review and use in evaluating the Strategic Plan and formulating the renewal.

Strategic Plan Committee

We would recommend that the composition of the Strategic Plan Committee used in the previous renewal be used again, which included the following:

- Two Members of the City Council
- City Manager
- Police Chief
- Community Development Director
- Public Works Director
- Community Services Director
- Manager of Del Amo Mall
- Small Business Representative provided by Chamber of Commerce
- Large Business Representative provided by Chamber of Commerce
- Two Employee Representatives (Safety and Miscellaneous)
- Two Homeowner Group Representatives
- Youth Council Representative
- TUSD Representative
- Council on Aging Representative

Previously, the groups involved were responsible for designating their representatives to the Strategic Planning Committee. This system worked well and we would anticipate that it would once again produce a well-rounded and effective committee. However, should the Council wish to be more involved in the selection of the Committee members, a system such as was used for the selection of the Blue Ribbon Committee could be substituted.

Focus Groups

The Focus Groups represent an opportunity for input from a wide variety of community members and interest groups. When coupled with the scientifically accurate survey, a broad understanding of issues of concern can be gained. The recommended Focus Groups would be similar to the groups used in the previous renewal, and would include:

- Commissioners
- Employees
- Homeowner Associations
- Arts Community
- Seniors
- Religious Community
- Youth Council
- Education Community
- Recreation Community
- Service Organizations
- Japanese Cultural Institute
- Government Affairs Legislative Committee of Chamber of Commerce
- Small and Medium Businesses

- Large Business Organizations
- South Bay Cities Council of Governments
- Human Resources Professionals of Torrance
- TUSD

This list can also be adjusted, if there are areas of concern that are not being addressed adequately. For example, if a Downtown visioning committee is formed, that group would be an excellent candidate for a Strategic Plan focus group, as well.

Tasks

As we begin to move forward with the Strategic Planning process, we will need to focus on the following tasks:

- Recruitment of members for the Strategic Plan Committee
- Collection of data, including:
 - Economic Analysis
 - Updated demographics
 - Analysis of Strengths, Weaknesses and Opportunities
 - Employee Input
 - Scientifically accurate phone survey of residential and business communities
 - Community Focus Groups
- Strategic Plan Committee review and draft
 - Mission
 - Vision
 - Values
 - Priorities

Timeline

The following timeline is proposed for accomplishing the tasks necessary for the renewal of the Strategic Plan:

February 2007	Approval of Strategic Plan renewal process, timeline and composition of Strategic Plan Committee
Feb-Mar 2007	Selection of consultants to provide statistically accurate Community Telephone Survey, Futurist and Facilitator for Strategic Plan Committee
April 2007	Appointment of Strategic Plan Committee
May 2007	Workshop Meeting with Strategic Plan Committee Review original plan and 1999 renewal, work plan and timelines Determine Committee rules of order

June 2007	Interim Progress Report to Council
May-Aug 2007	Data collection both internal and external, including Focus Groups, Phone Survey, Interviews, Economic and Demographic updates. On-going review of information by Strategic Plan Committee.
September 2007	Interim Progress Report to Council
Sep-Oct 2007	Strategic Plan Committee review of Values, Mission and Vision statements
Nov-Jan 2008	Strategic Plan Committee assesses key issues and recommends new ten year plan addressing Strategic Priorities, Goals and sub-Goals, Action Plans and Future review
February 2008	Report to City Council with recommendations for new Strategic Plan

The timeline as currently proposed is weighted heavily in the front end, as consultants must be identified and contracted prior to the beginning of the data collection. Previously, this was done before the timeline was set, but in this case, we are moving forward more aggressively. As we continue in the process, the timeline can be adjusted to reflect the actual progress made.

It is our hope that, as both the General Plan and the Strategic Plan move forward, we will be able to use the information and insight gained to ensure that both documents reflect the concerns and values of the community, and that the concurrent processing will make each document stronger than it would be otherwise.

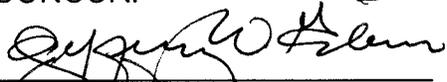
Respectfully Submitted,

Jeffery W. Gibson
Community Development Director

By 

Linda Cessna
Deputy Community Development Director

CONCUR:



Jeffery W. Gibson
Community Development Director



LeRoy J. Jackson
City Manager