

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

Members of the Council:

**SUBJECT: City Manager – Approve implementation Action Plan for 2008
Strategic Plan**

RECOMMENDATION

Recommendation of the City Manager that City Council:

- 1) Approve the proposed Action Plan for implementing the Strategic Plan adopted August 12, 2008, and
- 2) Provide direction with respect to prioritization of proposed policy actions.

Funding

Not applicable.

BACKGROUND AND ANALYSIS

On June 23, 2009, Your Honorable Body reviewed Key Performance Indicators (KPI) for three Goals from the Strategic Plan and approved staff's methodology for use in developing an implementation Action Plan. However, due to the significant number of goals and sub-goals, Council requested that the Action Plan be developed on a consolidated basis. The approach should combine goals and sub-goals across all priorities with a common indicator, measure, and target.

A comprehensive review of the goals and sub-goals, and their underlying key indicators has been undertaken to achieve Council direction; additionally, a common approach for measuring progress on the strategic goals and sub-goals was developed. The common measuring devices, such as dollars, number count, and percentages, are applied to continuous improvement targets.

However, given that the Plan provides strategic guidance, many of the community goals/sub-goals require policy action direction from the Council. The measuring device for these goals is a timeline to have the policy before Council for consideration. Each of the policy action driven goals/sub-goals is a requirement for staff time, and in more complex policy issues, consultant assistance. These will be highlighted at the Council meeting, but staff will be recommending that the policy action goals/sub-goals be brought forward at a future meeting for prioritization. This may impact the timeline measure in the Action Plan. To the extent this occurs, the timeline will be revised in the Action Plan.

The third category of measurement of progress in the Action Plan is narrative in approach. This occurs primarily in Strategic Priority 5 "Infrastructure" as the goals and sub-goals are focused on strategic planning of infrastructure systems, inclusive of constructing, replacing and maintaining. Therefore, this priority provides three levels of insight and strategic efforts:

1. Infrastructure System Planning
2. Systematic Maintenance and Repairs
3. Rehabilitation and Development

Progress reporting in the Action Plan will be annual, and is proposed to be brought forward as part of the First Quarter Budget Review, beginning with First Quarter 2011-12. This provides for a year of progress before the Action Plan update is presented to Council. The Action Plan is devised to be a rolling five-year strategic target and as one year is dropped the next future year is added.

The last point to note in the review of the Action Plan is that Quarter timeline periods refer to calendar year. This was done, as the majority of readers make this correlation when Q1, Q2, Q3 or Q4 is noted in a document.

Respectfully submitted,

LeROY J. JACKSON
CITY MANAGER

By 
Mary K. Giordano
Assistant City Manager

CONCUR:


LeRoy J. Jackson
City Manager

Attachment A: Strategic Action Plan, May 2010

MATERIAL AVAILABLE FRIDAY