Sunnyvale

Approval of Council Strategic Framework and Priorities, and Receipt of Associated Workplan

Tim Kirby, City Manager

Sunnyvale

Strategic Prioritization Process

Oct-Nov

PROJECT PLANNING

- Review of organizational materials and resources
- Ongoing project team meetings every 2-3 weeks (Nov-April)

Dec-Jan

STAKEHOLDER MEETINGS

- Interviews with City Council Members, Mayor, and City Manager
  - City Manager and remaining Councilmembers (Dec)
  - New Councilmembers

Jan-Feb

STRATEGY, COMMUNITY, & RESOURCE ALIGNMENT

- Launch Community Outreach Survey (Dec-Jan)

CITY COUNCIL RETREAT
January 30, 2025

CITY COUNCIL STUDY ISSUES/BUDGET PROPOSALS WORKSHOP
February 13, 2025

March

STRATEGIC PRIORITIZATION

- Study Issues/Strategic Priority Alignment

CITY COUNCIL STRATEGIC PRIORITIES WORKSHOP
March 13, 2025

Mar -Apr

WORK PLAN DEVELOPMENT

- Staff Outlines Work Plans connected to budget allocations (Mar - Apr)*
- *Potential support from consultant as work plans are created
- Implement Reporting Framework/Template – (Mar-Apr)

THE CENTRE FOR ORGANIZATION EFFECTIVENESS

Outcome of Strategic Resourcing Priorities

Sunnyvale

STRATEGIC FRAMEWORK – DRAFT

Mission: We build community trust by delivering exceptional services

Core Values:

Integrity
- Truthful and trustworthy
- Responsible and accountable
- Consistently honor commitments
- Confront difficult issues
- High ethical standards

Leadership
- Trust people to do their job
- Communicate clearly, facilitate two-way communication
- Foster responsible risk taking and creativity while learning from mistakes
- Maintain a supportive and safe work environment
- Honestly share information
- Live the values, set the example

Respect
- Treat people with dignity
- Value diversity of ideas and backgrounds
- Celebrate individual achievements
- Willingly collaborate

Community Vision: Sunnyvale is an attractive, safe, environmentally-sensitive community which takes pride in the diversity of its people, the innovation of its business and the responsiveness of its government. It is the aspiration of the people of Sunnyvale to build upon the attributes which the City currently enjoys, so that Sunnyvale of the future will become...

A strong, diverse community...
that is inclusive of and accessible to people of all cultures, ages, and lifestyles. Neighborhood and citywide events regularly provide residents with opportunities to connect with each other and to actively participate in City government. Sunnyvale offers a variety of housing options for its diverse and changing population.

A community with a vibrant and innovative local economy...
comprised of cutting edge businesses that provide meaningful employment and partnership opportunities. Sunnyvale continues to be the heart of innovation in Silicon Valley.

A regional leader in environmental sustainability...
Advocating for less reliance on non-renewable resources through diverse transit, waste reduction, natural resource protection, and alternative energy. We prioritize environmental preservation, considering each action's impact on Sunnyvale's future.

A safe, secure and healthy place for all people...
where the health and safety of residents is a primary concern. Sunnyvale is a clean and attractive city with many opportunities for physical activity in a natural environment.

A community with a distinctive identity...
enhanced by a Downtown that provides a sense of place, convenience and is pedestrian-oriented. New development is concentrated in nodes along major transportation corridors and around transit hubs.

A city managed by a responsible and responsive government...
that delivers quality services in a comprehensive, cost-effective manner. The City evolves gracefully with the changing needs of the community and regularly communicates with residents and businesses to engage them in decision-making processes.

DRAFT Council Resourcing Priorities (July 2025-June 2027):

In the next two years, we are taking active steps to create···
- A responsive, transparent and efficient city government;
- An accessible, engaged and welcoming community;
- A sustainable city: advancing climate action, active transportation and the Vision Zero Plan;
- A model to prevent homelessness, prioritize new housing and support the unhoused community; and
- Modern City infrastructure.

Associated Plans

e.g., General Plan and associated Elements (Housing Element and others) and Specific Plans, Active Transportation Plan, Climate Action Plan, Capital Improvement Plan

Policy vs. Implementation

Council sets priorities

Council and Staff Agree upon workplan to support priorities

Staff implements workplan and reports out on progress

2025-2027 Draft Council Strategic Priorities

In the next two years, we are taking active steps to create…

- A responsive, transparent and efficient city government **(Governance)**;
- An accessible, engaged and welcoming community **(Community)**;
- A sustainable city: advancing climate action, active transportation and the Vision Zero Plan **(Sustainability)**;
- A model to prevent homelessness, prioritize new housing and support the unhoused community **(Housing)**; and
- Modern City infrastructure **(Infrastructure)**.

Governance

Council Priority: Governance - A responsive, transparent and efficient city government

Key Objectives:

- Build more data transparency (e.g., strides towards dashboard, communicating progress)
- Find ways to streamline work to prioritize existing core services with the increase in service requests
- Simplify processes (e.g., community event process)
- Keep City Technology systems up to date (e.g., NeoGov, Financial, Recreation registration software)
- Improve internal communications and employee engagement

Community

Council Priority: Community - An accessible, engaged and welcoming community

Key Objectives:

- Focus on community engagement and communications (e.g., community equity assessment) to inform longer term efforts for various groups (e.g., youth, seniors, etc.)
- Increase active resident contribution and volunteering
- Increase public engagement
- Support and host community events and support groups to help different communities
- Study how land use and infrastructure changes can foster community
- Better support neighborhood associations and help create new ones
- Continue to promote equity, access and inclusion
- Enhance digital and language accessibility
- Improve communication (outbound and inward) with residents and businesses

Sustainability

Council Priority: Sustainability - A sustainable city: advancing climate action, active transportation and the Vision Zero Plan

Key Objectives:

- Advance Climate Action (includes moves from Climate Action Playbook plus other efforts related to climate action with clear measures)
- Implement Active Transportation Plan elements applicable to next two years (with clear measures)
- Implement Vision Zero Plan elements applicable to next two years (with clear measures)
- Implement traffic calming patterns
- Promote sustainable land use patterns

Housing

Council Priority: Housing - A model to prevent homelessness, prioritize new housing and support the unhoused community

Key Objectives:

- Enhance and sustain homelessness prevention programs including Tenant-Based Rental Assistance, tenant protections, and food programs
- Invest in non-congregate interim shelter and Safe Parking programs
- Increase the supply of affordable and permanent supportive housing
- Collaborate with nonprofits, neighboring cities and the County to better leverage our collective resources
- Work towards addressing disparities in who experiences homelessness
- Modify residential zoning requirements to assist in the development and preservation of housing
- Maintain efficient and effective development review processes

Infrastructure

Council Priority: Infrastructure - Modern City infrastructure

Key Objectives:

- Identify infrastructure needs with plans in place (in priority order) to support core services
- Advance digital infrastructure (e.g., access to broadband, Wi-Fi in parks, etc.)
- Bring to Council a study session on next steps related to library services (value engineered main library, branch libraries)

Workplan Development – Operationalizing the Priorities

Solicited items from departments

- Aligned resources to Council policy priorities
- Represented all departments
- Included Study Issues
- Included Top 30 projects
- Included State-mandated actions and Plans
- Included items from Council-adopted plans

Updated timelines

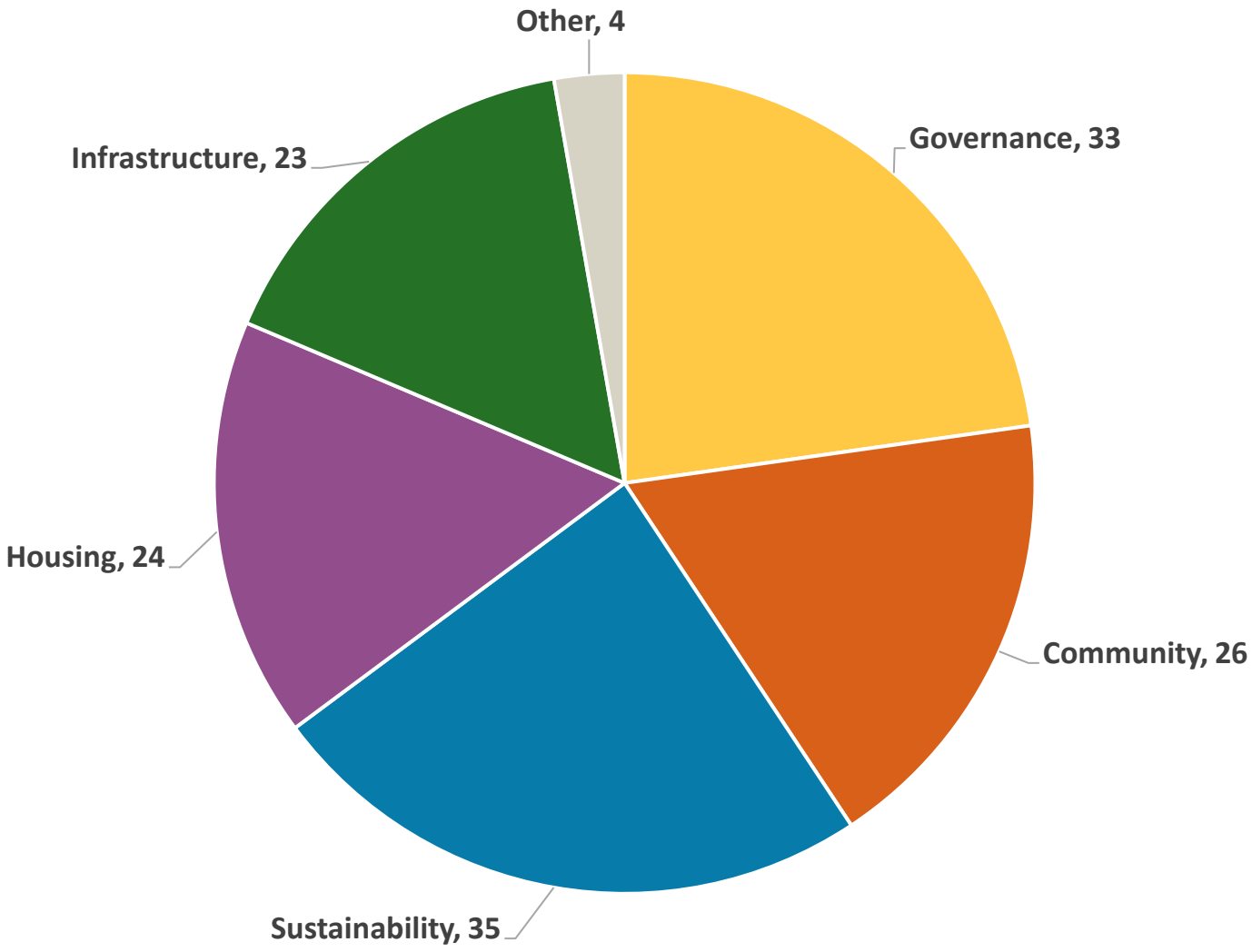
- Reviewed action items within the context of other work efforts/deliverables.

Involved all departments in final draft

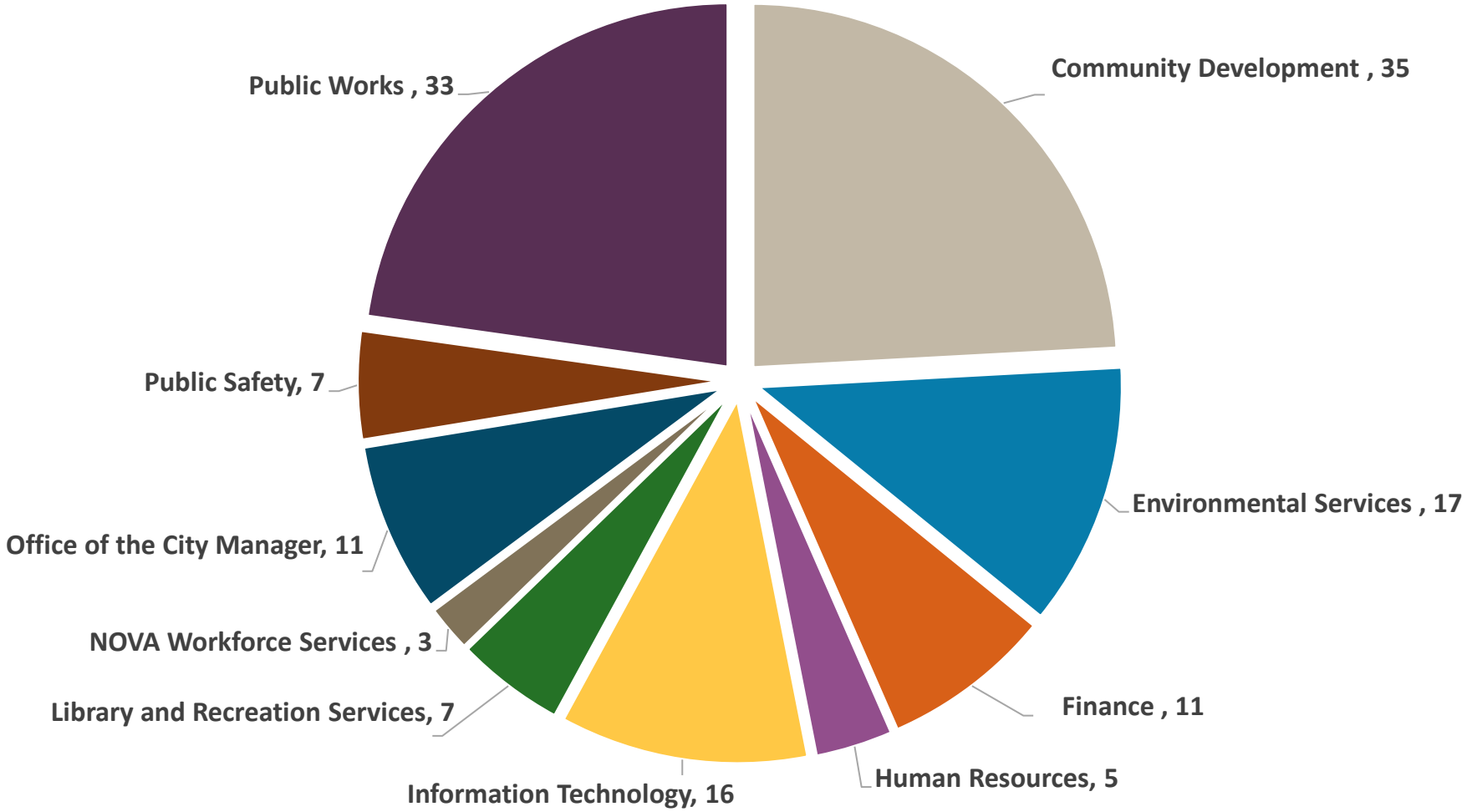
The workplan only represents a portion of the total work we do!

Number of Action Items Per Strategic Priority

Total # of Action Items = 145



Number of Action Items Per Lead Department



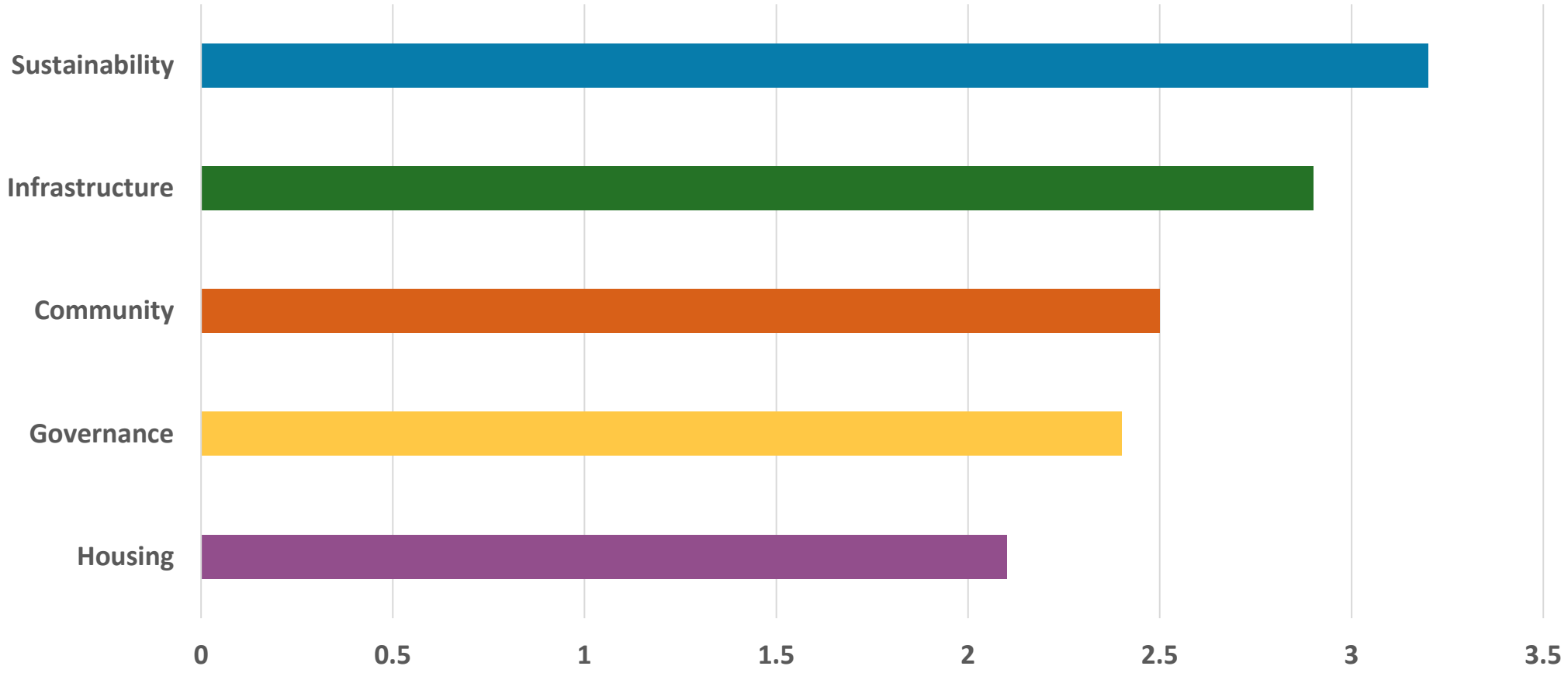
Criteria for Level of Effort Evaluation

Subjective scoring based on high level professional judgement, not precise or scientific. Meant to illustrate City Manager's analysis of the distribution of the most complex, expensive, and time intensive action items

Criteria Considered:

Staff time
- Technical/legal/logistical complexity
- Number of Stakeholders/Depts Involved
- Timeline/duration
- External Dependencies
- Cost
- Level of community engagement needed

Summary of Two-Year Workplan Effort by Council Strategic Priority



Reporting Plans

Workplan Reporting

- Report out on the status of Workplan items on a **quarterly** basis.
- Planning is underway to develop a visually accessible way to report on the website.
- Move away from the City's Knack tool (used for Study Issues and Top 30) and streamline reporting in one place.
- Facilitate clearer access to information for Council and the public and align staff reporting efforts to one list of priority Workplan items.

Operational Reporting

- Dashboard on Performance Measures from the Budget

Broader Annual Reporting

Sample of Core City Services

Day to Day Operations

4,961 construction permits issued

4,416 water service work orders

7,981 fire responses to emergency / urgent events

Response to constituents

11,281 Access Sunnyvale requests

339,671 library visitors

2,212 requests for tree service assessments

Progress on projects not on Workplan

92 capital projects managed (design + construction)*

Source: FY2022/23 Actuals, Published in FY2024/25 Budget

**combination of more than one workload indicator*

Tonight's Actions and Next Steps

Tonight:

- Approve Framework with or without modification (Action)
- Provide feedback or suggestions on Workplan for City Manager consideration. No formal action on Workplan.

Next Steps:

- Budget Workshop, Public Hearing, and Adoption
- Implement Reporting Plans
- Study Issue Policy Evaluation

Recommendation

Alternatives

- Approve the Council Strategic Framework and July 2025-June 2027 Council Strategic Priorities and receive the associated Workplan.
- Approve the Council Strategic Framework and July 2025-June 2027 Council Strategic Priorities with specified modifications and receive the associated Workplan.
- Other direction as provided by Council.

Staff Recommendation

- Alternative 1. Approve the Council Strategic Framework and July 2025-June 2027 Council Strategic Priorities and receive the associated Workplan.