

City of Calistoga

Staff Report

TO: Honorable Mayor and City Council
FROM: James C. McCann, City Manager
DATE: April 21, 2009
SUBJECT: Professional Services Agreement with TBEEnterprises to provide Strategic Planning Services

1
2 **ISSUE:** Consideration of a resolution authorizing the execution of a Professional
3 Services Agreement with TBEEnterprises for strategic planning services.
4

5 **RECOMMENDATION:** Adopt Resolution.
6

7 **BACKGROUND/DISCUSSION:** City Council has adopted as one of its goals for
8 this fiscal year, the commencement of a strategic planning effort. Last summer,
9 staff solicited proposals from different firms to outline approaches for a strategic
10 planning process. These proposals were discussed with Councilmember Kraus
11 who has expressed the most interest in this effort. In January, staff presented an
12 update of this effort to seek Council direction (see attached report and minute
13 excerpts). The Council, in January, directed staff to proceed with this effort and
14 to secure the services of a consultant for this work.
15

16 Terri Bianco of TBEEnterprises appears to be well suited for this work and for our
17 particular needs. Ms. Bianco is an experienced facilitator with personal familiarity
18 with municipal affairs as a former City Clerk in a California community and has
19 extensive professional experience assisting small to medium size communities in
20 a variety of strategic planning efforts. The attached proposal from Ms. Bianco
21 outlines her understanding of our interest in this exercise and her recommended
22 approach. This effort is intended to facilitate analysis and discussion of the
23 priority projects and goals of the community and Council and the existing
24 assignments, demands and capabilities of staff to ensure that priorities are clear
25 and that expectations and timelines are established and understood. Revisiting
26 of the City's ten year-old Mission Statement and adoption of values and vision
27 statements will also be a part of the effort again, to ensure clarity of purpose and
28 alignment of efforts. This undertaking is anticipated to be done in a efficient
29 manner entailing two days of interviews and meetings involving the City Council
30 and department heads. A strategic plan, together with revised Mission
31 Statement and new Vision and Value Statements will be produced. It is expected

1 that next fiscal year the Council will embark on a more involved planning effort to
2 actively solicit community input relative to broader, long term topics and planning
3 efforts. Additionally, separate strategic planning will occur at department levels
4 to develop similar organization of mission, vision and values and strategic plans
5 for each area of focus.

6
7 Ms. Bianco's proposal suggests a commencement of the effort next month with
8 conclusion in early June. The cost for this undertaking is not-to-exceed \$6,500
9 dollars (the proposal establishes a range of cost between \$4,500 - \$5,700.
10 Additional funds may be necessary depending upon the final scope of services).
11 The precise scope of services and ultimate cost will be refined based upon
12 Council direction and my further discussion with Ms. Bianco, however it will
13 remain within this not-to-exceed amount.

14
15 I am excited about this undertaking and believe that it will be of substantial
16 benefit to the staff and Council, ultimately providing superior performance and
17 benefit to the community. Further, in my conversations with Ms. Bianco, I believe
18 that she is well suited to assist us in this effort and look forward to beginning the
19 process.

20
21 **FISCAL IMPACT:** The City Council has budgeted funds for this undertaking.
22 The proposed contract of not-to-exceed \$6,500 dollars is within the available
23 funds.

24
25 **ATTACHMENTS:**

- 26 1. Draft Resolution
 - 27 2. Proposal from TBEEnterprises
 - 28 3. January 22, 2009 City Council Staff Report and Minute Excerpts
- 29

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
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

RESOLUTION 2009-XX

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CALISTOGA, COUNTY
OF NAPA, STATE OF CALIFORNIA, AUTHORIZING THE CITY MANAGER TO
EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH TB
ENTERPRISES FOR STRATEGIC PLANNING CONSULTING SERVICES
Authorizing Agreement No. ____**

WHEREAS, the City Council has determined that undertaking a strategic planning effort would be beneficial to the efficient operation of the City: and

WHEREAS, the City Council has included this undertaking as one of its priority projects for fiscal year 2008/2009: and

WHEREAS, on January 22, 2009, the City Council directed staff to proceed with the selection of a consultant to assist in this effort; and

WHEREAS, staff has solicited and received proposals from three qualified consulting firms to provide the needed technical expertise; and

WHEREAS, it has been determined that this action is not subject to the California Environmental Quality Act (CEQA) pursuant to Section 15061(b)(3) of the CEQA Guidelines.

NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Calistoga hereby authorizes the City Manager to execute a Professional Services Agreement with TBEEnterprises to conduct strategic planning facilitation and associated services as outlined in their April 16, 2009 proposal at a not-to-exceed \$6,500.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Calistoga at a regular meeting held this 21st day of April, 2009, by the following vote:

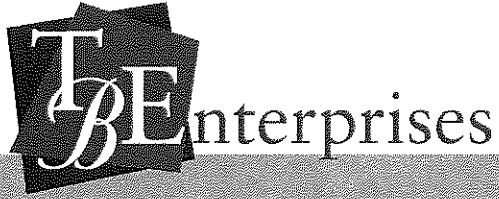
AYES:

NOES:

ABSENT/ABSTAIN:

JACK GINGLES, Mayor

ATTEST: _____
SU SNEDDON,
City Clerk



terri@tbenterprises.com
www.tbenterprises.com
Voice/Fax 916.359.3007
2033 Ceres Way, Sacramento CA 95864

April 16, 2009

James C. McCann, City Manager
City of Calistoga
1232 Washington St.
Calistoga, CA 94515

Dear Jim:

It was nice speaking with you the other day about your desire to hold a council/staff strategic planning and teambuilding session. I would be pleased to participate in that effort and am confident I can help make it a success.

As we discussed, the session will include a look at the existing vision, mission, and core values of the city both to anchor decisions about future strategies and action plans and to align behind common goals. There will be opportunity to revisit existing projects, acknowledge progress to date, and focus on additional strategies for initiatives. In the process, communication channels and improved teambuilding will occur.

Desired Outcomes:

- Alignment toward common vision
- Clarity on city's mission and values
- Road map of existing projects and their status
- Strategies and action plans/tactics for existing and future initiatives
- Improved communication and teamwork

Interviews

Prior to the strategy session, I will conduct interviews with your five council members and approximately six staff members, including yourself. These

interviews serve many purposes, as we've discussed. Most importantly, they assist in making the sessions relevant, efficient, and successful.

Timeline:

Interviewing will take a full day and every attempt will be made to conduct them in person. Any I miss will be conducted via telephone. The session itself, which will include council and department head staff, will require at least a full day with a possible half-day to complete action plans.

As it turns out, I will be in Petaluma the weekend of May 16-17 and could, if schedules permit, conduct the interviews on Friday, May 15 or on Monday, May 18. Then, again if schedules permit, we could schedule the session for the following Friday, May 22 (or Monday, May 28, although Fridays are often best for these kinds of events).

While every attempt will be made to cover all the aspects of the session in one day, it is possible there may be some additional action planning that might carry over in another half-day session, which I would recommend occur the following day. I would also recommend the session be held offsite.

Professional Fees and Costs

Fees for development of interview questions, conducting interviews, analysis, design, and delivery of the session will be \$4500, assuming a one-day session. An initial retainer of \$2250 is required on acceptance of this proposal; the remaining \$2250 paid at the completion of the session.

If a half-day session to finalize strategy plans is desired and is scheduled immediately following the full-day session, an additional \$950 is required. If in the future, the half-day session would be charged at \$1200. The range in fees, then, is \$4500 to \$5700, depending on length and timing of sessions.


If you agree with the above-outlined services, fees, and timeline, please let me know and I will schedule my time accordingly or call to discuss further.

Thank you. I look forward to working with you, your staff, and your council on behalf of the City of Calistoga.

Terri Bianco
Principal

City of Calistoga

Staff Report

TO: Honorable Mayor and City Council
FROM: James C. McCann, City Manager 
DATE: January 22, 2009
SUBJECT: Discussion regarding desired approach and scope for the City Council's Strategic Planning efforts

1
2 **ISSUE:** To discuss the desired scope and method for approaching the strategic
3 planning exercise and provide direction to staff.

4
5 **RECOMMENDATION:** Discuss and provide direction to staff.

6
7 **DISCUSSION:** Strategic planning is an exercise whereby an organization
8 examines its core values, its mission and vision and identifies actions and
9 timelines for performance. This planning effort is an iterative process which can
10 take many forms but which typically builds on the experiences and progress of
11 previous years.

12
13 Calistoga has engaged in a form of strategic planning through the establishment
14 of an organizational mission statement and annual Council goal setting efforts.
15 The City's mission statement was adopted 10 years ago and is in need of
16 revisiting and our goal setting exercises are somewhat limited. Calistoga has
17 many opportunities and challenges before it; a strategic planning effort would
18 help to recognize our goals and to focus our energies on critical projects.

19
20 The City Council has adopted, as part of its priority projects, the undertaking of a
21 strategic plan for this fiscal year. Councilmember Kraus has been a strong
22 advocate for this effort and has urged that the City initiate this process in the
23 early part of 2009. Councilmember Kraus and I have discussed his thoughts on
24 a number of occasions and have initially determined that an appropriate
25 approach for Calistoga would entail a two-step/phase effort.

26
27 The first step or phase would focus on an examination and discussion of existing
28 organizational strengths, weaknesses, opportunities and threats facing the City
29 and our municipal organization. This would be supplemented with an analysis of
30 our current assignments/projects and staffing resources and a discussion
31 regarding the City Council's level of satisfaction that the existing list of priority

1 projects and assignments correctly captures the Council's desired emphasis and
2 priorities. The outcome of this would be a greater awareness of our immediate
3 current condition, recognition of existing and pending assignments and
4 undertakings, staff and resource capabilities and capacities and realignment, if
5 desired, of priority projects and resources. This effort would primarily involve the
6 City Council, the department heads and myself with specific facilitator assistance.

7
8 The second step or phase would be a more involved process in which the
9 community would be engaged to identify larger community wide interests and
10 opportunities. This process would yield strong input for longer term community
11 and fiscal planning efforts and would tie in directly with longer term budgeting,
12 Capital Improvement Plan, and General Plan preparation. This latter effort would
13 be a logical step to build on the substantial public interest and input received
14 through the Urban Design Plan meetings.

15
16 It is suggested that the Council discuss your thoughts regarding the desired
17 process and outcomes and provide direction to staff. Following this discussion, I
18 will draft a request for proposals and solicit proposals from qualified consulting
19 firms to assist us in this effort.

20
21 **FISCAL IMPACT:** None at this point. The adopted 2008/2009 fiscal year budget
22 contains \$25,000 to support this effort.

23
24 **ATTACHMENTS:** None.
25

MINUTE EXCERPT
CITY COUNCIL – REGULAR MEETING
THURSDAY, JANUARY 22, 2009

GENERAL GOVERNMENT

1
2 **7. Discussion regarding options and direction to begin the City Council's**
3 **strategic planning effort.**
4

5 **City Manager McCann** introduced this item and suggested the following two
6 phases for the strategic planning efforts: (1) Council and department heads
7 look at the City's existing capabilities and constraints; focus on more
8 immediate efforts facing the City; and (2) identify larger community wide
9 interests and opportunities soliciting the public's involvement.

10
11 **Councilmember Kraus** stated that he agrees with the proposed options,
12 especially in light of the current economy.
13

14 **Vice Mayor Dunsford** stated his concern in creating additional costs and
15 that he prefers more of an action plan in moving forward and he has
16 concerns in starting a review process similar to what was done with the
17 proposed Urban Design Plan.
18

19 **Councilmember Kraus** stated that when times get tough financially,
20 strategic planning is a good tool in examining the City's core values. He
21 stated that the proposed strategic planning effort would establish a standard
22 focusing on City staffs' accountability in relations to the Council's goals.
23

24 **City Manager McCann** stated that he has surveyed various consultants and
25 their input was that there are a lot of ways to accomplish this; the initial
26 phase should be focused on discussions with the City Council and the
27 department heads.
28

29 **Councilmember Garcia** stated it is paramount that we think of the future
30 and focus on wise financial spending.
31

32 **There was Council consensus to move forward as recommended by**
33 **Councilmember Kraus and staff.**
34