



CITY COUNCIL STAFF REPORT



April 14, 2026

ITEM TITLE

Strategic Plan: Presentation and Discussion of the City's Draft 2026–2031 Strategic Plan

Report Number: 26-0100

Location: No specific geographic location

Department: City Manager

G.C. § 84308 Regulations Apply: No

Environmental Notice: The activity is not a “Project” as defined under Section 15378 of the California Environmental Quality Act State Guidelines. Therefore, pursuant to State Guidelines Section 15060(c)(3) no environmental review is required. Notwithstanding the foregoing, the activity qualifies for an Exemption pursuant to Section 15061(b)(3) of the California Environmental Quality Act State Guidelines.

Recommended Action

Receive the presentation on the Draft 2026–2031 Strategic Plan and provide feedback and direction to staff as appropriate prior to finalization and adoption.

SUMMARY

This report returns to the City Council with the Draft 2026–2031 Strategic Plan for review and feedback. The draft reflects preliminary Council guidance provided during the January 9, 2025 Strategic Planning Workshop, as well as findings from a comprehensive community engagement process conducted in partnership with the Center for Organizational Effectiveness (COE). Staff now seeks Council’s direction prior to preparing the final plan for adoption.

ENVIRONMENTAL REVIEW

The proposed activity has been reviewed for compliance with the California Environmental Quality Act (CEQA), and it has been determined that the activity is not a “Project” as defined under Section 15378 of the State CEQA Guidelines because it will not result in a physical change in the environment. Therefore, pursuant to Section 15060(c)(3) of the State CEQA Guidelines, the activity is not subject to CEQA. Notwithstanding the foregoing, it has also been determined that the activity qualifies for an Exemption pursuant to Section 15061(b)(3) of the California Environmental Quality Act State Guidelines. Thus, no environmental review is required.

BOARD/COMMISSION/COMMITTEE RECOMMENDATION

Not applicable.

DISCUSSION

The City engaged the Center for Organizational Effectiveness (COE) to design and facilitate a comprehensive community engagement effort to facilitate the development of the City's next Strategic Plan. The engagement process included:

- Individual Councilmember interviews to gather detailed insights on priorities;
- District-based community workshops;
- A business roundtable; and
- A citywide community survey via Community Voices.

Through these efforts, the City gathered broad and diverse input from residents, businesses, and community partners regarding community priorities, service needs, and long-term outcomes.

Building upon this foundational outreach, on January 9, 2025, the City Council convened a Strategic Planning Workshop to review engagement findings and identify organizational priorities. Council's feedback confirmed feedback received that focused on infrastructure, economic vitality, public safety, community well-being, governance, and equity. This direction, combined with community input and cross-departmental staff collaboration, served as the basis for developing the Draft 2026–2031 Strategic Plan before City Council this evening.

The Draft 2026–2031 Strategic Plan establishes a unified organizational framework organized around four Strategic Goals that area all anchored in core City services:

- **Community Infrastructure** — Focused on infrastructure maintenance and modernization; housing affordability and stability; transportation, mobility, and access; climate resilience and sustainability; and balanced investment across neighborhoods.
- **Quality of Life & Safety** — Focused on community-centered public safety; emergency preparedness and response; community well-being; community connection and cultural engagement; youth development and senior services; and animal care services.
- **Growth & Economic Vitality** — Focused on business growth and economic diversification, workforce opportunity and talent development; small business and entrepreneurship; city policy and process compliance; regional collaboration and innovation.
- **Good Governance** — Focused on transparent communication and engagement; technology and data-informed decision-making; workforce development and succession planning; fiscal sustainability and stewardship.

Within each goal, the plan outlines strategic focus areas and objectives, core services, major initiatives and future opportunities. It also proposes key performance indicators (KPIs) to ensure accountability and public transparency. KPIs will be developed based on the feedback received on this draft plan and will be presented with the final plan for adoption at a future date.

The draft plan also includes sections describing community priorities, the City's Mission, Vision, and Values, and the structure used to translate the plan into annual budgets, departmental work plans, and performance reporting.

Staff requests City Council input on the draft goals, initiatives, and overall structure prior to finalizing the Strategic Plan.

Following Council discussion and direction, staff will:

- Update the draft plan to incorporate Council's feedback;
- Develop key performance indicators ("KPIs") and finalize implementation language;
- Prepare a final Strategic Plan for Council consideration and potential adoption; and
- Begin aligning departmental work plans, budget development, and reporting processes with the adopted plan.

DECISION-MAKER CONFLICT

Staff has reviewed the decision contemplated by this action and has determined that it is not site-specific and consequently, the real property holdings of the City Council members do not create a disqualifying real property-related financial conflict of interest under the Political Reform Act (Cal. Gov't Code § 87100, et seq.).

Staff is not independently aware, and has not been informed by any City Council member, of any other fact that may constitute a basis for a decision-maker conflict of interest in this matter.

CURRENT-YEAR FISCAL IMPACT

There is no direct fiscal impact associated with receiving this report. Any initiatives, projects, or resource needs identified in the Strategic Plan will be evaluated through future budget processes or brought forward individually for Council consideration.

ONGOING FISCAL IMPACT

There is no ongoing fiscal impact as a result of this item.

ATTACHMENTS

1. Draft 2026-2031 Citywide Strategic Plan

Staff Contact: Courtney Chase, Deputy City Manager