



RAPP CONSULTING GROUP

TO: Mayor and City Council

FROM: Craig Rapp, Rapp Consulting Group

RE: Strategic planning review session April 13, 2021

DATE: April 9, 2021

The Northfield City Council and senior management team has completed the preliminary tasks of its strategic planning process:

- Identified six Priorities—a continuation from the previous plan, reworded
- Established three Desired Outcomes for each of the six priorities
- Set Performance Targets for each Desired Outcome
- Identified Key Outcome Indicators (KOI's) for each Desired Outcome

In addition, the City Council provided ideas regarding follow-up projects, programs and areas of emphasis to be considered during follow-up work identifying strategic initiatives.

This collective effort was mapped and inserted into a “one-page summary. On Wednesday, April 7, the senior management team conducted further review, including the following actions:

- Reviewed and edited Outcomes for accuracy, relevance, and concise wording
- Reviewed targets for each Outcome, to ensure they are reasonable and aligned
- Confirmed/edited KOI's for each Outcome, to ensure they were rationally related to the Target and Outcome
- Suggested strategic initiatives for each Priority. This included review of Council suggestions, and advance work from senior management.

On Tuesday, the worksession session will be tightly focused to accomplish the intended goal of determining strategic initiatives. In addition to identifying initiatives, a brief review of Outcomes, KOI's and Targets will occur. The intention is not to revisit these for reconsideration, but rather to improve accuracy and/or clarity.

The overarching focus of this round of planning has been effective implementation. I ask that you keep that in mind as you review the document and about initiatives. Ask yourself: “If these are our most important goals (targets) over the next three years, then what are the vital few activities that we should undertake (initiatives) that will enable our success?”

Resources—time, attention and money are limited. The budget process will still have to enable these activities. Limiting your focus to a vital few initiatives gives you the greatest opportunity to achieve your goals.