



**City Council  
Successor Redevelopment Agency  
Financing Authority  
Housing Authority**

**AGENDA**

**Wednesday**

**Special**

**Special Session 5:30 p.m.**

**October 1, 2013**

**City Hall  
100 West California Avenue  
Ridgecrest CA 93555**

**(760) 499-5000**

**Daniel O. Clark, Mayor  
Marshall 'Chip' Holloway, Mayor Pro Tempore  
James Sanders, Council Member  
Lori Acton, Council Member  
Steven P. Morgan, Council Member**

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# AMENDED

LAST ORDINANCE NO. 13-xx  
LAST RESOLUTION CITY COUNCIL NO. 13-xx  
LAST RESOLUTION FINANCING AUTHORITY NO. 13-xx  
LAST RESOLUTION OF THE HOUSING AUTHORITY NO. 13-xx  
LAST RESOLUTION OF THE SUCCESSOR REDEVELOPMENT AGENCY NO. 13-xx

## CITY OF RIDGECREST

### CITY COUNCIL REDEVELOPMENT SUCCESSOR AGENCY HOUSING AUTHORITY FINANCING AUTHORITY

#### AGENDA

Special Council  
Tuesday October 1, 2013

**CITY COUNCIL CHAMBERS CITY HALL**  
100 West California Avenue  
Ridgecrest, CA 93555

#### **Special Session – 5:30 p.m.**

This meeting room is wheelchair accessible. Accommodations and access to City meetings for people with other handicaps may be requested of the City Clerk (499-5002) five working days in advance of the meeting.

In compliance with SB 343. City Council Agenda and corresponding writings of open session items are available for public inspection at the following locations:

1. City of Ridgecrest City Hall, 100 W. California Ave., Ridgecrest, CA 93555
2. Kern County Library – Ridgecrest Branch, 131 E. Las Flores Avenue, Ridgecrest, CA 93555
3. City of Ridgecrest official website at <http://ci.ridgecrest.ca.us>

**Pursuant To California Government Code 54953 (B) (1) An Additional Call In Location Has Been Established For Council Members Who Will Attend This Meeting Via Teleconference At 313 Joyce Ave., Long Beach, MS. 39560**

**CALL TO ORDER**

**ROLL CALL**

**APPROVAL OF AGENDA**

**SPECIAL SESSION – 5:30 p.m.**

- Pledge Of Allegiance
- Invocation

**AGENDA - CITY COUNCIL - REGULAR**

**October 1, 2013**

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**PUBLIC COMMENT**

**DISCUSSION AND OTHER ACTION ITEMS**

1. **Strategic Planning Workshop**

**Speer**

**CITY MANAGER REPORT**

**MAYOR AND COUNCIL COMMENTS**

**ADJOURNMENT**



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**CITY COUNCIL/SUCCESSOR REDEVELOPMENT AGENCY/FINANCING  
AUTHORITY/HOUSING AUTHORITY AGENDA ITEM**

**SUBJECT:**

Strategic Planning Workshop

**PRESENTED BY:**

Dennis Speer, City Manager

**SUMMARY:**

Staff will present the strategic planning process, review related reports, and discuss alternative approaches for the preparation of a strategic plan.

**FISCAL IMPACT:**

No Fiscal Impact

Reviewed by Finance Director

**ACTION REQUESTED:**

Conduct a Strategic Planning Workshop

**CITY MANAGER / EXECUTIVE DIRECTOR RECOMMENDATION:**

Action as requested.

Submitted by: Dennis Speer  
(Rev. 02/13/12)

Action Date: October 1, 2013

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## Strategic Planning Outline

A *strategic plan* is a relatively short written document that is visionary, conceptual, and directional in nature that describes an organization's vision, mission, objectives, and goals, and its strategies for reaching goals and objectives based on the environment in which the organization is operating.

- I. Informational interviews.
  - a. Overview of organization goals
  - b. Explanation of organization's current status
  - c. Details of existing organization problems or opportunities
  
- II. Employer and employee interviews (If applicable)
  - a. People
  - b. Communications
  - c. Process/ Procedure
  - d. Customers/Stakeholders
  - e. Human Resources
  - f. Marketing
  - g. Technology
  - h. Other customized questions relating to specific organization issues
  
- III. Strategic Planning Session
  - a. Establish a vision statement
  - b. Establish a mission statement
  - c. Establish organization values
  - d. Establish organization objectives
  - e. Complete SWOT analysis
    - i. External environment
      1. Industry trends
      2. Competitive environment
      3. Society Trends & Economic Environment
      4. Technological Environment
      5. Legal" Political Environment
    - ii. Internal Environment
      1. Marketing
      2. Management
      3. Operations
      4. Products/Services
      5. Finances
      6. Research and Development
      7. Human Resources
      8. Systems
  - f. Strategy development using a TOWS Matrix
  - g. Revisit steps a - d.
  - h. Set organization strategies
  - i. Set specific goals
  - j. Establish strategic action plans
  - k. Set timeframe for implementation of action plans

## Basic Terminology for Strategic Planning

Strategic Plan - a relatively short written document that is visionary, conceptual and directional in nature that describes a company's vision, mission, objectives, and goals, and its strategies for reaching goals and objectives based on the environment in which the company is operating.

Vision - A 'pen' picture of the company in three or more years in terms of its potential physical appearance, activities, size, etc.

Mission - The mission statement describes the nature of the business in terms of what it does, the activities it performs, who it serves, where and how it performs its function, what it offers, and how it will be competitive. The mission statement should be shared throughout the entire organization and posted in visible areas throughout the business' offices. The purpose is to keep management and employees focused on the company's key purposes.

Values - This refers to the values a company sets for itself in guiding its operation and its conduct and relationships with society, customers, suppliers, employees, and other stakeholders.

Objectives - Objectives are the results the company needs or wants to achieve in a specified time frame, generally three to five years. Objectives should relate to the requirements of all major stakeholders, including employees, and should reflect the underlying reasons for the business' existence. Objectives could cover areas such as markets, product offerings, growth, profitability and technology.

SWOT Analysis - An evaluation of the company's internal strengths and weaknesses and external opportunities and threats. A company has control over the internal environment, but generally not the external which would include factors such as competition, industry trends, legal and political environment, and other influencers on a company's potential success.

Goals - Specific, interim and quantifiable measurements a company hopes to achieve by implementing its strategies in pursuit of its longer term objectives.

Strategy - The rules and guidelines, or approach, by which the vision, mission, objectives, and goals may be achieved. Strategies may focus on the entire business such as a diversification or acquisition strategy or they can relate to key functions such as introducing new products (product development strategy) or entering new markets (market development strategy) or selling more of current product to current markets (market penetration strategy), to name a few.