



To: Mayor and City Council

From: Kent, Weiss, Interim Community Development
Director

Through: Nancy Brewer, City Manager, AIC

Date: July 1, 2015

Subject: Scope, Process, and Timeline – Vision and Action
Plan City Council Goal

I. Requested Action

To finalize the scope, process, and timeline for the Vision and Action Plan City Council Goal for City Council approval.

II. Phase 1 - 2015

- Taskforce Orientation and Investigation
- Scope, Process, and Timeline Development for Council Consideration
- Plan Components Discussion – Plan Priorities, Metrics, Other Considerations
(See Attachment to this Memo)
- Consultant RFP Development
- Selection of Consultant
- Fine-tune Scope and Process with Consultant and Taskforce

The Taskforce decided to meet three times over a six-week period to conduct preliminary investigation and discussions regarding the timeline and scope of the project in order to present the proposed scope to City Council and assist City staff in the development of a Request for Proposals (RFP) to select a consultant. Over that period, the Taskforce examined the City's Vision 2020 Plan and other documents, vision plans that other communities have implemented, and specific plan components that the City could consider as priorities in Plan development. The Taskforce studied other plan's structures, goals, and livability indicators or other metrics used to evaluate progress in plan achievements.

Based on this work the Taskforce identified specific project components for inclusion in an RFP that will direct respondents toward identified priorities. Attached is a memo that provides a synopsis of those priorities.

After Council's consideration of this proposed scope and timeline, staff would then develop the RFP to search for consultant candidates, in consultation with the Taskforce, or a subcommittee of the Taskforce. When a consultant is selected, Taskforce would meet with the consultant to further discuss and fine-tune the scope, process, and expectations for Plan development.

III. Phase 2 – 2015-2016

- Project Kick-off
- Identification of Stakeholders/Partners
- Development of a Broad-based and Representative Steering Committee
- Community Outreach and Feedback (May be incorporated with outreach for other Council goal projects)
- Vision/Goal Committee Work (Focus Groups)
- Data Analysis
- Plan Preparation
- City Council Adoption of Vision and Action Plan

The Taskforce has recognized that the development of an effective and comprehensive Vision and Action Plan will require the involvement of broad range of community members. The Taskforce further understands that the City of Corvallis is a diverse community, and that the participation, input, and priorities of all members of the community are of paramount importance in identifying the vision, goals, and actions that will best serve Corvallis. A larger Steering Committee, comprising representation from a broad cross-section of the community, and focusing on both key community partners, and members of the community who are not always represented in community discussions, is seen as a key to effective community outreach and participation.

The Taskforce expects a consultant to engage in a robust public process, including multiple methods of outreach to encourage participation, input, and feedback from all community members. This process is envisioned to continue throughout 2016, culminating in the development and adoption of the Vision and Action Plan by the end of the calendar year.

With the development of an aspirational vision, the Taskforce recognized the need for development of more specific, defined goals, and associated action plan projects or programs that are intended to meet those goals and help the City move toward the overall vision. Those goals and action plan items would be evaluated and developed with likely engagement with smaller, topic-oriented work groups.

The City Council goal associated with the Vision and Action Plan calls for a plan that is achievable and measurable using a livability index. The Taskforce has examined some methods of data analysis relative to livability and plan progress, and believes that the development of metrics to evaluate the City's progress is an important component of the project. Such metrics would allow the community to examine the work that has been done toward advancing the community's goals, and provide the ability to make adjustments based on findings during the period of the Vision and Action Plan. The Taskforce has discussed the importance of developing indicators that are specific to Corvallis, and that upfront data collection may be necessary in order to gain a better understanding of the community's strengths and weaknesses.

The proposed timeline for Plan development anticipates the Plan to be completed and adopted by City Council by the end of 2016.

IV. Phase 3 – 2017 through 2040

- Vision Implementation
- Stakeholders and Partners
- Community Involvement
- Actions/Projects
- Livability Indicator Reports

The Taskforce has discussed the importance of sustained efforts and ongoing maintenance of the project. This includes regular evaluation of metrics and indicators to determine whether the action plan is effective in meeting the community's broader goals, and the dexterity to revise or redirect action plan projects and programs as necessary to achieve progress in reaching those goals. The Taskforce acknowledges that there should be a broad range of stakeholders and partners involved in the accomplishment of action items, and that progress should not depend disproportionately on City government and staff, volunteers, or other partners, but should be a community-wide, collaborative effort.

The Action Plan and associated projects should be a mix of short-term, discrete accomplishments, and longer range projects and programs that advance the community's goals and vision. The livability indicators should be replicable, accessible, and relatively easy to update, to allow for ongoing evaluation of actions in regard to the overall goals identified in the plan. The Taskforce acknowledges that at this time, there is not identified staffing through the City to manage the Plan on an ongoing basis, and that the Plan needs to be appropriately scaled given the City's resources, recognizing that human and financial resources are important for long-term project management and success.

V. Recommendation

The City Council is asked to approve or modify the proposed scope, process, and timeline for the Vision and Action Plan, and authorize staff to develop the RFP based on the Taskforce discussion and select a consultant to initiate the remainder of the project.

Attachment: Draft Outline Scope of Work for RFP Development

Memo Attachment

Vision/Action Plan Task Force

Draft Outline Scope of Work for RFP Development

The City of Corvallis is seeking proposals from qualified candidates to assist in the development of a community-wide vision and action plan to be implemented in 2017 through 2040. This RFP is concerned with development of a Vision and Action Plan, but does not include a commitment to ongoing implementation of the Plan beyond 2016. The successful candidate will demonstrate the ability to assist the community with development of an aspirational vision, an action plan for the City and community partners that is achievable and measurable, and methods for the regular evaluation of progress and for necessary revisions over time. A Vision and Action Plan Taskforce has convened and has identified the following components as priorities in the development of the Plan:

- Community Participation – The City of Corvallis contains a diverse population with a broad range of demographics, experiences, and interests. The City is committed to engaging the entire community, focusing specific efforts on community members who are historically under-represented in community conversations. The City expects to convene a steering committee that is representative of many community interests and residents in order to participate in the development of the Plan and to provide opportunities and strategies for community engagement. A successful candidate will propose a broad range of culturally and linguistically appropriate outreach strategies to ensure that the vision, goals, and action plan for the community will represent the voices of the community as a whole. These strategies will be discussed with the steering committee in the process of fine-tuning the scope and project components.
- Community Partners - The City is interested in engaging civic organizations, public institutions, and private community partners to actively work toward the development and implementation of community goals and an associated action plan. The City is committed to a plan that does not rely disproportionately on City government, volunteers, or other groups to ensure that goals are met, but that would institute a meaningful and long-lasting collaboration to advance the goals of the community.
- Measured Progress Indicators – A successful candidate will develop a strategy to measure specific, quantifiable indicators that will determine whether individual action plan items, programs, and activities are effective in meeting the identified vision and associated goals of the community. These indicators should be composed of data sets that are easily accessible, replicable, and updateable on

a continual basis to ensure the community is able to maintain the program in future years. Upfront data collection may be necessary in the preliminary development of the Plan to measure areas of strengths and deficiencies relative to the aspirational vision for the community, and to set goals that are appropriate and necessary to achieve that vision. The City recognizes that data collection and analysis may be performed by a separate contractor in collaboration with the primary candidate that would conduct the remainder of the Vision and Action Plan development.

- Integrated Short and Long Term Strategy – The City is interested in goals and specific action items that integrate both short- and long-term projects and programs to develop a dynamic strategy to meet the City’s identified vision and goals in the Plan. Short- and long-term action plan items may rely on individual organizations or partners, or a combination of partners that are responsible for each item in order to actively promote the Plan and associated goals as a community-wide effort.

The Vision and Action Plan Taskforce anticipates selection of a candidate by September 2015. Following that selection, the Taskforce will meet with the selected candidate to organize the selection of stakeholders, community outreach strategies and the structure of Plan development. Outreach and Plan development is expected to be performed throughout 2016, with proposed adoption by the end of 2016, and implementation beginning in 2017.