Elevating Trust in Local Government

The Power of Community-Based Strategic Planning
February 15, 2019

Creating a Vision Forward

• More than $20B in industrial expansions.
• 1.5MM sq. ft. in retail.
• 4,000 homes in the development process.
Community Based Strategic Plan

What it is not:

• A Master Plan
• A General Plan
• A Comprehensive Plan

Community-based strategic planning is the process of engaging community stakeholders in a conversation regarding the governmental activities and investments they believe will most likely lead to a higher quality of life for those who work and live there.
We Love This So Much that We Wrote a Book on Community-Based Strategic Planning

The Parable of the Chicken Sandwich
We could be engaged in similar behavior.

• I had already determined what would make me happy and ordered accordingly.
• The manager demonstrated little interest in what I had ordered.
• He attempted to persuade me to accept something I didn’t want.
• He was frustrated when I rejected it.
Symptoms of a Disengaged Citizenry

- Low voter turn‐out
- Elective failures
- Anemic citizen participation in civic life
- Extremism

City Council commissions Strategic Planning Advisory Committee

SPAC identifies critical methods and stakeholders and defines theme and timetable

Citizen open houses, stakeholder focus groups, survey, and other information gathering.

SPAC composes plan and presents to City Council for ratification.

SPAC identifies strategic directives and composes strategic initiatives.
Why go to the trouble of asking your residents what they think? Don’t we already know what they want?

Community Involvement

Addressing the Risk of Citizen Ire

• People are many times angry because they feel disengaged.

• Community-based strategic planning is an effective education tool.

• Promotes a sense of ownership.

• The best ideas come from our collective efforts.
So This....

... Becomes This
According to ICMA State of the Profession Survey:

- 62% have a strategic plan
- Smaller governments are less likely to strategic plan
- 77% link their strategic plan to budget process
- 29% involved citizens in the strategic planning process

“Communities that take the time to educate their residents and then offer them the opportunity to participate in activities such as local strategic planning and financial decision making are undoubtedly more likely to experience greater success in these areas.”

ICMA – Citizen Engagement:
An Outgrowth of Civic Awareness
"The broader the base of participation, the greater the plan’s survivability and likelihood that it will be used."

<table>
<thead>
<tr>
<th>Likelihood of Survivability and Successful Implementation</th>
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<tbody>
<tr>
<td>Degree of Public Participation in Plan Formation</td>
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If it Ain’t Broke . . .

- Greater capacity to align programs with citizen expectations.
- Political empowerment to say no to the few and shrill.
- Greater accountability and transparency
- Greater ability to identify and eliminate waste.
- Greater ability to keep out of the weeds.
- Expedited and facilitated annual goal setting
Correlation is not causation, but . . .

**Overall Citizen Satisfaction Index**

<table>
<thead>
<tr>
<th>Year</th>
<th>Index Score</th>
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<tbody>
<tr>
<td>2016</td>
<td>100</td>
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<tr>
<td>2017</td>
<td>102</td>
</tr>
<tr>
<td>2018</td>
<td>95</td>
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Baytown | U.S. Avg.

“The central purpose . . . To provide West Jordan with a tool that can be used by elected officials and city staff to guide goal setting and focus efforts on those things that residents have identified as their highest priorities.”

West Jordan Utah 2013-2018
Community Strategic Plan
“Some communities allow the future to happen to them. Successful communities decide the future is something they can create.”

National Civic League
Practical Tips to Help You On Your Way . . .

What Does the Process Look Like?
Process Tips

Community Outreach

Dialogue Sessions
Open to the public, dialogue sessions give an opportunity for anyone to share what they love and what they’d like to change about Oglen

Focus Groups
Facilitated sessions with groups with a unique outlook on the community

Interviews
Gain the perspective of key figures in the community, such as elected leaders and key influencers

Community Survey
Short, easy survey that is made available to all residents and guests of Oglen
Independence: In Appearance and in Fact

Role and Composition of the Advisory Committee
Make Thinking Visual

A Picture is Worth a Thousand Words . . .
Structural Improvements

Their Words, Not Yours

“I want to live in a community where my family feels safe.”

VS.

“Promote public safety through sustained investments in personnel and safety-centric infrastructure planning.”
Does it seem hard to turn things over to a group of relatively less-informed citizens?

Invest Time in Informing the Committee
The broader the base of participation in plan creation, the greater the odds of sustained implementation.

Recommendations on refreshing an existing plan
How do you ensure successful implementation of the plan?

Strategy is a commodity. Execution is an art.

- Peter Drucker
"Without strategy, execution is aimless. Without execution, strategy is useless."
– Morris Chang, CEO of TSMC

“At its essence, execution consists of a set of behaviors performed consistently over time.”
Never begin a meeting without an agenda.

Agenda

1. “Never begin a meeting without an agenda.”
2. 
3. 
“Never conclude a meeting without asking, who, does what, by when, and how we will follow up.”

Scale the structure based on the size of your organization.
OKRs (Objectives & Key Results) – born at Intel, made famous by Google

Establish a Regular Goal Setting Rhythm
Bottoms Up & Cross
Functional Approach to Goals

Relentlessly ask this question:
“What is our most important priority?”
Let’s Connect

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