Best Practices in Strategic Planning and Action

Webinar 1:00 – 2:30 p.m. Pacific Time, Wednesday, April 1, 2015

Cal-ICMA Coaching Program in partnership with ICMA State Associations: Colorado, Georgia, Illinois, Massachusetts, Michigan, Minnesota, Missouri, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Utah, and Wisconsin and cosponsored with the CSMFO Coaching Program

*** Advance registration required for this no-charge webinar:
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Webinar topics:
1. How do you plan in a rapidly changing world?
2. What are effective ways to link goals, plans, and budgets?
3. What are some examples of easily implemented approaches?

Presenters:
* Mike Beckstead, CFO, Ft. Collins, CO
* Patrick Blacklock, County Administrator, Yolo, CA
* Rick Davis, ICMA credentialed manager, former Pres. Utah City Management Assn., VP Public Sector Tanner LLC

Audience: all local government professionals and up and comers

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration. Note: please white list "customercare@gotowebinar.com" to receive confirmation email for the webinar.
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3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com or CSMFO@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the agenda at “Agendas & Archives” tab of www.cal-icma.org/coaching and http://www.csmfo.org/training/webinars. The PPT will be available at least 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of www.cal-icma.org/coaching and http://www.csmfo.org/training/webinars.

CPE Credits: If you are a member of CSMFO and wish to obtain CPE credit, you need to register (and note that you wish CPE credit) and attend in your name, respond to at least 75% of the live polling questions, and pay $25 to CSMFO after invoice following the webinar. After payment, CSMFO emails the CPE certificate as a PDF.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. Where does our agency need some strong strategic planning?

b. What tools can we glean from this webinar?

c. How will we apply these and other resources to get results?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching or www.csmfo.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future Cal-ICMA sessions and resources at www.cal-icma.org/coachingList.

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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA and CSMFO Coaching Programs
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Mike Beckstead began his career in the private sector with large Fortune 100 companies such as Exelon, Honeywell Aerospace, Navistar and Ford. Mike’s career has included stints in finance, business development and GM positions. Mike has led the strategic plan development activities within a number of different organizations.

After taking a few years off to travel and explore in 2009 and 2010, a phone call from a recruiter and a bike ride interview with the City Manager to a little tavern called Vern’s for a burger and coke cemented the decision that the position in Fort Collins was a good fit of values and philosophy.

In a just over 3 years City staff have implemented 1) a City-Wide Strategic Plan process, 2) a Metric process that includes a Community Dashboard and BFO Scorecards, 3) a comprehensive monthly Operational and Financial reporting/discussion process, 4) a Strategic Risk Assessment process, 5) a Long-Term Financial Plan process. These processes combined with other efforts across the Leadership Team led to the achievement of the Rocky Mountain Performance Excellence PEAK award in 2014 – the highest state level award associated with the national Baldrige Performance Excellence program.

Fort Collins Community Dashboard - http://www.fcgov.com/dashboard/

Patrick Blacklock is a graduate of the University of California, Davis with a bachelor’s degree in Agricultural and Managerial Economics and a master’s degree in Agriculture and Management. From 2008 to 2010, he served as the volunteer President of UC Davis alumni association, the Cal Aggie Alumni Association.

Patrick began his professional career with the California Cattlemen’s Association and then served as the first County Administrative Officer for Amador County. Prior to joining Yolo County where he has served as County Administrator since 2010, he served as the Assistant City Manager for the City of Elk Grove.

Patrick has held a number of volunteer leadership positions with the California State Association of Counties, the County Administrative Officer’s Association of California
and the Board of State and Community Corrections. He currently serves as Vice President of the County Administrative Officer’s Association of California.

Patrick and his two children live in Yolo County where they enjoy trail running, triathlons and mountain biking.

Rick Davis, ICMA credentialed manager, former Pres. Utah City Management Assn., VP Public Sector Tanner LLC

Rick Davis is a 20-year veteran of municipal government, a former state performance auditor, and corporate public relations executive. He currently serves as the Vice President of Public Sector Services with Tanner LLC, a business services and government consulting firm based in Salt Lake City, Utah. Rick is credentialed by the International City and County Management Association (ICMA) and is a frequent speaker and presenter at universities and conferences. He has authored several professional articles including “Marketing Your Community for Economic Development” and “Skill Sets for the New Normal.” He is set to release his first book this year, entitled “Strategically Planning your Community’s Future.” Rick has consulted for numerous municipalities -- from Kabul, Afghanistan to Sitka, Alaska and from Dartmouth, Massachusetts to Daytona Beach, Florida. He is the former President of the Utah City Management Association and a member of both the Phi Kappa Phi and Beta Gamma Sigma national academic and business honor societies. Rick holds a Bachelors of Arts in public relations and a Master of Public Administration degree, both from Brigham Young University. He and his wife Aimee reside in the Salt Lake Area with their three children.

See sample strategic plan for Saratoga Springs, Utah at http://www.tannerco.com/strategicplanningsample/
Coaching Program: 17th year as member benefit
Career Development Committee

Coaching Program: 12th year
Preparing the Next Generation Committee

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Overview of Session

1. How do you plan in a rapidly changing world?
2. What are effective ways to link goals, plans, and budgets?
3. What are some examples of easily implemented approaches?

- **Rick Davis**, ICMA credentialed manager, former Pres. Utah City Management Assn., VP Public Sector Tanner LLC
- **Pat Blacklock**, County Administrator, Yolo, CA
- **Mike Beckstead**, CFO, Ft. Collins, CO

- **Don Maruska**, Director, Cal-ICMA and CSMFO Coaching Programs

...and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Community Based Strategic Planning

Charting a Course to Citizen Satisfaction & Fiscal Sustainability
GRAMPA, TELL US AGAIN THE STORY OF WHAT LIFE WAS LIKE BEFORE 2008

DAVE GRANLUND © www.davegranlund.com
How have things Changed since 2008?

• “New Normal” brought with it renewed citizen calls for heightened accountability, greater inclusion and transparency, and demonstrable returns on investments.

• It’s not enough to do more with less ... we have to do things smarter than ever before. This is going to require that we involve our customers in creating our futures.
Parable of the Chicken Sandwich
We could be engaged in similar behavior.

- Taken the time to ask our citizens what they really expect from local government?
  - Have a strategic plan? If so, did your citizens participate in composing it? Are you using it to set priorities/council goals as well as make resource allocation decisions?
“Some communities allow the future to happen to them. Successful communities decide the future is something they can create.”

National Civic League Handbook
A Missed Opportunity

- 62% have a strategic plan.
  - Smaller governments are less likely to have a strategic plan, despite the fact that you don’t need a lot of resources to plan.
    - Council-Manager most likely to have a strategic plan (67%).
      - 77% link their strategic plan to budget process.
    - 29% involved citizens in resource allocation decisions.

ICMA State of the Profession Survey 2009
“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
Community Based Strategic Planning

“A systematic approach to creating a blueprint for the future by including citizens and other stakeholders in the process of identifying and articulating community priorities and initiatives.”
Community Based Strategic Planning

1. Budget
2. Business Plan & Outcome Measures
3. Council Goals
4. Identification of Strategic Initiatives and Expected Outcomes
5. Identification of Strategic Directives/Community Priorities
6. Community Participation through Data Gathering Methods and Events
“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
Community Involvement

What’s at risk?

• People are many times angry because they feel disengaged.
  • It’s an effective education tool.
    • It promotes a sense of ownership.
      • The best ideas come from our collective efforts.
Community Involvement

Methods

- Surveys
  - Workshops
    - Focus Groups
  - The orthodox and the less orthodox
The broader the base of participation
The greater the plan’s survivability
and likelihood that it will be used.

Degree of Public Participation in Plan Formation
If it ain’t broke ... Real benefits of community based strategic planning?

- 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 you and other policy makers/implementers out of the weeds.
- Expedited and facilitated annual goal setting.
- Great approach for small communities.
Focused Spending: Fiscal Benefits of Community Based Strategic Planning

West Jordan Utah
• $3.1 in new spending brought to $90,000 in new initiatives.
• 5% fund balance moves to 25% reserves in 3 years.

Fountain Hills Arizona
• 33% decline in operating revenues 2008-2011, without affecting core services.
• Actually one of a handful that actually added to reserves during Recession.
See sample strategic plan for Saratoga Springs, Utah at http://www.tannerco.com/strategicplanningsample/
Polling Question #2

What is the experience of your agency with strategic planning?
Then – 2010
Now – 2015
It’s ok to build the plane while you fly it...

Yolo County Workforce Total FTEs 2004 to 2014
It’s ok to build the plane while you fly it...

Process for Recovering from Financial Distress
Welcome to the process for recovering from financial distress. The diagram below illustrates the recovery process. You can:
* Get an overview of the process
* Begin a complete walkthrough of the process
* Click on the numbered items to jump right to that section

12 Step Diagram Acknowledgement
We had to find the Yolo Way...

- Process and Product
Strategically Aligned Organization

- Where the rubber meets the road

County of Yolo

Presented to the Board of Supervisors
Don Saylor, Chair
District Two
Oscar Villegas
District One
Jim Provenza
District Four
Matt Rexroad
District Three
Duane Chamberlain
District Five
By Patrick S. Blacklock
County Administrator

County Administrator
2013-14 Accomplishments
- Completed recommendations for Motorized Fire Fighting Services department
- Formed multi-agency/orchestrated working group to promote outreach
- Executed disaster, multi-agency response to various activities/Events
- Task Force, FEMA/Disaster Recovery
- Salesforce/dishonesty, oversight, grant monitoring
- Utilized best department practices
- Completed schedule to external websites
- Second/21-DLM in funding for emergency/disaster planning
- Second/22 DLM grant to develop a regional fire management plan
- Acquired and implemented county's own community UTV program
- Implemented and trained all departments in new employee training system
- Developed and implemented new delegated training
- Completed the Yolo/West Countywide Infrastructure Study
- Provided emergency management support to multiple counties including
  various natural disasters, floods, wildfires
- Strengthened and implemented the emergency preparedness
  strategic plan
- Successfully revised 3 executive leader
- Implemented e-learning systems for assessment purposes

Department Goals and Key Initiatives for 2014-15

Goal 1: Ensure a financially sustainable County.
Key Initiatives for 2014-15
- Assist with Budget Committee in fiscal year procedures associated with the
  long-term financial plan (Tactical Plan 1)
- Develop and monitor a balanced 2014/15 budget that continues the
  integration of the Tactical Plans, best practices and performance
  measurements and outcomes (Tactical Plan 3, 40)
- Implement caps to the County’s contribution toward health insurance
  premiums and develop alternative strategies to further reduce the County’s
  unfunded liability for retiree medical costs (Tactical Plan 2)
- Promote efforts in all departments to secure additional statewide
  funding for augment and support County programs, policies and services.
- Implement new financial management structure and coordinate strategies to
  improve County fiscal skills and methods (Tactical Plan 3)
- Integrate implementation of new fiscal information management system that
  enhances capabilities in the areas of payroll, forecasting, integrated budgeting
  and accounting functionality and human resources management (Tactical
  Plan 2)
- Coordinate implementation of Capital Improvement Plan to ensure that
  infrastructure is optimally maintained (Tactical Plan 3)
- Develop and implement a plan to address the County’s financial
  liabilities for other post-employment benefits (OPEB) and the associated
  expenses to the CalPERS, which will impact the 2014-15 budget

Goal 2: Promote organizational and community leadership
Key Initiatives for 2014-15
- Continue implementation of the three-year tactical plans (Tactical Plan 40)
- Continue progress on performance metrics for all departments, including
  outcome and stakeholder development and development of dashboard
  reporting (Tactical Plan 3, 40)
- Implement sustainable change management model and provide training for all
  employees (Tactical Plan 3)
- Engage staff and stakeholders to develop and promote regional leadership
  initiatives.
Then – 2010

Our Yolo County Vision for 2022 is...
• Yolo County 2022 has preserved agriculture and used open space and natural areas to separate our distinctive communities.
• Yolo County 2022 is a place for healthy living supported by easy mobility and a 21st century technology community.
• Yolo County 2022 has a strong local economy and an abundance of water.
• Yolo County 2022 has strong, interdependent services and relationships with city partners.

Our Yolo County Mission is...
The mission of Yolo County is to provide responsive county services and to be financially sustainable. We engage our residents and partner with our community.

Our Yolo County Core Values are…
Service • Performance • Integrity • Responsibility • Innovation • Teamwork

Our Yolo County Goals for 2012 are...
• Financially sustainable county government
• Environmentally sensitive and quality county infrastructure, facilities and technology
• Top quality workforce providing responsive services
• Preservation of agriculture and open spaces with planned economic development
• Partnering and collaborating for a successful Yolo County
• Safe and healthy communities
### Mission Statement (draft)
Making a difference by enhancing the quality of life in our community

### Values Statement
As Yolo County employees, we recognize this is a great place to live and work. We are committed to doing right by others through public service and maintaining the trust of our residents and peers. Together, we will continue to foster a healthy, supportive and professional environment, striving always for excellence.

### 2016-2019 Goals (draft)
- Robust Economy
- Thriving Residents
- Safe Communities
- Flourishing Agriculture
- Sustainable Environment

#### 2016-2019 Strategic Plan Goals

### Goal: Robust Economy

<table>
<thead>
<tr>
<th>Key Concepts</th>
<th>Key Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic growth</td>
<td>Fiscal sustainability</td>
</tr>
<tr>
<td>Employment opportunities</td>
<td>Infrastructure development</td>
</tr>
</tbody>
</table>

### Goal: Thriving Residents

<table>
<thead>
<tr>
<th>Key Concepts</th>
<th>Key Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy communities</td>
<td>Social services</td>
</tr>
<tr>
<td>Education</td>
<td>Quality of life</td>
</tr>
</tbody>
</table>

### Goal: Safe Communities

<table>
<thead>
<tr>
<th>Key Concepts</th>
<th>Key Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public safety</td>
<td>Crime prevention</td>
</tr>
<tr>
<td>Emergency management</td>
<td>Resilience</td>
</tr>
</tbody>
</table>

### Goal: Flourishing Agriculture

<table>
<thead>
<tr>
<th>Key Concepts</th>
<th>Key Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>Food security</td>
</tr>
<tr>
<td>Sustainable practices</td>
<td>Economic development</td>
</tr>
</tbody>
</table>

### Goal: Sustainable Environment

<table>
<thead>
<tr>
<th>Key Concepts</th>
<th>Key Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental sustainability</td>
<td>Renewable resources</td>
</tr>
<tr>
<td>Clean air and water</td>
<td>Natural resource conservation</td>
</tr>
</tbody>
</table>

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[Diagram of 2016-2019 Strategic Plan Goals]
Strategically Aligned Organization

- **Then**
  - 21 different departments, doing their own thing in silos

- **Now**
  - All departments engaged and collaborating in strategic planning
  - Defined values, vision, mission and goals
  - Strategic Plan aligned with the budget and other countywide plans
  - Annual process to review and recalibrate

The Future

- Second Generation Strategic Plan
- Bi annual strategic alignment workshops
- Performance Measurement
- Dashboard
- Budget Prioritization Process
Polling Question #3

How strategically aligned is your organization?
City of Fort Collins
Strategic Plan

1 April 2015
Strategic Plan - Considerations

1. How do we align resources to community priorities?
2. The challenge of telling our story to staff & citizens?
3. How do metrics fit into our strategic plan?

Community Dashboard - http://www.fcgov.com/dashboard/
Prior Planning Process
Planning Framework

VOICE OF THE COMMUNITY
CITY COUNCIL &
BOARDS/COMMISSIONS

VISION
MISSION
VALUES

City Plan

Key Outcomes

- Economic Health
- Culture & Recreation
- Environmental Health
- High Performing Government
- Neighborhood Livability
- Safe Community
- Transportation

Planning Efforts Align to “Key Outcome” Areas
Plan Fort Collins and Various Master Plans are the Foundation for the Budget

BFO Teams:
- Purchasing Strategy for each Key Outcome
- Indicators, performance measures

Executive Team:
Fine tunes to develop City Manager’s Recommended Budget

Departments:
- Create Offers (budget requests)

City Council:
Reviews, changes & adopts

Basket of programs and services to be funded
City Strategic Process

Strategic Planning Process

- Master Plans
  - Transportation Plan
  - Economic Action Plan
  - Water Conv. Plan
  - P & R Plan
  - Cultural Plan
  - Air Quality Plan
  - Transfort Plan
  - Climate Action Plan
  - Bike Plan
  - PFA Plan
  - Affordable Housing
  - Sustainability Plan
  - More & More

- “City Plan” 25 Yr View

- Council Work Plan

- Workforce Strategy

Budget – aka Operating Plan

- BFO Team – Purchasing Strategy
- Departments – Proposals/Offers
- BFO Team – Ranks Offers based on fit with Purchasing Strategy
- BLT – Executive fine tuning
- Council & Citizen Review

Doesn’t deliver an integrated Strategic Plan with Community Input:

- City & Master Plan
  - 126 Strategic Objectives
  - 450 Goals
  - Cycle – 7-8 yrs
  - Master Plan Variation

- Council Work Plan
  - Shifts every two years
  - Evolves weekly

- Workforce Strategy
  - Heavily focused on Org Dev
  - Goals are not linked with BFO

- Purchasing Strategies
  - Developed in 7 different teams
  - Limited citizen engagement
  - Limited horizontal thinking
  - Metrics missing
What was Missing?

- Transportation Plan
- Economic Action Plan
- Water Conv. Plan
- P & R Plan
- Cultural Plan
- Air Quality Plan
- Transport Plan
- Climate Action Plan
- Bike Plan
- PFA Plan
- Affordable Housing
- Sustainability Plan
- More & More

City Plan 25 Yr View

Council Work Plan

Workforce Strategy

Strategic Plan with Near Term Focus is Missing

Operating Plan – aka BFO

- BFO Team – Purchasing Strategy
- Departments – Proposals/Offer
- BFO Team – Ranks Offers based on fit with Purchasing Strategy
- BLT – Executive fine tuning
- Council & Citizen Review

City-Wide Strategic Plan Missing
Strategic Plan – The Process
<table>
<thead>
<tr>
<th>City Plan &amp; Area Master Plans</th>
<th>Strategic Plan</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Long term– 25 year vision</td>
<td>• Mid term– 5 years</td>
<td>• Short term– 2 years</td>
</tr>
<tr>
<td>• Based on citizen and staff input</td>
<td>• Based on an assessment internal &amp; external factors &amp; issues to be addressed to achieve City &amp; Master Plans</td>
<td>• Based on objectives &amp; goals from strategic plan</td>
</tr>
<tr>
<td>• Visionary in scope – over 125 objectives and 450 goals</td>
<td>• Executable by defining objectives &amp; goals with prescriptive solutions</td>
<td>• Funded Plans &amp; Priorities – specific actions, initiatives &amp; programs with dates, owners &amp; support</td>
</tr>
<tr>
<td>• Guiding document of intent with a broad focus</td>
<td>• Grounded by Citizen Input with a Balanced focus across entire City</td>
<td>• Accountability at the action &amp; initiative level</td>
</tr>
<tr>
<td>• Organized around 7 Outcome Areas</td>
<td>• Establish Metrics around each Outcome</td>
<td>• Establish Metrics for each Proposal/Offer</td>
</tr>
</tbody>
</table>

The Strategic Plan is Unique but Drives the Operating Plan….
The Strategic Plan Replaces BFO Purchasing Strategies….
### Added Step to the Planning Process

<table>
<thead>
<tr>
<th>Planning Activity</th>
<th>Execution Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2013 Budget</td>
</tr>
<tr>
<td>2014</td>
<td>2014 Budget</td>
</tr>
<tr>
<td>2015</td>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
<td>2016</td>
</tr>
</tbody>
</table>

#### Elections
- On Board

#### Strategic Plan
- 5 Yr View

#### BFO 2015/2016

#### BFO Programs & Initiatives
- 2013 Budget
- 2014 Budget
- 2015
- 2016

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Strategic Plan Becomes the Basis for Developing Offers in BFO
And the Basis for Deciding What Offers to Fund
High Level Process – Strategic Planning

Citizen Input & Priorities
- Citizen Survey
- Focus Groups/Outreach
- Boards & Commissions
- City Plan
- Citizen Priorities

Council Input & Priorities
- Community Concerns
- Retreat Priorities

City & SA Input & Priorities
- Economics & Financials
- Legislative
- Emerging Trends / Issues
- Organizational Issues
- Area Master Plans

Strategic Work & Analysis:
- Implications, Conclusions, Challenges, Advantages, Priorities
- Define Issues to be addressed in Strategic Objectives

2104 Strategic Plan (5 Year Horizon):
- Outcomes – highest level focus areas
- Strategic Objectives – 8-12 per Outcome, helps achieve Outcome
- Linkage, Metrics & Targets – tied to Strategic Objectives

City Wide Strategic Plan Driven by Citizen, Council and Staff Input & Priorities
Citizen Engagement Team:
• Engagement Plan - Citizen survey, focus groups, specific attention to hard to reach citizen groups, on-line – Goal - understand citizen priorities

Service Areas & Departments:
• Organize & summarize SA specific data input with conclusions & issues
• Share institutional knowledge of advantages & issues

Strategic Core Team:
• Support SA data input & analysis as required
• Develop initial data input & analysis summary for review
• Develop initial Strategic Objective draft

ELT & BFO Team Chairs:
• Review, edit, modify work from Core Team
• Ensure conclusion/implication/issue accuracy and relevance
• Ensure linkage across Outcome, Strategic Objectives & Metrics

Council - Confirm Strategic Objectives & Associated Metrics

# Strategic Plan Summary - Objectives

<table>
<thead>
<tr>
<th>Mission, Vision &amp; Values</th>
<th>Key Strategic Outcomes</th>
<th>Community Dashboard Outcome Metrics</th>
<th>Strategic Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision</strong> To provide world-class municipal services through operational excellence and a culture of innovation</td>
<td><strong>Community &amp; Neighborhood Livability</strong> Provide a high quality built environment and support quality, diverse neighborhoods</td>
<td>1. Housing Opportunity Index 2. Number of Affordable Housing Units Resourced 3. Number of Noise Complaints 4. Response Time to graffiti Removal 5. Voluntary Code Compliance</td>
<td>1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable. 1.2. Preserve the significant historical character of the community. 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes. 1.4. Preserve and enhance the City’s sense of place. 1.5. Preserve and enhance the City’s sense of place. 1.6. Promote health and wellness within the community. 1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs.</td>
</tr>
<tr>
<td><strong>Mission</strong> Exceptional service for an exceptional community</td>
<td><strong>Culture &amp; Recreation</strong> Provide diverse cultural and recreational amenities</td>
<td>1. GSC - Total Participation 2. Golf Courses - Total Participation 3. Lincoln C. - Total Participation 4. MVC total participation 5. Natural Areas Programs - Participation per Capita 6. Paved Trails - Number of Visits 7. Recreation Programs - Total Participation</td>
<td>2.1. Improve low and moderate income citizen access to, and participation in, City programs and facilities. 2.2. Develop effective marketing strategies that drive optimal attendees and revenues. 2.3. Develop effective Operation and Maintenance (O&amp;M) funding alternatives for City subsidized facilities and programs. 2.4. Maintain and enhance the current culture, recreation and parks systems.</td>
</tr>
<tr>
<td><strong>Values</strong> - Outstanding Service - Innovation &amp; Creativity - Respect &amp; Integrity - Initiative &amp; Collaboration - Teamwork &amp; Stewardship</td>
<td><strong>Economic Health</strong> Promote a healthy, sustainable economy reflecting community values</td>
<td>1. Commercial Vacancy Rates 2. Electric System Average Interruption Duration Index (SAIDI) in Minutes 3. Local Unemployment Rate 4. Lodging Occupancy Rates 5. Net Percent Change in Local Jobs 6. New Commercial Permit Dollar Volume per Capita 7. New Residential Permit Unit Volume</td>
<td>3.1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses. 3.2. Improve policies and programs to retain, expand, incent and attract primary employers where consistent with City goals. 3.3. Support workforce development and community amenities initiatives that meet the needs of employers within the City. 3.4. Improve effectiveness through collaboration with economic-health oriented regional partners. 3.5. Sustain high water quality to support the community and water-dependent businesses. 3.6. Maintain utility systems and services; infrastructure integrity, and stable, competitive rates. 3.7. Support sustainable infill and redevelopment to meet climate action strategies. 3.8. Preserve the City’s sense of place. 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City. 3.10. Address Downtown parking issues identified in the adopted Parking Plan, including funding, convenient access, and integrated transit and alternative mode solutions. 3.11. Encourage the development of reliable, high speed internet services throughout the community.</td>
</tr>
</tbody>
</table>

**City of Fort Collins**
Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.

Fort Collins is a healthy and vibrant community. The City is currently transitioning from a more suburban, large town to a small urban city with a small-town feel. As this transition occurs, our goal is to create a walkable city where people want to live, work and play. The City is committed to creating a desirable urban environment that recognizes the importance of the form of the environment (e.g., community architecture, historic preservation and pedestrian-oriented environments) while creating a safe, beautiful, and friendly experience for residents and visitors.

Development and growth are focused within the community’s designated Growth Management Area to protect sensitive natural resources and the regional landscape, encourage infill and redevelopment, and make the most efficient use of public infrastructure. The City recognizes our existing neighborhoods and actively seeks to preserve and support their vibrancy. As the City grows and redevelops, our vision is an overall average increase in density that fosters efficient land use, supports a mix of housing types integrated with activity centers and diverse businesses; increases the safety and efficiency of public utilities, streets, facilities and services; and accommodates multiple modes of travel (including vehicle, bus, bike and pedestrian). Alternative transportation modes and access to key health and human services facilities are a priority.

The aesthetics of urban form, connectivity and inclusion of nature are used to create an attractive design. Land uses are brought together in a development pattern designed to create a pleasant environment for walking and bicycling, as well as automobile and transit travel. Distinctive, attractive and functional building and streetscape design, thoughtfully preserving valuable historic resources, and incorporating public art are key parts of community livability.

A wide variety of housing types (including single-family, duplexes, townhomes, apartments and condominiums) are offered so that people from all income levels may have choices for safe, affordable and quality housing in diverse neighborhoods throughout the community. Business diversity across all neighborhoods is also a priority.

Community and Neighborhood Livability also addresses challenges related to leading active lifestyles, and the accessibility of health and human services facilities for all demographics of the community. Community and Neighborhood Livability is related to human well-being and wellness, and opportunities for residents to work together, to be self-sufficient, and to live, work and travel within the community. It also supports local food production to improve the availability and accessibility of healthy foods.
Strategic Plan Sample – Objectives Descriptions

The Community and Neighborhood Livability Outcome focuses on:

- A compact pattern of development within a well-defined community boundary.
- Adequate and safe public facilities, services and infrastructure to serve existing development and new growth.
- Interconnected neighborhoods and ways to accommodate multiple means of travel.
- Opportunities for redevelopment, revitalization and growth in targeted areas.
- Cohesive, distinct, vibrant, safe and attractive neighborhoods.
- Vital and appealing transit-oriented activity centers and destinations throughout the city.
- Quality, accessible and affordable housing options for all household types and income levels.
- Preservation and enhancement of historic resources.
- Visible and accessible nature in the city with an interconnected system of open lands.
- Opportunities to lead active and healthy lifestyles.
- Access to healthy, locally grown or produced food.
- Addressing the impact of increasing poverty and homelessness.

DEFINITIONS & DESCRIPTIONS

1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.

- Residents identified housing affordability as a high priority during community outreach sessions and in the 2013 Citizen Survey.
- Tight rental market with vacancy rates of less than 3% is making it difficult for low income residents to live and work within Fort Collins. Several factors contribute to affordability issues for a broad range of the population. A market study may be needed to identify the factors and potential ways the City can mitigate them.
- Focus should be on both creating opportunities for ownership and access to affordable rental units for all impacted residents. In addition, housing strategies should consider the needs of a growing homeless population.

1.2. Preserve the significant historical character of the community.

- Fort Collins has several aging neighborhoods.
- The character of many neighborhoods is changing as student housing expands, higher density development occurs, and the desires of a diverse population change.
- Focus on programs and aligning fees, codes and standards that preserve the character and sense of community that gives Fort Collins a unique sense of place while allowing appropriate infill development and redevelopment.

1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.

- Colorado State University (CSU) is growing significantly and plans $1.5B of construction on an expected student population of 35,000 over the next 10 years.
- Fort Collins’ population is expected to grow by 50% over the next 20 years and the City currently has more than $28 of significant construction projects in process.
- Partnerships are needed with CSU to assess impacts and collaboratively align efforts.
- Effort is needed to streamline the process, and align staffing, fees, codes, funding, standards and relationships to effectively manage growth consistent with City plans and goals in areas of sustainability, sense of place, livability and environmental health. The process is intended to balance predictability and flexibility.

1.4. Preserve and provide responsible access to nature.

- Fort Collins enjoys a unique appeal based on our open spaces, access to mountains, parks and trail systems and our individual identity separate from neighboring communities.
- Maintaining the positive and unique character of the community while transition from a large town to a small city will require thoughtful and careful planning and compromise.
- Expand, enhance and protect City open space lands and the trail network.
- Promote Nature in the City programs through enhanced green spaces that increase the integration of natural habitat with urban spaces.
Strategic Plan – Metrics
Metric Hierarchy

**STRATEGIC – Community Dashboard**
- Meaningful to citizens
- Indicate performance to Outcomes
- Phase I – 38 high level Metrics

**BUSINESS PLAN – BFO Metrics**
- Aligned with programs, services & initiatives funded in the budget
- Indicate performance to strategic objectives
- Phase II – several hundred metrics specific to achieving Strategic Objectives

**FOUNDATIONAL - Operational**
- Day to day, operational measures

http://www.fcgov.com/dashboard/
### City of Fort Collins Community Performance Measurement Dashboard

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Q4 2014 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community and Neighborhood Livability</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.</td>
<td></td>
</tr>
<tr>
<td><strong>Culture and Recreation</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins provides diverse cultural and recreational amenities.</td>
<td></td>
</tr>
<tr>
<td><strong>Economic Health</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins has a healthy, sustainable economy, reflecting community values.</td>
<td></td>
</tr>
<tr>
<td><strong>Environmental Health</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins promotes, protects and enhances a healthy and sustainable environment.</td>
<td></td>
</tr>
<tr>
<td><strong>High Performing Government</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.</td>
<td></td>
</tr>
<tr>
<td><strong>Safe Community</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins provides a safe place to live, work, learn and play.</td>
<td></td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
</tr>
<tr>
<td>Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the City.</td>
<td></td>
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</tbody>
</table>
# Community and Neighborhood Livability Performance Metrics

- **Community Dashboard**

« Return to Performance Measurement

<table>
<thead>
<tr>
<th>Measure/Explanation</th>
<th>Q4 2014</th>
<th>Target</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cumulative Number of Noise Complaints</strong></td>
<td>556</td>
<td>432</td>
<td></td>
</tr>
<tr>
<td>This measures the number of noise complaints in a hot-spot area determined by the previous calendar year. The area is defined from Prospect Rd./Taft Hill Rd. northeast to Mulberry St./Shields St.</td>
<td></td>
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</tr>
<tr>
<td><strong>Housing Opportunity Index (HOI)</strong></td>
<td>69.6%</td>
<td>64.9%</td>
<td></td>
</tr>
<tr>
<td>The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local median income. The target is to be 5% better than the national HOI.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Number of Affordable Housing Units Resourced</strong></td>
<td>80</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>The total number of housing units receiving affordable housing funding through the City’s Affordable Housing Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Response Time to Graffiti Removal</strong></td>
<td>1.3</td>
<td>2.0</td>
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<tr>
<td>This indicator measures the amount of time to respond to and abate both reported and unreported graffiti in the City. The goal is to have graffiti properly abated within two business days.</td>
<td></td>
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<tr>
<td><strong>Voluntary Code Compliance</strong></td>
<td>89.8%</td>
<td>90.0%</td>
<td></td>
</tr>
<tr>
<td>This metric tracks the percentage of voluntary compliance with nuisance code violations issued by the City of Fort Collins. Voluntary compliance is defined as violations corrected by the property owner or tenant. The target is 95% voluntary compliance.</td>
<td></td>
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</tr>
</tbody>
</table>
### BFO Scorecard Annual - Community & Operation Svcs.

#### Series Status

<table>
<thead>
<tr>
<th>Name</th>
<th>Dec-06</th>
<th>Dec-07</th>
<th>Dec-08</th>
<th>Dec-09</th>
<th>Dec-10</th>
<th>Dec-11</th>
<th>Dec-12</th>
<th>Dec-13</th>
<th>Dec-14</th>
</tr>
</thead>
<tbody>
<tr>
<td># volunteer hours</td>
<td>7,404</td>
<td>7,374</td>
<td>7,743</td>
<td>7,791</td>
<td>4,707</td>
<td>4,625</td>
<td>9,303</td>
<td>11,522</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>7,500</td>
<td>7,500</td>
<td>7,500</td>
<td>7,500</td>
<td>3,750</td>
<td>3,750</td>
<td>7,500</td>
<td>7,500</td>
<td></td>
</tr>
</tbody>
</table>

#### Cultural Services

- **CR 8.** Lincoln Center - # volunteer hours
- **CR 9.** Lincoln Center - # performances in Performance Hall
- **CR 10.** Lincoln Center - # performances in Magnolia Theater
- **CR 11.** Lincoln Center - Canyon West Ballroom rental hours

#### Charts

- # volunteer hours
- # performances
- # performances
- # hours space is rented

#### Primary Data Owner

- Bev Gast (Cultural Services)
Polling Question #4

Which of these elements does your planning incorporate?
Strategic Plan – Summary
Plan Your Year with Planning Calendar

**Legend:**
- **X** = Council review of Strategic Plan at 2nd Work Session of the month
- **Input for the Strategic Plan**
- **Strategic Planning Process**
- **Budgeting for Outcomes**

**Odd Years:**
- **Jan:** Council Elections
- **Mar:** Strategic Plan – Core Team / ELT & Chairs
- **Apr:** Strategic Risk Assessment
- **May:** Capital Improvement Plan
- **Jun:** LT Financial Plan
- **Sep:** Dept. Inputs
- **Oct:** Community Engagement / Citizen Survey
- **Nov:** BFO Off Year Revision Process
- **Dec:** Strategic Plan – Core Team

**Even Years:**
- **Jan:** Revenue
- **Mar:** Public Engagement
- **Apr:** Revised Revenue
- **Jun:** Offer Creation
- **Jul:** BFO Teams
- **Aug:** BLT
- **Sep:** Budget Prep
- **Oct:** Council & Public Hearings

**Inputs for the Strategic Plan:**
- **Strategic Planning Process**
- **Budgeting for Outcomes**
- Leadership Review & Adjustments as Needed
- Master Plans
- Strategic Plan
- Budget
- Metrics
- Monthly Operating Report
- Execution
Aligning Resources to Community Priorities
- Community engagement and staff input critical
- Art to developing “issues matrix” and ultimately “Strategic Objectives”
- Strategic Objectives create focus for the near term – 5 years
- Strategic Plan creates the foundation for funding decisions

Telling our Story
- Strategic Plan provides a short, easy to read document of the City’s focus
- Staff – how many objectives can you find yourself supporting

Metrics are Required Reading
- Must be defined and a system in place to easily update
- Leadership must engage and review
Polling Question #5

What actions would you like your agency to take?
Post-Webinar Discussion Questions

a. Where does our agency need some strong strategic planning?

b. What tools can we glean from this webinar?

c. How will we apply these and other resources to get results?
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for Today’s Session

- **Rick Davis**, ICMA credentialed manager, former Pres. Utah City Management Assn., VP Public Sector Tanner LLC  
  rdavis@tannerco.com
- **Pat Blacklock**, County Administrator, Yolo, CA  
  patrick.blacklock@yolocounty.org
- **Mike Beckstead**, CFO, Ft. Collins, CO  
  mbeckstead@fcgov.com

- **Don Maruska**, Director, Cal-ICMA and CSMFO Coaching Programs  
  Cal-ICMA@donmaruska.com and CSMFO@donmaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to www.cal-icma.org/coaching or www.csmfo.org/training/webinars and click on “Agenda & Archives” tab.
Register for upcoming webinars

Cal-ICMA Coaching Program
“Moving from Conflict to Civility and Problem Solving”
10-11:30 a.m. Pacific Time, Thursday, May 14
Click here to register for this particular webinar:
https://attendee.gotowebinar.com/register/6528097766225166338
Registration links for all Cal-ICMA webinars are at
www.cal-icma.org/coaching

CSMFO Coaching Program
“Economic Forecast and What It Means for Your Agency”
10-11:00 a.m. Pacific Time, April 16, 2015
Click here to register for this particular webinar:
https://attendee.gotowebinar.com/register/6498778190593486338
Resources and Feedback

• Go to “Agenda & Archives” tab at web sites for recordings of this webinar and other professional development resources.

  www.cal-icma.org/coaching
  www.csmfo.org/training/webinars

• Please complete the follow up survey.
Yolo County 3-Year Strategic Planning Action Plan

This is an action plan for the development and implementation of a three-year Strategic Plan (with a focus on 2016-2019) intended to further the goals (Yolo County’s collective thinking and vision of the future). Long-term objectives for refining strategic planning are also included at the end.

The objectives of the overall strategic planning process are to:
- make sense of the organization’s purpose, resources, actions and ends
- identify a best course of action
- implement a process that:
  - considers the organization’s capacity, resources and changing environment
  - establishes measurement and review processes to assess progress
  - creates a dynamic countywide, long-term, future-oriented, process of evaluation, assessment, decision/policy-making and implementation
- develop multi-year policy plans that link present circumstances with a meaningful vision of the future, indicating where resources are to be concentrated

Notes: Actions toward concluding the 2012-2015 Tactical Plan (TP) shaded in grey. DHWG (Department Head Working Group) = Strategic Plan planning committee

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
<th>Outcomes</th>
<th>Responsible Party</th>
<th>Others Involved</th>
<th>Status/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Tactical Plan tracking database</td>
<td>Spring 2014</td>
<td>• Database that allows for: multiple users entering/modifying data; changes to Board-adopted data elements noted and justified; history of changes recorded; related reports</td>
<td>IT</td>
<td>Gabor/Eby</td>
<td>Database completed and is use</td>
</tr>
<tr>
<td>Gather progress updates for 2012-2015 TP and identify plan for Board briefings</td>
<td>Apr 2014</td>
<td></td>
<td>Eby</td>
<td>Gabor DH/Asst. DH</td>
<td>Updates complete</td>
</tr>
<tr>
<td>Prepare staff reports and presentations for 2012-2015 TP briefings to Board</td>
<td>May 2014</td>
<td></td>
<td>Gabor</td>
<td>Eby DHs</td>
<td>Staff report complete; 4 presentations completed; 4 to go</td>
</tr>
<tr>
<td>2012-2015 TP briefings to Board</td>
<td>Jul-Sep 2014</td>
<td>• Proposal to Board for 2012-2015 TP recalibrations and direction from Board</td>
<td>CAO</td>
<td>DHs</td>
<td>6 briefings complete</td>
</tr>
<tr>
<td>Action</td>
<td>Timeline</td>
<td>Outcomes</td>
<td>Responsible Party</td>
<td>Others Involved</td>
<td>Status/Notes</td>
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</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td></td>
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</tr>
</tbody>
</table>
| Evaluate 2012-2015 TP process and product                             | Oct 2014 | • General Board of Supervisors direction throughout the process  
• Successes and areas to strengthen for 2016-2019 identified  
• Future planning objectives identified, i.e. dashboard, further development of measures of success, further integration with budget | CAO              | DHWG  
DH/Asst. DH  
Employee Council  
Board Ad Hoc | 2012-2015 Successes  
• Increased participation in strategic planning since 2007  
• Strategic plan goals set  
• Moved out of silos to collaborate on Tactical Plan  
• Defined core values, vision  
• Strategic Plan/Tactical Plan part of our vernacular  
• Annual process in place for review and recalibration  
• Linked to budget Board Ad Hoc created (Villegas/Saylor) |
| Modify 3-Year Strategic Planning Action Plan as needed                | Oct 2014 |                                                                                                                                                                                                                                                                  | Gabor            | CAO                                                                             | Modifications ongoing                                                                            |
| Obtain support for 3-Year Strategic Planning Action Plan              | Oct 2014 | • 3-Year Strategic Planning schedule support and buy-in from all leadership levels                                                                                                                                                                               | CAO              | DHWG  
Board Ad Hoc  
DH/Asst. DH  
Board | DHWG support received 7/17/14  
Presented to Employee Council 8/19/14  
Board ad hoc support received 8/20/14                                      |
| Identify Strategic Plan working group (SPWG) members                  | Dec 2014 | • Staff identified to carry out the Strategic Plan development process                                                                                                                                                                                       | CAO              | CAO Staff                                                                     | SPWG formed                                                                                      |
| Receive input on, and define 2016-2019 Strategic Plan development process | Jan 2015 | • Process recognizes mandates  
• Expectations agreed upon  
• Common understanding of the definition of goals, objectives and tactics                                                                                                                                                     | SPWG             | DHWG  
Board Ad Hoc  
DH/Asst. DH  
Board | Input received from all parties                                          |
| Announce 2016-2019 Strategic Plan development process                | Jan 2015 | • Board, leadership and staff informed of process and milestones                                                                                                                                                                                       | CAO              | PIO                                                                            | Draft action plan shared with DH/Asst. DH, Board and Employee Council  
Work of the SPWG shared with employees and regular updates provided to Board                          |
| Reaffirm core values and values statement                             | Feb 2015 | • Core values and values statement reaffirmed as foundation on which the Strategic Plan is constructed  
• collective standards of behavior that affect the manner in which programs are defined and resources allocated                                                                                                                                     | CAO              | Board                                                                          | Core values and values statement reaffirmed on 2/24/15 along with adoption of mission statement and 2016-2019 Strategic Plan Goal |
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Identify mission statement</td>
<td>Feb 2015</td>
<td>Inclusive process for drafting a mission statement that plainly defines primary objective of county organization</td>
<td>SPWG</td>
<td>Employees Departments Employee Council</td>
<td>Employees surveyed on mission/purpose; tools for further departmental discussion developed and broadcast to departments; feedback received and mission statement identified by SPWG; supported by DH/Asst. DHs and employee council</td>
</tr>
<tr>
<td>Adopt mission statement</td>
<td>Feb 2015</td>
<td>A mission statement that:</td>
<td>Board Ad Hoc Board</td>
<td>CAO PI</td>
<td>Adopted on 2/24/15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• identifies our purpose and role in pursuing the community’s vision</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• is instructive for employees, residents and others; and is enduring.</td>
<td></td>
<td></td>
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<tr>
<td>Assessment – Note: Not possible for CSUS project in 2015. May not be feasible or will be limited for 2016-2019 Strategic Plan.</td>
<td></td>
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</tr>
<tr>
<td>Develop plan for environmental scan</td>
<td>Jan 2015</td>
<td>• Comprehensive understanding, through collective wisdom, of the current environment, and with a view of the future</td>
<td>SPWG</td>
<td>CSUS Interns/ Class Project DHWG DH/Asst. DH</td>
<td>(References: Strategic Planning for Local Government appendices; Yolo County Fiscal Environmental Analysis)</td>
</tr>
<tr>
<td>Review partner strategic documents of partners for nexus points and conflicts, i.e. state, regional, cities, UCD, school districts, CBOs</td>
<td>Jan 2015</td>
<td>• Comprehensive understanding of current economic, demographic and social conditions, and future direction of region</td>
<td>SPWG</td>
<td>CSUS Interns/ Class Project Intergov’t Relations DH/Asst. DH</td>
<td></td>
</tr>
<tr>
<td>Query residents, partners and stakeholders concerning internal/external factors and priorities • Identify partners, stakeholders • Identify avenues for input, i.e. surveys, focus groups • Develop and conduct surveys, focus groups</td>
<td>Feb 2015</td>
<td>• Advisory bodies, 2x2s, regional bodies, stakeholders/partners, community consulted and engaged</td>
<td>SPWG</td>
<td>CSUS Interns/ Class Project Intergov’t Relations DH/Asst. DH</td>
<td>(AB 109 community workshops possible model)</td>
</tr>
<tr>
<td>Query County leadership and employees concerning internal/external factors and priorities • Identify avenues for input • Develop and conduct surveys, focus groups</td>
<td>Feb 2015</td>
<td>• Survey of employees; those who provide direct services • Survey of management; those who manage various processes day-to-day • Survey of leadership • Buy-in of all who will ultimately implement the Tactical Plan</td>
<td>SPWG</td>
<td>CAO CSUS Interns/ Class Project DH/Asst. DHs Employee Council</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Timeline</td>
<td>Outcomes</td>
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<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Produce SWOT analysis</td>
<td>Mar 2015</td>
<td>• Comprehensive understanding of strengths, weaknesses, opportunities and threats which considers resources, strategies and performance</td>
<td>SPWG</td>
<td>CAO CSUS Interns/Class Project</td>
<td>(References: Strategic Planning for Local Government appendices)</td>
</tr>
<tr>
<td>• Consider environmental scan results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consider trends and forecasts</td>
<td></td>
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</tr>
<tr>
<td>Re-think, correct/modify and reinforce Strategic Plan goals considering:</td>
<td>Nov-Dec 2014</td>
<td>Updated goals with a clear understanding of:</td>
<td>CAO</td>
<td>SPWG DH/Asst. DH Board Ad Hoc Board</td>
<td>(Yolo County’s Strategic Plan goals = a vision statement (collective understanding of the ideal situation). Because it reflects an ideal, it is unlikely that it will ever be fully and definitively achieved.)</td>
</tr>
<tr>
<td>• original intent</td>
<td></td>
<td>• Where the Yolo County organization wants to be long-term</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• mission</td>
<td></td>
<td>• How we will know when it gets there</td>
<td></td>
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<tr>
<td>• goals are goals vs. values</td>
<td></td>
<td>• Where Yolo is presently</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• measures of success</td>
<td></td>
<td>• What will change, in an on-going sense, in the organization’s environment</td>
<td></td>
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</tr>
<tr>
<td>Refine meaning and key concepts for each Strategic Plan goal</td>
<td>Jan 2015</td>
<td>• Expanded definition of the goal and actionable items reflected in the meaning</td>
<td>SPWG</td>
<td>DH/Asst. DH</td>
<td>Draft goal revisions shared multiple times with DH/Asst DH and SPWG, with encouragement to engage employees; input received from departments/individuals Board ad hoc review 2/19/15</td>
</tr>
<tr>
<td>Circulate draft Strategic Plan goals (w/ meanings and key concepts)</td>
<td>Jan 2015</td>
<td>• Check-in with staff and public that goals are reflective of where the community wants to be at some point in the future</td>
<td>CAO</td>
<td>PIO DH/Asst. DH</td>
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<tr>
<td>to leadership staff, employees and public seeking input</td>
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<tr>
<td>Further refine Strategic Plan goals, meanings and key concepts as needed</td>
<td>Feb 2015</td>
<td></td>
<td>CAO</td>
<td>SPWG</td>
<td></td>
</tr>
<tr>
<td>Adopt revised Strategic Plan goals</td>
<td>Feb, 24 2015</td>
<td>Goals that:</td>
<td>CAO</td>
<td>Board</td>
<td>Adopted 2/24/15</td>
</tr>
<tr>
<td>• match mission</td>
<td></td>
<td>• are goals, as opposed to values</td>
<td></td>
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<tr>
<td>• are the responsibility of the County</td>
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<td>• address and take advantage of opportunities</td>
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<tr>
<td>• are attainable and sufficiently ambitious</td>
<td></td>
<td>• are broadly understood, supported by staff and adopted by Board</td>
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</tr>
<tr>
<td>Publicize adopted Strategic Plan goals</td>
<td>Feb 2015</td>
<td>• Understanding of process and support from residents, stakeholders, partners</td>
<td>PIO</td>
<td>CAO DH/Asst. DH Board offices</td>
<td>Shared in 02/26/15 All Employee E-mail and posted on <a href="http://www.yolocounty.org">www.yolocounty.org</a></td>
</tr>
<tr>
<td>Consider 2012-2015 (and 2016-2019 tactics) in budget development</td>
<td>Feb-Apr 2015</td>
<td>• Tactics with a financial impact considered in the budget</td>
<td>DHs/Asst. DHs</td>
<td>CAO</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Timeline</td>
<td>Outcomes</td>
<td>Responsible Party</td>
<td>Others Involved</td>
<td>Status/Notes</td>
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<tr>
<td>Form Strategic Plan Goal work groups</td>
<td>Apr 2015</td>
<td>• Cross-cutting teams with leadership, emerging leaders and rookies to identify measures of success and objectives</td>
<td>CAO</td>
<td>SPWG</td>
<td>Conversations had with DH/Asst. DHs &amp; SPWG on makeup of work groups</td>
</tr>
<tr>
<td>Gather progress updates for 2012-2015 TP</td>
<td>Apr 2015</td>
<td>• Status updates for TP briefings</td>
<td>Eby</td>
<td>DH/Asst. DH</td>
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<tr>
<td></td>
<td></td>
<td>• Bronze: What did we do</td>
<td></td>
<td>PMWG &amp; DHWG &amp; DH/Asst. DH Board Ad Hoc</td>
<td>• What gets measured tends to get done</td>
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<td></td>
<td></td>
<td>• Silver: How well did we do it</td>
<td></td>
<td></td>
<td>• If you don't measure results, you can't tell success from failure</td>
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<tr>
<td></td>
<td></td>
<td>• Gold: Is anyone better off</td>
<td></td>
<td></td>
<td>• If you can't recognize success, you can't reward it; and</td>
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<tr>
<td></td>
<td></td>
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<td>• If you can't recognize failure, you can't learn from it</td>
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<td></td>
<td>(This will continue to be a tiered effort year after year as we become adept at identifying and measuring success and find the resources to do so.)</td>
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<td>Discussion begun as part of Frank Benest strategic alignment workshop with DH/Asst. DHs on 3/11</td>
</tr>
<tr>
<td>Prepare for 2012-2015 TP briefings to Board</td>
<td>May 2015</td>
<td>• Comprehensive update and summary of 2012-2015 prepared for Board presentation</td>
<td>Eby</td>
<td>DH/Asst. DH</td>
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</tr>
<tr>
<td>Develop high-level objectives for 2016-2019 Strategic Plan goals</td>
<td>Jun 2015</td>
<td>• Measurable means toward achieving goals</td>
<td>Goal Work Groups</td>
<td>SPWG &amp; PMWG</td>
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<td></td>
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<td>DHWG &amp; DH/Asst. DH</td>
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<td>Board Ad Hoc</td>
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</tr>
<tr>
<td>2012-2015 TP briefings</td>
<td>Jun-Jul 2015</td>
<td>• Additional 2016 tactics to be considered in 2015-16 Adopted budget identified</td>
<td>DH/Asst. DH</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>Seek input on 2016-2019 measures of success and objectives from Board Ad Hoc</td>
<td>Sep 2015</td>
<td>• Clear direction on measurable means toward achieving goals</td>
<td>CAO</td>
<td>Board Ad Hoc</td>
<td></td>
</tr>
<tr>
<td>Board adopts 2016-2019 Strategic Plan</td>
<td>Oct 2015</td>
<td>• Strategic Plan that identifies objectives and measures of success</td>
<td>Board</td>
<td>CAO</td>
<td>Board Strategic Planning Session 10/6</td>
</tr>
<tr>
<td>Action</td>
<td>Timeline</td>
<td>Outcomes</td>
<td>Responsible Party</td>
<td>Others Involved</td>
<td>Status/Notes</td>
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<tr>
<td>Develop executive summary of 2016-2019 Strategic Plan</td>
<td>Nov 2015</td>
<td>• Executive summary for the public and employees that explains county’s mission, values, Strategic Plan and 2016-2019 Tactical Plan</td>
<td>PIO</td>
<td>CAO</td>
<td></td>
</tr>
<tr>
<td>Announce and publicize 2016-2019 Strategic Plan utilizing executive summary to: Employees Partners &amp; Stakeholders Public</td>
<td>Nov 2015</td>
<td>• Informed public and staff, on the bus, ready to carry out the 2016-2019 Strategic Plan</td>
<td>PIO</td>
<td>CAO DH/Asst. DH</td>
<td></td>
</tr>
<tr>
<td>Develop 2016-2019 tactical plans that support Strategic Plan goals and objectives</td>
<td>Nov 2015 – Feb 2016</td>
<td>• Implementation tactics toward achieving objectives • 2016 tactics to be considered in 2015-16 Recommended Budget identified</td>
<td>CAO</td>
<td>DH/Asst. DH Goal Work Groups</td>
<td></td>
</tr>
<tr>
<td>Executive summary of 2012-15 TP accomplishments prepared and provided to public</td>
<td>Jan 2016</td>
<td>• Report out to public on 2012-2015 accomplishments toward Strategic Plan</td>
<td>PIO</td>
<td>CAO</td>
<td></td>
</tr>
</tbody>
</table>

**Annual Process**

<table>
<thead>
<tr>
<th>Action</th>
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<th>Responsible Party</th>
<th>Others Involved</th>
<th>Status/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider next year tactics in budget development</td>
<td>Feb-Apr</td>
<td>CAO</td>
<td>DH/Asst. DH</td>
<td></td>
</tr>
<tr>
<td>Consider latest assessment data and develop recommendations for recalibration</td>
<td>May-Jun</td>
<td>DH/Asst. DHs</td>
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</tr>
<tr>
<td>Strategic Plan briefing to Board linked to assessment data</td>
<td>Jun-Aug</td>
<td>CAO</td>
<td>DH/Asst. DH</td>
<td></td>
</tr>
<tr>
<td>Recalibrate Strategic Plan per Board input</td>
<td>Aug-Oct</td>
<td>CAO</td>
<td>DH/Asst. DH</td>
<td></td>
</tr>
<tr>
<td>Adopt revised Strategic Plan</td>
<td>Oct</td>
<td>Board</td>
<td>CAO</td>
<td></td>
</tr>
<tr>
<td>Provide progress updates to employees and public</td>
<td>Oct</td>
<td>PIO</td>
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</tbody>
</table>
Components of Process yet to be Developed

- Outcomes have what success looks like clearly defined
- Method to measure collateral impacts
- Incorporation of toll on human resources
- Method to prioritize/score additions to Strategic Plan (balanced scorecard)
- Method to prioritize objectives and implementation tactics
- Vehicle for employee input – surveys, focus groups, intra-company social media
- Vehicle for resident input and enhanced public engagement – surveys, focus groups, town halls, social media
- Vehicle for updates to public – dashboard, annual report, newsletter
- Stronger tie to budget through new fiscal system
- Common understanding and training in performance measures; tiered approach to implementation; necessary tools; dashboard(s)

Glossary

Asst. DH – Assistant Department Heads
CAO – County Administrator
CSUS Interns – Sac State Masters in Public Policy & Administration Interns
DH – Department Heads
DHWG – Department Head Working Group (Tactical Plan planning committee)
PIO – Public Information Officer
TP – Tactical Plan
SPWG – Tactical Plan Working Group
SWOT – strengths, weaknesses, opportunities, threats
YCPM – Yolo County Performance Measurement Working Group
### Polling Results from “Best Practices in Strategic Planning and Action” – webinar

April 1, 2015

482 locations; 1007 estimated participants in live audience

---

#### How many people are listening on your line?

- **75%** 1 -- just myself
- **20%** 2-5
- **3%** 6-10
- **1%** 11-20
- **1%** 21 or more -- please send number using “Question” function on webinar

#### What is the experience of your agency with strategic planning?

- 10% have not done strategic planning in our agency
- 21% are thinking about doing it and looking for approaches
- 19% have begun strategic planning but haven’t finished yet
- 40% have completed a strategic plan and want to develop further
- 10% have robust strategic planning and benchmarking with others

#### How strategically aligned is your organization?

- 36% Our departments operate mostly within their own silos.
- 51% We have shared objectives that operate across the org.
- 41% We engage departments across the org. in strategic planning.
- 21% Our planning includes active citizen engagement.
- 1% Other, please send via “Question” function on webinar.

#### Which of these elements does your planning incorporate?

- 62% multi-year strategic view
- 43% outcomes-based setting of objectives
- 47% budgets or “offers” that link to objectives
- 36% metrics that measure outcomes
- 37% clear communication to organization and community

#### What actions would you like your agency to take?

- 71% develop or enhance our strategic planning process
- 57% engage our constituents more actively
- 66% establish a clearer link between objectives and outcomes
- 63% boost our measurement and reporting of outcomes
- 6% Other, please send via “Question” function on webinar.

#### How was this webinar of value to you and your agency? [check all that apply]

- 64% gained frameworks for developing strategic planning
- 57% learned effective ways to link plans, goals, and budgets
- 99% saw examples of approaches we can consider
- 93% identified resources we can pursue further
- 1% Other; send via Question tool on webinar