Strategic Planning

The Nuts & Bolts.

"Livable is good-it's a fine aspiration that we have yet to achieve on any large scale. But I think we can do better. Instead of merely livable, I think we need to start thinking about how we make our cities more lovable. When we love something, we cherish it; we protect it; we do extraordinary things for it."

Peter Kageyama
For the Love of Cities

Kirsten C. Decker

Servant Leader | Advocate | Visionary

I believe well-managed cities are the foundation upon which lovable communities are built.

Prerequisites for Success

Pick a Strategic Planning Model

Consider your goals and the organizational culture.

Establish a Shared Language

Words matter - create the lexicon early and remind folks often.
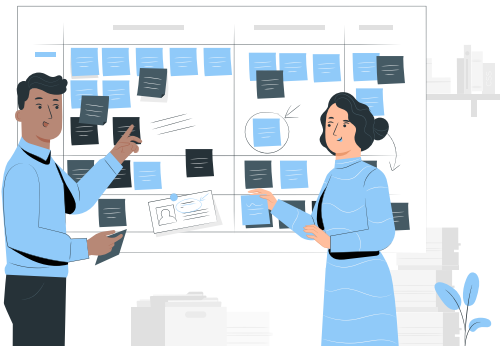
Outline Leadership Expectations

Script the moves for every level of leadership.

Assemble a Project Team

Bring in the key players from every process.
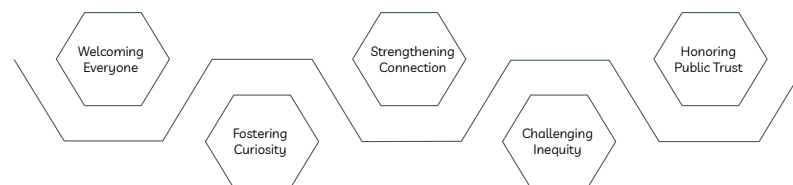
01

Begin with the End in Mind

Identify Community Outcomes

When we envision the city we live in, what are our conditions of wellbeing we aspire to co-create?

- **What does the community want, need and expect from its City?**
  - Community Engagement
  - Governing Body Facilitation
  - Leadership & Staff Expertise

- **Our cities are not solely responsible for, or capable of doing this alone.**
  - Break free from traditional silos
  - Seek opportunities to leverage resources
  - Empower co-creators

Welcoming Everyone

Fostering Curiosity

Strengthening Connection

Challenging Inequity

Honoring Public Trust

Select Powerful Indicators

How would we know, in measurable terms, if we're impacting our community in a positive way?

- **Experience** is the bridge between community outcomes and solid measurement.

- Indicators are **naturally imperfect** and performance is a result of factors that fall outside your organization's control.

- Indicators serve a critical role in creating **compelling narratives** about how an organization's work impacts the community.

- Progress within an indicator will be the result of collective impact - **everyone's work is strategic.**

Indicators are population-level measurements that add tangible definition to community outcomes.

The trends we observe within Indicators are indicative of progress/obstacles.

From Big Ideas to Measurable Impacts

"Numbers have an important story to tell. They rely on you to give them a clear and convincing voice." - Stephen Few
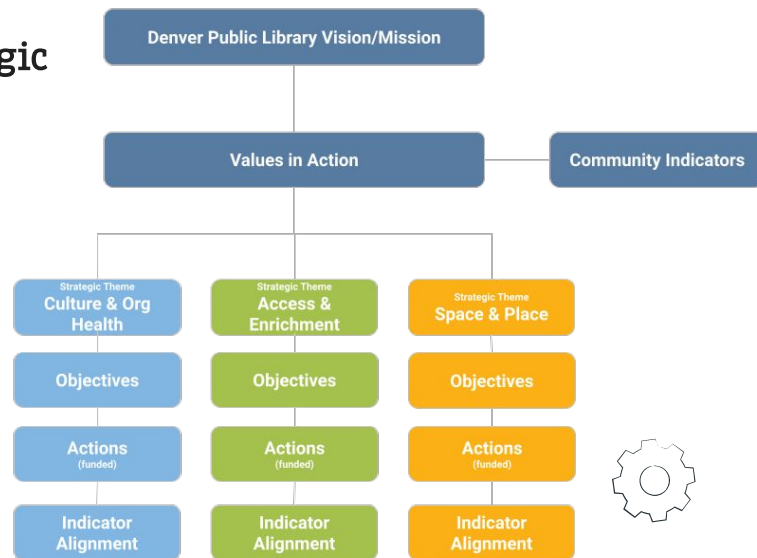
- **Knowledge**
  - Dig into historical data for each Indicators and build shared awareness of past trends.

- **Understanding**
  - Tap experts to better understand context behind the trends and internal/external influences.

- **Direction**
  - Examine promising practices across sectors and scales.
  - Identify partners with shared interests.
  - Create a set of objectives to guide work.

Fostering Curiosity

Materials circulated per capita, by collection

DPL's Strategic Framework

- Denver Public Library Vision/Mission
- Values in Action
- Community Indicators

Strategic Theme Culture & Org Health	Strategic Theme Access & Enrichment	Strategic Theme Space & Place
Objectives	Objectives	Objectives
Actions (funded)	Actions (funded)	Actions (funded)
Indicator Alignment	Indicator Alignment	Indicator Alignment

02

Build Supportive Infrastructure

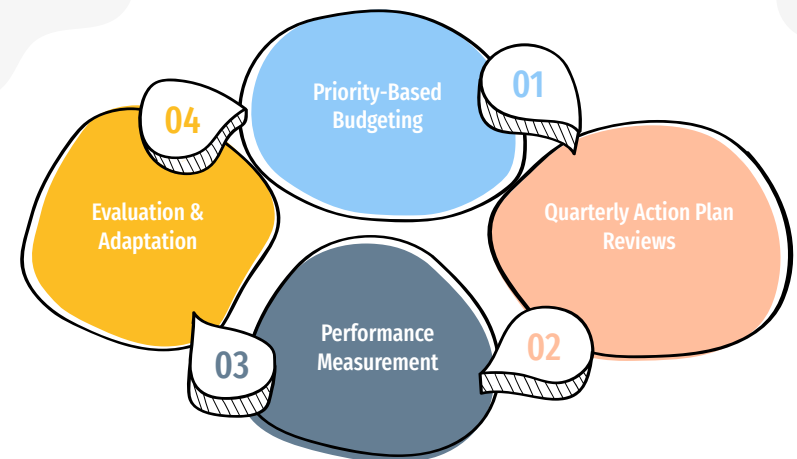Ensure the plan is more than an expensive doorstop.

80%

of public sector leaders reported their organization struggled to successfully implement strategic initiatives.

Systems Underpin Excellence, Ensure Accountability

- 01 Priority-Based Budgeting
- 02 Quarterly Action Plan Reviews
- 03 Performance Measurement
- 04 Evaluation & Adaptation

Priority-Based Budgeting

Shifts the discussion from programs and services to outcomes and results and how each department/service is working toward a shared vision.

OLD WAY	NEW WAY
Starting with last year's spending	Starting with next year's objectives
Funding aligned with siloed Division, Department goals	Funding aligned to Strategic Plan/Roadmap
Budget worksheets reflect past allocation and detail how resources will be spent	Action Proposals detail options for how organization can best invest in desired results
Discusses where to cut back/invest operationally	Discusses aligning resources with community priorities

Quarterly Action Plan Reviews

28% Of public servants report reviewing their strategic work in regular frequency.

47% Of public servants believe their organization is good at implementing strategic vision.

Our Annual Action Plan is how we'll do it.

Our Strategic Roadmap is what we'll do.

Our Values in Action articulate why we do what we do.

Performance Measurement

Take the "pulse" on how much we're doing, how well we're doing it and whether or not we're making an impact through a specific program or service

Output	Efficiency	Effectiveness	Program Outcome
How Much?	*How Well?*	*Is Anyone Better Off?*	
Measures the "amount" of service delivered, usage or the programmatic workload.	Measures the quality or cost of the service delivered, often per occurrence.	Measures whether we achieved our stated goal for the individuals we targeted.	Measures whether our program is making a tangible difference over time.
What We Do	**How Well We Do It**	**Why it Matters**	

Tip One:
Get to the point.

Tip Two:
Ditch the Jargon.

Tip Three:
Measure what Matters.

Evaluation & Adaptation

There is what we plan, and what actually happens. Take a pause to understand the gap and plan for the future.

- At the close of each year, your team should get together to **conduct a reflective analysis** of program/service performance.
- During this time, it's key to review whether operational goals were met and discuss the why behind trends -- **without blame-storming**:
  - Were our targets realistic with available resources and do we need to revise them?
  - What's the "story" or qualitative perspective?
  - Who are our partners, and did we leverage them well?
  - What's working in other communities/organizations?
  - What's our strategy for next year and how does that translate to action plans?
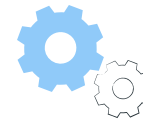
03
Prioritize People

Strategy is only as strong as your people's commitment to it.

95%

of employees are no aware of, or do not understand their organization's strategic goals.

Implementation = Change

The key question I ask myself when it comes to strategic planning is whether the organization's "WHAT" gets is to our "WHY"

Often - the answer is...sometimes?

The People Side of Change

Engagement

Early and genuine opportunities to **share in the creation** of organizational vision.

Communication

Clear and consistent updates on progress, alignment and expectations - from the **right** messengers.

Learning

Outline competencies and identify skill gaps to ensure staff are primed for success in the **new now**.

How DPL is Prioritizing People

Listening, Hard.
Focus groups, surveys, 1x1s - 50%+ engaged.

Showcasing Staff Voices
A 10 person, cross-disciplinary change team.

Increased Transparency
Access to proposed strategies, progress and financials.

Value in Action Teams
Leverage front-line expertise to define objectives.

Multimodal Communication
Blog posts, animated videos, open houses, guided micro-learning.

Gamified Learning
Challenge-based prioritization, team and individual exploration.

THANKS Y'ALL!

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