

## Ohio Mayor's Association

Ohio Municipal League  
MUNICIPAL LEADERSHIP  
TRAINING ACADEMY  
Wednesday, July 21, 2000  
2:00 – 4:00pm

## Goal-Setting and Team-Building

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and Regional Affairs  
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## CPMRA Staff

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## In General...

- ◆ gets everyone pulling together
- ◆ spend your time more effectively
- ◆ sets clear guidelines
- ◆ helps you communicate
- ◆ establishes accountability
- ◆ provides evaluation tool

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## Strategic Planning

- ♦ examines fundamental, critical issues
- ♦ value in the process and value in the product
- ♦ controlled, rational approach to change
- ♦ orderly means of defining and reaching objectives

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## Strategic Planning (continued)

- ♦ focus on what is important
- ♦ emphasize linkage between goals and resources
- ♦ essence is making choices
- ♦ requires commitment

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## ...important distinction

- ♦ STRATEGIC PLANNING
- ♦ TACTICAL PLANNING
- ♦ PROJECT PLANNING

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## Why do it?

- “Unless we change direction, we may end up where we are headed” – chinese sage
- “If you don’t know where you are going, when you get there you’ll be lost” – yogi berra
- “I skate to where I think the puck is going to be, not where it has been” – wayne gretzky

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### Why do it?

- ♦ define future direction, vision
- ♦ build consensus
- ♦ set priorities
- ♦ accountability

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### When is it done?

- ♦ break the cycle of crisis management
- ♦ response to change in leadership
- ♦ response to societal forces
- ♦ response to external factors
- ♦ growth management

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### Who is usually involved?

- ♦ elected officials
- ♦ key administrative staff
- ♦ boards and commissions
- ♦ concerned citizens

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### ...who else can be involved?

- ♦ school system
- ♦ business community
- ♦ civic organizations
- ♦ regional representatives
- ♦ media

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## Traditional Process

- ♦ mission statement
- ♦ environmental scan
- ♦ situational analysis
- ♦ evaluate resources
- ♦ set priorities

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## Traditional Process (continued)

- ♦ establish goals and objectives
- ♦ finalize and approve the plans
- ♦ monitor progress

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## ...simplified form

- ♦ where are we now?
  - ♦ where do we want to go?
  - ♦ how do we get there?

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## REFINED PROCESS

- ♦ Inventory and Environmental Scan
- ♦ Visioning and Goal-Setting
- ♦ Strategic Action Agenda
- ♦ Implementation Plan
- ♦ Evaluation

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## Inventory & Environmental Scan

- ◆ **INVENTORY:** infrastructure, service delivery, public safety, parks and recreation, education, business climate, workforce, land use, health care, etc.
- ◆ can include service delivery, customer satisfaction data, and/or annual reports

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## Citizen Surveys

- ◆ **CITIZEN OPINION/SATISFACTION:** conduct survey of community attitudes to inform leadership of effectiveness, level of support or satisfaction, whether perceptions match realities, etc.
- ◆ can be useful communication tool

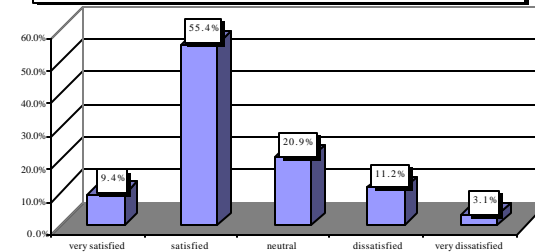
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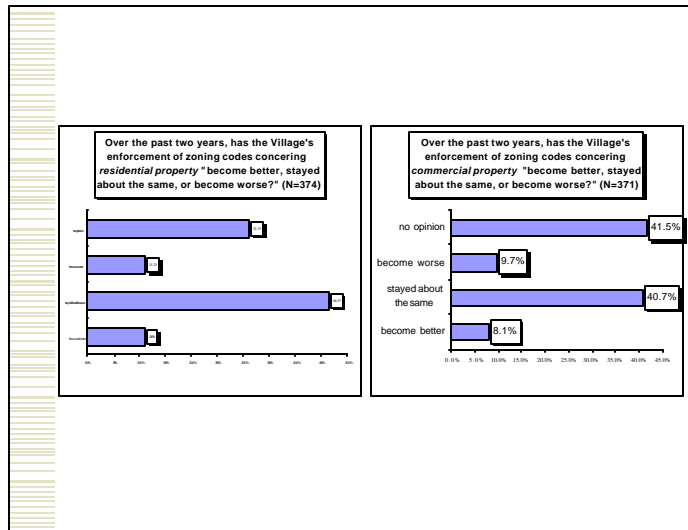
## Citizen Surveys (continued)

- ◆ general satisfaction
- ◆ service delivery
- ◆ specific issues of concern
- ◆ future preferences
- ◆ communication and feedback
- ◆ demographics

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In general, how satisfied are you with the *streets and roads* in the Village of Williamsburg? (N=383)





## Inventory & Environmental Scan

- ◆ ENVIRONMENTAL SCAN: conduct situational analysis = SWOT ANALYSIS
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats

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## Inventory & Environmental Scan

- ◆ Benefits:
  - data collection
  - gathering input
  - needs assessment
  - issue identification
  - know your potential

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## Visioning & Goal-Setting

- ◆ VISIONING: charting your course
- ◆ mission statement
  - definition of purpose
- ◆ vision statement
  - define vision of the future

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## Mission statement

- ◆ should be a short, succinct, unambiguous state of your local government's reason for being
- ◆ What do we do?
- ◆ What is our purpose?

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## ...standard format

*“someone does something  
for somebody for some purpose  
by some deadline at some cost  
with some measure of accomplishment”*

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## ...creating a mission statement

- ◆ what does the council/board do?
- ◆ when we have done a good job, what have we accomplished?
- ◆ what is unique about our work?
- ◆ how does the council do its work?

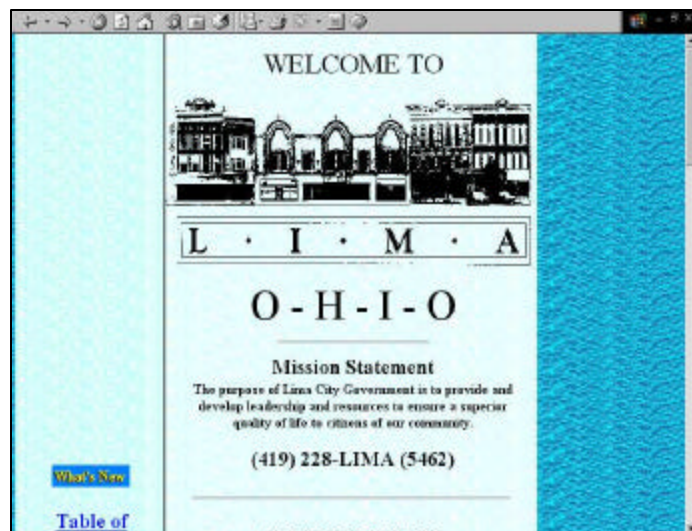
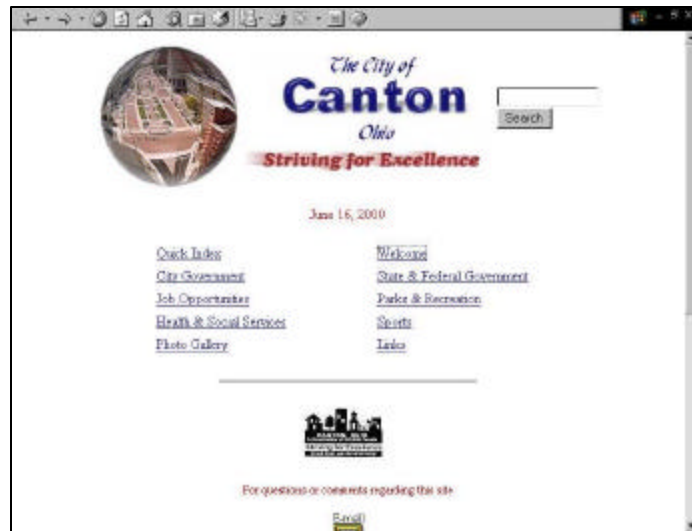
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## ...creating a mission statement

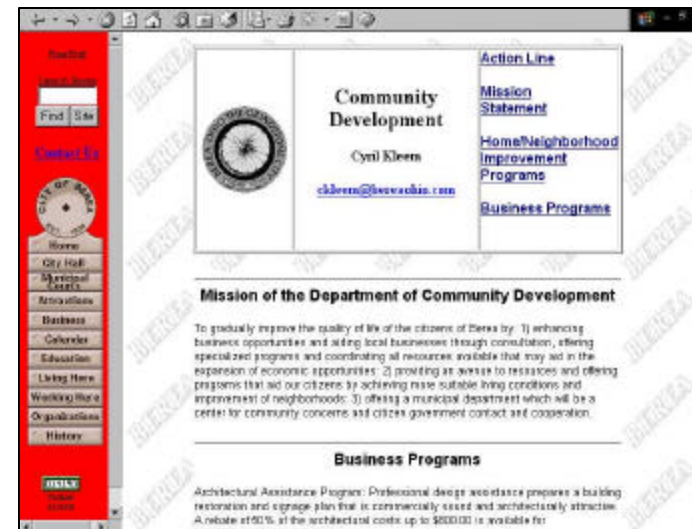
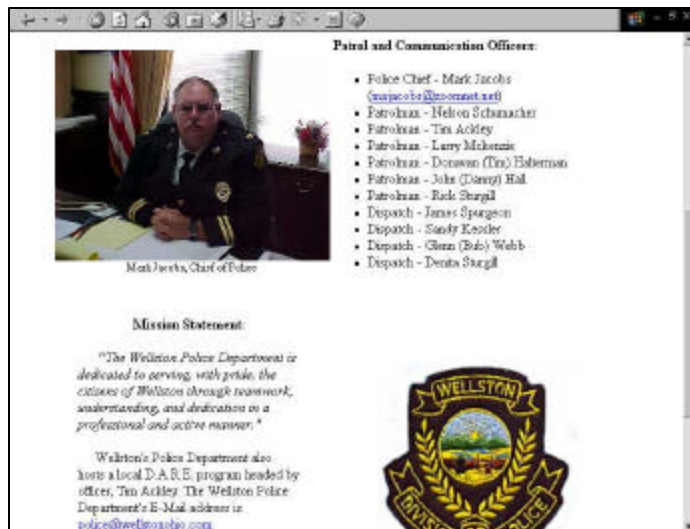
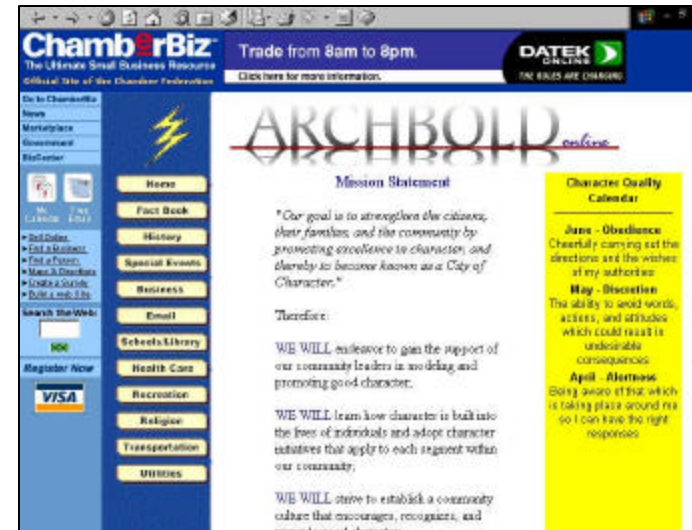
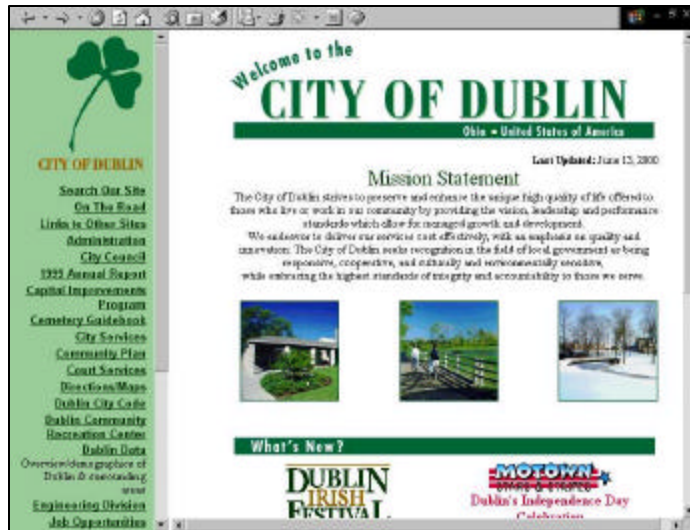
- ◆ who are the council/board's customers?
- ◆ what impact does our work have on our customers?
- ◆ what impact does our work have on the community?
- ◆ what barriers may exist to getting the work done?

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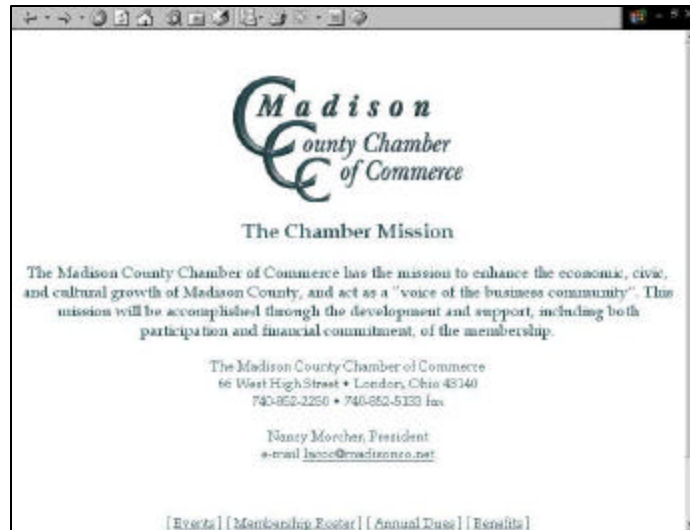
# Goal-Setting and Team-Building



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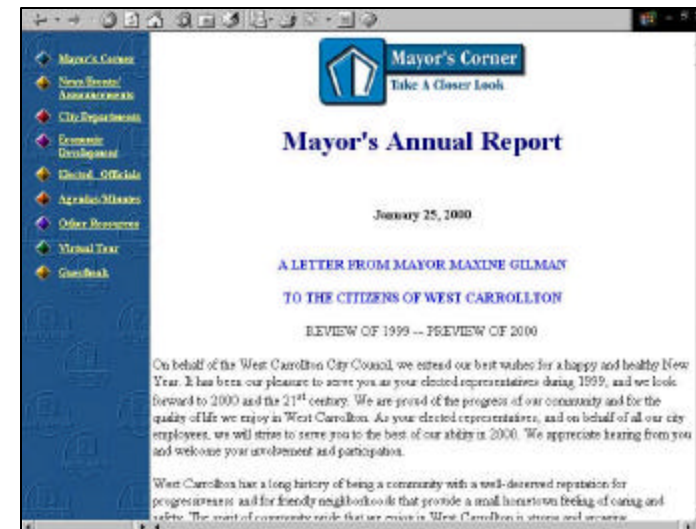
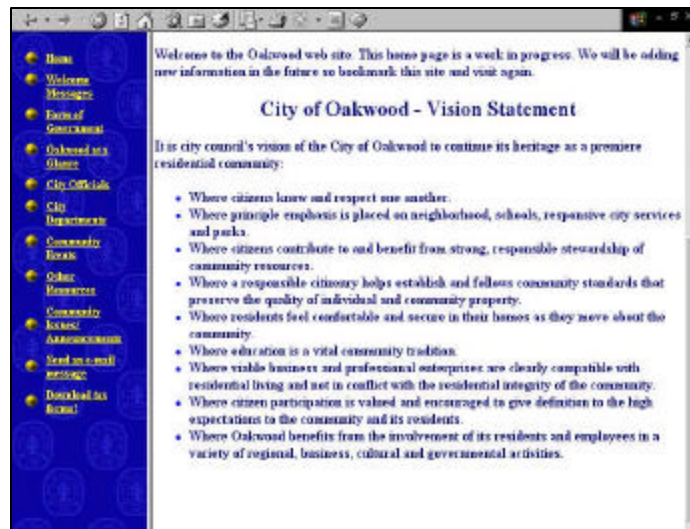
## Goal-Setting and Team-Building



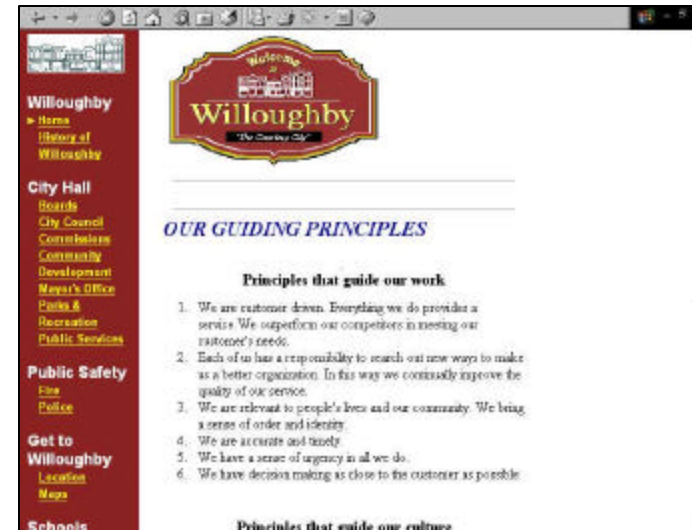
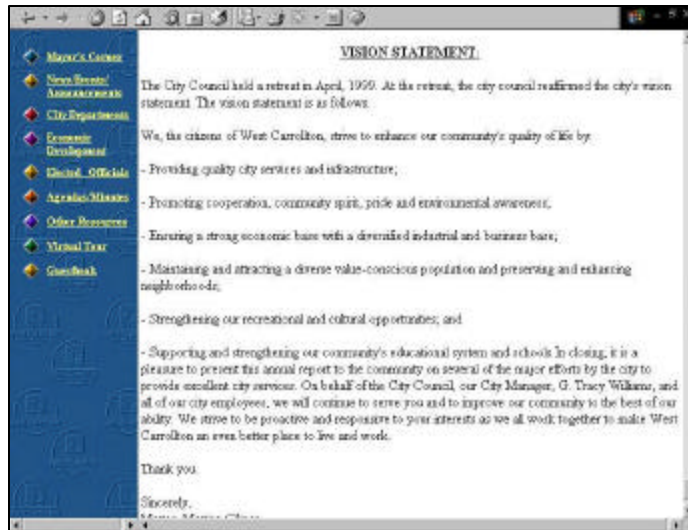
## Vision statement

- ♦ description of what organization would ideally look like in the future
- ♦ look beyond the problems of today and visualize the organization under the best of conditions

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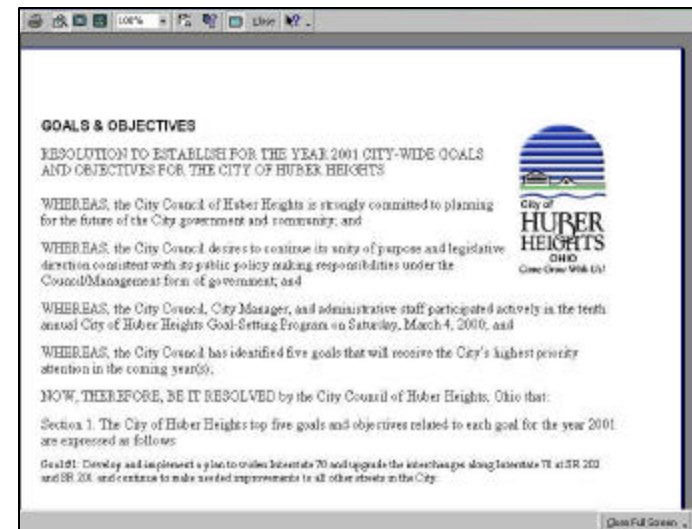
# Goal-Setting and Team-Building



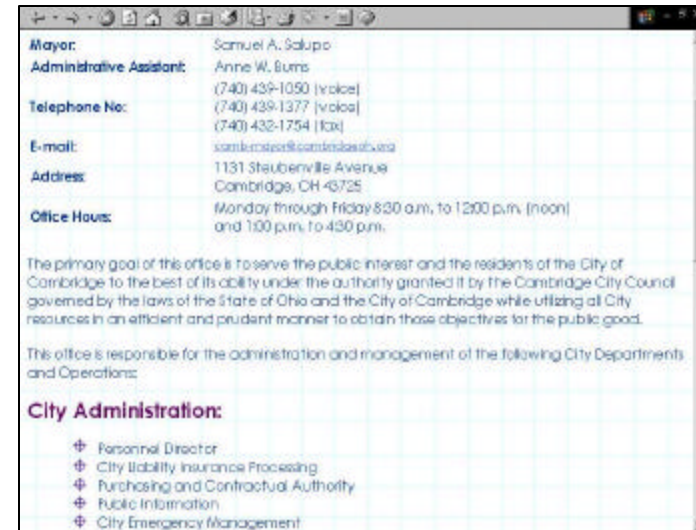
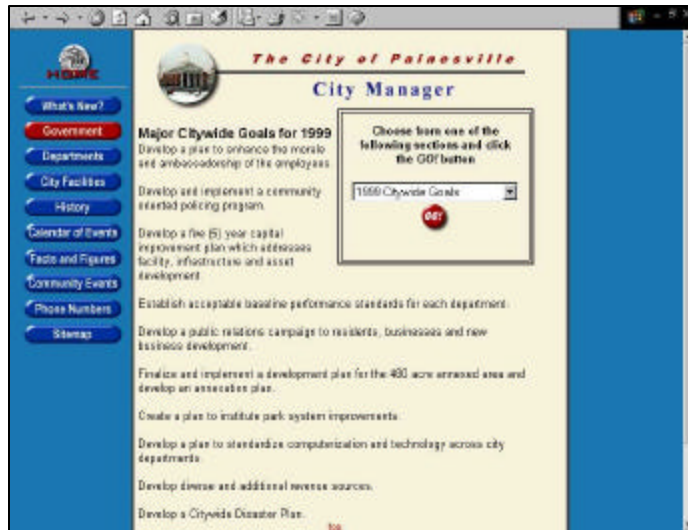
## Goal-Setting

- ◆ **GOALS:** long-term, general, depicts desirable outcomes
- ◆ **OBJECTIVES:** shorter term, more specific, steps necessary to accomplish goals, should be measurable

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## Goal-Setting and Team-Building



### Strategic Action Plan

- ◆ evaluation of goals and objectives
  - relative importance to mission, vision
  - level of control
  - effort/resources necessary
  - amount/distribution of benefits
  - level of controversy

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### Strategic Action Plan (continued)

- ◆ set priorities
  - necessary because of limited resources
- ◆ reach consensus
- ◆ some pointers
  - dynamic process, dynamic document
  - final report (is never final)

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## Implementation Plan

- ◆ determination of how the work will be accomplished...
  - who is responsible?
  - how long will it take?
  - how much will it cost?
  - how will we know when we have accomplished it?

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## Implementation Plan (continued)

- ◆ plan adoption
- ◆ publish the plan
- ◆ some pointers
  - build in success
  - everything takes longer, costs more

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**FUTURE PIQUA II (1999)**  
**The Community Speaks - The City Listens**

The citizens of Piqua got Piqua Piqua II off to a terrific start in the yearlong effort to create a community-based strategic plan. The plan is meant to reflect the wide range of views of Piqua for the next five years by determining projects that will be accomplished by groups and partnerships of organizations and citizens, much like the successful 1992 Future Piqua I Plan.

Citizen participation in establishing the plan and its implementation was crucial. The highly successful **Speak Out Piqua Night** was created to obtain feedback from the entire community... More than 300 participated by attending one of the 13 meetings held throughout Piqua as they submitting their comments to the City in written form.

Every comment at each location was reviewed by the Steering Committee (a group of 20 citizens representing all segments of the community and the City staff). Major issues were identified from **Speak Out Piqua Night** and were used in defining the subjects for focus groups. The City has begun addressing a number of issues of concern registered at **Speak Out Piqua**, where immediate impacts could be accomplished, right after **Speak Out Piqua Night**.

A scientific survey of Piqua households was conducted to further identify key issues.

Focus groups of citizens met for two days during the summer to examine the key issues identified. The focus groups were citizens participating in **neighborhood development, city appearance and enforcement, city image, downtown, economic development, education, Park Piqua Blvd, health care and parks and recreation**. All the information received from the focus groups was analyzed and reviewed by the Steering Committee. The information obtained during the stakeholder process formed the basis of the **Future Piqua II Plan**. The Plan prioritized actions to be taken, established a budget and identified those responsible for accomplishing the goals.

The plan was presented to the community in September, in time for some projects in the plan to be included in the City's 2000 year budget. Many areas were targeted for action in the 2000 City strategic plan and budget adopted by the City Commission.

The Future Piqua II Plan identified 19 "high-priority" projects in nine areas:

Project area	Number of major projects

**STRATEGIC PLAN 2000**

	GOAL	STRATEGY	TACTIC
COMMUNITY AND NEIGHBORHOOD PRESERVATION		<ul style="list-style-type: none"> <li>• The city will partner with homeowners to improve and upgrade residential housing so the city's housing stock will be more competitive with newer housing being built in the region.</li> <li>• Encourage property maintenance regulations to improve and preserve Piqua's existing housing stock and to encourage future investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Check on appropriate 15-year residential improvement plan. (Milestone)</li> <li>• Monitor city dollars spent in street improvements. Home-owners will be all source of upgrading projects so they can have their portion of the work (safety, curb and the appearance) to improve. (Milestone)</li> <li>• Encourage homeowners by creating a housing development organization.</li> <li>• Check on clean and more easily enforceable property maintenance standards. There is a need to be more aggressive and utilize knowledge to speed up enforcement.</li> <li>• Monitor on housing code enforcement to speed up compliance resolution.</li> </ul>
		<ul style="list-style-type: none"> <li>• Make it easier for residents to maintain their properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue a common front loader for all residents that would provide recycling, big steel pickup and yard debris collection as part of the basic charge.</li> </ul>
		<ul style="list-style-type: none"> <li>• Modify the housing mix to meet demands of future residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Build condominiums and new housing to offer more options to long families in Piqua.</li> <li>• Encourage families to renovate or demolish substandard housing.</li> </ul>
ENVIRONMENT		<ul style="list-style-type: none"> <li>• Evaluate current zoning code provisions to identify deficiencies to community revitalization and attractive approval processes. (New)</li> <li>• Develop a comprehensive long term vision for the physical and infrastructure needs of the community, to prioritize planning, zoning and capital improvement investments. (New)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop modifications in the zoning code which simplify and streamline processes and clarify processes to be followed. (New)</li> <li>• Clarify current procedures and processes to simplify, revitalize and design, identify, evaluate alternatives and approve new processes.</li> <li>• Check on a comprehensive plan. (New)</li> </ul>
		<ul style="list-style-type: none"> <li>• Support investments which include neighborhood preservation and improve quality of life.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an ordinance for evaluation of neighborhood preservation to generate neighborhood pride. Develop grant areas to raise and clarify regulations and differentials of the city Exchange areas projects such as the parking removal of overhanging utility and other urban clutter.</li> <li>• Continue on existing ordinances and explore creating new public amenities that enhance the community life. (Leader Task)</li> <li>• Beautify greenways into the city.</li> <li>• Check on 1 percent of the Capital Improvement Program to add and own locally built or public sculpture. (Milestone)</li> </ul>



## Evaluation

- ◆ establishes accountability
- ◆ monitor progress
- ◆ evaluate results
- ◆ re-visit, update, revise plan annually

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## Case Studies

- ◆ Agenda-Building Workshop – Clayton, Ohio (Montgomery County)
  - format: *Saturday, leadership retreat*
  - participants: *administration, council, and board & commissions*
  - purpose: *to develop short- and long-range agendas*

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## Agenda-Building

- process: *each group developed an agenda, then issues were categorized according to appropriateness for*
  - *Action Agenda*
  - *Discussion Agenda*
  - *Charter Agenda*

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## Agenda-Building

- ◆ Action Agenda – issues requiring active consideration over next 12 - 18 months
- ◆ Discussion Agenda – longer term, 18 - 36 months
- ◆ Charter Agenda – issues to be considered in context of writing first City Charter

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## Strategic Planning

- ◆ West Milton Community Improvement Corporation – Miami County
  - format: *four monthly meetings, 10 hours*
  - participants: *board members*
  - purpose: *enable board to focus their attention energy, establish identity*
  - process: *their process, our approach*

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## Quality of Life

- ◆ Mayor's Quality of Life Initiative – Union City, Ohio (Darke County)
  - format: *on-going process*
  - participants: *citizen advisory group*
  - purpose: *quality of life*
  - process: *make recommendations to Council*

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## Team-Building

- ◆ Making government run effectively takes cooperative effort – a group of individuals must reconcile what they want to accomplish individually with what they want to accomplish as a team, and delegate the responsibility for carrying out their group decisions and proposed actions to specific individuals

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## Team-Building

- ◆ you don't have to like each other
- ◆ you can agree to disagree
- ◆ you may have more in common than you think
- ◆ no one's perfect
- ◆ effective teamwork takes planning
- ◆ measure success

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## Elements of Effective Teams

- ◆ clearly defined purpose
- ◆ understand stages of team development
- ◆ communicate well with each other
- ◆ give each other positive & negative feedback

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## Stages of Team Development

- ◆ the FORMING stage
- ◆ the STORMING stage
- ◆ the NORMING stage
- ◆ the PERFORMING stage

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## Team-Building Models

- ◆ Working Together: A Guide for Elected and Appointed Officials
- ◆ Human Action Model
- ◆ Asset Mapping

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## Working Together

- ◆ “Working Together: A Guide for Elected and Appointed Officials”
- ◆ ICMA and NLC
- ◆ designed to help officials establish and maintain effective relationships with each other so that communities can prosper

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## Working Together

- ◆ begin with Questionnaire and Action Plan
- ◆ understanding Roles and Responsibilities
- ◆ understanding and appreciating different perspectives
- ◆ Self-Assessment and strategies for improvement
- ◆ team activities to enhance relationships

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## Human Action Model

- ◆ developed for those having difficulty progressing toward desired goals, often identified as being “stuck” or “adrift”
- ◆ uses analytical tool to diagnose organization
- ◆ value is that it can make ambiguous, complex situations more clear
- ◆ primarily a leadership strategy

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## Human Action Model

- ◆ Existence: the history and opportunities of the organization
- ◆ Resources: the members and materials of the organization
- ◆ Structure: the form and structure of the organization

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## Human Action Model

- ◆ Power: the stakeholders and vitality of the organization
- ◆ Mission: the direction of the organization
- ◆ Meaning: the value and significance of the organization
- ◆ Fulfillment: the outcome of the work of the organization

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## Human Action Model

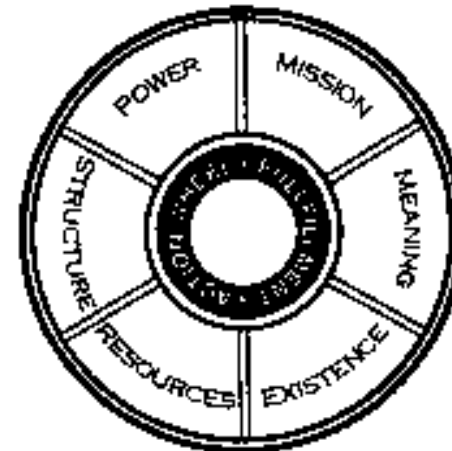
- ◆ the facilitator plays the key role in the Action Model
- ◆ it is the facilitator’s job to foster discussion amongst the group and ultimately lead the group to some sort of consensus

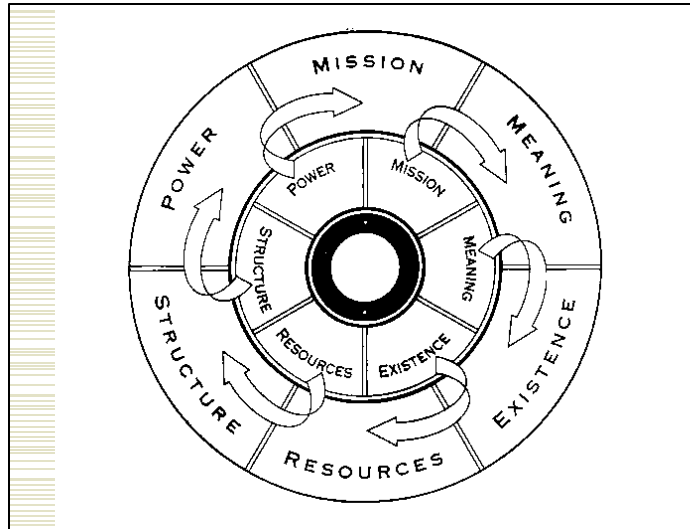
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## Human Action Model

- ◆ Source:  
“*Leadership: Sustaining Action on Community and Organizational Issues*”  
North Central Regional Center for Rural Development, Iowa State University
  - developed from the work of Dr. Robert Terry

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## Asset Mapping

- ◆ suggests that communities cannot be re-built by focusing on their needs, problems, and deficiencies
- ◆ begins with the process of locating the assets, skills and capacities of residents, citizens associations, and local institutions

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## Asset Mapping

- ◆ notion is that assets should be mapped, that is, listed and analyzed to determine how to mobilize them for community action
- ◆ should focus on a local issue, helps target the asset mapping and makes the collected information useful

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## Needs-Based vs. Capacity-Focused

- ◆ traditional method of community development is “needs” based
- ◆ view is negative
- ◆ problems are addressed through deficiency-oriented policies and programs
- ◆ leads to dependency

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## Needs-Based vs. Capacity-Focused

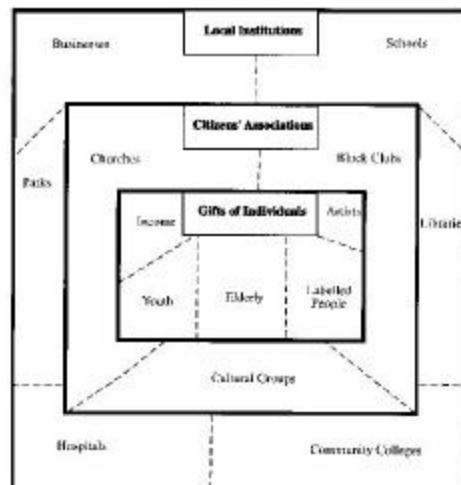
- ♦ alternative method is major departure
- ♦ positive perspective: community is defined in terms of capacities, assets, and strengths
- ♦ primarily used in urban/inner-city; can be adapted for sub-urban/small/rural

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## Asset Mapping

- ♦ true community development comes from the “inside” rather than the “outside”
- ♦ defined by three characteristics
  - asset-based
  - internally-focused
  - relationship-driven

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## Asset Mapping

- ♦ Individual Assets
  - community skills
  - enterprising skills
- ♦ Voluntary Associations
  - social capital
- ♦ Formal Institutions
- ♦ Physical Resources
- ♦ Monetary Resources

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## Asset Mapping

- ◆ Impact:
  - expanded knowledge of community
  - increased self-esteem
  - new pool of volunteers
  - changed image of community
  - improved motivation
  - new combination of resources
  - development of involvement strategies

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## Asset Mapping

- ◆ Source:
  - *“Building Communities from the Inside Out: A Path Toward Finding and Mobilizing A Community’s Assets”*
  - John P. Kretzmann and John L. McKnight

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## What are the benefits?

- ◆ to improve performance
- ◆ to stimulate forward thinking
- ◆ to solve major organizational problems
- ◆ to survive – even flourish – with less
- ◆ to build team work and expertise
- ◆ to influence rather than be influenced

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## What are the benefits? (continued)

- ◆ to do what comes naturally
- ◆ to meet the requirements of others
- ◆ resolve conflict
- ◆ focus time and energy
- ◆ provides basis for budget planning and staff evaluation

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## What are the limits?

- ◆ costs can outweigh the benefits
- ◆ intuition or “muddling” may be preferable to planning
- ◆ “life-threatening” problems may need to be addressed first
- ◆ implementation is not guaranteed
- ◆ a plan of poor quality may be worse

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## How do you get started?

- ◆ conduct pre-planning session
- ◆ develop work plan (proposal)
- ◆ conduct process
- ◆ prepare report
- ◆ evaluate the program
- ◆ review and update

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## ...necessary element

- ◆ local desire and commitment
- ◆ your job as an elected official is to
  - listen to the community
  - help community visualize where it wants to be
  - put in place policies, programs, and facilities that will help make your mission statement come true

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## ...some killer phrases

- ◆ it's not in the budget
- ◆ too much trouble to get started
- ◆ takes too long
- ◆ it's never been done before
- ◆ we tried that before
- ◆ everybody else does it this way

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### ...some killer phrases

- ◆ we're not ready yet
- ◆ the old people won't use it
- ◆ the new people won't understand it
- ◆ too hard to administer
- ◆ too theoretical
- ◆ too academic

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### Why use facilitator?

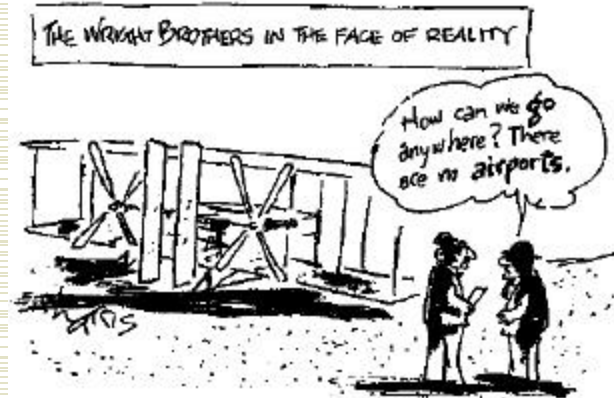
- ◆ neutral observer
- ◆ catalyst for change
- ◆ skills and techniques
- ◆ structure the discussion
- ◆ ask the hard questions
- ◆ task master

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### Keys to Success

- ◆ commitment
- ◆ leadership
- ◆ well-balanced team
- ◆ goals should be concrete, measurable
- ◆ be realistic
- ◆ action-orientation
- ◆ implementation, follow-through

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IN NEED OF A STRATEGIC AGENDA