

## Facilitative Session – Strategic Goal Setting Meeting Notes

**Date:** April 9, 2014

**Time:** 1-5PM

**Location:** Fire Training Center

**Meeting Objective:** For City leaders to identify strategic goals that will help the organization best achieve its draft community vision and align with the organizational mission statement.

**Facilitators:** Max Gaglin

**Participants:** Dave Botts, Dan Davis, Mark Freitag, Ryan Garcia, Richard Haviza, Maggie Hrdlicka, Al Hulick, Jim Jensen, Gordy LaChance, Kelly Mack, Dave Moore, Sue Musick, Dave Mumma, Mike Payne, Gale Price, Bill Ruchti, Cullen Slapak, Shelley Slapak, John Whitcomb, Jay Winzenz, Jean Wulf

### Strategic Goals

#### **Example Strategic Goals**

The facilitator distributed example strategic goals from other municipal organizations and asked the group to make observations on how other communities structured their strategic goals.

#### **Brainstorming Exercise**

The facilitator led the group through a brainstorming exercise to generate goal topics for the City's strategic plan. Once the brainstorming exercise was complete, the facilitator distributed eight sticky dots to each participant and asked them to place those dots on goal topics they would like to see move forward. The top eight to ten goal topics selected by the group moved on to the purpose statement group writing exercise. Below are the ideas generated during the brainstorming exercise as well as the number of votes received in parentheses:

- |   |  |
|---|--|
| <b>1. Vital Downtown (16)</b>                   | <b>15. Financial Sustainability (18)</b>                     |
| 2. Quality of Life(3)                           | 16. Workforce Development (8)                                |
| <b>3. Infrastructure (21)</b>                   | <b>17. Strong Economy (14)</b>                               |
| <b>4. Safe Community(18)</b>                    | 18. Growing Community (0)                                    |
| 5. Decent Affordable Housing(4)                 | 19. Opening/Welcoming Environment (diverse population) (3)   |
| <b>6. Embrace Riverfront Development (18)</b>   | 20. Integrated Multi-Modal Transportation System/Network (6) |
| 7. Parks and Open Spaces (3)                    | 21. Smart Growth (3)   |
| 8. Diversity of Employment/Shopping (0)         | <b>22. Enhance Partnerships (16)</b>                         |
| 9. Promote Economic Opportunities (8)           | 23. Business Development (5)                                 |
| 10. Green/Eco Community (0)                     | 24. Lifelong Learning (0)                                    |
| <b>11. Community Engagement/City Image (11)</b> | <b>25. Develop Performance Culture (13)</b>                  |
| 12. Efficient, Effective Service Delivery (5)   |  |
| 13. Fun! (2)                                    |  |
| 14. Sense of Place (unique/pride) (5)           |  |

Those topics bolded above moved forward to the purpose statement group writing exercise.

### **Purpose Statement Group Writing Exercise**

The facilitator wrote each strategic goal topic on the whiteboard and asked the group what was the purpose behind each goal topic. The group worked together to write the purpose statement for each goal topic. Below are the draft purpose statements written for each goal topic:

Infrastructure - To build upon the community's foundation of well-planned, maintained, and dependable infrastructure.

Safe & Healthy Community (formerly "Safe Community") - To advance safety and overall well-being through community cooperation and encouraging an active lifestyle.

Financial Sustainability - To remain a responsible and forward-thinking steward of financial resources.

Rock River Corridor (formerly "Embrace Riverfront Development") - To promote, enhance, and respect the lifeblood and unifying feature of our community.

Downtown - To position our downtown as a vibrant neighborhood where commerce, culture, entertainment, and history intersect.

Partnerships - To embrace and enhance collaboration with local, regional, national, and global stakeholders to realize shared success.

Economy - To facilitate continued growth and diversification of our local economy.

Performance Culture - To cultivate an organizational environment that empowers an engaged, innovative, and diverse employee base.

Image & Engagement (formerly "Community Engagement/City Image") - To strategically communicate the City's strengths, priorities, and initiatives while establishing trust and confidence through effective engagement.

# Strategic Planning – Goal Setting

Fire Training Center  
April 9, 2014  
1-5PM



## Agenda



- Introduction
- Goal Topic Brainstorming
- Break
- Goal Writing Exercise
- Break
- Goal Writing Exercise (cont.)
- Closeout and Next Steps

## Meeting Purpose



For City leaders to identify and define strategic goals that will help the organization best achieve the community's vision and align with the organization's mission statement.

## Group Guidelines



- Honor time limits
- Listen to each other with an open mind
- Seek common ground and action
- Electronics on meeting mode
- Everyone participates
- Silence implies consent
- HAVE FUN!

## What are strategic goals?



- Strategic goals are broad and far-reaching strategies needed to achieve the community's vision and align with the organization's mission statement.
- **Defining goals that are simple and significant.**
  - This "less is more" approach results in goals that are concise, easily understood by all, and of great importance to the City Council and community as a whole.

### CITY OF БЕЛОIT

2014 STRATEGIC PLAN

#### Beloit City Council Vision/Mission Statements and Goals 2014

1. As an eco-municipality, focus on the sustainable stewardship of City resources, services and infrastructure; to protect both our built and natural environment and enhance the quality of life for current and future generations.
2. Continue competitive and sustainable economic development focused on workforce development, as well as business retention and recruitment to fully serve the business and entrepreneurial community resulting in private investment and job creation.
3. Proactively partner with individuals and businesses to promote a safe and healthy community, minimize personal injury, prevent loss of life and protect property and natural resources.
4. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.
5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

**HOWARD VILLAGE**  
STRATEGIC PLAN  
2008-2013  
Goals & Objectives

- 1. STRONG, BALANCED LOCAL ECONOMY**
  - Retain and expand current business within the Village
  - Encourage business-oriented, mixed-use development along US 41 and SRH 29 corridors
  - Attract new, targeted businesses - ranging from office to retail to light industrial
  - Create a business-friendly environment for local businesses
  - Encourage balanced residential growth, especially in areas that will support additional commercial growth
- 2. ACCOUNTABLE, EFFICIENT GOVERNMENT**
  - Continually find ways to ensure transparency in government operations
  - Ensure core services are provided efficiently and effectively
  - Continually enhance Village Service Excellence platform
  - Continuously improve and utilize innovative processes which allow the Village to be as efficient as possible
- 3. ENHANCE GOVERNMENT PARTNERSHIPS**
  - Leverage economies of scale with local government partners
  - Establish better relationships with state agencies
- 4. CREATE VIBRANT & ENVIRONMENTALLY FRIENDLY VILLAGE**
  - Preserve and enhance green space and trail systems
  - Assist our government and residents in minimizing their carbon footprint
  - Develop and maintain attractive primary corridors

**ELGIN**  
STRATEGIC PLAN 2013-2017  
"Road Map for the Future"  
QUICK GUIDE

The City of Elgin's Strategic Plan 2013-2017 serves as the road map over the next five years to guide our community's vision to become **THE CITY IN THE SUBURBS**. The Plan outlines our key priorities, coupled with performance objectives and strategies to help us make significant, measurable improvements.

**VISION:** What we hope to become as a community  
To realize our full potential to truly become THE CITY IN THE SUBURBS.

**MISSION:** The ultimate purpose we serve as a government  
To provide responsible, high-quality and efficient municipal services in order to preserve and enhance the community's quality of life.

**VALUES:** What guides our organization's interconnected values  
*Adaptability:* We are creative, innovative, learn from experience and seek new ways to solve problems.  
*Results-Driven:* We establish community-driven goals, measure our performance, and are accountable to the public.  
*Collaboration:* We work together effectively within the organization and in collaboration with other governments, private entities and community partners.

**STRATEGIC PRIORITIES**

- PUBLIC SAFETY:** To utilize partnerships, technology and resources to provide a safe community.
- NEIGHBORHOODS:** To build and maintain safe, vibrant and connected neighborhoods throughout the city.
- FINANCIAL STEWARDSHIP:** To safeguard and enhance our resources through sound financial prudence.
- ECONOMIC DEVELOPMENT:** To encourage private investment, job creation and a sustainable tax base.
- DOWNTOWN:** To create a unique destination where commerce, culture and recreation intersect.
- EDUCATION & WORKFORCE DEVELOPMENT:** To support lifelong learning and development opportunities open to all residents.
- DIVERSE WORKFORCE:** To cultivate a high-performing workforce based on a foundation of inclusion and balance.
- IMAGE & ENGAGEMENT:** To promote and effectively communicate the community's strategic, positive and vibrant.

**CITY OF NAPERVILLE**  
STRATEGIC PLAN  
FY 14 - FY 18

- Goal 1: Be an E-Government Innovator**
- Goal 2: Improve Traffic Flow & Congestion**
- Goal 3: Set the Standard for Community Education & Involvement**

## Identifying Strategic Goals

- Brainstorm goal topics as a group
- Participants are given five (5) "dots" and asked to vote for topics most aligned with the City's draft vision and mission statement.
- The top eight (8) goals will move forward to the group writing exercise to help define each goal's purpose.

## Brainstorming Guidelines

- Collect as many ideas as possible. Quantity over quality.
- All ideas are welcome no matter how far out they seem.
- No discussion. Talking about the ideas will take place after the brainstorming process is completed.
- Do not criticize or judge. All ideas are equally valid at this point.
- Do "piggyback" or build on others' ideas.
- HAVE FUN!

## Draft Community Vision and Mission Statements

**Vision:** *Wisconsin's Park Place*: the community of choice for realizing life's opportunities.

**Mission:** To innovatively provide effective municipal services that are responsive to the needs of residents, businesses, and visitors and delivered in a reliable, efficient manner in order to sustain Janesville as the community of choice.