



Memorandum

Date: February 6, 2017

To: Honorable Mayor and Members of the City Commission
Tom Markus, City Manager
City Department Directors

From: The Novak Consulting Group

Re: Strategic Planning Preparation and Agenda

Julia Novak and Michelle look forward to being with you next week for the second Strategic Planning Retreat. The purpose of this memorandum is to help you prepare for the retreat and share the agenda.

Schedule

The Strategic Planning Retreat will be held on Monday, February 20th from 9 AM to 3 PM at the Bioscience and Technology Business Center.

Strategic Planning Process

At its most basic level a strategic plan exists to answer three questions:

- What do we know to be true today?
- Where do we want to be in the future?
- How can we get there?

The process for the City of Lawrence has included the following steps to date:

- Individual interviews with the Mayor and members of the City Commission conducted by Julia Novak
- A group meeting with the City's Management Team
- Development of an Environmental Scan that contains baseline information about the Lawrence community
- Strategic Planning Framework development by the City Commission and the Management Team
- Development of organizational values by the Management Team
- Public and employee input on the Strategic Planning Framework via Lawrence Listens and community meetings

During the meeting on February 20, the City Commission will be asked to finalize each element of the Strategic Planning Framework:

- Vision – the Vision Statement is aspirational, intended to reflect what you hope will be true for Lawrence in the future
- Mission - the role and purpose of City government – frequently expressed in statements about who we are, what we do, and why we do it
- Values – organizational values guide behavior – whether stated or unstated – and are observed when the workforce is “at its best”

- Critical Success Factors – those ‘things that must go well’ in order for Lawrence to be a successful community

At the retreat, the Commission will hear a summary of the input received on the framework and the specific initiatives that would advance each of the Critical Success Factors. The Commission will then be asked to finalize the framework and identify priority initiatives.

Preparation

Projects and Policy Initiatives

The proposed Strategic Planning Framework is embodied in the Vision, Mission, Values, and Critical Success Factors. The Critical Success Factors will provide a structure for the Commission to identify “Priorities” and “Initiatives” that move the City towards the Vision.

At present, there are seven Critical Success Factors. In preparation for the retreat, brainstorm and articulate individual projects or policy initiatives you believe are important for each Critical Success Factor. As you consider new initiatives, please remember:

- This is your chance to be BOLD and share your ideas with your colleagues and set the stage for developing a shared work plan.
- Remember to share not only “what” is important, but also “why” it is important to you and ultimately to the community.
- Think of framing the importance of each initiative in the context of the “problem being solved” or “opportunity being seized,” and be clear about what success looks like.

A worksheet is included in this memo for you to use in brainstorming. Please come prepared to share with the group your input on the projects and policy initiatives that you would like to encourage the City to take on for the next two years. The City Commission and Department Directors should come prepared to share their ideas.

Strategic Planning Worksheet

Critical Success Factor (Goal)	Projects	Policy Initiatives
Effective Governance and Professional Administration		
Safe, Healthy and Welcoming Neighborhoods		
Innovative Infrastructure and Asset Management		
Commitment to Core Services		
Sound Fiscal Stewardship		
Collaborative Solutions		
Economic Growth and Security		

Retreat Goals:

- Ensure the Strategic Plan is reflective of the Vision and Priorities of the City Commission
- Articulate priorities to focus the energy and resources of the City organization for the next 12 to 24 months

Norms:

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - positive and realistic
 - candid and honest
 - patient and self-aware
 - engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of “if” and “and”
- Have fun!

Agenda

Setting the Stage

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas

Stakeholder Input on the Framework

- The Commission will have an opportunity to consider the feedback received from the public and the employees on the Strategic Plan Framework

Agenda Item Outcome: Ensure an understanding of organizational and community priorities as reflected in the stakeholder outreach

Mission and Values

- Staff will provide an update on their efforts to update the mission statement and articulate organizational values.

Agenda Item Outcome: Provide guidance on the organization's mission and values

Priorities

- Identify priorities within the agreed upon Critical Success Factors

Agenda Item Outcome: Establish priorities to guide the efforts of the organization for the next 12 to 24 months

The Strategic Planning Framework

- Vision - Does the Vision accurately reflect the future imagined by this governing body?
- Mission and Values - Do the Mission and Value statements provide appropriate guidance to the organization?
- Critical Success Factors – Do these Critical Success Factors accurately reflect must go well in order for Lawrence to be successful in the future?

Agenda Item Outcome: Clarify and reach agreement on the strategic planning framework

Closing/Next Steps

- Review key discussions and agree on next steps where appropriate

Agenda Item Outcome: Clarity regarding the path forward