

SECTION 2

STRATEGIC PLANNING FOR CITY OF FORT PIERCE

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the City with goals for five years and performance expectations to a one year "to do" list for Mayor and City Commission, management and the City.

A simple way of conceptualizing this model is to think about taking your City to a trip to the future. One difference is that the City is going on a trip to the future, the question is – who will lead the journey? Will City leaders react to the situation/moment or lead with intention? Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Mayor and City Commission's vision for the City's future. Vision is a set of value-based principles that describe the desired future for the City. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that City, should evoke reactions and feelings, and inspire other community leaders. A City without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the City government's mission. The mission is defining the purposes of the City government – why the City should exist and its service responsibilities. Each City government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the City's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the City's future.

STEP 4: FUEL

The fuel is the people - the City's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all City employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; counties need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a City has many routes to the future. Leaders define the route for the City in the development of work plans for the year-an annual work program. The work plan consists of a policy agenda of the top ten priorities for the Mayor and City Commission, a management agenda of the top ten priorities for City management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by City leaders, managers and employees create the City's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the City is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the City to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, everyone has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the City, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the City as a daily reminder to all – in departments and in the Commission Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the City means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. City leaders receive regular performance reports on recent accomplishment, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the City is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. City leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a City and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For counties, an annual strategic planning workshop updates the strategic plan and develops a new work plans for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plans for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for counties can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the City leadership and decision-making: bond rating, willingness to loan money
3. Economic expansion and businesses having confidence in the City's future and as a reliable economic partner: willingness to invest in the City
4. Community organizations having confidence in the City's direction: opportunities to partner with the City: contributing to the community
5. Citizens having confidence in their City leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives

KEYS TO A SUCCESSFUL TRIP/JOURNEY

City leaders can take the City to the future by demonstrating the following:

- 1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction
- 2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the City's future
- 3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data
- 4) ACCOUNTABILITY to take responsibility for actions and results

City leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2032

“Desired Destination for City of Fort Pierce”

PLAN 2022

“Map to City of Fort Pierce’s Destination”

EXECUTION

“Route for Next Year”

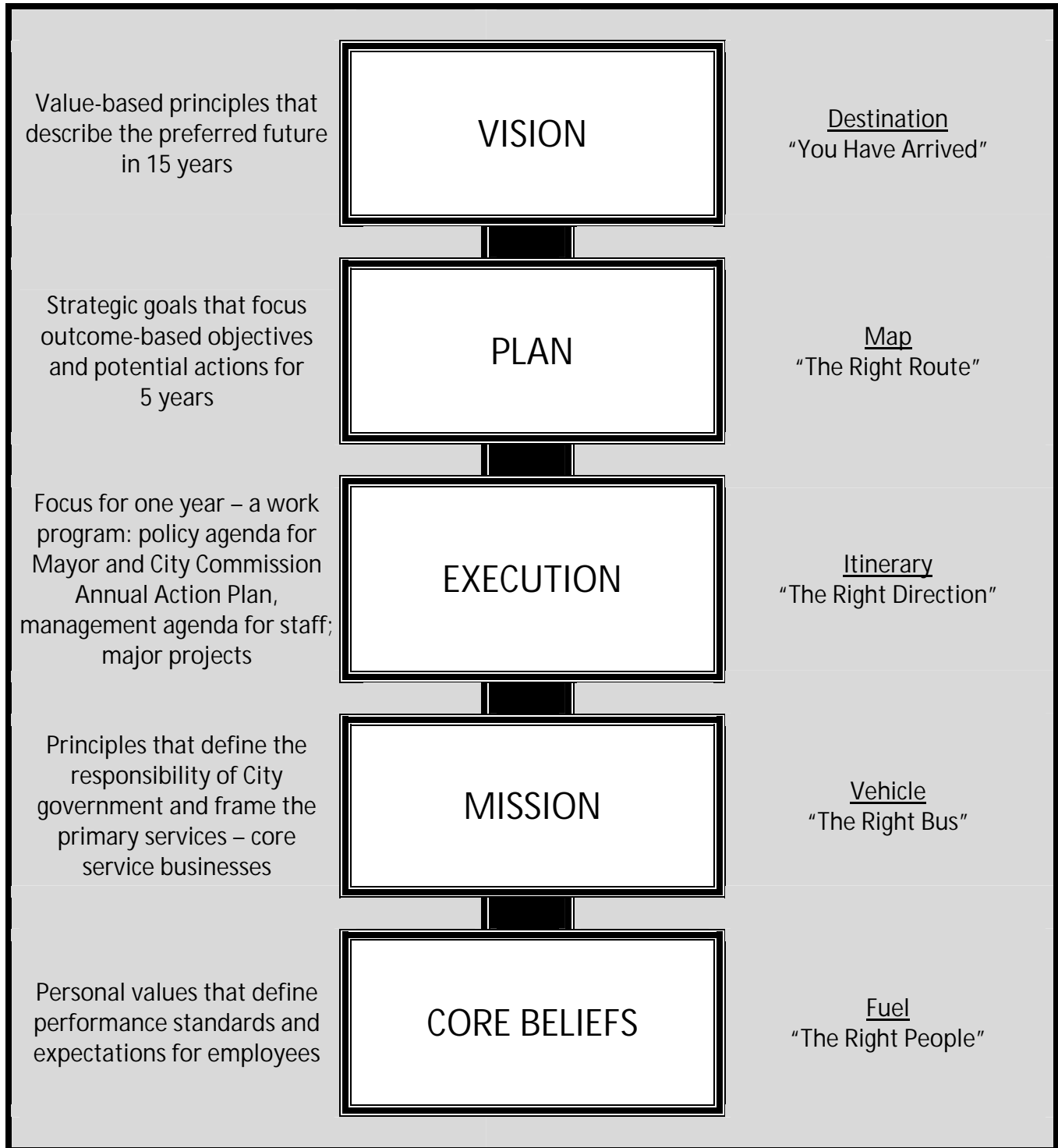
MISSION

“Responsibilities of Fort Pierce’s City Government”

BELIEFS

“How Fort Pierce’s Government
Should Operate”

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P ≠ F
Past ≠ Future

FOCUS ON THE FUTURE

W₁ + W₂ = 0
Why + What If = Lead to Nothing

FOCUS ON WHAT → HOW

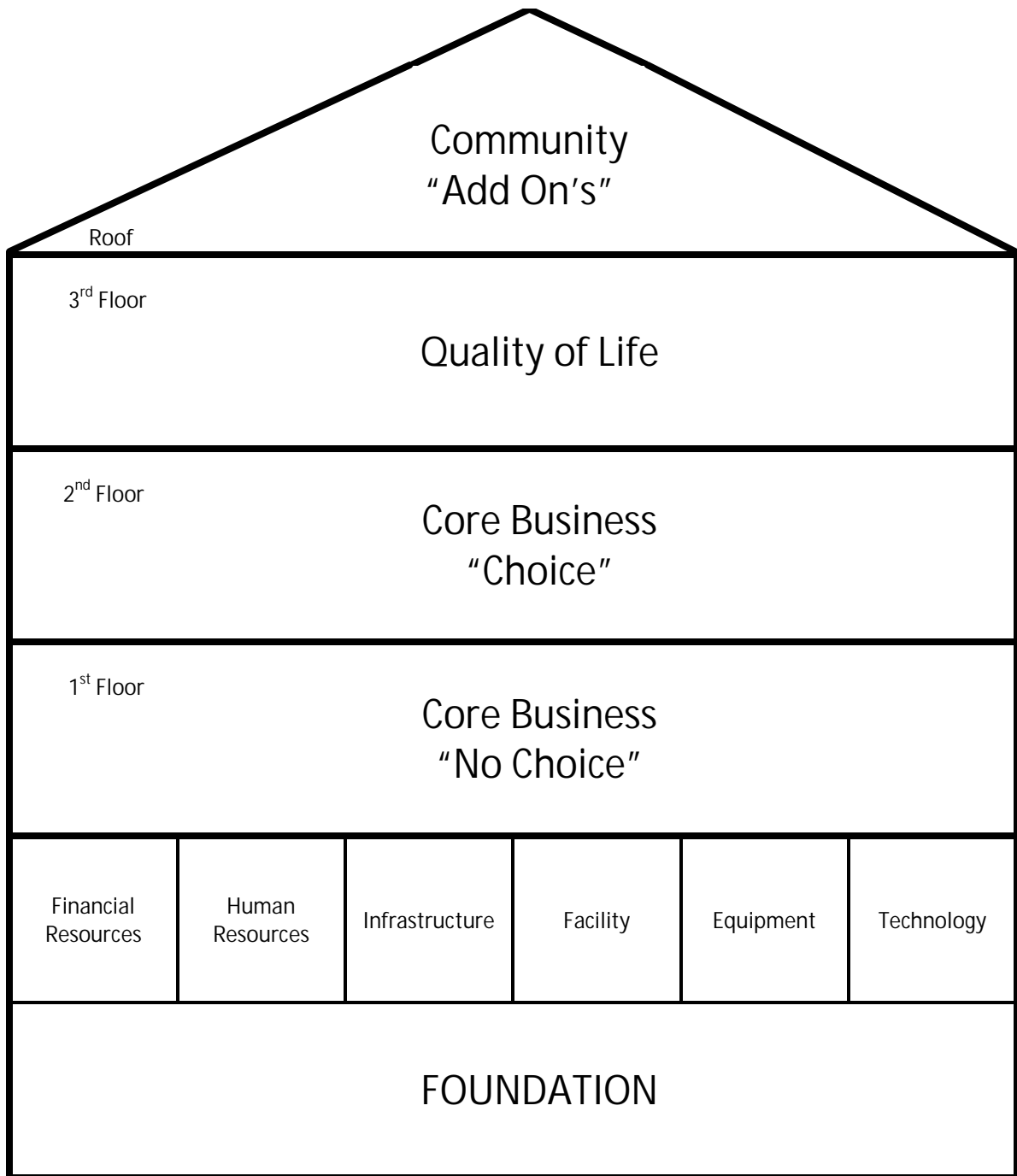
S = R - E
Satisfaction = Reality - Compared To Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

MR = R a₁ F₁
Maximum Result = Ready Aim Fire
a₂ F₂
...
Aim <evaluate> Fire
Aim Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

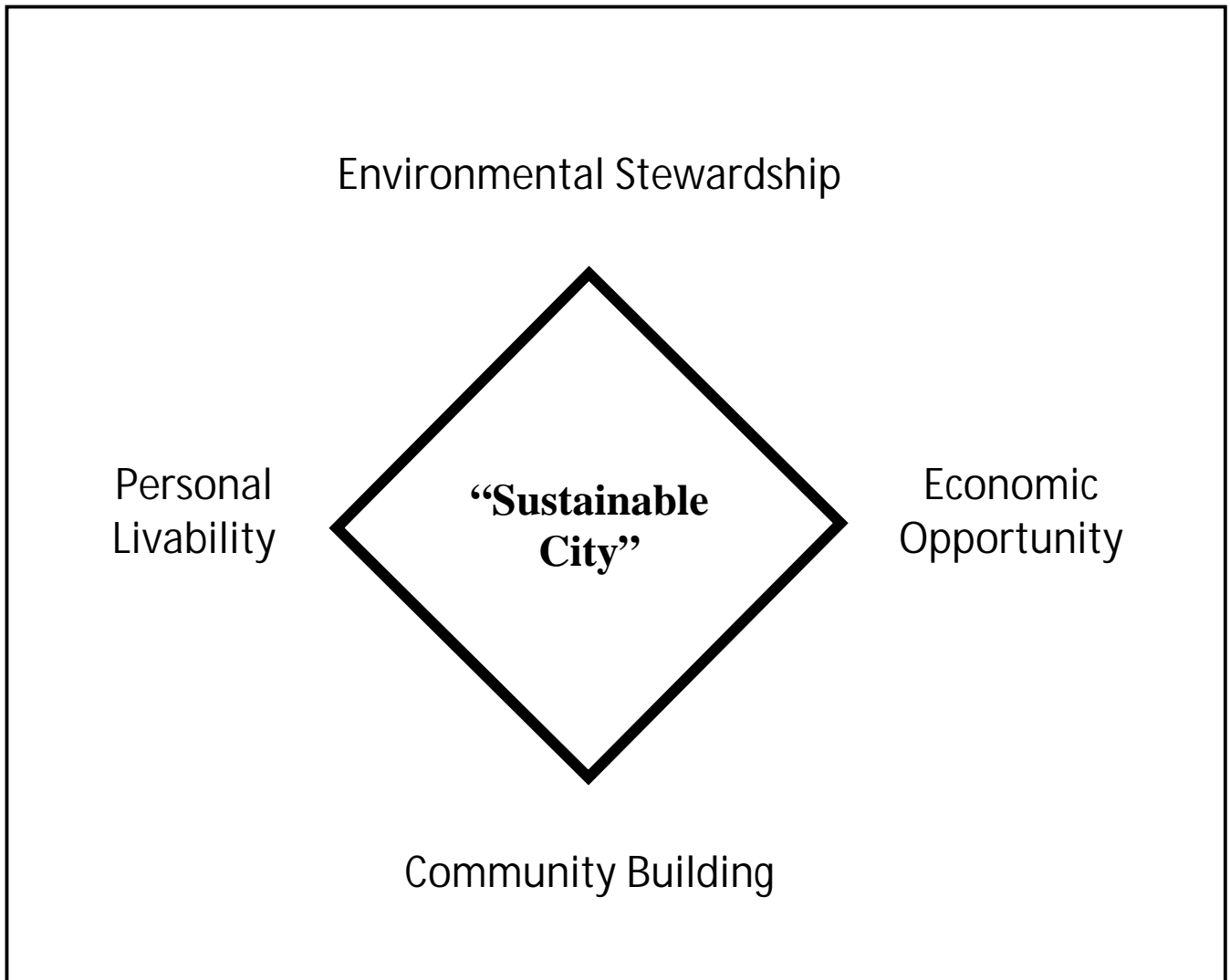
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the City and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the City's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the City's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the City's governance processes
- Proactive communications about the City and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage