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## What is Strategy & why should we care?

- Definition: *"A choice about the broad approach an organization is going to take toward executing its mission and, in doing so, achieving its vision."* Wang, K. (2021, November 01). What's different about strategy in the public sector. [icma.org](https://icma.org/articles/jmi-magazine/what-difference-about-strategy-public-sector).
- Why?:
  - To help public sector organizations to **Create Public Value**
  - Strategic Plan serves as an **Accountability Tool**
  - Helps the organization by being a **Prioritization Tool**
  - Acts as a **Communication Tool** for internal and external stakeholders

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## A good Strategic Plan:

- Begins with a clear **Vision of the future**, desired state
- Establishes **broad Strategic Priorities** for the coming years
- Creates **Strategic Initiatives** for each Priority
- Identifies **specific Projects/Action Plans** for accomplishment of each Initiative
- Provides **direction** to staff
- **Guides** budget discussions/prioritization
- Helps **educate** the public on the organization's priorities
- **Fosters accountability** within the organization
- **Builds trust** within the organization and with stakeholders

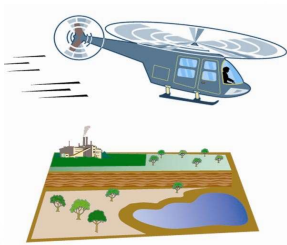
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## Ground Rules

- No ideas are bad ideas
- Be open to others' perspectives & ideas
- Everyone has opportunity to share and provide input
- Permission to keep the group on track
- Be prepared to interact and share
- 75 percent is acceptable – keep moving

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## Strategic Leadership

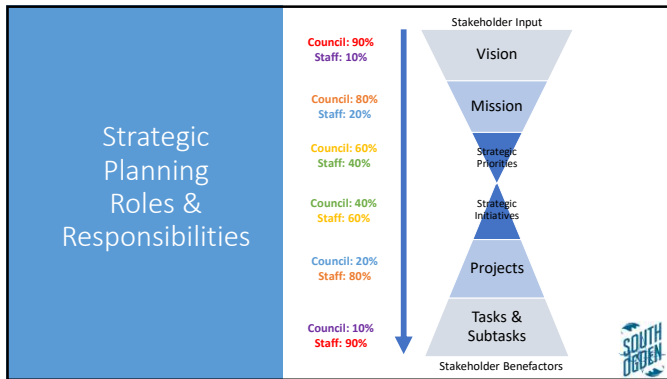


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## Strategic Leadership



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## Creating a Vision Statement

- What is the ideal, future state of South Ogden?
- How do we hope someone describes our city in 50 years?
- Should be aspirational, inspirational, and move us to action.

Examples:

- Worcester, Massachusetts...the most vibrant, welcoming, medium-sized community in the Northeast.
- Hamburg, NY...is the most desirable community in western New York, where quality of life, affordability, and innovation are the norm.
- Rawlins is a unique and vibrant city where genuine, resilient residents enjoy living in an appealing, safe and welcoming community filled with boundless opportunities.

**SOUTH OGDEN**

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## Vision Statement Exercise

- Individually write your thoughts on elements you think should be included in the Vision Statement.
- At your tables, share each of your ideas and draft your best Vision Statement.
- Write your draft Statement on the large post-it.
- Each table present their Vision Statement.
- Discuss and refine draft (75% rule).
- What is the ideal, future state of South Ogden?
- How do we hope someone describes our city in 50 years?
- Should be aspirational, inspirational, and move us to action.

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## Vision Statement Review

“South Ogden City will stand out as a friendly, safe, and inviting place to live, work, and visit; where residents feel at home and enjoy a high quality of life in a vibrant community.”

- What is the ideal, future state of the organization?
- How do we hope someone describes our city in 50 years?
- Should be aspirational, inspirational, and move us to action.

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## Strategic Priority (considering our Vision)

Definition: A broad statement (area of focus) that will be our target through goal setting and project planning.

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## Strategic Priorities

- With our Vision in mind and understanding our biggest opportunities...
- What do we have to get right to move the organization forward?
- What are the broad, high-level (BIG BUCKET) areas we need to be focused on?

Example:

Baytown, TX

- Community Reputation & Image
- Infrastructure & Mobility
- Community Amenities
- Neighborhood Quality
- Operational Excellence

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### Where would you like the South Ogden City Council to focus more of their efforts in the upcoming year?

Based on the frequency of similar sentiments in the survey responses, the general themes and their level of concern among respondents are as follows:

- 1. Housing:** There is a significant concern regarding affordable housing and the impact of high-density housing like apartments. This is the most frequently mentioned issue, with 56 mentions.
- 2. Traffic:** Concerns about traffic flow, traffic lights, speeding, and parking have been mentioned 51 times, making it the second most common theme.
- 3. Road Repair:** The need for road maintenance and infrastructure improvements, including pothole repairs, was mentioned 40 times.
- 4. Parks and Recreation:** There is a strong desire for the development and maintenance of parks, recreational areas, and public spaces, mentioned 38 times, tied with city cleanliness.
- 5. City Cleanliness:** Keeping the city clean, maintenance, and removing junk and litter are also prominent themes, with 38 mentions.
- 6. Budget:** Fiscal responsibility, tax concerns, and budget management were mentioned 34 times.
- 7. Safety:** There are 26 mentions of the need to enhance safety measures, including crime prevention and improved police and fire department services.
- 8. Utilities:** Issues related to water, sewer, electricity, and broadband services were brought up 22 times.
- 9. Business Growth:** There are 19 mentions of the need for economic development, supporting local businesses, and retail growth.
- 10. Development:** Respondents mentioned zoning, permits, construction, and growth management concerns 12 times.

These themes provide a snapshot of the areas where the South Ogden City Council could focus their efforts in the upcoming year, with housing and traffic being the top concerns.

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### If you were in charge, what would you change about South Ogden?

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Based on the survey responses, here is a summary of what residents would change about South Ogden City if they were in charge, ordered by the frequency of similar responses:

- 1. Housing (85 mentions):** This is the most frequently mentioned theme. Residents have concerns or suggestions related to residential development, apartments, and general housing issues.
- 2. Government (72 mentions):** There is a significant focus on city administration, policy, and management. This reflects an interest in how the city is governed and managed.
- 3. Infrastructure (50 mentions):** This includes concerns and suggestions about roads, transportation, and utilities, indicating a desire for improvements in these areas.
- 4. Community Services (37 mentions):** This theme covers services that benefit the community, including aspects related to health and education. It shows a priority for social and communal well-being.
- 5. Parks and Recreation (28 mentions):** Residents show interest in green spaces, leisure areas, and recreational facilities, suggesting a desire for better or more public spaces.
- 6. Public Safety (17 mentions):** This includes mentions of police, crime, and general safety, pointing to concerns about security and emergency services in the city.
- 7. Local Businesses (14 mentions):** This theme reflects discussion about shops, commerce, and economic aspects, suggesting an interest in the local business environment.
- 8. Environment (12 mentions):** Although mentioned the least, it focuses on sustainability, nature, and ecological concerns, indicating some interest in environmental issues.

These insights could be pivotal in guiding strategic planning and policy-making in South Ogden City, focusing on areas most important to residents.

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### What other comments or insights would you like to share?

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Based on the analysis of the survey responses, here's a summary categorized by common themes, ordered by the frequency of similar responses:

- 1. Other (39 Responses):** This category includes a variety of comments that did not fit neatly into the other predefined categories. These could range from unique individual concerns to specific suggestions not related to the more common themes.
- 2. Positive Sentiments (23 Responses):** Many residents expressed positive feelings about living in South Ogden. Comments in this category include expressions of love, enjoyment, or appreciation for the city's beauty and overall quality of life.
- 3. Housing and Development (11 Responses):** Issues and opinions related to housing and urban development, such as the construction of new apartments and the impact on the community, were mentioned in these responses.
- 4. General Services and Administration (8 Responses):** This category encompasses comments about city services and administrative matters. It may include feedback on city management, community services, or suggestions for improvements in these areas.
- 5. Taxes (6 Responses):** A number of responses focused on taxation, including concerns about tax rates, the burden of taxes on homeowners, and requests for tax reduction.

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### Strategic Priorities Exercise

- Individually write down what you believe should be our top Strategic Priorities?
- At your tables, share each of your ideas and work together to decide what your top 3 Priorities should be.
- Write one idea per small post-it.
- Each table present and explain their 3 Priorities.
- Clarify, Refine, and Consolidate (remember 75% rule).
- With our Vision in mind and understanding our biggest opportunities...
- What do we have to get right to move the organization forward?
- What are the broad, high-level (BIG BUCKET) areas we need to be focused on?

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## Strategic Initiatives

Definition: A plan for how the city will achieve a Strategic Priority.

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## Strategic Initiative (considering our priorities...)

- Well defined, actionable statements (12-36 months)
- Start with a verb (e.g., improve, reduce, increase...)
- It's about consistent improvement (e.g., "improve winning percentage" NOT "win the Super Bowl")
- Measurable – if too hard to measure, does not make a good initiative

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## Strategic Initiatives Exercise

- Individually write down ideas for initiatives you believe the organization needs to accomplish within 12-36 months?
- At your tables, share each of your ideas and work together to decide what your top 3 Initiatives for the organization would be.
- Write one Initiative per small post-it.
- Each table present and explain their 3 Initiatives
- Clarify, Refine, and Consolidate (remember 75% rule).

### Considering our Priorities:

- Well defined, actionable statements (12-36 months)
- Start with a verb (e.g., improve, reduce, increase...)
- It's about consistent improvement (e.g., "improve winning percentage" NOT "win the Super Bowl")
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## Current Initiatives - Fiscal Sustainability

- 1.1 Improve Financial Planning (Dixon)
- 1.2 Increase Revenues through Grants (Dixon)

## Current Initiatives - Employees

- 2.1 Improve Employee Satisfaction (Dixon)
- 2.2 Increase quality of organizational leadership & employee capacity. (Dixon)

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## Current Initiatives - Infrastructure

- 3.1 Increase resident satisfaction rating of the City parks by 10 percent (Dixon)
- 3.2 Increase resident satisfaction with the quality of the City's streets by 10 percent (Dixon)
- 3.3 ☒ Complete Construction of the 40th Street Skatepark (Dixon)
- 3.4 Complete design and construction drawings for a Skatepark. (Dixon)
- 3.5 ☒ Increase opportunities for resident utilization of sidewalks and trails by identifying gaps and making improvements in areas such as School Safe Routes. (Dixon)
- 3.6 Upgrade City Facilities (Dixon)
- 3.7 Improve quality of the city's infrastructure management (Dixon)

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## Current Initiatives - Economic Development

- 4.1 Redevelop deteriorating commercial properties with low property values at key sites. (Dixon)
- 4.2 Develop a community gathering place and other public improvements that will add to the image and reputation of the City and provide increased quality of life for residents. (Dixon)
- 4.3 Retain and strengthen existing businesses. (Dixon)
- 4.4 Recruit additional businesses to South Ogden (Dixon)
- 4.5 Recognize that residential redevelopment with increased density, in key locations, can provide fiscal benefits to the City through increased property, sales and municipal energy revenues. (Dixon)
- 4.6 Strengthen the City's brand. (Dixon)

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## Current Initiatives – Community Engagement

- 5.1 Improve communications with residents & businesses. (Dixon)
- 5.2 Strengthen inclusion through improved communication with minority groups (e.g. youth, ethnic groups). (Dixon)
- 5.3 Strengthen engagement and sense of Community through Special Events. (Dixon)
- 5.4 Increase community engagement through service opportunities (Dixon)



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## Current Initiatives – Moderate-Income Housing

- 6.1 Demonstrate utilization of moderate income housing set aside from a community reinvestment agency, redevelopment agency, or community development and renewal agency to create or subsidize moderate income housing (Menu Item P). (Dixon)
- 6.2 Preserve existing and new moderate-income housing and subsidized units by utilizing a landlord incentive program, providing for deed restricted units through a grant program, or, notwithstanding Section 10-9a-535, establishing a housing loss mitigation fund (Menu Item K). (Dixon)
- 6.3 Create or allow for, and reduce regulations related to, internal or detached accessory dwelling units in residential zones (Menu Item E). (Dixon)
- 6.4 Zone or rezone for higher density or moderate-income residential development in commercial or mixed-use zones near major transit investment corridors, commercial centers, or employment centers (Menu Item F). [on-going] (Dixon)
- 6.5 ☐ Rezone for densities necessary to facilitate the production of moderate-income housing (Menu Item A) [on-going] (Dixon)



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## Final Steps

- Staff will complete the build out (projects, tasks, etc.) in how each initiative will be accomplished including...
- Adding the necessary projects, tasks and subtasks to accomplish each initiative
- Assign owners for each initiative, project, task and sub-task
- Establish expected completion dates for each Initiative, project, task and subtasks
- Build the plan into the webtool



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