

CITY OF BISMARCK

2019 Strategic Plan Update Project Launch Book & Stakeholder Guide



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WELCOME!

Thank you for investing in your community. Over the next several months, we will be asking you to lend your talents, thoughts, experience, and wisdom to the City of Bismarck to cast an incredible vision, guiding principles, and strategies for the community.

This booklet is intended to be a guide for you as we walk through this process together. We will intentionally be taking this conversation into the community, and because of your civic involvement, we wanted you to have an inside look at where we are going with the project.

First things first – the scope of this project is to review and revise the 2012 City of Bismarck Strategic Plan. That plan has served Bismarck well, and its stated objectives have either been accomplished, thoughtfully redesigned, or in a small number of cases, intentionally set aside as they are considered no longer valid or relevant. This process will completely update the City's Strategic Plan, focusing on the future and informed by Bismarck's rich history.

Together we will cast a vision for the community, document your guiding principles, clearly articulate a handful of strategic focus areas and finally develop the specific strategies and tactical-level goals to help focus and direct resources to advance continually toward the vision. We'll continuously stress that the ensuing strategic plan is a means to progress the community toward its vision, not an end in itself.

Thank you again for your commitment to this project. The City has committed to a stakeholder-driven framework, and we cannot complete the project without your time and talents. If you have any questions about the process at any time, please feel free to call or email me directly at any time. I'm here to answer any questions that you have and take any input that you offer.

Sincerely,



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STRATEGIC PLANNING OVERVIEW

The purpose of the City of Bismarck's Strategic Plan Update is not merely to develop a new strategic plan document. In fact, as has often been stated: "Strategic plans are less important than strategic planning." The updated Strategic Plan document will certainly help focus resources and align efforts, but the very process of engaging the public in strategic planning is the highest value effort of the project.

To maximize the value of the process, we ask you to keep the following concepts in mind as you invest your time and talent into this project.

THE "PLAN" IS FLUID; IT IS NOT A PRESCRIPTION FOR SUCCESS

Don't get me wrong, at the end of the process you will have a document entitled "City of Bismarck Strategic Plan." It will clearly outline where you say you want to go (your "Vision"), some great ideas on how to get there (your "Strategic Objectives"), and several specific and accountable actions that you need to take to move you closer to where you want to go.

And then reality hits.

I guarantee that you'll have competing resource needs. Something may unfortunately happen in the community that was unforeseeable and drains resources. The state or local government may impose mandates upon you that were unexpected and are unfunded. Strategic plans are not building blueprints; you cannot blindly follow the instructions and expect success. This is why the highest value of the process is in the conversations you have as a community, clarifying your goals and aligning your resources along the way.

No plan survives its first contact with reality.

Helmuth von Moltke (paraphrased)

1. The most effective plans are agile guidance tools, not immutable blueprints.

Great strategic plans are active and agile - they morph and change in response to changing circumstances.

2. Documentation has a way of surfacing legitimate disagreements.

We want broad perspectives, and the process of strategic planning helps bring those valuable perspectives to the forefront. It is not our goal to have everyone agree, but rather to facilitate a community-wide discussion that ends up in a thoughtful, intentional direction.

3. A list of tasks is not strategic.

The plan will focus more on the organization and less on specific tasks. While demonstrable actions are the key to executing the plan (and we will undoubtedly document particular actions), our primary focus is on providing a strategic decision

framework that intentionally aligns the resources of the organization to advance toward the vision in service to the community and its stakeholders.

4. Remember that the plan is a living work in progress.

Bismarck is a constantly changing community, which is a perfect reason to have a plan, consult it to inform decisions, and then improve it as necessary. Where you see a need to deviate from the plan eventually, it should be thoughtful, intentional, and maintain alignment with the strategic framework.

KEY TERMS

Lots of people have different opinions about what specific strategic planning terms mean, so, let's take a minute to define a few of the words that we will be using for this project. Rather than getting caught up in whether each person thinks something is a "Vision Statement" or a "Mission Statement" we'll just stipulate the meanings here. That way, regardless of what you might prefer to call a particular thing, we can all focus on the content rather than the terms.

VISION | PURPOSE | MISSION

Vision: An affirmative description of your desired future reality. Effective vision statements define what you want the community to become over the planning horizon. The timeline for the Vision Statement is long, generally looking twenty years into the future. Think of the Vision as the "Where" the organization wants to end up over a course of time.

Example Vision:

"To be the prime driver in an all-communicating world."

Purpose: Striving towards a vision is hard work, and people often need to be reminded of the reason for their effort. The organization's purpose describes that reason and answers the question of "Why?".

Example Purpose:

"To help bring creative projects to life."

Mission: The core business that the organization is in, and often more importantly, a clear distinction of the business the organization is *not* in. Where the Vision describes the destination of future hope, the Mission explains the current "What".

Example Mission:

"To build the Web's most convenient, secure, cost effective payment solution."

VALUES | GUIDING PRINCIPLES

Organizational Values: The set of core beliefs of the organization that provide guidance on the boundaries for action. The people within the organization (including staff, elected officials, appointed officials, and volunteers) are expected to carry a mindset of the organizational values at all times. Organizational values are not to be ignored or sacrificed for any reason, including expediency or effectiveness. Values set the tone for the desired culture of the organization, serve as a behavioral compass, and add broad context to "How" the people in the organization carry out their tasks.

Example Value:

Integrity is honesty, trustworthiness, ethical behavior and always doing the right thing. Integrity matters because we are entrusted with building and maintaining our community. Integrity is the foundation of all other core values.

Guiding Principles: Where Values provide a compass, Guiding Principles provide a set of directions for the way that the organization expects people to act around specific policy areas. Guiding Principles provide defined direction to those developing the tactical initiatives and goals that complete a strategic plan.

STRATEGIC FOCUS AREA | OBJECTIVE | GOAL | TASK

Strategic Focus Area: A broad operational, program, or project area that the organization chooses to focus its time, money, energy, and effort on to continually advance the community towards its vision. Strategic Focus Areas are less broad than the Vision Statement, but not to the level of having a particular completion metric or deadline. The timeline for Strategic Focus Areas is intermediate, generally planning the next three to five years.

Strategic Objective: A specific operation, program, or project that target the Strategic Focus Areas. Strategic Objectives begin to form the tactical strategies used by the organization to achieve the vision. Strategic Objectives should align with at least one Strategic Focus Area and must have a defined completion metric and deadline.

Goal: Goals are the engine that moves a strategic plan from a statement of intent into action. Goals must be defined well and must describe a specific expected action. They must also contain a deadline and a measurable Key Performance Indicator (KPI) that can be tracked and reported. Well-defined goals are what allows an organization to help its people be accountable for the delivery of the strategic plan. For consistency, we use the ADMUD method, where each goal is expressed by the **A**ction to be taken, some **D**etail about that action, a specific **M**etric and **U**nit, with a **D**eadline.

Example Guiding Principle:

Cultivate Community Engaged Businesses:

"Community Engaged" businesses are connected to the community in interesting ways. As business decisions come before the City of Pilot Point, decision makers should intently focus on the question of "Is the outcome of this decision on this business likely to help or hinder this business from engaging more authentically with the community." Outcomes that will likely hinder the engagement of the business community should be avoided wherever possible."

Example Strategic Focus Area:

Civic Involvement - Encourage civic pride, community participation and a sense of ownership in our community.

Example Strategic Objective:

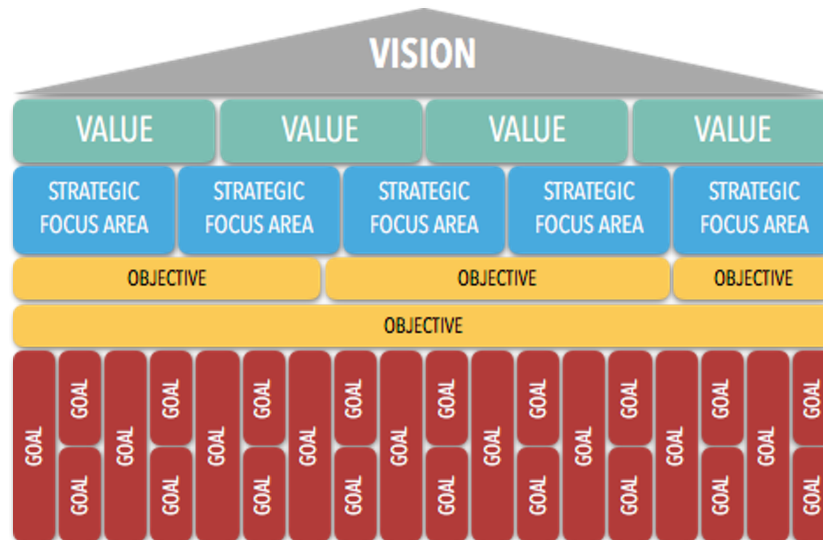
Grow into a 24/7/365 - 30 minute response time public works operations presence by September 30, 2019.

ADMUD Goal Design Method

ACTION	DETAIL	METRIC	UNIT	DEADLINE
Increase traffic efficiency	by widening	twelve	major intersections	by December 30, 2020.

Task: The detailed, tactical, day-to-day actions that the City must do to achieve the goals. Each goal can have several short-term tasks so that when all tasks are complete, the goal is complete.

Sometimes, it is helpful to view a strategic plan as an organizational chart, with Vision at the top and each element below supporting the elements above it. This graphic does not depict every element of the strategic planning process, but it does provide a good overall summary.



PROJECT TEAM/STRATEGY PARTNERS/FOCUS GROUPS/STAKEHOLDERS

Project Team: The cross-disciplined group of people that are named by the lead organization to serve as a standing steering committee for the project. We will collaborate with the Project Team throughout the project and at specific points within each project phase.

Strategy Partners: The people and clearly defined organizations (external to the lead organization) that stand to have a fundamental impact on the overall execution of the Strategic Plan. Strategy Partners often include the leaders of overlapping governmental jurisdictions, executives of the largest employers in the community, former elected officials, and others that you will partner with to achieve the vision. The consulting team will work with the strategy partners at various points in the project, primarily near the beginning, as we are designing the strategy, and as a sounding board before the plan is finalized.

Focus Groups: Groups of people (generally ranging from 5-20 individuals) that are loosely organized around some particular issue or perspective that is important to help shape the strategic plan. Some typical examples of Focus Groups are youth/students, homeowner's association presidents, business or trade group representatives, seniors, and other similar groups. We will engage the focus groups at various points in the project through facilitated meetings, online surveys, and individual interactions.

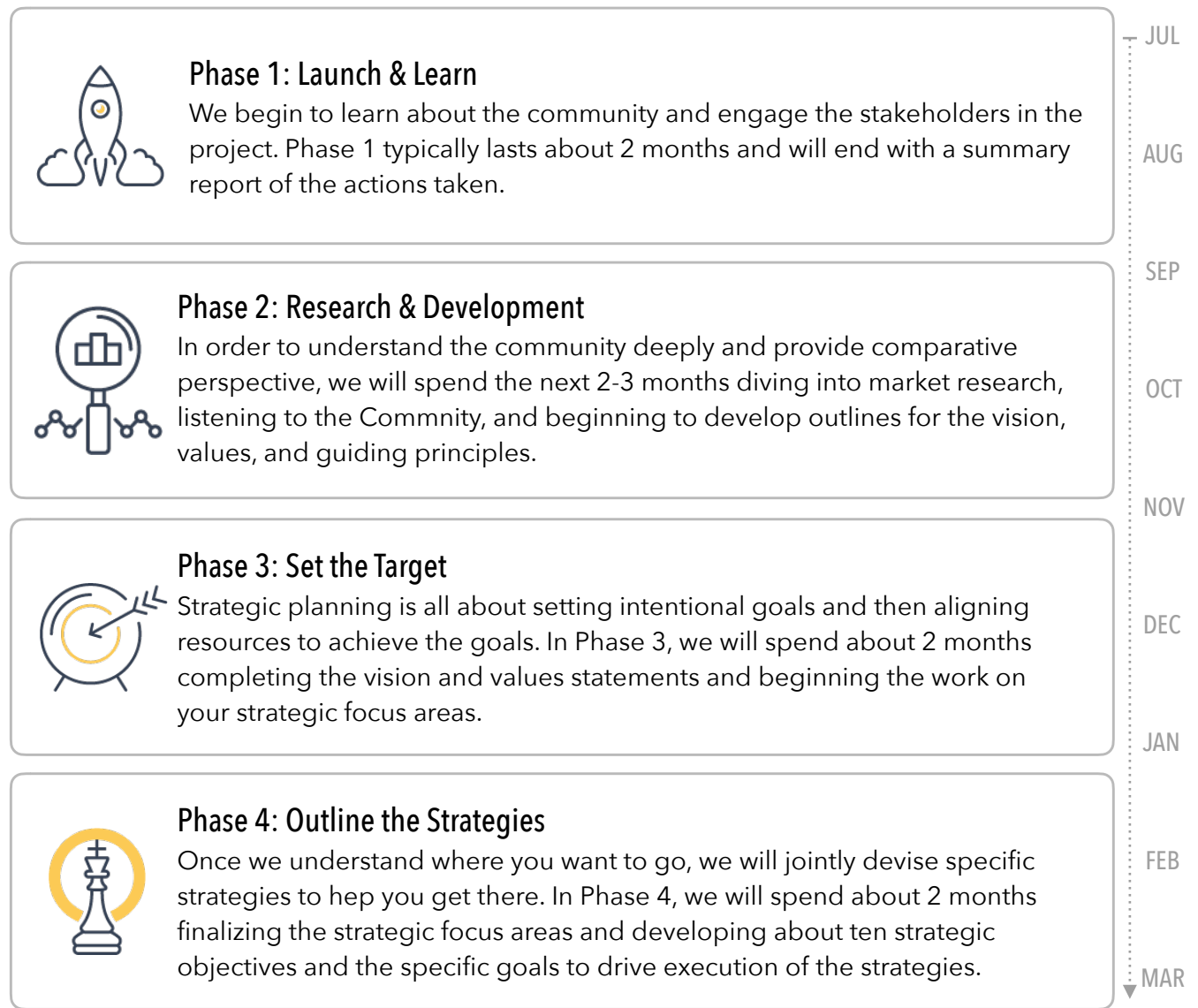
Stakeholder: Any person or entity that has a vested interest in the direction and outcome of the organization. In the case of cities, stakeholders generally include (but are not limited to): all citizens, property owners, employers, visitors, and other governmental institutions (School Districts and Counties for example).



METHODOLOGY & TIMELINE

We will spend considerable time and effort engaging the community in having a conversation about what the community of Bismarck strives to be and generating great ideas about how to help make sure that you reach that goal. We've developed a project timeline for the project that will generate a draft plan for the community to review by April 2019 with an expected completion date of June 2019.

The project is broken into six general phases:



APR



Phase 5: Adopt & Communicate

Phase 4 will produce a draft plan that we can then communicate to the City, strategic partners, focus groups, and stakeholders. We will take another month to listen to feedback and adjust the plan accordingly. The final deliverable for Phase 5 is an adopted Strategic Plan.

MAY



Phase 6: Measure & Refresh

We do not stop at plan adoption. Phase 6 includes about a month of work directly with the City organization to develop a specific reporting plan to maintain a high level of execution and engagement among the stakeholders. We expect to fully handoff the Plan in June 2019.

JUN

Project Consulting Team:

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EXHIBIT A

Vision | Values | Mission Statements in 2012 Bismarck Strategic Plan

2012 VISION STATEMENT

Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working, and playing. Our community embraces our rich heritage, economic opportunity and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future.

2012 VALUES STATEMENTS

Forward Looking: We proactively identify needs and opportunities.

Diversity: We embrace a multitude of experiences and cultures for the enrichment of our community.

Community Pride: We uphold high standards of hard work, safety, and cleanliness to maintain and enhance our community.

Integrity: We hold ourselves to be accountable for our words and actions.

Environmentally Sound: We are stewards of the land, the environment and its resources, both man-made and natural.

2012 MISSION STATEMENT

To provide high quality public services in partnership with our community to enhance our quality of life.