

Strategic Planning

Why Do You Need One?

STRATEGIC PLANNING

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nobody

notices what I do

until I don't do it

Plan Your Work And Work Your Plan

STRATEGIC PLANNING

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Strategic Planning

How do you get one?

- *Do It Yourself*
- *Partner with Utility Companies*
 - *Georgia Power*
 - *Georgia EMC*
 - *MEAG*
- *Private Companies*
- *Universities*



The Strategic Planning of the Strategic Plan

Key Partners

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coming together is a
BEGINNING

keeping together is
PROGRESS

working together is
SUCCESS

(HENRY FORD)

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Key Power **PARTNERS**

The ones with the power to make your plan happen

- City & County Officials
- State Workforce Development Agencies (DCA, DOL...)
- Education Partners
- Chamber of Commerce
- Convention & Visitors Bureau
- Utility Partners
- Funding Partners
- Decision Partners
- Healthcare
- Non-Profit Organizations
- Influencing Partners: i.e. Airport Commission, Board of Realtors



Key Working **PARTNERS**

The Doers – Executive Committee

The ones with the passion & time to make your plan happen

*“Some people dream of success, while others
wake up and work hard at it.”*
- Unknown

Research Elements of a Strategic Plan

*Good research transcends opinions
and political factions*

Common Strategic Plan Exclusions

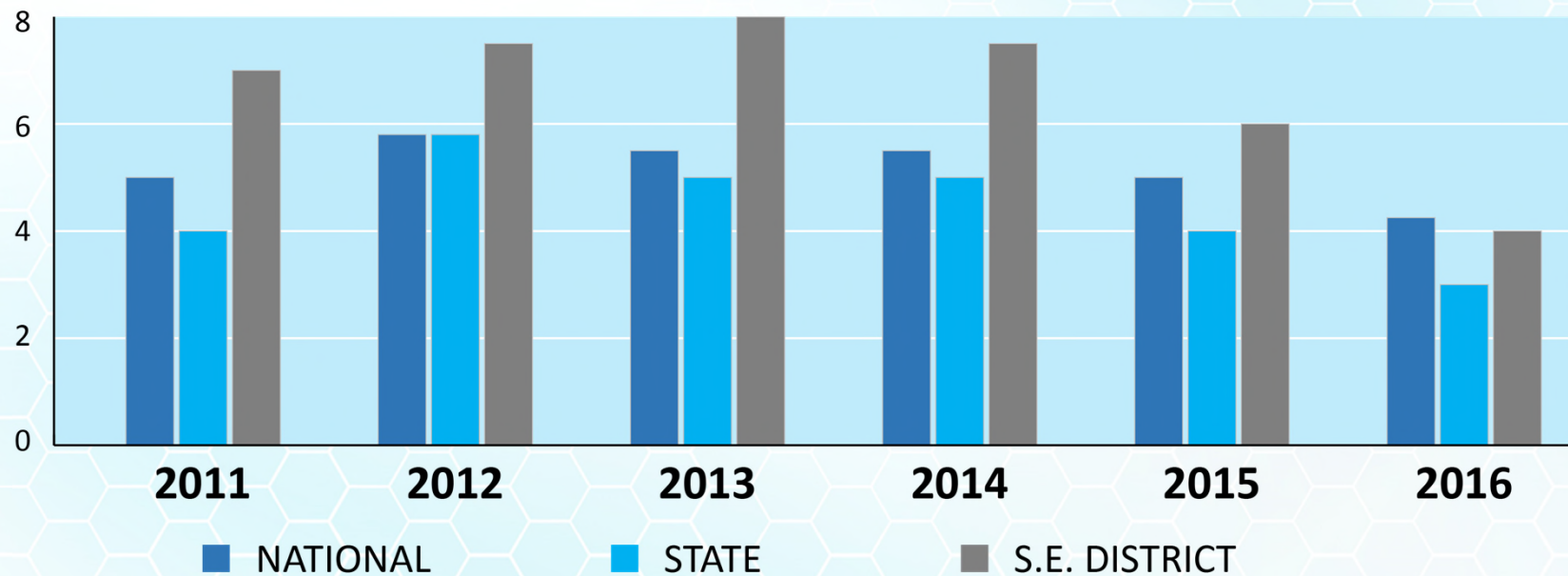
Set relevant comparison reference points **OUTSIDE** of your region

Compare all statistics when possible to State and/or US

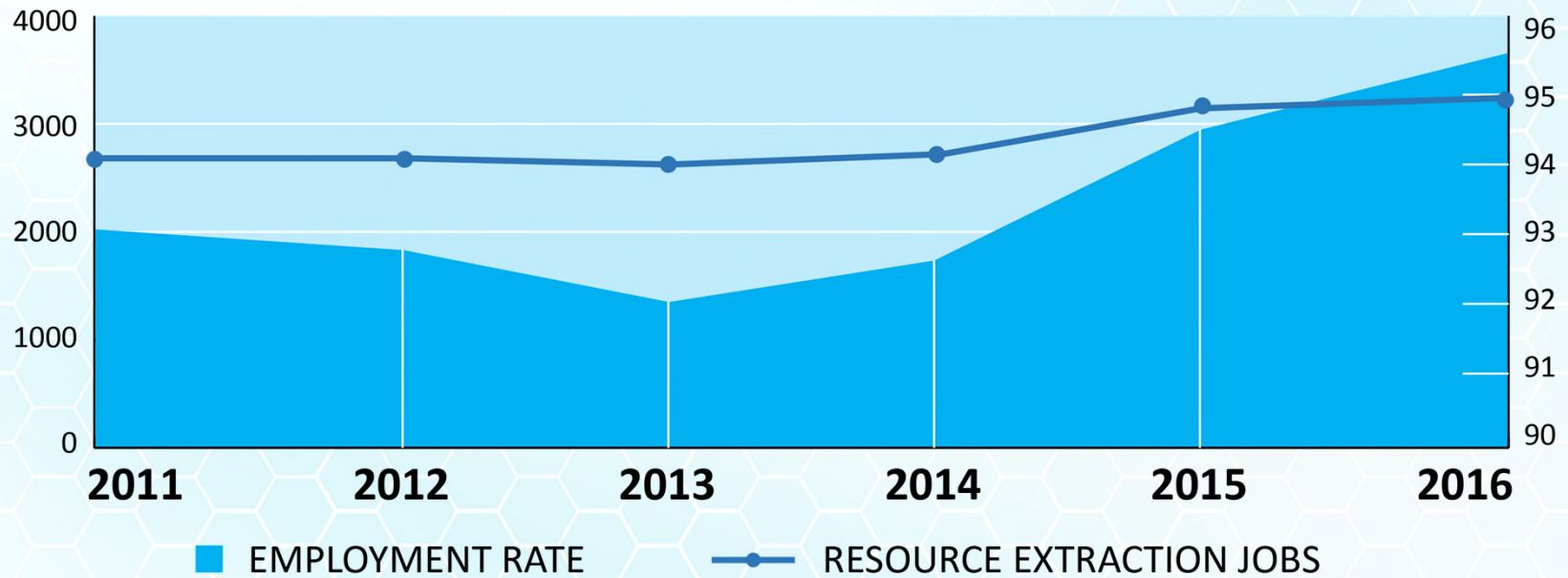
“If you’re trying to create a company, it’s like baking a cake. You have to have all the ingredients in the right proportion.”

- Elon Musk

National, State & District Unemployment Rates



Percentage of Workers Employed Compared to Resource Extraction Jobs



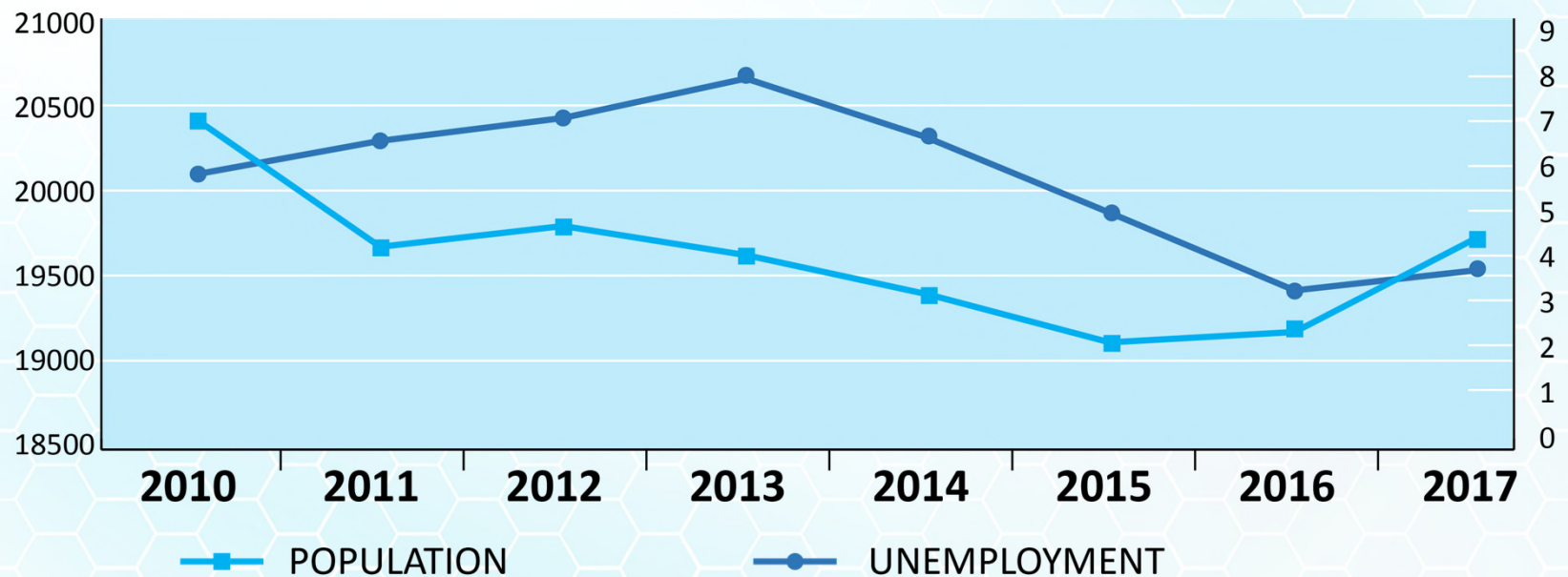
Common Strategic Plan Exclusions

Set relevant comparison reference points **INSIDE** your region
e.g. Show 5- or 10-year population growth stats

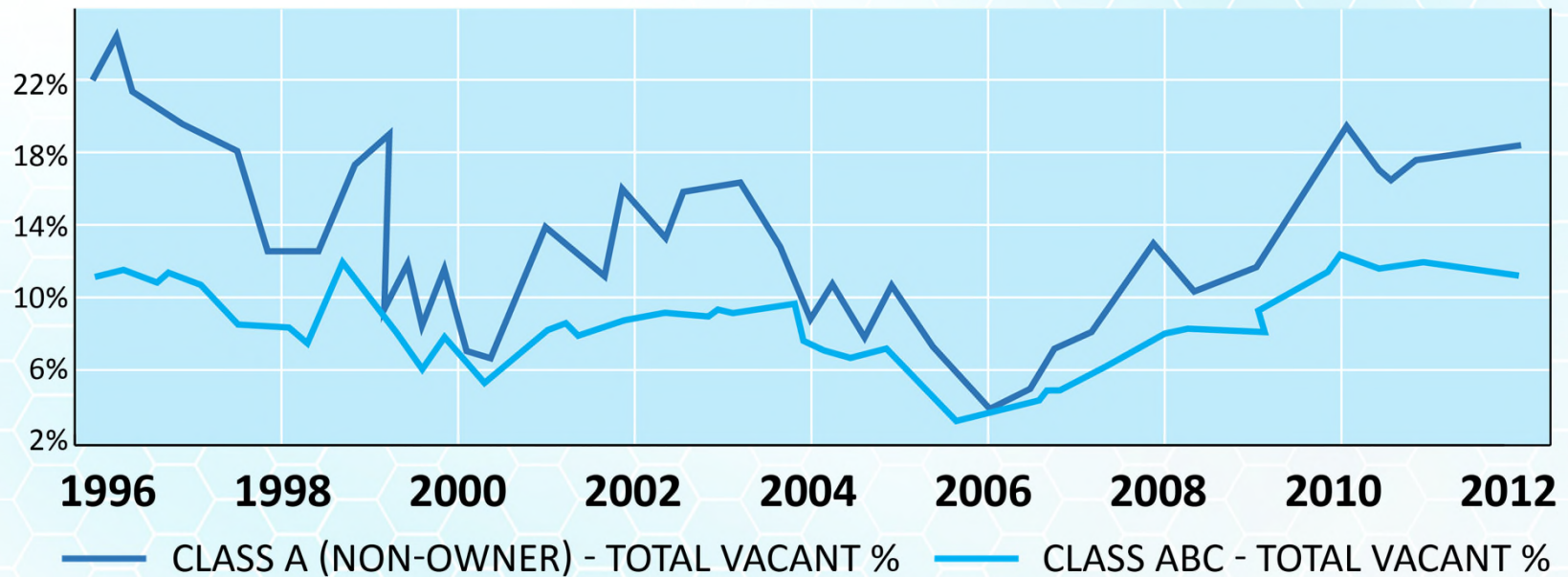
“The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year.”

- John Foster Dulles

Population/Unemployment Comparison 2010-2017



Local Economic Drivers



Gains Per Capita Income

INDUSTRY SECTOR (NAICS)	2001 JOBS	2006 JOBS	% GROWTH
Agriculture, Forestry, Fishing & Hunting	13	13	0
Mining	1605	2018	25%
Utilities	590	602	2%
Construction	1151	1317	14%
Manufacturing	598	731	22%

Evaluation Tools for Strategic Plans

Community Engagement Feedback

strength

weaknesses

SWOT

threats

opportunities

Evaluation Tools for Strategic Plans

Focus Groups

Feedback from Key Community Stakeholders
Feedback from a Site-selection Perspective



Evaluation Tools for Strategic Plans

On-site Visits
Competitive Assessment
Online Surveys

Corporate Location Assessment

Site Selection Factor	Description of Factor	Rating	Assessment
Community Reception	<p>Does the community demonstrate an understanding and support of the project?</p> <ul style="list-style-type: none"> • Community knowledge • Cooperative spirit among team members and all community entities 	Good	<ul style="list-style-type: none"> • City of Beaverton was welcoming, prepared and organized • Great welcome package and binder delivered to hotel upon arrival, including personal note cards from mayor and hosts • Mayor delivered a professional welcome greeting, including “Why Beaverton?” tailored to business • Excellent community overview of history, visioning statement and program, livability and lifestyle • Recommendation for higher rating

Corporate Location Assessment (continued)

Site Selection Factor	Description of Factor	Rating	Assessment
Available Real Estate (Buildings and Sites for Development)	<p>Does the community have available buildings or sites that are “ready to go”?</p> <ul style="list-style-type: none"> • Cost – land/buildings and development • Size, dimensions • Infrastructure – utilities and roads in place • Topography, soils • Zoning/setting • Ingress/egress 	Good	<ul style="list-style-type: none"> • Existing available space is diverse • Limited Greenfield sites for development • Reasonable and negotiable lease rates and terms • Quality business park setting – planning requirements of 15% set aside for green space adds to visually appealing developments • Tenant mix throughout office/business parks • Abundant amenities for employees – child care, fitness centers, restaurants in business parks or nearby to business centers

After Evaluation

**Compare Your Research to
Your Community Engagement Perceptions**



Drawing Conclusions for Your Strategic Plans

Back Up & Look at the Overview
Community Story Lines

If history were
TAUGHT

in the form of
STORIES,

it would never be
FORGOTTEN.

(RUDYARD KIPLING)

Drawing Conclusions for Your Strategic Plans

What are Your Community's Story Lines? (Up to 10)

- A. Slow Population Growth
- B. Limited In-migration
- C. 33% Poverty Level
- D. Award-Winning Education System

What is it you are looking to
accomplish?
Creating Jobs??

ASK:

WHY do you want to create jobs??

**=What kind of jobs do you
want to create??**

Setting Goals for Your Strategic Plan

Set Your Guiding Principles (Objectives): Based on Your Story Line

1. Reducing Poverty (improving quality of life, increasing prosperity)
2. Capitalizing on Education Systems
3. Attracting & Retaining Residents
4. Supporting Investment in the Community that Creates Jobs

Every Strategic Goal you set should go back to the Guiding Principles or Objectives
At this point you are not determining how or who

Setting Goals for Your Strategic Plan

Set Your Goals by Guiding Principles or Vision

Long-Term Vision or Guiding Principles:

1.0 Reducing Poverty

2.0 Capitalizing on Education System

Do not ask how at this point!

Setting Goals for Your Strategic Plan

Long-Term Goals

- 1.0 Decreasing HH/residents earning less than \$35,000
- 2.0 Set up 2 Workforce Training Initiatives

Short-Term Goals

- 1.1 & 2.1 Develop 1 Workforce Training Program for \$35+ per hour jobs
- 2.0 Set up 2 Workforce Training Initiatives

Implementation Strategies

- 1 & 2.1.1 Work with Local Technical Colleges to Implement a Welding Training Program
- 1 & 2.1.2 Increase Participation in High School Work Placement Program
- 1 & 2.1.3 Launch a Community Campaign to Market Our Adult Education Programs

Common Strategic Plan Exclusions

Measurements

How will you measure success?

“What gets measured, gets managed.”

- Peter Drucker

Measuring Goals for Your Strategic Plan

Measurement & Performance Evaluations

If you cannot measure the goal – the goal is too big. **Break it down!**

1 & 2.1.1 Work with Local Technical College to Implement a Welding Training Program

M & P: Establish a Welding Training Program with at least 10 Students

1 & 2.1.2 Increase Participation in High School Work Placement Program

M & P: 10% or 25 Students

Common Strategic Plan Exclusions

Timelines

Set up a Non-Negotiable Schedule to Review Success

“What gets measured, gets managed.”

- Peter Drucker

Measuring Goals for Your Strategic Plan

Measurement & Performance Timelines

1 & 2.1.1 Work with Local Technical College to Implement a Welders Training Program

M & P Timeline: 12 Months to Plan Curriculum, Hire Teachers & Market Opportunity
12 Months to Implement

Shopping & Dining

Objectives

1. Target marketing activities to create demand for storefront space
2. Coordinate public/private parking improvements and policies to support local business

Strategies

1. Work with brokers and property representatives to fill vacant space with high-quality retailers
2. Intensify “Shop Local”, ethnic retail and young professional retail marketing efforts
3. Launch new technology and social media applications to attract shoppers and visitors
4. Promote greater coordination of private and publicly-owned parking to efficiently use existing spaces and create new parking resources where needed
5. Develop parking policies that provide flexibility to businesses hoping to occupy historic buildings and/or vacant commercial space

Shopping & Dining

Recommended Short Term Actions (Year 1)

1. City should identify the top ten lingering and/or anticipated storefront vacancies quarterly and work collaboratively with property owners to recruit new quality tenants
2. City should work with local stakeholders and new media companies on an ongoing basis to explore new platforms for marketing
3. City should collaborate with property owners to blend public and private parking resources with the intent of increasing the number of parking spaces available for shoppers and visitors
4. City should modify its code requirements to allow for the occupancy of historic buildings and other physically constrained sites where ample off-site parking is available

Measuring Goals for Your Strategic Plan

Measurement & Performance Timelines

- **XX Graduation Rate from a Specific Relevant Training Program to Match Available Jobs**
- **XX Job Placement Rate**
- **Employer Satisfaction Surveys Increase by XX%**
- **Develop XX Program(s)**
- **Employee Retention Increases by XX%**

Common Strategic Plan Exclusions

Funding Sources

Where will your funding come from?

*“Never depend on a single source of funding.
Make investments to develop a second source.”*

- Warren Buffet

Short & Medium Term Capital Improvement Lists

Enhance the attractiveness of the district for economic development

PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	RESPONSIBLE PARTY	PROJECT DATE
Jet Refuel Truck at Airport	\$165,000	CIB/Local		06/08
Hwy 191 Gate Plan and Storm Drainage Improvements	\$600,000	CIB/State Parks		2008
High Speed Internet	\$5,000,000	CIB/City-County		10/08
Main Street Beautification	\$275,000	CIB/Local		2010
Airport Road/Area Sewer Line	\$1,200,000	CIB/EDA/Local		2009-10

Short & Medium Term Capital Improvement Lists

Maintain and enhance the district's "quality of life..."

PROJECT DESCRIPTION	TOTAL COST	FUNDING SOURCES	RESPONSIBLE PARTY	PROJECT DATE
New Senior Center	\$6,000,000	CIB/Local/CDBG		02/08
Golden Rule Homeless Shelter Rehabilitation	\$3,100,000	CIB/HOME/LIHTC		02/08
CEU Fine Arts Center	\$21,000,000	CIB/Other		2010
Washington Park Upgrades	\$1,425,000	CIB/Local		2009
Cemetery Improvements	\$150,000	CIB/Fed/Local		02/08



Measuring Goals for Your Strategic Plan

Implementation Strategies Itemization Capital Improvements Summary Goal

Entity Responsible Project Description Total Cost Funding Source Completion Date Water
Utilities Sewer Storm Water Drainage Public Safety Medical Roads Sidewalks, Curb & Gutter
Food Banks, Senior & Youth Centers Community Centers ADA Projects Parks & Recreation
Housing (Affordable & Appropriate) Industrial Park 3



Common Strategic Plan Conclusions & Inclusions:

Target Business Attainment

Business Sectors that will Drive Future Growth & Opportunity

Identify Sectors with Greatest Potential

New Business Recruitment Strategies

In-market Missions to Meet with Site-Selection Consultants

Lead Generation Program (website analytics, tradeshow...)

Conference and Association (GEDA) Attendance

Presentations

Out-market Missions

Common Strategic Plan Conclusions & Inclusions:

Workforce Training & Development

See previous slides

Product Improvement Initiatives

Industrial Parks, Exits, Infrastructure...

Unified Branding & Marketing

Enhance the Marketing Tools (website, print...)

E-Mail Campaigns

Digital & Social Media Platforms

Review, Revisit, Revise

Set Up Non-biased Accountability Partners

Regional Partners (Mentors – Seasoned Professionals)

Action

Don't Let it Sit on the Shelf

If the plan
DOESN'T WORK

change the plan
BUT NEVER

the
GOAL

STRATEGIC PLANNING



work hard in silence

let success make

the *noise.*