

# CITY OF FREDERICK STRATEGIC PLANNING 2.0

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October 3, 2012

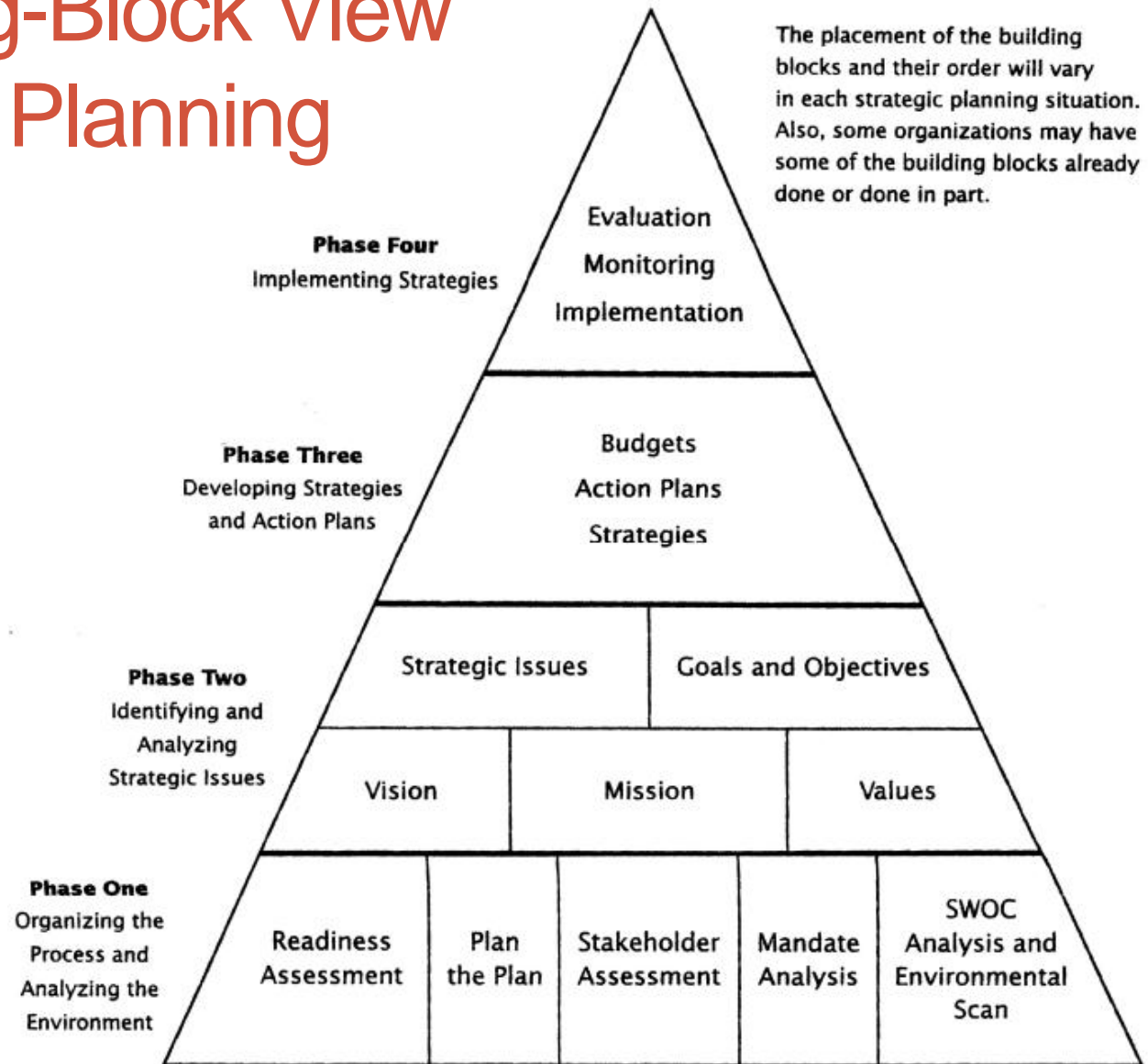
# Table of Contents

- I. A Strategic Planning Approach
- II. A Building-Block View of Strategic Planning
- III. A Review of Our Prior Work
- IV. Summary of MWCOCG's Baseline Progress Report
- V. Applying MWCOCG's Measurement Approach to Our Evaluation Process
- VI. Discussion of Next Steps
- VII. Appendix
  - A. Operational Versus Strategic Issues
  - B. Definitions

# I. A Strategic Planning Approach

1. Initiate and Agree on a Strategic Planning Process
2. Clarify Organizational Mandates
3. Identify and Understand Stakeholders and Develop and Refine Mission and Values
4. Assess the Environment to Identify Strengths, Weaknesses, Opportunities, and Challenges
5. Identify and Frame Strategic Issues
6. Formulate Strategies to Manage the Issues
7. Review and Adopt the Strategic Plan
8. Establish an Effective Organizational Vision for the Future
9. Develop an Effective Implementation Process
10. Reassess Strategies and the Strategic Planning Process

# II. A Building-Block View of Strategic Planning



SOURCE: Bryson, John M., and Farnum K. Alston. *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass, 1996. Print.

# III. A REVIEW OF OUR PRIOR WORK

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January Strategic Planning Meeting Summary

# Vision

Be one of the best places to live thrive and prosper in the US. This is characterized by a robust economy; safe, attractive and affordable neighborhoods; and a variety of cultural, educational, recreational and entertainment opportunities which support a sustainable environment.

# Mission

Meet or exceed citizen expectations for the delivery of quality public services. Residents, businesses and visitors will receive timely, cost-effective and sustainable public services that encourage and support a safe and prosperous community.

# Goals

## 1. Long Term Stability

- Assets = Liability
- Managing for results
- OBEB ◇ Pension ✓
- Manage debt service ✓

## 2. Economic Development

- Lead innovation economy ✓
- More and better jobs
- Grow and diversify tax base ✓
- Attract employers
- Grow existing businesses (recruit, retain, expand)

✓ = FY 2013 Priority

# Goals Continued

## 3. Public Safety

- Continue to reduce crime ✓
- All hazards response ✓
- Public engagement

## 4. Infrastructure

- Road improvements ✓
- Inventory/Assessment ✓
- Adequate public facilities
- ENR ✓

✓ = FY 2013 Priority



# Goals Continued

## 5. Environmental Sustainability

- Decrease energy consumption
- Improve air quality
- Zero waste
- Clean water

## 6. Innovative Government

- Strengthen partnerships ✓
- Increase citizen involvement
- Preferred employer
- Maximize new technology
- Build/expand public/private as appropriate

✓ = FY 2013 Priority

# Goals Continued

## 7. Quality of Life

- Enhance stewardship opportunities
- Celebrate diversity
- Preserve and support historic and cultural resources
- Parks and recreation

## 8. Planning & Development

- Refine Land Management Code ✓
- Streamline permitting ✓
- Embrace/expand existing development

✓ = FY 2013 Priority

# IV. SUMMARY OF MWCOCG'S BASELINE PROGRESS REPORT

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# Performance Dashboard

<b>ACCESSIBILITY</b>	Targets in <i>Region Forward</i> examine the interplay between land use and transportation
<b>SUSTAINABILITY</b>	Targets focus on the built and natural environment, examining issues related to climate, energy, water, and land
<b>PROSPERITY</b>	Targets focus on economic health and improving the region's human capital through attracting a highly educated population and reducing educational disparities
<b>LIVABILITY</b>	Targets focus on affordable housing, public safety, and health

# Challenge Definitions

## Challenge



Areas that need the most attention

## Challenge



Require special attention to ensure progress toward attainment is sufficient

## Challenge



Will not require active engagement from the coalition to ensure their attainment

# Accessibility



Major

## Transportation System Management & Performance

- The region's transportation system will give priority to management, performance, maintenance, and safety of all transportation modes and facilities
  - 64% of the 2010 Constrained Long Range Plan highway funding is dedicated to operations and maintenance
  - 73% of the 2010 Constrained Long Range Plan transit funding is dedicated to transit operations and maintenance



Major

## Smart Growth

- Beginning in 2012, capture 75% of the square footage of new commercial construction and 50% of new households in Regional Activity Centers
  - 46% of commercial construction square footage was within Regional Activity Centers in 2010
  - 31% of 2010 households are forecasted to be located within Regional Activity Centers

# Accessibility Continued



Major

## Housing in Activity Centers

- Beginning in 2012, at least 80% of new or preserved affordable housing units will be located in Regional Activity Centers
  - 18% of all subsidized housing units were located in Regional Activity Centers in 2010



Moderate

## Housing & Transportation Affordability

- By 2020, the housing and transportation costs in Regional Activity Centers will not exceed 45% of area median income
  - 39% of median household income is spent on housing in transportation expenses on average by households in Regional Activity Centers



Moderate

## VMT Per Capita

- Reduce daily vehicle miles traveled (VMT) per capita
  - 22.8 daily vehicle miles traveled per capita in 2010

# Accessibility Continued

## Linking Activity Centers

Moderate

- Transportation investments will link Regional Activity Centers
  - The current transportation system provides linkages between activity centers and the 2010 Constrained Long Range Plan seeks to strengthen those linkages

## Activity Center Transit

Moderate

- All Regional Activity Centers will have transit access
  - 42% or 25 out of 59 Regional Activity Centers were served by Metrorail transit in 2010
  - 80% or 47 out of 59 Regional Activity Centers were served by high to moderate bus stop coverage in 2011



# Accessibility Continued



Minor

## Bike & Pedestrian Facilities

- Increase the rate of construction of bike and pedestrian facilities from the Transportation Planning Board's Plan
  - 68% - the percentage of the TPB's Bicycle and Pedestrian Plan that will be completed unless more funds are dedicated



Minor

## Walk, Bike, & Transit Trips

- Increase the share of walk, bike, and transit trips
  - 15.1% of all trips were by walking, bicycle, or transit in 2007/2008
  - 21.4% of commute trips were by walking, bicycle, or transit in 2007/2008

# Sustainability



Major

## Waterway Health

- By 2050, 50% of all sentinel watersheds will be in good or excellent condition
  - 8% or 51 of 649 sentinel watersheds are in good or excellent condition



Major

## Greenhouse Gas

- By 2020, reduce regional greenhouse gas emissions by 20% below 2005 levels, and by 2050, reduce emissions by 80% below 2005 levels
  - If regional emissions reduction policies are fully implemented, the region will contribute to reducing global GHG emissions



Major

## Agricultural Land

- Beginning in 2012, the region will maintain more than 450,000 acres of agriculture land in farms
  - 489,004 Acres of Agricultural Land

# Sustainability Continued

## Air Quality

Moderate

- Beginning in 2014, the region's air quality will be improving and ambient concentrations will be reduced below Federal standards
  - The region's air quality is likely to improve but more support is needed to meet the new Federal requirements

## Waste Water & Stormwater Management

Moderate

- By 2025, achieve 100% of Chesapeake Bay Program's Water Quality Implementation Goals
  - Local goals have been set for wastewater treatment plans

# Sustainability Continued



Moderate

## Green Building

- By 2020, all new residential and commercial buildings will be built using sustainable design practices equivalent to LEED Silver Standards
  - 10% of Commercial Construction square footage from 2002 – 2009 was LEED – certified construction



Minor

## Protected Lands

- The region will identify, conserve and enhance a network of protected and open spaces, parks, and green infrastructure to provide ecological benefits, wildlife habitat, recreational opportunities, and scenic beauty
  - 28% of acres in the COG region are protected

# Prosperity

## Employment Growth

Moderate

- Sustain an annual 1 to 3% increase in the number of new jobs
  - <1% more new jobs in 2010

## High School Graduation

Moderate

- Increase the rate of students graduating from high school to 90%
  - 86% of regional high school students graduated from high school in 2010

## Gross Regional Product

Minor

- Sustain an annual 2 to 4% growth rate in gross regional product for the National Capital Region
  - 4.2% increase in 2010 Gross Regional Product

# Prosperity Continued



## Higher Education

- By 2020, the percent of population over 25 with a Bachelor's Degree is 45% or higher, and the percent with a professional or advanced degree is 20% or higher
  - 23% of the population 25 and over had attained a professional or advanced degree or higher in 2009
  - 47% of the population 25 and over had attained a Bachelor's Degree or higher in 2009



## Wage Growth

- Annual rate of growth in median wages will exceed the rate of inflation
  - Median wages grew faster than inflation in 2010

# Prosperity Continued



## Vocational Training

- Improve access to vocational training and educational options throughout the region
  - Baseline TBD – A study method has been developed

# Livability



Major

## Affordable Housing Base

- Beginning in 2012, the region will maintain a minimum of 10% of housing stock affordable to households earning less than 80% of the regional median income
  - 5.4% of the region's total housing stock consists of subsidized affordable housing (109,051 units) \*percentage of market rate affordable housing is not available
  - 155,000 affordable rental housing units need to be provided by 2040
  - 80,000 affordable owner occupied housing units need to be provided by 2040



# Livability Continued

## New Affordable Housing

Moderate

- Beginning in 2012, the region will dedicate 15% of all new housing units to be affordable – or a comparable amount of existing housing units through rehabilitation or preservation efforts for households earning less than 80% of the regional median income
  - 88% of net new rental units need to be affordable to households earning median income or less
  - 68% of net new ownership units need to be affordable to households earning median income or less

## Pedestrian and Bicyclist Safety

Moderate

- Reduce the number of pedestrian and bicycle fatalities across the region
  - 30% of all transportation fatalities in 2010 were bicyclists and pedestrians

# Livability Continued

## Real Time Crime Data

*Moderate*

- Increase access for area residents to real time crime data and timely emergency alerts through the internet or mobile applications
  - Baseline TBD – Data will be collected

## Crime

*Minor*

- Reduce the number of violent and property crimes across the region
  - Both violent and property crimes were declining in 2010

  
*Insufficient Data*

## Public Health

- The majority of the Healthy People Goals are met by greater than half of the region's population
  - Baseline TBD – Data will be collected

# V. APPLYING MWCOCG'S MEASUREMENT APPROACH TO OUR EVALUATION PROCESS

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# Integrating Goals with the MWCOG Performance Dashboard

Major Issues	City Goals	Measurement Criteria
Accessibility	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Planning and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Growth</li> <li>• Housing Affordability</li> <li>• VMT Per Capita</li> <li>• Bike Facilities</li> <li>• Walk, Bike, &amp; Transit Trips</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Environmental Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Greenhouse Gas</li> <li>• Air Quality</li> <li>• Protected Lands</li> <li>• Wastewater &amp; Stormwater Management</li> <li>• Green Building</li> </ul>
Prosperity	<ul style="list-style-type: none"> <li>• Long-term (Economic) Stability</li> <li>• Economic Development</li> <li>• Innovative Government</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Growth</li> <li>• Gross Municipal Product</li> <li>• Wage Growth</li> </ul>
Livability	<ul style="list-style-type: none"> <li>• Public Safety</li> <li>• Infrastructure</li> <li>• Quality of Life</li> </ul>	<ul style="list-style-type: none"> <li>• New Affordable Housing</li> <li>• Real Time Crime Data</li> <li>• Crime</li> </ul>

# VI. DISCUSSION OF NEXT STEPS

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# VII. APPENDIX

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# A. Operational Versus Strategic Issues

Issue:	The issue is: <input type="checkbox"/> Primarily operational <input type="checkbox"/> Primarily strategic		
	Operational	←————→	Strategic
1. Is the issue on the agenda of the organization's policy board (whether elected or appointed)?	No		Yes
2. Is the issue on the agenda of the organization's chief executive (whether elected or appointed)?	No		Yes
3. When will the strategic issue's challenge or opportunity confront you?	Right now	Next year	2 or more years from now
4. How broad an impact will the issue have?	Single unit or division		Entire organization
5. How large is your organization's financial risk or opportunity?	Minor (≤ 10% of budget)	Moderate (10–15% of budget)	Major (≥ 25% of budget)
6. Will strategies for issue resolution likely require:			
a. Change in mission?	No		Yes
b. Development of new service goals and programs?	No		Yes
c. Significant changes in revenue sources or amounts?	No		Yes
d. Significant amendments in federal or state statutes or regulations?	No		Yes
e. Significant staff changes?	No		Yes
f. Significant technology changes?	No		Yes
g. Major facility changes?	No		Yes
h. Major changes in stakeholder relationships?	No		Yes
7. How apparent is the best approach for issue resolution?	Obvious, ready to implement	Broad parameters, few details	Wide open
8. What is the lowest level of management that can decide how to deal with this issue?	Line staff supervisor		Head of major department
9. What are the probable consequences of not addressing this issue?	Inconvenience, inefficiency	Significant service disruption, financial losses	Major long-term service disruption and large cost or revenue setbacks
10. How many other groups are affected by this issue and must be involved in resolution?	None	1–3	4 or more
11. How sensitive or "charged" is this issue relative to community, social, political, religious, and cultural values?	Benign	Touchy	Dynamite

SOURCE: Bryson, John M., and Farnum K. Alston. *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass, 1996. Print.

# B. Definitions

- **Action plan:** A plan for the day-to-day operation of a business over the next one to twelve months. It includes a prioritized list of proposed projects as well as plans for all projects that have been funded.
- **Goal:** A long-term organizational target or direction of development. It states what the organization wants to accomplish or become over the next several years. Goals provide a basis for decisions about the nature, scope, and relative priorities of all projects and activities. Everything the organization does should help it move toward attainment of one or more goals.
- **Mandate:** Something the organization is required to do, particularly a requirement imposed by an external actor. Mandates may be formal (e.g., laws, rules, regulations) or informal (e.g., political mandates for change).
- **Mission statement:** A statement of organizational purpose.
- **Objective:** A measurable target that must be met on the way to attaining a goal.
- **Performance measure:** A means of objectively assessing the results of programs, products, projects, or services.
- **Strategic planning:** A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.
- **Strategy:** The means by which an organization intends to accomplish a goal or objective. It summarizes a pattern across policy, programs, projects, decisions, and resource allocation.
- **Vision statement:** A brief description of what the entity will look like if it succeeds in implementing its strategies and achieves its full potential.