



City of Lee's Summit Approach to Strategic Planning Process

Activity 1: Project Kick-off and Management

A successful strategic planning process will benefit from a collaborative relationship between the consulting team and City from the very beginning of the process. These are the key elements of this activity:

- The Mayor and City Council will serve as the **Steering Committee** for this process. Therefore, The Novak Consulting Group will conduct individual meetings with the Mayor and each member of the City Council to learn about their expectations for this process and to gain a clear picture of what the City hopes to accomplish from the strategic planning process. As part of these conversations, we will conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) exercise and begin identifying emerging priorities.
- The Novak Consulting Group will meet with the City's **Project Team**. The Project Team will include people such as the City Manager, Assistant City Manager, and other key staff who will assist with project logistics throughout this engagement. We will review the project plan, discuss schedule, identify meeting locations, and outline outreach and communication plans as well as other logistical needs. This information will be presented to the Steering Committee for final approval.
- A session will also be conducted with the **City's management team** to begin engaging them in this process.

Activity 2: Community Engagement

A community strategic plan is best when touched by as many people as possible. Therefore, several methods of engaging the community will be employed.

- The community will be invited to attend a **community summit** to provide input on the strategic plan framework. The goal for our trained facilitators is to create an environment that allows participants to feel comfortable sharing their honest feedback. For this process, we often use the World Café format to actively engage participants and encourage community building.
- We will facilitate a series of **focus group sessions** with key stakeholders, as determined by the Steering Committee. We will seek their input on SWOT elements, as well as aspects of the community that must be considered as part of the strategic plan.
- **Online engagement** will be conducted through the use of Bang the Table™, a virtual Town Hall that will allow interested stakeholders to provide feedback about the strategic plan online. We will use this tool throughout the project to encourage continual engagement at key points in the process. Feedback will be solicited to inform the strategic plan elements, and then stakeholders can use the online process to comment on the elements of the plan as they are drafted.

Activity 3: Prepare Environmental Scan

An environmental scan will be prepared for the Steering Committee which will include:

- All input received during the **Community Engagement** phase of the process.
- Results of an online **survey of City employees** regarding the strengths, weaknesses, opportunities and threats of the community and organization that should be considered as part of the strategic plan.

Should the City conduct a citizen satisfaction survey?

- Existing **data about the community** such as financial trends and demographic data; statistics about housing, business, and jobs; and other relevant information.

All information received will be incorporated into the environmental scan, which will be reviewed with the Steering Committee.

Activity 4: Develop Strategic Plan Framework

- **A session with the City's management team** to develop a draft mission and organization values. This will be an important element of the strategic plan for the Steering Committee to consider as part of the larger framework.
 - **A strategic planning retreat with the Mayor and City Council** and key staff to articulate a desired future for the community. During the session, the results of the environmental scan will be reviewed and help inform the finalization of the vision, mission, values, and critical success factors.
 - Following the session, input on the framework will be sought from the community via the **online community engagement** tool.
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Activity 5: Prepare Strategic Plan

- **A final strategic planning retreat with the Mayor and City Council** and key staff to review the input from the community and finalize the strategic plan. Additionally, the group will spend time articulating and prioritizing goals, as well as laying the groundwork for implementation.
 - The Novak Consulting Group will work with City departments to develop **detailed workplans** for each goal. These workplans will include key performance indicators for use by the organization as well as the elected officials and community to ensure progress toward achieving the strategic plan's vision.
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Activity 6: Prepare Deliverables

A comprehensive deliverable will be prepared and reviewed with the Steering Committee prior to finalization. We will also work with the City to develop strategies for continual engagement of the community as the strategic plan is implemented and we will provide deliverables for public presentation.