



# 2013 Strategic Plan

# TABLE OF CONTENTS

Strategic Planning Committee . . . . . 1

Strategic Planning Process Model . . . . . 2

Overview of the Planning Process . . . . . 3

Planning Terminology and Definitions . . . . . 5

Strategic Plan . . . . . 6

    Vision and Mission

    Critical Issues, Strategic Directions and Objectives

## **STRATEGIC PLANNING COMMITTEE (SPC)**

- Brenda Chance, City Clerk, Phillipsburg (Chair)
- Herb Bath, Mayor, Altamont
- Carl Brewer, Mayor, Wichita
- John Deardoff, City Manager, Hutchison
- Allen Dinkel, City Administrator, Neodesha
- Jim Sherer, Commissioner, Dodge City
- Neil Shortlidge, City Attorney, Roeland Park & Mission
- Terry Somers, Mayor, Mount Hope
- Kim Thomas, Mayor, Stockton
- Mary Volk, City Clerk, Goodland
- Eric Wade, City Administrator, Lenexa
- John Zutavern, former Mayor, Abilene

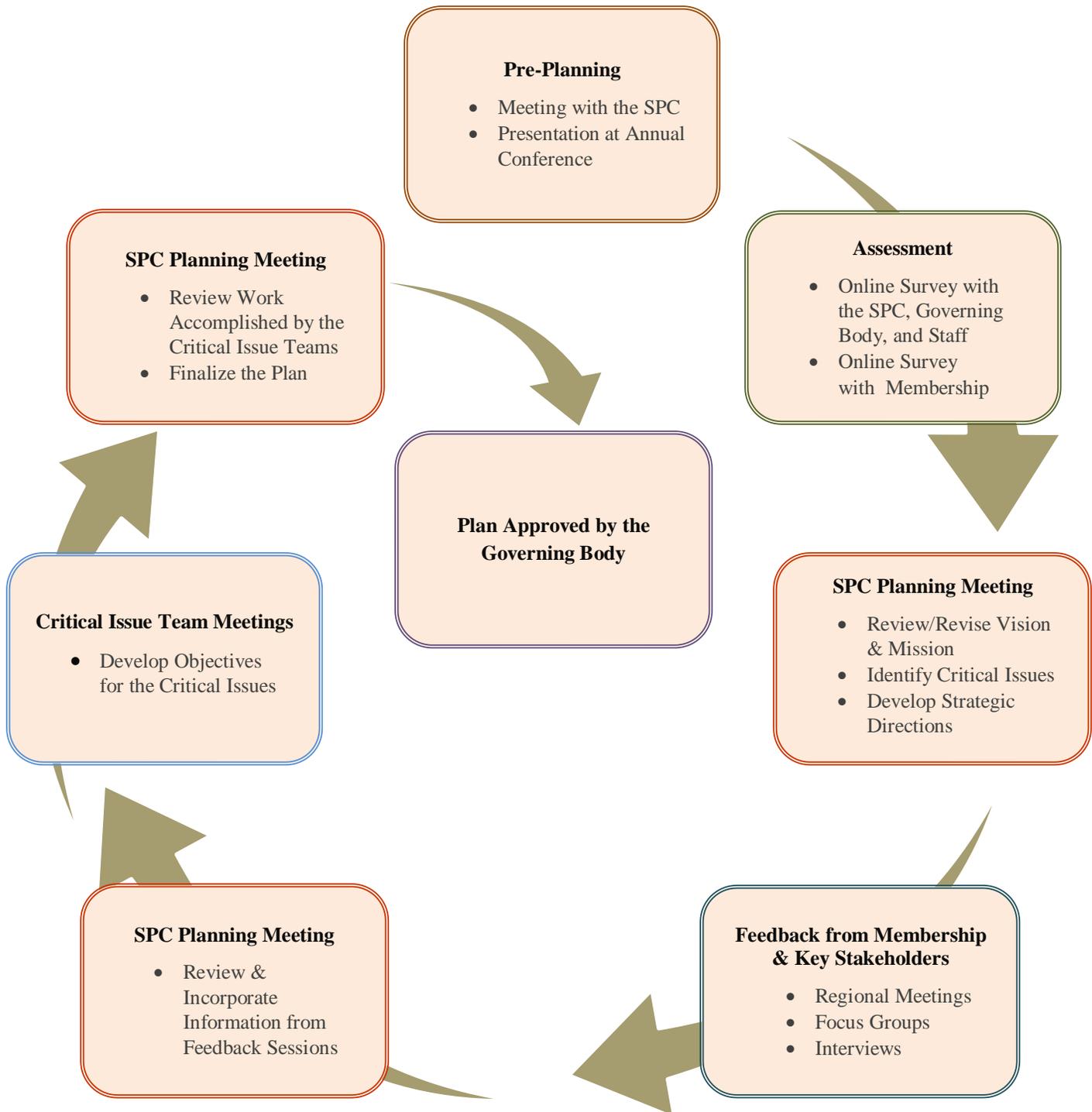
## **LKM STAFF**

- Don Moler, Executive Director
- Kim Winn, Deputy Director

## **STRATEGIC PLANNING CONSULTANTS**

- John Deadwyler, President, The Bernard Consulting Group, Inc. (BCG)
- Denice Knight, Associate, The Bernard Consulting Group, Inc.

# THE STRATEGIC PLANNING PROCESS MODEL



## **OVERVIEW OF THE PLANNING PROCESS**

### **PRE-PLANNING**

In September 2012, the Bernard Consulting Group, Inc. facilitated a pre-planning meeting with the Strategic Planning Committee (SPC) to refine the activities and timeline for the planning process. The committee also discussed the questions for the online survey with LKM members.

In early October, John Deadwyler, president of BCG, gave a presentation on the strategic planning process at the LKM Annual Conference.

### **ASSESSMENT**

To kick-off the planning process, BCG conducted two online surveys: one with the Governing Body, SPC, and selected staff, and the other with LKM membership. The purpose of both surveys was to get input on LKM's vision, mission, and critical strategic issues to address in the strategic plan. The first survey had 28 respondents and the membership survey had 186 respondents. BCG developed a summary report for both surveys to be used as a resource for the SPC in the initial planning meetings.

### **PLANNING**

Between November 2012 and May 2013, BCG facilitated seven meetings with the Strategic Planning Committee and Critical Issue Teams to develop the strategic plan. The final meeting with the SPC was held on May 22, 2013.

## FEEDBACK SESSIONS

After the initial planning meeting with the SPC, BCG conducted focus groups, meetings and interviews with LKM members and key stakeholders to get their feedback on the drafts of the vision, mission, critical issues and strategic directions. Details of these activities are below:

- Four meetings in conjunction with the regional suppers (Concordia, Iola, Kansas City, Sedgwick).
- Four focus groups (City Clerks, City Managers/Administrators, Elected Officials, Peers/Lobbyists).
- Four one-on-one interviews with Legislators (originally intended to be a focus group but could not find a time that worked for everyone).

BCG developed summary reports for each of these activities and distributed the reports to the SPC for use during the planning process.

## PLANNING TERMINOLOGY & DEFINITIONS

**Critical Issue** – a major internal or external challenge of significant importance to the organization.

**Mission** – a statement of the organization’s purpose and reason for being.

**Objective** – Specific and measurable targets for accomplishment of a goal.

- Objectives complete the “where do we want to be” part of the strategic planning process.
- Good objectives will be S.M.A.R.T.:

**Specific** – Objectives should reflect specific accomplishments that are desired, not ways to accomplish them.

**Measurable** – An objective must be measurable to determine when it has been achieved.

**Aggressive (but attainable)** – If objectives are to be standards for achievement, they should challenge, but should not demand the impossible.

**Results-oriented** – Objectives should specify a result, not just an activity.

**Time-bound** – Each objective should be attainable within a relatively short time period – from a few months to no more than a year.

**Strategic Direction** – a broad directional statement of intent. The desired end result, generally after three or more years. Strategic directions:

- Provide a framework for more detailed level planning.
- Chart a clear direction for the organization, programs and subprograms, but will not determine specific ways to get there.
- Are qualitative statements.
- Are challenging but realistic and achievable.

**Vision** – a description of the ideal, future state of the organization.

## **VISION AND MISSION**

### **VISION**

TO BE RECOGNIZED AND RESPECTED AS THE RESOURCE AND VOICE FOR  
CITIES IN KANSAS.

### **MISSION**

THE MISSION OF THE LEAGUE SHALL BE TO STRENGTHEN AND  
ADVOCATE FOR THE INTERESTS OF THE CITIES OF KANSAS TO ADVANCE  
THE GENERAL WELFARE AND PROMOTE THE QUALITY OF LIFE OF THE  
PEOPLE WHO LIVE WITHIN OUR CITIES.

# STRATEGIC PLAN

## CRITICAL ISSUE 1: HOW DO WE EFFECTIVELY PROMOTE THE LEAGUE'S ADVOCACY AGENDA?

- Strategic Direction 1.1**    **Increase engagement of city elected and appointed staff in advocating with legislators.**
- Objective 1.1.1**    Ongoing, develop clear messages with concise talking points (examples of impacts) to disseminate to members who will be advocating the League's position. **Accountable: Legislative Staff**
- Objective 1.1.2**    By January 1 of each year, establish a strategic positioning strategy for the League. **Accountable: League President**
- Objective 1.1.3**    By January 2014, establish a mechanism to strategically communicate consistent, accurate information on big issues, e.g., Home Rule, to city officials (including City Council members, Commissioners, Clerks, etc.). **Accountable: Vice President of the League**
- Objective 1.1.4**    By January 2014, expand the use of the existing database to link city officials with key lawmakers to communicate the League's messaging. **Accountable: Vice President of the League**
- Objective 1.1.5**    By January 2014, design and implement targeted training to improve education on advocacy. **Accountable: Deputy Director**
- Strategic Direction 1.2**    **Identify and implement a more effective advocacy model and strategy.**
- Objective 1.2.1**    By [To be determined following the budget discussion], engage a full-time staff member or sole client contractor assigned to work with legislators year-round. **Accountable: League President**

**Objective 1.2.2** By October 2014 fall conference, complete a feasibility analysis and proposed plan to create a "friends of cities" to partner with the League to advance good legislation.  
**Accountable: Past Presidents through the President of the Board**

**Strategic Direction 1.3** **Proactively increase the level of understanding and overall relationships between State agencies, e.g., KDOT, and cities.**

**Objective 1.3.1** By October 2014 and ongoing, create and implement training for city officials on how to work with state agencies.  
**Accountable: Deputy Director**

**Objective 1.3.2** By January 2014, identify opportunities to integrate state officials/agencies in training and policy discussions.  
**Accountable: League President and Executive Director**

**Objective 1.3.3** Beginning July 2014 and ongoing, schedule one-on-one meetings between members of the League leadership and department heads and key agency officials to exchange information and build relationships. **Accountable: League President and Executive Director**

**Objective 1.3.4** By September 2014, create and disseminate strategic communications to enhance the value of our brand.  
**Accountable: Deputy Director**

**CRITICAL ISSUE 2: HOW DO WE RE-ENGINEER OUR TRAINING AND EDUCATION TO REACH A LARGER POPULATION, ENGAGE A HIGHER LEVEL OF PARTICIPATION, AND ENHANCE THE VALUE TO OUR MEMBERS?**

**Strategic Direction 2.1** Increase the quality and satisfaction with the League's training and educational offerings to better meet the educational and networking needs of our members.

**Objective 2.1.1** By December 2013, conduct a survey to identify content that is relevant for upcoming conferences/workshops.

**Accountable: Deputy Director**

**Objective 2.1.2** By October 2013, all future conferences will have expanded time for breaks to allow for additional networking.

**Accountable: Deputy Director**

**Objective 2.1.3** By January 2014, establish an Education Planning Committee made up of LKM constituents and members at large to assist in topic and speaker/presenter selection.

**Accountable: League President**

**Objective 2.1.4** By May 2014, develop selection criteria for future trainers and preview their presentations.

**Accountable: Chair of Education Planning Committee**

**Strategic Direction 2.2** Explore opportunities for offering innovative training through various technologies (e.g., webinars, online self-study).

**Objective 2.2.1** By May 2014, conduct a feasibility analysis to leverage the resources of state universities and community colleges to enhance the League's learning offerings.

**Accountable: Executive Director**

**Objective 2.2.2** By August 2013, assess current offerings of the League that use technology to identify opportunities to enhance them and ensure they are relevant.

**Accountable: Deputy Director**

- Strategic Direction 2.3 Explore partnerships, collaborations and strategic alliances to enhance training opportunities.**
- Objective 2.3.1** Ongoing, establish regular contact with professional training staff from other targeted organizations to serve as resources to the Education Committee. **Accountable: Staff**
- Objective 2.3.2** By May 2014, complete an exploration of opportunities to offer relevant MOOC sessions through the League. **Accountable: Executive Director**
- Strategic Direction 2.4 Explore opportunities to deliver customized training in individual cities or regions.**
- Objective 2.4.1** By May 2013, reach out to KMU to co-offer training on ongoing safety and legal training. **Accountable: Deputy Director**
- Objective 2.4.2** By August, 2013, take aspects of GBI (Governing Body Institute) and offer them as specialized training for individual cities and/or regions. **Accountable: Deputy Director**
- Objective 2.4.3** By [depending on the budget], develop a series of League video(s) to raise awareness regarding LKM and its benefits. **Accountable: Chair, Education Planning Committee**
- Strategic Direction 2.5 Enhance orientation of newly elected officials to more effectively engage them in the League.**
- Objective 2.5.1** By December 2013, develop a hand-out, job aid or brochure for officials to reference on the League's services and offerings. **Accountable: Executive Director**
- Objective 2.5.2** By November 2013, meet with leadership of the Council Members/Commissioner Association to see how the League can assist them in formalizing their structure and enhancing their offerings. **Accountable: Deputy Director**

**CRITICAL ISSUE 3: HOW DO WE INCREASE THE LEVEL OF ACTIVE AND ENGAGED MEMBERS IN THE ORGANIZATION?**

**Strategic Direction 3.1**    **Increase awareness and perceived value of the services the League provides.**

**Objective 3.1.1**    By May 2015, conduct a feasibility analysis for the League to make selected publications available on line for a fee.  
**Accountable: Deputy Director**

**Objective 3.1.2**    Beginning July 2013 and ongoing, make a personal outreach, e.g., phone call, attending a commission meeting, to every community, whether through a Governing Body member or an active and engaged member. **Accountable: League President**

**Strategic Direction 3.2**    **Evaluate effectiveness of the Journal and explore alternative strategies to enhance its value.**

**Objective 3.2.1**    By June 2014, complete analysis of the feasibility of moving the Journal to quarterly. **Accountable: Deputy Director**

**Objective 3.2.2**    By June 2014, complete a survey to determine pertinent content for the Journal. **Accountable: Deputy Director**

**CRITICAL ISSUE 4: HOW DO WE MAINTAIN OR ENHANCE OUR SERVICES WITH LIMITED RESOURCES?**

**Strategic Direction 4.1** Ensure the programs and services we currently offer are relevant and of value to our cities.

**Objective 4.1.1** By September 2013, complete a formal portfolio analysis and recommendations, including what services we can stop providing. **Accountable: Executive Director**

**Strategic Direction 4.2** Ensure fees for services reflect the value.

**Note: This will be accomplished when the rest of the plan is implemented.**

**Strategic Direction 4.3** Determine how best to allocate personnel to effectively provide services.

**Objective 4.3.1** By September 2013, evaluate staffing needs to support the mission and strategic plan. **Accountable: Executive Director**

**Objective 4.3.2** By September 2013, assess current staff capabilities, strengths and gaps. **Accountable: Executive Director**

**Objective 4.3.3** By September 2013, develop and implement a staffing plan to best meet the future needs of the League. **Accountable: Executive Director**

**Objective 4.3.4** By June 2014, identify resources to fill staffing gaps and best meet the needs of the League. **Accountable: League President and Executive Director**

**Objective 4.3.5** By June 2014, develop a plan to secure the resources to fill staffing gaps and best meet the needs of the League. **Accountable: League President and Executive Director**