

Plan Week				
Day	Session	Central Question	Participants	Setting
Session 0 To Be Scheduled	Community Organizer Assessment	What <u>can</u> we do?	Chapter Staff	Chapter House
Day One				
Session 1 8:30-11:30 am	Key Success Factor Analysis	What <u>should</u> we do??	Steering Committee	Chapter House
Session 2 11:30 am-1:30 pm	Quality-of-Life Initiatives Session			
Session 3 1:30-3:00 pm	Navajo Homework	What have we already <u>prepared</u> to do?		
3:00-4:00 pm	<i>Wrap up and preparation for this evening</i>			
Session 4 6:00-8:00 pm	Voice of the Community Meeting	What do we <u>want</u> to do?	Entire Community	
Day Two				
Session 5 8:30-10:00 am	Strategy & QoLs Selection Session	What are we <u>going</u> to do?	Steering Committee	Chapter House
Session 6 10:00 – 11:30 am	Assigning Essential Action Steps	<u>Who</u> is going to do <u>what</u> by <u>when</u> ?		
Session 7 11:30 am - Noon	Elevator Speech Session	<u>Why</u> do we care?		

The seven sessions of Plan Week shown above are designed to capture the "full body" of community and economic development— mind, heart and muscle:

- **Mind**—a logical assessment of what the community *should* do based on the likelihood of success
- **Heart**—the *passion* the community has to advance in a desired direction
- **Muscle**—the *capacity* the community has to advance based on its human, financial and technical resources

Pre-Plan Week: Community Organizer Assessment

The part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. Capacity relates to the human, financial and technical resources needed to implement one or more of the strategies.



Building Communities addresses this by conducting one or more Community Organizer Assessment sessions targeted at the organization(s) responsible for community and economic development implementation. A series of questions specific to the business development and community development desires of the community are posed to the relevant organization(s). The current capacity level of the community is then determined.

Building Communities then develops a report that presents a series of very specific recommendations about how the community can increase its capacity in order to successfully implement its strategic plan. While this report is considered as background to the selected strategies and the steps needed to implement the plan, it is integral to the overall advancement of the community.

NOTE: The Community Organizer Assessment is conducted prior to Plan Week because the questions are most relevant to the organizations and boards of directors that implement community and economic development activities. Steering Committee members and the general public are “spared” from such detailed (but very important) complexities.

Session One: Key Success Factor Analysis

Plan Week begins with a fast-paced analysis of a host of Key Success Factors relevant to the 25 community and economic development strategies.



Key Success Factors are conditions or abilities a community must possess in order for a strategy to be successfully implemented. These factors are grouped into seven categories: Assets, Capital, Expertise, Government, Infrastructure, Labor and Location.

In this first session, Steering Committee members are asked to respond to questions on a five-point scale using wireless response cards (we call them "clickers") to determine the community's comparative advantage (or lack thereof).

Immediately after this session, the Committee receives its Prioritized Strategy Report—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. Strategies that score 75 or higher are highly recommended for implementation, those scoring 60-74 are considered borderline and those below 60 are considered challenging or very challenging.

Session Two: Quality-of-Life Initiatives

The second session asks the question: "What would improve the quality of life in your community?" The answers can, and often do, lead to the development of Quality-of-life Initiatives (QoLIs).



The committee members are asked to brainstorm the major issues or concerns they have about the livability of their community. Depending upon the condition and direction of the community, many topics may be brought forward, such as housing availability, adequacy of public transportation, conditions of roads and streets, needs of emergency and law enforcement services and quality and service of local health care facilities.

This session is actually conducted in two parts because the initial findings of the Steering Committee are then presented in Session Four (Voice of the Community Meeting) in order to receive feedback and other input about local quality of life from the general citizenry.

Session Three: Navajo Homework

The work of the Navajo Thaw Implementation Plan should give an added boost to efforts by each of the nine Chapters to identify and implement their priorities. Much of this planning work has already been done, including the Community Land Use Plan (CLUP), the Capital Improvement Plan (CIP), local housing assessments, planning related to the Housing Escrow Funds (HEF), previous work by WHPacific, and other project development.

In this session, Chapters will “unpack” their previous homework so that it can be incorporated into their Strategic Plan.

Session Four: Voice of the Community Meeting

The entire community is invited to this fourth Plan Week session. It is typically an evening meeting and is carefully designed to receive broader input about the strategies and initiatives needed for a complete strategic plan.



During this session, two overall objectives are met. The first objective is to present all 25 strategies as ranked by the Steering Committee and to receive input through asking two questions:

- Would you like to see this strategy implemented?
- If this strategy is ultimately selected, do you think it can be successfully implemented?

The second objective is to present the results of the Steering Committee’s work on Quality-of-Life Initiatives (from Session Two) and to receive feedback on these topics. The results from this session are then added to the results from Session One, creating the Enhanced Strategy Report, which factors in the desires of the community to the logical assessment (Prioritized Strategy Report) completed in the first session. The 25 strategies are then scored on a -200 to +300 point scale.

Session Five: Strategy and QoLI Selection

After the Steering Committee has considered the "full body" of community and economic development (the Mind in Sessions One and Two, the Heart in Session Four, and the Muscle in the Pre-Plan Week Session), it is ready to make a final selection of strategies and QoLIs. This is accomplished in two steps, once again using the clickers.



First, the Steering Committee receives the Strategy Selector Presentation. In this presentation, each of the 25 strategies is presented in their ranked order as shown in Prioritized Strategy Report. The presentation also includes for each strategy the Enhanced Strategy Report score, the strengths of the strategy on which to build, the challenges which must be overcome and the results from the Voice of the Community Meeting about the desires and expectations of the general citizenry.

The Steering Committee members select, reject or place a "hold" on each strategy as it is presented. The strategies that are "held" are then reconsidered until the final selection of a subset of the 25 strategies is made.

Second, the Steering Committee determines how to address the Quality-of-life Initiatives. From the original list of possible initiatives, the Committee chooses to act on, write about or ignore the concern or issue. Topics selected for action become initiatives and are added to the selected strategies for consideration in Session Six.

Session Six: Action Steps and Performance Measures

The selected strategies and initiatives are then assigned to one or more person(s) and/or entity(ies). Building Communities has developed and provides a variety of technologies for submission of these action steps—the Action Planner Tracker™ tool. For each of the strategies, specific example



Action Steps are presented. For the QoLIs, a more generic template is offered for submitting planned action steps.

The action steps outline the activity to be completed, the person(s) and/or entity(ies) responsible for completing the activity, the date by which the activity is to be completed, from one to eight specific tasks necessary to complete the action step, the human/financial/technical resources needed for completion and the performance measure(s) to gauge success.

Carefully developed action steps comprise a significant portion of the final strategic plan and underscore the strong emphasis Building Communities places on the critical importance of implementation planning and follow-through.

Session Seven: Community Elevator Speech

The final session returns to the heart of the matter: why do this strategic planning in the first place? Steering Committee members are asked to reflect on why they care about their community and what they desire for the future. During this time, the group explores and discusses what is unique about their community and what they expect as a result of conducting the strategic planning process.



The results of this last session will become the opening message in the plan document and is a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

Maintaining Momentum: Marching Orders

The days immediately following Plan Week are critical. Significant momentum develops during Plan Week. Steering Committee members are very focused and engaged, and yet must return to their jobs, families and other responsibilities. The time away from these responsibilities typically puts additional pressure on these otherwise busy people to "catch up" just when they also need to focus on completing their Action Planner Tracker™ assignments. For this reason, Steering Committee members receive their Marching Orders:

- Complete initial Strategy and Quality-of-life Initiative Action Steps within 30 days.
- Don't wait for a draft of the Plan. Think about what you will do to begin implementation of your part of the effort.
- Consider who else should be involved in the implementation of the Plan. Just because others were not at Plan Week doesn't mean they cannot help. Recruit them!
- Commit to meeting monthly for three years (if you want to get something done, ask a busy person).
- Visit informally with your community and county leaders and tell them how you feel about the Plan, and how they can and should support it.
- Make the process of completing and beginning to implement the Plan fun. You are about to see some great improvements in the community you care so much about.