



CITY OF
COLLEGE PARK

STRATEGIC PLANNING – PHASE 2

**VISION & MISSION
REVIEW**

REMEMBER US...



President of PBI – Jeff Parks



Senior Consultant – Dr. Jessica Brown



**CITY OF
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GOAL OF SESSION

Review the current College Park Mission & Vision. Revise as needed to capture the future College Park wants and inspire the community and staff to strive towards it.

RULES OF ENGAGEMENT

- Everyone participates
- No one dominates (we do have a “penalty box”)
- Respect each other’s opinions
- Dream about the College Park you want in 2025
- Build on one another’s thoughts
- Stay focused on today’s goal
- Wordsmithing comes last
- Remain open to and honor the data
- Please avoid using cell phones until the breaks
- Please return from breaks on time



- **Strategic Planning Process**
 - Why it matters?
 - How the pieces fit together?
 - What part does each role play and why?
 - How to create a quality Mission & Vision?
- **Mission Review**
 - Reflect on current
 - Alignment with Partnerships
 - Revisit feedback findings
 - Exercise to revise
- **Vision Review**
 - Reflect on current
 - Alignment with Partnerships
 - Revisit feedback findings
 - Exercise to Revise
- **Next Steps**



WHY DO WE CREATE VISIONS & STRATEGIC PLANS?

- To create a *shared picture* of Organizational Excellence and success for the entire organization
- To focus our management *decisions* – including budgets, resources, activities, and measures
- To provide a clear line of sight for everyone to see how the work they do *contributes* to the achievement of the vision
- To drive *collaboration* toward “the greater good” vs. silos
- To “stretch” the organization to be *better* than it is



Towards Alignment...

AGREEMENT ON
CURRENT STATE

-

PRESENT

TEAM PLAN

VISION



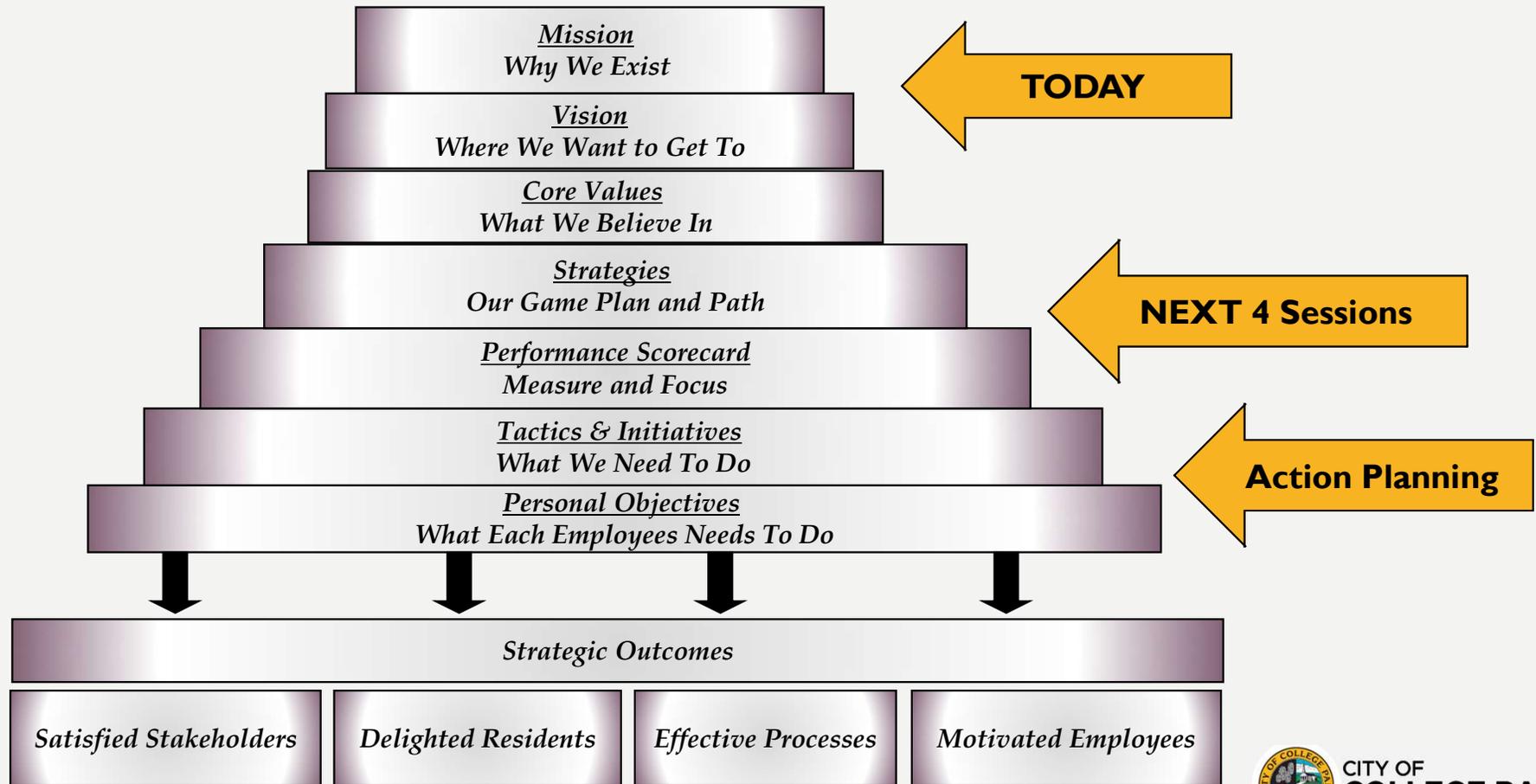
AGREED UPON
DESIRED STATE

- ASSUMPTIONS ABOUT THE FUTURE
- MOBILIZE THE RESOURCES TO EXECUTE
- BASIS FOR ADJUSTING TO CHANGES
- ARTICULATED, AGREED UPON,
COMPASS DIRECTION



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Building the Strategic Framework



MOVING TOWARDS ORGANIZATIONAL EXCELLENCE

A clear and inspiring Vision ensures:

- Leadership & Management are driving toward a common goal
- Leading Change wins hearts and minds
- The (entire) workforce is engaged

• Strategic Planning ensures:

- The path to the vision is clear
- Measurements help us make smart decisions
- Performance is Maximized

- **If we are aligned, working toward our vision and engaged we provide better services, and we Delight our Residents.**



WHAT MAKES A GREAT VISION & MISSION

- **Inspiring = Motivating**
... to motivate employees and provide a rallying point for all in organization
- **Clear = Understandable**
... because everyone should understand it – employees, customers, and stakeholders
- **Unique = Distinct**
... to communicate the organization's purpose, unique competencies, and strengths that separate it from all others
- **Focused = Specific**
... to provide clarity of the organization's strengths and direction for decision-making and implementation
- **Achievable = Attainable**
... these should be “stretch”, but achievable
- **Easy to Communicate = Memorable**
... because you want everyone to remember it and to be top of mind in your area & industry





**WHAT DO GREAT
MISSIONS AND
VISIONS LOOK
LIKE?**

Examples of Local Govt Missions

- **Chesterfield County, VA** - Providing a *FIRST CHOICE* community through excellence in public service.
- **Greer, SC** is to deliver effective and efficient services to provide a quality of life that makes the City of Greer a *great place to live, work and play*.
- **York County, SC** provides quality public services in an open, efficient and responsive manner.

Example of Top College Town Missions

- 4th - **Ithaca, NY** - We deliver high quality services to preserve and enhance the well-being of our community.
- 7th - **Chapel Hill, NC** - Learning, serving, and working together to build a community where people thrive.
- 9th & 17th - **Columbia, MO** - To serve the public through democratic, transparent, and efficient government.



Example of Local Govt Visions

- **Dublin, OH** - A global *city of choice*. Vibrant. Innovative. Engaged.
- **Prince William County, VA** is a *community of choice* with a strong, diverse economic base, where individuals and families choose to live and businesses choose to locate.
- **Coral Springs, FL** - To be the *premier community* in which to live, work, and raise a family.
- **Arlington County, VA** - Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.



Example of Top College Town Visions

- 4th - **Ithaca, NY** - We strive to make Ithaca a model community; a great place to create, dream, live, learn, work, and play.
- 9th & 17th - **Columbia, MO** is the best place for everyone to live, work, learn and play.
- 14th & 28th - **Fort Collins, CO** - To provide world-class municipal services through operational excellence and a culture of innovation.



Ames, Iowa is a forward-thinking community. As a city, we are committed to fostering creativity and innovation at the forefront of the world's important issues that the Midwest is uniquely positioned to address, including agriculture, veterinary medicine, sustainability, development, diversity, education, and health care.

For those who want the charms and convenience of a small town with the opportunities and amenities that come from a major university, Ames' position as an intelligent, progressive community creates a city and a region where everyone has opportunities to discover and thrive.

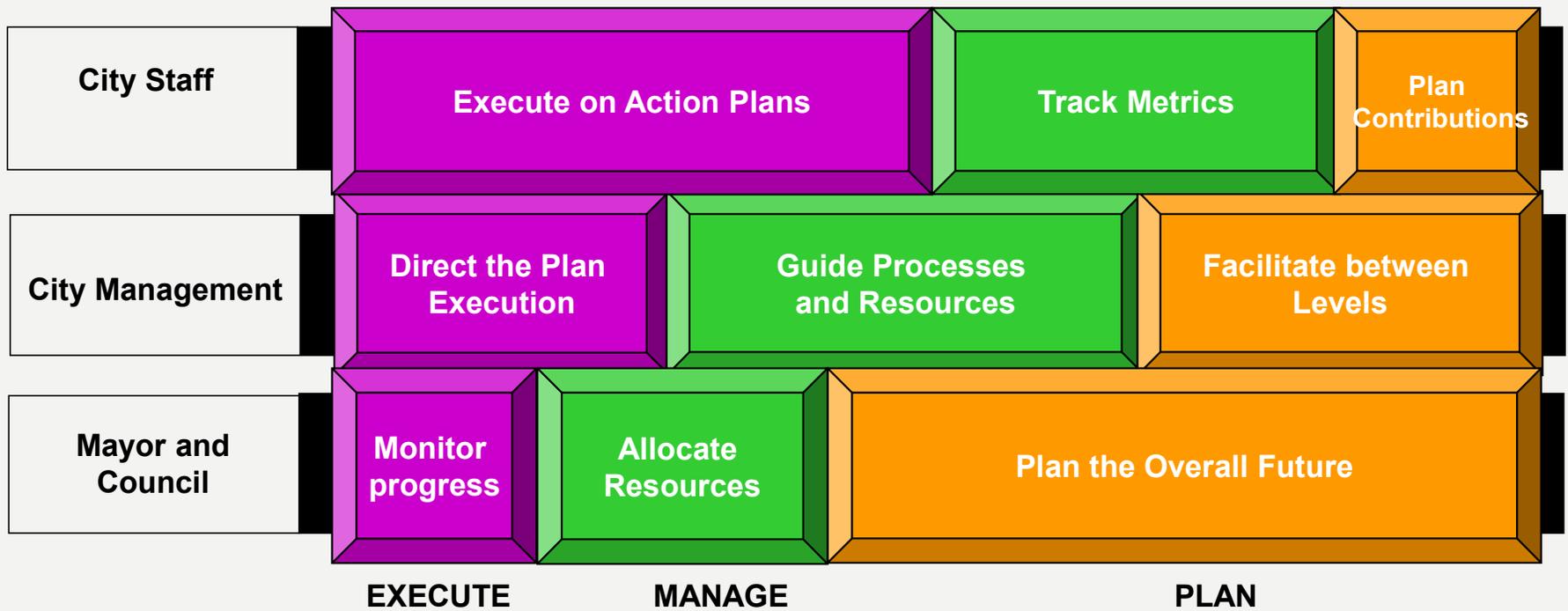
The Ames Strategic Platform

WHO we're for	Those who want the charms and convenience of a small town with the opportunities and amenities that come from a major University.		
WHAT we do	Ames is the Smart Choice , fostering creativity and innovation at the forefront of the world's important issues that the Midwest is uniquely positioned to address.		
WHY we do it	To create a community where everyone has opportunities to discover and thrive.		
HOW we do it	REQUIRE Innovative Solutions	Stand for COLLABORATION	Be DECISIVE
WHO we are	Smart	Open-minded	Confident



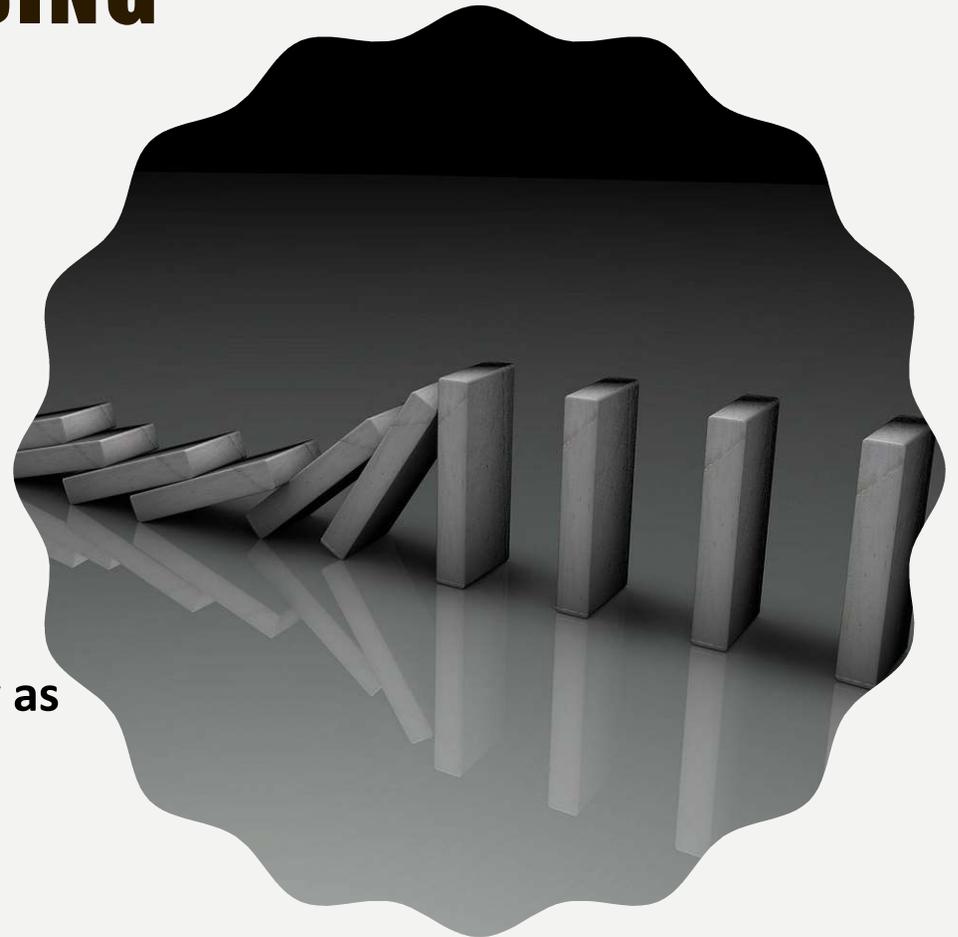
**HOW DO WE WIN
TOGETHER?**

Clarity on Roles



IMPACT OF CROSSING LANES

- Can result in counterproductive feelings and behaviors
 - Loss of empowerment, morale, motivation, buy-in, innovation, trust, etc.
- Ignores the organizational structure and chain of command
- Work is not being done as efficiently as possible
- Less collaborative
- Less productive – can waste time
- Conflicting and changing priorities



Establishing Roles & Responsibilities

To be successful in accomplishing a strategic plan, we must be clear on ... (RACI)

- ▶ Who is RESPONSIBLE for what
- ▶ Who is ACCOUNTABLE for what
- ▶ Who should be CONSULTED on what
- ▶ Who should be INFORMED on what



Strategic Management Process RACI

	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
PLANNING THE FUTURE	COUNCIL	COUNCIL	MGMT & STAFF	MGMT & STAFF
PLANNING THE ACTIONS	STAFF	MGMT	COUNCIL	COUNCIL
EXECUTING ON PLAN	STAFF	MGMT	MGMT & COUNCIL	MGMT & COUNCIL
TRACKING RESULTS	STAFF	MGMT	MGMT	COUNCIL
COMMUNICATING RESULTS	MGMT & STAFF	MGMT	MGMT & COUNCIL	COUNCIL
REVISIT & REVISE PLAN YEARLY	COUNCIL	COUNCIL	MGMT & STAFF	MGMT & STAFF
REVISIT & REVISE ACTION PLANS QUARTERLY	MGMT & STAFF	MGMT	MGMT & COUNCIL	COUNCIL



BREAK TIME



**CITY OF
COLLEGE PARK**



MISSION REVISIONS

College Parks' Mission

The City of College Park provides open and effective governance and excellent services that enhance the quality of life in our community.



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IS IT.....?

Inspiring

Clear

Unique

Focused

Achievable

**Easy to
Communicate**

Bland

Vague

Not distinct

Too broad

Too much fluff

**Hard to
Communicate**



PRINCE GEORGE'S COUNTY

Through internal and external partnerships and collaboration, we will enhance government services to ensure that we are meeting or exceeding the needs of our residents, visitors, and businesses. We will strategically implement initiatives within the six Policy Focus Areas critical to the long-term success of our county and demonstrating we are Prince George's Proud.

COLLEGE PARK'S MISSION

The City of College Park provides open and effective governance and excellent services that enhance the quality of life in our community.

CITY & UMD PARTNERSHIP

The local development corporation working to make College Park a top 20 college town.

COLLEGE PARK'S MISSION

The City of College Park provides open and effective governance and excellent services that enhance the quality of life in our community.

COMMUNITY VIEW OF CP STRENGTHS

Public FGs		
Theme	#ppl	#FGs
Green Spaces	28	9
Accessibility & Connectivity	25	9
Atmosphere	20	7
Relationship w UMD	16	9
Diversity & Sense of Community	13	7

Community Survey	
Theme	#ppl
Diversity & Sense of Community	48
Green Spaces	42
Relationship w UMD	32
City's Amenities	31
Accessibility & Connectivity	21

Stakeholder FGs		
Theme	#ppl	#FGs
City Services & Programs	7	2
UMD & Partnerships	5	2
Accessibility & Connectivity	2	2
Atmosphere & Community	5	2
Small Business	1	1

INSIGHTS:

The Community cares mostly about: *Green Spaces *Accessibility *UMD Relationship
*Atmosphere & Community



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STAFF VIEW OF CP STRENGTHS

Strengths	
Theme	#ppl
Commitment & Focus on Residents	23
Org Culture & Leadership	17
Hardworking & Caring Staff	10
Communication with Residents & Employees	10
Benefits & Opps for Development	10

STRENGTHS:

CP is a great place to work because:

*Contribution of the work *People you work with *Family-feel that is flexible and stable



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**TO REVISE OR
NOT TO REVISE?**

Mission Exercise

- ▶ On a piece of paper, write down 3-4 sentences about a story you would hear from residents describing their experience when we are doing our best work.
- ▶ Example story:

e.g.

“In Rwanda, we got to help Bagina’s family easily get clean water which allowed the four children to focus on school work instead of spending days sick from bad water and nights walking hours to carry back water from the dirty river.”

(Modeled after charity: water)



Mission Exercise

- ▶ Look at the stories you've written down.
- ▶ Identify every time you mention **a specific place or a person.**
- ▶ **Circle** them so you can identify them later.
- ▶ Example:

e.g.

“In **Rwanda**, we got to help **Bagina's family** easily get clean water which allowed the four **children** to focus on school work instead of spending days sick from bad water and nights walking hours to carry back water from the dirty river.”



Mission Exercise

- ▶ Now draw a square around any mention of your organization **making a difference and taking action**.
- ▶ It's ok to overlap squares and circles
- ▶ Example:

e.g.

“In Rwanda, we got to help Bagina’s family easily get clean water which allowed the four children to focus on school work instead of spending days sick from bad water and nights walking hours to carry back water from the dirty river.”



Mission Exercise

- ▶ Finally, underline anytime something in the story **changes for the better ... or results from your work**
- ▶ Example:

e.g.

“In Rwanda, we got to help Bagina’s family easily get clean water
which allowed the four children to focus on school work instead
of spending days sick from bad water and nights walking hours
to carry back water from the dirty river.”



Mission Exercise

- ▶ Your stories should look something like this

“In Rwanda, we got to help Bagina’s family easily get clean water which allowed the four children to focus on school work instead of spending days sick from bad water and nights walking hours to carry back water from the dirty river.”

- ▶ Get in groups of 2 and compile the top 3 results for each type of marker – circle, square, and underline.



Mission Exercise

- ▶ Choose one person per group to write on each flip chart.

<p>Our Cause Who? What? Where?</p>	<p>Circled items go here</p>
<p>Our Actions What we do</p>	<p>Squared items go here</p>
<p>Our Impact Changes for the better</p>	<p><u>Underlined items go here</u></p>



Mission Exercise

- ▶ Example of one filled in....

e.g.	charity: water	
<p>Our Cause Who? What? Where?</p>	<p>Bangladesh Rwanda Ngoma Liberia</p> <p>women families children Bagina</p>	<p>developing areas rural communities</p> <p>farmers business owners fishermen</p>
<p>Our Actions What we do</p>	<p>access to clean water wells safe routes to water</p> <p>water filter</p>	<p>latrines sanitation handwashing education</p>
<p>Our Impact Changes for the better</p>	<p>less sickness health less thirst decrease mortality more food</p> <p>less fear less crime</p>	<p>reduce poverty improved economy solid communities</p> <p>kids can go to school can pursue other dreams save time and energy</p>



Mission Exercise

▶ Now let's find and label the themes

<p>e.g. charity: water</p>		
<p>Our Cause Who? What? Where?</p>	<p>Developing Areas</p> <p>Bangladesh Rwanda Ngoma Liberia</p> <p>developing areas rural communities</p>	<p>Families/Communities</p> <p>women children families Bagina</p> <p>Local Economies</p> <p>farmers business owners fishermen</p>
<p>Our Actions What we do</p>	<p>Clean Water</p> <p>access to clean water wells</p> <p>safe routes to water water filter</p>	<p>Sanitation/Education</p> <p>latrines sanitation</p> <p>handwashing education</p>
<p>Our Impact Changes for the better</p>	<p>Health</p> <p>less sickness health less thirst decrease mortality more food</p> <p>Security</p> <p>less fear less crime</p>	<p>Stronger Communities</p> <p>reduce poverty improved economy solid communities</p> <p>Opportunity</p> <p>kids can go to school can pursue other dreams save time and energy</p>



Crafting the Mission

- ▶ Now its time to craft our mission utilizing the themes we found in our stories.

- ▶ Example:

Our Cause Who? What? Where?	Our Actions What we do	Our Impact Changes for the better
developing areas families/communities local economies	provide clean water sanitation/education	health stronger communities security opportunity

e.g.

“We help families in developing areas stay healthy by providing clean water and education.”

“Helping build safe, strong communities in the developing world through safe drinking water.”

“Through clean water, we promote security and opportunities in rural economies.”





**PUTTING IT ALL
TOGETHER**

**LET'S TEST THE NEW ONE
AGAINST THE CRITERIA....**



**CITY OF
COLLEGE PARK**

IS IT???

- ✓ Inspiring
- ✓ Clear
- ✓ Unique
- ✓ Focused
- ✓ Achievable
- ✓ Easy to Communicate

- Bland
- Vague
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- Too broad
- Too much fluff
- Hard to Communicate



Mission Exercise

- ▶ Do we touch on.....
 - ▶ Who we serve?
 - ▶ What needs we serve?
 - ▶ How we meet those needs?
 - ▶ How we meet those needs differently?



Finalizing the Mission

- ▶ *If we have not finalized the mission, Council will agree to solidify the wording and adopt it by the next session.*
 - ▶ *15th – Work Session*
 - ▶ *22nd - Council Mtg*
 - ▶ *29th – Next Session*



BREAK TIME



**CITY OF
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Vision Revision



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Vision

- ▶ Defines a desired state
- ▶ Where are we going?
- ▶ What type of future do we want to create?
- ▶ Describes our best possible outcome.
- ▶ A great hope held in common.
- ▶ A world we want to contribute to creating



Great Visions are...

- ▶ Future oriented
- ▶ Utopian...a better future
- ▶ Appropriate...fits, history, culture, values
- ▶ Excellence and high ideals
- ▶ Clarifies purpose and direction
- ▶ Inspires enthusiasm, encourages commitment
- ▶ Reflects uniqueness, distinctive competencies
- ▶ Ambitious
- ▶ Well articulated and easily understood (length & detail)



College Parks' Vision

The City of College Park is a vibrant and prosperous top 20 college town, which has established collaborative relationships with the residents, the University, businesses, non-profit sector, and other governments that benefit the entire community. The City is known for distinctive and connected neighborhoods, thriving commercial districts, cultural amenities, attractive green space and streetscapes, convenient transportations systems servicing all users, and a strong sense of community pride.



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PRINCE GEORGE'S COUNTY

To attract and retain the most Experienced workforce who will use Innovative technology to provide efficient, effective services to our citizens. We will Collaborate with our stakeholders to develop Solutions that are data-based and rely on best-practices to address complex challenges within the county and the region. We will have a world-class education system, safe communities and a robust economy that creates jobs and opportunities for all and increase the commercial tax base to ensure we can provide the services our residents deserve.

COLLEGE PARK'S VISION

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UMD DISTRICT VISION

College Park is a diverse, engaged community comprised of residents and businesses, and the vibrant education, research, cultural and international resources of the University.

Residents are drawn to a range of housing options from single-family residences to high-density housing that thrives near livable, walkable commercial centers. Diverse businesses - from high tech startups to community retailers – are drawn to a demographic that provides educated workers and consumers. The University District offers its community a high quality of life including a safe and secure environment, access to world-class K-12 schools, and attractive commercial districts that serve families and students alike. The District enjoys excellent pedestrian and bicycle access, public transportation options, and efficient roads and parking. Finally, the University District exemplifies a leading “green” community, utilizing sustainable building practices, green technologies, and a strong commitment from the community to protect, preserve, and enhance natural resources.

COLLEGE PARK'S VISION

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VISION FOR LAKELAND

INSIGHTS:

The Community of CP and Lakeland have very similar ideas for the future of CP

- **Historically designated** community where meaningful processes of **restorative justice** have been and are being realized.
- Renewed historic character with **low density housing**, and **compatible community commercial and home-based enterprises**.
- 90% of the **homes are owner-occupied** and tenants have the **tools and opportunity** to become homeowners.
- Home of **legacy institutions** in their historic structures and a **robust center for culture, history, and heritage**.
- **The community is strong, healthy, safe, and inclusive** both economically and socially.
- **History and culture** of the community and its members **are honored, nurtured, and celebrated**.
- Lifelong **vitality and learning** are supported.
- Physically and institutionally **interconnected with the larger community**.
- **Strategic Areas:** Transportation, Education, Public Safety, Sustainability, Revitalization and Redevelopment



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COMMUNITY'S VISION FOR CP

Public FGs		
Theme	#ppl	#FGs
Supportive & Inclusive Community	32	7
Accessibility & Connectivity	23	8
Sustainability & Environment	19	8
Atmosphere/QOL	13	5
Smart Growth	6	6

Community Survey	
Theme	#ppl
Supportive & Inclusive Community	37
Atmosphere/QOL	37
College Town - UMD	26
Accessibility & Connectivity	24
Safe Community	15
Stable Base Community	15

Stakeholder FGs		
Theme	#ppl	#FGs
Smart Growth	4	2
Growing Stable Community	4	2
Engaged & Connected Communities	4	2
Attractive Premier City	3	2
Diverse Business & Housing	2	2

INSIGHTS:

The Community envisions the future of CP with:

*A community that cares about all. *Mobility across the City *Keeping a Small-Town feel with Smart Growth * Environmentally sustainable



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STAFF'S VISION FOR ORGANIZATION

Internal Organization	
Theme	#ppl
Have Community's Trust & Pride through Our Continued Services that Meet their Needs	16
Great Work Environment that is Equitable and Inclusive	15
Efficient & Well-Function Organization	9
Takes Care of Employees & Rewards Great Work	8
United, Aligned and Focused on Shared Goals	7

VISION:
 The Staff envisions CP in 2025 as an organization:
 *Passionate about serving the Community with integrity & transparency
 *That has a great and inclusive work environment that ensures equity
 *High functioning organization in processes and resources
 *Ensures their employees know their value
 *A united team that is aligned and focused on common goals



**TO REVISE OR
NOT TO REVISE?**

Vision Exercise

- ▶ Close your eyes for a minute and imagine yourself looking at a desk calendar with the current date being shown. Watch the pages flip from today until we arrive at 2030 date.



Vision Exercise

- ▶ Break into groups of 2
 - ▶ Talk about what each envisioned
 - ▶ Identify 2-3 common themes across both visions
 - ▶ Write each theme in 2-3 BIG words on a post-it note
-
- ▶ Reconvene and find common vision elements among entire group
 - ▶ Finalize elements of vision through discussion



Vision Exercise

- ▶ Award --- What was it that the City accomplished?
- ▶ Residents --- What did that residents say?
- ▶ Mayor --- What was it that the City did?
- ▶ Employees --- How does it feel to work for the City?
- ▶ Region --- How does the City impact the region?





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Finalizing the Mission

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NEXT STEPS

- Finalize both Vision and Mission wording before next session to guide top objectives.
- Complete the previous session's HW by next session -- 3 District, 3 City over 5 years
- Upcoming Sessions:
 - **9/29 - 5-Year Objective Planning** – 4 hrs – methodology training and brainstorm City-wide objectives for 5-year timespan
 - **10/3 - 5-Year Objective Finalization** – 4 hrs – finalizing all City-wide objectives for 5-year timespan
 - **TBD - 1-Year Objective Planning** – 4 hrs – brainstorming City-wide objectives for 1-year timespan
 - **TBD - 1-Year Objective Finalization** – 4 hrs – finalizing all City-wide objectives for 1-year timespan
 - **TBD - Management & Department Training & Action Planning**



QUESTIONS?



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THANK YOU!