## **CLEARPOINT STRATEGY**

STRATEGY IMPLEMENTATION:
HOW TO GET ORGANIZATIONAL BUY IN

# WHAT DO WE MEAN WHEN WE TALK ABOUT BUY-IN?

- Helping people see the value
- "What's in it for me?"
- Showing what can be achieved
- Support and participation
- Employee engagement
- Commitment to the mission

# Edmond's Strategic Plan

- Formerly had a system with "Quarterly Progress Reports" tracking data within departments, but there was no unified vision or drive for improvement through this framework.
- This was identified as a "stop doing" within the organization.
- So, we did what is common to address a problem in government ... form a committee!





# Edmond's Strategic Plan

- Developed an internal process for strategic planning.
- Through a collaborative process, 7 key Organizational Priorities and 11 Strategic Initiatives were set. (Setting a unified purpose for the organization).
- Each of our 22 departments were tasked with setting their own goals and objectives that would tie into these initiatives.
- Identified that we needed to track these goals in a more streamlined manner than across multiple spreadsheets and documents, as had previously been done.

The goal.... alignment and purpose.

#### **ECONOMIC DEVELOPMENT**

# Organizational Priorities & Strategic Initiatives

- 1. Revitalize and encourage development of commercial areas.
- 2. Support commercial and residential development through improving the review process.

#### **ENVIRONMENTAL STEWARDSHIP**

- 3. Encourage environmentally sustainable behavior through public education to support resource conservation and a decrease in landfill waste.
- 4. Protect our natural resources through promotion and enhancement of green infrastructure.

#### **FINANCIAL RESPONSIBILITY**

5. Promote fiscal stability by increasing efficiencies, identifying revenue opportunities, and exploring internal and external financial partnerships.

#### HIGH PERFORMING GOVERNMENT

- 6. Improve communication and collaboration throughout the organization.
- 7. Recruit, retain, and develop a skilled, diverse, and inclusive workforce.
- 8. Utilize technology and software in a manner that boosts efficiency, increases transparency, and fosters innovation.

#### **INFRASTRUCTURE**

- 9. Give the same level of importance and attention to the maintenance of infrastructure as to new infrastructure.
- 10. Plan, design, implement, and maintain transportation infrastructure that allows easy connections throughout the city and between different modes of transportation.

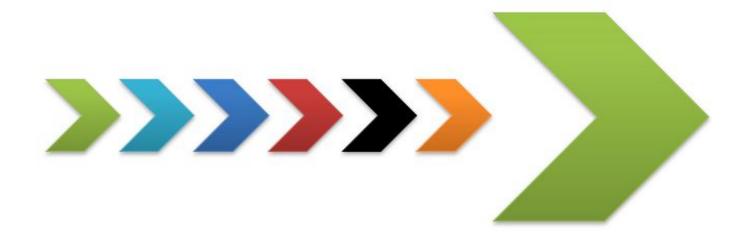
#### **QUALITY OF LIFE**

11. Plan, design, implement, and maintain improvements to cultural and recreational facilities, and programs to enhance resident and visitor satisfaction.

#### **SAFE COMMUNITY**

12. Support a safe and inclusive environment for all Edmond employees and citizens.





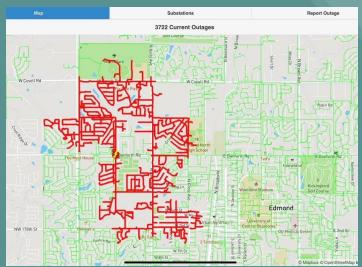
The reality...











# STAY



**SAFE** 



# TRUSTWORTHY SERVICE

— THROUGH CONTINUOUS IMPROVEMENT —

## IMPORTANCE OF STRATEGIC PLANNING

- A way to create an aligned vision and purpose
- A tool to establish accountability, develop timelines, and achieve success
- Opportunity for collaboration
- Communication tool
- Ultimately, a process for improvement

# Three core strategies for engagement:

COMMUNICATE
CLARIFY
CELEBRATE

# COMMUNICATION

Successful strategic planning is highly dependent on good communication within your organization.

It has to be a regular part of the conversation.

## **COMMUNICATION STRATEGIES**

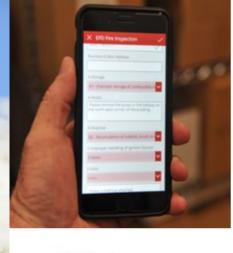
- Quarterly check-in meetings with all departments
- Uploading quarterly reports onto our employee page
- Monthly email check-ins with tips and updates to our department point people
- Quarterly all-employee emails highlighting accomplishments on departmental strategic goals
- Video highlighting successes from that fiscal year and recapping the intention behind strategic planning
- Working to clarify and provide clear expectations for departments
- When there is turnover with a department, set up a one on one meeting early on.

# STRATEGIC PLAN

**EDMOND FIRE DEPARTMENT 2019/2020** 

TRUSTWORTHY SERVICE THROUGH CONTINUOUS

IMPROVEMENT



#### GOAL 1

UTILIZE TECHNOLOGY, CURRENT RESEARCH AND GRANT OPPORTUNITIES TO ENSURE EFFICIENT AND EFFECTIVE **OPERATIONS AND SERVICES** 

- Transition fully to Lexipol online platform for policies and procedures.
- · Consider changing to online virtual training for medical recertification requirements.
- · Evaluate benefits of transitioning to a staffing software that works with Tyler/New World
- Purchase new nozzles based on the NIST/UL. research findings.
- of apparatus, EMS equipment, and tracking of narcotics
- Apply annually for AFG, SAFER and local grants, as staffing and equipment needs arise.
- Re-evaluate Polycom platform feasibility. Consider moving to less costly technology which has become available.
- . Transition to the use of inspection software or an
- Utilize Microsoft 365 and available applications

- · Implement Operative IQ software for inventory
- online application for Fire Prevention inspections.
- to improve internal operations.

#### GOAL 2

CONTINUE TO IMPROVE COMMUNICATION AMONG ALL DIVISIONS OF THE DEPARTMENT

- Publish departmental newsletter with updates from all divisions.
- · Deputy Chiefs will visit stations to discuss updates to current and upcoming projects and to gather information as needed.
- · Battalion Chiefs will visit stations to review company performance goals, pass on departmental information and to train with crews as needed.
- · EMS Chief/Staff will visit stations to review documentation of EMS incidents, provide company training and quality assurance during actual incidents.
- · Fire Prevention Chief/Staff will visit stations to discuss prevention and public education topics and for further collaboration with suppression.
- · Training Chief/Staff will visit stations to gather information from suppression on future training needs and assist with company level training
- Fire Chief and Deputy Chief will hold regular meetings with the staff from each division to continue working on important continuous improvement projects and objectives.
- · Fire Chief will visit stations to discuss annual strategic planning goals for the coming year. Printed hard copies of the 2-year strategic plan will be delivered and discussed at every station and with every division.
- · Fire Chief will develop an annual progress report and will discuss the report with every station and with every division.
- Explore the feasibility of using Microsoft 365 applications to gather and distribute information internally to improve the flow of communication both up and down



What are communication strategies within your organizations? How do you communicate your strategy to all levels of your organization?

# COMMUNICATION LEADS TO ENGAGEMENT

It can't be a document that sits on a shelf and gets forgotten.

## **ENGAGEMENT STRATEGIES**

- Bringing more people to the table
- Empowering individual departments to set their own goals and objectives, aligned with city-wide initiatives
- Aligning departmental goals to individual performance goals
- Celebrating successes!

# Clarity.

Make it accessible.

# Clarify and Make it Accessible

- Use terminology that is known as a baseline.
- Don't overcomplicate.
- When setting goals, we use prompts like "challenges in the department" and "back burner projects."

### STRATEGIC PLANNING EXPECTATIONS

#### EXPECTATION 1. Identify who is responsible for what and when.

#### TIPS FOR SUCCESS

- Assign each goal to a specific person at the start of the FY.
- Set calendar reminders for when an objective is scheduled to be completed.
- · When possible, link Employee Goals to Department Strategic Planning Goals.

#### EXPECTATION 2. At a minimum, have updates in Clearpoint on a quarterly basis.

#### TIPS FOR SUCCESS

 Collect information about goals from members of the department on a regular basis – perhaps monthly – so you are not trying to collect all updates at once. ACCOUNTABILITY

What gets written
down gets done

# Get the water to the end of the row.

#### EXPECTATION 3. Consistently engage all employees in your department about strategic planning.

#### TIPS FOR SUCCESS

- Provide a copy of the goals, objectives, etc. to each of your employees.
- Dedicate one part of every staff meeting to discuss updates on goals.

#### EXPECTATION 4. Share updates throughout the year

#### TIPS FOR SUCCESS

- Quarterly, provide a summary of the progress on goals via email to all staff members.
- Have a meeting with staff members at the end of each quarter to share information about progress and review timelines.



Celebrate

## **CELEBRATE YOUR PROGRESS**

- Every check-in meeting has a portion dedicated to recognizing improvements in departments.
- Encouraging departments to recognize their successes and show the alignment to their departmental goals.





Developing engagement can be challenging, but seeing the progress in departments reminds us why we do this work.

To make progress, we have to be intentional about buy-in and engagement.

#### **HELPFUL LINKS:**

How to manage strategy in a rapidly changing world: <a href="https://www.clearpointstrategy.com/managing-during-change/">https://www.clearpointstrategy.com/managing-during-change/</a>

Dealing with the Daily Stuff That Comes After the Strategic Plan: <a href="https://icma.org/articles/pm-magazine/pm-article-strategic-thinking">https://icma.org/articles/pm-magazine/pm-article-strategic-thinking</a>

Strategic Planning Examples: <a href="https://www.clearpointstrategy.com/government-strategic-plan-examples/">www.clearpointstrategy.com/government-strategic-plan-examples/</a>

GFOA - Establishing Strategic Plans
<a href="https://www.gfoa.org/establishment-strategic-plans">https://www.gfoa.org/establishment-strategic-plans</a>

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