

Redesigning the Strategic Plan

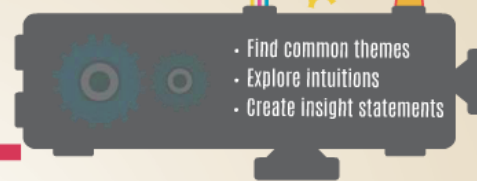
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INSPIRATION PHASE



IDEATION PHASE



find common themes

- Citizen Engagement
- Vision
- Communication
- Transparency
- Team Approach
- Processes
- Resource Allocation

explore intuitions & create insight statements

IMPLEMENTATION PHASE



Citizen Engagement

Strategic Goals

Workshop Findings

Key Strategic Decisions

Revised Future

BLUE RIBBON REPORT RECOMMENDATIONS

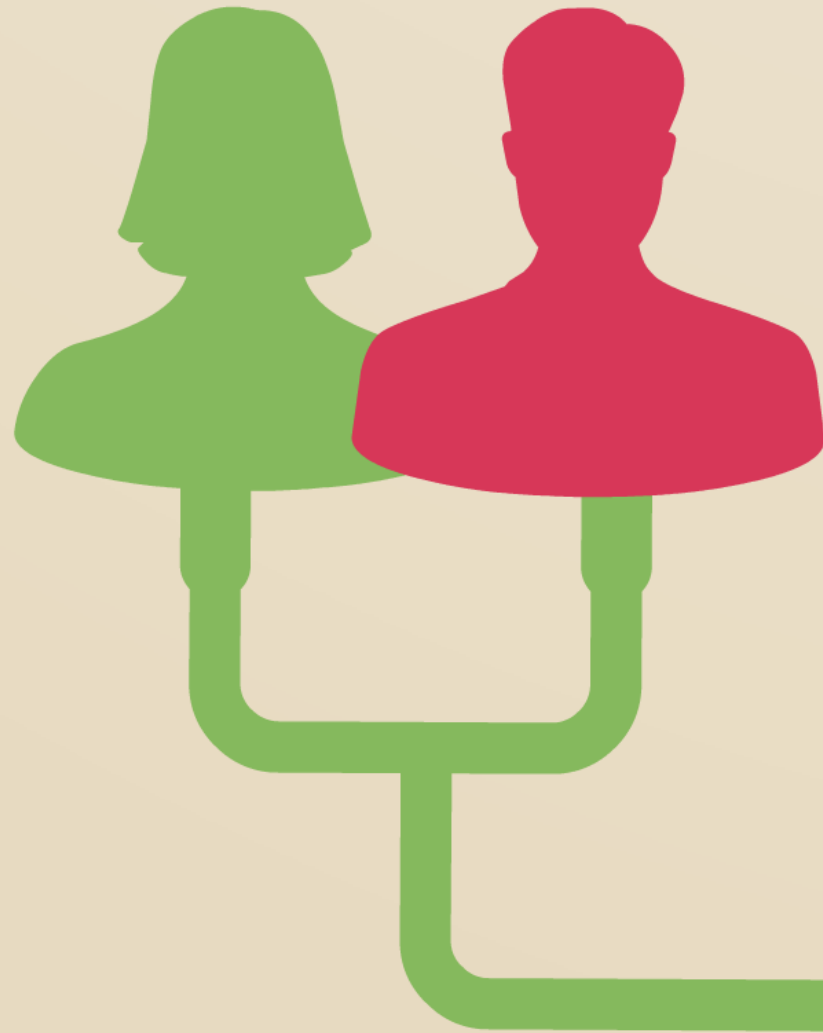


Redesigning the Strategic Plan

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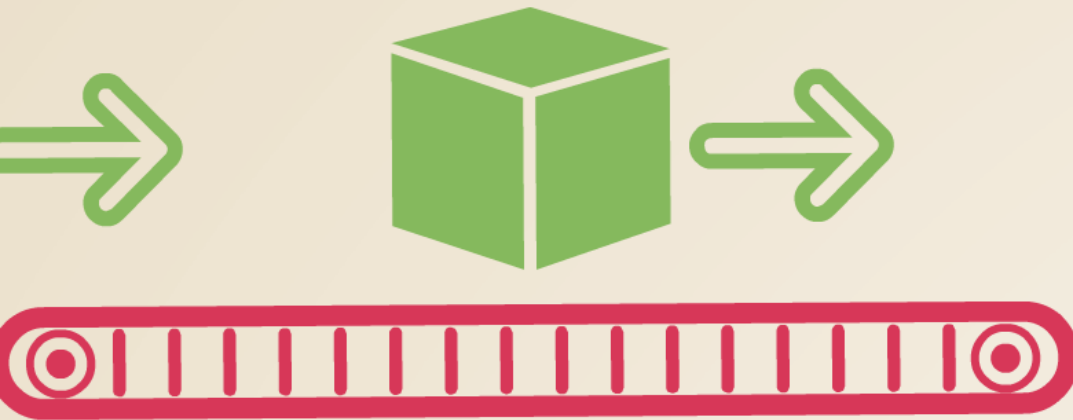


BLUE RIBBON REPORT RECOMMENDATIONS

Change 3: Our "Get It Done Plan"

- One plan, unifying the organization
- Alignment with budget process

INSPIRATION PHASE



Information gathering workshops, interviews, & tours

The factory silhouette contains three inset images: a board of sticky notes on the left, a child building with blocks in the center, and a wall of sticky notes on the right.



IDEATION PHASE

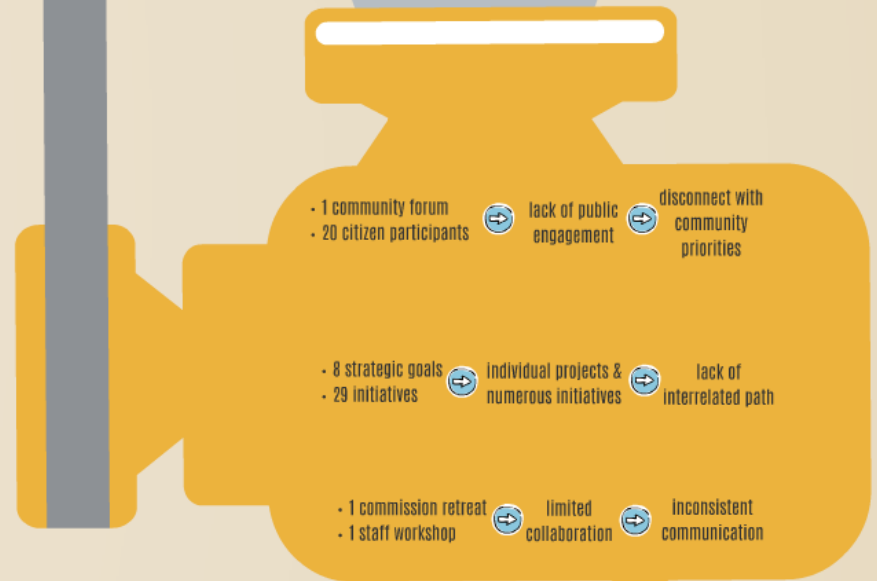


- Find common themes
- Explore intuitions
- Create insight statements

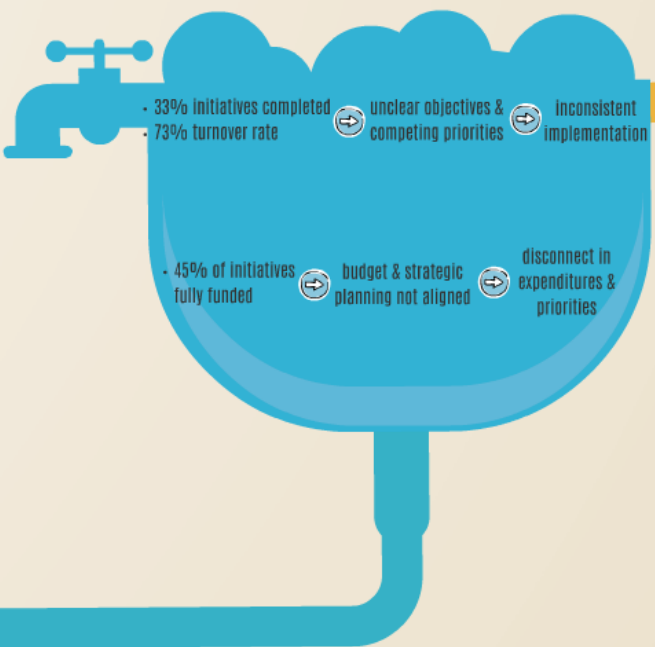
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find common themes

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explore intuitions & create insight statements



- 1 community forum
- 20 citizen participants



lack of public engagement



disconnect with community priorities

- 8 strategic goals
- 29 initiatives



individual projects & numerous initiatives



lack of interrelated path

- 1 community forum
- 20 citizen participants



lack of public engagement



disconnect with community priorities

- 8 strategic goals
- 29 initiatives



individual projects & numerous initiatives



lack of interrelated path



- 1 commission retreat
- 1 staff workshop



limited collaboration



inconsistent communication

- 8 strategic goals
 - 29 initiatives
- 
- individual projects & numerous initiatives
- 
- lack of interrelated path

- 1 commission retreat
 - 1 staff workshop
- 
- limited collaboration
- 
- inconsistent communication



- 33% initiatives completed
- 73% turnover rate



unclear objectives & competing priorities



inconsistent implementation

- 45% of initiatives fully funded



budget & strategic planning not aligned



disconnect in expenditures & priorities



33% initiatives completed
73% turnover rate



unclear objectives &
competing priorities



150855
inconsistent
implementation

• 45% of initiatives
fully funded



budget & strategic
planning not aligned



disconnect in
expenditures &
priorities

IMPLEMENTATION PHASE



Eliminating
the gaps

Collaboration

Interviews

2012-2013
Downtown
Knoxville
Knoxville
Knoxville
Knoxville

Tours

2013-2014
North Knoxville
South Knoxville
Knoxville
Knoxville

Workshops

2013-2014
Knoxville
Knoxville
Knoxville



Citizen Engagement

Community events

University students
Spring Garden Festival
Cone Park activities
Farmer's Market
Active Streets
5th Ave. Arts Festival

Neighborhood meetings

Lake Road
North Lincoln
Fifth Avenue
Springhill

Text-to-connect platform

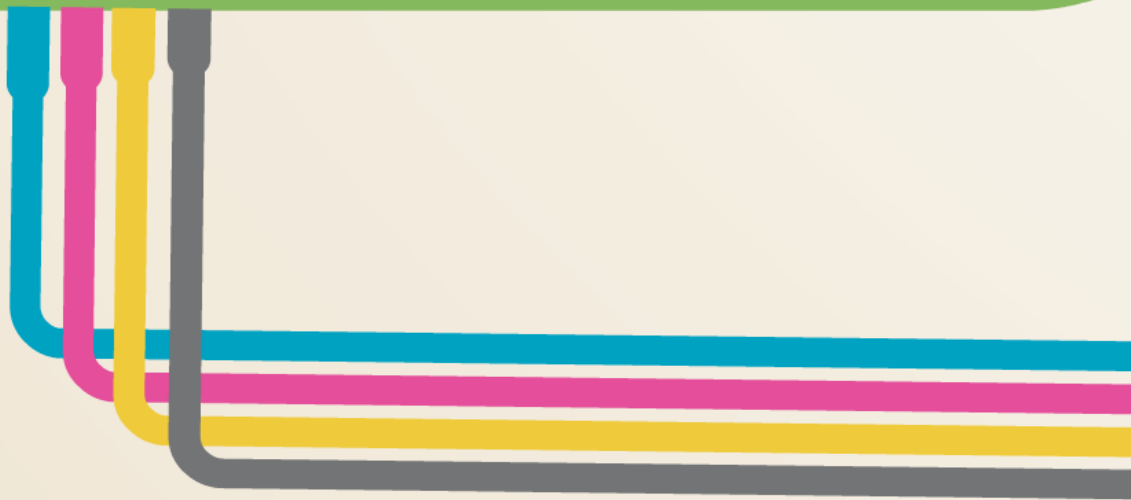
text GNV to 43506

engageGNV platform

Telephone town hall

Over 200+ citizen connections

10x participation in 4 weeks



Community events

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Text-to-connect platform

text GNV to 43506

engageGTV platform

Telephone town hall

Over 200+ citizen connections

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Collaboration

Interviews

Over 40 interviews

Directors
Managers
Commissioners
Emerging Leaders
Field Staff

Tours

21 tours

Dignity Village
Crime Briefing @ GPD
Parking
House Replacement

Fire Station
Traffic Signals
Parks & Centers
GRA & EDI Projects

Workshops

9 collaborative workshops

Commission --- Charters --- Directors --- Managers

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Over 40 interviews

Directors

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Emerging Leaders

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21 tours

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Parking

House Replacement

Fire Station

Traffic Signals

Parks & Centers

CRA & EDI Projects

Workshops

9 collaborative workshops

Commission --- Charters --- Directors --- Managers

Redesign

Now...

Presenting & communicating "what we do"

Customized budget training opportunities

Next...

Connecting the programs to the community's goals

3-4 spring budget workshops

Co-creation workshop in June

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