SCAG™
INNOVATING FOR A BETTER TOMORROW

SOUTHERN CALIFORNIA
ASSOCIATION OF GOVERNMENTS
900 Wilshire Blvd., Ste. 1700
Los Angeles, CA 90017
T: (213) 236-1800
www.scag.ca.gov

REGIONAL COUNCIL OFFICERS

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Clint Lorimore, Eastvale

First Vice President
Jan C. Harnik, Riverside County Transportation Commission

Second Vice President
Carmen Ramirez, County of Ventura

Immediate Past President
Rex Richardson, Long Beach

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Executive/Administration
Clint Lorimore, Eastvale

Community, Economic & Human Development
Jorge Marquez, Covina

Energy & Environment
David Pollock, Moorpark

Transportation
Sean Ashton, Downey

SPECIAL MEETING – ANNUAL WORK PLANNING SESSION

EXECUTIVE/ ADMINISTRATION COMMITTEE

Please Note Date, Time and Location
Thursday, June 24, 2021
10:00 a.m. – 4:00 p.m.

Mission Inn Hotel & Spa in Riverside
(Spanish Art Gallery Room)
3649 Mission Avenue
Riverside, CA 92501
Tel. (951) 784-0300

If members of the public wish to review the attachments or have any questions on any of the agenda items, please contact Maggie Aguilar at (213) 630-1420 or via email at aguilarm@scag.ca.gov. Agendas & Minutes are also available at: www.scag.ca.gov/committees.

SCAG, in accordance with the Americans with Disabilities Act (ADA), will accommodate persons who require a modification of accommodation in order to participate in this meeting. SCAG is also committed to helping people with limited proficiency in the English language access the agency's essential public information and services. You can request such assistance by calling (213) 630-1420. We request at least 72 hours (three days) notice to provide reasonable accommodations and will make every effort to arrange for assistance as soon as possible.

COVID-19 Notice: There are no current public health restrictions for members of the public, members of the Committee or SCAG staff who are fully vaccinated. Cal/OSHA regulations and state guidance permit and allow fully vaccinated people to not wear face coverings indoors and have discontinued physical distancing measures in most cases. Meeting participants or attendees who are not fully vaccinated are encouraged to wear a mask. Masks will be available at the meeting location. For additional information, please see the State Reopening Update.

EAC - Executive/Administration Committee
Members – June 2021

1. **Hon. Clint Lorimore**
   Chair, Eastvale, RC District 4

2. **Hon. Jan C. Harnik**
   1st Vice Chair, RCTC Representative

3. **Sup. Carmen Ramirez**
   2nd Vice Chair, Ventura County

4. **Hon. Rex Richardson**
   Imm. Past President, Long Beach, RC District 29

5. **Hon. Jorge Marquez**
   CEHD Chair, Covina, RC District 33

6. **Hon. Frank A. Yokoyama**
   CEHD Vice Chair, Cerritos, RC District 23

7. **Hon. David Pollock**
   EEC Chair, Moorpark, RC District 46

8. **Hon. Deborah Robertson**
   EEC Vice Chair, Rialto, RC District 8

9. **Hon. Sean Ashton**
   TC Chair, Downey, RC District 25

10. **Hon. Art Brown**
    TC Vice Chair, Buena Park, RC District 21

11. **Hon. Alan Wapner**
    LCMC Chair, SBCTA Representative

12. **Hon. Peggy Huang**
    LCMC Vice Chair, TCA Representative

13. **Hon. Kathryn Barger**
    Pres. Appt., Los Angeles County

14. **Hon. Larry McCallon**
    Pres. Appt., Highland, RC District 7

15. **Hon. Cheryl Viegas-Walker**
    Pres. Appt., El Centro, RC District 1

OUR MISSION
*To foster innovative regional solutions that improve
the lives of Southern Californians through inclusive
collaboration, visionary planning, regional advocacy,
information sharing, and promoting best practices.*

OUR VISION
Southern California's Catalyst for a Brighter Future

OUR CORE VALUES
Be Open | Lead by Example | Make an Impact | Be Courageous

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16. **Sup. Donald Wagner**
    Pres. Appt., Orange County

17. **Hon. Andrew Masiel**
    Tribal Govt Regl Planning Board Representative

18. **Randall Lewis**
    Business Representative, Non-Voting Member

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EXECUTIVE/ADMINISTRATION COMMITTEE AGENDA - SPECIAL MEETING

Southern California Association of Governments
Mission Inn Hotel & Spa in Riverside (Spanish Art Gallery Room)
3649 Mission Avenue, Riverside, CA 92501
Annual Work Planning Session
In-Person Meeting/No Remote Participation
Thursday, June 24, 2021
10:00 AM-4:00 PM

CALL TO ORDER AND PLEDGE OF ALLEGIANCE
(The Honorable Clint Lorimore, Chair)

PUBLIC COMMENT PERIOD
Members of the public are encouraged to submit written comments by sending an email to: ePublicComment@scag.ca.gov by 5pm on Wednesday, June 23, 2021. Such comments will be transmitted to members of the legislative body and posted on SCAG's website prior to the meeting. Written comments received after 5pm on Wednesday, June 23, 2021 will be announced and included as part of the official record of the meeting. Members of the public wishing to verbally address the Executive/Administration Committee will be allowed up to 3 minutes to speak, with the presiding officer retaining discretion to adjust time limits as necessary to ensure efficient and orderly conduct of the meeting. The presiding officer has the discretion to reduce the time limit based upon the number of comments received and may limit the total time for all public comments to twenty (20) minutes.

DISCUSSION ITEMS

10:00 a.m.	1.	Welcome and Opening Remarks *(The Honorable Clint Lorimore, Chair)*
10:30 a.m.	2.	Introductions, Agenda Review and Expectations *(The Honorable Clint Lorimore, Chair)*
11:00 a.m.	3.	SCAG Overview of Organization, Work Plan, and Existing Strategic Plan* *(Kome Ajise, Executive Director)*
11:30 a.m.	4.	Review of Interview Results *(Henry Garcia, Consultant, HR Dynamics & Performance Management, Inc.)*
12:00 p.m.		**Recess to Lunch Break**
1:00 p.m.		**Reconvene to Meeting**
	5.	SWOT Analysis - Break-Out/Group Exercise (Strengths/Weaknesses/Opportunities/Threats) *(Henry Garcia, Consultant, HR Dynamics & Performance Management, Inc.)*
2:00 p.m.	6.	Discuss/Develop Priorities – Common Threads *(Henry Garcia, Consultant, HR Dynamics & Performance Management, Inc.)*

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3:30 p.m.	7.	Prioritization – Dot Exercise *(Henry Garcia, Consultant, HR Dynamics & Performance Management, Inc.)*
4:00 p.m.	8.	Wrap-up/Next Steps *(Henry Garcia, Consultant, HR Dynamics & Performance Management, Inc.)*

ADJOURNMENT

Executive/Administration Committee Strategic Work Plan

2021–2022

Kome Ajise
Executive Director
June 24, 2021

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Executive Team Organizational Chart – June 2021

SCAG

Kome Ajise
Executive Director
3-5 years at SCAG

Darin Chidsey
Chief Operating Officer
16 years at SCAG

Debbie Dillon
Chief Strategy Officer
18 years at SCAG

0 Positions
• Enterprise Project Management Office

Sarah Jepson Director of Planning 7.5 years at SCAG	**Julie Shroyer** Chief Information Officer 3.5 years at SCAG	**Cindy Giraldo** Chief Financial Officer 7 months at SCAG	**Javiera Cartagena** Acting Director of Policy & Public Affairs 5.5 years at SCAG	**Mike Houston** Chief Counsel 4 months at SCAG	**Carmen Flores** Director of Human Resources 8 years at SCAG	**Maggie Aguilar** Clerk of the Board 9 months at SCAG	**Vacant** Internal Auditor
93 Positions/88 Staff • Connect SoCal • Sustainability • RHNA • ATP/Go Human • Goods Movement • Transportation Finance • Mobility Planning and Management • Performance Monitoring	**26 Positions/23 Staff** • Application Development & Support • Emerging Technologies • Infrastructure & Operations • Information Security • Audio/Visual Operations • Facilities • IT Project Management	**27 Positions/23 Staff** • Accounting • Budget Development • Overall Work Program • Grant Management • Contract Procurement & Administration	**20 Positions/19 Staff** • Internal Communications • External Communications & Media • Regional/ Government Affairs • Legislation & Advocacy • Stakeholder Engagement	**2 Positions/0 Staff** • Legal Guidance & Review • Policy Development • Represent SCAG in Litigation • Legal Opinions & Recommendations • Legal Compliance	**6 Positions/5 Staff** • Talent Acquisition & Development • Performance Management • Employee Engagement • Classification & Compensation • Employee Relations • Benefit Administration • Diversity, Equity & Inclusion	**1 Position/0 Staff** • Regional Council Support Maintain Board Records Prepare Agenda Packets Public Meeting Coordination	**1 Position/0 Staff** • Evaluate Operations to Determine Compliance with Policies, Procedures, Laws & Regulations

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Budget At A Glance $147M

Revenues

- Local 33%
- Federal 35%
- State 32%

Expenditures

- Other 44%
- Operating Expense 29%
- Consultant 27%

Overall Work Program $94.1M

FINAL
OVERALL WORK PROGRAM
FISCAL YEAR 2021–2022
May 2021

Program	Amount
Consolidated Planning Grant (CPG)	$39.4M
SB 1 Sustainable Communities Formula Grants	$12.4M
AB 101 Regional Early Action Planning (REAP)	$11.9M
MSRC Last Mile Freight Program	$10M
Transportation Development Act (TDA)	$7.6M
Other State and Federal Grants	$7M
Third Party Contributions	$5.8M

4-Year Budget History

4-Year Staffing History
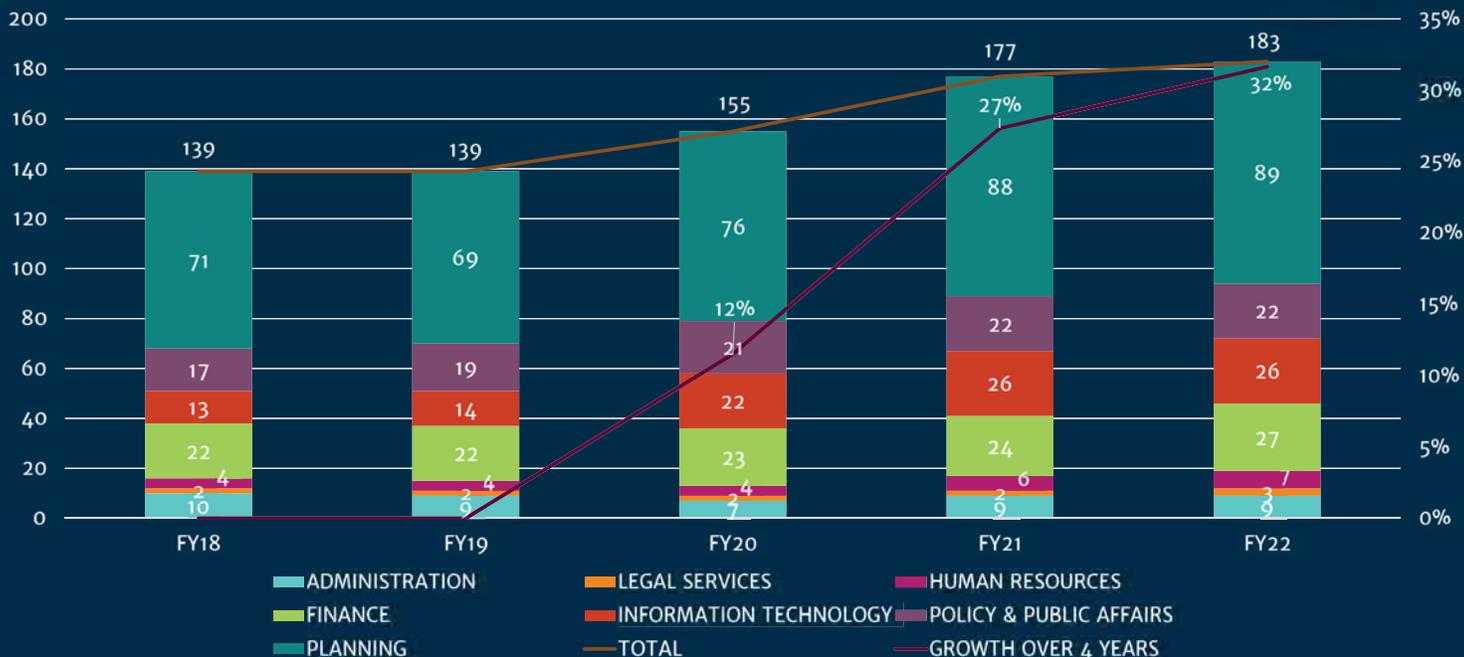
FY 2020-2021 Accomplishments

- Connect SoCal
- 2021 Federal Transportation Improvement Program
- Regional Housing Needs Assessment Allocation Plan
- 11th Annual Southern California Economic Summit
- 32nd Annual Demographic Workshop
- Southern California Climate Adaptation Framework
- Sustainable Communities Program

- Last-Mile Freight Delivery Study
- Transportation Safety Regional Existing Conditions Report
- Regional Briefing Book
- Racial Equity Early Action Plan
- Racial Equity: Baseline Existing Conditions Report
- Outreach to Community-Based Organizations
- Advocacy in Washington & Sacramento

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FY 2020-2021 Recognition & Awards

Award	Program
APA CA Best Practices	Active Transportation Database
APA CA Public Outreach	Climate Adaptation Communication Strategies
APA LA Innovative Use of Technology	Active Transportation Database
ASLA National Awards - Honor Award, Analysis and Planning	Fontana Urban Greening Master Plan
WTS-LA Employer of the Year	Agency Award
ACT National Awards - Excellence in Planning	Excellence in Planning
WTS-OC Rosa Parks Diversity Award	Agency Award
APWA Management Innovation Award	ConOps
APA-SCD Excellence in Sustainability - Policy, Law, or Tool	Climate Adaptation Framework
NARC Achievement Award	Go Human
Governors Highway Safety Association Peter K. O'Rourke Special Achievement Award	Go Human

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Connect SoCal Implementation Strategy

CORE VISION

- COMPLETE STREETS INVESTMENT
- SUSTAINABLE DEVELOPMENT
- DEMAND & SYSTEM MANAGEMENT
- SYSTEM PRESERVATION & RESILIENCE
- GOODS MOVEMENT
- TRANSIT BACKBONE

KEY CONNECTIONS

- SHARED MOBILITY & MOBILITY AS A SERVICE
- GO ZONES
- SMART CITIES & JOB CENTERS
- HOUSING SUPPORTIVE INFRASTRUCTURE
- ACCELERATED ELECTRIFICATION

Connect SoCal Implementation Strategy

Equity & Engagement

Local Capacity Building
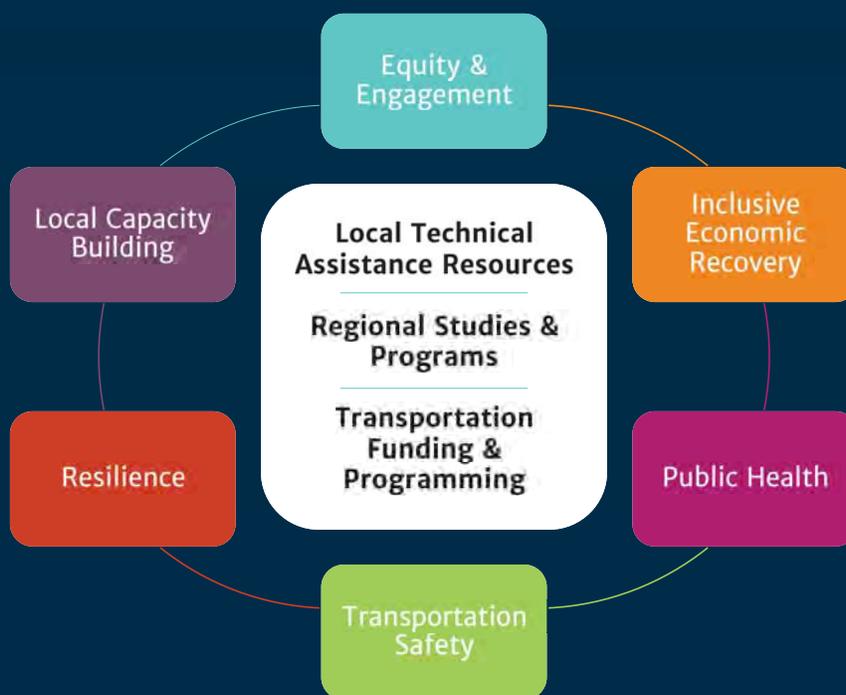
Inclusive Economic Recovery

Local Technical Assistance Resources

Regional Studies & Programs

Transportation Funding & Programming

Resilience

Public Health

Transportation Safety

Sustainable Communities Program (SCP)

Regional Data Platform/General Plan Support

Equity & Environmental Justice

Go Human

Housing

- Housing Element updates
- Accessory Dwelling Units (ADUs) best practices
- Development streamlining support and tools
- Leadership development in support of broad pro-housing coalitions.
- Financing strategies and new funding sources

Mobility Innovation

- Last Mile Delivery
- Transit Recovery
- Mobility Incentives/Demand Management
- Smart Cities & Broadband
- Project Delivery/Funding
  - Mitigation Banks

Connect SoCal Implementation
Regional Policy Direction & Alignment

Equity & Social Justice Resolution (July 2020) · Climate Change Action Resolution (January 2021) · Digital Divide Resolution (February 2021) · Racial Equity Early Action Plan (May 2021) · Inclusive Economic Recovery Strategy (Pending, July 2021)

Regions-Up Approach in the Governor's Comeback Plan

SCAG Opportunities
- Community Economic Resilience Fund
- Regional Adaptation and Resilience Planning
- Regional Climate Collaborative Planning

"REAP 2.0"
- Regional Early Action Planning Grants of 2021
- Housing investments combined with SCS implementation to reduce VMT
- Estimated $500M – $750M

Connect SoCal 2024 Outlook

Foundations & Frameworks	Data Collection & Policy Development	Outreach & Analysis	Draft Plan & Adoption
2021 >>	2022 >>	2023 >>	2024
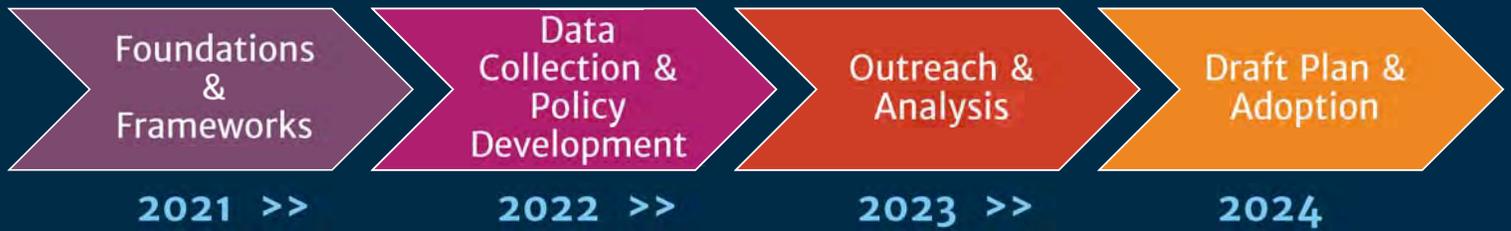
Connect SoCal 2024 Emerging Trends

Data & Trends

- Demographics & Growth
- Transportation Finance
- Congestion/Mode Share
- Goods Movement
- Aviation
- Housing Production

Emerging Issues

- Digital Divide
- Tele-everything
- E-commerce
- Repurposing Land Uses
- Housing
- Public Spaces/ Short Trips
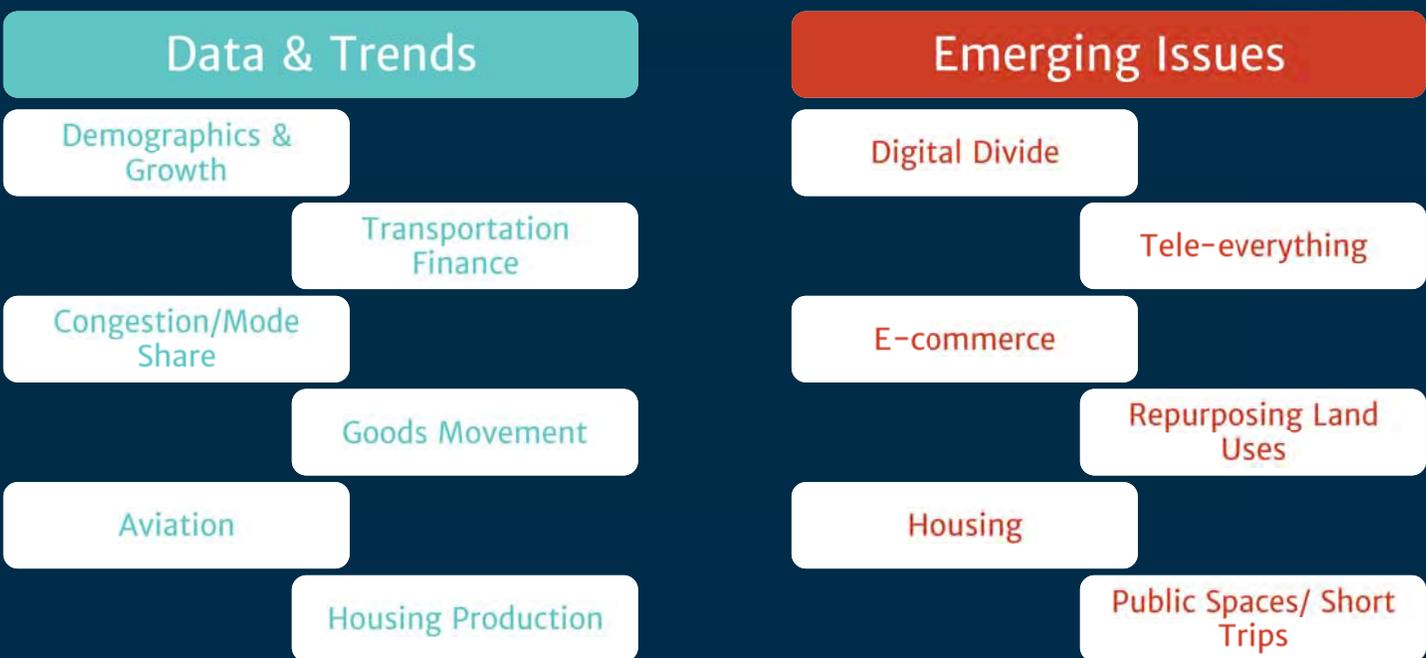
County Transportation Commissions

Local Jurisdictions

SCAG Policy Committees

Stakeholder Groups

General Public

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Questions?
Comments?

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THANK YOU!

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Expectations

Strengths

2

Weaknesses

3

Opportunities

4

Threats

5

Priorities

1)
2)
3)
4)
5)
6)
7)

6

<u>Priorities</u>

8)
9)
10)
11)
12)
13)
14)

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SCAG STRATEGIC WORK PLAN DISCUSSION - INTERVIEW QUESTIONS

EXECUTIVE COMMITTEE AND EXECUTIVE STAFF

<u>SUMMARY DOCUMENT</u>

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1.   WHAT ARE THE <u>TOP FIVE CHALLENGES</u> SCAG IS FACING?

Executive Staff Responses	Executive Committee Responses
Resources/Growth/Staff Development • SCAG has grown quickly • Resources have multiplied • Successfully managing resources • Ambitious organization, we're doing a lot with a small workforce • Finding the right staffing • The State has allocated more resources which equals a challenge for us, lots of growth and SCAG needs to keep up with that • Resources for infrastructure improvements • Organization is growing rapidly • Lack of bodies to do the work • Developing internal leaders is important • Working too quickly to modernize the agency • There is a shift in the nature of our work, it is just not planning, but also includes implementation and monitoring now • Funding initiatives/create layers of opportunities • Robust funding strategy; do we have the capacity aligned with the funding **Processes/Policies/Advocacy** • Efficiencies of policies and procedures • Improving our policies and procedures • Processes and policies have not caught up to scale • How do we manage our policy issues between staff and the elected officials	**Resources/Growth/Staff Development** • We have ambitious goals – how do we get there • Need to identify resources that unify SCAG and the entire regions **Processes/Policies/Advocacy** • Right now we are less policy driven; more staff driven; not much discussion – we should revisit this topic • Provide business/labor input into SCAG's policies • RTPSCS needs robust discussion to occur on policy issues as they're being developed for 2024 • Need to be more influential in Sacramento (e.g. get ahead of policies passed down to us) • We need to be an advocate for Southern California when dealing with Sacramento (not Sacramento's policies to Southern California) • Better representation in Sacramento; we need people that represent us • Working with State and National legislators to help them better understand the complexities of our region • Erosion of local control

Expectations/Role and Responsibilities	**Expectations/Roles and Responsibilities**
- Nature of SCAG/with stakeholders and the region can be challenging to accomplish goals - Right-sizing our new roles - Expectations from our membership - More resources equals more expectations - Ambitions work plan with various funding sources present challenges for staff to accomplish - How are we as an organization mandated to implement State items	- Need to legitimize the Executive Committee - SCAG power transition process is not planned well - The first vice president and second vice president should collaborate in advance of retreats in order to be on the same page - How does SCAG stay to its original intent while looking at new dynamics in Southern California - How can one organization be all things to everyone; are we too big? - The public needs a better understanding of SCAG and their roles and responsibilities - Challenge Sacramento on policy and legislative issues - How to preserve our historical knowledge and awareness with our long range planning initiatives - Entire approach of SCAG is daunting; it is a big area; find an equitable division of what the service areas are

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Relationships, Trust, Collaboration, and Communication on Priorities

- Build a stronger culture of trust
- Personal relationships were hard during COVID
- Understanding SCAG's priorities/access to priorities and how to communicate those back to staff are challenging
- Look at our work plan and objectives and develop our priorities
- Lack of prioritization
- We have a huge broad, growing scope of work; it is challenging to get the Board up to speed on content (the leadership is constantly changing)
- Need to prioritize our topics and issues
- Large region and policy making body staying together to achieve SCAG's mission and vision requires consensus and support
- Implementing a large number of operational initiatives while doing the work plan

Relationships, Trust, Collaboration, and Communication on Priorities

- Regain trust from the members of SCAG
- Trust issues between staff and elected officials
- Regaining trust/support of member cities
- Address internal division within its membership
- SCAG/transparent process with all the committees
- We have let things devolve which can lead to trust issues
- Credibility
- Building levels of trust and cooperation
- SCAG driven versus elected driven is an issue
- Collaboration is important
- Consensus building is important
- SCAG is driven by 1) staff, 2) LA County; concerns for other jurisdictions not always aligned with LA County
- How to address disengagement, and disassociation; we have lost some of our interpersonal relationships
- How to collaborate between policy chairs and executive officers
- Lack of alignment between regions and SCAG's over-all priorities
- Trying to build consensus is a challenge
- How we work with our partners better (e.g. developers)
- Repairing relationships broken with our private sector partners and sub-regions within SCAG; bring everyone to the table

3

Regionalism/Unity

- General political discourse and how does it play out
- Inequities of our society, how do we solve these problems
- How to keep the SCAG region together; there have been some fractions in each County
- Regionalism isn't easy
- Regionalism versus the fight for local control
- Business community support for regional planning policy that improves all of Southern California

Regionalism/Unity

- How to change the thinking from my sub-region to the over-all region
- It is better to understand each other's region – how we differ and how we connect
- Better understanding of what the issues truly are
- Balancing the importance of each region
- Respect our partners/colleagues and get on a common ground
- Getting on the same page
- Represent diverse regions/haves and haves not – we need to bring people together
- Create a platform where big/small areas can come together
- Challenge is how areas have an equal voice
- Unify SCAG in a better way for commonalities
- Identify our top 5 challenges/utilize our electeds as a strong resource to unify our region

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<u>Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges</u>

- Environmental concerns
- Housing crisis
- Moving economic recovery forward
- Dealing with broadband issues; closing the digital divide

<u>Data Challenges</u>

- With the mood of the nation politically, we deal with data challenges, philosophies are different and interpreting the data has become challenging
- Data governance; who controls it; how to share it
- Politicization of the data/what issues are technical/what issues are regional versus local dynamics
- There is value in the data; it can be challenging in how it is used, it needs to be carefully curated

<u>Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges</u>

- Social equity/diversity – resolving what will be SCAG's position going forward – this will be important to discuss
- Philosophical divide on housing issues
- RHNA numbers are our biggest challenges
- RHNA funding/how do you pay for it/how do you do it where you don't freeze housing production
- The RHNA experience was not a good one
- RHNA/Housing issues; this was not a good conversation, rather it was a "this is how we are going to do it conversation" (needs to be policy driven)
- The housing topic (RHNA)
- Housing/affordability challenges
- Housing is a challenge
- Homeless issues
- Homelessness needs to be addressed as a State/County concern
- Transit oriented development
- Transportation
- Mitigating truck traffic created from the movement of goods and local distribution centers
- Mitigating economic impacts and loss of sales tax revenue associated with the growth of E-Commerce regarding local cities
- Long-term economic impacts of COVID

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2.	WHEN IS THE ONE THING *SCAG'S EXECUTIVE COMMITTEE* SHOULD BE FOCUSING ON?

Executive Staff Responses	Executive Committee Responses
Leadership/Policy • Maintaining cohesion/direction of the Regional Council by providing leadership to implement goals • Leadership development; a new core set of leaders who can help guide SCAG staff • Leading the region to achieve SCAG's mission and vision	**Leadership/Policy** • We need to come together to really lead; we need to listen, communicate, and resolve the issues • SCAG leadership • Leadership should set the policy; staff should execute the policy; we need to leverage the knowledge and skills the Executive Committee has in an appropriate way • Maintain leadership and stay forward looking on long-term plans • Focusing staff and the Board on getting back to the nuts and bolts of SCAG; be on the same page; focus on what we can do • Developing policy recommendations to the Regional Council • The Committee needs to react quickly to the issues • The Committee needs to be representative of the entire body • Have future leadership ready to continue the plan • We need credibility • Building strength and power

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Collaboration/Communication/Prioritization

- How to bring the region together/focused conversation – what is regionalism – how to bring in new officials into the conversation
- Focus on how we collaborate to tackle issues
- Develop a common approach to solutions
- How to allow for continuity and how to prioritize the work SCAG is doing
- Bridging the gap on how we can make our electeds more advocates of SCAG priorities
- How do we connect SCAG to all the regions

Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges

- The housing crisis
- Transportation issues; finding alternate ways to travel

Collaboration/Communication/Prioritization

- Ensuring more discussions at the policy level occur in a timely manner to make good decisions
- We need to *not* have a sense of "hurry"; statutory deadlines is the general feedback we get from staff
- Proactive in assisting local jurisdictions with SCAG's initiatives
- Getting everybody on the same page; we all have to work together
- Get a focused mission
- Better communications with the Executive Director
- Looking for common interests; try to have a common voice
- Repairing relationships
- Executive Committee needs communication with Executive Director

Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges

- Focus on the big issues in the region (e.g. housing and transportation)
- Proactive evaluation/engagement in climate change; active transportation; congestion pricing topics
- Focusing on transportation planning; we get distracted sometimes
- Creating a platform which Southern California can enter the post-COVID environment
- Economic recovery after the pandemic
- Growth control challenges
- Environmental topics
- We should champion legislation that would incentivize cities to produce housing; existing methods are directives for housing (e.g. not a system of penalties)
- Healthcare
- Education issues

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3. WHAT IS THE ONE THING <u>SCAG'S STAFF</u> SHOULD BE FOCUSING ON?

Executive Staff Responses	Executive Committee Responses
Leadership/Policy • Developing the right policies and procedures	**Leadership/Policy** • Recognize SCAG staff *receives* policy direction from the committees • Focusing on the fact that staff is not the policy makers; give the Regional Council the pros and cons and let them make the policy decision • The Executive Committee and Regional Council are the policy makers • Understanding policy makers more; team building with staff and the Executive Committee • More communication/open dialogue on policy issues • Need to be focused on succession planning • Can staff be realistic before they formulate a policy opinion to the Board • Look at the differences and policy views of the SCAG body • We have a good staff; what they do for Los Angeles they should do for other regional area
Communication/Priorities/Timelines • Better communication with the Board • To be more strategic on developing priorities • What does the region want, and what does the Board want	**Communication/Priorities/Timelines** • Better communication • Better timelines • No rushing of items at the last minute • Staff – make sure there is enough time so that policy makers can make good decisions • Staff should think more strategically about what they say and do and the consequences for the Board • Inability to respond to Board members' questions; staff should be more prepared for the meetings • Be better at communicating • Serious conversation about work/life balance

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Data

- Bring the best data and alternatives for the policy members to consider
- Better job of gathering data for the communities we are serving

Service Delivery/Alignment of Resources

- Getting resources out to the appropriate regions
- Focus on providing creative opportunities that give more value to the member agencies
- Making ourselves the best run organization we can be
- Finding the right resources
- Focus on sustainability in doing work that is technical with the agility to do the work on the problem of the day (e.g. how do we do important planning work for the agency)
- Aligning capacity with growing funding opportunities
- Providing the Board with solid staff work to assist them with leading the region to achieve SCAG's mission and vision

Data

- Good data needs to be provided for our partners and our SCAG members

Relationships/Partnerships

- Help build better partnerships with our private partners; bring them into the fold
- Staff needs to start a process of healing and unity
- Relationships and accountability
- Better working relationships between staff and SCAG membership
- How to get more SCAG visibility with the SCAG membership

Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges

- Transportation planning
- Climate change should be taken seriously; electrify as much as possible
- Develop a new approach to housing; create a way in which local cities can work with the State so that future housing numbers can be realistic; refine the methodology for housing

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4. WHAT ARE SOME OF YOUR <u>GOALS, PRIORITIES, AND INTERESTS</u> YOU WOULD LIKE TO SEE SCAG PURSUE IN THIS CURRENT YEAR AND BEYOND?

Executive Staff Responses	Executive Committee Responses
Team Building/Trust/Communication/ Relationships • We know how fragile we are; how do we stay together as SCAG with a common understanding to move the region forward • Align the work in HR with improving our organization culture/work environment • Staff development initiatives to address (internal) Climate Survey Results; enhance effective leadership team building especially after isolation of pandemic • We have messaging challenges; how do we want to communicate this to our audience • Need to build more trust between policy makers and technical teams • Strengthen Board relationships • Enhanced stakeholder engagement • Increase SCAG's presence in the region; there is a bit of an identity crisis	**Team Building/Trust/Communication/ Relationships** • Relationships – we need to get this done first • There is a need to build trust • Integration/collaboration with staff and electeds (find a common ground to build trust) • More reporting out by regions/counties; raise awareness of challenges and opportunities among the membership • Getting back to getting to know each other and SCAG's platform • Other regional areas should have an equal respected voice • Building alliances with SCAG (outside partners, cities, regional partners) • Listening to our members; get feedback and come together as a body • We need buy-in to the mission of SCAG • Better understanding of what the real issues are • More modern and more resilient as a body • Better communication of what SCAG is doing in all the regions and more frequently to its members • Better outreach to our partners and members
Data/Technology • Focus on infrastructure development on technology (i.e. the cloud, GIS, regional data platforms, local planning tools) for the jurisdictions, and on-site support to accomplish the goals; and how do we sustain this • Ensuring when we use our data tools that we are transparent with best practices	**Data/Technology** • How to build a knowledge bank of information and skills; and create the best data bank • What is our inventory of skills and resources in order to leverage for future opportunities

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Service Delivery/Executing Plans

- How to deliver on the strategic plan we are about to do
- Establish performance metrics
- We have an ambitious plan
- Trying to get the best out of staff/how do we find/source information which translates into meaningful work
- Modifying the way we get work done
- Maintain equity plan
- Maintain climate plan
- Move aggressively to implement the regional equity early action plan in the region and internally
- Update the strategic plan by the end of the fiscal year 2021/22
- Furtherance of good project planning and project management – maturation of EPMO – process improvement

Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges

- Environmental impact on society
- Air quality improvement
- What are the most compelling problems to solve (e.g. infrastructure, utilities, broadband, permit-delivery system)

Service Delivery/Executing Plans

- Continue to be a resource for the region; realize SCAG is a resource to Southern California
- SCAG structure/staff is transportation heavy
- Leadership in education and public health efforts should occur

Social Equity, Housing, Transportation, Technology, Economic, and Environmental Challenges

- How to create economic opportunities throughout the SCAG region
- Impact of transportation on air quality
- Environmental issues in general (the climate action plan is important)
- Work on the total RHNA process and work with Sacramento HCD on this
- Focus on a fair and equitable RHNA process and be ready for the new cycle
- Affordable housing/create options for people
- Economic development; provide incentives and opportunities for other parts of our region to engage
- Progress in the digital divide (broad-band access)
- Global permitting process

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	Leadership In Policy Issues
	• Reverse "Sacramento policy to Southern California" to "Southern California policy to Sacramento"; it is on us to create a legislative platform • Better communications with Sacramento • Be a powerful advocacy voice • Focus on making sure the legislators know who we are and that we become present in the conversation; not just a receive and file for Sacramento • See SCAG pursue revenue and back-fill funding • SCAG should pursue the creation and development of new housing policies • Pursue legislation that would incentivize cities to produce housing

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5. WHAT DO YOU SEE AS SCAG'S _VISION_ IN 2021 AND BEYOND?

Executive Staff Responses	Executive Committee Responses
Leadership/Collaboration • Continue to be relevant; continue to advance/foster collaboration • Leading the region on regional issues • To be a catalyst in the region • To be a positive light for the region; in 2021 we need to refocus and fine tune our vision • Continue to be a leader in excellent planning and policy work and regional consensus building	**Leadership/Collaboration** • The need to be more cohesive; we need a better balance between bottom up and top down – electeds need to be more involved • Have SCAG be a leader and develop creative solutions • See SCAG unite and become a leading force in the State (listen to our collective needs)
Policy Making/Legislative Platform • SCAG is at a cross roads; we need to improve outcomes of our policy directives	**Policy Making/Legislative Platform** • SCAG sees itself as policy makers; perhaps we need to leave policy items to the electeds • Create legislative platform/sponsor legislation • Re-examine legislative platform
Data/Information • To be the primary/reputable information hub for our stakeholders • Using the best technology accessible to the region and the agency • SCAG is a trusted data source	**Data/Information** • Being the leading authority through data driven processes with SCAG's mission and values • SCAG should maintain the integrity of the data • Provide tools/resources for agency partners to utilize the SCAG resources available • SCAG should be that constant educator and provider of good data (we need to have an open and direct discussion in identifying what the issues are) • Redefine/define tools for cities and counties; identify resources for others to use; have a great data bank • Stay with the basics; plan for today and for tomorrow; develop good information

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Housing/Equity Gap
- How to close the equity gap
- Commitment to equity
- Access to underserved communities

Quality of Life/Economic Recovery
- Improve quality of life in Southern California
- Improve air quality
- What does our recovery look like

Update and Execute Plans
- The majority of our existing plan is relevant; however, it is time for some revisions
- We are now not just developing planning programs; we are providing resources and building consensus to implement them
- Conduct more effective work planning (under promise/over-deliver/manage expectations)
- SCAG is really thinking about the next steps

Housing/Equity Gap
- Help with the diverse housing stock
- Continue the equity conversation to help improve our region over-all

Quality of Life/Economic Recovery
- Become a cheerleader for the region in economic recovery
- Improve quality of life in Southern California
- How do we increase the quality of life and what does that look like
- Focus on recovery
- Focus on what the learning lessons are
- Maintain proactive approach and advocacy for long-term stability/economic development prosperity through regional infrastructure methods

Update and Execute Plans
- The strategic plan is a pivotal moment on where we are going

Relationships/Team Building
- Let's take a step back and take care of how we work together as a team with SCAG's staff – it has to work at all levels in 2021 – we have to have buy-in – it goes both ways
- Re-tool, rebuild/repair relationships with our regional partners

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6. How do you see this initial planning process <u>integrating</u> into the existing Strategic plan?

Executive Staff Responses	Executive Committee Responses
Communicate/Clarify • This is a way to get clarity and convergence on what is important to the policy makers • This is a basis for updating the plan • Getting input/feedback from the Executive Committee on priorities and understanding their areas of importance • Are we talking about difficult issues, or just low hanging fruit? • Focus on the opportunities and strengths both on the Board and staff • More engagement and awareness about how technology can shape the future; there was no IT person involved in the last strategic planning process **Integrate Plans** • Diversity/equity/inclusion – merge it into the existing plan – we must keep its momentum • Develop and focus on our existing vision and mission with the Executive Committee • The majority of the existing plan is relevant; time for some revisions • How does the Executive Committee support the advancement of the existing strategic plan and highlight the areas of the Executive Committee's new plan • Being committed to the existing strategic plan; how to align the Executive Committee's priorities with the existing strategic plan • The information gathered through this process will help the Executive Team inform the global strategic plan update	**Communicate/Clarify** • Opportunity to take a step back and re-think the plan and how staff and the electeds can work together • We need to be more inclusive with this plan; the next president, etc. needs to carry the torch of the Executive Committee's plan • Have a frank honest discussion on areas we can improve on; we need good communication and good listening • More of a refocus and time to reflect; time to discuss what we would like to see; are we moving in the right direction • The Executive Committee should look at what did and did not work with the existing plan • Would like to see SCAG address the differences in the room; look for common interests • We need to bring everyone together • We need to get this done together **Integrate Plans** • This session needs to integrate into the existing plan • This needs to be a living document we can all support • The plan needs to dovetail with our existing plan

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	Create Common Themes/Purpose/ Philosophically Aligned • This needs to be philosophically aligned if we are able to lead • There needs to be a common sense of purpose throughout the organization; currently it is a bit disconnected • Opportunity to establish common themes – there should be a push to be engaged in this process – there should be an active engagement of all of us • Create a realistic plan "Region... to People...... to Staff..... leave no one behind; find the common thread" **Process/Feedback/Plan Updates/Succession of the Plan** • Ideally, this is the next step before the Regional Council gets to discuss the plan • We should be doing two planning sessions/retreats – build on this event • We need more continuity/are we on track (where do we go from here) • We need an on-going process; be as inclusive as possible (e.g. from the president to the first vice president to the second vice president) • We should be supporting each other and be on the same page (e.g. from the president to the first vice president to the second vice president) • It is important to have this plan be transitional and pass the baton to the next president • We need stability • We need to maintain continuity in the plan from president to the next president • We should have a smooth transition year to year • Work with/support the committee work and policy work of the various committees and the work that the president is doing – it should all come together

June 12, 2021

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SCAG™

INNOVATING FOR A BETTER TOMORROW

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

STRATEGIC PLAN

STRATEGIC PLAN

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STRATEGIC PLANNING PROCESS

The Southern California Association of Governments, or SCAG, is the metropolitan planning organization for one of the largest and most diverse regions in the world, with a unique combination of languages, ethnicities and cultures. The six-county region spans 38,000 square miles, 191 cities and a population of 19 million and counting. For over 50 years of significant growth and change, SCAG has developed long-range transportation and land use plans that have helped Southern California thrive.

Our last strategic plan, adopted in 2009, was instrumental in allowing the agency to focus its vision, improve operations and become a more effective organization. Nearly a decade later, we look ahead to new challenges and evolving technologies, and set our sights even higher. In early 2018, SCAG adopted a new strategic plan to guide us as we work toward a brighter future for Southern California.

Developing this new roadmap for the agency was an inclusive process that challenged and engaged staff, board members, and stakeholders across sectors. Using stakeholder surveys, focus groups and best-practice analysis, the President's Strategic Plan Committee and a cohort of SCAG staff developed an update designed to provide new and ambitious guidance for the agency.

In the process of collecting input and examining the ecosystem of planning and transportation in Southern California, we identified several key trends that influenced our strategy:

» Transportation, the economy and housing are seen as the most important challenges facing the region today.

» Our constituencies want to see their regional representatives actively engaging with legislators at the state and federal level.

» SCAG's role in the region, and value to our members, centers on providing innovative services, convening and facilitating conversations between diverse parties, and finding creative solutions for individualized issues.

With fresh mission and vision statements, refined core agency values and a new set of goals and objectives, we have created a strategic path that prioritizes innovation, collaboration and solution-finding as we continue our work to improve the quality of life for all Southern Californians.

THE SCAG REGION

SCAG REGION AT A GLANCE

191 cities

6 counties

48.3% of total state population

15th largest economy in the world

38,618 square miles

19m people in the region

Our Vision

SOUTHERN CALIFORNIA'S

CATALYST FOR A BRIGHTER FUTURE

Our Mission

To foster innovative regional solutions that improve the lives of Southern Californians through inclusive **collaboration**, visionary **planning**, regional **advocacy**, information **sharing**, & promoting **best practices**.

GOAL 1

Produce innovative solutions that improve the quality of life for Southern Californians.

» Create plans that enhance the region's strength, economy, resilience and adaptability by reducing greenhouse gas emissions and air pollution.

» Be the leading resource for best practices that lead to local implementation of sustainable and innovative projects.

» Ensure quality, effectiveness, and implementation of plans through collaboration, pilot testing, and objective, data-driven analysis.

» Identify partnership opportunities with the private sector that yield public benefits.

» Facilitate inclusive and meaningful engagement with diverse stakeholders to produce plans that are effective and responsive to community needs.

» Partner with the broader research community to ensure plans are informed by the most recent research and technology.

Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

» Cultivate dynamic knowledge of the major challenges and opportunities relevant to sustainability and quality of life in the region.

» Develop and implement effective legislative strategies at both the state and federal level..

» Advocate for the allocation, distribution and expenditure of resources to meet the region's needs.

» Promote and engage partners in a cooperative regional approach to problem-solving.

» Act as the preeminent regional convener to shape regional, state and national policies.

Be the foremost data information hub for the region.

» Develop and maintain models, tools, and data sets that support innovative plan development, policy analysis and project implementation.

» Become the information hub of Southern California by improving access to current, historical, local, and regional data sets that reduce the costs of planning and increase the efficiency of public services.

» Allocate resources to accelerate public sector innovation related to big data, open data and smart communities with a focus on social equity in the deployment of new technologies across the region.

» Develop partnerships and provide guidance by sharing best practices and promoting collaborative research opportunities with universities, local communities and the private sector regionally, nationally, and internationally.

» Facilitate regional conversations to ensure data governance structures are in place at the local and regional level to standardize data sets, ensure timely updates of data, and protect the region's data systems and people.

» Model best practices by prioritizing continuous improvement and technical innovations through the adoption of interactive, automated, and state-of-the-art information tools and technologies.

SENIORS   235
CHILDREN 189

POPULATION DENS.   27
MULTI-FAMILY SQFT 10,567
WATER USE
ELECTRICITY USE

AVG VMT

Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

» Promote information-sharing and local cost savings with enhanced services to member agencies through networking events, educational and training opportunities, technical assistance, and funding opportunities.

» Provide resources and expertise to support local leaders and agencies in implementing regional plans.

» Expand SCAG's ability to address local and regional planning and information needs by prioritizing regular engagement with members to develop innovative, insight-driven, and interactive tools.

» Promote data-driven decision making, government transparency, and information as public engagement tools to increase opportunities for the public to inform local and regional policy.

» Identify, support, and partner with local champions to foster regional collaboration.

Recruit, support, and develop a world-class workforce and be the workplace of choice.

» Integrate the Strategic Plan into SCAG's day-to-day operations by defining roles and responsibilities across the agency.

» Prioritize a diverse and cooperative environment that supports innovation, allows for risk-taking, and provides opportunities for employees to succeed.

» Encourage interdepartmental collaboration through the use of formal and informal communication methods.

» Adopt and support enterprise-wide data tools to promote information sharing across the agency.

» Anticipate future organizational needs of the agency by developing a systematic approach to succession planning that ensures leadership continuity and cultivates talent.

» Invest in employee development by providing resources for training programs, internal mentorship opportunities, and partnerships with universities.

» Foster a culture of inclusion, trust, and respect that inspires relationship-building and employee engagement.
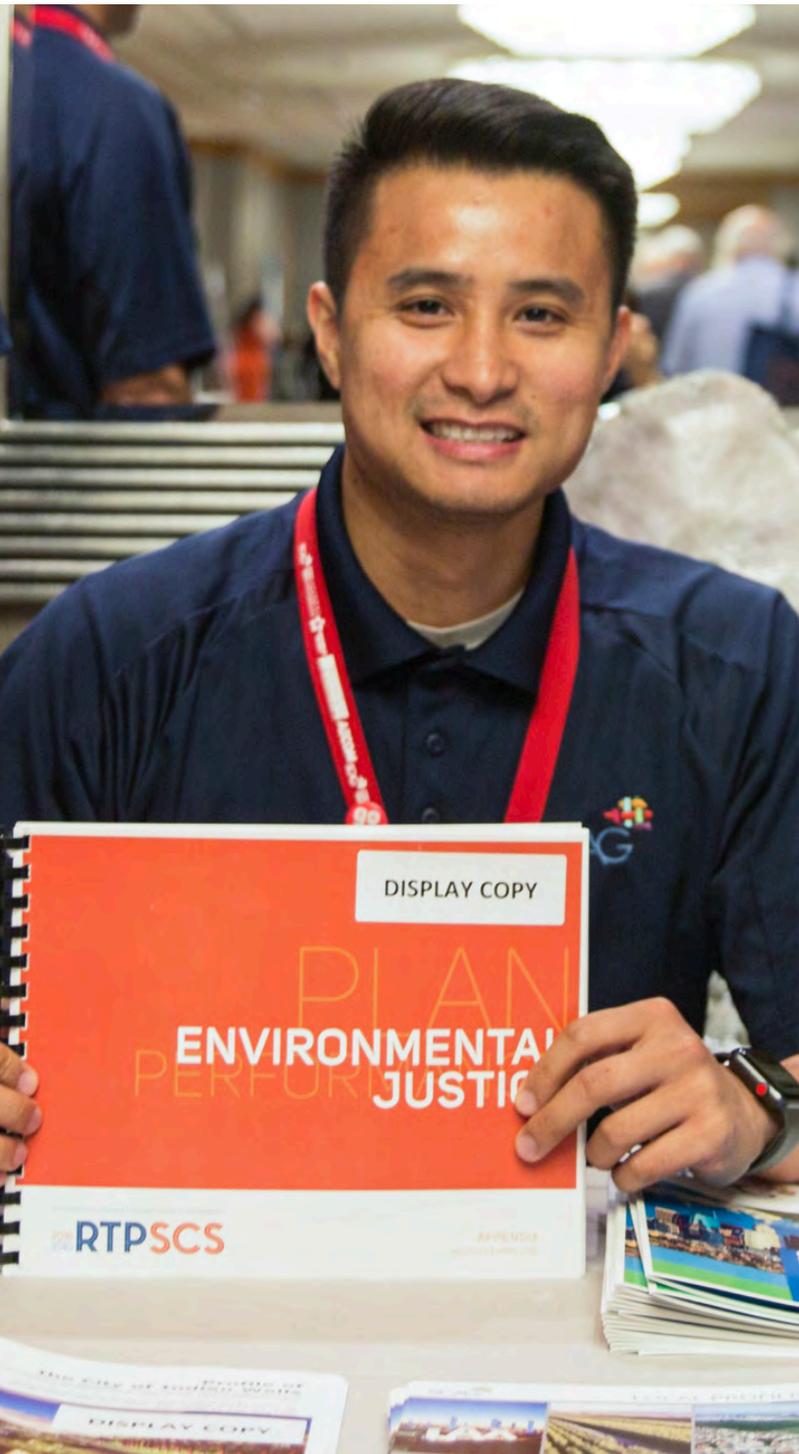
Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

» Leverage cutting-edge communication tools and strategies to maximize connectivity and sustain regional partnerships.

» Produce clear and consistent communications, media, and promotional campaigns that exemplify agency values and standards

» Enhance the SCAG brand as a respected and influential voice for the region by increasing awareness of agency's work and purpose.

» Practice robust public engagement, conducting proactive outreach to traditionally underrepresented communities as well as long-term stakeholders.

Secure funding to support agency priorities to effectively and efficiently deliver work products.

» Pursue innovative funding opportunities for planning and infrastructure investments.

» Maximize efficiency and effectiveness in resource allocation to maintain adequate working capital, appropriate reserves, and investments, and utilize resources in a timely and responsible fashion.

» Pioneer best practices and streamline administrative processes to better support agency activities.

» Focus resources to maintain and expand programs that are aligned with agency values.

SCAG's Directors, from left to right: Basil Panas, Art Yoon, Debbie Dillon, Julie Loats, Joann Africa, Darin Chidsey, Hasan Ikhrata, Kome Ajise.

SCAG'S CORE VALUES

Our values as an agency are defined by the way each one of us acts in the work place, conducts our business, and treats each other. It is crucial that they be more than a collection of nice-sounding words – they must sum up the core priorities in the culture of our organization.

These values embody the philosophy of our operations: How we approach our work? How do we relate to the world around us? What do we want our organization to stand for?

By clarifying and codifying these principles, we are committing to a standard of work that every person at SCAG can internalize and apply daily.

In all our work, we strive to:

BE OPEN

Be accessible, candid, collaborative and transparent in the work we do.

LEAD BY EXAMPLE

Commit to integrity and equity in working to meet the diverse needs of all people and communities in our region.

MAKE AN IMPACT

In all endeavors, effect positive and sustained outcomes that make our region thrive.

BE COURAGEOUS

Have confidence that taking deliberate, bold and purposeful risks can yield new and valuable benefits.

COMMITTEE MEMBERS & CREDITS

PRESIDENT'S STRATEGIC PLAN COMMITTEE

Hon. Michele Martinez (Chair)	City of Santa Ana
Hon. Margaret Finlay	City of Duarte
Hon. Alan Wapner	San Bernardino County Transportation Authority (SBCTA)
Hon. Cheryl Viegas-Walker	City of El Centro
Hon. Pam O'Connor	City of Santa Monica
Hon. Margaret Clark	City of Rosemead
Hon. Jan Harnik	City of Palm Desert
Hon. Carmen Ramirez	City of Oxnard

STAFF STRATEGIC PLAN COMMITTEE

Jason Greenspan (Chair)	Manager of Sustainability
John Asuncion (Vice-Chair)	Senior Regional Planner
Rye Baerg	Senior Regional Planner
Joseph Briglio	Regional Affairs Officer
India Brookover	Assistant Regional Planner
Kimberly Clark	Regional Planner Specialist
Margaret de Larios	Public Affairs Specialist
Stephen Fox	Senior Regional Planner
Nicole Katz	Human Resources Analyst
Alison Linder	Senior Regional Planner
Andrew Mora	Budget & Grants Analyst
David Salgado	Regional Affairs Officer
Frank Wen	Manager of Research & Analysis

MAIN OFFICE
900 Wilshire Blvd., Ste. 1700,
Los Angeles, CA 90017
T: (213) 236-1800

IMPERIAL COUNTY REGIONAL OFFICE
1503 North Imperial Ave., Ste. 104
El Centro, CA 92243
T: (760) 353-7800

ORANGE COUNTY REGIONAL OFFICE
OCTA Building
600 South Main St., Ste. 1233
Orange, CA 92868
T: (714) 542-3687

RIVERSIDE COUNTY REGIONAL OFFICE
3403 10th St., Ste. 805
Riverside, CA 92501
T: (951) 784-1513

SAN BERNARDINO COUNTY REGIONAL OFFICE
Santa Fe Depot
1170 West 3rd St., Ste. 140
San Bernardino, CA 92418
T: (909) 806-3556

VENTURA COUNTY REGIONAL OFFICE
950 County Square Dr., Ste. 101
Ventura, CA 93003
T: (805) 642-2800

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Creating Tomorrow's Government Leaders
An Overview of Top Leadership Challenges And How They Can Be Addressed

By: Ellen Van Velsor, Clemson Turregano, Bill Adams, and John Fleenor

Center for Creative Leadership®

Contents

Introduction: The Changing Nature of Leadership in Government

The nature of government is changing. Social networks and media are creating a new level of transparency. Generational shifts, technological advancement, revenue challenges, and ever-present political change underscore the kinds of constant shifts occurring within the federal space.

VUCA is an acronym that has quickly found its way into the leadership lexicon. It stands for volatile, uncertain, complex, and ambiguous—an apt description of the current and future leadership environment in government. **Government leaders must possess the skills to survive in this uncertain world and to perform their jobs while under constant observation from a range of sources**—from bloggers and other social media to traditional print and broadcast reporters.

This report explores the skills government leaders need to be successful in a VUCA environment. It is **based on an analysis of leadership effectiveness data from more than 16,000 managers working in the government sector** who attended leadership development programs at the Center for Creative Leadership (CCL®). The results indicate the top priorities for leader development in the government sector involve:

Leading employees well

Leading change

Developing participative management skills

Understanding boundaries and how to span them

The pages that follow provide details on CCL's study and introduce recommended strategies for addressing each of these critical leader development priorities.

Answering Two Key Leadership Questions

To better understand the leadership development challenges faced by government agencies, CCL conducted a study using its Benchmarks® competency framework. We focused on two important questions:

What leadership competencies are seen as most important for success in government organizations? Our Benchmarks database tracks 16 key leadership skills, as well as five derailment factors that can indicate a manager's career is in trouble. While each of these competencies is important to overall leader effectiveness, some are seen as more critical than others in different industries or sectors. **Knowing which competencies matter most in the government sector can help agencies create a leadership development strategy** that builds the capacities needed for greater effectiveness.

How well do government sector leaders perform in the competency areas most critical to success? It is important to know how the leadership skills in your organization match up with those identified as most important for leaders in the government sector. **Identifying leadership strengths and weaknesses enables an organization to determine how well individual capabilities align with organizational needs.** It also helps an organization identify significant discrepancies that need to be addressed through focused development and learning.

To answer these questions, we analyzed 160,752 evaluations of 16,431 government leaders. These data come from people working across the sector, including almost all of the agencies on the federal register. Respondents were asked to evaluate the leadership competencies of a boss, peer, or direct report using CCL's Benchmarks 360-degree leadership assessment.

Each evaluator rated the relative importance of key competencies for success, as well as the effectiveness of their coworkers at enacting each competency.

The Key Findings of the CCL Study

Government sector leaders have important strengths.

The ability to put people at ease is the competency most highly rated by coworkers of the government leaders we studied. Understanding that differences such as gender, race, and ethnicity matter is another strong point of government leaders. They are seen as quick to acquire new knowledge, they are resourceful, and they are **willing to do whatever it takes to achieve agreed upon goals**. These findings show that government agencies have a group of interpersonally skilled, intelligent, and committed leaders—a powerful asset on which to build.

The highest priority areas for leadership development in government are to improve the ability to lead employees, to manage change, and to engage in participative management.

Leading employees is seen by coworkers as the most important competency for government leaders, yet it is rated 15th among the 16 competencies in terms of leader effectiveness. Change management and participative management are also rated important by more than half of those responding, but are in the bottom half of the leadership competencies in terms of effectiveness.

Government sector organizations also need strategies for providing broad, cross organizational experiences and opportunities for learning.

Too narrow a functional (or departmental) orientation is the most likely reason for managers in government to derail. CCL research shows that **leading employees is something managers learn from a variety of experiences during their careers**. Leaders at all levels can encourage development of this competency by providing opportunities for their direct reports and high-potential leaders to reach outside their own functional or departmental experiences. A diversity of experiences (different assignments, developmental relationships, classroom training) round out skills and perspectives and reduce the possibility of derailment.

3

The Skills Tracked by Benchmarks

The Benchmarks 360-degree survey instrument CCL uses consists of 155 behavioral descriptors clustered into 21 scales. Sixteen of the scales rate leadership skills:

Resourcefulness. Can think strategically and make good decisions under pressure; can set up complex work systems and engage in flexible problem-solving behavior; can work effectively with higher management in dealing with the complexities of a management job.

Doing Whatever It Takes. Has perseverance and focus in face of obstacles; takes charge; is capable of standing alone, yet is open to learning from others when necessary.

Being a Quick Study. Quickly masters new technical and business knowledge.

Decisiveness. Prefers quick and approximate actions to slow and precise ones in many management situations.

Leading Employees. Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports, and hires talented people for his/her team.

Confronting Problem Employees. Acts decisively and with fairness when dealing with problem employees.

Participative Management. Uses effective listening skills and communication to involve others to build consensus and to influence others in decision making.

Change Management. Uses effective strategies to facilitate organizational change initiatives and to overcome resistance to change.

Building Relationships. Knows how to build and maintain working relationships with coworkers and external parties; can negotiate and handle work problems without alienating people; understands others and is able to get their cooperation in nonauthority relationships.

Compassion and Sensitivity. Shows genuine interest in others and sensitivity to employee needs.

Straightforwardness and Composure. Is steadfast, relies on fact-based positions, doesn't blame others for mistakes, and is able to recover from troubled situations.

Balance between Personal Life and Work. Balances work priorities with personal life so neither is neglected.

Self-Awareness. Has an accurate picture of strengths and weaknesses and is willing to improve.

Putting People at Ease. Displays warmth and a good sense of humor.

Differences Matter. Demonstrates a respect for varying backgrounds and perspectives. Values cultural differences.

Career Management. Develops, maintains, and uses professional relationships including mentoring, coaching, and feedback to manage own career.

Competency Rankings for the Government Sector

Though all the competencies measured by Benchmarks play a role in effective leadership, respondents are asked to rate the importance of the 16 leadership skills within their organizations by selecting the eight they see as most important. The data are then compiled into a rank ordering across aggregated responses from the government sector.

Table 1

Importance for Success Rankings

Sample Size = 160,752

Benchmarks Competencies	Rank	Percent Important
Leading Employees	1	86
Resourcefulness	2	81
Straightforwardness and Composure	3	68
Building and Mending Relationships	4	67
Participative Management	5	66
Decisiveness	6	58
Change Management	7	57
Doing Whatever It Takes	8	51
Being a Quick Study	9	44
Balance between Personal Life and Work	10	39
Self-Awareness	11	35
Confronting Problem Employees	12	34
Compassion and Sensitivity	13	33
Putting People at Ease	14	26
Differences Matter	15	25
Career Management	16	19

5

Table 2   **Leadership Effectiveness Rankings and Ratings**

Sample Size = 160,752

Benchmarks Competencies	Rank	Percent Important
Putting People at Ease	1	4.28
Differences Matter	2	4.23
Being a Quick Study	3	4.17
Resourcefulness	4	4.13
Doing Whatever it Takes	5	4.08
Straightforwardness and Composure	6	4.07
Decisiveness	7	4.03
Building and Mending Relationships	8	4.01
Participative Management	9	3.99
Compassion and Sensitivity	10	3.96
Change Management	11	3.95
Balance Between Personal Life and Work	12	3.94
Self-Awareness	13	3.89
Career Management	14	3.87
Leading Employees	15	3.86
Confronting Problem Employees	16	3.55

Derailment Factor Rankings for the Government Sector

Finally, Benchmarks asks respondents to rate leaders on five derailment factors that decades of CCL research show can stall or break a management career. They were identified by a series of studies comparing successful managers with those who are fired, demoted, or plateau early. The five derailment factors are:

Problems with Interpersonal Relationships: Difficulties in developing good working relationships with others

Difficulty Building and Leading a Team: Inability to select, develop, and motivate an effective team

Difficulty Changing or Adapting: Shows resistance to change and resistance to learning and developing in response to mistakes

Failure to Meet Business Objectives: Difficulties in following up on promises and completing a goal

Too Narrow a Functional Orientation: Lacking the depth needed to manage outside one's current function

Each of the five factors has been shown to limit a leader's effectiveness and long-term success. Our research shows the most serious derailment factor impacting managers in the government sector is "too narrow a functional orientation."

Table 3
Likelihood to Derail Rankings and Ratings
(All Observers)
Sample Size = 160,752

Derailment Scales	Rank	Average Rating
Too Narrow Functional Orientation	1	1.60
Difficulty Changing or Adapting	2	1.54
Failure to Meet Business Objectives	3	1.50
Difficulty Building and Leading a Team	4	1.49
Problems with Interpersonal Relationships	5	1.37

Note: Derailment scales are reversed: 1 = good, 5 = poor.

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Identifying the Leadership Gaps

CCL's research shows government sector managers are skilled in several important areas, such as resourcefulness, straightforwardness and composure, building and mending relationships, decisiveness, and doing whatever it takes. Clearly, government leaders are recognized for their commitment, service to the nation, and unwavering dedication to their mission.

However, these same leaders fall short in several important areas. The gaps become evident when the rankings from the study are placed into a simple matrix:

The leadership skills ranked most important for success by people in government organizations:

Leading Employees

Resourcefulness

Straightforwardness & Composure

Building & Mending Relationships

Participative Management

The leadership skills ranked least important for success by people in government organizations:

Confronting Problem Employees

Compassion & Sensitivity

Putting People at Ease

Differences Matter

Career Management

Government leaders were rated most effective in the following categories:

Putting People at Ease

Differences Matter

Being a Quick Study

Resourcefulness

Doing Whatever It Takes

Government leaders were rated least effective in the following categories:

Balance between Personal Life & Work

Self-Awareness

Career Management

Leading Employees

Confronting Problem Employees

It is clear that those areas where government leaders are most effective do not align with the leadership skills ranked highest in importance. Most significant among the gap areas is the ability to lead employees. While this capability is ranked first among 16 leadership competencies in terms of importance, it is ranked 15th in terms of actual leader effectiveness across the government sector. **Government employees put a high value on the ability to lead others, yet there is notable room for improvement in how leaders perform this competency.** Government sector leaders also rank relatively low in terms of change management and participative management, both capabilities ranked among the top eight in importance for success.

What are the implications of these findings? Leading employees in the government sector is highly challenging, and leaders can benefit from further development on the key skills required to create direction, alignment, and commitment among their employees. Core skills in this arena include identifying and hiring talented staff, delegating and following up, and developing employees.

Government sector leaders also can learn more about responding to and managing change and can develop a more participative leadership style. This means **placing greater emphasis on involving others in decision making and getting more input before taking action.** These are skills that can be developed through training initiatives focused on enhancing self-awareness and by working with a coach over time. Government leaders also can avoid a major career derailment factor by looking for opportunities to work outside their functional or organizational silo and broadening both their experience and perspective.

Closing the Gaps

To close the leadership gaps in the areas we've identified, it is important to understand the specific skills and behaviors required and how they are best developed. Below we offer a starting point for understanding what it takes to develop effective leadership skills in each of the three areas ranked most critical to the government sector while also avoiding the narrow silo-like focus that can derail a career.

1. Leading Employees

Recent studies suggest that younger generations entering the workplace see leadership development as a standard requirement for success. Agencies who seek to retain top talent often focus on leadership development programs, identifying high potentials, and making sure they have training and development opportunities that offer them a broad and deep foundation for moving forward within the organization. **Truly innovative organizations offer leadership development across all employee categories**, creating a shared language of leadership that serves to increase efficiency within the agency.

2. Change Management

Developmental assignments are the lynchpin for leaders with the confidence to manage change. **Assignments that are out of their primary technical area provide a different perspective.** They can see how their technical area fits into the greater whole so they can understand and manage change better across the organization. Mentoring offers a low-cost approach for broadening a leader's perspective. Mentors can pass on institutional knowledge and offer insight. When paired with a mentee from outside their own technical area, even the mentor has the opportunity to learn and to become more adept at managing.

3. Participative Management

Many authors writing about the future focus on five interrelated themes: relationships, information, networks, technology, and demonstrated results. Those in government who seek to remain in their own silo are doomed to obsolescence. **Successful leaders of the future will use technology to focus direction, create alignment, and reinforce commitment through participative management.** They will create an environment of shared collaboration that will provide the structure needed to clarify ambiguity, lower volatility, reduce uncertainty, and make the complex more simple. Effective leaders will recognize the importance of their own organization, connect with others, be comfortable with technology, and be readily transparent about their decisions. This means government leaders must seek to go beyond their internal and external organizational boundaries to create resources through relationships and organizational synergies that exceed the needs of clients and stakeholders.
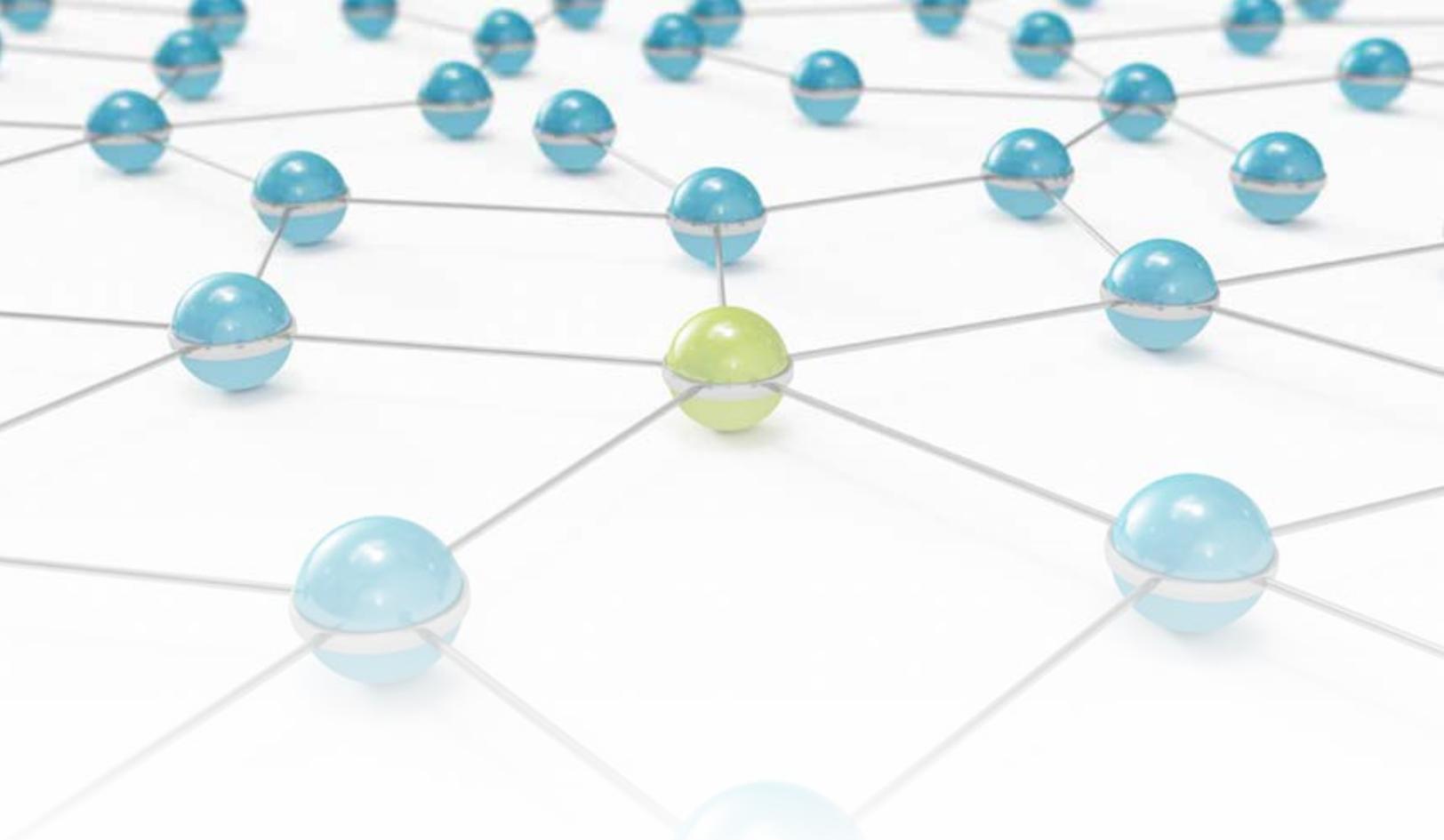
Conclusion: The Implications for Leadership Development

In an environment that is volatile, uncertain, complex, and ambiguous (VUCA), government organizations cannot afford to put resources into generalized leadership development and simply hope they will achieve the right outcomes. Instead, **well-targeted leader development initiatives are essential to close critical competency gaps and ensure individual and organizational success.** Effective and well-trained leaders will be able to meet the nation's needs, manage the work, and find innovative and effective solutions to complex challenges.

Using CCL research as a starting point, government agencies have the opportunity to reassess their current leadership capacity and can begin focused efforts to develop skills their leaders need both today and for the future.
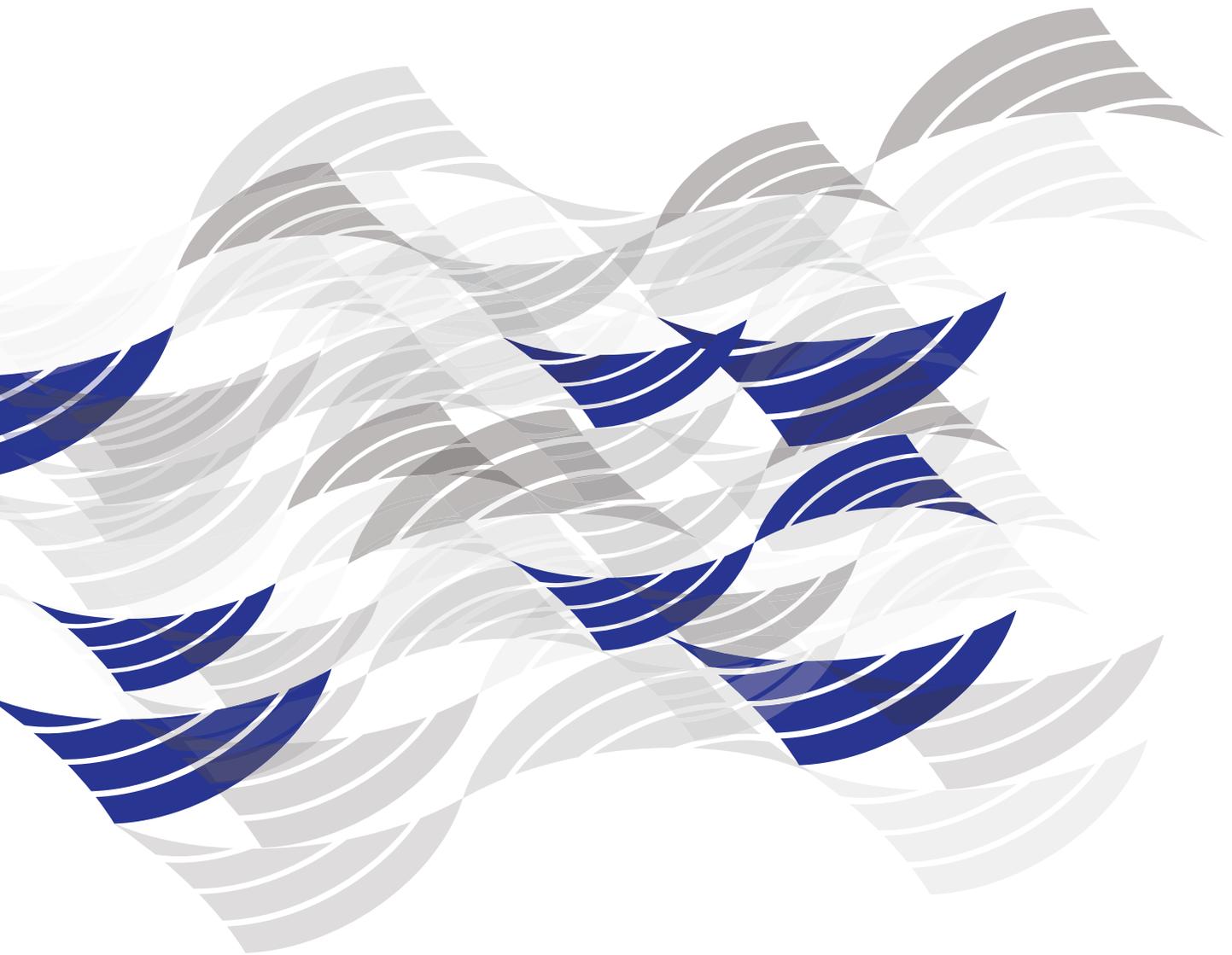
About the Authors

Ellen Van Velsor, PhD, is a senior fellow at the Center for Creative Leadership (CCL®). Her areas of expertise include the use and impact of feedback, gender differences in leader development, how managers learn from experience, and the dynamics of executive derailment. Ellen is an editor of the Center for Creative Leadership's *Handbook of Leadership Development* (Jossey-Bass, 1998; 2003; 2010) and is coauthor of *Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?* (Addison-Wesley, 1987; 1991). Before joining CCL, Ellen was a postdoctoral fellow in adult development at Duke University. She holds MA and PhD degrees in sociology from the University of Florida.

Clemson Turregano, PhD, is a senior faculty member and director of CCL's Government Sector. He designs and delivers leadership programs for senior military and government officials. Clemson is a trained strategic planner and a former mentor for senior Afghan and coalition officials. A retired Tank Battalion Commander with experience in the Balkans, he has published extensively on his experiences in mentoring and coaching emerging leaders in underdeveloped countries. He earned a master's degree in security and strategy from the US Army War College and MPA, master's and doctorate degrees in political science from Syracuse University.

Bill Adams, PhD, is a senior faculty member at CCL who designs and delivers leadership programs for the public sector. Bill is a former career military officer and former director of the Center for Enhanced Performance at West Point. He and his staff developed and delivered a performance enhancement curriculum to more than 15,000 Army leaders that is credited with improving organizational performance in a combat zone and led to the creation of nine Army Centers for Enhanced Performance. He is a former professor of military science at Duke University, where he coauthored an Army ROTC leadership curriculum used by more than 470 colleges and universities nationwide.

John Fleenor, PhD, leads the Center's global research in instrument development and psychometric methods. He is a coauthor of four books on 360-degree feedback: *Using 360-degree Feedback in Organizations* (1997); *Choosing 360: A Guide to Evaluating Multi-rater Feedback Instruments for Management Development* (1997); *Feedback to Managers: A Review and Comparison of Multi-Rater Instruments for Management Development* (1998); and *Leveraging the Impact of 360-degree Feedback* (2008). John holds a PhD in industrial/organizational psychology from North Carolina State University (NCSU) and serves as an adjunct member of the psychology faculties at both NCSU and the University of North Carolina-Charlotte.

To learn more about this topic or the Center for Creative Leadership's programs and products, please contact our Client Services team.

+1 800 780 1031   +1 336 545 2810   info@ccl.org

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CCL - Americas
www.ccl.org
+1 800 780 1031 (US or Canada)
+1 336 545 2810 (Worldwide)
info@ccl.org

Greensboro, North Carolina
+1 336 545 2810

Colorado Springs, Colorado
+1 719 633 3891

San Diego, California
+1 858 638 8000

CCL - Europe, Middle East, Africa
www.ccl.org/emea

Brussels, Belgium
+32 (0) 2 679 09 10
ccl.emea@ccl.org

Addis Ababa, Ethiopia
+251 118 957086
LBB.Africa@ccl.org

Johannesburg, South Africa
+27 (11) 783 4963
southafrica.office@ccl.org

Moscow, Russia
+7 495 662 31 39
ccl.cis@ccl.org

CCL - Asia Pacific
www.ccl.org/apac

Singapore
+65 6854 6000
ccl.apac@ccl.org

Gurgaon, India
+91 124 676 9200
cclindia@ccl.org

Shanghai, China
+86 21 6881 6683
ccl.china@ccl.org

Affiliate Locations: Seattle, Washington • Seoul, Korea • College Park, Maryland • Ottawa, Ontario, Canada
Ft. Belvoir, Virginia • Kettering, Ohio • Huntsville, Alabama • San Diego, California • St. Petersburg, Florida
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Theodore H. Poister
Georgia State University

The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance

While it has become ubiquitous in the public sector over the past 25 years, strategic planning will need to play a more critical role in 2020 than it does at present if public managers are to anticipate and manage change adroitly and effectively address new issues that are likely to emerge with increasing rapidity. This article argues that making strategy more meaningful in the future will require transitioning from strategic planning to the broader process of strategic management, which involves managing an agency's overall strategic agenda on an ongoing rather than an episodic basis, as well as ensuring that strategies are implemented effectively. Complementing this move to more holistic strategic management, we need to shift the emphasis of the performance movement from a principal concern with measurement to the more encompassing process of performance management over the coming decade in order to focus more proactively on achieving strategic goals and objectives. Finally, agencies will need to link their strategic management and ongoing performance management processes more closely in a reciprocating relationship in which strategizing is aimed largely at defining and strengthening overall performance while performance monitoring helps to inform strategy along the way.

Guest editors' note: In 1942, the University of Chicago Press published a book edited by Leonard D. White titled The Future of Government in the United States. *Each chapter in the book presents predictions concerning the future of U.S. public administration. In this article, Theodore H. Poister examines John Vieg's predictions on the future of government planning published in that book, comments on whether Vieg's predictions were correct not, and then looks to the future to examine public administration in 2020.*

> This article looks at the mid-term future of strategic planning in the public sector from a managerial perspective over the next decade to the year 2020. . . . it focuses on three related movements . . . that will be essential in order for strategic planning to assume a more meaningful role in the United States over the next 10 years.

In 1942, John A. Vieg wrote that after a century and a half of a deliberate lack of public planning in this country, the kind of planning that had arisen out of the New Deal's approach to the Great Depression with vigorous government action was "here to stay" because it was desperately needed, and because the consequences of not planning would be too costly. Since then, planning has evolved over the second half of the twentieth century, with city planning, metropolitan planning, regional planning, advocacy planning, policy planning, program planning, and—transitioning into the twenty-first century—strategic planning all gaining prominence. Thus, planning has become firmly established in the American governmental system, just as Vieg predicted.

In compelling fashion, many of Vieg's observations regarding the nascent field of planning more than 60 years ago still ring true today. For example, the purpose of planning is to "protect and promote the public interest," and planners will endeavor to "weigh all the relevant facts" but will also "use their disciplined imagination" (Vieg 1942, 65). In addition, Vieg asserted that planning should be a continuing process, that planning is synthesis more than analysis, and, above all, that "planning should be pointed toward action" (67–68). These characterizations are particularly relevant to strategic planning, as is Vieg's emphasis on the importance, and the difficulty, of developing consensus around the values on which planning is predicated.

This article looks at the mid-term future of strategic planning in the public sector from a managerial perspective over the next decade to the year 2020. After briefly reviewing the current status of strategic planning in public agencies, it focuses on three related movements—a transition from strategic plan-

ning to strategic management, a shift from performance measurement to performance management, and a closer linkage of strategic planning with performance management—that will be essential in order for strategic planning to assume a more meaningful role in the United States over the next 10 years.

Strategic Planning in the Public Sector

Strategic planning is concerned with formulating strategy. In his seminal book on strategic planning in the public and nonprofit sectors, Bryson presents strategic planning as a set of concepts, processes, and tools for shaping "what an organization (or other entity) is, what it does, and why it does it" (2004, 6). In the long run, its purpose is to promote strategic thinking, acting, and learning on an ongoing basis. Thus, strategic planning takes a "big picture" approach that blends futuristic thinking, objective analysis, and subjective evaluation of values, goals, and priorities to chart a future direction and courses of action to ensure an organization's vitality, effectiveness, and ability to add public value.

Virtually unheard of in government in the United States in 1980, strategic planning is now ubiquitous in the public sector at present, at least as measured by self-reported data. All federal departments and agencies periodically develop and update strategic plans, as required by the Government Performance and Results Act of 1993, and these efforts may well constitute the most thorough and advanced strategic planning activity carried out in the U.S. public sector today. Surveys also indicate that strategic planning has been widely adopted by state agencies (Berry 1995; Brudney, Hebert, and Wright 1999), and that many local government jurisdictions have been undertaking strategic planning efforts as well (Poister and Streib 2005).

However, the extent to which these efforts are worthwhile is not all that clear. Hatry (2002) observes, for example, that the efforts of many public agencies that are nominally engaged in strategic planning are not meaningful because they fail to meet even minimal criteria such as identifying desired outcomes and developing strategies to achieve them. In addition, reports published by the U.S. Government Accountability Office (2004, 2005) found that while federal agency strategic planning had improved over initial efforts, in certain areas, federal managers had difficulty establishing outcome-oriented goals, addressing issues that cut across federal agencies, adequately soliciting or incorporating consultation from external stakeholders in strategic plans, relating annual goals to long-term goals, and identifying the budgetary, human resources, and other resources needed to achieve these goals. Critics have also asserted that the top-down, one-size-fits-all approach mandated by the Government Performance and Results Act limits agencies' abilities to tailor strategic planning efforts to their own needs and circumstances (Long and Franklin 2004; Roberts 2000).

On the other hand, case studies of strategic planning best practices in the U.S. military (Barzelay and Campbell 2003; Frentzel, Bryson, and Crosby 2000), along with case studies of strategic planning in local government (Hendrick 2003; Wheeland 2004), indicate that effective strategic planning on the part of public agencies can be instrumental in bringing about meaningful change. In addition, surveys of public managers in Welsh local authorities (Boyne and Gould-Williams 2003), as well as municipal governments in the United States (Poister and Streib 2005), have found that strategic planning efforts are credited with bringing about improvements in both organizational capacity and performance. Furthermore, new case study research suggests that strategic planning was associated with success in bringing about significant changes in several federal agencies (Kelman and Meyers 2009) and led to beneficial change in a large regional collaborative enterprise (Bryson, Crosby, and Bryson 2009).

Research notwithstanding, the experiences of two organizations that I have been quite familiar with over time illustrate that strategic planning can and does strengthen organizations, improve effectiveness, and create public value in different ways. First, the Pennsylvania Department of Transportation (PennDOT), one of the earliest public agencies to engage in strategic planning, has periodically conducted formal strategic planning efforts since 1982, led by four different secretaries of transportation under two Republican and two Democratic administrations. Strategies that resulted from these efforts early on included affirming the top priority of maintaining existing highways rather than expanding capacity in the system, professionalizing highway maintenance operations in the field and converting county-level maintenance managers from political patronage jobs to civil service positions, instituting an employee-centered quality improvement program, investing in a "leading-edge" computerization initiative when such a massive commitment to new technology was highly controversial, and instilling a customer focus in all program areas.

Strategies launched in the last two administrations included instituting a Baldrige organizational assessment process, initiating the "Agility" program under which PennDOT entered into service-swapping agreements (e.g., providing line painting services in exchange for roadside mowing) with several hundred local governmental units in order to streamline operations at both levels, reengineering the management of complex highway preconstruction and construction processes in order to deliver PennDOT's capital program more effectively, shifting top priority from road maintenance to bridge safety, ensuring adequate funding for public transit systems across the commonwealth, and "right-sizing" capital projects to meet local communities' needs for highway capacity expansion projects with lower construction costs.

Second, River Valley Transit (RVT), an agency of the city of Williamsport, Pennsylvania, has conducted two formal strategic planning efforts over the past decade that have been aimed largely at broadening its mission and expanding its portfolio of responsibilities. Over this period, RVT, which at the outset was responsible solely for operating the local public transit system, has become the contract manager of the city's parking authority, assumed responsibility for overseeing the city department that manages public works and parks, expanded its tourist-oriented historic trolley operations, partnered with a local nonprofit organization in operating a paddlewheel boat on the Susquehanna River, and built a large trade and transit center in downtown Williamsport that houses office space for the local chamber of commerce, a community theater, and small retail outlets, in addition to the operations center for its bus system. While strategic planning at PennDOT has helped that organization pursue its already substantial mission much more effectively over the years, such planning has helped RVT diversify its portfolio

of services considerably and capture significant synergies from connecting these various enterprises at both the management and operating levels.

In both of these cases, the initial creative sparks that eventually led to substantial changes rarely originated in formal strategic planning efforts. Rather, many of these ideas were part of the new agendas of successive incoming chief executive officers, in the case of PennDOT, or sprang from the fertile imagination of the long-term visionary general manager of RVT, or they were suggested along the way by others in these organizations in the course of managing their own areas of responsibility and even by outsiders who interacted with these agencies. In both cases, strategy has evolved over the long run in ways that are consistent with the logical incrementalism model advanced by Quinn (1978) and "management by groping along" described by Behn (1988).

However, formal strategic planning in both cases served in various ways and at various stages of the development of these ideas to flesh them out in terms of what they would actually look like and how they would be undertaken; to subject them to scrutiny from a variety of perspectives; and to assess their feasibility, desirability, and fit with the more general direction in which these organizations wanted to move. Ultimately, the discussions generated by the formal planning efforts led to validating some of these proposals and rejecting others or tabling them for future consideration. More generally, strategic planning has served in these cases to involve managers in thinking systematically about the future of the organization and the environment in which it operates; to promote learning and discussion about what is important, what the priorities should be, and what will work and what will not work; to build consensus around and commitment to strategic initiatives; and to communicate direction, overall strategy, priorities, and plans to broader constituencies inside and outside the organization.

The Future of Strategic Planning

Though it has become orthodox practice in the public sector over the past 25 years, strategic planning will need to play a more critical role in 2020 than it does at present if public managers are to anticipate and manage change adroitly and address new issues that seem to emerge with increasing rapidity. This means that more public agencies will need to advance beyond the point of inventorying current operations and programming future activities based on extrapolations of past trends to more creative "out of the box" thinking about future directions in response to candid assessments of their own capacities as well as realistic expectations regarding emerging trends and issues and forces beyond their control.

If public agencies are to use strategic planning processes more effectively, however, they need to avoid the kinds of traps identified in Mintzberg's (1994) classic critique, which argued that strategic planning in the private sector often spoils rather than facilitates truly strategic thinking as a result of overly formalized planning systems, the central role played by professional planners as opposed to managers, overreliance on quantitative data, and the detach-

ment of strategists from the realities of the "nuts and bolts" at the operating level and the world that surrounds it. Clearly, if planning is to be done well in the public sector, strategy needs to be formulated by top executives and line managers, with planners in support roles; the analysis of strategic issues must be based on extensive intelligence gathering including "soft" data rather than intensive number crunching; and strategy formulation should be influenced by experience, intuition, inspiration, and even hunches, as well as a keen sense of political feasibility.

Thus, strategic planning processes need to facilitate understanding of the forces driving issues, explore options in terms of their feasibility and likely consequences, and stimulate candid discussions regarding the costs and risks associated with various alternatives. If managers can engage in these kinds of assessments and develop genuine consensus around strategies among the "power players" within the organization and outside it whose support or active involvement is essential for success, the strategies arrived at stand a much better chance of success in moving the organization in the desired direction.

Regarding this last point, given the boundary-spanning nature of many of the issues they are confronting, public agencies need to make greater efforts to be more inclusive in their strategic planning, inviting key external stakeholders to become involved in parts of the process or making greater efforts to solicit input from outsiders through surveys, focus groups, executive sessions, or other forums. Furthermore, given that public policy is often determined and carried out in networked environments rather than by single agencies, strategic planning will need to be applied increasingly to collaborative enterprises (Bryson, Crosby, and Bryson, 2009).

Recognizing the importance of other public as well as private and nonprofit organizations to the advancement of their own strategic agendas, public agencies often assess critical external stakeholders' support for or opposition to their plans and then develop strategies as part of those plans to capitalize on or recruit supporters while accommodating or making end-runs around opponents in order to move those plans forward more effectively (Nutt and Backoff 1992). Although it may be more cumbersome and challenging, it may be much more effective in the long run for the agency in question to attempt to convince these other organizations to work collaboratively in developing a strategic plan for the larger network and then work within that process to try to ensure that the plan that results reflects its own substantive objectives to the extent possible. For example, most state transportation departments develop their own strategic plans and then attempt to develop buy-in from external stakeholders as needed. The Florida Department of Transportation (FDOT), however, led a variety of entities representing numerous transportation interests across the state in developing a strategic multimodal transportation plan for Florida looking out to 2020. FDOT then developed its own organization's strategic plan, which was heavily oriented to advancing the larger state transportation plan that was supported by these external stakeholder groups.

> Though it has become orthodox practice in the public sector over the past 25 years, strategic planning will need to play a more critical role in 2020 than it does at present if public managers are to anticipate and manage change adroitly and address new issues that seem to emerge with increasing rapidity.

More immediate, however, public managers need to link strategic planning much more closely with performance management processes in response to continued pressure for accountability as well as their own commitment to managing for results. More specifically, we will need to effectuate three fundamental changes in the way in which we manage public agencies over the next decade:

1. Shifting from strategic planning to strategic management
2. Moving from performance measurement to performance management
3. Linking strategy and performance management more effectively

Making these three transitions will be essential to enable public agencies to focus attention on the most appropriate goals and to manage effectively to achieve those goals.

From Strategic Planning to Strategic Management

Paradoxically, Mintzberg's claim that strategic planning often amounts to strategic *programming* in practice may be on target, in part, in identifying what is needed in terms of overall strategic management in public agencies. Strategic programming as described by Mintzberg consists of clarifying strategy and translating broad vision into more operational terms; elaborating strategies in greater detail and developing action plans that specify what must be done to realize strategies; and assessing the implications of strategic mandates on the organization's operating systems and revising budgets, control systems, and standard operating procedures. As planners attend to these critical tasks, they will help their agencies shift from strategic planning to broader strategic management.

It is hoped that public agencies will move further toward more comprehensive strategic management over the next 10 years as they not only see the value of good strategic planning, but also feel the need to use strategy to drive decisions and actions and to advance their strategic agendas more effectively (Vinzant and Vinzant 1996). Strategic management is concerned with ensuring that strategy is implemented effectively and encouraging strategic learning, thinking, and acting on an ongoing basis. The implementation aspect involves working all of the "management levers" in a concerted effort to implement strategic initiatives, advance the strategic agenda, and move an organization into the future in a deliberate manner. These levers include, but are not limited to, operational and business planning, budgets, workforce development and training, other management and administrative processes, internal and external communications, analytical and problem-solving capabilities, program delivery mechanisms, legislative agendas, leadership skills, and an organization's ability to influence other actors in the networks through which it operates (Poister and Streib 1999).

Strategic management is largely a matter of utilizing and coordinating all of the resources and venues at top management's disposal, enforcing a kind of "omnidirectional alignment" among them in the interest of advancing the strategic agenda (Poister and Van Slyke 2002). Public agencies can develop action plans for implementing particular strategic initiatives

> [S]trategic management involves shaping, implementing, and managing an agency's strategic agenda on an ongoing rather than episodic basis, . . . [employing] a purposeful incremental approach to strategy formulation.

and utilize project management approaches to ensure that they will be carried out to completion. To provide accountability for results, they can assign lead responsibility for implementing strategies to individual managers or operating units, and they can create action teams to flesh out and oversee the implementation of cross-functional strategies. More generally, they can mandate that major divisions or other organizational units develop their own strategic plans or business plans within the framework of the agency's overall strategic agenda. In addition, agencies can do a number of other things to ensure that strategy is translated into action, such as,

- Identifying and monitoring appropriate performance measures to track progress in implementing strategic initiatives and achieving strategic goals and objectives
- Assessing performance data in periodic strategy review sessions and making adjustments as needed to keep implementation on track
- Aligning budgets with strategic priorities, allocating resources to fund new strategic initiatives, and challenging operating units to show how their budget proposals advance strategy
- Incorporating goals and objectives related to the strategic plan in individuals' performance planning and appraisal processes and rewarding contributions to the advancement of strategy as possible
- Promoting the agency's vision and strategic plan internally to mobilize commitment throughout the organization
- Communicating strategy to external stakeholders and soliciting their assistance in advancing strategy as needed
- Emphasizing consistency with strategy in proposals, requests, and other external communications to build credibility and support on the part of governing bodies, oversight agencies, and other key constituencies

Without this kind of follow-through on numerous fronts, public agencies are unlikely to see the real value of their strategic plans brought to fruition. Indeed, halfhearted efforts regarding implementation beg the question of the value of strategic planning in the first place. On the other hand, as illustrated by PennDOT, among others, a full court press and continuing attention to coordinating a variety of approaches to implementing strategy can strengthen organizational capacity and improve performance significantly.

More generally, strategic management involves shaping, implementing, and managing an agency's strategic agenda on an ongoing rather than an episodic basis, in a way that is highly consistent with Quinn's description of a purposeful, incremental approach to strategy formulation mentioned earlier. Thus, strategically managed agencies might charge major divisions and then successively lower levels of management with responsibility for cascading planning down through the organization in order to develop initiatives that advance the vision created at the top with actionable strategies at the operating level.

Effective strategic management must also be concerned with monitoring external trends and forces as well as internal performance on an ongoing basis, refreshing intelligence along

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the way, and revising strategy when and as needed. For example, the Georgia Department of Transportation has adopted a 360-degree stakeholder survey process to solicit periodic feedback from key customer groups, business partners, suppliers, and state legislators, as well as its own employees to help inform regular strategic plan monitoring and update efforts. The Kansas Department of Transportation and other state transportation departments have been experimenting with the use of social networking media such as Facebook, MySpace, and Twitter to solicit the public's views and feedback on transportation needs and programs as well as to communicate outwardly regarding the challenges they face and their plans for addressing these issues.

Indeed, one of the most important functions of strategic management is to ensure that monitoring the internal and external environments, gathering information from a wide variety of sources, and sensing how circumstances are perceived and how values might be changing on the part of an array of constituencies continues to go on in between active rounds of strategic planning. The resulting sense of how things stand can be invaluable in shaping the timing and nature of strategic planning efforts. Very often, for example, strategic planning efforts appropriately consist of plan updates or refinements of existing strategy, or otherwise looking for ways to advance existing priorities more effectively. At times, however, agencies may need to recognize that they are at a crossroads and face epochal shifts (Barzelay and Campbell 2003) in environment and expectations that may call for refocusing their entire mission, moving in new directions, and revamping priorities substantially.

This was the situation facing PennDOT in the early stages of a major turnaround effort beginning in 1979 in response to a growing consensus in state government circles and among a wide range of stakeholders that it had become highly dysfunctional and needed either to be reinvented or eliminated. Similarly, in its early strategic planning effort, RVT recognized that it had reached a point at which it needed to decide whether to continue operating solely as a public transit system or to move aggressively to become a multimodal transportation agency and a force in downtown redevelopment efforts. Strategic planning efforts can be oriented appropriately toward more routine updates of existing functions or a more dramatic paradigm-changing type of strategizing, but in either case, they can be undertaken more effectively if an agency has been actively monitoring its environment on an ongoing basis.

From Performance Measurement to Performance Management

Paralleling the transition from strategic planning to strategic management, we need to shift the emphasis of the performance movement from performance measurement to a focus on performance *management* over the coming decade. Clearly, governments at all levels in the United States are operating in an era of performance. Performance measurement systems are ubiquitous, and although the top-down, one-size-fits-all systems mandated at the federal level and in many states have been criticized as being problematic in many cases (Radin 2006), and performance

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measures are less actionable in the "hollow state," where responsibility for conducting much of government's business is contracted out to other entities (Frederickson and Frederickson 2006), in many quarters, performance measurement seems to be assumed to automatically lead to improved performance.

However, actual performance management, actively utilizing performance information to strengthen policies and programs, improve performance, and maximize the benefits of public services, still appears to seriously lag performance measurement activity (Hatry 2002). Grades from the 2008 Government Performance Project for generating appropriate information and using it to support decision making reflect the current state of performance management in practice; only 6 of the 50 states received an A rating on this criterion, while 20 received a B rating, and the remaining 24 states received a C or even D rating (Barrett and Green 2008).

At the federal level, while some agencies, such as the Centers for Medicare and Medicaid Services, have increased their use of performance information for various management decisions, this is not the case in general. According to a recent report by the Government Accountability Office, more than the 16 years since the Government Performance and Results Act was passed, agencies across the federal government "have developed strategic plans and are routinely generating performance information to measure and report progress toward their strategic goals. However, . . . our periodic surveys of federal managers on their use of performance information show that while significantly more federal managers reported having performance measures for their programs than they did 10 years ago, their reported use of performance information to make management decisions has not changed significantly" (2009, 1–2). On the other hand, some recent research suggests that selected governmental units are beginning to use performance data to improve performance (Ammons and Rivenbark 2008; De Lancer Julnes et al. 2008; Moynihan 2008).

In part, the lack of true performance management originates with governing bodies that lack the political will to make the kinds of difficult decisions that are required to achieve substantial performance improvements in fields such as crime or education and instead redefine the issues as problems of mismanagement and inefficiency and then vow to hold the respective bureaucracies responsible (Frederickson 2005). Similarly, Moynihan (2008) finds that although agency managers see improved decision making and performance as the most important purpose of measurement, elected officials are more likely to be interested in accountability and the symbolic value of requiring agencies to report on their performance. Thus, while performance management doctrine calls for allowing administrators greater discretion in managing their programs in order to facilitate performance improvement, states have been reluctant to provide increased flexibility regarding financial controls in terms of resource allocation, procurement, and budget execution or human resource management in terms of hiring, performance appraisal, and compensation practices.

Nevertheless, there still are possibilities for using performance information to strengthen

performance. Perhaps the best known examples include a number of U.S. cities, such as San Francisco, Atlanta, and St. Louis, that have followed Baltimore's lead in implementing "CitiStat" systems, in which the mayor and/or top aides conduct regular meetings with department heads and their staff to review performance data and discuss performance, objectives, and strategies for achieving them (Behn 2006). At the state and federal levels, Moynihan (2008) advocates building agency-centered performance management, although he cautions that the success of such efforts is dependent on a number of organizational characteristics, such as the degree of autonomy, functional areas of responsibility, clientele and stakeholders, political context, and resourcing.

Measurement systems are most likely to produce actionable performance data in circumstances in which outputs and outcomes are more readily observable and agencies have more control over the outputs they produce and greater leverage over the outcomes they are expected to generate (Jennings and Haist 2004). Particularly in these kinds of agencies, public managers must proactively seize the opportunity to utilize the information produced by measurement systems to help improve performance, in part by linking performance data to manager- and employee-centered performance management systems. For example, they can designate appropriate individuals in the organization as "results owners" and charge them with lead responsibility for maintaining or improving performance on particular measure sets. They can also give the performance imperative a "real-time" edge by negotiating target levels of performance to be attained in particular time frames that are both aggressive but also realistic and by incorporating results data in employee performance appraisal systems. More generally, agencies can utilize performance data as the basis for triggering performance improvements, including the following:

- Actively reviewing performance data with managers who are responsible for programs on a regular basis and challenging them to assess underlying reasons for chronically poor or eroding performance and develop plans for corrective action
- Redirecting internal budget allocations and program activities to the extent possible to make programs more effective
- Providing training to service delivery staff and mounting quality and productivity improvement initiatives to overcome performance deficiencies
- Working collaboratively with partners, contractors, and suppliers to find ways to overcome performance problems
- Commissioning task forces or formative program evaluations to investigate performance problems when solutions are not more readily forthcoming

With respect to programs whose outcomes are not so readily observable, but whose outputs are measurable and held to be effective and worthwhile in contributing to desired results, agencies can focus primarily on these outputs, particularly in terms of service quality and quantity, perhaps using expert review panels when more objective indicators are not available. In cases in which neither outputs

nor outcomes lend themselves to direct measurement, agencies should monitor systematic feedback on the value of their services to customers and the public as well as reciprocal relationships with other entities (Boschken 1992) through periodic surveys or other mechanisms for soliciting meaningful information from critical external stakeholders groups.

Most importantly, perhaps, public agencies can consistently and candidly communicate their performance information, including the problems they face as well as success stories, to a wide range of external audiences, including governing bodies, working over the long run to convince these critical stakeholders that performance does indeed matter, that they are committed to improving it, and that they need support and cooperation in doing so. Governing bodies, it is hoped, will come to appreciate the value of performance improvement and accountability over time, and will begin to support "the great bargain" by relaxing controls on agencies' financial and human resource management practices in exchange for holding them accountable for substantially higher performance expectations—but that is a long-run proposition. In the meantime, meaningful performance management, rather than simply performance measurement, needs to become the rule rather than the exception at the agency level, generating incremental but ongoing improvement in the performance of public programs.

Integrating Strategy and Performance Management

More generally, performance management is the process of setting goals for an organization and managing effectively to achieve those goals and eventually bring about the desired outcomes. In that sense, strategic management can be viewed as performance management at a strategic level. However, large, complex public organizations typically maintain a wide variety of performance measurement systems at different levels and in different parts of the organization. These systems are likely to focus on different programs or processes, serve different purposes, and be oriented to the needs of different audiences or intended users. Thus, performance measurement and, it is hoped, performance management are ongoing processes at all levels and across numerous applications, and they are much more encompassing and pervasive than strategic planning and management systems.

> [P]erformance management is the process of setting goals for an organization and managing effectively to achieve those goals and eventually bring about the desired outcomes. In that sense, strategic management can be viewed as performance management at a strategic level.

While strategic planning and management should be focused very selectively on issues of the most fundamental importance, organizations still must manage their core businesses and more routine operations on an ongoing basis. Whereas strategic management focuses on taking actions now to position the organization to move into the future, performance management is largely concerned with managing ongoing programs and operations at present.

Strategy is usually oriented to change that is aimed at enhancing an organization's role in the larger environment or the way it pursues its mission. Implementing strategies is the province of strategic management, but when strategic initiatives have been completed and/or strategic goals have been attained, they typically should move off the strategic agenda. However, some of these strategies may still

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be important in the sense of being embedded in the way an organization does business on a continuing basis, and thus they may need to be supported through the ongoing performance management process.

With few exceptions (Bryson 2004; Poister 2003), strategic planning and performance management are not closely connected in the public management literature. However, we need to manage the interplay between strategy and performance management to much greater advantage. While strategic plans usually identify performance measures that are monitored and may feed meaningful information into strategy review and update efforts, often they are not linked systematically to goal structures and measurement systems at the program management and operating levels, where performance improvement is most likely to be generated. Without such linkages, strategic planning is much less effective in driving decisions and actions in an agency and moving purposefully into the future. Of course, in many large federal departments as well as multifunctional organizations at the state level, strategic plans are likely to be developed at multiple levels (e.g., the department, agency, and program levels), and in many local jurisdictions, strategic plans are developed both at the corporate level and by individual departments. In such cases, strategic plans can and should be linked directly to performance management systems at each level.

From a performance management perspective, Hatry asserted that strategic planning is not really essential to successful government, arguing that governments at all levels are "continually taking numerous actions to improve their services without significant input from strategic planning" (2002, 353). Clearly, however, performance management systems that are not tied to or at least consistent with strategy run the risk of maintaining and/or improving immediate performance on previously established criteria of success but increasingly missing the mark in terms of where the organization should be heading in the longer run.

For example, for several years beginning in the mid-1990s, the New Mexico Department of Transportation used its performance management system, called the Compass, very aggressively to substantially elevate the performance of its core mission: building and maintaining highways. Indeed, the system became so firmly rooted as the driving force of decisions and actions in the department that when strategic planning was mandated for all state agencies in New Mexico in the late 1990s, the Department of Transportation responded by simply writing a plan around the performance measures in the Compass as its de facto strategy, thus passing up an opportunity to question broader strategic issues.

A few years later, however, recognizing the limitations of existing strategy in a context of changing development patterns, transportation needs, and mobility options, a new secretary appointed in 2002 initiated a strategic planning process that opened a broader discussion on future directions and set new priorities for public transit, commuter rail, and intercity bus services, as well as highway safety. The Compass, which had worked so effectively in channeling the department's energy and resources to its traditional mission, but had also become somewhat outmoded with respect to changing needs and priorities, was then reoriented to focus attention on the department's rebalanced strategies. At the same time, many of the

measures were removed from the strategically oriented Compass but retained in other systems at the program and operating levels.

The point here is that strategic planning will become more meaningful as more agencies transition to comprehensive strategic management approaches that, among other things, drive their performance management systems forward. At the same time, as agencies shift from simply measuring performance to incorporating the resulting information into systematic efforts to actually improve performance, those performance management systems will be more effective in the long run if they are aligned with strategy and driven by strategic management processes.

Thus, the preferred type of performance measurement/management system will depend in large part on the nature and content of strategy. For example, if an agency's principal strategies focus on producing significant improvements in its immediate service delivery processes, as was the case with the New Mexico Department of Transportation's COMPASS, for instance, a "stats"-type system emphasizing the quantity and quality of outputs, customer or citizen satisfaction, and outcomes, with frequent reviews and clear expectations for action plans to correct deficiencies as required, may be very useful. On the other hand, when strategy concerns the implementation of new programs or other initiatives, a project management approach may be more helpful, while an agency whose strategies focus more on longer-term change in policies or overall direction may find that monitoring a wider range of performance data, perhaps including leading as well as lagging indicators, at longer time intervals is more useful in determining whether the organization is on course and whether plans need to be revised.

Moreover, performance management processes in an immediate sense operate within a context characterized by numerous factors that may limit performance improvement, such as structure, organization culture, service delivery arrangements, and technology, in addition to constraints in terms of authority and resources. In some cases, when there seems to be little opportunity for working "inside the box" to improve performance at a programmatic or operating level, strategic planning at a higher level may be able to bring about more systemic change and remove barriers to productivity in terms of redesigning structure, developing a productive culture, instituting new service delivery arrangements, and even securing additional resources or expanding formal authority in order to facilitate performance improvement.

For example, the Sexually Transmitted Disease (STD) Division of the U.S. Centers for Disease Control (CDC) initiated a performance measurement system at the beginning of this decade to monitor the performance of the STD prevention and treatment programs operated by health departments in all 50 states and several large cities to which the CDC gives grants for programmatic support. The measures were developed through a participative process involving representatives of the state and local programs and related academics and advocates from professional groups, as well as CDC central office managers and field personnel. They were initially piloted in a few states, then implemented by all grantees and later incorporated into the CDC's triennial grant solicitation process, and a task force was convened a few years ago to review the system and add, eliminate, or adjust some of the measures.

While the measures are reported every year and the CDC actively reviews the data and encourages and challenges grantees to work harder and smarter to strengthen their outputs and immediate outcomes, the results do not show the kind of performance improvement that the CDC had been anticipating. Instead, on critical indicators such as the proportion of primary and secondary syphilis cases interviewed within 7, 14, and 30 days or the proportion of positive chlamydia cases from family planning clinics treated within 14 and 30 days, performance in the aggregate has been quite static over the past several years. A consensus is developing that part of the reason for this lack of movement in the data is that significant improvement in performance in these areas requires increased cooperation on the part of a number of other entities in the larger STD "system," e.g., schools, health maintenance organizations, community-based organizations, and jails, and that the state and local STD programs have not been able to leverage sufficient influence through these networks to bring about the kinds of needed responses from these other actors. Thus, at present, the CDC is planning to initiate a strategic review and planning process to identify the critical issues regarding these programs and, it is hoped, move to a new networked based paradigm in the interests of improving performance.

Conversely, while strategic planning and management provide an essential framework for effective performance management, performance management itself can sometimes enrich strategic planning by clarifying strategy (Moynihan 2008) and even "finding strategy" (Mintzberg 1994). For instance, ongoing experience with performance management systems can inform strategic planners about realistic expectations, opportunities, and limitations regarding attempts to strengthen the performance of a given program in its operating context in ways that might help thinking strategically about other programmatic options in the long run. In addition, performance reports that break performance data down by decentralized operating units, supplemented with information regarding differences in the environments in which they operate, may help identify strategies that are more or less effective in particular operating contexts.

In addition, over the coming decade, it is imperative for public agencies to engage much more widely in developing comparative measurement systems with other similar agencies and programs in order to facilitate benchmarking efforts aimed at identifying evidence-based best practices on the part of leading performers that might be able to be adapted profitably by other agencies (Ammons and Rivenbark 2008). This kind of information can often inform the development of strategic initiatives aimed at making agencies more effective.

Conclusions

The first decade of the twenty-first century has seen the United States involved in two protracted overseas wars that are straining the military, a new and urgent concern with homeland security and terrorist attacks from within as well as without, the deepest economic recession in 70 years and unprecedented government bailouts and stimulus funding, state and local governments in dire fiscal straits just as the need for them is significantly increasing, and polarizing national politics that have been very divisive with respect to the role of government in society in general. Over the same period, public

managers have seen continued growth in outsourcing to private sector contractors and suppliers, the rise of collaboratives to make policy as well as deliver public services, the phenomenal growth of e-government service channels, a more insistent customer focus on the part of government agencies, and increased pressure for accountability and performance from elected officials, the media, and the public.

If the coming decade is as turbulent as the one just now ending, drifting into the future on somewhat predictable tides will not be an option. Instead, "muddling through" could well result in public agencies being buffeted about by strong winds and battered on the rocks. Thus, if agencies are to anticipate new problems and challenges, respond to them effectively, and, to a degree at least, chart their own course for moving into the future, they will need to think and act strategically and be able to manage for results.

To add public value, government agencies must identify appropriate goals that are legitimate and politically sustainable and have the management and operational capacity to deliver on them effectively (Moore 1995). Clearly, strategic planning is not always aimed at improving the performance of ongoing programs. Often, it redefines performance to meet new challenges, but it should always focus on identifying the kinds of results to be achieved and strategies for achieving them. Public agencies are best served by "nimble" strategic planning systems that focus very selectively on identifying and resolving the most compelling issues facing them as they continue to monitor internal and external conditions and scan the environment to discern emerging issues that might require new strategic responses. Consistent with this, strategic management must not be seen as a matter of micromanaging to enforce uniformity across operating divisions, but rather working to ensure that decisions and actions at all levels are driven by a few fundamental strategies that are critical for success in the long run.

However, comprehensive performance management at the operating level still must be oriented in part to advancing an agency's overall strategy. Thus, I am convinced that moving from planning strategy and measuring the performance of ongoing programs, on the one hand, to implementing strategy and using performance information to improve performance, on the other, will be essential for public agencies to significantly increase their capacity to meet new and unforeseen challenges and create public value over the next 10 years. This will also require linking strategic management and ongoing performance management processes more effectively in a reciprocating relationship in which strategizing is aimed largely at defining and strengthening overall performance and performance monitoring helps inform strategy along the way.

While many leading-edge public organizations do have effective strategic management processes in place, many more agencies at all levels of government fail to utilize the kinds of practices discussed in this article to develop and implement strategy and to manage performance effectively. Transitioning to comprehensive strategic management and performance management will be critical for these agencies over the next 10 years given the rapid pace of change and increased uncertainties facing public administrators at all levels. Thus, strong leadership will be required to overcome a range of institutional, bureaucratic, and cultural factors that reinforce the tendency to continue managing

on a day-to-day basis while drifting into the future rather than guiding the agency into the future in a purposeful direction.

The critical need is for leaders who are organizational entrepreneurs not only in the sense of creating visions of success for the future, developing strategies for pursuing those visions, and mobilizing support both internally and externally for those visions and strategies, but who also fully appreciate the value of basic management systems and demonstrate a personal commitment to utilizing them to implement strategy and management performance effectively. Ultimately, more public agencies need to develop organizational cultures and leadership at all levels that welcome opportunities to manage change and provide positive reinforcement for being cognizant of the dynamic fit between organization and environment and contributing to strategy development and implementation as the normal way of doing business.

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GUIDED BY THE PRINCIPLES OF…
1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development

LEADING THROUGH…
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation

FOR THE PURPOSES OF…
9. Community and Resident Service
10. Service Delivery

USING SKILL SETS LIKE THESE…
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

ICMA LEADER

1. PERSONAL AND PROFESSIONAL INTEGRITY

Being fair, honest, and ethical in all personal and professional relationships and activities

Leadership dimensions that contribute to this core content area are:
- Fostering ethical behavior throughout the organization through exemplary personal actions
- Ensuring the decision-making model reflects integrity, honesty, and openness.

Management dimensions that contribute to this core content area are:
- Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the ICMA Code of Ethics and the policies of your local government to maintain public confidence in the profession and local government
- Performing official and personal affairs in a manner that clearly conveys that you cannot be improperly influenced
- Fostering ethical behavior throughout the organization through staff training on administrative ethics and the ICMA Code of Ethics
- Holding staff accountable and instilling accountability into operations
- Communicating ethical standards and guidelines to others.

2. COMMUNITY ENGAGEMENT

Ensuring and managing community involvement in local government to support good decision making

Leadership dimensions that contribute to this core content area are:
- Building relationships among local, state, and federal elected and appointed officials to advocate for the community
- Ensuring robust public outreach in the policy-making process
- Respecting the governing body's role in setting direction and vision, and helping staff and the community understand the governing body's role in the democratic process
- Working to promote civility in public discourse
- Advocating for diverse viewpoints to be considered and helping the organization seek them out when they appear to be missing.

Management dimensions that contribute to this core content area are:
- Understanding the perspectives of elected officials and being mindful of competing public values in policy recommendations
- Learning and respecting a community's history with various political, social, and economic issues
- Engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes
- Understanding emerging technologies that are designed to promote open dialogue between local government and constituents
- Employing a range of engagement, positive communication, and conflict resolution methods.

3. EQUITY AND INCLUSION

Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community

Leadership dimensions that contribute to this core content area are:
- Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making
- Taking a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably improve the quality of life for all.

Management dimensions that contribute to this content area are:

- Driving measures, goals, and plans around diversity, equity, and inclusion within your organization and community; communicating the vision for why and how achieving these goals will improve the organization and service delivery
- Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations
- Educating the organization on common behaviors that advance diversity and inclusion efforts and address implicit biases
- Being aware of and acknowledging culturally significant events and holy days for employees and community members
- Creating opportunities for employees and community members to learn about each other's cultural backgrounds, lives, and interests; building relationships through increased understanding.

4. STAFF EFFECTIVENESS

Taking responsibility for the development, performance, and success of employees throughout the organization

Leadership dimensions that contribute to this core content area are:

- Energizing the team to reach a higher level of performance
- Providing the team with a sense of direction and purpose, and balancing the big picture framework with day-to-day operations
- Prioritizing collaboration and efforts that create a shared sense of success
- Being a role model and demonstrating behavior expected by others
- Developing an environment where staff are encouraged to learn new skills and try new ideas
- Developing meaningful connections with people at all levels of the organization
- Facilitating teamwork.

Management dimensions that contribute to this core content area are:

- Setting clear expectations for the organization and work groups
- Creating an empowering work environment that encourages responsibility and decision making at all organizational levels
- Delegating: assigning responsibility to others and relying on staff
- Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potential
- Conducting effective performance evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others' developmental needs and available ways to address those needs
- Creating a positive atmosphere where interactions are based in respect and professionalism.

5. PERSONAL RESILIENCY AND DEVELOPMENT

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity

Leadership dimensions that contribute to this core content area are:

- Modeling healthy work habits to your employees
- Modeling a healthy lifestyle to your employees
- Actively encouraging a personal and professional growth and development mindset throughout the organization
- Seeking and providing support when career setbacks occur.

Management dimensions that contribute to this core content area are:

- Periodically establishing personal development goals

- Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted others on their assessment of your work-life balance or integration
- Continually practicing mindfulness of your stress levels
- Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge.

6. STRATEGIC LEADERSHIP

Defining and communicating a vision and leveraging all resources and tools to achieve it

Leadership dimensions that contribute to this core content area are:
- Creating, conveying, and instilling a unified vision and purpose by illustrating and providing examples of what the future will look like
- Fostering a safe place to take risks and initiative; serving as an example to others by applying lessons learned to future initiatives, decision making, and risk taking
- Examining the full scope of factors that influence an issue, determining calculated risks, and developing and using relationships and interpersonal skills to build consensus
- Implementing integrated solutions to complex problems that address the needs of all stakeholders
- Creating new and innovative strategies to deal with rapid change by assessing the environment, synthesizing strategies and plans, ensuring organizational direction and alignment, generating excitement in the workforce, and celebrating new ideas
- Thinking and acting to instill a culture of continuous improvement; moving the organization forward through consistent examination of methods and integration of new and innovative business trends
- Demonstrating high interpersonal competence and educating yourself on fundamental concepts such as self-awareness, judgment, emotions, power, resistance to change, and trust.

Management dimensions that contribute to this core content area are:
- Sharing, supporting, and advocating the organization's mission and vision by developing and communicating the vision to staff and others
- Creating an environment through coaching that encourages others to address complex problems using a strategic approach
- Providing resources and training to support creative innovation and problem-solving and seeking opportunities for improvement as well as new initiatives.

7. STRATEGIC PLANNING

Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives

Leadership dimensions that contribute to this core content area are:
- Ensuring the organization is focused on the core mission, plans are implemented, and resources are available to achieve the plan's goals and objectives.
- Ensuring that the social responsibility of the organization is well understood and forms part of the planning process
- Making sure the plan ties all parts of the organization together and that everyone sees themselves in the plan and is invested in the plan
- Making sure that the planning process is highly participative, involves all levels of the organization, has strong support from the elected officials and the community, and coalesces everyone around the plan
- Building an integrated planning system that begins with the community and flows to corporate, operational, and individual plans. Plan examples include short- and long-term financial, human resource and workforce, enterprise-wide technology, capital improvement and asset management, and community.

Management dimensions that contribute to this core content area are:

- Carrying out the planning process incorporating the needs of all stakeholders, including input from the community, elected officials, and staff
- Completing an environmental scan and assessment of organizational strengths, weaknesses, opportunities, and threats including major economic, social, and competitive factors
- Developing a vision and mission for the organization that are aspirational and reflect the organization's social responsibility
- Ensuring that organizational values are incorporated into strategy and plans at all levels
- Determining goals and key strategic objectives and indicators
- Completing a strategic planning document
- Implementing the strategic plan
- Assessing the results of the planning effort through data collection and measurement and benchmarking of performance
- Ensuring necessary improvements to processes and systems so that attainment of goals and objectives is possible.

8. POLICY FACILITATION AND IMPLEMENTATION

Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives

Leadership dimensions that contribute to this core content area are:

- Assessing the environment to determine the best approach or style for championing a project to success
- Maintaining perspective and focus on both short- and long-term outcomes
- Listening to identify core interests and build cooperation and consensus among and within diverse groups
- Helping diverse groups identify common goals and act effectively to achieve them
- Energizing a group: acting as a stimulus for group action
- Demonstrating courage and taking responsibility for advancing the policy discussion
- Knowing when to lead others and when to follow the lead of others
- Accepting and implementing elected officials' decisions that run counter to your recommendations
- Being politically savvy: recognizing and navigating relationships to influence and achieve positive results
- Understanding the political environment and the impact of decision making on diverse groups.

Management dimensions that contribute to this core content area are:

- Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community
- Understanding the policy cycle, including problem definition, data gathering, development and analysis of alternatives, and ranking and recommendations
- Communicating sound information and recommendations
- Developing fact sheets, issue briefs, and other materials to provide information to decision makers and other stakeholders
- Respecting the role and authority relationships between elected and appointed officials
- Recognizing interdependent relationships and multiple causes of community issues
- Anticipating the consequences of policy decisions and their link to strategy
- Acting as a neutral party in the resolution of policy disputes; using mediation and negotiation techniques
- Identifying core initiatives, long-term trends, and policy issues to support and enhance the success of local government
- Participating in national, state, provincial, regional, and local policy discussions.

9. COMMUNITY AND RESIDENT SERVICE

Discerning community needs and providing responsive, equitable services

Leadership dimensions that contribute to this core content area are:

- Convening, encouraging, and ensuring that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues
- Celebrating participation and engagement of the community
- Building a culture of transparency throughout the organization
- Making difficult funding recommendations and building consensus when needed, taking service equity into consideration
- Understanding that different approaches are needed to account for different needs.

Management dimensions that contribute to this core content area are:

- Adopting a variety of data collection methods to determine community and resident needs and to inform decision making
- Using technology to build an open and engaging relationship between residents and their government
- Employing various communication methods, including social media, to ensure transparency and to tell the story of local government services and performance
- Providing complete, accurate, and timely information.

10. SERVICE DELIVERY

Understanding the basic principles of service delivery, using strategic decision making and continuous improvement to serve the organization and community, and influencing the components and relationships between operational areas

Leadership dimensions that contribute to this core content area are:

- Championing and supporting comprehensive plans and quality standards for service delivery and efficiency
- Anticipating the probability and impact of external influences on the organization, community, and individual service levels; initiating change to harness positive impacts and mitigate negative impacts
- Identifying strategic decisions required to pivot current resources and policies to achieve a desired future state
- Holding managers and staff accountable for measuring performance, using data to improve services, sharing data with other communities, and using data to communicate with constituents and tell a story
- Building a culture that values high performance and continuous improvement.

Management dimensions that contribute to this core content area are:

- Understanding the basic principles of service delivery in functional areas
- Systems planning: Understanding the processes by which functional and operational systems can impact the ability to grow jobs and improve the economy, to control cost of government, and to improve quality of life; recognizing that systems are interrelated and interdependent and must work in a coordinated fashion in order to maintain long-term community vitality
- Asking the right questions of functional experts to ascertain service delivery needs and corresponding solutions
- Understanding the roles and responsibilities of all levels of management and aligning those with the broader mission and vision of the organization
- Identifying the interconnectivity within the organization and with other levels of government—horizontal integration and collaboration—to create opportunities to improve service or efficiency
- Identifying, gathering, and reporting performance measures in a manner that is meaningful, understandable, and efficient; using data to lead and manage the organization and deliver results.

11. TECHNOLOGICAL LITERACY

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access

Leadership dimensions that contribute to this core content area are:
- Remaining future oriented to anticipate how new developments in technology can be applied to local government
- Being a change agent, role model, and advocate for technology innovation that improves the organization and community
- Engaging the users of technology in decision making about the tools they use to serve the community and accomplish tasks
- Sharing data and technology with other communities to improve delivery of service and, ultimately, quality of life.

Management dimensions that contribute to this core content area are:
- Identifying the organization's technology needs and devising strategic plans to meet those needs
- Managing technology resources to maintain up-to-date systems, software, and infrastructure; establishing a business continuity plan
- Ensuring security of information technology systems
- Continually exploring work process and process improvements; automating only effective processes.

12. FINANCIAL MANAGEMENT AND BUDGETING

Implementing long-term financial analysis and planning that integrates strategic planning and reflects a community's values and priorities; preparing and administering the budget

Leadership dimensions that contribute to this core content area are:
- Supporting transparency in financial planning and budget development by involving the community to identify goals and prioritize spending
- Building financial resiliency by analyzing risk, anticipating future trends and challenges, and planning for the unexpected
- Using the budget to tell a story and as a vehicle to connect with and inform the community
- Understanding the community and governing body's priorities and advancing them through the budget and short- and long-term financial planning and management
- Communicating and working collaboratively with departments and stakeholders throughout the budget process and through ongoing financial management
- Ensuring the governing body is well informed about its fiduciary responsibilities.

Management dimensions that contribute to this core content area are:
- Implementing short- and long-term financial analysis and planning
- Preparing accurate and understandable capital and operating budgets
- Providing information for effective budget and financial planning decisions by elected officials and other stakeholders
- Administering the adopted budget and ensuring accountability for spending
- Taking responsibility for preventing fraud in the system
- Engaging in strategic planning to direct the development of goals and the budget document
- Engaging employees across the organization in strategic planning, budget development, and ongoing budget management
- Measuring performance and assessing the results of spending
- Understanding investments and best practices of government finance officers
- Interpreting financial information to assess the short- and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.

13. HUMAN RESOURCES MANAGEMENT AND WORKFORCE ENGAGEMENT

Ensuring that the policies and procedures of the organization are applied consistently and fairly, and motivating and engaging the workforce to its highest potential

Leadership dimensions that contribute to this core content area are:

- Encouraging each employee to be focused on personal growth; proactively providing professional and leadership development opportunities for staff
- Modeling the organization's values
- Building a culture of trust and inclusiveness in which employees understand the big picture and how their positions fit within it
- Ensuring that hiring practices are open and transparent and that diversity goals are acted upon
- Actively engaging employees in the development of a high-performance organization
- Forecasting the needs of the workforce and institutionalizing succession planning.

Management dimensions that contribute to this core content area are:

- Understanding the organization's policies and procedures, making sure that they remain current, and ensuring that they are applied consistently
- Understanding the collective bargaining process
- Keeping current on trends in human resources management
- Understanding employee and employer rights and responsibilities and applicable laws and regulations
- Providing for continuous education and improvement, including coaching, mentoring, and access to professional and leadership development
- Recruiting, retaining, and developing a talented workforce
- Aligning the organization's human capital with the strategic objectives of the governing body.

14. COMMUNICATION AND INFORMATION SHARING

Effectively facilitating the flow of ideas, information, and understanding

Leadership dimensions that contribute to this core content area are:

- Articulating personal support for policies, programs, or ideas that advance organizational and community objectives
- Practicing emotional intelligence, including understanding and managing your own and others' emotions and harnessing emotions to apply them to tasks like thinking and problem solving
- Using verbal and nonverbal communication and cues to inspire and motivate
- Effectively communicating with elected officials
- Maintaining poise and composure while presenting in emotionally charged and crisis situations
- Understanding your environment; knowing when to engage and when not to engage
- Building a culture of transparency in the organization that facilitates effective information sharing across the entire organization and community
- Strategically supplementing the organization's communication tools to provide the most effective outreach opportunities.

Management dimensions that contribute to this core content area are:

- Clearly and articulately conveying a message to diverse audiences who have different levels of understanding of the content
- Selecting the most effective communication methods and using interesting and compelling tools to share information, including story telling
- Communicating and sharing information respectfully, credibly, and confidently
- Communicating complex material in a nontechnical way

- Anticipating things that can go wrong and preparing accordingly
- Demonstrating a solid grasp of the subject matter
- Understanding, appreciating, and interacting with persons from cultures or belief systems other than one's own
- Providing accurate information in a timely manner
- Training staff on how to appropriately and effectively communicate with various stakeholders, including traditional and social media, with one message and one voice, and in compliance with community protocols
- Preparing a crisis communication protocol
- Establishing positive working relationships with the media and other key information-sharing outlets
- Understanding and training staff on the importance of appropriate compliance with public records requests.

Four Steps to High-Impact Strategic Planning in Government

The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with offices in more than 90 cities in 50 countries. For more information, please visit bcg.com.

Four Steps to High-Impact Strategic Planning in Government

Matt Boland, Troy Thomas, and Danny Werfel

AT A GLANCE

Governments struggle when it comes to strategic planning and execution. But rising risks and expectations make it critical that they up their game.

Mounting Challenges
The public sector is facing harsh new realities, including increasing complexity, declining public confidence, and constrained budgets.

Barriers to Effective Planning
Governments face significant obstacles in improving strategic planning and execution. Among them: frequent leadership turnover and a risk-averse culture.

Actions That Deliver Impact
Government leaders can improve strategic planning by focusing on steps in four areas: culture, purpose, operating model, and execution.

H OW DO GOVERNMENTS FARE when it comes to strategic planning and execution? Consider a recent session BCG conducted with a group of government leaders. To kick off the discussion, we asked for a show of hands: Who among you knows exactly what your agency's priorities are? A few raised their hands. We then asked, Who among you believes that your agency's strategic-planning process has had a real impact on your work? Again, just a few. Our final question: How many of you think that your agency can—and must—do better in this area? To that, everyone raised a hand.

Smart planning and sustained execution are needed to anticipate and navigate the increasing complexity and challenges facing government leaders around the world. Governments must make the best use of limited resources and mitigate the risks of economic and political turbulence. Despite these imperatives, public-sector agencies commonly fail to value strategy, and they rarely excel at strategic planning and execution. The result: government leaders struggle to change their organization's behavior and to drive progress toward the most important policy outcomes.

The key to upping government's game on this front is to understand what prevents effective strategic planning and execution and then to attack those challenges head on. On the basis of its more than 50 years of working as a leader in strategy, BCG has developed deep insight into the barriers that confront the private sector and an understanding of how they also challenge the public sector. These hurdles include a planning system that is too focused on bureaucratic processes at the expense of outcomes. In the public sector, such challenges are compounded by the frequent changes in leadership that are tied to election cycles, entrenched hierarchies and regulations, and a culture of risk avoidance.

Drawing on 31 interviews with current and former public-sector leaders around the globe, we have identified four steps that governments can take to eliminate these obstacles: promote a strategic culture, leverage the organization's purpose to catalyze action, transform the operating model, and build a system for execution and learning.

Remaking the strategic-planning process is not about creating the optimal meeting schedule, metrics, or mission statements. It is about building a system that allows agency and department heads to determine priorities, put adequate resources behind those priorities, and then hold people accountable for results. It is about solving real problems. When they achieve this, government leaders find that they are fighting the right battles and delivering lasting value for their citizens.

> The key to upping government's game is to understand what prevents effective strategic planning and execution and then to attack those challenges head on.

Government's Strategic-Planning Imperative

It is through strategic planning and execution that both private- and public-sector organizations develop and implement strategies, whether for corporate growth or for achieving a federal mandate. Through this process, organizations reconcile their responsibilities with their resources and set strategic priorities. When done well, strategic planning and execution can effectively account for and manage the numerous variables that affect their plans and programs and make the important connections within and among stakeholders, allowing them to work in concert toward critical goals. Sustainable and flexible execution of the strategy promotes the likelihood that government will deliver on its promises, improving citizens' confidence and promoting their trust.

Exhibit 1 illustrates one highly effective <u>approach to strategic planning</u>: the W-shaped model. (See *Four Best Practices for Strategic Planning*, BCG Focus, April 2016.) This approach starts with leadership's definition of the organization's vision and strategic ambition. Next, the division, field unit, or function heads are asked to respond to a series of pointed questions about the organization's big challenges relative to this vision. Answering these questions, the unit or function heads suggest concepts or proposals for meeting the challenges. On the basis of their subsequent discussion, management selects proposals and assigns the unit or function heads responsibility for developing detailed plans for putting those proposals into action. Management drives execution of the plan, as well as a system for learning and adapting that is based on new information.

Mounting Public-Sector Challenges. The need for this sort of effective strategic-planning and execution process in government is intensifying in the face of four difficult realities.

EXHIBIT 1 | The W-Shaped Approach Can Drive Effective Strategic Planning and Execution

Source: BCG analysis.
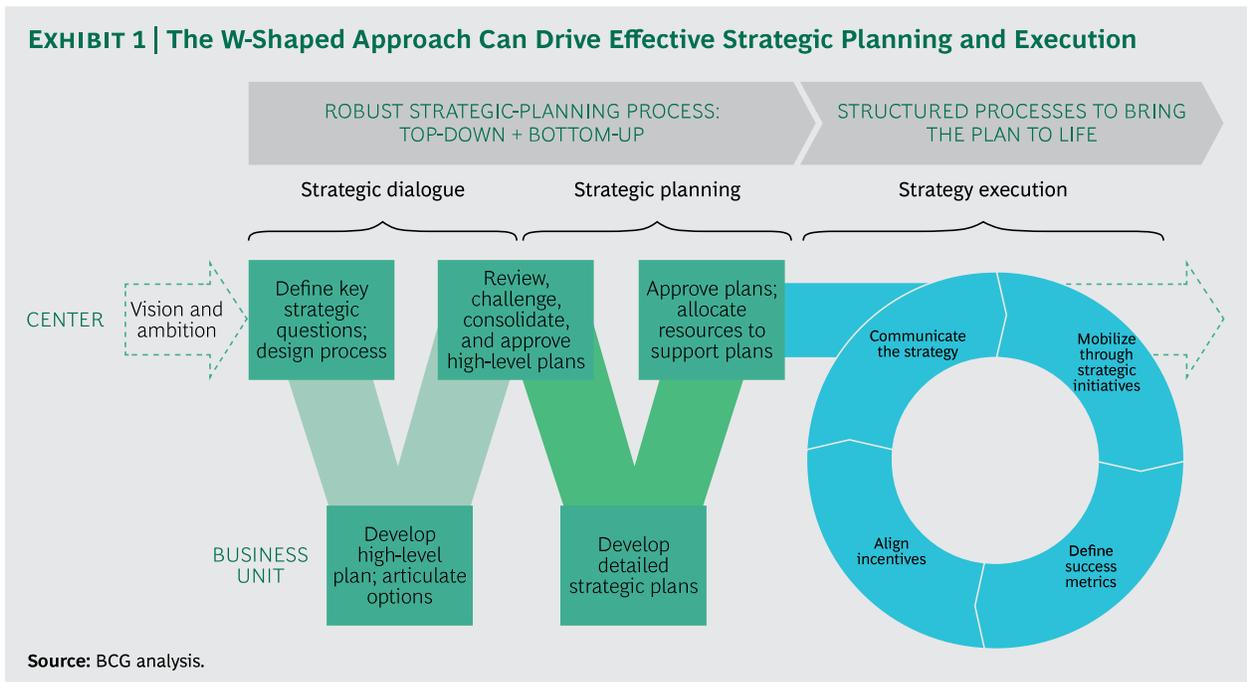
First, owing to the scale and pace of change, including changes driven by advancing technology, today's operating environment is more complex than ever before. Case in point: the democratization and proliferation of advanced technologies is upending the way governments manage risks to security and their economies. Second, finding solutions to most public-sector challenges requires the involvement of more stakeholders—in and out of government—than in the past. For example, responding effectively to the risks posed by infectious diseases such as the Zika and Ebola viruses required international collaboration within and across government agencies as well as the private sector. Third, many governments are facing ongoing erosion of public confidence. A 2017 Pew Research Center survey, for example, found that only 18% of Americans trust the national government to do what is right. A 2015 survey by the Organisation for Economic Co-operation and Development, meanwhile, found that just 43% of citizens in its member countries trust their government. Fourth, many governments are feeling the squeeze on discretionary spending due to rising deficits, aging populations, and the increasing cost of government services.

Obstacles to Effective Strategic Planning. Amid such challenges, strategic planning becomes more important than ever before. However, in many public and private organizations, such planning is frequently undervalued and poorly done.

Many of the obstacles are common to both government and the private sector. In numerous situations, the process is too bureaucratic, requiring multiple iterations and consuming too much time. It can also be too internally focused, failing to account for external factors or to learn from the experience of other sectors or similar organizations. Furthermore, in all too many cases, strategic planning excludes key stakeholders who are needed both for diagnosing challenges and for delivering outcomes. The failure to involve midlevel managers is particularly problematic because it can mean that the right issues are not elevated to the attention of senior leaders as they set strategy and that there is limited buy-in among the rank and file, weakening execution. Finally, there is a disconnect between the strategy and the incentive structure that is meant to promote follow-through on the strategic plan.

Public-sector organizations are, of course, quite different from private-sector companies. Some challenges seen in the private sector may be magnified in the public sphere while other additional issues that exist in government have no presence in the private sector.

For one thing, government leaders—especially political appointees—generally have a more limited window of time for action than do private-sector leaders. That's because there is high turnover among government leaders in many countries. In the U.S., for example, not only does a considerable majority of the federal government's most senior political leaders turn over every four to eight years, but the average tenure of a federal government, Senate-confirmed appointee is only 18 to 30 months.

At the same time, although many government leaders have solid policy expertise, a large number have little of the strategy and management expertise that comes from running a large and complex organization. As a result, it's not unusual for them to delegate responsibility for the strategic-planning process, and they are not

Finding solutions to most public-sector challenges requires the involvement of more stakeholders—in and out of government—than in the past.

always personally invested in execution. This lack of engagement at the top filters down, leading to marginally engaged staff members who are not optimally committed to developing and implementing the organization's strategy.

Finally, many government organizations don't perceive risk as private-sector companies do. Public-sector organizations can often be focused on short-term outcomes and compliance with rules and regulations rather than on long-term strategic results. Consequently, creating a strategy that can be adapted in the face of changing environments or new information is difficult.

Building a Strategic-Planning Process That Delivers Impact

To improve their strategic-planning and execution track record, government leaders should focus on steps that leverage four critical areas: culture, purpose, operating model, and execution. (See Exhibit 2.) Steps taken in these areas affect all stages of strategic planning—and can enhance the entire process. Of the four, culture is the most critical. It shapes and is shaped by the other three major levers for change. Changing an organization's culture will unlock opportunity in the other three areas and help embed change in the organization.

PROMOTE A STRATEGIC CULTURE

Certainly, there are pockets of robust strategic planning in government, particularly within the defense sector: it is ingrained in the military profession. But either the culture of too many public-sector organizations does not embrace the value of strategic planning or the organizations' leaders aren't committed to that process.

To ensure a successful culture shift, the head of the agency or office must take a leading role in strategic planning, middle management must be involved from the

EXHIBIT 2 | Action in Four Areas Can Improve Strategic Planning and Execution

Government should promote a strategic culture to improve performance in the other three areas

Defining and leveraging the organization's purpose involves outlining a clear vision, setting strategic objectives linked to that vision, and creating a strong narrative

Culture

Purpose

Execution
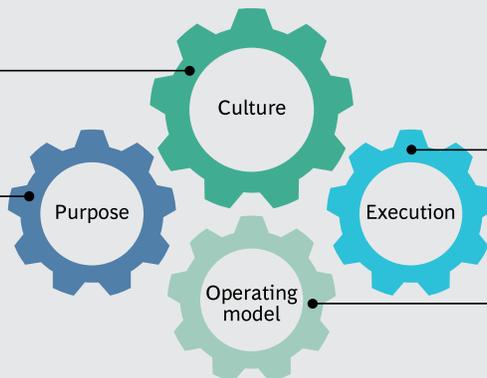
Operating model

The right data, clear accountability, and appropriate incentives will improve execution and learning

To transform the operating model, government should enhance risk management, engage with external stakeholders, and align resources with strategy

Source: BCG analysis.

start, and the risk-averse mindset inherent in government organizations must be addressed.

"Strategy is ultimately the top leader's responsibility," according to one former senior government official. "You can't delegate responsibility for leading change." Public-sector leaders must personally drive the effort to set strategic priorities, build buy-in, align resources, communicate the strategy consistently, and hold people accountable for executing the plan. And they should make it clear to everyone in the organization that the unit responsible for strategic planning has a clear mandate from the top.

To draw midlevel management into the strategic-planning process from the start, senior management must identify key staff throughout the organization who have responsibility for implementing policies and programs and bring them into the process through cross-functional teams. In addition, leaders should link the day-to-day work of frontline staffers to the strategy by highlighting ways that their roles and responsibilities—and the strategic-planning system itself—can help eliminate the obstacles to achieving important objectives and directly contribute to solving citizens' real-world problems. Such steps will develop strategic thinking in personnel who are likely to be the next generation of leadership. And just as important, it will build buy-in for the strategy, making successful execution more likely.

> "Strategy is ultimately the top leader's responsibility. You can't delegate responsibility for leading change."

The former head of a major operational directorate within a large government tax authority told us, "If a team is closely involved in developing the strategy, they will feel ownership of it. If they feel ownership, then they will want to make it work."

For the head of one large government diplomatic organization, ensuring commitment to the strategy among the rank and file was critical for delivering results. She initiated and personally led a strategic-planning process when she took the helm of the organization a few years ago and involved managers from across the organization in the effort. In addition, goals were designed to drive agency-wide cooperation across various functional and regional silos. "This created a clear sense of where we were going, why, and the role each group played in achieving our goals," she reported.

The conservative mindset that some government organizations cultivate in employees can be a serious impediment to execution of the strategy. It's important to find ways to reward and protect—not punish—those who take reasonable risks and achieve less than positive results.

The head of a large transportation department understood that risk aversion could seriously undermine the progress of an extensive infrastructure project that the department was managing. The staff knew that rather than confine traffic to one lane during the many months of construction, the most cost-effective way to manage one element of the project would be to completely shut down traffic for several weeks. The head of the department knew that shutting down all traffic would generate short-term public outcry, but he was willing to take that risk. He understood the long-term public benefit and cost-saving opportunity that could be achieved in expediting the project, and he made it clear to his staff that he would own the decision should public backlash be directed at any of them.

LEVERAGE THE ORGANIZATION'S PURPOSE

A critical element in effective strategic planning is a clear sense of purpose, which consists of an organization's timeless reason for being—its mission—and the strategic goals for fulfilling this mission within a set period of time. Strategic planning and execution allow organizations to deliver on that purpose by setting priorities, aligning resources, and mobilizing and measuring action.

The following three actions help overcome the barriers to effective strategic planning and execution that stem from the organization's overall sense of purpose:

- **Reinforce the core mission of the organization.** In addition to reinforcing the core mission, which is generally rooted in law, the leaders must articulate a compelling vision for advancing the mission over a three- to five-year period. This will provide critical direction and energy for the organization and ensure that all staff members understand where the organization is moving.

- **Set clear strategic priorities to achieve the vision.** This step may seem obvious, but it is rarely easy. "Deciding among top priorities is a challenge," a former senior advisor in the U.S. executive branch told us. "Not everything can be a priority. You need ruthless prioritization." Staff will play a key role in this area, helping to frame the inherent tensions and tradeoffs among these priorities.

- **Communicate the strategy throughout the organization.** Organization leaders must make strategy come alive by providing their staff a consistently vivid strategic narrative that is relevant to their day-to-day activities. This story should be related energetically throughout the organization: the top leaders communicate the strategy to their direct reports, who then communicate it to the people they manage, and so on. The cascading narrative should show workers how their actions, driven by the new strategy, directly contribute to improving the organization's performance. Such clarity can go a long way toward improving the odds of successful execution of the strategy.

> "Deciding among top priorities is a challenge. Not everything can be a priority. You need ruthless prioritization."

Consistent messaging was a powerful tool for mobilizing staff behind a large government defense agency's new strategy. To help drive change, a variety of carefully drafted messages were developed to communicate the strategy, including a short "bumper sticker" message, a three-minute elevator pitch, a series of videos from top leaders, and detailed documents and presentations. One senior leader recalled that the head of the agency "joked that the strategy bumper sticker message would end up on his tombstone." Still, consistent communication was critical. "Absent that kind of commitment to messaging of the strategy," she noted, "it is difficult to overcome the cultural resistance to change."

TRANSFORM THE OPERATING MODEL

Typically, the public-sector operating model—the governance, structure, and processes of a government agency—is hierarchical, rigid, and not adaptable to changing circumstances. Action in three areas can eliminate those impediments and, in so doing, enable a more effective and efficient operating model:

- **Communication and Engagement with External Stakeholders.** Government leaders should create a clear process for working with, for example, appropriators, authorizers, budgeting agencies, the office of the president or prime minister, citizens, and industry in order to secure the necessary resources and support for the strategic objectives.

- **Integration of Risk Management in the Strategic-Planning Process.** Strategic planning and risk management must be integrated so that the organization can anticipate and prepare for the full spectrum of potential problems and opportunities that could arise during execution. In many cases, the primary risks relate to insufficient statutory authority, resource constraints, and weak or unwilling external partners. And effective risk management requires looking at the organization's entire interrelated portfolio of programs, rather than addressing only risks that are within silos or that are perceived as external to the organization.

- **Adapting Processes to Support the Strategy.** New programs, policies, and the ways that their success is tracked and that resources are allocated should be directly linked to the organization's strategic objectives. The use of agile teams—groups whose members are from functions throughout the organization and that are designed for rapid experimentation and adjustment—can provide powerful support in the design and development of these programs and policies. (See "Taking Agile Way Beyond Software," BCG article, July 2017.) Such teams can generate quick insight on which initiatives are working and which are not. In addition, what success will look like for each strategic objective should be clear, with specific performance goals, indicators, and milestones identified for assessing progress. Furthermore, leaders must ensure that the disposition of resources and talent and the decision-making process are driven by the organization's strategic priorities. The head of the large diplomatic organization mentioned previously says that more often than not, this is the exception in government. In many cases, she noted, "the strategy is not viewed as something that helps us get resources. There's very little correlation between the strategy and budget requests."

  Leaders within the large defense organization described previously not only created multiple ways to communicate the strategy but also built a process that ensured that strategic priorities were supported with the necessary resources. During the budgeting process, one military department cut back on orders for equipment that was needed to support a crucial strategic objective. The aim was to trim purchases in order to invest in modernizing other conventional capabilities. Armed with a clear understanding of the priorities, senior defense organization leadership directed the department to fund strategically important equipment while allowing the department to determine how to offset the costs of other, less critical programs.

> Leaders must ensure that the disposition of resources and talent and the decision-making process are driven by the organization's strategic priorities.

Develop a System for Execution and Learning

Agencies that lack critical tools and data that can be used to measure progress cannot adjust course on the basis of new information. In addition, when strategy is not integrated into the day-to-day actions of frontline staff, employees can focus too much on programs that are not relevant to the organization's strategic priorities.

Doing an effective job of executing and adjusting the strategy hinges on three elements: the right data, a system that values accountability and aligns incentives, and the ability to adapt where necessary. The involvement and commitment of frontline managers is critical to success in all three areas.

The data required includes not only upfront information about what works in terms of programs and initiatives—data that can drive the initial strategic-planning process—but also timely and action-promoting data during the execution phase. Such information can come from both internal and external sources. Internal data may be the result of monthly strategy "pulse checks" with staff, quarterly or annual strategic reviews with senior managers, and evaluations of specific programs. External data can and—in many cases—should include information on the impact of certain programs in the real world. For the data to make a difference, it must be available, reliable, and timely. A senior executive in a large finance and tax agency told us that it's important to "measure what matters—and movement will happen on things you measure."

The second element—accountability and incentives—is critical to successful execution. Leaders should hold regular evidence-based progress reviews with key managers, including officials who have direct oversight of programs that support each strategic objective. The sessions should focus on performance data for each program and allow in-depth discussions that include suggestions related to improving performance and mitigating risk. These sessions must be held more frequently and cover more detail than the annual or quarterly strategic reviews that many government departments and agencies already conduct. At the same time, the organization should create clear and valued incentives, including formal and informal awards and recognition for those who adopt new behaviors and contribute most to achieving objectives.

Data on the progress of key strategic objectives can help the organization alter the way it is executing its existing strategy.

The most effective government organizations understand that without accountability and the right incentives, even the best strategic plan will likely never become reality. One large agency responsible for managing much of the government's real estate holdings held biweekly meetings at which staff reported progress on strategic priorities. According to the agency administrator, that "repeatable rhythm" of reporting kept the team focused on those priorities. A public-housing-and-finance organization, meanwhile, tied management's performance evaluations to the accomplishments of the agency's strategic objectives. This required identifying the right metrics for tracking progress against the objectives and instituting a credible and timely review process that integrated that information.

The third element—the ability to monitor performance in a way that helps the organization adapt—can result in two types of adjustments. First, data on the progress of key strategic objectives can help the organization alter the way it is executing its existing strategy. The strategic objectives may not change, but the way in which the organization tries to achieve them may. The second involves revision of the strategy itself. The need for such a shift can become evident only if the organization steps back periodically to assess whether or not things have changed in the overall operating environment. Such analysis may reveal that the assumptions on which the original strategy was based have changed, making it necessary to revisit the strategy.

GOVERNMENT AGENCY AND department heads worldwide can confirm that, as public-sector leaders, they are struggling to be successful in a uniquely challenging period. Political upheaval is the norm, and technology continues to alter the ways that society functions.

In such an environment, government institutions must up their game or risk becoming irrelevant to the citizens they serve. Because confidence has slipped and must now be rebuilt, governments will be forced to take a major leap in the ways that they plan and execute strategy. Government leaders must institute a strategic-planning process that identifies the right priorities and drives decision making that supports those priorities. Taking steps in the four areas we've outlined—culture, purpose, operating model, and execution—can move governments from endless rounds of planning to delivery of results.

About the Authors

Matt Boland is a career diplomat with the Foreign Service of the U.S. Department of State. You may contact him by email at bolandmh@state.gov. The views expressed herein are those of Matt Boland and The Boston Consulting Group authors only and do not necessarily reflect the views or endorsement of the U.S. government.

Troy Thomas is an associate director in the firm's Washington, DC, office. He previously served as special assistant to the president for U.S .National Security Affairs and director of strategic planning on the U.S. National Security Council. You may contact him by email at thomas.troy@bcg.com.

Danny Werfel is a partner and managing director in BCG's Washington, DC, office. He previously served as the acting commissioner of the U.S. Internal Revenue Service and in the U.S. Office of Management and Budget. You may contact him by email at werfel.danny@bcgfed.com.

Acknowledgments

For Further Contact

If you would like to discuss this report, please contact one of the authors.

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