Hello, my name is comprehensive plan.
Hello, my name is

Comprehensive Plan

Strategic Plan
The New Hybrid Plan

- Blending a Comprehensive Plan with Strategic Plan disciplines and components
- Thought provoking to some
- Controversial to others
Why a Hybrid Plan?

- Comp plans are often ignored:
  - Too thick to read
  - The connection between public input and recommendations is spotty
  - Missing nexus between analysis and recommendation
  - Little connection between vision and management
  - Public does not hold officials accountable
Why a Hybrid Plan?

- Time and money are scarce resources
- The need to plan remains constant
- Your chocolate is in my peanut butter
- Communities have Comp Plans
- Communities have Strategic Plans
- Why not combine the two?
Give and Take…

“The difference between Strategic Planning and Comprehensive Planning is…”
How are they different?

**Comprehensive Plan**
- Thick: 75 to 200 pages
- Long process: 1 to 2 years
- Long time frame: up to 30 years

**Strategic Plan**
- Thin: 1 to 20 pages
- Quick process: few weeks
- Short time frame: 5 years
How are they similar?

Both Plans

- Shared VISION of an ideal future
- Broad GOALS towards a desired outcome
- Allows deflection of future projects that don’t “fit the Plan”
What’s in it?

**Comprehensive Plan**
- Land use
- Transportation
- Community facilities and services
- Housing /neighborhoods
- Economic development
- Utilities
- Lots of charts and tables

**Strategic Plan**
- Shared **vision** of an ideal future
- **Mission**: what business are we in? (optional)
- Broad **goals** and specific objectives
- Management Plan with assignments and deadlines
Who or what initiates it?

**Comprehensive Plan**
- KRS 100 requires an update every 5 years
- “Our old Plan is outdated.”
- Growth or decline
- “We need community or political consensus.”

**Strategic Plan**
- City Manager or head of organization
- “We need a direction or focus.”
- “I want to put my stamp on this organization.”
Who participates?

**Comprehensive Plan**
- Multiple public input sessions
- Interviews, focus groups, town hall meetings, surveys
- Steering Committee

**Strategic Plan**
- The management team
- Trend toward including “Key Stakeholders”
- Sometimes community input or review
How long does it take?

**Comprehensive Plan**
- A slow and deliberate process
- Between one and two years depending on the scope
- Research and analysis

**Strategic Plan**
- 1 – 2 weeks for design
- 2 – 5 input sessions (maximum 2 hours each) with Planning Team
- 2 – 3 weeks to structure input into a Plan
- Review/approval session
What’s the upside?

**Comprehensive Plan**
- Forecasts future needs
- Identifies a vision for land use and development
- A basis for policy decisions

**Strategic Plan**
- Clearly announces to the world who we are and what our priorities are
- A basis for operational decisions
- Allows us to deflect future proposals that don’t “fit the Plan”
- A basis for community branding
What’s the downside?

**Comprehensive Plan**
- A thick document seldom read
- Execution is a weak spot
- Existing conditions change over time frame
- Public participation adds significant cost to the project

**Strategic Plan**
- To be successful we have to actually make decisions and take actions
- We’ve made promises we might have to keep
- Doesn’t answer all of the questions or measure all of our work
Why create a new kind of Plan?

The world is changing – fast!

Changes
NEXT EXIT
Why create a new kind of Plan?

Our economic realities are changing – fast!
Why create a new kind of Plan?

Community demographics are changing – fast!

Census shows only 17% of today's families are “traditional”...

Doomsayers Wrong about Our Aging Population

Detroit Free Press

Detroit’s Population in Freefall...
Why create a new kind of Plan?

Technology is changing – fast!
Why create a new kind of Plan?

The expectations of our stakeholders are changing – fast!

Lower Taxes
More Services
Less Government
Don’t take away my rights!
I want it now!

What’s in It for Me?

24/7 Service Delivery
Too Bureaucratic…
Doing More with Less
Why Can’t the Government Run Like a Business?
Not in My Backyard!
And now, introducing...
And now, introducing…

The Hybrid
Strategic
Comprehensive
Management
Plan
Hybrid scope...

The Hybrid Plan

- Issues Based Approach
- Reduced Existing Conditions Analysis
- Concentrated public input sessions
- Combined committee and public meetings
- Virtual town hall meetings
  - Mind Mixer
  - IdeaScale
- Management Action Plan
Hybrid added value elements

The Hybrid Plan

- Relational timeframe
- Emphasizes the critical few
- Both enlarges and focuses the circle of participation
- Recognizes budget constraints
- Establishes deadlines
- Process steps
Management participation

The Hybrid Plan

- Diverse Steering Committee
  - Department Heads
  - Elected Officials
  - Community Stakeholders
  - Other Key Stakeholders
Management Action Plan

Connecting VISION to RESULTS
The Hybrid Plan

- It’s OK to be comprehensive, but…
- Need to focus on critical few high priority issues and recommendations
  - Helps civic focus
  - Don’t oversell
  - Keep expectations high
  - Keep management on point and accountable
Management Action Plan

- The Hybrid Plan
  - Link MAP to
    - Departmental annual plans
    - Department budgets
    - Capital improvement plans
  - Implementation Committee
  - Performance Measures
End Results

The Hybrid Plan

- Shorter process
- Thinner, issues-based document
- Enthusiasm and ownership at every level
- Management and business-minded focus
Advantages of the Hybrid Plan

- Tastes Great
- Less Filling!
Advantages of the Hybrid Plan

The Hybrid Plan

- **Expense** and **time commitment** greatly reduced

- Combining SP and CP and MAP: each informs the other = **synergy**

- Goals and objectives are **realistic** and **achievable**, within a **reachable time frame**
Advantages of the Hybrid Plan

The Hybrid Plan

- Research and input are **targeted** to strategic areas, not across the waterfront
- Plan is more **agile**, more **responsive to changes** within its timeframe
- Emphasis on the **connection** between Plan goals and operational realities
Advantages of the Hybrid Plan

The Hybrid Plan

- **Targeted and manageable** public involvement
- The Plan can be tied to department **budgets**
- **Ownership** not just by planners – easier to communicate to the community
- Less vulnerable to changes in leadership
Why should my community choose a Hybrid Plan?
Is a Hybrid Plan right for us?

- Is our community stable or in flux?
- Is the leadership of our community stable or in flux?
- Are we managing through scarcity or abundance?
- How likely can we predict where we will be in 10 years, in 20 years?
- How high are the expectations of our stakeholders?
- Have we struggled connecting vision with results?
The New Hybrid Plan

What’s next?

Questions, comments and closure
The New Hybrid Plan

Thank you!

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