



STRATEGIC PLAN

Created March 2019



This Plan

This plan was developed by the City of Douglas in conjunction with Nicole Lance of Lance Strategies, LLC, a consulting firm based in Phoenix, AZ. Research has shown that by developing this plan, City of Douglas leadership has a much higher sense of ownership over the direction of the work, and will exhibit significantly higher energy and passion toward achieving the outcomes. This ownership leads to more efficient use of time, more creative work output, and increased job satisfaction.

Lance Strategies is a learning organization. Methods used are rooted in years of research on organizational psychology, team dynamics, and neuroscience that weave together a unique experience unlike any other. With a focus on science and real-world application, this method appeals to people on both sides of the analytical / emotional continuum, and delivers unmatched business results.

The Process

The strategic planning process is as important as the plan itself. The team process is designed to teach participants how to understand themselves so that they can clearly communicate their purpose. It is designed to teach participants how to understand each other so that they can honestly listen to new ideas. It is designed to teach participants how to understand the process, so that they can be fully engaged in creating, sharing, and executing the strategic plan.

The steps of creating a Strategic Plan

1. Learn the Principles of Human Understanding™
2. Identify the Focus Areas
3. Define the Focus Areas
4. Create goals for each Focus Area
5. Identify high-impact, year-one action items

Intentionally absent from this Strategic Plan

Specific activities to accomplish are not outlined. The strategic planning process is designed to outline the direction (the WHAT) and the motive (the WHY) to the Board team, not the process (the HOW). Understanding there are virtually infinite methods for accomplishing a given goal, we provide a strategic plan that will last for multiple years accompanied by an Action Plan to keep the organization moving forward.

Accompanying this document is the Initial draft of the Action Plan, built in part from the sticky board cards at the Retreat. This is a starting framework which will provide opportunities for everyone to work to explore the ‘HOW’ from different angles as you continue to work on this document.

Focus Areas

Through a process of discovery and collaboration, the City of Douglas Council and Staff identified 5 key focus areas for the new strategic plan:

- Collaboration
- Community Communication
- Promote Douglas
- Trade and Commerce
- Infrastructure Development & Improvement

Collaboration

Definition

Leveraging partnerships and connection between all levels of government, residents, corporate, educational and non-profit partners, outside agencies and binational relationships.

Goals

1. Leverage partnership with County and increase collaboration and inclusiveness by 50% of the next 3 years.
2. Renew, refresh, and create relationships with educational partners by 20% over 3 years.
3. Create renewed partnerships with neighboring cities.

Community Communication

Definition

Establishing proper channels to open the flow of communication between the City and its residents.

Goals:

1. Increase community engagement in event attendance by 10% each year for the next 3-5 years.

2. Increase community knowledge of community assets/resources by 10% each year for the next 3-5 years.

Promote Douglas

Definition

To brand Douglas in such a way as to encourage lifestyle events and activities, increase tourism, alter external perceptions of the City to attract inward migration of residents and enable business relocation.

Goals

- Increase our visitors by 20% within the next 3-5 years.

 1. Increase the city population by 10% within the next 3-5 years.

Trade and Commerce

Definition

To promote a business climate that brings revenue stability and growth

Goals

1. Retain majority of existing business in Douglas and expand number of new business by 25% over five years.
2. Retain majority of existing business in Douglas and expand number of new business by 25% over five years.
3. Increase sales tax revenue by 10% over five years.
4. Reduce unemployment rate by 10% over five years.
5. Work to ensure infrastructure framework is in place.



Infrastructure Development & Improvement

Definition

Planning and development of existing and future assets which will benefit the community over time.

Goals:

1. Enhance quality of life that increases citizen satisfaction by 10%.
2. Improve economic stability.
3. Improve infrastructure systems.
4. Set aside recurring dollars for capital assets

Fundamental Attribution Error

Fundamental Attribution Error (FAE) is a psychological phenomenon by which we make inconsistent assumptions about other people and ourselves. For example, let's say that two people, Bob and Susan, are having the same problem. Bob will look at Susan and attribute the problem to some flaw in her character (she is disorganized, lazy, etc.) But Bob will look at himself and attribute the problem to some set of external factors (he doesn't have time, he doesn't have enough money, etc.) Each person does this and it can be a foundational problem for trust, understanding, and team development.

How Can FAE Undermine our Strategic Plan?

FAE can cause us to stop talking to each other, stop valuing others' opinions, make erroneous assumptions, prevent focus on the real issues, create tunnel vision, create a negative environment, result in failure to take responsibility, create defensiveness, make us believe myths we tell ourselves, lose creative thinking, and limit progress because of a fear of failure or criticism.

We are committed to keeping FAE at Bay

Being aware of FAE, we have a number of options to keep FAE at bay: have respect, engage, be open-minded, celebrate the success of others, trust each other, encourage, learn from our mistakes, listen, motivate each other, have fun, be aware of FAE, ask questions, don't take things personally, empower others, have a short memory, acknowledge mistakes, not take ourselves so seriously, and relax.

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Thanks goes to the City Council and Leadership Team of Directors for your hard work during the Council Retreat, sharing your ideas, passion and the longer-view, shaping the vision and goals to get there to best serve our citizens. There is merit and value in committing to a devoted time in "retreat" which creates a concentrated setting that takes time out of busy schedules to focus on what is good for the City of Douglas and our community members. This report from our facilitator, Nicole Lance, serves us well. Our gratitude goes to Nicole for her time, energy and talent in leading us through the retreat resulting in this specific result, our City of Douglas Strategic Plan, to guide us into our future.

*Jerene Watson, Interim City Manager
March 25, 2019*