



Measuring Our Progress and Moving Forward

Albert Einstein said, “*Not everything that can be counted counts, and not everything that counts can be counted.*” These are wise words that should be heeded.

Performance Measures and Grading Our Progress

Like many community strategic plans, FieldGuide 2030 includes a variety of performance measures. We are using the Balanced Scorecard concept to create a “Community Dashboard” that will allow us all to monitor our collective process toward the goals within this plan. Remember, this is not a City plan and it is not a County plan . . . it is a community plan. We’re all in this together, and we will sink or swim together as a community.

A typical Balanced Scorecard consists of performance measures in the following four categories:

- o Financial Strength
- o Customer Service
- o Internal Processes
- o Learning and Growth

These four categories are related, and they build upon each other . . . especially when applied to a community. Here’s how . . . employee competencies and ongoing skill development (organizational learning and growth) are key to delivering high-quality processes. Regional cities and counties must have best-in-class employees to design and implement these processes most effectively. Delivering high-quality customer service depends on our ability to effectively design and implement these processes. And in order for our community to be financially stable and offer the public services desired by our citizens, we must offer top-quality customer service.

Thus, as you can see, each of these categories builds on each other – employee learning and growth (and recruitment and retention) allow high-quality processes to be designed and implemented, which is the foundation for high-quality customer service, which in turn helps drive our community’s financial strength as top-tier employers desire to relocate to a community offering great customer service.

We are asking the community to hold us accountable; to monitor our progress; and to “grade” our progress annually. “Adopter” organizations were solicited from throughout the community to help hold the process and the community accountable. These organizations (representing a wide variety of public and private sectors) will meet with the organizations responsible for implementation and will assign a letter grade to each chapter and each theme every year. If we, as a community, deserve an “A,” we will get an “A.” If we, as a community, deserve an “F,” we will get an “F.” This annual “report card” will be an indication to the community whether we truly feel these issues need to be addressed and how we are performing to address them.

Moving Forward from Here

So where does the community move from here? The intention of the Strategic Plan Coordinating Committee and the City Manager is that, once the plan is formally adopted, the community will have five years to begin implementation of the first phase. Since the plan includes a 20-year vision, it is neither the intention nor the expectation that all of the initiatives in FieldGuide 2030 will be completed within this initial five-year period. Instead, it is the intention that the community will move forward to make progress in these seventeen areas (thirteen chapters plus four cross-chapter themes).

As stated earlier, this plan is designed to be a community strategic plan; not a “to do” list for government. Successful implementation will require support (funding, volunteers, political support) and coordination. The City and County governments will help by providing some of the funding, some of the volunteers, and some of the political support, but the greater “community” must step up if this plan is to be successful. Again, this is a community strategic plan, and some of the funding, volunteers, and political support will need to come from the private sector.

“Adopter” organizations are anticipated to monitor the community’s progress in each of the seventeen areas, and then assign a “letter grade” annually to each area. The City will publish the results annually. If an area receives a low grade for multiple years and the community does not react negatively or seem to care, then the City may determine this issue is not a high priority for the community and remove it from the next edition of the FieldGuide.

It is also anticipated that the initiatives contained within this plan will help guide the City’s, County’s, and in some cases, the region’s, legislative priorities. If initiatives are deemed important by our community, we should be seeking legislative assistance whenever appropriate.

As we approach the end of this initial five-year period, the planning process will be revisited and most or all aspects of the initial planning process will be repeated as deemed appropriate at that time.