

**Action Planning Team Co-Chairs Training**  
**Wednesday, November 20, 2003**  
**7:30 –9:30 am**



## **Horizon Project Planning Process**

**Key Issues** (identified by 130 plus community leaders at September 11 workshop)

- Economic/Business Development
- Redevelopment
- Government Coordination/Land Use Planning
- Educational Attainment
- Cultural Diversity
- Community Development/Social Services
- Leadership

**Action Planning Groups** (slight re-organization of key issues list by Steering Committee)

- Business Attraction/Retention/Redevelopment
- Entrepreneurship/Small Business Development
- Tourism Development
- Government Coordination
- Land Use
- Education K-12
- Workforce Development
- Building on the Value of Cultural Diversity
- Social Services

### **Formation of Action Planning Teams:**

Action Planning Teams are created around the key issues identified by combining the quantitative demographic and economic information with the qualitative input provided by citizens and community leaders.

### **Make-up of the Action Planning Teams (7/8 good working size)**

It is recommended that each Action Planning Team have two Co-Chairs, if at all possible. One would be the best possible subject-expert; the other would play the role of organizer, team builder, cheerleader, and facilitator - committed to keeping the process on track. Other team members should include:

- Those who currently have the responsibility (job/position) for addressing the issue(s).
- Those who are impacted by the issue(s).
- Individuals with specific technical knowledge on any particular aspect of the issue(s).
- A subject diagnostician could gather additional information, research, etc., needed to help the team make better decisions.
- Any individual interested, dedicated to making a difference in the particular area.

## Role of Action Planning Teams:

Action Plans are:

- Driven by the community's **vision** of its own future, and
- Shaped by the realities of the current community situation and the external trends evident in the larger global environment.

A **Vision** is a shared, rational, positive hope for the future

Example: Overseas will be a community with a distinct identity, well planned and aesthetically pleasing with a balance of residential, commercial, industrial and recreational development that offers a high quality of life to citizens at all stages of their life

It is the task of the Action Planning Teams to:

1. Create the **Goal(s)** within each key issue - that must be achieved if the future vision is to be realized.
  - A **Goal** is a broad statement of intent designed to lessen or negate the impact of a threat or weakness, or build upon a strength or opportunity

Example: Create a world class K-12 education system

2. Identify the **Objectives** to be undertaken to reach each goal

- An **Objective** is a specific, measurable initiative or project

Example: Develop and implement world-class performance standards and quality improvement measures

3. Identify the **Benchmarks and/or Measures** against which you will set and gauge your progress

- A **Benchmark** is a measure chosen at a certain point in time, from which a measure of improvement is set

Example: Increase the 2001 combined ISTEP scores of Elkhart City High School students, by 10% within the next 3 years

There are 'measures' to which metrics cannot be attached, we can only describe the measure in terms such as 'an increase in....' or 'an improvement over.....' or 'the completion of...'

4. Identify and bring into the process any other organizations and/or individuals who 1) are subject experts and can provide specific, technical information/research needed, and/or 2) would be responsible for the implementation of the identified goals, strategies and objectives.

5. Work in partnership with the appropriate individuals to develop the actual **Implementation Plans** - a detailed work program that identifies specific actions, responsible parties and timetables

## **Timetable:**

### **November 20, 2002**

- Attend a brief Training Session for the Action Planning Team Co-Chairs and those members identified to date, to review the information outlined above, provide each member with a Resource Packet containing articles, best practices, relevant resources, and suggested strategies. Charge is to:
  - Expand team as necessary
  - Develop the proposed goal or goals for addressing your key issue
  - Identify specific objectives

### **Early January, 2003**

- Co-Chairs come back together to share work with the Steering Committee and with each other, to clarify any issues, and identify any crossover/duplication of effort and how it should be addressed. The next phase would be to:
  - Set benchmarks/measures that will indicate level of progress

### **Late February, 2003**

- Reconvene Co-Chairs to determine progress, discuss moving into Implementation Team mode- reconfiguring the existing team if necessary and preparing to:
  - Write Implementation Plans with timetables, and responsible parties identified.