

# Economic Development Strategic Planning

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*The Power of Knowledge and Leadership*



# Consensus Building for Strategic Planning

## Agenda:



Importance of Engagement



Who to Include



Methods



Exercise

# Consensus Building Stakeholder Ownership

## Objective:

Demonstrate different approaches, tools and methods to bring local representatives into the planning process and build consensus



# Benefits of involving others

Gathers important insights & perceptions

- Strengths, weaknesses & opportunities

Engages broad array of expertise & talents

Builds capacity, skills & knowledge

Generates vested interest, understanding & support

Brings increased resources to implement plan

# Examples of who to include

- Banks & financial institutions
  - Business leaders
  - Chambers of commerce
  - Citizens (youth to retiree)
  - City/county planners
  - Convention bureau directors
  - EDO reps
  - Elected officials
  - Department heads
  - Human service orgs
  - Local media
  - Neighborhood groups
  - ED partners
  - Workforce leaders
  - Utility providers
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# Methods for building consensus

- ① Consensus Organizing Model
  - ① Choosing a Facilitator
  - ① Group Brainstorming Technique
  - ① Nominal Group
  - ① Process Technique
  - ① Delphi Technique
  - ① Interviewing Techniques
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# Consensus organizing model

- ① seeks pragmatic solutions based on common self-interest
  - ① non-confrontational alternative
  - ① engages residents in creative & participatory manner
    - relationships
    - collaboration
    - joint process
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# Consensus organizing model benefits

- ① provides shared sense of empowerment
- ① leverages talents & expertise of members
- ① develops sustainable vested interest in outcomes



# Consensus organizing model

bring all stakeholders to the table

1

create a purpose statement for the group to help focus efforts

2

ensure everyone is operating from same knowledge base

3

seek to enable **everyone** to have their say

4

identify next steps including plans to reconvene

5

# Choosing a facilitator

- ① skilled facilitators design, structure & manage
- ① facilitator qualities to consider
  - highly respected & legitimized by group members
  - neutral, third party, without any known biases
  - possessing relevant expertise
  - high comfort level with community leaders & volunteers
  - personality which will fit well with the group chemistry

# Facilitated group discussions advantages

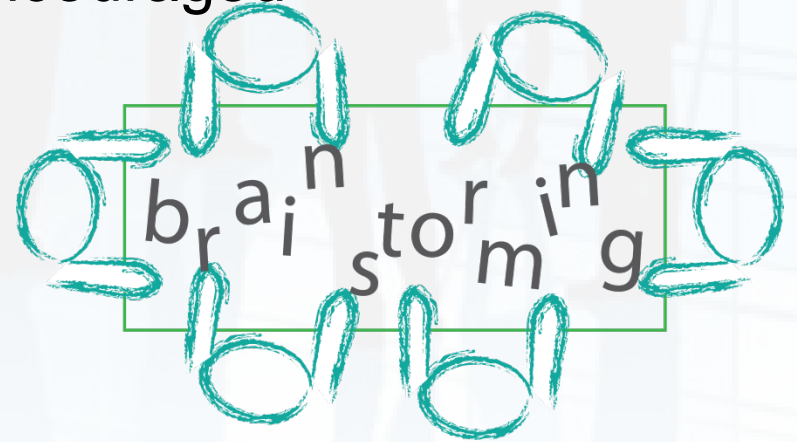
- ① generate several ideas in relatively short period of time
  - ① gives all participants an equal opportunity to express & clarify
  - ① can help participants develop relationships
  - ① can help to build momentum for strategic planning efforts
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# Facilitated group discussions disadvantages

- ① participants likely to change their minds
  - ① group think
  - ① participants may feel pressure to compromise beliefs & views
  - ① strong personality may heavily sway majority opinion
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# Group brainstorming

- ① useful for encouraging creative & highly energetic discussions
- ① generates a lot of ideas in a short period of time
- ① any & all ideas are strongly encouraged
- ① less structured discussion



# Group brainstorming

- ① review the rules of brainstorming with the entire group
  - ① provide a brief overview of topic or problem
  - ① allow a minute or two of silence
  - ① invite people to call out their ideas
  - ① group ideas according to similar themes
  - ① present results & invite feedback
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# Nominal group technique

- ① structured problem-solving or idea-generating process
  - ① non-threatening environment to express & discuss their ideas
  - ① designed to enable participation & input by everyone
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# Nominal group technique

- ① particularly effective for groups where participants are not very familiar with each other
  - ① limiting each groups to no more than 10-to-12 members
    - ensure diverse representation
  - ① requires at least two hours
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# Nominal group technique

- ① establish the discussion ground rules
- ① provide 5 to 10 minutes for members to introduce themselves
- ① employ ice-breaking techniques if needed

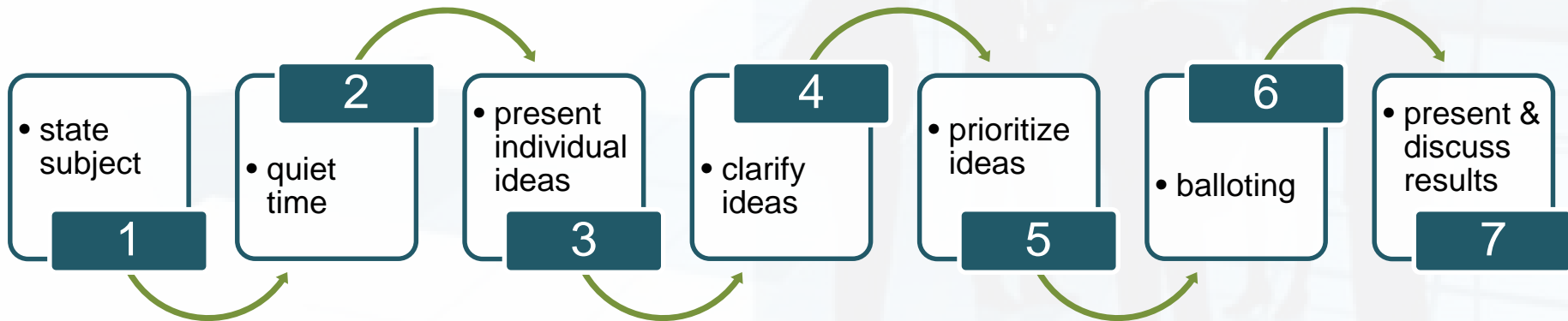
# When to use nominal group technique

- ① some group members are more vocal than others
- ① some group members think better in silence
- ① concern about member participation

# When to use nominal group technique

- ① the group does not easily generate ideas
- ① some members are new to the group
- ① controversial issues or matters to discuss
  - anticipated conflict

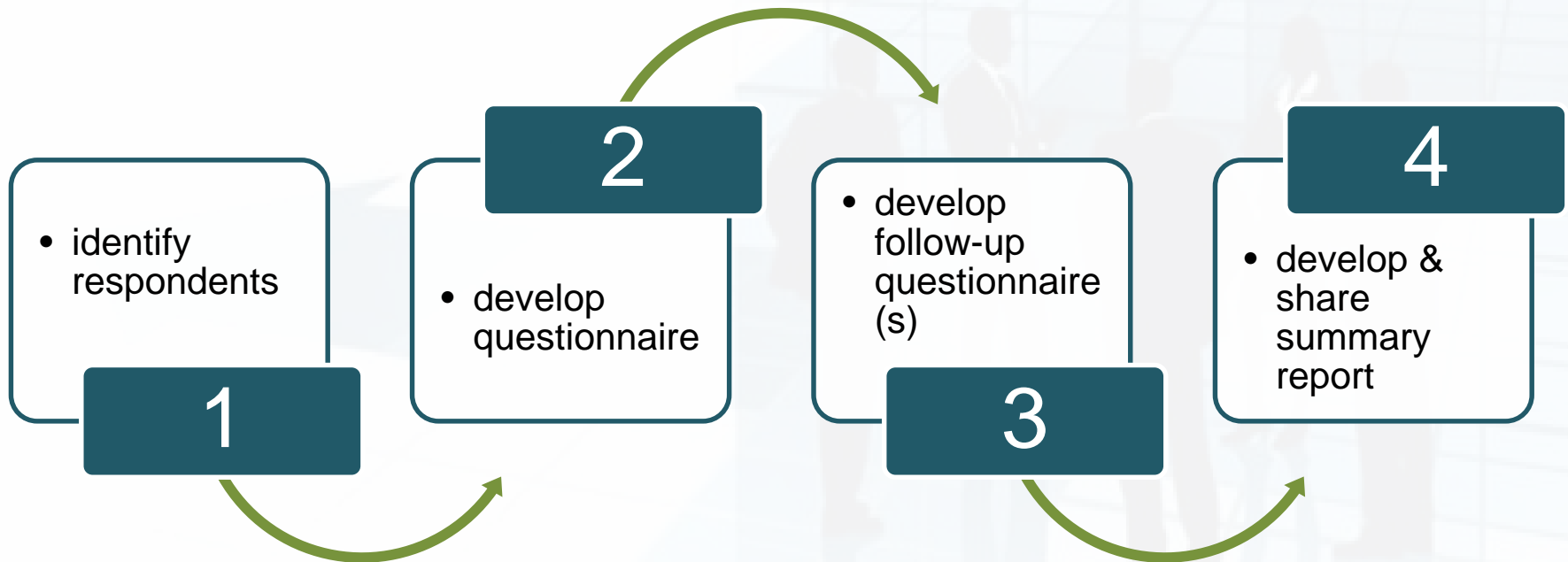
# Nominal group technique process



# Delphi technique

- ① can be used to
    - determine & prioritize problems or solutions, set goals
    - evaluate different strategies or programs, etc
  
  - ① collects input through questionnaires
  
  - ① attributes
    - anonymous response
    - interaction & controlled feedback
    - statistical group response
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# Delphi technique



# Delphi technique advantages

- ① anonymity
- ① bridges disparate opinions or individuals
- ① participants can fill out questionnaire when their schedule permits

# Delphi technique disadvantages

- ① eliminates extreme positions or ideas
- ① forces a middle of the road consensus
- ① time consuming
- ① requires commitment to continued participation



# Interviewing techniques

- ① one-on-one basis or 2 to 5 community leaders
  - ① ask the same questions
  - ① base unique questions on expertise/interest area
  - ① interviewer is typically a member of the strategic planning team
  - ① all feedback received is handled confidentially
  - ① yields data set to analyze & interpret
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# Basic ground rules

- 🌐 respect
  - 🌐 be open-minded toward everyone's thoughts
  - 🌐 actively listen
  - 🌐 no one person knows everything
  - 🌐 contribute points that build on the discussion
  - 🌐 avoid using language that passes judgment on ideas
  - 🌐 look for common ground & win-win opportunities
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# Public outreach checklist

1. At periodic intervals aligned with key milestones...
    - a. hold briefings for community stakeholders
    - b. prepare progress reports
    - c. write personal letters
    - d. make personal telephone calls
    - e. talk with people individually
  2. Coordinate activities as part of broader, well-planned PR strategy
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# Contact Information



## Contact Information

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