

Visioning, Strategic Planning, & Measurement Day 1 Plan (Draft) by Bill Johns



Disclaimer: Bill Johns has never been a Town of Farragut (TOF) Board of Mayor and Alderman (BOMA) member nor has ever served on its Municipal Planning Commission (MPC). These two entities since 1980 have determined the growth, future, and culture of our community. Bill Johns is not responsible in how the TOF was or is currently being managed to date. Bill Johns does not represent the TOF in anyway with this draft plan.

Likewise, Bill Johns developed this document at no cost to any taxpayer nor received any monies or similar compensation. The following is an in-kind document to stimulate multiple discussions and serve as a framework for “Day 1” if he is elected as Farragut Mayor; and as the kickoff to the 30-60-90 day initial plan. Copyright © is held by Bill Johns, all rights reserved.

Likewise, this draft plan is derived from the *FarragutPress* letter to the editor from 6.8.22: <https://farragutpress.com/articles/2022/06/11906>. Due to the paper’s policy, there was a 600 word limit and only 1 submission allowed per month and as such this detailed information could not be included at that time. This document along with other resources can be found (as of 6.29.22) by selecting the resources page of www.BillJohns.com.

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1). Executive Summary:

This document serves as a framework to kick-off “Day 1” of Bill Johns being elected as Farragut Mayor. It is a framework (the start) of a never-ending journey to make Farragut a best-in-class community and providing exceptional services such as strategic management and planning solutions. It is in draft form as a living document and will expand exponentially as time progresses. Citizen engagement and participation is paramount just as leadership and collaboration from TOF BOMA and staff, various partner entities, and professional expertise from the private sector.

2). Current Situation:

Visioning and strategic planning has never been in Farragut's strong suite. When I first visited the Town of Farragut in 2001 and asked for its Strategic Plan, I was handed a Capital Investment Plan; and it was the only major planning document the Town had.

I already somewhat knew Farragut's town administrator through my volunteer and graduate student activities supporting the Tennessee Municipal League and the American Society for Public Administration during the mid to late 1990s and he meet with me and our realtors/homeowners association prior to me moving officially to Farragut the previous year. When I asked about other planning, visioning, and land use visioning documents, he simply said that they seem to keep it simple, and the CIP is their current long-term strategy.

It was not a problem as local government planning runs from the very little to the extreme. I have always been interested in strategic planning as it goes in parallel to supply chain management professionals and the executive decision-makers found leading entities and communities. Core strategic planning is only offered at the graduate level found in administration degrees (MBA, MHA, and MPA) or through military doctrine.

I hold an MBA and an MPA; however, while at UT, I did get a few extra helpings in "strategic management". These experiences led me to an incredible career for 3 years working directly with the executives of the "Fortune 500" and various innovative companies while selling and consulting. Let me just say I have seen the full spectrum of strategic management methodologies, tools, and processes, but most of the time simpler is better and that is where experience matters.

Planning must follow logic, realistic timetables, and have quantifiable milestones. Prior to making a strategic plan, a proper vision with associated missions must be established. Milestones along with critical success factors / key performance indicators need to be determined, and successful comparisons. If you do not know what "excellence already looks like", then you are somewhat already lost like a ship put out to sea with a navigator or compass.

Therefore benchmarking (the comparison to others) and knowing standards (for bell curve analysis, parameters, and direction) are necessary. When you put the layer of quantification, costs (and the value of missed opportunity cost), and interest rates/inventory metrics into the planning equation, things begin to shape up nicely on outcomes. Most managers fail to understand and integrate planning capabilities to drive visibility of outcomes. Simply said, you have a list of ingredients, but if you do not follow the recipe - processes and instructions - as a whole, you may not get what you were aiming for.

Brainstorming, interviewing, benchmarking, prioritization, desired states, and political and cultural considerations are aspects of making a good vision. The mission points you in the right direction with some focus. Strategic planning (and objectives such as KPIs, CSFs, etc.) guides you there from a high level while it is the operational plan that gets you there from the people, processes, and technologies perspectives. The “tactical plans” drive down to the operational / execution levels of achieving these subplans that support the larger plan. Financial planning (budgeting, funding, cost of money, cash flow, asset management, value creation and extraction, and timing) is the fuel that gets you there along with achieving results. Benchmarking, continuous improvement processes, and quality management ensures efficiency. Like a bathroom remodel, planning could be never-ending.

The above is for illustrative purposes and this level of activities have never been conducted at the TOF. I based this on some snapshots in time. I already mentioned my interactions with the Town in 2001. Around ten years later, I was involved with the inaugural committee of the Farragut Economic Development Committee (FEDC) and worked on the economic development plan. At that time, it was considered the first holistic/strategic plan that was created by staff/volunteers. During this timeframe the comprehensive land use plan (CLUP) was also being developed. These two initiatives were a great leap forward for the community.

On March 4th of this year, I popped into a meeting to hear about cameras in parks as described the day before in the *FarragutPress*. It turned out to be the BOMA Strategic Planning Session 2022 meeting. I stayed for its entirety and again, was the only citizen there. I made a few observations from that experience. It was not really a “strategic” planning session and there was not a strategic plan (or other supportive plans, tools, etc.). This was the first step for me to start thinking about our community; which with other events led me to pull a petition for Farragut Mayor.

With these snapshots, I can easily see from my perspectives and experiences that our community has not had planning in the forefront. The results are found in not having a clear vision, not having consistent aesthetic standards, and not seeing the “big picture” while executing in portions. This lack of planning has resulted in overgrowth that has completely outpaced our infrastructure, schools, and quality of life. By not having “excess capacity” in land availability has completely diminished the chance of having additional schools, transportation infrastructure, and assets (and if even available, they would be too expensive now). You purchase land for future use while the “land is cheap”.

In summary, our community does not have much land and the theory of constraints is alive and well. Overbuilding and traffic is here forever and if we continue down this path with this “urbanization vision”, it is going to be unbearable. In 2005, I educated the community during my campaign of what exactly was going to happen and provided not only benchmarks of what good looks like, but the contacts in the City of Germantown who were eager to assist. Now 17 years later, it will be very hard to make much of these corrections as our community is “land

locked” and time has passed. Our community was solely developed by decisions that BOMA and the MPC made in the past.

3). Proposed Planning Framework:

By explaining the history of planning and our community in the previous section, we know exactly what our current situation is. With previous decisions by BOMA and the MPC and limited resources in terms of land availability, transportation design flexibility, and the current market values, many options in planning and decision-making are no longer available. However, we can make decisions to slow down growth and change the “urbanization vision” of community.

Likewise, with the pending crisis/recession we currently are seeing, we can stop or reprioritize the “big government spending spree” of amenities that has overtaken logic as easily seen in the deficits in other government services (emergency preparedness & response, law enforcement collaboration, proper marketing/branding, etc.).

On Day 1...

On day 1 if elected as Mayor, we are going to open everything up in terms of visioning, planning, budgeting, and execution for citizen review and adjustments. Simply said, it is time to take a pause and reevaluate everything we do in terms of community direction, vision, priorities, and goals. What has been missing over the past 4 years is having our citizens as a priority in everything we do.

On **day 1**, we are going to have immediate discussions on how to bring the feedback cycle back into planning. We are going to validate and adjust our priorities and end states. We are going to benchmark, and revisit all our existing planning and budgeting while addressing any gaps in those realms and elsewhere. We will leverage our internal staff, volunteers, citizens, and specialists found within our borders while also looking to bring in outside perspectives and expertise.

Again, this will be led by citizens, and they are the priority in delivering the vision of our community. Their fresh feelings and perspectives will be incorporated into all our planning including land use policies and ordinances (CLUP, zoning, etc.). We may take a pause so we can bring in assistance to support these efforts.

In addition, on **day 1**, it is my plan to stop the “spending spree era” of our community as with the crisis/recession upon us, those days should be over. As a supply chain professional, I always look at maximizing value, optimizing assets, and reducing costs through direct reductions, partnerships, and outsourcing. This mentality is needed in our community more than ever. The Return on Assets (ROA) ratio is one of the simplest tools to deploy as an

executive dashboard metric. I will deploy an executive dashboard for all to see and measure. We will be fully transparent in all these matters. These quality management and other measurement tools will be the backbone of our administration...in everything we do as a public entity.

We will shift our focus to other critical areas such as emergency preparedness and response, law enforcement collaboration, rebranding our community, and providing exceptional quality service. We also become more supportive of our young adults and youth and welcome all to our community by being inclusive. We will Make Farragut Friendly Again! In addition, we will start spending more time looking forward through the windshield versus driving by solely looking at the rearview mirror.

Respecting and honoring our legacy is important, but equally important and more critical than ever is to look forward in keeping Farragut dynamic, vibrant, safe, and relevant especially in the age of stiff competition from other nearby communities. It is perfectly to go full speed ahead, but course corrections are not only warranted as they should also happen often.

It is my goal and desire to have the full comprehensive review of every aspect of the TOF's planning, operations, and management conducted no later than **April 1, 2023**. Specifically, this entails not only the review but the readjustment of strategic planning documents, vision, missions, and metrics but also addressing all gaps that have been identified. This would run parallel to all other on-going initiatives and activities.

This process will involve "change management", introducing more citizens than ever before to our Town's administration, and having changes in organizational structure including redefining many citizen committees to support our vision, plans, and metrics. Citizen participation and engagement are paramount, however just like BOMA having term limits, there will be term limits on our volunteers to root out complacency and potential conflicts. New blood is encouraged, and a pipeline of leaders will be developed through the new Leadership Farragut™ program.

I will be holding monthly "open mic nights" for direct citizen feedback and participation in addition to being accessible on a weekly basis with regular Town Hall hours. All barriers (physical, title, psychological, or hierarchical) will be destroyed that would prevent me from directly engaging an all-inclusive citizenry. LET'S MAKE FARRAGUT FRIENDLY AGAIN!

Strategic Management Tools

I use many concepts in managing, evaluating, and operating organizations as reflected in my decisive leadership style:

Strategic and operational planning, visioning workshops, brainstorming, strategic opportunity assessments, strategic impact assessments, macro-opportunity assessments, voice of customer exercises, customer value hierarchies, prioritization drills, “-1, 0, +1” classifications, activity based costing, ABC product/asset classifications, Return on Assets, SWOT Analysis, executive dashboards, benchmarking, continuous improvement programs, quality award participations, standards committees and professional associations, competitive scorecards, lean management principles, theory of constraints, Kaizen, Six Sigma, TQM/TPS/MBO, 360 degree performance reviews, business release methodologies, agile implementation strategies, various forms of metrics (KPI, CSF, Root Cause) analysis, and various situational reports (“sit reps”) usually in the form of daily “stand ups”. Most importantly, I practice “management by wandering around” by getting in the weeds where planning meets process and execution.

The above was to give an idea of what tools are in the toolbox per se and the types of management philosophies that I will be utilizing along with the entire TOF BOMA, staff, volunteers, and partners.

5): Summary and Next Steps

Strategic planning is crucial to any organization and mission. The TOF historically has not produced great and proactive strategic planning. It is my desire to leverage my experiences, expertise, and perspectives in this critical area along with outside specialists. This journey will begin on **day 1** and described above. On **April 1, 2023**, there will be a new vision and plan for our community that will hopefully address the overbuilding, traffic, and other gaps while putting citizens first. It is my desire to **MAKE FARRAGUT FRIENDLY AGAIN!**

About Bill Johns: Bill Johns has been planning for decades as it is the basis of all supply chain management. Bill holds two of the three management degrees: a Master of Business Administration (MBA) degree and a Master of Public Administration (MPA) degree. Bill has been working at the C-level / executive level for the past 25 years and understand local government services and operations very well. Bill has an innovator’s mindset and is a phenomenal “problem solver”. Bill has unique strategic management perspectives that have been deployed over multiple industries of the Fortune 500 and other entrepreneurial initiatives. Bill has spend many years in quality management and even once served as a TN Quality Award examiner focusing on local governments and transportation companies.