

## **Strategic Planning and Management: Improving Citizen Satisfaction and Government Productivity Through Strategic Planning**

An Online Educational Module Based on  
the Citizen-Driven Performance Measurement Project

Sponsored by  
The Alfred P. Sloan Foundation

### **Citizen-Participation & Government Performance: Lessons from Dayton Case**

**Class Use objectives:** As a case addressing citizen-driven government performance, this case allows students to look at the importance of strategic planning and management in promoting and fostering government reform and productivity. Instructors may choose to focus on: a gap analysis/need assessment; a SWOT analysis and environmental scan to gauge the current climate for Priority Boards in Dayton; and whether citizen involvement in the form of priority boards actually enhances government performance and productivity. This case focuses on challenges and opportunities associated with improving government through more citizen involvement.

**Pre-Requisites:** Familiarity with the concept of citizen-driven government activities and strategic planning.

### **Discussion Questions**

1. What should be the focus of Dayton's Priority Boards? Why?
2. How successful are the Priority Boards in Dayton with fostering citizen involvement? Has government performance increased since the introduction of Priority Boards in Dayton? If no, why not?
3. Are there any other cities that use Priority Boards to encourage citizen involvement? If so, compare them to Dayton in terms of which city is more successful in fostering citizen involvement and improving government performance and productivity.
4. Have the Priority Boards in Dayton been evaluated as it concerns meeting the goals and objectives they enumerated at conception? If so, how have they fared? Have they come up short in any areas they proposed to accomplish? If so, what did they attribute to their failure?
5. A SWOT analysis looks at strengths, weaknesses, opportunities, and threats, please identify the following characteristics associated with the Dayton case.
6. What challenges are associated with conducting a SWOT analysis on the Priority Boards? Are there similar challenges associated with conducting a gap analysis/needs assessment? If so, what has been proposed as to how to ameliorate the challenges?

**Activities:** These are suggested classroom activities appropriate for small groups of students.

1. Divide groups into seven Priority Boards. Have the groups design a strategic plan for each Priority Board. Have them come together and present the plans and have the other groups critique the strategic plan. Have them compare their strategic plan to the Priority Boards strategic plan. Are there similarities and differences? If so, have them enumerate the similarities and differences and then discuss what they found?
2. Asks the groups to identify the strategic issues for Dayton Priority Boards. Have them identify the emergent strategies (unintended strategies due to a learned pattern of behavior or unforeseen events) for the Priority Boards. Where their any unforeseen events that they should have identified in their strategic plan that they missed? If so, why did they miss them?