

# The Benefit of Community-Based Strategic Planning

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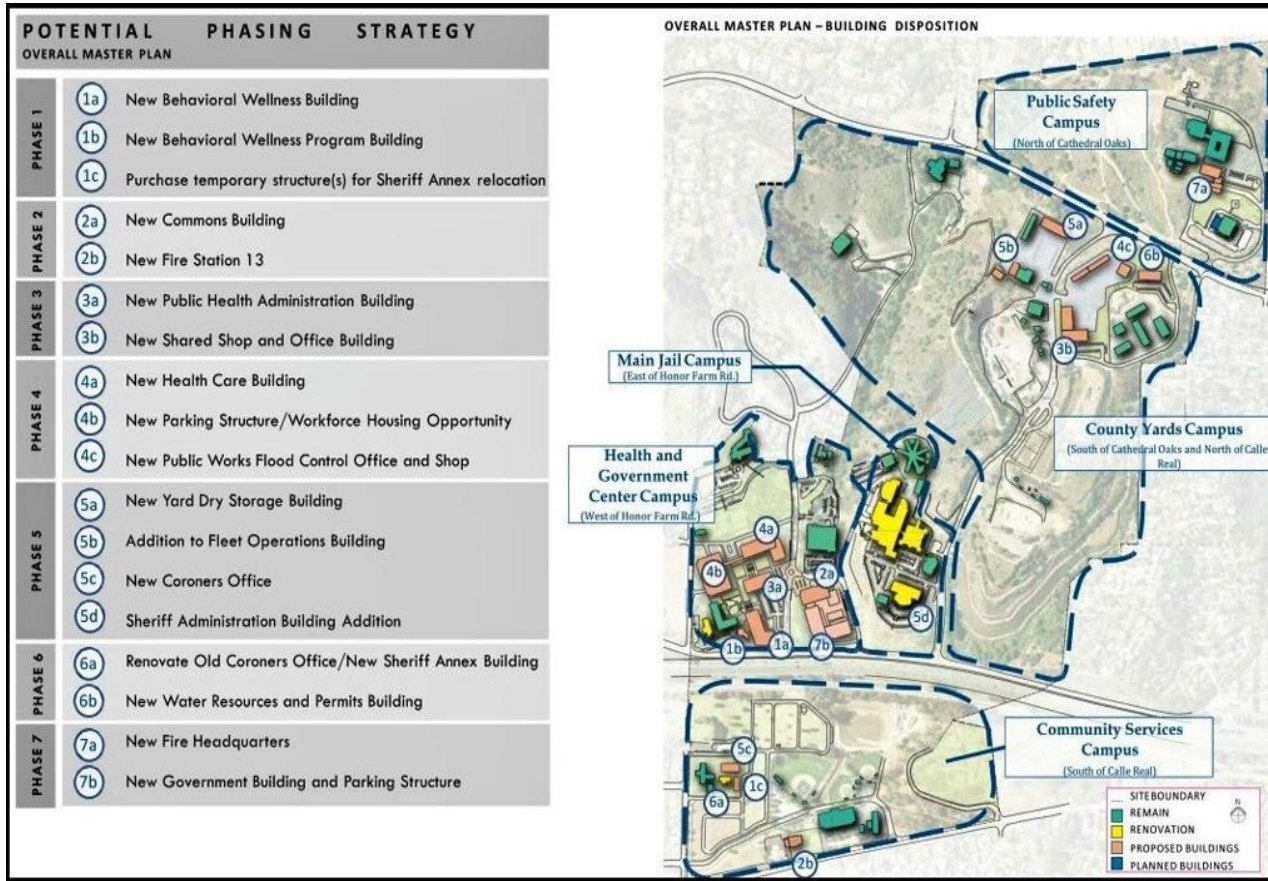




“The only thing worse than being blind is having sight but no vision.”

-Helen Keller

# Let's Clarify Before We Start



A strategic plan is not:

- A Master Plan
- A General Plan
- A Comprehensive Plan

A Strategic Plan Should Serve as your highest-level Guiding Document for the County

# A Strategic Plan Serves Three Purposes

1. Articulates a Vision or Mission for your organization
2. Identifies Priorities (Particularly Budgetary Priorities)
3. Serves as the road map of how to accomplish your Vision or Mission

# What is Community-Based Strategic Planning?

Community-based strategic planning is the process of engaging community stakeholders in a conversation regarding the governmental activities and investments they believe will most likely lead to a higher quality of life for those who work and live there.

# The Parable of the Chicken Sandwich













# We could be engaged in similar behavior.

- I had already determined what would make me happy and ordered accordingly
- The manager demonstrated little interest in what I had ordered
- He attempted to persuade me to accept something I didn't want
- He was frustrated when I rejected it

# Symptoms of a Disengaged Citizenry

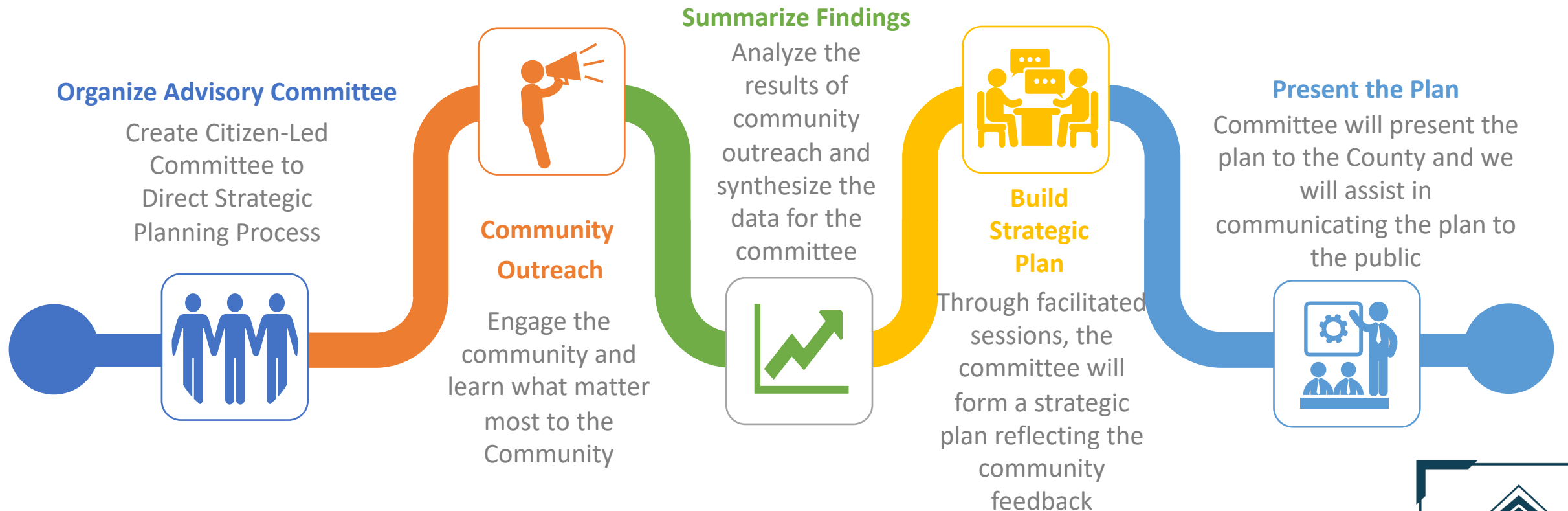
- Low voter turn-out
- Elective failures
- Anemic citizen participation in civic life
- Extremism



Why go to the trouble of asking your residents what they think? Don't we already know what they want?



# Our Approach to Community-Based Strategic Planning





# Forming the Committee



Larry McGee



Peggy Hammer



Joe Clark

*Lewis County Strategic Planning Advisory Committee (SPAC)*



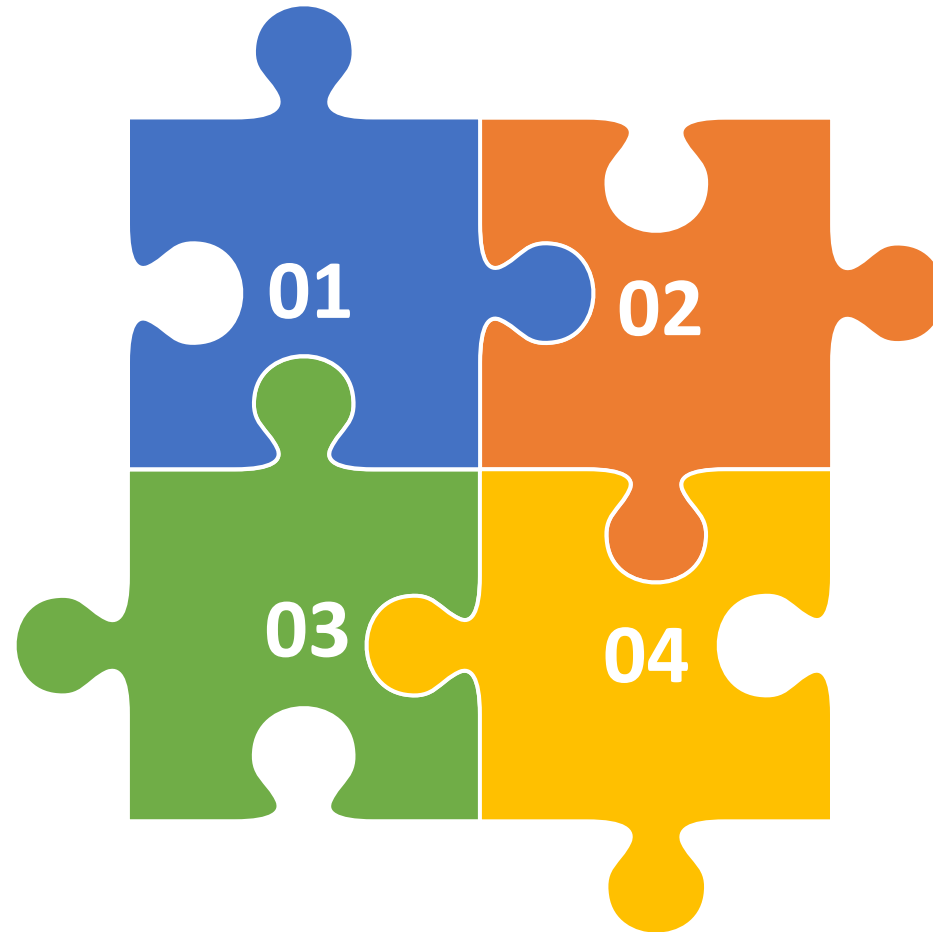
# Community Outreach – No Stone Unturned

## Facilitated Dialogue Sessions

Open to the public, **20 dialogue sessions were facilitated**, both at the County building and with local organizations

## Public Survey

Over 500 residents completed the community survey open to the public.



## Stakeholder Engagement

Through focus groups, presentations, and invitations to complete the survey, **over 50 local stakeholder groups** were approached in this process.

## Interviews

**30 interviews** with each town's Mayor and community leaders.

The SPAC follows community feedback in creating the strategic plan

# Three Tips for Community Engagement

1. Make Everyone Welcome – Avoid long, Statistically Significant Surveys
2. Go to where meeting is already taking place
3. Target and enlist local Influencers

# Why Avoid Statistically Significant Surveys?

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- By design, statistically significant surveys exclude people.
- Due to the length of the survey, there is a lower completion rate and survey fatigue sets in
- The format causes participants to feel more like a data point than a resident with a valued perspective

In the neighborhood or are where you live, how concerned are you about the following issues, based on your observation of the work performed by the Ashland Police Department.  
(please check the number corresponding with your level of concern)

|                                                                |   |   |   |   |   |                       |
|----------------------------------------------------------------|---|---|---|---|---|-----------------------|
| 1. My personal safety<br>(Not at all concerned)                | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 2. Theft and Burglaries<br>(Not at all concerned)              | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 3. Juvenile problems<br>(Not at all concerned)                 | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 4. Gang activity<br>(Not at all concerned)                     | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 5. Buying and selling of drugs<br>(Not at all concerned)       | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 6. Vandalism<br>(Not at all concerned)                         | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 7. Abandoned and junk cars<br>(Not at all concerned)           | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 8. Trespassing/Loitering<br>(Not at all concerned)             | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 9. Traffic violations or problems<br>(Not at all concerned)    | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 10. Noise and disturbances<br>(Not at all concerned)           | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 11. Safety and welfare of others<br>(Not at all concerned)     | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 12. The overall community crime rate<br>(Not at all concerned) | 1 | 2 | 3 | 4 | 5 | (Extremely concerned) |
| 13. Public Drinking                                            |   |   |   |   |   |                       |

# If a Survey Can't fit on a paper, it might be too long

## ENCUESTA COMUNITARIA

En coordinación con el Condado de Lewis, un grupo de voluntarios de la comunidad ha formado un Comité Asesor de Planificación Estratégica y está buscando su opinión para dar forma al futuro de nuestro condado al tomar unos minutos para compartir sus pensamientos. Queremos escuchar sus grandes ideas y aprender qué cosas son más importantes para usted. ¡Gracias por su participación!



¿Qué está haciendo bien el gobierno del Condado de Lewis?

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¿Dónde cree que se debe mejorar el Condado para preparar para 2025?

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¿Qué es lo que más le preocupa al pensar en el Condado en 2025?

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¿Porque usted decidió a vivir en el condado de Lewis y qué le hace quedarse aquí?

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De la siguiente lista de posibles prioridades, ¿cuál le gustaría que el Condado persiga? (Seleccione hasta 4.)

- |                                                                                                                                                      |                                                                                                           |                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Vivienda: disponibilidad y asequibilidad                                                                                    | <input type="checkbox"/> Seguridad pública: agentes de policía, bomberos, y otros servicios de emergencia | <input type="checkbox"/> Mitigación del riesgo de inundación: mejoras internas para evitar otro 2007                                               |
| <input type="checkbox"/> Transporte: acceso al transporte público                                                                                    | <input type="checkbox"/> Aeropuertos: mejorar y hacer crecer los aeropuertos locales                      | <input type="checkbox"/> Desarrollo económico: oportunidades de empleo, reclutamiento de negocios y colaboración entre el sector público y privado |
| <input type="checkbox"/> Áreas de crecimiento urbano: minimice los desafíos asociados con el crecimiento                                             | <input type="checkbox"/> Salud pública: servicios de salud física, mental y conductual                    | <input type="checkbox"/> Servicios de justicia legal y penal: cárcel, sala de menores, sistema legal                                               |
| <input type="checkbox"/> Relaciones con la comunidad: comunicación efectiva de regreso al público, buscando la contribución continua de la comunidad | <input type="checkbox"/> Servicios públicos: electricidad, agua, internet, etc.                           | <input type="checkbox"/> Otros (especificar)                                                                                                       |
| <input type="checkbox"/> Servicios sociales: personas sin hogar, asistencia a residentes discapacitados y prevención del abuso de sustancias         | <input type="checkbox"/> Mejoras en transporte, carreteras e infraestructura                              |                                                                                                                                                    |

Para completar la encuesta desde su teléfono, tablet o computadora, vaya a <https://lewiscountylistens.com/> o escanear el código aquí



Por favor, devuelva la encuesta completa a:

351 NW North St.  
Chehalis, WA 98532  
Attn: Lara McRea

¿Qué servicios adicionales debe proporcionar el Condado? ¿Qué servicios ya no se necesitan o podrían combinarse con los servicios locales de la ciudad para reducir costos?

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¿Cómo se verá afectado el área donde vive si hay un crecimiento significativo de la población en los próximos años? (Para vivienda, negocios e industria, escuelas, etc.)

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Una vez que se identifica una visión apropiada que refleje sus prioridades, ¿apoyaría las acciones del Condado necesarias para financiar adecuadamente sus prioridades? (Por favor elabora.)

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¿Qué mejoras cree que deben hacerse para retener a las familias en nuestra comunidad?

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Si desea recibir los resultados resumidos de esta encuesta, o ser notificado de las próximas sesiones de diálogo público, proporcione su dirección de correo electrónico:

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¿Vives en el Condado de Lewis?

☐ SI

☐ NO

Favor de indicar su edad:

12-18 19-25 26-35 36-50 51-65 66-80 81+

¿En que ciudad vive?

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---

¿Qué otros comentarios o ideas quiere compartir?

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Favor de indicar su sexo:

Favor de indicar su raza o nacionalidad:

☐ Elige no responder

☐ Elige no responder

Para completar la encuesta desde su teléfono, tablet o computadora, vaya a <https://lewiscountylistens.com/> o escanear el código aquí



Por favor, devuelva la encuesta completa a:

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Chehalis, WA 98532  
Attn: Lara McRea



# “Be Where the People Are”

- Contact local groups
- Invite them to host a focus group
- Schedule this as an agenda item at their next meeting





# Enlisting Local Influencers

- Local Mayors, School Principals, PTA Leaders, etc.
- Ask yourselves, who carries weight in the community that would support this effort?





# Review Results and Summarize Findings



## Analytical Process

- Review and synthesize responses into readable charts and graphics
- Analyze and **highlight important trends**
- Submit findings to **Strategic Planning Action Committee for review** and comments

# Build Strategic Plan Framework

## Facilitated Plan-Building Process

- Distill community input into key focus areas (Strategic Directives)
- Work with staff to refine strategic initiatives, goals performance criteria for focus areas



# Sample of a Strategic Directive

Strategic Directive,  
summarized by a  
key focus area

## Housing & Proactive Growth



Barrier Dam (South of Salkum)

*"I want to live in a place where my children can one day find a place to raise their families. A place that is proactive in addressing the challenges associated with growth."*

Vision Statement driving  
strategic directive

Reason for  
Strategic  
Directive

Perhaps the factor most impeding growth in Lewis County is the lack of available and affordable housing. With vacancy rates currently less than 1%, the County's housing stock is scarce, both for younger County residents wanting to form households here and for those desiring to move to the County. This lack of housing also impedes businesses from relocating to the County, due to the inability to house existing workers of various wage levels. With a continually growing population, it is essential that proper planning be put in place before this growth occurs. The County must partner with various municipalities in the area to create planning models that can accommodate growth without crushing the communities' capacity to manage it. The County will support smaller cities by assisting with permitting and zoning requests to expedite housing projects. Within the County government itself, staff will work to reduce unnecessary hurdles and red tape that delay or deter housing developments. Where possible, the County will also leverage existing Urban Growth Areas (UGAs) and expanding UGAs to enable more housing supply, while also avoiding disruption to the rural quality of life that many current residents highly value. Through these efforts, Lewis County can impact housing supply, which will in turn enable continued growth and economic development, opening the County up as a place for young families.

### Potential Initiatives:

- Partner with city and county staff to assist with workload of key residential permitting and zoning requests
- Design/develop countywide growth planning model that is acceptable to smaller municipalities
- Continue to streamline zoning, permitting and building processes
- Increase collaboration and partnership between County and cities on residential permitting
- Leverage resident perspective in an inclusive process to develop consistent policies regarding code enforcement for housing
- Establish a task force to identify and designate additional growth areas and make recommendations for zoning changes to foster development
- Leverage and expand existing Urban Growth Areas to enable future residential building
- Designate additional Urban Growth Areas to enable future residential building

### What Does Success Look Like?

- Increase in annual residential permits issued
- Increased vacancy rate due to increased housing stock
- Additional growth areas identified and/or rezoned
- Improved efficiency of zoning, permitting, and building processes, as measured by turnaround times.
- Existence of a county-wide growth planning model

Specific actions that  
will drive Strategic  
Directive

Metrics to measure  
success

# LEWIS COUNTY COMMUNITY-BASED STRATEGIC PLAN 2020-2025

## Primary Directive

*Build upon our location, resiliency, and strong sense of community to offer future generations the opportunity to build a life for themselves in this beautiful environment that we are fortunate to call home.*



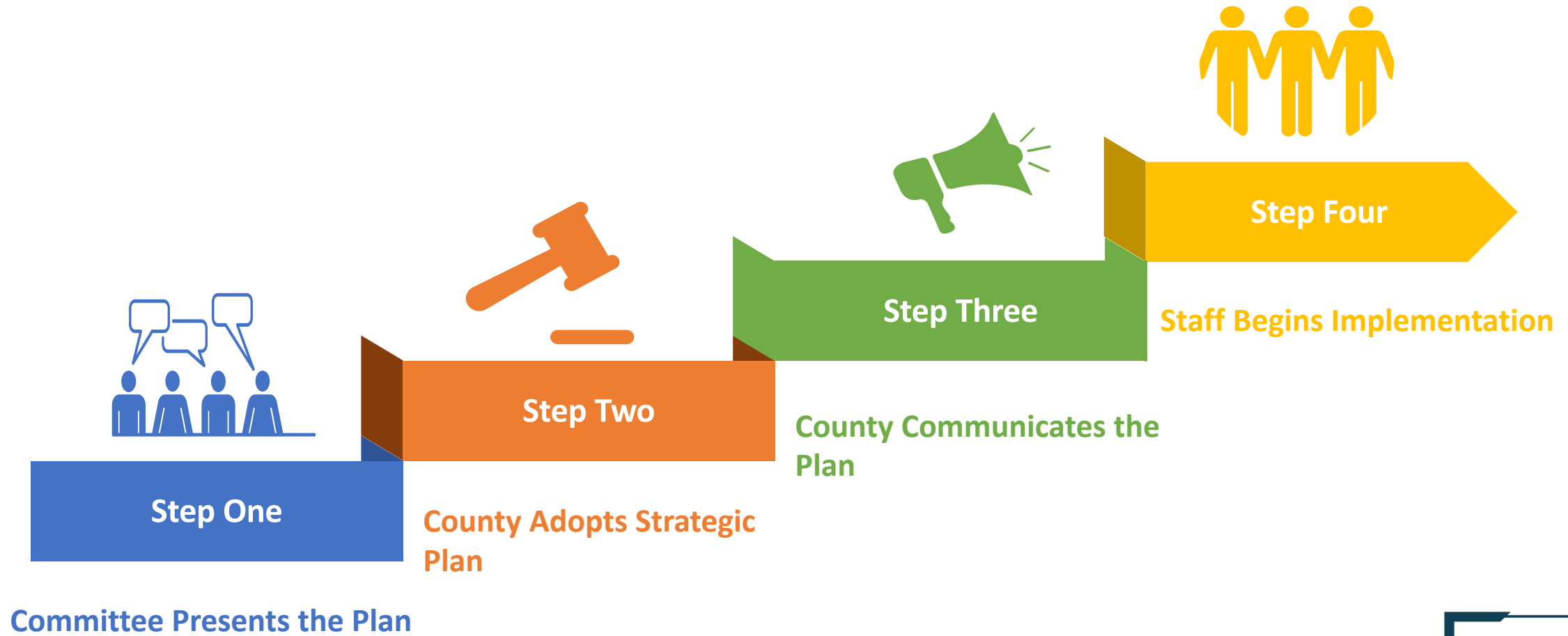
**VISION  
2025**  
*Lewis County Listens*

<https://lewiscountywa.gov/offices/commissioners/lewis-county-strategic-plan-2020-2025/>

| Strategic Directives                                                                                                                                 | Aligned Strategic Initiatives                                                                                                                                                                                                                                                                                                                                                                                     | Success Measure                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Economic Development</b><br>                                    | <ul style="list-style-type: none"> <li>✓ Increase partnerships on business recruitment</li> <li>✓ Expand access to reliable, high-speed internet</li> <li>✓ Reduce hurdles to permitting and building</li> <li>✓ Flood mitigation</li> <li>✓ Improvements to infrastructure</li> <li>✓ Leverage nature to attract tourism</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>❖ Growth in median wage</li> <li>❖ Job growth</li> <li>❖ Increased gross domestic product (GDP)</li> <li>❖ Increased high-speed internet</li> </ul>                                                            |
| <b>Housing &amp; Proactive Growth</b><br>                          | <ul style="list-style-type: none"> <li>✓ Assist smaller municipalities with permitting requests</li> <li>✓ Continue to streamline processes</li> <li>✓ Process automation for field ops and design</li> <li>✓ Develop countywide growth planning model</li> <li>✓ Increase collaboration between County and cities</li> <li>✓ Leverage, expand, and /or designate UGAs</li> </ul>                                 | <ul style="list-style-type: none"> <li>❖ Streamline permitting processes</li> <li>❖ Increased vacancy rate from increase in housing supply</li> <li>❖ Additional growth areas identified/zoned</li> <li>❖ Countywide growth planning model</li> </ul> |
| <b>Public Health &amp; Social Services</b><br>                     | <ul style="list-style-type: none"> <li>✓ Expand partnerships with community organizations to address homelessness</li> <li>✓ Utilize Drug, Family, and Juvenile Courts</li> <li>✓ Implement Public Health &amp; Social Services strategic plan for housing &amp; homelessness</li> <li>✓ Establish shared goals addressing social determinants of health</li> </ul>                                               | <ul style="list-style-type: none"> <li>❖ Decrease in local homelessness</li> <li>❖ Decreased homeless burden on emergency response services</li> <li>❖ Turnaround times</li> <li>❖ Other metrics TBD</li> </ul>                                       |
| <b>Fiscal Sustainability &amp; Organizational Efficiency</b><br> | <ul style="list-style-type: none"> <li>✓ Continue citizen engagement in budget process</li> <li>✓ Business recruitment</li> <li>✓ Follow best practices for budget</li> <li>✓ Focus on essential functions</li> <li>✓ Explore bonding initiatives</li> <li>✓ Provide employee trainings</li> <li>✓ Lean Management</li> <li>✓ Develop HR &amp; Risk programs</li> <li>✓ Codify County Manager position</li> </ul> | <ul style="list-style-type: none"> <li>❖ Expanded commercial tax base</li> <li>❖ Adherence to budget best practices</li> <li>❖ Regular meetings with Citizen's Budget Committee</li> </ul>                                                            |
| <b>Public Safety</b><br>                                         | <ul style="list-style-type: none"> <li>✓ Maintain funding levels</li> <li>✓ Explore bonding initiatives</li> <li>✓ Partner on coordinated intake for the homeless</li> <li>✓ Expand training opportunities</li> <li>✓ Continue healthcare services in jail</li> <li>✓ Invest in needed infrastructure</li> <li>✓ Implement Sheriff's Office strategic plan</li> </ul>                                             | <ul style="list-style-type: none"> <li>❖ Recidivism reduction</li> <li>❖ Jail accreditation</li> <li>❖ Improved fleet and safety equipment</li> <li>❖ Coordinated intake in place</li> </ul>                                                          |

**COUNTY  
LEADERS**

# Present and Communicate Strategic Plan





# Circle Back with Stakeholder Groups



Lewis County Realtors'  
Association

- Cements the relationships created during community engagement
- Demonstrates how their feedback helped shape the plan
- Validates their emotional investment, increasing the likelihood of future engagement



# How to Avoid Sitting on the Shelf



# Implementation Plan (WHO, DOES WHAT, BY WHEN?)

| KEY RESULT AREAS                                                                               |                                                                                                                                                                                                                                                      | Expected Outputs <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Performance Indicators <sup>2</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Funds required/ spent at end year |  |                                                                                                         |  |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--|---------------------------------------------------------------------------------------------------------|--|
|                                                                                                |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RC Fund                           |  | UN entities <sup>3</sup>                                                                                |  |
| Result Area 1: Coordination for Results                                                        |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |  |                                                                                                         |  |
| UNCT Contribution to the National Development Plan/Poverty Reduction Strategy MD and MDGs plan | UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP                                                                                                                                                  | 1. A model on integration of adolescent health services into health system is identified based on results of the assessment of health system responsiveness towards adolescents. school based health survey and a national conference on adolescents' health.<br>2. National strategy and plan of action on flour fortification: standards for premix and fortified flour are developed and procurement of micronutrient feeders and initial supply of premix is initiated.<br>3. ArmeniaInfo used as a tool for monitoring of MDG indicators.<br>4. Concept Note on the integrated social protection system by Ministry of Labour and Social Issues adopted and implementation initiated.                                                                                                              | 1. Model for adolescent health and development identified for integration into existing systems. 2. National strategy for flour fortification adopted and implementation initiated. 3. ArmeniaInfo set up and used for monitoring of the social development indicators at national and regional levels. 4. Integrated Social Protection concept adopted and steps taken for its implementation.                                                                                                                                                                                          |                                   |  | 1. UNICEF \$15,000<br>2. UNICEF \$150,000<br>3. UNICEF \$25,000<br>UNFPA \$18,000<br>5. UNICEF \$15,000 |  |
|                                                                                                | UN plan to support the implementation of the Millennium Declaration, including scaling up IADG/MDG initiatives                                                                                                                                       | 1. Second National MDG Progress Report launched.<br>2. National Human Development Report (NHDR) on Migration issues produced. (UNDP)<br>3. Support provided to Pilot Census 2010.<br>4. Support provided to implementation of Demographic and Health Survey 2010.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1. a) Second National MDG Progress Report available in English and Armenian and shared with the counterparts. b) The Report is used by policy makers, policy makers, development agencies, and civil society in major decision making and reporting. c) MDG awareness raising campaign conducted by UNCG-Armenia.<br>2. NHDR launched and used as an advocacy tool to address and promote policy review/adjustment in this area. (UNDP)<br>3. Pilot Census is conducted. 4. DHS 2010 is conducted.                                                                                       | \$2,500                           |  | UNDP \$5,000<br>UNFPA: \$50,000                                                                         |  |
|                                                                                                | UN support to capacity development strategies                                                                                                                                                                                                        | 1. Capacities of social workers improved in delivery of quality social services. 2. Population and development data collection and analysis, including data on migration flows improved. 3. Guidance provided to strengthen national capacity in provision of high quality Reproductive Health and Maternal and Child Healthcare services at primary and secondary levels (training packages, trainings, assessment reports and respective strategies developed). 4. Government policies to improve financial access and efficiency of health service delivery enhanced. 5. Electronic information system of national immunization programme is in place, including case-based surveillance module for measles and rubella. 6. Institutional capacities for birth and death registrations strengthened. | 1. No. of social workers trained. 2. Unified master database of all surveys conducted in 2005-2009 established. 3.1. National strategy on hospital care for children developed. 3.2. Set of recommendations for improved referral mechanisms at PHC level for reproductive health services produced. 4. Provider payment strategies aligned with policies to improve efficient service delivery. 5. Measles and rubella case-based surveillance monthly reports produced and submitted to WHO EURO. 6. Gaps addressing birth and death registration addressed by various state entities. |                                   |  | UNHCR: \$55,000<br>UNFPA: \$44,000<br>WHO \$240,000<br>IOM \$10,000<br>UNICEF \$50,000                  |  |
|                                                                                                | UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs <sup>4</sup><br>Formulation/implementation of a transition plan or strategy <sup>5</sup><br>Other |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |  |                                                                                                         |  |
| Aid Coordination/ Management / Paris Declaration                                               | Planned efforts to making use of national systems in the areas such as programme/project reporting, PRS/sectoral monitoring and evaluation systems, annual PRS/sectoral performance reviews, national procurement systems, etc                       | Paris Declaration signed with the Government.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |  |                                                                                                         |  |

# LEWIS COUNTY

## COMMUNITY-BASED STRATEGIC PLAN 2020-2025

*Lewis County's budgeting of the Corona Virus Recovery Funds (ARPA) will be linked to the county's Strategic Directives (SD) outlined in the five-year Strategic Plan*

- (SD) 1 – Economic Development
- (SD) 2 – Housing & Proactive Growth
- (SD) 3 – Public Health & Social Services
- (SD) 4 – Fiscal Sustainability & Organizational Efficiency
- (SD) 5 – Public Safety

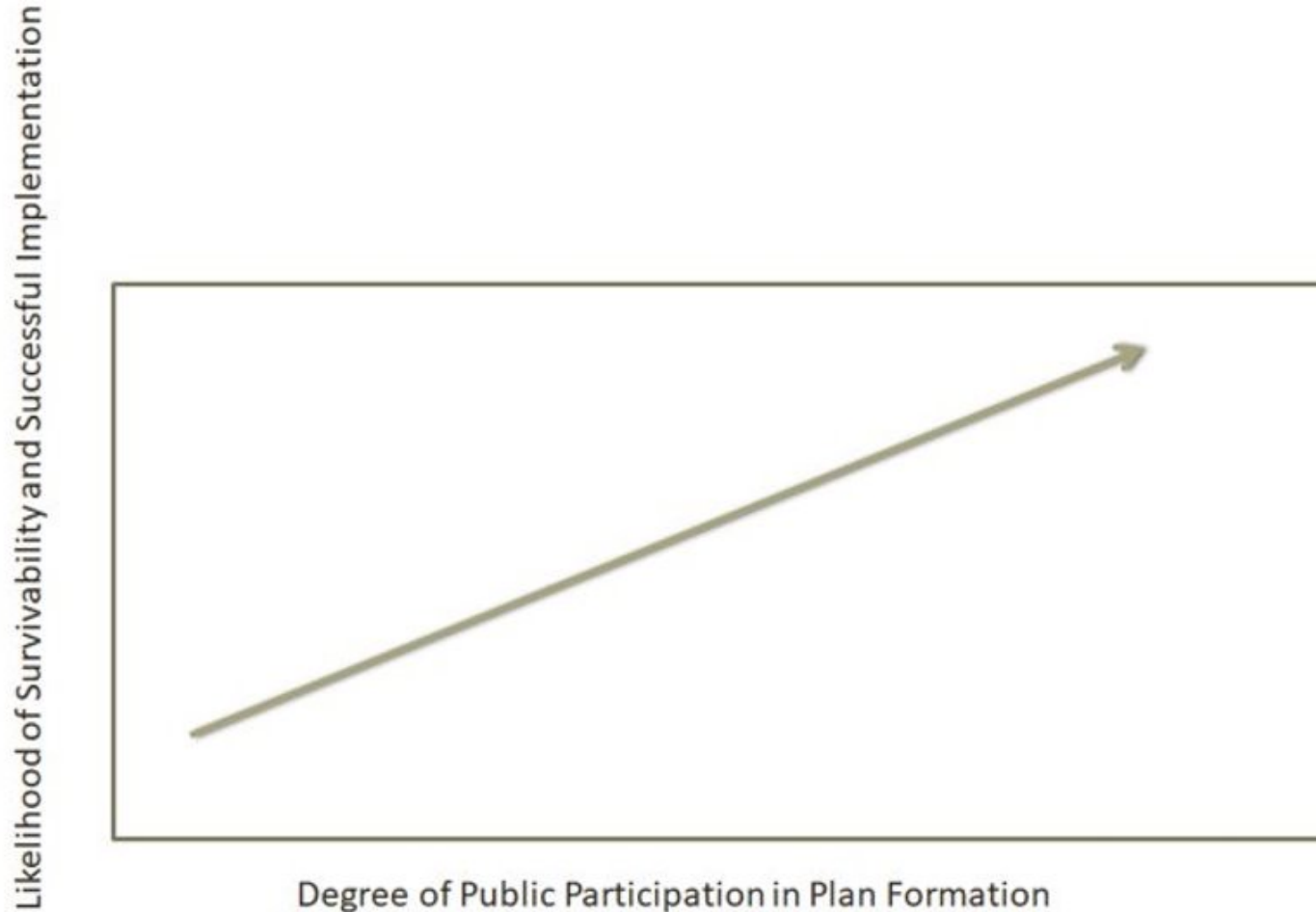
# American Rescue Plan Act (ARPA) of 2021

## State and Local Coronavirus Fiscal Recovery Funds

**ARPA Allocation for Budget Amendment- Subject to change based on other available funding**

| ARPA Categories                              | 2021      | 2022 | 2023 | 2024 | Total Allocation |
|----------------------------------------------|-----------|------|------|------|------------------|
| Water, Sewer and Broadband Infrastructure    | 3,600,000 |      |      |      | 3,600,000        |
| Economic Impacts                             | 1,550,000 |      |      |      | 1,550,000        |
| Public Health Response and Mitigation        | 1,238,194 |      |      |      | 1,238,194        |
| General Government Services (lost revenue)   | 950,000   |      |      |      | 950,000          |
| Transfer Funds (Special Units of Government) | 500,000   |      |      |      | 500,000          |
|                                              | 7,838,194 | -    | -    | -    | 7,838,194        |

"The broader the base of participation, the greater the plan's survivability and likelihood that it will be used."





# So This....





. . . Becomes This



# Additional Benefits

- **Increased Staff Engagement** – When a clear strategic plan is set and communicated throughout an organization, employee engagement increases. This is particularly true among Millennial and Gen-Z employees.
- **Survivability** – The plan remains relevant through turnover of elected officials (Specifically at Lewis County)

# Additional Uses of Strategic Planning



Department Specific – Summit County, UT



Crisis Management – Baytown, TX Policing

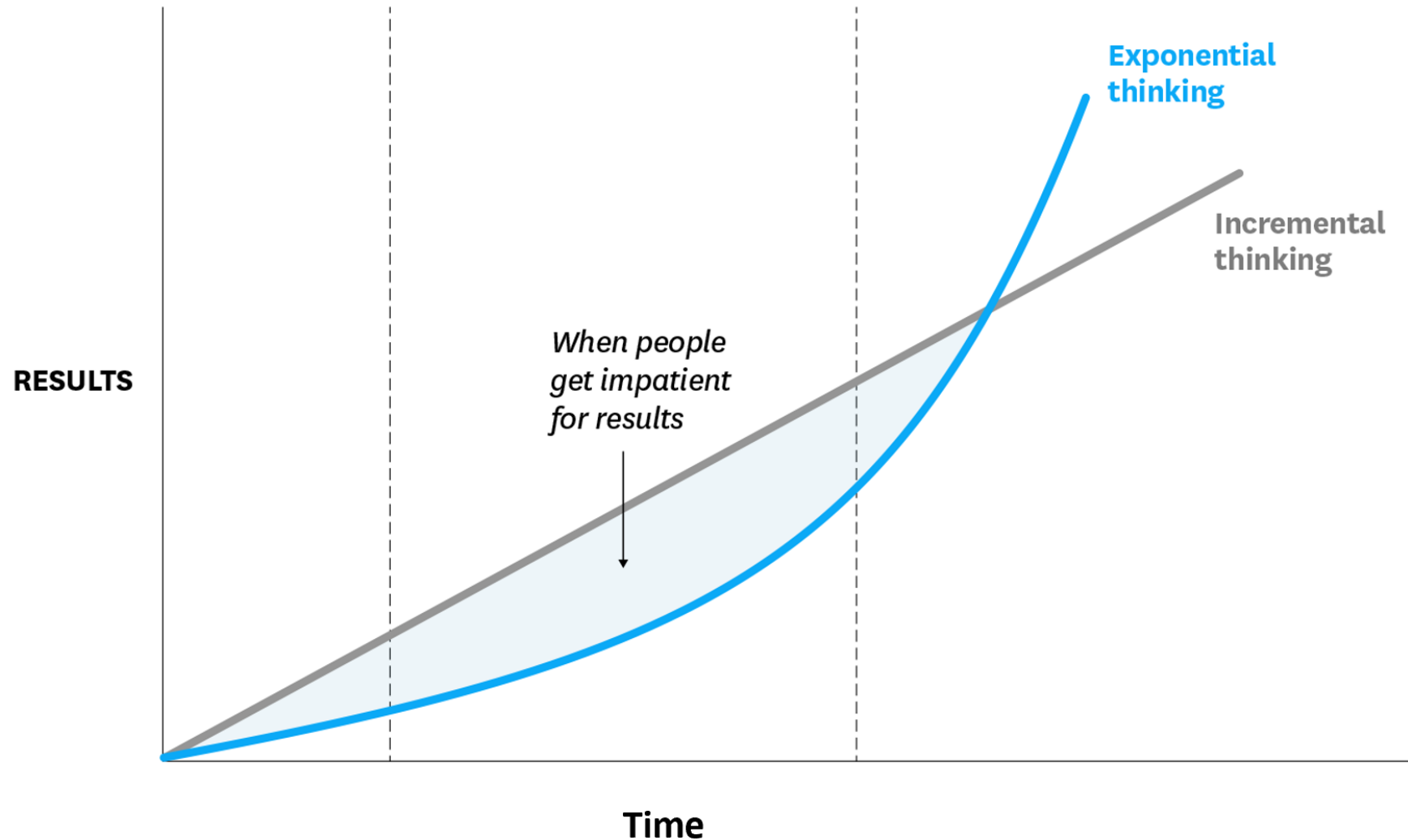


# Exponential Growth is on your Side



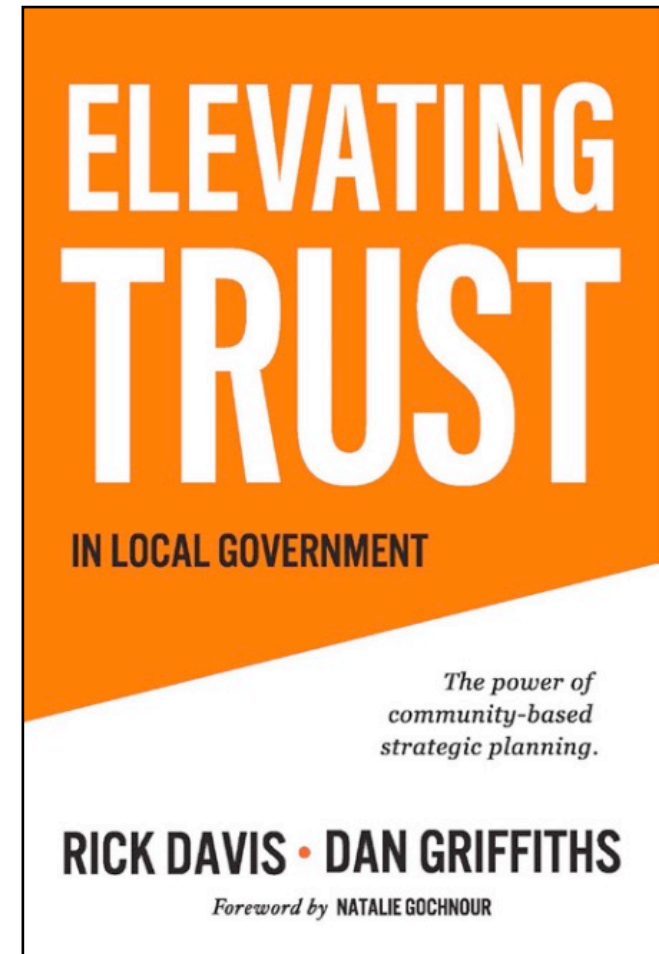
## Incremental vs. Exponential Thinking

Incremental thinking delivers immediate and steady results, while exponential thinking generates results that accelerate over time. The wrong expectations can lead teams to quit the exponential path too soon.

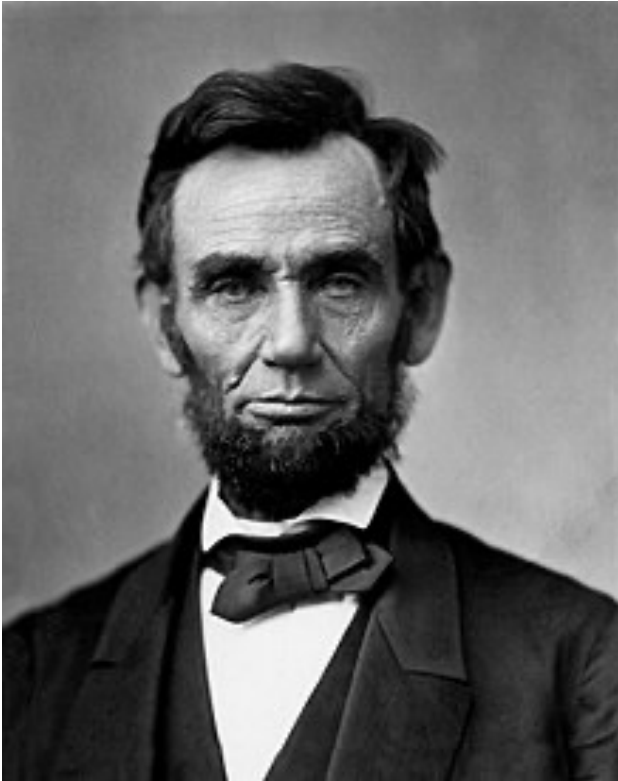




We Love This So  
Much that We  
Published a Book on  
Community-Based  
Strategic Planning



# You are not alone in this!

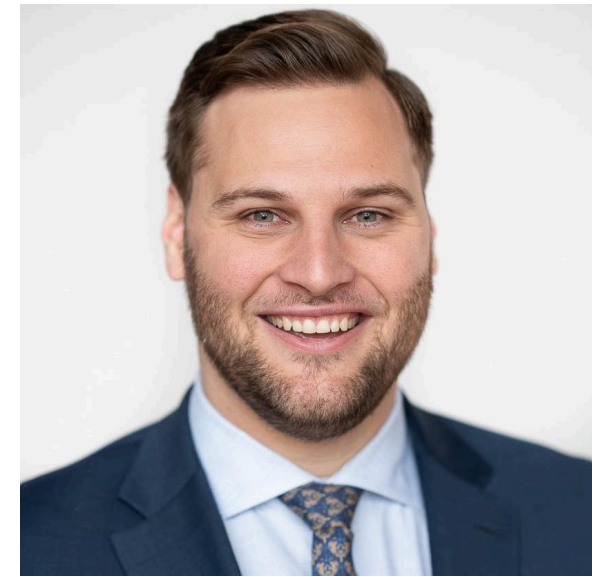


Abraham Lincoln

“I'm a success today because I had a friend who believed in me and I didn't have the heart to let him down.”



# Let's Connect



Erik Martin is the Manager of Lewis County, WA, leading day-to-day operations of over 600 county employees. Prior to serving as County Manager, Erik directed Lewis County's Public Works Department, overseeing an annual budget of over \$25 million. Erik has also served as a transportation manager for the City of Tumwater, and as a Senior Consultant at a professional engineering firm. Erik is a proud husband and father. (360) 740-2697

Contact Mackey at:

[Erik.Martin@lewiscountywa.gov](mailto:Erik.Martin@lewiscountywa.gov) or 360-740-2697

Or connect with him on LinkedIn

<https://www.linkedin.com/in/erik-martin-a3987863/>

Mackey Smith is the Head of Strategy Consulting and Planning at Tanner LLC, a Salt Lake City-Based professional services firm with over 200 team members. Mackey facilitates over 75 strategic planning retreats, focus groups, and development trainings a year. He currently serves on the Executive Board for the Salt Lake County Council on Diversity Affairs (CODA). In November 2019, Mackey was named as a "20 in their 20s" by Utah Business Magazine.

Contact Mackey at:

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Or connect with him on LinkedIn

<https://www.linkedin.com/in/mackeysmith/>

