Guiding Our Growth:
A Statewide Planning Coordination Strategy

GUIDANCE FOR SUCCESSFUL
POLICY AREA STRATEGIC PLANS

MARCH 2025

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PART 1. INTRODUCTION

Guiding Our Growth

Unmatched natural beauty. Countless outdoor recreation options. Strong families. Connected communities. Vibrant economy. There's so much that makes Utah special. *And, what makes Utah great is also what makes Utah grow.*

Many families choose to stay here, generation after generation. Others recognize all that Utah has to offer and choose to move here. As long as Utah is a quality place, people will stay and newcomers will arrive. Growth is a part of life when you live in an exceptional state.

It's not so much if Utah will continue to grow, but *how* Utah will continue to grow. Growth brings benefits like a broad tax base and new opportunities. But growth also brings its own challenges, like less affordable housing, strained water availability, and increased traffic congestion.

Throughout 2022 and 2023, The Governor's Office of Planning and Budget, along with several key partners, launched a public engagement process to identify how the state should address growth issues and opportunities. Nearly 100,000 Utahns from across the state engaged, and 20,000 responded to the survey. Based on survey and workshop responses:

GUIDING OUR GROWTH

A STATEWIDE CONVERSATION ABOUT UTAH'S FUTURE

> ***The majority of Utahns don't think we should try to stop growth, but acknowledge that how we grow matters.***

And, survey respondents supported:

- Focusing growth in city and town centers where we can build on existing infrastructure.

- Thoughtfully designed communities with convenient access to parks, trails, shopping, transportation, and more.

- A variety of housing products and price points built in context-sensitive ways.

- Proactive water conservation and shared responsibility among cities and farms, new and existing development.

- Options to travel in different ways, including by public transit, bicycle, and car.

- Preserving open spaces within and around communities.

The Need for Increased Coordination

Many of these growth issues are interconnected and the work of state agencies is increasingly interdependent. This overlap of issues to serve Utah residents and protect our resources requires working together to ensure enterprise alignment and the prudent use of the state's limited fiscal, workforce, and natural resources.

In the 2024 General Session, the Utah Legislature passed HCR 11, *Concurrent Resolution Recognizing the Importance of Cross-issue Growth Impacts* (Bollinder). This resolution encourages state and local governments, community partners, and stakeholders to holistically consider the effects of programs or decisions on all growth issues, and to include consideration of cross-issue growth impacts in state funding, policy, program design, development, and evaluation.

> ### H.C.R. 11 (2024)
> *Concurrent Resolution Recognizing the Importance of Cross-issue Growth Impacts*
> "Include consideration of cross-issue growth impacts in state funding, policy, program design, development, and evaluation."

Statewide Planning Coordination Strategy

The Governor's Office is introducing a formal process to ensure that state planning efforts are coordinated and aligned, and that they appropriately contemplate the interconnectedness of cross-agency policy areas.

The goals of this new coordination process are to:
- Implement the directives of HCR11, *Concurrent Resolution Recognizing the Importance of Cross-issue Growth Impacts* (Bollinger),
- Encourage greater inter-and intra-agency coordination and enterprise alignment,
- Deliver stronger outcomes as a result of broad stakeholder buy-in,
- Develop plans that are durable and resistant to challenge,
- Better prioritize the use of Utah's resources, and
- Guide the state's growth in a way that is responsive to Utahn's preferences.

The strategy has six connected elements: 1. Guidance For Successful Plans, 2. State Plan Library, 3. Funding Resources, 4. Data Resources, 5. Coordination Matrix, and 6. Technical Assistance

This guidebook, part of the first of the six connected elements, provides tips, best practices, resources, and guidance for state agencies and their partners when undertaking long-range planning efforts. While focused primarily on the coordinated planning of our natural and built environment, the tips, best practices, and resources included in this guidebook are broadly applicable to any collaborative planning or policymaking process. Those processes could include large projects touching multiple agencies and stakeholders, or small projects that cross intra-departmental teams.

Guiding Our Growth:
A Statewide Planning Coordination Strategy

6. Technical Assistance
- Planning, Administrative, Economic Development and Asset Management Assistance

1. Guidance For Successful Plans
- Best practices and tips for successful long-range planning processes
- Templates and resources
- Required coordination touch points

5. Coordination Matrix
- Formalized communication flows and forums to facilitate internal and external coordination among agencies and partners

2. State Plan Library
- A growing, online repository of state long-range plans
- Searchable by topic and agency

4. Data Resources
- Comprehensive inventory of statewide infrastructure needs and cost estimates
- Searchable by project type, region, entity, and anticipated funding source

3. Funding Resources
- One-stop access point to identify state grants, loans, and technical assistance
- Searchable by topic, funding type, and eligibility

Required Coordination

The Governor's Office wants to promote your plan and increase its visibility. We may also be able to offer assistance to your effort. But we cannot do either if we don't know about it! Agencies undertaking planning projects should coordinate the planning process with the State Planning Coordinator/Senior Advisor for Long-Range Planning: Laura Hanson, *laurahanson@utah.gov*.

This includes five required coordination touchpoints:
1. Pre-planning meeting with State Planning Coordinator,
2. Development and submission of a project charter (see Part 2C),
3. Submission of draft plans to identify opportunities for increased coordination,
4. Delivery of final plans for inclusion in the State Plan Library, and
5. Reporting of plan implementation progress annually.

Organizational vs. Policy Area Strategic Plans

📕 *Resource*

All state agencies are already required to develop *organizational strategic plans*. These plans outline a department or division's goals for itself and what it will take to accomplish those goals. Organizational strategic plans describe what the organization strives to be at its very best, and typically look 5-10 years into the future. They may address customer service, employee professional development, office culture, fulfilling statutory responsibilities, and excellence in the services the agency provides.

This guidebook focuses on *policy area strategic plans*. These plans describe goals for a specific policy area (e.g. transportation, water, aging, Olympics) and what is needed to accomplish those goals. These plans will likely involve more than one state agency as well as external stakeholders, and may have a planning horizon of up to 30 years. They may recommend policy changes, strategic investments, or initiatives. These plans strive to better manage the state's natural, economic, and physical resources, to maintain and expand opportunities for current and future generations of Utahns.

Coordinated Plans

PART 2. CREATING YOUR PLAN: A Step-By-Step Process

Checklist

Long-range planning efforts for the state should:

- Work to advance the implementation of shared statewide goals whenever possible,
- Avoid recommendations that conflict with other state plans to the extent possible
- Consider and coordinate with local and regional planning efforts when possible,
- Align with and complement state agency strategic plans and governor's initiatives, and
- Think broadly about policy areas when determining needed coordination with partners and existing efforts.

While each process has different situations, contexts, and needs, every planning project shares common elements and can benefit from key steps that are often overlooked.

A Seven Step Planning Process

Location in this guidance document

Part 1. Introduction	**1** Define the problem
Part 2A. Mapping Out Your Process	**2** Conduct situation assessment
	3 Develop project proposal & project plan
Part 2B. Identifying & Engaging with Stakeholders	**4** Engage stakeholders
Part 2C. Establishing & Using a Project Charter	**5** Seek agreement on actions needed to address the problem
Part 2D. Developing the Body of the Plan	
Part 3. Promoting, Implementing, & Reporting	**6** Implement changes in policies, programs, & procedures
	7 Reflect, encourage public learning, & make adjustments

Many planning efforts jump immediately into public engagement and plan development, and miss out on the benefits of building a strong foundation through pre-planning. This can result in bumps later on in the process.

The upfront work to map out a planning process includes the following, which are described in the sections below:

- Consider the need, context, and existing efforts,
- Define the problem,
- Conduct the situation assessment,
- Develop a project proposal,
- Identify project planning resource needs, and
- Develop a detailed project plan.

> ### *Tip: Go Slow to Go Fast*
> Investing time to map out the planning process, identify and involve relevant stakeholders, and coordinate multiple lenses will make for a smoother, faster implementation process.

2A. MAPPING OUT YOUR PROCESS

Consider Need, Context, and Existing Efforts

Planning efforts will be more successful when existing stakeholders, plans, and relationships are considered. Before initiating any new long-range planning effort, agencies should ask themselves a series of questions to help frame the context and decision-making space surrounding the proposed planning effort. The decision pentagon can be a helpful tool in determining the boundaries for a planning effort, and again when making recommendations in the plan itself. Planners should ask themselves about:

The Decision Pentagon
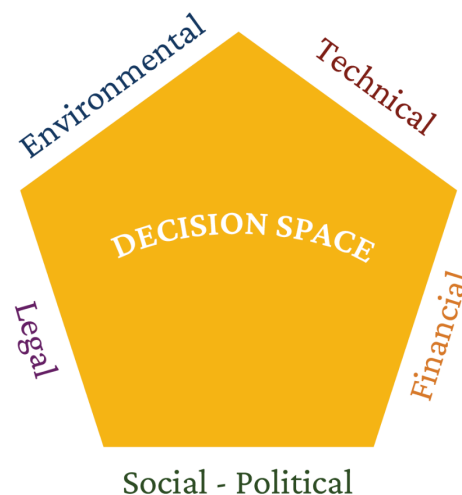
Technical Boundaries:

- Does my agency have the technical expertise to develop this plan?
- Are there internal or external experts that need to be engaged?

Financial Boundaries:

- Can we afford to develop this plan?
- Can we afford to implement the plan's recommendations?
- Who controls the resources necessary for plan development and implementation?

Social-Political Boundaries:

- Is the governor's office aware of our intent to develop this plan?
- Are other stakeholders necessary for implementation of policy recommendations? If so, what is the role of the state government in this policy area?
- Does the legislative branch need to be informed of the intent to develop the plan?
- Is developing the plan going to be acceptable to the public and stakeholders?

Legal Boundaries:

- Do we have the necessary authority to develop and implement the plan?
- Is my agency the appropriate one to be leading this effort?
- Is the plan consistent with state and federal law?

Environmental Boundaries:

- How would this plan coordinate or align with other state agency, regional, or local plans?
- Are there any existing plans in the State Plan Library that may have natural touchpoints with this effort?
- Could we build on an existing plan or effort rather than starting something new?
- Are there other ongoing planning efforts occurring either within or outside of state government that are similar in focus or scope that should be coordinated with this effort?
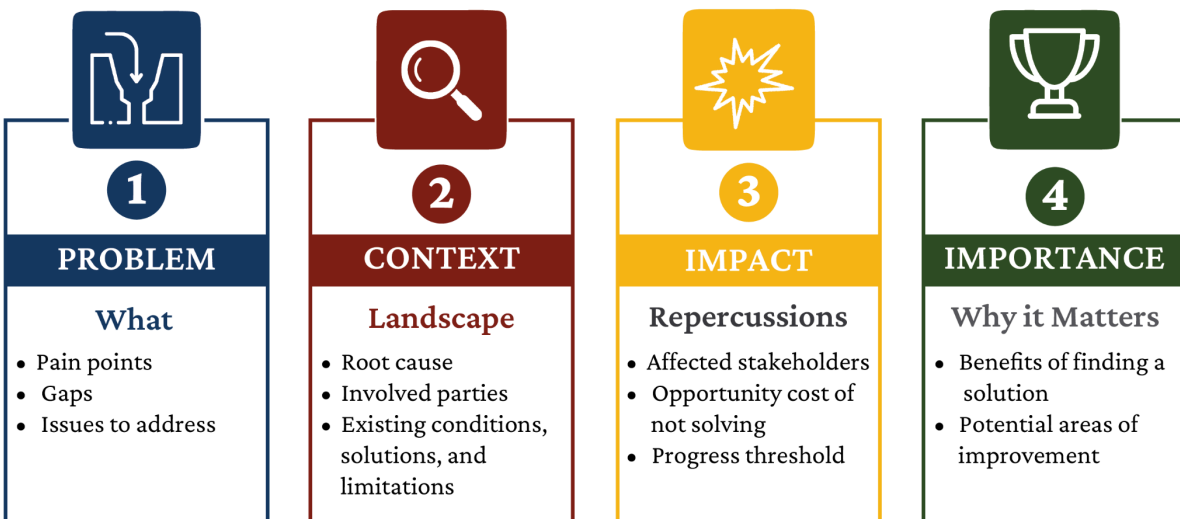
A problem statement is an overview of a challenge you are facing; a concise description of an issue that clearly outlines the problem, its impact, and why the issue needs to be addressed. The problem statement serves as an underpinning for the planning process and all work should relate back to addressing this statement.

A problem statement includes:

- Problem: What does the problem, challenge, or pain point appear to be? What are you working toward addressing?
- Context: What is the root cause? Who is the problem affecting? How and when is it affecting them? What are existing solutions and limitations?
- Impact: How does the problem prevent agencies, residents, users, or stakeholders from achieving their goals? Is it measurable in cost, time, quality, environment, or personal experience?
- Importance: Why does this problem matter? How will a solution improve the situation?

The problem statement may evolve over time as more information becomes available. This step can be viewed as an iterative one that project managers come back to throughout the process.

Four Parts of a Problem Statement

1 PROBLEM	2 CONTEXT	3 IMPACT	4 IMPORTANCE
What	**Landscape**	**Repercussions**	**Why it Matters**
• Pain points • Gaps • Issues to address	• Root cause • Involved parties • Existing conditions, solutions, and limitations	• Affected stakeholders • Opportunity cost of not solving • Progress threshold	• Benefits of finding a solution • Potential areas of improvement

Example: Problem Statement

Multiple state agencies are undertaking long-range planning efforts on important topics. Many of these topics have direct or indirect connections to the missions and responsibilities of more than one state agency. Poorly coordinated plans can result in conflicting directives, missed opportunities to leverage resources, and less buy-in from key stakeholders. The state needs a formal process to ensure that state planning efforts are coordinated, aligned, and appropriately address the interconnectedness of issues.

Conduct Situation Assessment

📚 *Resource*

A situation assessment is a necessary first step in gathering and analyzing information to explore the potential for collaborative solutions, understanding a situation, and making informed planning decisions.

The goals of a situation assessment include:
- Learning more about the problem and players involved,
- Testing readiness for collaboration
    - Contextual: Current political, economic, and situation landscape
    - Stakeholder: Current attitudes, capacity, and willingness to participate,
- Identifying stakeholders, needs, wants, and resources,
- Anticipating trends and issues that may affect plan implementation,
- Identifying existing or related planning efforts,
- Identifying additional stakeholders that should be engaged,
- Analyzing institutional resistance, pressures for reform, and statutory obligations, and
- Refining the problem statement and concept based on feedback.

A situation assessment is generally done through individual interviews, but can also include surveys or focus groups. Sometimes a neutral third-party facilitator may be the best option to collect interviewees' open and honest perspectives.

When conducting a situation assessment, a facilitator (in house or third party) develops interview questions, identifies key parties, conducts the interviews, analyzes information collected, assesses readiness for collaboration, and presents key findings to inform the planning process.

When conducting a situation assessment, it is critically important to solicit input from:
- Those who will be directly affected by the plan and its recommendations,
- Those who may have a fiduciary responsibility for the recommendations of the plan,
- Those who may have policy-making roles in implementing the plan, and
- Anyone who could sabotage or derail the planning process.

Develop Project Proposal

📚 *Template*

A project proposal outlines the main parts of the project and serves as a communication document in the early stages of a planning process. It should be a one-page handout that describes the reason and details for the plan. It often includes a high-level overview of the need for the plan (perhaps including background and supporting statistics), the parties involved, key messages (think elevator pitch), needed resources, timeline, and anticipated deliverables, outcomes, and implementation details. This can be especially helpful when seeking project funding and any necessary approvals to initiate the project.

> ### *Tip: Build Buy-in*
> Share the Project Proposal with those who participated in the situation assessment process to confirm their support before proceeding.

Identify Project Planning Resources Needs

Creating a broad, multiagency plan can be a large undertaking. Agencies should identify resources needed for the planning process, including considering workforce capacity, skills, technology, and outside facilitation needs. For large projects, planners may consider applying for grants or going through the [state budgeting process](#) to allow for contracted facilitation, communication, or technical support

Planning process costs are a primary resource need that agencies should anticipate and address. As part of the initial planning steps, agencies should develop a planning project budget. This budget may include costs such as:
- Meeting spaces,
- Public engagement materials,
- Consulting assistance,
- Messaging or media costs,
- Travel, and
- Technical analysis and data gathering.

Develop a Detailed Project Plan

 [Template](#)

Once a project proposal has been approved and it is clear the planning process can move forward, the next step is to create a project plan. A project plan is a detailed outline of how the planning process will operate.

The project plan should outline:
- Tasks and steps,
- Timeline and key milestones,
- Organizational structure and participant roles and responsibilities,
- Public engagement timing, methods, and engagement goals, and
- Media and communications plan.

> *Tip: Begin with the End in Mind*
>
> It is important to have a clear vision of what is hoped to be accomplished in undertaking the planning process. Consider:
> - Who will use this plan and how will they use it?
> - Who is responsible for implementation?
> - What accountability measures should be in place?
> - Who will review progress and how often?

2B. IDENTIFYING AND ENGAGING WITH STAKEHOLDERS

Identifying Stakeholders

[Template]   [Coordination Matrix]

When considering other parties who should be involved in the planning process, you should think broadly about who should be involved. Reflection questions include:

- Who else is working in this same space? Are there existing planning efforts underway that you could build upon?
- Who does the outcome of your effort impact (internally and externally)?
- Does another state agency have a funding or regulatory role that is necessary for your project or initiative to be successful?
- Is there anyone that could derail or blow-up your project if they aren't considered appropriately?
- Are there any stakeholders that have not yet been engaged, but should be?

After generating the list of stakeholders, you will find that they fall into different categories, such as: Political, Policy, Program, Project, and Public (The Langdon Group). Examine your list and make sure you have representation from each relevant category to help the planning process succeed.

Horizontal and Vertical Communication
Successful collaborations require both:

- Vertical coordination throughout the hierarchical levels of leadership within an organization (e.g. governor, department director, division or program director, project manager, customers), and
- Horizontal coordination across agencies, topics, sectors, branches and levels of government, and geographical areas.

Vertical and horizontal coordination should be emphasized throughout the planning process. This coordination may be done through situation assessment meetings, regular project updates, inclusion of upper vertical coordination contacts on a steering committee, inclusion of horizontal coordination contacts on a technical committee, or invitations to review the draft plan.

Consider also how your project may intersect with the federal government, including potential technical assistance, financial grants, or regulatory requirements.

Vertical and Horizontal Coordination
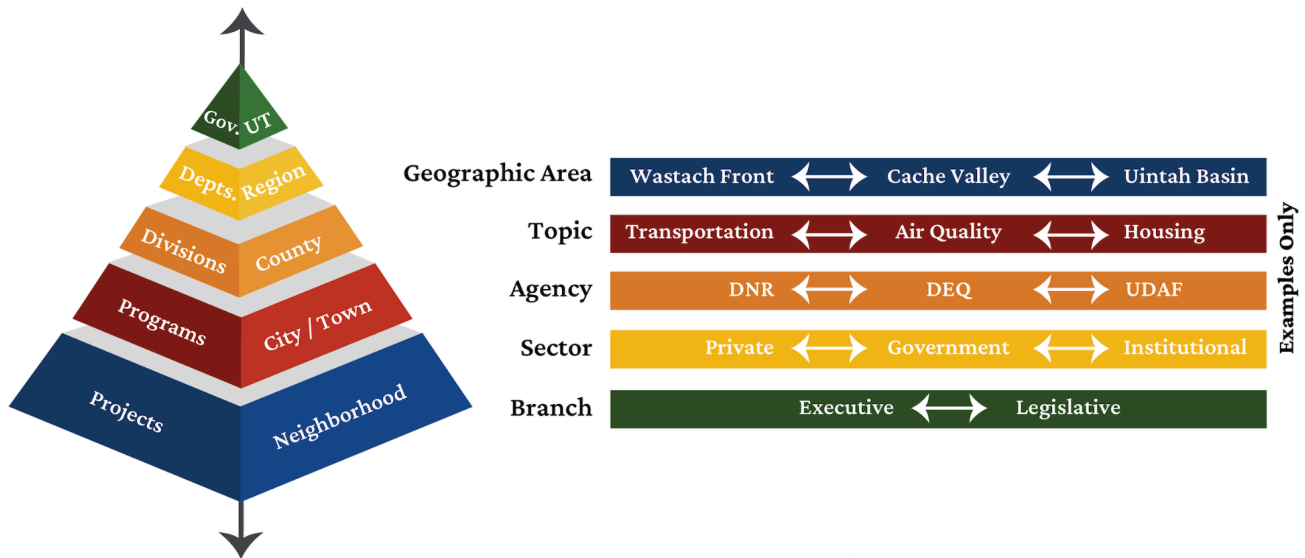
Engaging with Special Populations

📚 *Resource*, *Resource*

Special populations may take a little more planning to engage, but are crucial to involve in the planning process, as most state policy plans need to serve all of the residents of Utah. These special populations may include residents of different cultures, languages, abilities, incomes, education levels, and ages.

While not a comprehensive list, the following state agencies are available for consultation to help identify and discuss best methods for including and considering the needs of special populations:

- Tribal consultation with Utah Division of Indian Affairs
  - Contact: Dustin Jansen, Director, djansen@utah.gov
- Minority population consultation with Division of Multicultural Affairs
  - Contact: Nubia Pena, Director, npena@utah.gov
- Low technology, older populations with Utah Division of Aging and Adult Services
  - Contact: Nels Holmgren, Director, nholmgren@utah.gov
- People with disabilities with Division of Services for People with Disabilities
  - Contact: Angella Pinna, Director, apinna@utah.gov
- Low income, low technology populations with Division of Workforce Development
  - Contact: Elizabeth "Liz" Carver, Director, ecarver@utah.gov
- Additional contacts that may apply to individual planning efforts can be found here.
- Language translation service options are listed in the appendix.

Engagement Plan

Not all stakeholders will be involved in all parts of the planning process. Engagement for various groups of stakeholders ranges from simply informing to empowering with final decision-making power. Many stakeholders will fall in the middle of the spectrum. Consider how involved each stakeholder should be and communicate the level of involvement in the participation invitation. Remember that your engagement plan should include internal stakeholders as well as external!

Engagement begins with sharing information from the project proposal, such as the overview, timeline, role, responsibility, and commitment needed. A thoughtful, informative invitation sets the planning process up for success and uses the foundational elements already created so each stakeholder receives the same information.

> *Tip: Explain Engagement Expectations*
> When you ask a stakeholder for input, they will expect you to do something with that input. Be clear about what stakeholders can expect from you when you first engage them.
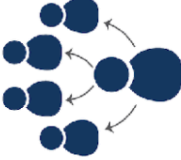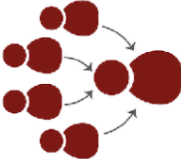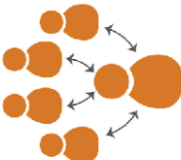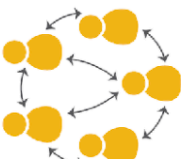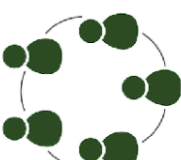
Outreach to the general public can be resource intensive, yet we serve the people of Utah and they deserve the opportunity to provide input. Deciding when and how to engage the broader public can depend on available time, staff, and money; if the plan is a continuation of previous efforts that included public input opportunities; and if significant public interest or contention is anticipated. Ideally, most planning processes will include public touchpoints at the beginning, middle, and end of the process.

The input collected during the Guiding Our Growth engagement process can serve as the initial public engagement opportunity for many state planning efforts.

IAP2 Stakeholder Engagement Spectrum

Increasing Impact on the Decision →

	Inform	Consult	Involve	Collaborate	Empower
Participation Goal	Provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and solutions.	Obtain stakeholder feedback on analysis, alternatives, or decisions.	Work directly with stakeholders throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Place final decision-making power in the hands of stakeholders.
Promise to Stakeholders	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible..	We will implement what you decide.
Techniques	Website, fact sheet, newsletter, flyer, social media post, open house, radio PSA, news article, blog, paid media.	Survey, focus group, stakeholder meeting, public comment.	Advisory committee, workshop, deliberative polling, review and comment on draft deliverables.	Steering committee, consensus building discussions, participatory decision-making, approve final deliverables.	Citizen jury, ballot, delegated decisions.

2C. ESTABLISHING AND USING A PROJECT CHARTER

📚 *Template*

Now that you have your project concept refined, planned, and approved, and have identified and committed stakeholders to be involved, the next step is completing a project charter. The project charter builds on the previous steps, but is refined in conjunction with stakeholders in initial planning process meetings.

Purpose of a Charter

A project charter serves three main functions:
- Defines the goals, objectives, and basic purpose of the work,
- Creates a shared understanding of the project's goals, objectives, and resource requirements before further scoping and deeper exploration, and
- Presents all of the above to the project stakeholders to facilitate buy-in, investment, and authorization to go ahead.

The benefits of developing a project charter are many. A well-written charter:
- Establishes project value, including whether a project is worth executing,
- Saves time when the project is active by handling much of the problem-solving and negotiation in advance,
- Positions the project manager as organized and in control,
- Supports team morale by eliminating confusion, ensuring productivity, and offering, motivation to work toward clearly defined success, and
- Holds team members accountable or track the project's progress in high-stakes situations.

Using the Charter

Your project charter is a home base to reference throughout the lifecycle of your project. It should be reviewed regularly to make sure your work is aligning with the key goals and objectives you, the project sponsor, and key stakeholders set out to accomplish. If needed, the charter can be updated as new information becomes available or situations change.

> ### Tip: Charters for Confidence and Clarity
> The charter can be used as either a formal document that is signed and approved by project participants, or a behind-the-scenes discussion guide. The goal is simply to ensure that all participants have clear expectations and a common understanding of the purpose of the collaboration.

2D. DEVELOPING THE BODY OF THE PLAN

Seek Agreement

The bulk of the plan should outline agreed-upon next steps to address the identified problem. Parts 2A, 2B, and 2C of this guidebook walked us through critical pre-work that lays a foundation for more successful collaborations and increases the likelihood of reaching agreement on what needs to be done.

The process and path of reaching agreement on needed policy changes, investments, and initiatives to address the problem will be different for each planning effort. This step will take time, open discussion, and often several iterations to reach consensus. It is not necessary in all situations to have universal support for each recommendation. However, moving forward with recommendations that key stakeholders oppose will likely result in less successful implementation.

Consider the following when exploring implementation actions:
- Does the recommendation enjoy support from all stakeholders?
- If not, what could be changed to allow all stakeholders to reach consensus, or at least a neutral position?
- Who has the authority and responsibility for each recommendation?
- What resources are required?
- What is a reasonable implementation timeline?
- What would success look like for this recommendation?

Process: Operations and Players

Developing the plan will take a coordinated effort of agency support staff and stakeholders. Each project will be different and will have unique needs and structural requirements. Agencies should identify stakeholders that fall into both policy (decision-making) and technical (advisory) roles. One possible approach to working with different levels of stakeholders is to establish project committees that are designed to solicit and empower the appropriate level of participation in the process, such as:

- <u>Policy committee</u> - Decision-makers. Provide direction, approve each element of the plan along the way.
- <u>Technical committee</u> - Advisory and subject matter experts. Provide input, feedback, and suggestions on what to include in the plan.
  - Consider creating subcommittees around key topic areas if needed.
- <u>Facilitators / Support staff</u>
  - Develop committee meeting agendas and prepare materials to enable discussions and decisions to create the substance of the plan.
  - Gather input from committees, interface between committees, and create project deliverables for committees to review and approve.

Predictability and clarity helps create buy-in. Planning processes will be most successful if committee members know their role, how they are expected to contribute, and how their input will be incorporated. Meeting reminders, follow-up communication, individual touchpoints, and an established timeline will help stakeholders know what to expect and be invested in the planning process. Committee members should have access to the final draft to provide feedback to ensure they are not surprised by plan recommendations.

Characteristics of a Useful Deliverable

The plan should be an action-oriented document, built to be easily accessed and reviewed. Instead of long pages of text, plans should be concise, include an executive summary, and utilize graphics and charts for easy explanations. Additional background or expanded information can be put in appendices. In addition, planners should consider creating a one page overview of the plan to help communicate main ideas and facilitate outreach.

Characteristics of a Useful Deliverable

1 Action-Oriented
- Emphasize action. The Strategic Plan is not a research report.
- Follow a clear vision of what is hoped to be accomplished.

2 Concise
- Avoid long pages of text. Background information may be placed in an appendix.
- Include an executive summary and consider a one-page overview to communicate main ideas.

3 Accessible
- Utilize graphics and charts to facilitate understanding.
- Avoid jargon. Text should be readily understood by the general public.

4 Detailed
- Include the details of who will take action, when strategies should be implemented, resources needed for success, and how success will be measured.

5 Reviewable
- Include milestones for regular review.
- Include timelines for regular updates.

Plans are not valuable unless they are used. Throughout the planning process, participants should maintain an action-oriented focus that concentrates on recommendations for policymakers. Plan strategies should include details about who will take action, when the strategies should be implemented, resources needed for success, and how success will be measured. Often this is done in a table format as a work plan. As a living document, the plan should also include milestones for regular review and updating.

Consider the Best Use of Utah's Resources

📚 *Resource*

Be mindful of any recommendations that call for additional funding. Agencies should first explore no- or low-cost solutions first when developing the plan. Planners should consider:

- Could the recommendation be implemented with current resources?
- Can the recommendation be scaled?
- Is it possible to implement the recommendation in phases over time?

Other considerations may include leveraging existing partnerships and community networks and exploring diverse funding sources (federal, private foundations, public-private partnerships, sponsorships, etc.).

GIS Data Development and Reporting

📚 *Template*

Many long-range plans will have recommendations for specific physical investments or projects to be implemented. GIS can empower state and local governments at all levels to use mapping and spatial data analysis to make more informed decisions, create cutting-edge tools, and incorporate GIS into the everyday infrastructure of government. Like a physical improvement or building, data is a valuable state asset, and consistency in the format and archiving of state data is essential to making sure this asset's use can be maximized.

All GIS data about planned infrastructure projects must be reported to the Utah Geospatial Resource Center (UGRC) to build a library of known infrastructure needs and their locations. The template provided outlines the formatting and naming conventions for all long-range planning data to be incorporated into a comprehensive statewide infrastructure needs database.

The GIS Advisory Council (GISAC) is established by State Rule R895-9, and managed by UGRC. The purpose of the GISAC is to coordinate statewide efforts for the collection, creation and access to statewide GIS data. The council is intended to facilitate cooperation and idea sharing among state agencies and local governments. With a combined body of interested parties, GISAC can seek funding for statewide projects and leverage its influence in data standards and best practices for GIS in Utah.

The GISAC will be meeting in the coming year to establish:

- Standards for GIS data format and naming conventions, and
- Expectations for sharing and coordinating data.

Additional GIS data coordination will occur through the Guiding Our Growth Coordinating Council and the State Planners Network (SPAN).

PART 3. PROMOTING, IMPLEMENTING, & REPORTING

Congratulations on completing your plan! While the process of creating a plan is valuable on its own, the real power comes from using it.

Promoting the Plan

[book icon] *Resource*

Be proud of your work and make sure that your stakeholders know about the plan and what your office plans to do next. A policy strategic plan is a dynamic communication tool to tell the story, unite stakeholders around a common vision and goals, and highlight accomplishments.

> ### *Tip: Communication is Key*
> Success is 30% the idea, 30% how we message it, and 40% who we tell about it.
> - Governor Spencer J. Cox

There are many tools and outlets available to promote your plan. Consider sharing it through:
- Public meetings,
- Legislative meetings (interim, leadership, caucus, or individual),
- Earned media,
- Press releases,
- Executive orders,
- Emails from the department Director or governor's Chief of Staff,
- Social media posts,
- Focus group discussions, or
- Presentations to key stakeholder groups.

Some tools for communicating your plan highlights may include:
- One pagers,
- Outreach toolkits,
- Posting your plan on agency websites and social media sites,
- Presentation slide decks,
- Handouts: trifold, pocket card, or brochure,
- Infographics, or
- Elevator pitch (3 key messages, takeaways, or call to action).

Implementing the Plan

[book icon] *Template*

Plans are not meant to collect dust on a shelf. They are meant to be actively used to guide agency decision-making and future budget requests. Take time now to think through the steps to implement your plan and maintain the momentum created during the planning process.

A helpful companion to your strategic plan is an implementation action plan. This management tool is the bridge between the strategic plan and the work needed to implement the plan.

Agencies can use an action plan to:
- Assign a champion for each recommendation in the strategic plan to manage its implementation,
- Establish implementation timelines and deadlines,
- Guide internal resource (budget and personnel) allocation decisions,
- Track and demonstrate implementation progress, and
- Reinforce implementation accountability.

> ### *Tip: Win with an Action Plan*
> Importance of an action plan:
> - *Tracking tool*: Provides a big picture framework to assess status of goals
> - *Communication tool*: Shows priorities, needs, and impact
> - *Management tool*: Guides focus and next steps to make the plan happen

Reporting on and Updating the Plan

Agencies must provide a plan implementation progress report to the State Planning Coordinator. Reports are due annually in July and should be submitted using [this google form.](#)

Your plan should be a living document that is regularly reviewed and updated in response to work being completed, changing political situations, or an evolving plan environment. Planners should anticipate a cyclical process of planning (plan), implementing (do), evaluating (check), and modifying (act) the plan over time..

ACT
Adopt any needed changes; Continue on

PLAN
Focus on desired outcomes

Strategic Plan: A Living Document

CHECK
Measure and evaluate; Adjust for new policies, initiatives, and scaling up

DO
Implement the plan

APPENDIX

Annual Plan Implementation Report
- [Google form](#)

Trainings:
- TBA

Templates:
- [Checklist: Creating Your Plan](#)
- [Project Proposal](#)
- [Project Plan](#)
- [Project Timeline](#)
- [Project Stakeholder Identification and Engagement Chart](#)
- [Project Charter](#)
- [Implementation Budget Request](#)
- [GIS Data Template](#)
- [Implementation Action Plan](#)

Situation/Conflict Assessment Resources:
- [Conducting a Situation Assessment](#)
- [Conducting a Conflict Assessment](#)
- [Conflict Assessment: A Review of the State of Practice](#)
- [Conducting Conflict Assessments](#)

Engagement Industry Associations:
- **[Intermountain Chapter of IAP2](#)**
  - [Core Values](#)
  - [Engagement Spectrum & Guide](#)
- **[National Coalition for Dialogue & Deliberation (NCDD)](#)**
  - [Engagement Streams Guide](#)
  - [Engagement Streams](#)

Facilitation Resources & Toolboxes:
- [Meeting People Where They Are](#)
- [PACER Meeting Prep Worksheet](#)
- [Effective Meetings Cheat Sheet](#)
- [Finger Rules](#)
- [Framing and Reframing Handout](#)
- [Liberating Structures](#)
- [Session Lab](#)
- [Hyper Island](#)
- [Workshop Bank](#)
- [Facilitator School](#)

Language Translation Services:
- [Inlingua, Utah](#)
- [JR Language](#)
- [Utah Translators and Interpreters Association (UTIA)](#)

Health Impact Analysis Tools
- [CDC Health Impact Assessments](#)
- [EPA Health Impact Assessments](#)

Plan Promotion Examples
- [A growing list of examples from state agencies](#)

Guiding Our Growth:
A Statewide Planning Coordination Strategy

TEMPLATES & RESOURCES

Creating your Plan: Checklist of Planning Process Steps

✓	Action / Deliverable	Guidebook Page
Map Out Your Process		
☐	Write a problem statement	8
☐	Conduct a situational assessment	9
☐	Develop Project proposal	10
☐	Identify resource needs	10
☐	Develop Project plan	11
☐	**Pre-planning meeting with State Planning Coordinator**	23
Identify and Engage With Stakeholders		
☐	Identify and invite stakeholders	12
☐	Engage with special populations	13
☐	Create engagement plan	13
Establish and Use Project Charter		
☐	Create charter	16
☐	Review / refine charter with stakeholders	-
☐	Commit to charter and review regularly	16
☐	**Submit charter to State Planning Coordinator**	23
Develop the Plan		
☐	Develop an action-oriented, concise, accessible, detailed, reviewable plan	18
☐	Develop any relevant GIS data to catalog needed infrastructure	20
☐	Circulate draft plan for stakeholder and/or public input	-
☐	**Submit draft plan to State Planning Coordinator**	23
☐	Refine draft plan based on stakeholder/public input	-
Promote, Implement and Report		
☐	Broadly share and promote final plan using the Coordination Matrix	21
☐	Create an action plan and a schedule to review plan progress	21
☐	**Submit final plan to State Planning Coordinator for inclusion in State Plan Library**	23
☐	**Submit final GIS data to UGRC for inclusion in Utah Project Portal**	23

YOUR PROJECT TITLE HERE
PROJECT PROPOSAL

PROBLEM STATEMENT

Insert a short problem statement that describes the need for your project.

Example: Utah has 35,000 fewer homes than needed to meet demand today, and a projected need for 274,000 additional homes to meet demand over the next 10 years. The current market pace is expected to produce only 220,000 homes over that same time period. This housing gap is a crisis for our state, and must be treated like a crisis.

PROPOSAL

Insert a short statement that describes your proposed solution to the problem statement.

Example: The State of Utah proposes to develop a comprehensive and consensus-driven strategy to increase housing supply and affordability. The plan will outline a series of guiding principles, identify data and policy gaps, and include a prioritized menu of potential tactics that Utah Policymakers could employ to address our housing needs.

BUDGET & TIMELINE

Insert a short statement that describes any budgetary needs and a proposed timeline to complete the project.

Example: The Housing Strategic Plan can be completed with existing resources. We anticipate the plan taking roughly six months to complete, under an aggressive schedule to deliver a plan prior to the start of the 2025 Legislative Session.

STAKEHOLDERS

Insert a short description of who will be involved in the plan development.

Example: Addressing our urgent housing needs requires focused attention, collaboration, and resources. This will require both private and public capital investments, and engagement in solutions by all stakeholders—the executive and legislative branches of state government, local government, the building community, financial community, nonprofit partners, and the public at large.

Keep to one page if possible

YOUR PROJECT TITLE
PROJECT MANAGEMENT CHARTER

Note: All of these sections are optional. Each charter should be tailored to the specific needs of each project. The most important sections are noted with an asterisk.

OVERVIEW

OVERVIEW & BACKGROUND	Provide a brief description of the situation surrounding this topic area and what led to the initiation of this planning effort.
VISION	Provide a brief vision statement of what Utah will look like upon implementation of this plan.
GUIDING PRINCIPLES	What core values, philosophies, and fundamental beliefs will guide discussions, goals, and strategies?
*PURPOSE OF PROJECT	Clearly articulate the purpose of this planning effort. What are you trying to accomplish? How will the plan be used and by whom? Note any sideboards that define what falls within and outside of the project scope.
*SUCCESS METRICS	How will you know if the planning _process_ is successful? How do you know if the _deliverable_ of the collaboration is successful? What outcomes do you hope to see?
*EXPECTED DELIVERABLES	Clearly describe the anticipated deliverable of the collaboration. Is it a report, a presentation, a set of universally accepted data, an agreement around next steps?
PLANNING HORIZON	Will the plan focus on actions that can be undertaken immediately, or actions that may take time to implement? Will it include a series of short-, mid-, and long-term actions? How far out are we looking (4 years, 10 years, 30 years)?

BUDGET	Is the money available to fund the planning process or its implementation? What can be done if the anticipated budget does not materialize?

APPROACH & TENTATIVE TIMELINE

KEY MILESTONES	START	COMPLETE
List all key tasks and project milestones	Start date	End date

POTENTIAL RISKS, CONSTRAINTS, & ASSUMPTIONS

RISKS	What could derail this effort or result in an unsuccessful outcome?
CONSTRAINTS	What external or internal constraints may place limitations on this planning effort?
ASSUMPTIONS	Are there any key assumptions that we are making as part of this effort?
GROUND RULES	For potentially contentious collaborations, it can be helpful to have the participants identify a set of ground rules at the outset. These should be reviewed at the beginning of each meeting and participants encouraged to self-police one another.

PROJECT TEAM

PROJECT TEAM MEMBERS			
PROJECT LEAD			
Name	**Organization**	**Contact**	**Project Role**
			Management Lead This is the relevant department or division director who has ultimate authority and management direction over the project.
			Facilitation Lead This could be a contractor, an assigned staff member, or other.
STEERING COMMITTEE			
Name	**Organization**	**Contact**	**Project Role**
			Note here the role that you are expecting the committee or group to play, including the engagement promise that you are making to them (see IAP2 Engagement Spectrum).
TECHNICAL COMMITTEE			
Name	**Organization**	**Contact**	**Project Role**
			Note here the role that you are expecting the committee or group to play, including the engagement promise that you are making to

			them ([see IAP2 Engagement Spectrum](#)).
PROJECT STAFF			
			Project Role
			The project staff will prepare draft meeting agendas and materials for all committee meetings, translate committee feedback into plan development and working documents.
INFORM			

Example:
This plan will build on the housing preference feedback received from the very robust Guiding Our Growth public engagement process. Input on the plan will be accepted from these stakeholders and the public at large, but not proactively sought-out.

A broad list of other interested stakeholders will be kept *informed* of the project progress and outcomes. Informing stakeholders of the final plan may come in the form of conference presentations, publication of the plan on state websites, and referenced during informal conversations around housing policy.

APPROVED BY:	Steering Committee	**DATE:**	00/00/0000
	Technical Committee		00/00/0000

APPENDIX

This space could be used to:

- Document any updates or revisions to the Charter throughout the planning process.
- Link to any draft and final work products as they are completed
- Link to any meeting agendas, minutes, and materials
- Link to any relevant reference materials

YOUR PROJECT TITLE HERE
PROJECT PLAN

PROBLEM STATEMENT
Insert a short problem statement that describes the need for your project.

Example:
Utah has 35,000 fewer homes than needed to meet demand today, and a projected need for 274,000 additional homes to meet demand over the next 10 years. The current market pace is expected to produce only 220,000 homes over that same time period. This housing gap is a crisis for our state, and must be treated like a crisis. Addressing our urgent housing needs requires focused attention, collaboration, and resources. This will require both private and public capital investments, and engagement in solutions by all stakeholders—the executive and legislative branches of state government, local government, the building community, financial community, nonprofit partners, and the public at large.

PROPOSAL
Insert a short statement that describes your proposed solution to the problem statement.

Example:
The State of Utah proposes to develop a comprehensive and consensus-driven strategy to increase housing supply and affordability. The plan will outline a series of guiding principles, identify data and policy gaps, and include a prioritized menu of potential tactics that Utah Policymakers could employ to address our housing needs.

STAKEHOLDER ROLES AND RESPONSIBILITIES
Insert a summary of the key stakeholders to be engaged throughout this process, and define their roles and responsibilities.

Example:
We propose to use a spectrum of engagement levels for different stakeholders in order to balance stakeholder input, process buy-in, and the aggressive project timeline.

    Project Lead - Steve Waldrip, Senior Advisor for Housing Innovation

    Process Facilitation Lead - Laura Hanson, Senior Advisor for Long-Range Planning

    Steering Committee - This is the core project working group and will *collaborate* closely to ensure the final strategic plan reflects the consensus of this group. The Steering Committee will regularly report progress on the Strategic Plan to the CHA and Technical Committee members in the plan development.

Participants: Members of the Commission on Housing Affordability

Technical Committee / Working Groups - An informal committee of technical experts will be *consulted* throughout the process and invited to share their unique perspectives and subject matter expertise. This may or may not include regularly scheduled meetings around key topics e.g. Supply, Stability, Subsidy

Participants: Local government reps, research institutions, homebuilders, realtors, lenders, housing advocacy organizations, and others engaged in Utah's housing policy. Full list can be found here.

TIMELINE
Insert a short description of the anticipated timeline for the plan process.

Example:
We have established an aggressive timeline to develop the State's Housing Strategic Plan, with a target completion by the end of December 2024. See full timeline here.

TASKS
Insert an outline of the key steps and tasks needed to complete the project.

Example:
Task 1 - Focus Group Interviews (August - September)
- Hold a series of focus group interviews with key stakeholder interests to identify critical success factors, plan scope parameters, and identify necessary participants.

Task 2 - Kickoff Meeting (Early September)
- Identify project desired outcomes, goals, and key issues to be addressed.
- Identify project organizational structure, timeline, participants, ground rules, participation expectations and responsibilities.

Task 3 - Project Charter (Late September)
- Circulate a draft project charter via email to project committees and solicit input.
- Revise the project charter to incorporate stakeholder feedback.

Task 4 - Goals and Plan Outline (October)
- Develop a set of high-level goals and a draft outline to guide the development of the Housing Strategic Plan.
- Present project charter to Policy and Technical Committee members and approve

- Present draft goals and objectives to Policy and Technical Committee members to solicit input.
- Revise goals and outline based on input.

Task 5 - Development of Draft Strategic Plan (November)
- Develop proposed outline/structure for draft plan. e.g. chapters (Supply, Stability, Subsidy), key subsections, identify necessary data analysis, performance metrics.
- Stakeholder Meeting - Present proposed plan structure and solicit feedback
- Develop plan narrative, charts, performance metrics, etc.
- Policy and Technical Meetings - Hold meetings to present progress and solicit input from stakeholders through draft plan development.

Task 6 - Public Engagement on Draft Strategic Plan (December)
- Host public input workshops, virtual and in-person to solicit input on draft plan.
- Refine draft plan based on public feedback.

Task 7 - Final Housing Strategic Plan (December)
- Develop final plan narrative, charts, conduct analyses, etc.
- Stakeholder Meetings - Hold regular meetings to review progress and solicit input from stakeholders as the plan is finalized.

YOUR PROJECT TITLE

TASK		MONTH				MONTH				MONTH				MONTH				MONTH				MONTH				MONTH				MONTH			
MEETING	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk	wk
Ongoing: Project Management	X																																
Task 1:	X																																
Task 2:	X																																
Task 3:	X																																
Task 3:	X																																
Task 4:	X																																
Task 5:	X																																
Task 6:	X																																

LEGEND:

X	Task Complete	-	Task In Progress	*	Meeting

YOUR PROJECT TITLE COORDINATION FRAMEWORK

STATE GOVERNMENT STAKEHOLDERS

Political Stakeholders	Email	Policy Stakeholders	Email	Program Stakeholders	Email	Project Stakeholders	Email	Public Stakeholders	Email

EXAMPLE EXTERNAL STAKEHOLDERS

Political Stakeholders	Email	Policy Stakeholders	Email	Program Stakeholders	Email	Project Stakeholders	Email	Public Stakeholders	Email
County Commissioners		AOG Directors		Planning Directors		Project Managers		Residents	
Mayors		Water District Directors		Public Works Directors		Project Staff		Students & Families	
City Councilmembers		SD Superintendents		Health Dept Directors		Faculty		Businesses	
Industry Lobbyists / Assoc.		City Managers		Depts and Colleges					
Business CEOs/Presidents		ULCT Policy Staff							
University Presidents		UAC Policy Staff							
Board of Education		Industry Leadership							
SL Chamber of Commerce		Regional Chambers							
University VPs									

YOUR PROJECT TITLE

Name	Organization	Email	INFORM PROMISE: We will keep you informed	CONSULT PROMISE: We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	INVOLVE PROMISE: We wil work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	COLLABORATE PROMISE: We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	EMPOWER PROMISE: We will implement what you decide
John Doe	State of Utah	john@utah.gov		X			
Jane Doe	State of Utah	Jane@utah.gov				X	

YOUR PROJECT TITLE
SAMPLE BUDGET REQUEST FORM

REQUEST TITLE	[Title may be no more than 60 characters]		
State Agency		**Request Priority**	[Start at 1, *no duplicates*]
Division		**Program**	
Primary Contact		**Email & Phone**	

Amounts Requested: *Combine Other sources, besides General Fund (GF), Income Tax Fund (ITF), or Uniform School Fund (USF).*

SOURCE	ONE-TIME	ONGOING	TOTAL REQUEST
GF, ITF, USF	$0	$0	$0
OTHER	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**

Note: Ensure all responses are concise and directly address each question to facilitate the evaluation process.

SUMMARY

1. <u>In three to five sentences</u>, clearly state the **issue** that requires action and funding; summarize the proposed **solution**; and, highlight anticipated **outcomes**. (*This should be a meaningful paragraph that GOPB can share with the governor, lieutenant governor, legislators, and the public.*)

   Example: "The current system for managing public records is outdated and inefficient, leading to delays in processing and increased operational costs. We propose implementing a new digital records management system to streamline processes and reduce manual workload. The new system is expected to reduce processing time by 50%, decrease operational costs by $100,000 annually, improve public access to records, and increase user satisfaction ratings from 70% to 90% in six months."

   [Insert Response - limited to 1,000 characters or approximately 150 words]

COST

2. **Itemized Budget:** Provide an itemized budget of how the new funding will be used, including revenue and expenditure sources, and the details of any new FTEs.

   [Insert Response]

3. **Scalability:** Describe the potential impact if a portion of the request is recommended or scaled over

more than one year. What would be the impact of multiple variations of reduced funding (e.g., 10%, 50%), and explain why the request should be funded this budget cycle.

[Insert Response]

4. **Future Obligations:** What future funding or policy obligations does this request create? (E.g., operations and maintenance, multi-year scale up.)

[Insert Response]

5. **Current Resources:** Summarize what the agency has already contributed toward addressing this and related issues. Describe any efforts to create savings to address this issue.

[Insert Response]

STRATEGIC ALIGNMENT

6. Explain how this request aligns with the agency's strategic plan or the governor's priorities. Be specific.

[Insert Response]

EVIDENCE & ANALYSIS

7. **Issue:** Substantiate the **issue** and justify the proposed **solution** using supporting evidence (e.g., cost-benefit analysis for a procurement, program evaluation for an intervention, or published study for an evidence-based program).

[Insert Response]

8. **Performance measures:** How will the agency measure the **value** created for Utah after one year and, if applicable, in future years.

[Insert Response]

COLLABORATION

9. Please list other stakeholders or state agencies involved in developing this request.

[Insert Response]

LEGAL AUTHORITY

10. Provide the statutory and administrative rule references that authorize or require this budget request. If

this request requires statute or rule changes, describe them and indicate if the agency has notified the governor's general counsel and senior advisor for legislative affairs and policy.

[Insert Response]

INTENT LANGUAGE

11. If applicable, enter any necessary intent language. Please note that if this request is for a **grant (i.e., pass-through funding)** it requires intent language in accordance with the provisions of [Utah Code 63G-6b State Grants](#).

[Insert Response]

YOUR PROJECT TITLE HERE

IMPLEMENTATION ACTION PLAN

Strategy	Champion (strategy Implementation manager)	Resources Needed (budget, personnel)	Completion Deadline	Progress Reporting Schedule	How do we know implementation is complete?
Goal 1:					
Goal 2:					
Goal 3:					

YOUR PROJET TITLE - IMPLEMENTATION TRACKER

Tᴛ PROJECT/INITIATIVES	Tᴛ CHAMPION	⊙ TOPICS	⊙ PLANNING HORIZON	STAKEHODLER WORKGROUP	Tᴛ POTENTIAL FUNDING SOURCES	⊙ PRIORITY	⊙ COST	⊙ SOURCE	Tᴛ PERFORMANCE METRICS
PROJECT/INITIATIVES	CHAMPION				POTENTIAL FUNDING SOURCES				PERFORMANCE METRICS
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