1.0 Phase 1: Community Visioning

1.1 Task 1: Development and Presentation of Project Plan

The project will begin in January 2022 with virtual and in-person meetings between Future iQ and City leadership to establish a final project plan/schedule specifying the number and type of planned meetings, engagement activities and deliverables to occur throughout the project. The inclusion of all members of the Moab community will be key during this planning phase to give voice to those who may be underrepresented. All project materials will be translated into Spanish, and community engagement opportunities will be provided for the Spanish speaking population, youth, Navajo and other Indigenous residents. (Translations can also be coordinated, if required, for Navajo and other Indigenous residents). The Project Director will present the detailed version of the final project plan to City staff at a pre-arranged meeting.

Future iQ will work closely with the City of Moab project contact/s via weekly zoom meetings for the duration of the project. Additionally, Future iQ will produce a monthly status report for the Moab City Council.

During Phase 1-Task 1, Future iQ will produce a dedicated City of Moab project portal/website. The project portal will serve as a central location where stakeholders can access updated project information, participate in discussion boards, take surveys, view survey results and data visualization, reports, and notices. The portal is a piece of the engagement and communications plan for the project that will include social media marketing and other methods of publicity necessary to increase recognition, build credibility and deepen understanding of the strategic planning process, its objectives, and outcomes within the community. Communications will involve both digital and traditional methods to include as broad an audience as possible.

Future iQ will also work with the city to create a Community Project Advisory Committee, consisting of residents and local stakeholders. These important community advisors will serve as ambassadors of the project to the community and provide invaluable feedback to the project team throughout the community visioning process. The Community Project Advisory Committee will be inclusive to all sectors of the Moab community.

**Deliverables** from Phase 1-Task 1 will include:
- Initial planning and presentation of proposed project plan
- Online project portal
- Engagement and Communications Plan
- Community Project Advisory Committee
1.2 Task 2: Implementation (January 2022 – September 2022)

Future iQ will begin Phase 1-Task 2 with **interviews of key community stakeholders and City Staff**. These will be a continuation of the interviews held with City leadership in January 2022. This will lead on to the extensive **Community Survey** that will explore community stakeholder sentiment and assess appetite for change and future readiness. The Community Survey will be hosted on the project portal and will also be available in paper format. **The survey will also be translated into Spanish in both online and paper versions.** (Translations can also be coordinated, if required, for Navajo and other Indigenous residents.) The Community Survey will run through the months of February through to April 2022 and the intention is that the survey will reach all sectors of the Moab community.

The results from the Community Survey will be presented via **Future iQ’s interactive data visualization platform**. The results will be able to be filtered and analyzed in depth. Filters will be based on the profile questions from the survey including age, length of time living or working in Moab, neighborhood affiliation, etc. **The results of the Community Survey via data visualization will be accessible to the community members of Moab via the project portal.**

The **Scenarios of the Future Think-Tank** will be held in April/May 2022 *(date to be confirmed)*. It will be conducted as a highly participatory 4 to 8-hour workshop (held over one day or two evenings) that will produce a preferred future scenario validated by the completion of individual participant ‘Heat Maps’. The scenario based Future Think-Tank is a tool to gain better understanding of stakeholder priorities and goals to create effective actions for program and resource allocation. This process will help stakeholders explore and understand emergent trends, and their potential implications across the association. A range of plausible future scenarios will be developed that will act as a testing ground to assess resilience and consequences.

Future iQ initially believes that the Think-Tank will try to answer important questions such as:

- What should Moab become?
- What makes Moab unique and special and how can the City use these characteristics to prepare for the future?
- How will community stakeholder preferences fit into this vision?
- How should funds be invested and leveraged to build resiliency for the City?

In addition, the Think-Tank process will further examine circumstances including:

- What are the specific strategic gap and growth areas for Moab and does previous planning address those areas?
- How does COVID-19 impact planning for the future and how can resiliency and sustainability be built into action planning?
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• How may financial/budgetary issues on the State level impact Moab and how can the City prepare for potential budget challenges?
• Where does the City fit into the world, and what are its unique competitive strengths?
• How does Moab anticipate and take advantage of emerging trends in the economy, Country, and aspirations of community stakeholders?
• What unique hurdles might Moab face, and how do we build collaborative approaches and structures to ensure continued successful programs and services?
• Where is there opportunity or need to evolve or change? Where is there an appetite for change, and where might there be resistance to change?
• What is the story community stakeholders want to tell about themselves and what do they want the City to be in the future?

Following the Think-Tank, Future iQ will compile the Community Survey and Think-Tank results into the City of Moab Scenarios of the Future Report. This report will be used to take out to the community for input and engagement during the Community Visioning Workshops. These extensive engagement sessions will include all members of the Moab community including the Spanish speaking, youth sectors, Navajo, and other Indigenous residents. Future iQ will facilitate the visioning workshops, host discussion boards, and promote the online Vision Survey to broaden the reach and solicit feedback from community stakeholders on the preferred vision developed at the Think-Tank.

The compiled information from all engagement activities to this point will be presented to City Council and the community at a Future Summit in September 2022 (Date To be confirmed) This group will revisit the first Think-Tank and incorporate the results from the expanded engagement to validate the engagement results and develop the community vision, mission, and potential action strategies. The Future Summit will serve to foster cohesion and alignment by giving participants the opportunity to validate the final vision and strategic direction for the community. This support will be very important to facilitate resource and City-wide alignment.
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2.0 Phase 2: Strategic Action Plan

2.1 Task 1: Synthesize and Analyze Results

Following the Future Summit, Phase 2-Task 1 will involve the facilitation of specific focus groups around each strategic pillar identified at the Think-Tank and developed at the Future Summit. The sessions will last 1-1 ½ hours and will serve to build the specific steps of the action areas that may be implemented to put the community on the path to its preferred future. The focus groups may be held in-person or virtually as needed.

To explore issues and topics that arose during this Task, online Discussion Boards will be created and administered on the project portal to encourage community discussion and feedback. At this point, Future iQ will draw together all compiled information to start crafting the strategic planning framework for Moab. This will involve careful synthesis of all research, engagement results, reports, and analysis into a first draft of the City of Moab Community Vision and Strategic Action Plan. The first draft will include a statement of Core Values and Community Ideals and will also include metrics to measure how well the city is achieving its broader goals and impact on the community set out by the strategies over time. The plan will detail each strategic pillar and its strategic action areas. This information will be incorporated into the first draft of the implementation roadmap. The roadmap will recommend a course of action with the understanding that the Plan must be adaptable to current conditions over time including considerations for the next planning process.

Following the completion of the first draft of the Moab Strategic Plan report, Future iQ will seek input from City leadership and staff and incorporate the input into a final draft of the report. Future iQ will use this opportunity to work with City leadership and staff to align implementation with the strategic vision, community ideals and core values, and plan for fiscal sustainability by developing realistic, achievable goals. This will include considerations for the action steps created after the action plan is adopted and the next planning process.

- Virtual/In-Person workshops and focus groups (depending on Covid-19 measures)
- Rapid polling (using engagement tool, Poll Everywhere)
- Discussion Boards
- Online surveys with data visualization
- ‘Digital assignments’ for community members

**Deliverables** for Phase 2-Task 1 include:
- Online discussion boards
- Focus groups to develop strategic action areas
- Draft and finalize the City of Moab Vision and Strategic Action Plan including performance benchmarks
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2.2 Task 2: City of Moab Vision Presentation to Moab City Council and Community

The final Moab Community Vision and Strategic Action Plan will be presented by the Project Director to City leadership, staff and community at two in-person presentations.

Measuring Effectiveness

The final Moab Community Vision and Strategic Action Plan will be presented by the Project Director to City leadership, staff and community at two in-person presentations (October 2022 - Date to be confirmed)

Measuring Effectiveness

Understanding and measuring progress in key performance areas will be an important part of implementing Moab’s Strategic Action Plan. Used correctly, metrics provide a powerful feedback loop to understanding the effectiveness of resource development strategies and investment in programs and in identifying emerging gaps. By comparing progress of the action areas at different points in time, the metrics will give an indication of the trajectory of that item. Phase 2-Task 2 of this project plan includes the development of measurements to support periodic review and adjustment of the vision, core values and strategic plan over time.

Deliverables for Phase 2-Task 2 include:
- Two in-person presentations on visioning project results