

Yellow Wood Associates

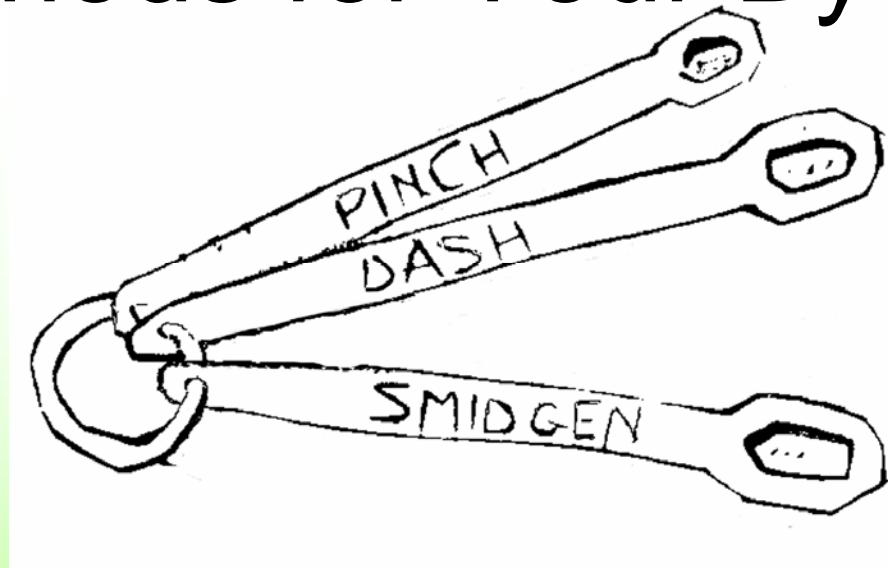
*Innovators in rural development
since 1985.*



Helping clients discover their development choices.

www.yellowwood.org

Effective Strategic Planning Methods for Your Byway



You Get What You Measure[®]

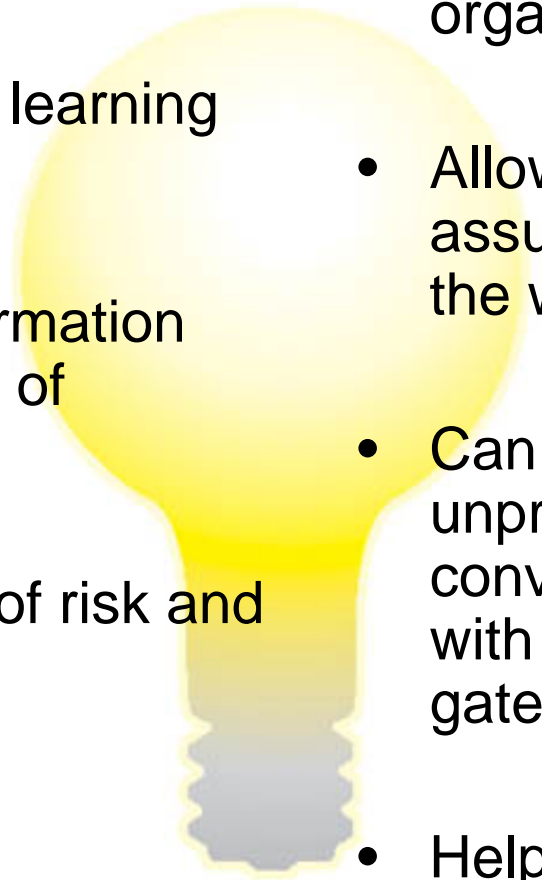
National Scenic Byways Conference

2007

Why Measure?

Measurement:

- Fuels continuous learning through reflection
- Creates new information and new patterns of information flow
- Captures results of risk and experimentation
- Supports constructive self-organizing behavior
- Allows us to test our assumptions about the way the world works
- Can lead to new and unprecedented conversations, particularly with information gatekeepers
- Helps us tell our stories



Everyday Measurement

You Get What You Measure®

Worksheet
Everyday Measurement

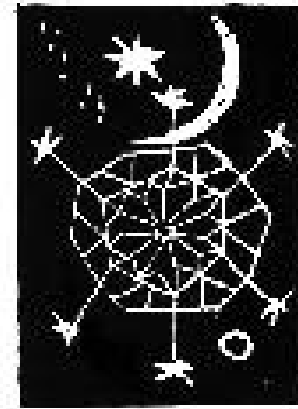
- 1) Using the space below, take 3 minutes to list as many things as you can that you count or measure as part of your daily life (not connected to work).
- 2) Take 10 minutes to share your work with those at your table by having each participant pick one measurement off their list and describe what kinds of decisions or actions they take based upon the measurement.

What I Measure:

Measurement Vocabulary

Goal

A goal is a condition that you wish to achieve. A goal is not an action. It is not about doing or making; it is about **being**. Achieving a goal requires a change in the way your organization or your community looks, feels, and acts.

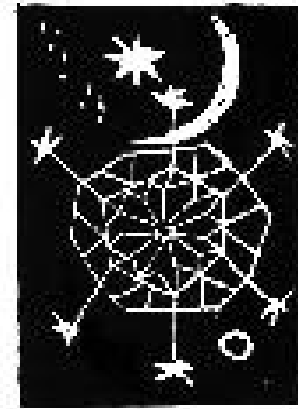


For example, creating jobs is an activity; being a community in which everyone who wants a job has one is a goal. Goals are usually broadly stated. A well chosen goal should reflect what you really want, not what you think someone else, like a funder, wants to hear.

Measurement Vocabulary

Indicator

An indicator is something that must be changed, or a condition that must be achieved, in order to claim that progress is being made toward a goal. Since goals are generally quite broad, there are many possible indicators that could suggest progress toward the goal.

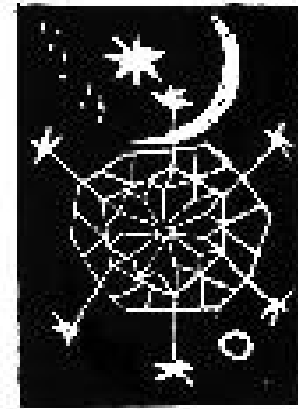


A discussion of indicators is a discussion of values — it reveals how different people interpret the goal. Indicators are most powerful when created and agreed upon within the context of the community or organization where they have real meaning to participants.

Measurement Vocabulary

Measure

A measure provides a way to actually count or value the status of an indicator. For example, things may be measured in terms of “number of,” “percent of,” “quality of,” “frequency of,” or “rating of.” To track a measure over time, you must have a unit which defines what you are counting - inches, people, quarts, hours, etc., and a baseline which defines the value of the measure at some predetermined starting point in time.

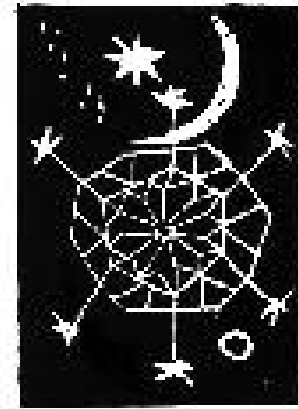


Measurement Vocabulary

Assumption

An assumption is a hypothesis about some aspect of the way the world works that we believe to be true. Assumptions can be difficult to recognize because they are often deeply imbedded in the way we think about the world. The tendency to treat our assumptions as unquestionably true allows them to shape our world and become barriers to innovation and creativity.

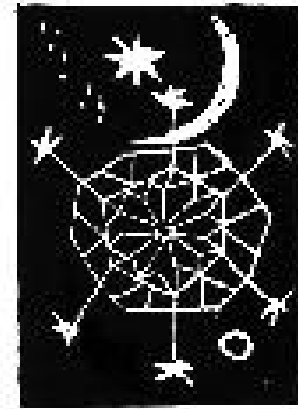
For example, it was once assumed that an electrical signal could not travel more than 100 meters. If Marconi and others had not challenged that assumption, we wouldn't have wireless communications, among many other things



Measurement Vocabulary

Action

An action is something you DO in order to achieve your goal. The action should be defined broadly enough to involve people in a variety of different tasks and provide opportunities for participants who don't normally work together to do so.



Successful actions build energy and produce spin-offs. They broaden our perspective and suggest new relationships and possibilities.

Process Overview



Western Heritage Historic Byway Values

Habitat/vegetation

Unique NCA eco-system

Natural resources along byway

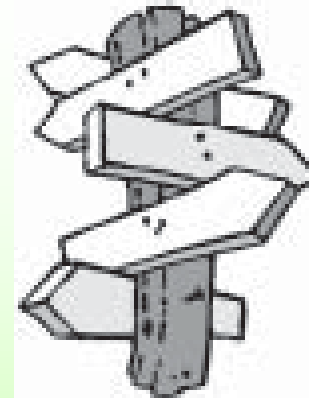
National Conservation Area

Birds

Snake River and its canyon

The habitat of the birds and their prey

Geologic formation of the canyon that reflects its beauty



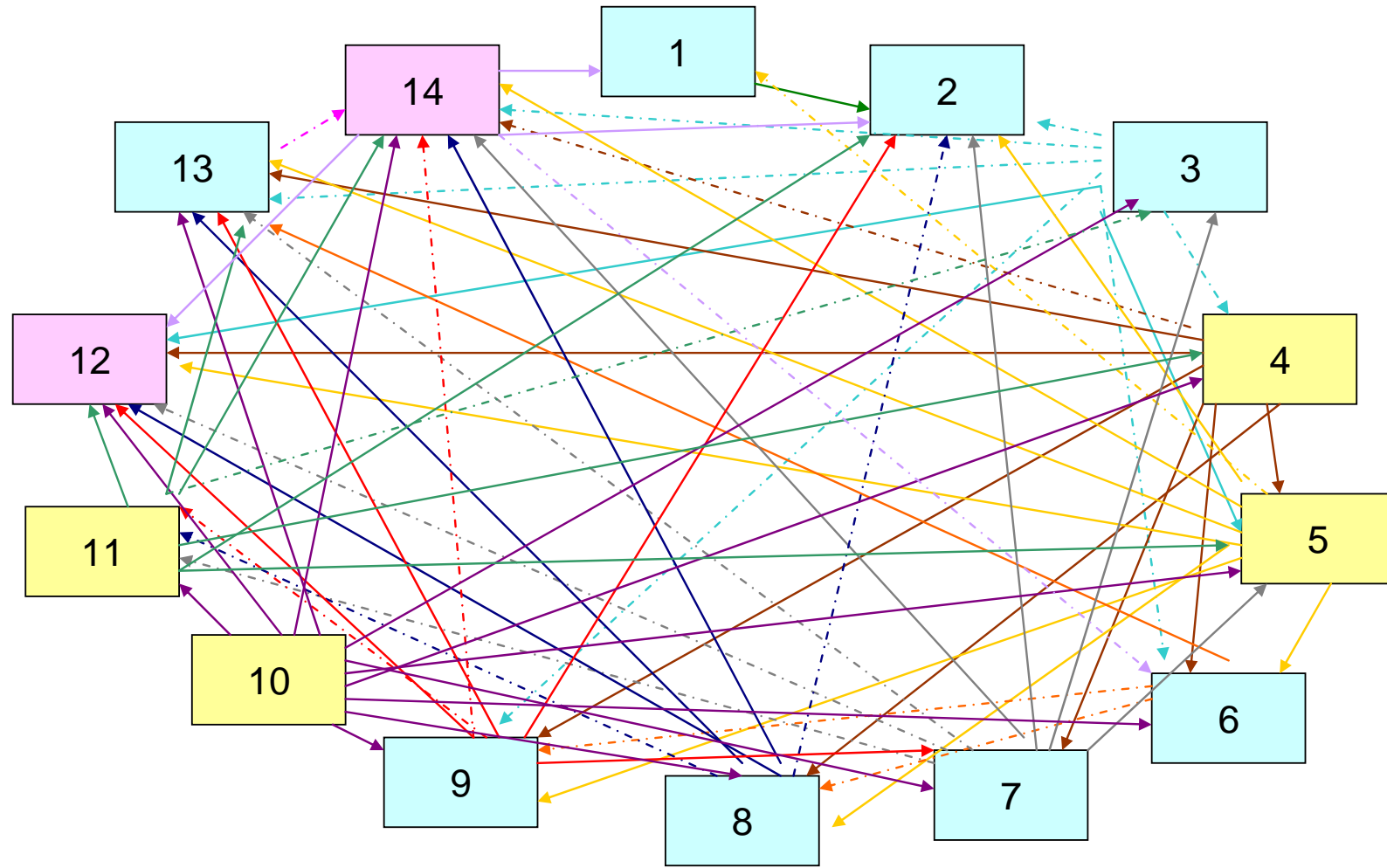
Theme: Ecosystem

Goal of Ecosystems

Byway visitors are exposed to a one-of-a-kind biological and geological ecosystem.

14 Indicators identified

Goal: Indicator Analysis



Key Leverage Indicators

- 1. Increase in diversity of species
(visiting and new discoveries)**
- 2. Increase in local media coverage that
focuses on uniqueness of the area**
- 3. Increase in number of visiting school
groups**
- 4. Increased number of visitors**

Goal: Byway visitors are exposed to a one-of-a-kind biological and geological ecosystem.

Key Results Indicators

- 1. Increased number of questions asked by visitors at the visitor center**
- 2. Growth of private tour operator businesses**

Goal: Byway visitors are exposed to a one-of-a-kind biological and geological ecosystem.

Key Indicator #11 definitions

Increase in local media coverage that focuses on uniqueness of the area

“**Local media**” – within the Treasure Valley, newspaper, tv, radio, periodicals, tabloids, newsletters, web-based versions of the same

“**Coverage**” – feature article/story where the main subject is the byway or a unique feature of the byway

“**Focuses**” – byway corridor is the main subject

“**Area**” – Lower Snake River Plain (South of I84 to Owyhee Mountains)

“**Uniqueness of the area**” – Pioneer historic events, NCA, Kuna, Silver City, Murphy, Melba, Snake River Canyon, Swan Falls Cam, archaeological/cultural/geological features, biological features, Silver Trail, railroad history, mining, irrigation/agriculture, open space, pioneer settlement, Initial Point

Goal: Byway visitors are exposed to a one-of-a-kind biological and geological ecosystem.

Key Indicator: Increase in local media coverage that focuses on uniqueness of the area

Measure

Percentage of total coverage that specifically mentions the byway

This could be measured as:

Numerator Hits on the area with the byway mentioned

Denominator Hits without the byway mentioned

Using the Results of Measurement

Who would we tell?

Chamber of Commerce

City Council

Potential Western Heritage Foundation
members and volunteers

Rural Economic Development Agency

Possible Actions

Follow-up with reporters doing features without mention of the byway

Establish good relationships with reporters who cover this region and inform them about the byway and its goals

Pitching new feature stories

Add byway into emerging and planned stories

Encourage regional groups that issue press releases to mention the byway

Hold a contest for best story every year

You Get What You Measure[®]

In Four Convenient Formats

A Taste of Measurement

This 3-hour overview of You Get What You Measure[®] is for those who want exposure to an alternative interactive planning process that works.



Introduction to You Get What You Measure®

A full-day immersion in the measurement process suitable for conferences and introductory in-house trainings.



You Get What You Measure[®] In Use

This two-day application allows community members, staff, and/or employees of organizations, businesses, and government to learn the measurement process while applying it to issues central to their missions



2-Day Agenda

Day One

1. Introductions and Welcome
2. Overview of You Get What You Measure®
3. Personalizing the Process – Everyday Measurement
4. Measurement Vocabulary
5. Sharing Values
6. Discovering Themes
7. Identifying Goals
8. Creating and Understanding Indicators

2-Day Agenda

Day Two

1. Recognizing Assumptions
2. Indicator Analysis
3. Creating Measures
4. Using the Results of Measurement
5. Creating a Measurement Plan and how to implement
6. Next Steps/Action Plan
7. Evaluation

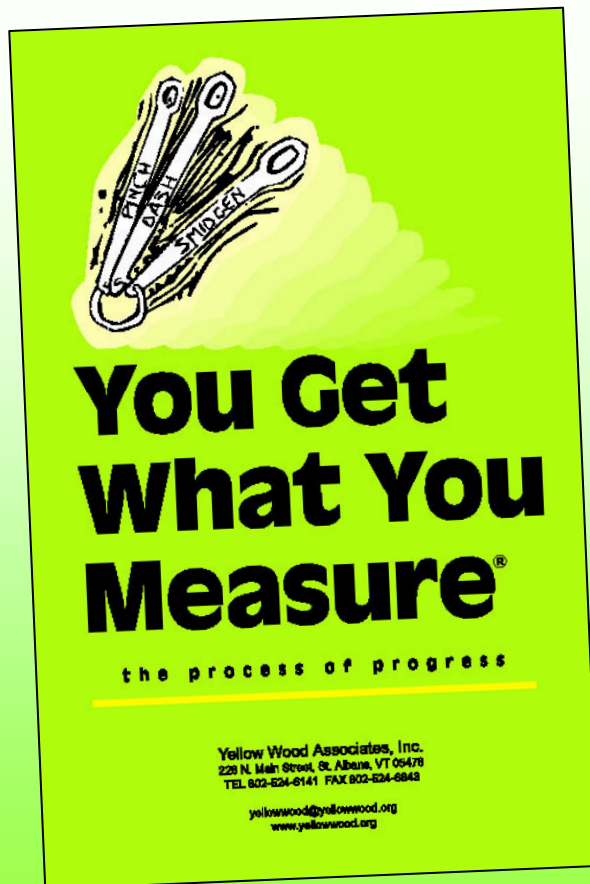
Becoming a Measurement Guide

Designed for professionals who already have basic facilitation skills and experience. Those who successfully complete this three-day course and practicum may be licensed to deliver You Get What You Measure® to their clients.
Includes:

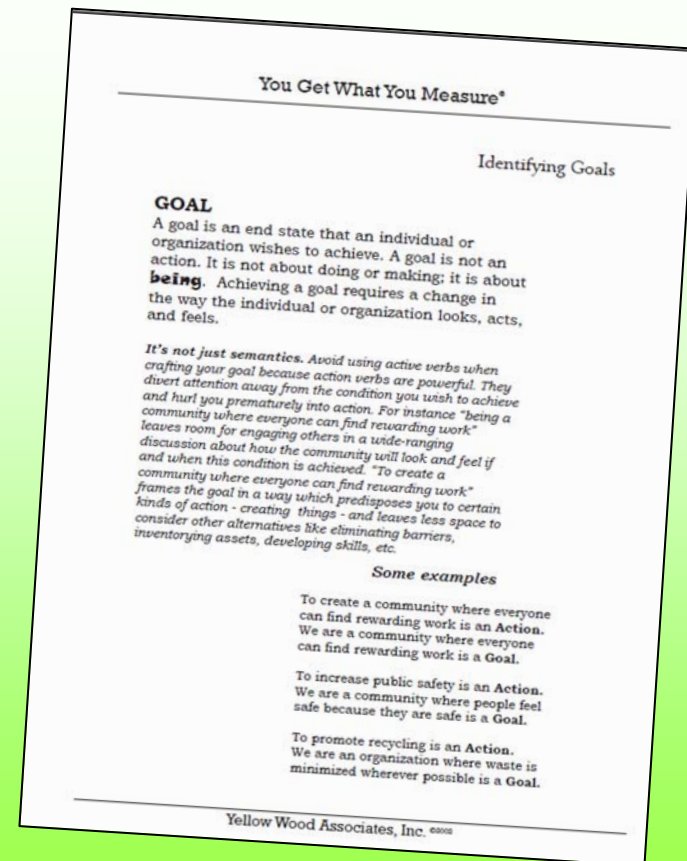


Available to Take Home

YGWYM Brochure



Goals Exercise





Yellow Wood Associates

For More Information

www.yellowwood.org



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