

# When SMaC meets Luck

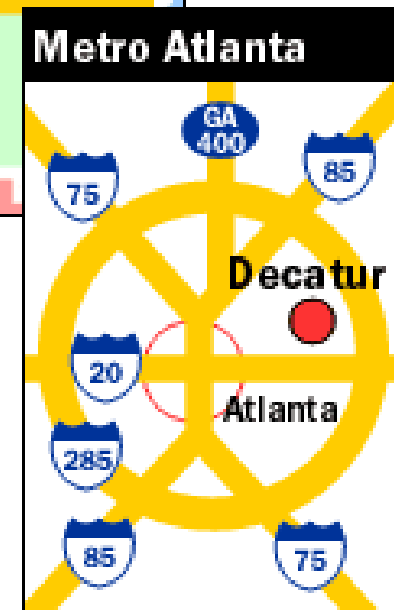
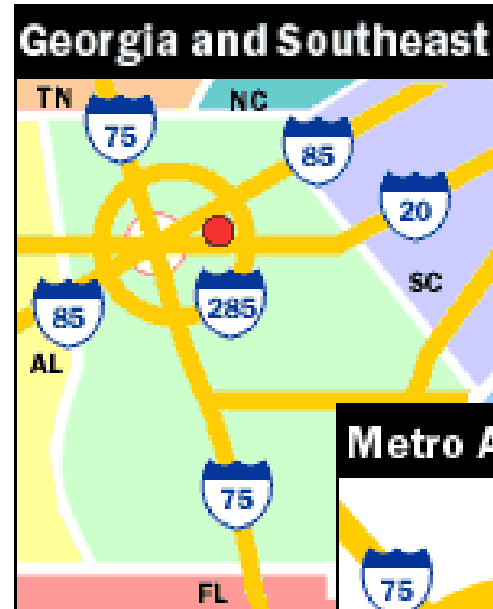
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City Manager, Decatur GA USA



# Decatur, Georgia 30030

- 12 Minutes East of Downtown Atlanta
- Population 19,853 in 4.27 sq. miles
- County Seat
- Home to Agnes Scott College and close to Emory University and the CDC.
- Full Range of Municipal Services
- AA+ Bond Rating
- All combined budgets = \$40mm
- 207 FTE



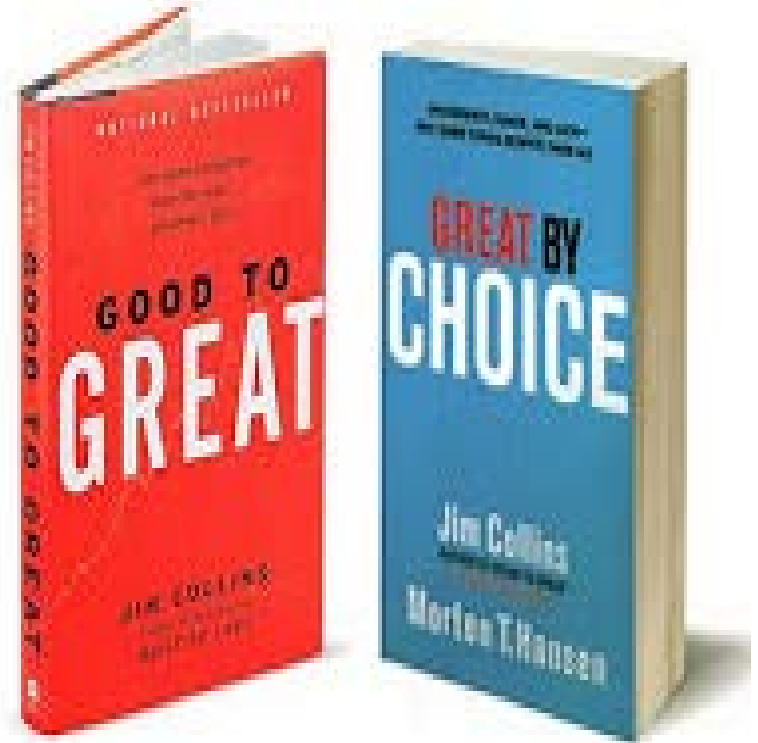
# “AH HA” Moments

## Good to Great –

- First Who .....
- Keeping the Faith
- Know Your Core Business
- Be Disciplined about Performance
- The Flywheel

## Great By Choice –

- 20 Mile March
- Fire Bullets, Then Cannonballs
- Leading Above the Death Line
- SMaC
- Return on Luck



# SMaC

**Specific                      Methodical                      and                      Consistent**

- A set of durable operating practices that is clear and concrete.
- Includes practices “not to do.”
- Helps people keep their bearings and sustain high performance when in extreme conditions.
- The signature of mediocrity is not an unwillingness to change; the signature of mediocrity is chronic inconsistency.
- A great company must evolve its recipe, revising selected elements when conditions merit, while keeping most of the recipe intact.

# SMaC Operating Practices

- **Downtown Redevelopment is a key to future economic and community development**
  - Availability of transit is a positive
  - Civic aesthetics should reflect a thriving community
  - Special events reflect the community and provide a showcase for the CBD
  - The CBD should have a mixture of uses
  - A mixture of uses requires a “critical mass”
  - A “critical mass” is provided through residential density

# Return on Luck

- Some significant aspect of the event occurs largely or entirely independent of the actions of the key actors in the enterprise
- The event has a potentially significant consequence (good or bad)
- The event has some element of unpredictability.
- The critical question is not “Are you lucky?” but “Do you get a high return on luck?”

# Return on Luck

- Cultivating the ability to *zoom out* to recognize luck when it happens.
- Developing the wisdom to see when, and when not, to let luck disrupt your plans.
- Being sufficiently well-prepared to endure the inevitable spate of bad luck.
- Creating a positive return on luck.

# SMaC Meets Luck





# People

- In selecting teammates, be strategic and choose people to get stranded with.
- ...the ultimate hedge against danger and uncertainty is who you have on the mountain with you.
- Of all the luck we can get, people luck – the luck of finding the right mentor, partner, teammate, leader, friend – is one of the most important.

# East Court Square

*Before*



*After*



**“[Citizens] also called for landscape and streetscape treatments – trees, pedestrian crossings, lighting, graphics coordination – that would make downtown a delightful and safe place for pedestrians night and day, in all seasons.”**

**- Decatur Town Center Plan, pg. 11**

# East Court Square



**Retail and restaurant growth around the square and along the Ponce de Leon corridor has created a vibrant downtown commercial district that encourages more pedestrian activity.**

# East Ponce de Leon Ave



*Before*

*After*



# Church Street

*Before*



*After*



# MARTA Plaza

*Before*



*After*



The completion of the Decatur MARTA Station Redevelopment Project in 2007 marked a major milestone in the history of Decatur's long-term downtown redevelopment strategy.

# The End

Blessed are the flexible, for they shall not be bent out of shape.

- Anonymous



# Questions?

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