Strategic Planning

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Critical Strategic Questions

- What business(es) are we in? What is our purpose?
- What is our vision of and for the future?
- What are our values?
- Who are our customers?
- How well are we performing? How do we know?

- Where do we want to go in terms of services provided?
- How does the changing environment affect us? What changes in our decisions or operations are indicated?
- What opportunities or threats exist that we should exploit or avoid? What weaknesses should be corrected?
- Do we learn from lessons or experiences?

(Kooten)

Definition of Strategic Planning

- "Strategic planning is a ***disciplined effort*** to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. At its best, strategic planning requires broad yet effective information gathering, development and exploration of strategic alternatives, and an emphasis on future implications of present decisions." (Bryson, <u>Strategic Planning for Public and Nonprofit Organizations</u>, 2004)

Strategic Planning Is....

- a strategic leadership tool

- a structured learning and decision-making process

- an opportunity for an organization to proactively shape its future

Identifying the Stakeholders
(Chrislip and Larson, <u>Collaborative Leadership</u>)

- What are the perspectives necessary to credibly and effectively define problems and create solutions? Who can speak for them?

- Who are the people who cause or are affected by the problems/issues, and who will be affected by the solutions?

- Who are the people who, if they could reach agreement about problems and solutions, could generate the political and institutional will to create significant change?

- Who are the people, interest groups, or organizations who are necessary to implement solutions, can block action, and control resources?

Stakeholder Analysis

- Who are they?
- Which are most important to the organization and its future?
- What are their expectations?
- Are we meeting their expectations?
- What are our expectations of the stakeholders?
- How are they doing?

SWOT Analysis

- Internal analysis is conducted to examine the strengths and weaknesses of the organization. Areas to assess include:

  - organizational culture
  - people, human resources
  - structure
  - systems and processes
  - services and outcomes
  - funding
  - technology

SWOT Analysis (Continued)

- External scan - is undertaken to identify the major threats and opportunities that face the organization in the foreseeable future. Steps include identifying:
  - major search areas to scan:
    - Societal/Demographic
    - Economic/Fiscal
    - Regulatory/Legislative
    - Environmental
    - Technology
  - analyzing and interpreting the information and building possible scenarios

Setting Strategic Direction

- Vision - a statement of a possible and desirable future state of the organization or the community

- Mission - what the organization will do to make the vision a reality; what business is it in; what is its purpose

- Values – are basic beliefs that reflect what an organization is and the things for which it stands. They are the beliefs that an organization holds to be important in conducting its business.

Vision Examples

Dorchester County

The government of Dorchester County, in partnership with its citizens and businesses, will play a leadership role in achieving a balance between growth, the environment, and preservation of the unique cultural and natural characteristics of Dorchester County.

Orangeburg County

Orangeburg County is a growing county that is a great place to live, work, worship, achieve an education, and play. Under County Council's leadership, citizens have access to well-paying jobs, affordable housing, quality healthcare, public transportation, technology resources, and a well-regarded, diversified educational system.

Vision Examples

York County

York County provides an environment where all citizens and businesses can thrive and succeed.

Florence County

Florence County will provide an environment that enhances all learning experiences, accelerates economic endeavors, fosters a friendly and secure sense of place, and facilitates its position as the doorway to the global economy with innovative, efficient and effective delivery of services by dedicated and professional employees.

Vision Examples

City of Newberry

Newberry, South Carolina continues to be recognized as one of the "best small towns in America" and is a regional performing and visual arts destination. Newberry is a great place to live, work, visit and raise a family. It is a progressive community which has maintained its small town character, values and beauty.

Mission Statement Examples

York County

York County provides quality public services in an open, efficient and responsive manner.

City of Camden

The mission of the City of Camden is to provide the infrastructure and leadership necessary for responsible growth. Equally important is our role to foster cultural, historical, recreational and economic development opportunities for our City.

Florence County

Florence County government exists to serve the needs of its citizens for a safe, secure, and healthy environment. It seeks to foster planned and managed growth and desirable economic development that creates prosperity and job opportunities for all its citizens.

The County provides basic and necessary services consistent with the needs of its citizens in a cost-effective, efficient and customer friendly manner. County government assumes a proactive leadership role in determining the future direction of the county.

Value Statement Examples

Honesty – In order to maintain and enhance public trust we conduct all of our business with integrity and trustworthiness.

Customer Orientation – Our relationships with our customers are of utmost importance. We provide them with quality services while treating them with courtesy, dignity, and respect. We are responsive to the needs of our customers and display a positive attitude in our dealings with them.

Teamwork – While individual effort is valued, our long-term success will be the result of the ongoing teamwork of dedicated public servants.

Professionalism – We conduct our business in a dependable, courteous, efficient and consistent and equitable manner. Our employees are knowledgeable and display a strong work ethic.

Value Statement Examples

Accountability – As individuals and as an organization, we are responsible to our customers and fellow employees for all of our actions. We seek to be good stewards of the resources entrusted to us.

Employees – Our employees are our greatest resource. We are committed to investing in the continued growth and development of our employees. We expect our employees to be productive, innovative, and to conduct themselves in a professional manner.

Respect – We appreciate the unique talents, knowledge, and opinions of all of our citizens and employees. We will treat all people with dignity, courtesy, and in a fair and impartial manner.

Other Common Values

- Quality Service
- Customer Satisfaction
- Trust
- Respect
- Initiative
- Innovation
- Openness
- Efficiency
- Effectiveness
- Responsiveness
- Stewardship
- Pride
- Loyalty

Another Take on Values

➢ *We keep our word: We say what we mean and mean what we say.*

➢ *Outcome focused: We under promise and over deliver.*

➢ *We overcommunicate and share what we do well with others.*

➢ *We are serious about our mission, but not about ourselves.*

➢ *We use the Mom Rule: Are these services we would provide to loved ones?*

Identifying Strategic Issues

- Strategic issues are the issues or concerns that must be addressed in order to achieve the vision, fulfill the organization's mission, and be true to its values.

  – Gaps in stakeholder expectations
  – Obstacles to achieving the vision and/or mission
  – Obstacles to upholding organizational values
  – Organizational strengths and weaknesses
  – Opportunities and threats external to the organization
  – Changes in laws or regulations

Identifying Key Results/Goals

- Key results or goals are the organization's major strategic priorities and indicate the major areas which must be addressed in order to achieve the organization's vision and fulfill its mission.

- They indicate in broad strategic terms what it is that the organization wishes to accomplish; the focus is on the "what, not the how".

- They lead to the development of key measures against which the organization can assess its progress.

Developing Key Results/Goals

- "Putting the cart before the horse…."
  - Build a new EMS Station
  - Build a spec building in the industrial park
  - Hire more deputies
  - Open a satellite office in the western end of the county

Goal Examples

- Achieve an AA+ Bond Rating
- Lower (improve) the County's ISO rating
- Reduce EMS response time
- LGF is fully funded
- Employee turnover rate is reduced

Developing Strategies and Measures

- Strategies must be developed to address each strategic issue. This includes:
  - identifying possible alternatives
  - assessing the pros and cons, likelihood of success
  - identifying barriers
  - alternatives for overcoming barriers
- Criteria for selecting among alternatives
  - cost; time; fit with vision, mission and values; immediacy; political considerations; staff and other resources
- Measures must be developed to determine the success of each strategy

Communicating the Plan

- The organization must inform and educate its employees and other key stakeholders about the plan

- This includes communicating:
  - The plan and its strategic parts
  - Its impact on the organization and its employees
  - Where and how employees fit and their responsibility for implementation

- Use multiple channels

Implementing The Plan

An effective implementation plan includes:
- identifying major activities and order of actions
- determining schedule
- **calculating resources needed**
- assigning responsibility for each activity
- planning specific tasks
- developing specific objectives
- setting target dates
- **allocating resources**
- **linking to the budget**

Chart of Alignment

Strategic Direction

Strategic Issues

Key Results

Broad Strategies

Division/Department/Unit Goals

Unit Objectives

Action Plans

Budget $

Evaluating the Process and Plan

- What have we learned as a result of this effort?

- Were the right people involved?

- How can we integrate the plan into current evaluation mechanisms and management strategies or tools?

- What existing measurement systems will help you in evaluating the plan?

- Relevant to the plan, what progress are we making and what results plan are we achieving?

- Periodically ask, is our strategic direction still relevant or does it need to be adjusted?

An Approach to Involving Stakeholders in Strategic Planning

- Council (or organizational leadership) commits to undertaking a strategic planning process and involving the public in the process
- Council (or organizational leadership) identifies the strategic issues that will be the focus of the strategic plan
- Council (or organizational leadership) identities the key stakeholders for each strategic issue
- Council (or organizational leadership) establishes a Steering Committee
- Council (or organizational leadership) appoints Issue Work Groups (IWGs) and a chairperson for each strategic issue (relevant County staff serve as resources)
- Council (or organizational leadership) opens up participation on the IWGs

- Council (or organizational leadership) gives IWGs their "charge"
- IWGs study assigned issue, develop a vision for the issue, and recommend actions to Council (or organizational leadership)
- IWGs present recommendations to Council (or organizational leadership)
- Council (or organizational leadership) studies recommendations
- Council (or organizational leadership) responds to IWGs and formally adopts recommendations (none, some, all)
- Responsibility is assigned to appropriate department/s for adopted recommendations

An Approach to Internal or Organizational Strategic Planning

- Council (or top management) commits to undertaking a strategic planning process
- Strategic Planning Team (SPT) is established
- SPT is trained and oriented
- Stakeholder analysis conducted (SPT)
- Internal assessment conducted (Depts/Units. to SPT)
- External environment is evaluated (SPT)
- Strategic direction is set (Council/top management with input from SPT)
- Strategic issues identified and key results set (Council/top management with input from SPT)

- Broad government-wide strategies are identified and recommended to SPT (Strategic Issue Teams)
- SPT reviews strategies
- Plan is communicated
- Departmental goals, objectives and action plans are developed (departmental leadership)
- Progress is evaluated and monitored (Council/top management and SPT)

Retrett Approach

- Council/management team commits to participating in a 2-day facilitated retreat

- At the retreat council/management does:
    - stakeholder analysis
    - SWOT analysis
    - Strategic direction setting
    - Strategic issues and key results

- Council charges staff with developing strategies and an implementation plan to be presented to Council or management team undertakes this