



DYNAMICS & PERFORMANCE MANAGEMENT, INC.

STRATEGIC PLANNING/GOAL SETTING WORKSHOP



Henry T. Garcia, Facilitator
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Strategic Planning

What is it?



Strategic planning is a systematic process by which you identify:

- *Why* your local government exists
- *Whom* it serves
- *What* benefits will be derived from the services it provides, and
- The vision you have regarding *how* the citizens' needs can best be served

The strategic plan is the result of this process, and serves as a blueprint for how your local government will achieve this vision.

Strategic Planning

Basic Elements



MISSION

The mission statement is the way you communicate to your customers (citizens to whom services are provided) and other stakeholders (those with a vested interest) *why* your local government exists, and *how* they benefit or are impacted.

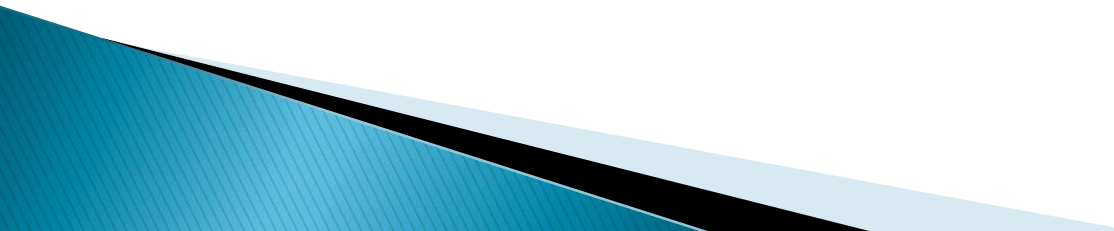
Strategic Planning

Basic Elements

Mission Statement Examples

“The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life.”

“The City of Fallon’s mission is to provide top-quality, fiscally responsible municipal services in a manner that promotes the high standards of our City. Further, the mission of our City’s elected officials is to make the required decisions and set policy that furthers the best interests of our residents and the City.”



Strategic Planning

Basic Elements



VISION

Represents a *future aspiration* that is *responsive* to the citizens' needs and concerns – a “*picture*” of what your local Government's *future* will look like.

Strategic Planning

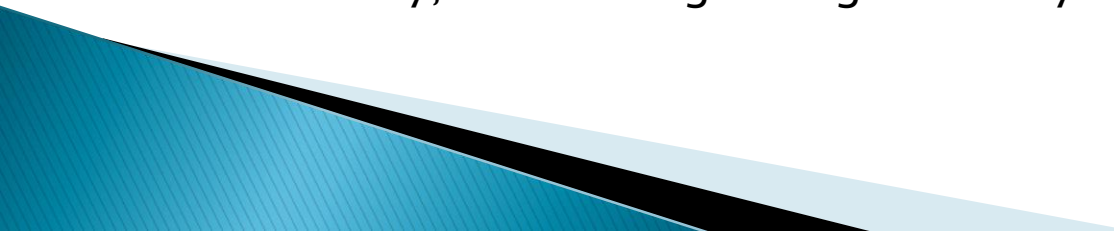
Basic Elements

VISION STATEMENT EXAMPLES

The City of Charlottesville – A Great Place to Live for All of Our Citizens:

- A leader in innovation, environmental sustainability, and social and economic justice, and healthy race relations
- Flexible and progressive in anticipating and responding to the needs of our citizens
- Cultural and creative capital of Central Virginia
- United community that treasures diversity

The City of Champaign – An inclusive community that welcomes all. City residents enjoy a great quality of life, first class educational opportunities and easy mobility. Champaign is a vibrant community with an active center city and healthy neighborhoods. The City is designed for quality and sustainability, and has a growing economy.



Strategic Planning

Basic Elements



TARGETS

Represent the “*pillars*” or “*categories*” of government services under which specific goals will be developed.

Targets will be identified following a group exercise to evaluate internal and external factors (*SWOT* Analysis*).



* Strengths, Weaknesses, Opportunities and Threats

Strategic Planning

Basic Elements

EXAMPLES OF TARGETS

Public Safety

Economic Development

Quality of Life

Organizational Development

Financial Stability



Strategic Planning

Basic Elements

S.W.O.T. Analysis

Environmental Scan (Internal/External)



Strategic Planning

Basic Elements



GOALS

Goals are results oriented, *broad statements of policy or intention* and represent particular aspects of the vision.

Goals will address “What results do we want?”

Strategic Planning

Basic Elements



EXAMPLE OF GOALS – CITY OF SEASIDE*

- ▶ Provide an increasingly safe community
 - ▶ Create vibrant, sustainable economic development
 - ▶ Provide leadership to obtain a sufficient water supply for desired development and quality of life
 - ▶ Develop and implement a Quality Infrastructure Improvement Program
 - ▶ Achieve and sustain fiscal health and wellness
- * For each goal, specific and measurable objectives were established for their six-month planning period.

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Basic Elements



ACTION PLANS (STRATEGIES)

The action plans are the strategies/
key steps (milestones) in achieving the goals.
Included is *who is responsible* and *target dates* for
completion of Identified steps.

The action plans will address “How are we going to do it?”

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Basic Elements

EXAMPLE

TARGET/PRIORITY #1 - PUBLIC SAFETY

GOALS/STRATEGIES:

Goal #1: Increased Staffing		
Actions:	Responsible:	Time Frame:
1. Add two new police officers/parcel tax.	Mike	6/11
2. Fill one non-sworn vacancy.	Dave	3/11

Goal #2: Continued Reduction in Crime		
Actions:	Responsible:	Time Frame:
1. Continue to expand community policing implementation plan.	Ann	6/12
2. Implement crime mapping system.	Steve	8/13
3. Create parolee service center.	Diane	12/12
4. Continue Operation Falling Sun activities.	Dan	9/13

The Strategic Planning Cycle



Strategic Planning

Basic Elements

SUMMARY

- The *Basic Elements* of strategic planning include the Mission, Vision, SWOT Analysis, Targets, Goals and Action Plans.
- The Plan is the way “*Your Agenda*” is communicated to the citizens.
- The *implementation* is the way you insure that your vision is achieved.



Strategic Planning

Continuous Cycle

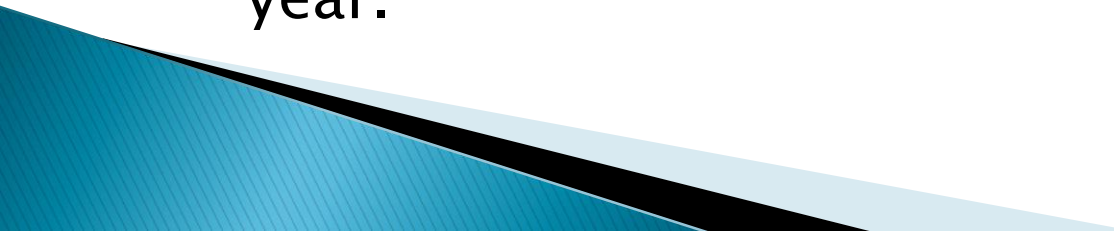
- The Strategic Plan is an *evolving document* requiring routine oversight and in most cases, fine-tuning.
- By *monitoring your progress* at regular intervals, you allow your plan to *adapt to a changing environment*, while simultaneously maintaining your original vision and core values.



Strategic Planning

Continuous Cycle

MONITOR PROGRESS AND RE-EVALUATE

- How are we doing?
 - Are we meeting goals?
 - Where do we want to be at Year X....Future Vision?
 - What new factors have entered into the picture?
 - Monitor quarterly; re-evaluate Strategic Plan each year.
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QUESTIONS?

LET'S GET STARTED!

