



Strategic Planning and Leadership for Local Government Organizations

An Active Learning Workbook adapted from Collins and Porras

...we can do almost anything, but we can't do everything...

mission statement stakeholders boundaries resources
values direction opportunities objectives initiatives
environment vision operations partnerships tools
framework goals swot analysis

...say what you do, then do what you say...

commitment community engagement activities measurement
big ideas milestones implementation policy
targets purpose management political landscape approach
strategy

...having a goal without a plan is just a wish...

There are dozens of ways and formats to use to create a strategic plan. Just do it! Have the conversation and write it down! Be inclusive! The following way may help.

- With my thanks to you and your efforts, Liz Yager

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Important Definitions

Strategic Plan: A critical decision making tool to have in the organization's tool bag; an exceptional organizational engagement tool; a chart of the organization's course to the future based on knowledge of the past, awareness of the current situation and a clear vision of the future; the guide for setting and following priorities; the standard for tracking performances

Purpose and Mission: Purpose and mission are often used interchangeably; however, in this workbook, the purpose is one component of the overall mission. The mission is composed of core values, a purpose statement, a vision, and big, audacious goals. The purpose is your statement of your enduring reason for being.

Goals: The BIG, long-term, stretch targets.

Objectives: Nearer-term accomplishments that are Specific, Measurable, Achievable, Reasonable, and Time-bound (SMART).

Strategy: A commitment to a set of actions or activities the organization performs; the "how-to's" of what you actually do.

Initiative: A project or program that implements a strategy to achieve a goal.

Clarifying Your Mission

Your mission consists of your core values, purpose statement, vision, and big, audacious goals. But why have a mission—what does it do for you? The role of your mission is to:

- Draw boundaries and provide the scope of activities
- Motivate staff, stakeholders, and funders
- Evaluate consistency where profitability is not the measure
- Prepare for grants and other opportunities
- How to say no (yes, we can do that and what do you suggest we take off the list?)

Core Values	Elements & Considerations
	<ul style="list-style-type: none"> • Enduring tenets • Timeless guiding principles • Guides decision making and behavior, especially during difficult times • Core values for the organization, different from personal values
Purpose	Elements & Considerations
	<ul style="list-style-type: none"> • Enduring reason for being • Never completely fulfilled • Guides and inspires • Not a restatement of output/goals • 5 whys: ask why 5 times (or until you reach something inspiring and meaningful)
Primary Goals (“BHAG’s”)	Elements & Considerations
	<ul style="list-style-type: none"> • Big things you want to accomplish over time - must be measurable stretch targets • Long-term, requires significant time and effort • Applies to entire organization • Can tell when accomplished
Vision	Elements & Considerations
	<ul style="list-style-type: none"> • Vivid description of what the world looks like once these goals have been accomplished • Vibrant, engaging, specific description • Paints a picture or evokes a sensory experience

Analyzing the Internal and External Environments

Defining the Landscape

Knowing the Players

Driving Forces	Elements & Considerations						
<p>Forces are:</p> <table border="0"> <tr> <td><input type="checkbox"/> High (Legal)</td> <td><input type="checkbox"/> Growing</td> </tr> <tr> <td><input type="checkbox"/> Medium</td> <td><input type="checkbox"/> Level</td> </tr> <tr> <td><input type="checkbox"/> Low</td> <td><input type="checkbox"/> Declining</td> </tr> </table>	<input type="checkbox"/> High (Legal)	<input type="checkbox"/> Growing	<input type="checkbox"/> Medium	<input type="checkbox"/> Level	<input type="checkbox"/> Low	<input type="checkbox"/> Declining	<ul style="list-style-type: none"> • The forces compelling the need for the product or service • Federal, State, or other legal mandates or regulations • Board direction related to this effort
<input type="checkbox"/> High (Legal)	<input type="checkbox"/> Growing						
<input type="checkbox"/> Medium	<input type="checkbox"/> Level						
<input type="checkbox"/> Low	<input type="checkbox"/> Declining						

Barriers to Entry	Elements & Considerations						
<p>Barriers are:</p> <table border="0"> <tr> <td><input type="checkbox"/> High</td> <td><input type="checkbox"/> Growing</td> </tr> <tr> <td><input type="checkbox"/> Medium</td> <td><input type="checkbox"/> Level</td> </tr> <tr> <td><input type="checkbox"/> Low</td> <td><input type="checkbox"/> Declining</td> </tr> </table>	<input type="checkbox"/> High	<input type="checkbox"/> Growing	<input type="checkbox"/> Medium	<input type="checkbox"/> Level	<input type="checkbox"/> Low	<input type="checkbox"/> Declining	<ul style="list-style-type: none"> • Are all policies needed for success in place? • Is there sustainable funding in place? • Is there a feature of the local environment that might prevent the success of the program?
<input type="checkbox"/> High	<input type="checkbox"/> Growing						
<input type="checkbox"/> Medium	<input type="checkbox"/> Level						
<input type="checkbox"/> Low	<input type="checkbox"/> Declining						

Strategic Analysis of the Surrounding Environment

Partners	Elements & Considerations
Partner power is: <input type="checkbox"/> High <input type="checkbox"/> Growing <input type="checkbox"/> Medium <input type="checkbox"/> Level <input type="checkbox"/> Low <input type="checkbox"/> Declining	<ul style="list-style-type: none"> • Those who hold resources required to produce and/or deliver the products, program, and/or services • Potential suppliers of expertise and resource collaboration

Customers	Elements & Considerations
Customer power is: <input type="checkbox"/> High <input type="checkbox"/> Growing <input type="checkbox"/> Medium <input type="checkbox"/> Level <input type="checkbox"/> Low <input type="checkbox"/> Declining	<ul style="list-style-type: none"> • Those who use the programs, products, and services • Those who fund/subsidize the program through support (funding)

Substitutes	Elements & Considerations
Threat of substitute is: <input type="checkbox"/> High <input type="checkbox"/> Growing <input type="checkbox"/> Medium <input type="checkbox"/> Level <input type="checkbox"/> Low <input type="checkbox"/> Declining	<ul style="list-style-type: none"> • Products and services that can fulfill the same or similar needs as the program's • Typically identified as categories (vs. specific products or companies)

Scope

Scope defines boundaries:

- What is in?
- What is out?
- What is the range between?

Scope		
Geography	Customers	Products & Services
<i>Local, regional, national, or international?</i>	<i>Subset of customers targeted by your organization</i>	<i>Ranges and types</i>

Building the Foundation for the Operations Plan

- Evaluating the availability of resources; the types of activities (strategies) employed in service delivery; and the infrastructure and procedures in the organization supporting the effort.
- The Strategic Plan informs the Operations Plan
- Keys to success in program delivery include balancing resources

Resource Allocation	Elements & Considerations
	<ul style="list-style-type: none">• What resources are available for the effort?• What priorities are known?• How will decisions be made about where to spend scarce resources, including money and time?

Activities (Strategies Employed)	Elements & Considerations
	<ul style="list-style-type: none">• What are the “how-to’s” the organization can use?

Procedures and Policies	Elements & Considerations
	<ul style="list-style-type: none">• What infrastructure is in place?• What procedures are in place?• What rules and policies define the range of activities available?

Filling in the Initiatives (the Projects and Programs)

Applying your strategies to your goal!

Example:

	Strategies				
Initiatives (Programs)	A. Education	B. Policy Development	C. Workforce Development	D. Financing Tools	E. Complete Projects (lead by example)
Goals/Objectives					
1. Reduction of GHG emissions 25% below 1990 levels by 2020					
2.					
3.					

Next step: Develop an Operations Plan (aka Business Plan)

The major components of an Operations Plan include the development of the following:

1. Initiatives Matrix
2. Gap Analysis or a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis
3. Risk Mitigation Plan
4. Staffing Plan and Organizational Chart
5. Space Plan
6. Technology Plan
7. Communication Plan
8. Financial Plan
9. Business Fundamentals Table (Performance Metrics with Key Performance Indicators)