

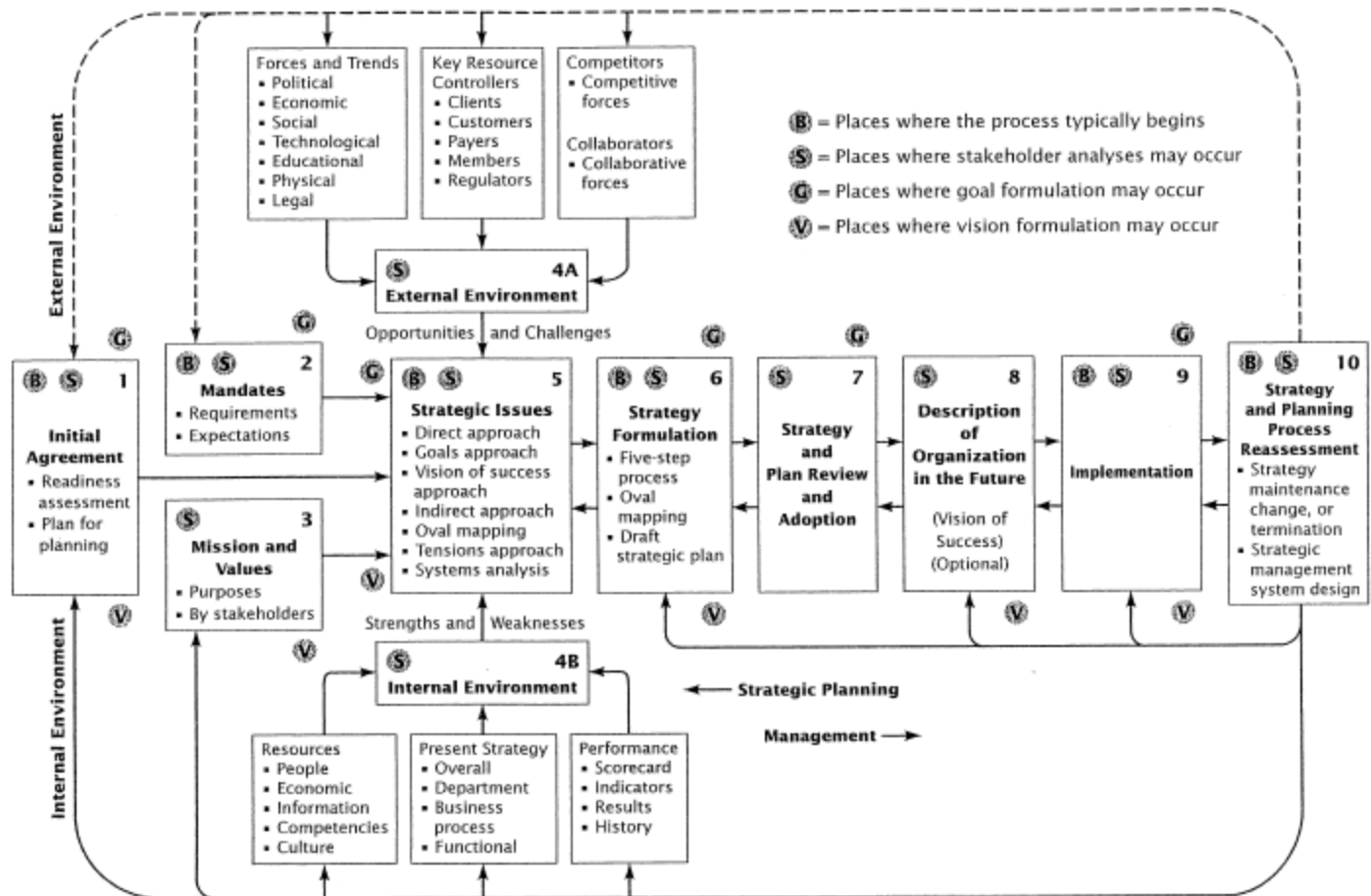
Creating Public Value Through Strategic Planning

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What is a “Strategic Plan”?



What is a “*Strategic Plan*”?

A disciplined effort to produce fundamental decisions that shape and guide an organization

An organization’s strategic plan defines what it is, what it does, and why it does it

What is a “*Strategic Plan*”?

Why should planners care?

- It’s a “plan”...and we’re “planners”
- Instinctive discipline
- Diversification of purpose

Session Agenda

- **Strategic plan in about an hour**
- **If I gave you \$100...**
- **One-page strategic plan**

Key Components

- **Stakeholder Recognition**
- **Knowledge of SWOC**
- **Strategic Issue Identification**
- **Strategy (Plan) Development**

Stakeholder Identification

Any person, group or organization that can place a claim on agency resources, attention or output, or is affected by its output

Stakeholder Identification

“If an organization has time to do only one thing when it comes to strategic planning, that one thing ought to be a stakeholder analysis.”

*John M. Bryson
Professor of Planning and Public Affairs
Hubert H. Humphrey Institute of Public Affairs
University of Minnesota*

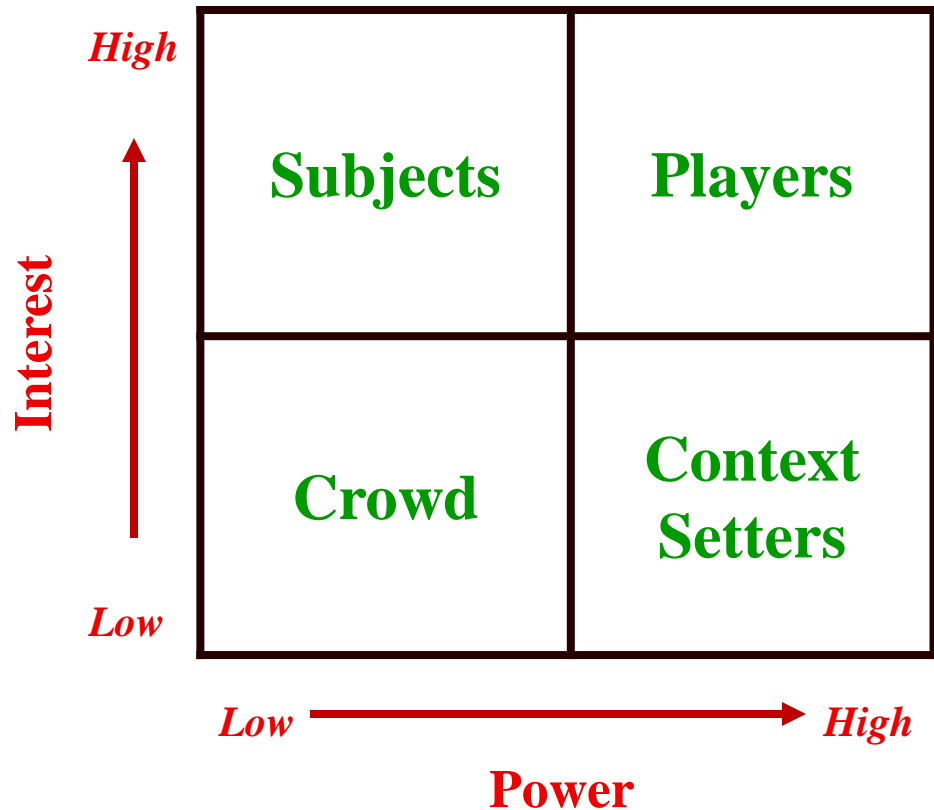
Stakeholder Identification

**External
Stakeholders**

**Internal
Stakeholders**

Stakeholder Identification

Power
VS
Interest



SWOC Analysis

Thoughtful, intellectually honest discussion of **S**trengths, **W**eaknesses, **O**pportunities and **C**hallenges and their implications

Develop specific actions and ideas to address challenges and weaknesses

Strategic Issues

A fundamental *policy choice* or *change challenge* facing an organization

Brainstorm one-word issue, then form a non-yes/no question

Strategic Issues

Issue Categories

- **Current issues that probably require immediate action**
- **Issues that are likely to require action in the near future, but can be handled as part of the regular business cycle**
- **Issues that require no action at present, but need to be continually monitored**

Strategic Issues

Issues should be classified as “operational” (*short term, low impact*) or “strategic” (*long term, serious impact*)

Strategy (Plan)

What We've Created So Far

A common awareness of who we serve and their level of influence on what we do

An honest assessment of organizational abilities and limits

A List of strategic and operational issues

An ordering of issues in terms of priority, logic, sequence, or other relevant classification

Strategy (Plan)

Final Tasks

Establish deadlines as necessary

Assign duties to appropriate personnel

Measure results

If I Gave You \$100...

Functional Area	Comm. Avg.	Actual	Translation
Transfers Out	25.50	25.50	0.00%
Debt Service	0.25	0.25	0.00%
Lost to Tax Capture	2.50	2.50	0.00%
Recreation and Culture	3.67	1.00	266.67%
Health and Welfare	8.79	6.50	35.26%
Judicial	12.50	13.50	-7.41%
General Government	18.54	22.00	-15.72%
Public Safety	25.00	26.00	-3.85%
Public Works	2.10	0.75	180.44%
Other	1.15	2.00	-42.67%

If I Gave You \$100...for MAP

Functional Area	Actual
Building and Operations	7.00
Management and Administration	39.00
Conferences and Workshops	20.00
Advocacy	21.00
Printing and Postage	11.00
Miscellaneous and Other	2.00

One-Page Strategic Plan

“Turn the Curve”

Dashboard-ready!

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Questions