

# Strategic Planning

City of Healdsburg

2013

# What is Strategic Planning

- It is a process undertaken by leaders to define their organization; to determine what the organization will be in the future and how it will get there
- It is a tool that enables organizational leaders to develop a vision for the future and determine the priorities, procedures and operations to achieve that vision
- It is an ongoing process of self-evaluation

# What is Strategic Planning

- It is a collaborative effort that includes City Council, staff, and other stakeholders
- It establishes the mission and values for the organization
- It provides a framework for priorities, budget and allocation of resources
- It contains broad goals and strategies for short and long term activities

# Importance of Strategic Planning

- There is broad agreement among experts that strategic planning is a critical component of good governance and management
- Strategic planning helps assure that the organization remains relevant and responsive to the needs of its stakeholders and contributes to the organization's stability and growth
- Strategic planning provides a basis for monitoring progress and assessing results and impacts
- It enables an organization to look into the future in an orderly and systematic way

# Elements of Strategic Planning

- Vision
- Mission
- Values
- Situational Analysis
- Strategic Initiatives
- Annual Goals
- Action Plans
- Evaluation

# Vision

- A vision describes the future destination
- The City's vision will set the focus and be a statement of where the organization is going
- A good vision provides an image in words of what success will look like
- The vision is built on reasonable assumptions about the future

# Mission Statement

In 2009 a committee comprised of council members and staff developed the following mission statement:

- We will preserve and enhance the quality of life for our community by providing the highest level of service and responsiveness while being fiscally responsible.

# Values

In 2009, the City Council, City Manager and management staff were asked to identify potential values for the City of Healdsburg. The results:

- City Council/City Manager: Financial Stability/Responsibility; Ethical, Honest, Integrity; Efficiency and Responsiveness; Accountability: Individual and Organizational
- Staff: Ethical, Honest, Integrity; Efficiency and Responsiveness; Accountability: Individual and Organizational; Communication: Open and Timely

# Values

Employees were also asked to provide input on our organizational values. When combined, City Council, management and employee values look like this:

- Accountability A
- Communication C
- Honesty H
- Innovation I
- Excellence E
- Vitality V
- Efficiency E

# Situational Analysis

- The goal of the situational analysis is to identify internal and external factors that can aid or hinder the organization's ability to attain its vision
- A common tool utilized to evaluate the current state of an organization is the SWOT analysis. This entails the identification of an organization's:
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats

# Strategic Initiatives

- Are developed in response to the situational analysis and are intended to move the organization toward its vision
- Are broad statements that categorize City Council's long term priorities
- Are multi-year
- Establish a framework for goals and work plans

# Annual Goals

- Are established by City Council every year
- Reflect the City Council's short term priorities
- Guide the allocation of resources: budget, personnel, capital projects, etc.
- Are more specific than the strategic initiatives
- Feed the strategic initiatives

# Action Plans

- Are primarily developed by staff
- Identify work to be accomplished to attain City Council goals
- Are time specific and measurable
- Detail the steps that must be taken to achieve goals and feed strategic initiatives
- Provide framework for determining timelines, assignments and resource allocation
- Provide a tool for management evaluation and accountability

# Evaluation

Long term strategic planning is not stagnant. It is important to evaluate plans on a regular basis and adapt as conditions change. Strategic plans and initiatives should be reviewed to determine:

- How things are fitting together
- Relevance
- Whether or not progress is being made
- Current environment
- Opportunities for adjustment to keep moving in the right direction

# Strategic Theme

Many organizations have found it helpful to have a strategic theme to capture and explain the overall objective for strategic planning

- A theme has been suggested for Healdsburg:
- Strategic planning is our Pathway to Sustainability

# Proposed Healdsburg Strategic Plan

- Establishes clear vision, mission and values for the organization
- Contains multi-year initiatives, goals and action plans
- Provides a framework for linking City resources with programs and projects
- Provides a tool to measure effectiveness

# Example: Putting it Together

- Strategic Initiative =
  - Financial Stability

# Example: Initiative and Goal

- Strategic Initiative = Financial Stability
- 2013 City Council Goal = Budget Stability
  - Adopt a strategy that will promote and maintain long term fiscal stability in the general and enterprise funds through the continued application of sound budgetary policies and financial controls while respecting and maintaining reserve goals.

# Example: Initiative, Goal and Action Plan

- Strategic Initiative = Financial Stability
- 2013 City Council Goal = Budget Stability
- 2013 Action Plans =
  - Develop a roadmap for pension reform to address pension issues and reduce personnel costs
  - Minimize use of reserves; review reserve policies; establish reserve policies for Funds without a Council-adopted policy
  - Establish minimum staffing and service levels
  - Review and update drainage/storm water utility rates
  - Consider new revenue opportunities

# Proposed Healdsburg Process

- Facilitated planning session with City Council and staff
  - Confirmation of vision, mission and values
  - Internal SWOT analysis
- Facilitated session(s) with stakeholders
  - External SWOT analysis
- Facilitated session with City Council and management staff
  - Review SWOT analyses
  - Develop strategic initiatives
  - Align 2013 goals with strategic initiatives
  - Develop action plans
- Prepare and present strategic plan

# Healdsburg Proposed Schedule

- May – Council action in support of strategic planning
- June – Award contract to facilitator
- July – Begin process with internal facilitated session to confirmation of vision, mission and values; SWOT analysis
- August – Host facilitated stakeholder session and conduct external SWOT analysis
- September – Facilitated working session to review data from SWOT analyses, identify strategic initiatives, link 2013 goals to initiatives and create work plans
- October – Draft strategic plan
- November – Finalize and adopt strategic plan

Questions?