



Strategic Planning

Basics to Implementation



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PART 1

Planning Overview





Why Plan?

- Forward-thinking
- Continuous analysis (internal & external)
- Maintains community alignment
- Enhances community understanding
- Maintains focus on critical issues
- Identifies & FUNDS community priorities
- Improves communications

The roadmap to achieve priorities & financial vitality!

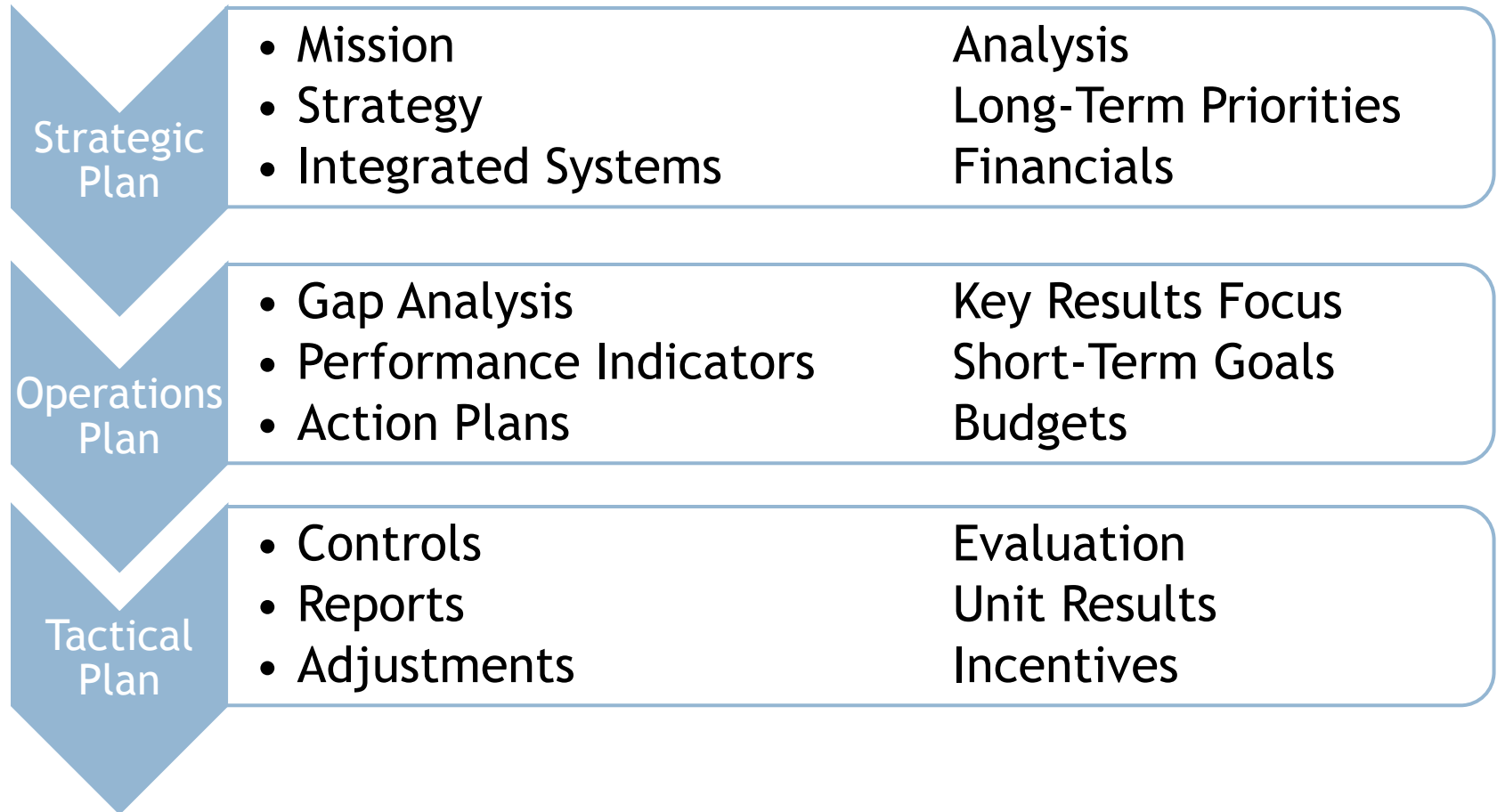


Planning Objectives

- Establish priorities
- Construct a plan of action
- Frame contract to stakeholders
- Embed control mechanisms
- Respond to mandates
- Commit to risk levels
- Create a communications portfolio



Integrated Planning





Basic Elements of Strategic Plan

- Vision
- Mission
- Values
- Strategic Analysis
- Strategic Priorities
- Long-Term Objectives
- Financial Projections



Planning Activities

- Environmental Scan
- SWOT Analysis
- Assess existing conditions
- Project targeted outcomes
- Gap Analysis
- Operational Analysis
- Needs Assessment
- Internal Research
- Backward Mapping



Planning Considerations

- Broad based input (internal & external)
- Recognize influential forces & mandates
- Create systems for implementation
- Anticipate changes in “current conditions”
- Publicly acknowledge results



Critical Steps

- Commit to integrated planning
- Results management systems w/metrics
- Look for changes in the environment
- Continuous communications
- Make mid-course adjustments
- Link plan to budget & build incentives



PART 2

Analysis & Plan Development





Launching the Effort: Comprehensive Analysis

- Complete a strategic analysis
- Clearly identify effectiveness measures to determine results of strategic objectives
- Complete a gap analysis and establish strategies to ‘close the gaps’
- Implement, monitor, and evaluate progress-to-goal



Environmental Scanning

- Anticipate changes: social, technological, regulatory, and economic
- Research & document: events, trends, or developments not previously encountered (external focus)
- Conduct field research: polls, focus groups, advisory council feedback, non-trade literature, etc.
- Prepare forecasts: Project alternative futures & implications for long-range planning assumptions



SWOT Analysis

Internal Analysis

Strengths & Weaknesses

- Assessment of Community Challenges
- Facility Utilization
- Financial Capacity
- Inventory of Resources

External Analysis

Opportunities & Threats

- Needs Assessment
- Competitive Forces
- Market Positioning
- Community Alliances
- Horizon Conditions



Vision and Mission

Vision (Aspirations)

Cecil County Government shall strive to be stewards of the public trust and to protect the public health, safety, and welfare of its' citizens, while recognizing that the chief function of local government at all times is to serve the best interests of all the people in Cecil County.

Mission (Function/Purpose)

The mission of Cecil County Government is to deliver essential services to our communities and citizens that ensure the opportunity to maintain and enhance the County's heritage, environment, and quality of life. Cecil County Government elected officials and employees are stewards of the public's trust and are engaged in the business of public service.



“Sample” Values

Prosperity

We are committed to enriching the quality of life of the County’s citizens through equitable, diverse, and inclusive philosophies and practices.

Leadership

We will engage, motivate, and inspire others to collaboratively achieve common goals through example, vision, and commitment.

Effective Communication

We will create opportunities for open and effective communication and connection with our communities, residents, and taxpayers.

Accountability

We will be responsive and transparent to the public in our roles, functions, and actions.

Sustainability

We will build the capacity to endure the long-term maintenance of the County’s well being, where social, cultural, health-related, and financial aspects are integrated, and instill flexible, proactive approaches to changing situations and environments.

Efficiency

We will deliver the highest quality of services at the best possible value.



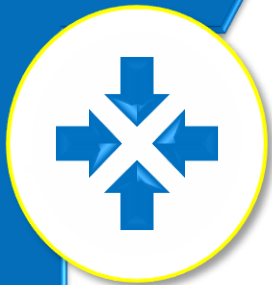
Strategic Priorities

Purpose - To establish overarching framework to advance the vision and mission of the organization through future oriented actions.

Outcomes - Establish effectiveness measures within the plan that promote strategic priorities.

Critical Questions -

- Do these reflect the current needs of Cecil County?
- Are these realistic and achievable within five years?
- Are these attached to objectives that lead to measurable results?



“Sample” Strategic Priorities

Health &
Environment

Promote and protect the public health and environment of the community.

Public Safety

Ensure safe and secure communities.

Economy

Support the growth and development of a strong and vibrant economy for all residents.

Smart Financial
Management

Continue to exercise smart financial management and maintain the County's financial strength while minimizing the property tax burden.

Growth

Manage growth and land use to preserve and optimize the quality of life in the community.



PART 3

Implementing the Plan

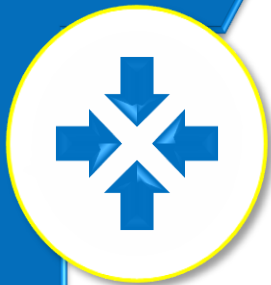




Planning & Implementation Pitfalls

- Too much or little data
- Limited input
- Limited ownership
- Strategy development without justification
- Fail to integrate planning at all levels
- Fail to make tough decisions
- Neglect to benchmark, measure, and change

The “PLAN” is not the end point, it is the beginning!



Strategic Planning at Every Level





Budget Development Priorities

- Fund maintenance-of-effort for all mandatory functions (Base Budget)
- Fund mandates, compliance, and grant requirements (Base Budget)
- Fund County initiatives that demonstrate a direct link to the strategic plan (Discretionary Budget)



Linking Budget to Strategic Plan

- Agency requests should align with strategic priorities and objectives (in part)
- Measurable results should demonstrate effective use of public funds
- Priority consideration for funding requests that advance the Strategic Plan



Moving Forward

Starting the process...





Target Timeline for SPAN

July

- Launch SPAN
- Planning overview

August

- Mission-Vision-Values
- Discuss research
- Review current conditions

September

- Consider strategic priorities
- Continue current condition review

October

- Review draft of strategic analysis
- Consider objectives



Target Timeline for SPAN

November

- Confirm draft objectives
- Discuss public input approach

December

- Public feedback cycle
- Present draft concepts to CE

January

- Refine priorities/objectives based on feedback
- Prepare final draft of plan

February

- Review/refine final draft
- Prepare draft plan for release to CE



Thank You



Questions?