

Tools & Techniques of Strategic Planning

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Today's Objective

- To build upon your prior experience with strategic planning to gain a deeper understanding of how the process should occur.
- To answer any questions you have about strategic planning in your community.



What is Strategic Planning?

- A management tool
- A process – not a “thing”

“The process is as important as the product.”



What Do Businesses and Industries Really Want?

Mayor Jack L Marshall, Tupelo, MS

1993 APA Regional Conference, Nashville, TN

1. A strategic plan
2. Efficient government
3. Managed growth
4. Quality of life
5. A thriving downtown
6. An attractive city
7. Affordable housing
8. Skilled, trainable, dependable labor force



Changes Over Time

The Old Way

- Budget-driven and resource –limited
- Emphasis on correcting weaknesses
- Small number of participants
- Lack of accountability and performance measures
- SWOT

The New Way

- Strategic Vision or Strategic Intent
- Opportunity-driven
- Large number of participants
- Stress accountability and performance measures
- SWIO



Textbook Strategic Planning

The process by which a community or organization envisions its future and develops necessary procedures and actions to achieve that future.



Another Definition

A process by which community leaders gain an understanding of the realistic development potential of the community, the resources available to reach these potentials and the obstacles to reaching them, and the identification of specific objectives to be reached and the necessary work to reach them.



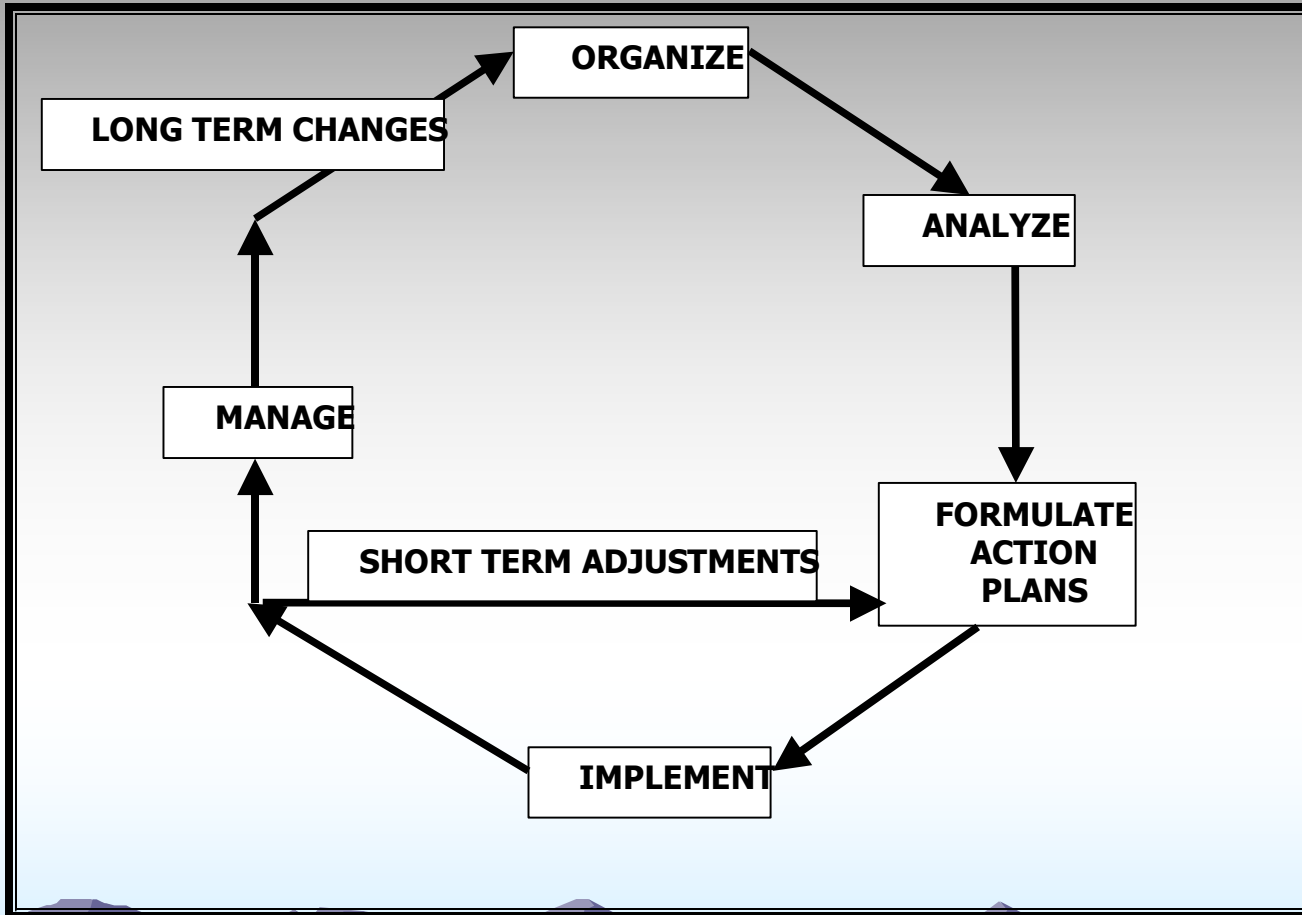
Common Sense Strategic Planning

❖ Knowing – or finding out:

- Who you are
- Where you fit in the marketplace
- The external environment
- Your business climate
- What you have and don't have to offer
- What you could be – if...



The Strategic Planning Process Circle



Getting Started

Designing & Organizing the Process

- Initiating the Process
- Defining Objectives of the Process
- Defining the Geographic Area
- Identifying & Enlisting Participants
- Identifying & Obtaining Necessary Resources
- Logistics



Getting Started

Designing & Organizing the Process

- Initiating the Process
 - Who does it?
 - Why are we doing it?
 - Normal management function
 - Reaction to a crisis
 - A cry for help
 - May require a “champion”



Getting Started

Designing & Organizing the Process

- Defining Objectives of the Process
 - Comprehensive plan or limited to specific problem?
 - Make best use of existing resources – or a true strategic vision?
 - An internal work plan for the staff – or a community mobilization tool?



Getting Started

Designing & Organizing the Process

- Defining the Geographic Area
 - Political, jurisdictional boundaries
 - Formal or informal “service territories”
 - Cross-border linkages
 - Historical groupings



Getting Started

Designing & Organizing the Process

- Identifying & Enlisting Participants
 - Movers & shakers
 - Support groups & staff
 - Needed experts
 - Facilitator(s)
- Difference between stakeholders, leadership & office holders
- The need for “stretchers” and “focusers”



Getting Started

Designing & Organizing the Process

- Identifying & Obtaining Necessary Resources
(to complete the planning process – not implement the plan)
 - Volunteer time
 - Staff support
 - Funding
 - Information
 - Leadership



Getting Started

Designing & Organizing the Process

- Logistics
 - Realistic schedule and milestones
 - Organizational meeting agenda
 - Clarify commitments from each participant
 - Committee/task force structure
 - Meeting management and follow-up
 - Interim & final report production
 - Media/PR management



Analyzing

- Called –
 - The Situation Assessment
 - The Situation Analysis
 - The Environmental Scan
 - The SWOT Analysis
 - The SWIO Analysis
 - Any others?



Community Analysis Topics

- Market Access and Local Economy
- Labor Force
- Transportation
- Utilities
- Parts/Supplies/Services
- Business Climate
- Taxes
- Public Facilities & Services
- Education
- Available Sites & Buildings
- Capital & Incentives
- Quality of Life



Community Analysis

- Should look objectively at your community the way companies do
- Probably requires comparing yourself with your competitors
- Should identify marketable strengths
- Should identify product deficiencies
- May identify obstacles you must compensate for
- Begins the process of prioritizing issues



Formulating Action Plans

A Blueprint for Tomorrow

- The hierarchy
 - Vision Statement
 - Mission Statement
 - Goal Statements
 - Objectives
 - Strategies/Tactics/Action Steps



Formulating Action Plans

- Vision Statement – a description of how your organization or community will be perceived in the future

– An Example –

Through the efforts of the Morris County Economic Development Corporation, Morris County will become and be recognized as a premier location for business investment in New Jersey and the Northeast, resulting in a broad range of employment opportunities for its residents, increasing revenue sources for its municipalities and the County, and improved profitability for its businesses.



Questions Answered by Mission Statements

- ? **What is the market being served?**
- ? **What are the major products or services of the organization?**
- ? **What areas of work is the organization committed to?**
- ? **What areas of work are outside the organization's responsibility?**
- ? **How does the organization fulfill these functions?**



Examples of Mission Statements

- To be a progressive area recognized for educational quality and economic opportunities; a regional service center; and a model of ethnic and racial harmony.
- To develop jobs, increase the tax base, diversity and expand the county economy in a manner consistent with the community's long range vision of itself.
- To create, expand and diversity black owned businesses which will fully participate in the growth and development of the county.
- To promote the economic vitality of the county through the preservation and creation of quality jobs which enhance the quality of life for all its residents.
- To be the best community of our size in America – known to provide
 - Increasing employment opportunities and improving standards of living
 - Highest quality educational, cultural and recreational opportunities
 - A safe, caring and healthy environment

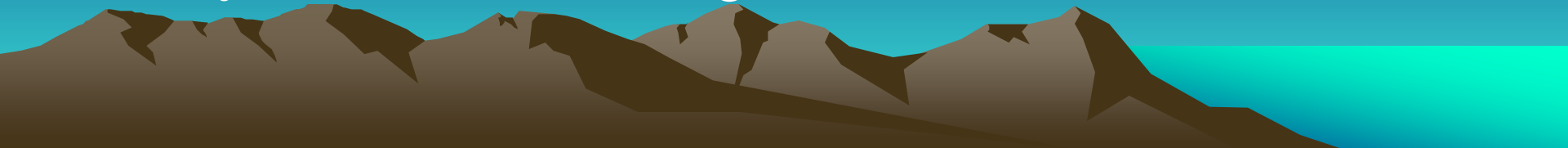
Examples of Mission Statements

- **The Morris County Economic Development Corporation is a partnership of government, businesses and allies dedicated to growing the economy of Morris County, New Jersey through aggressive and effective programs and services that result in business attraction, creation, retention, expansion and transition.**



Goal Statements

- Provide a more specific definition and direction for the results of the planning process
- Specific statements of what the organization or community would like to do or be, or how it would like to improve
- Should be:
 - Clear, concise and not ambiguous
 - Realistic and attainable – based on reality, not just wishful thinking



Examples of Strategic Planning Goals

- **Quality Environment** – to create a clean, healthy and attractive environment, minimizing pollution, litter and physical deterioration while instilling community pride.
- **Specialty Manufacturing** – to be recognized as a world-class source for innovative and high quality specialty manufacturing.
- **Community Pride** – to be known to ourselves and to others as a place where people celebrate individual and community achievement.
- **Minority Business Creation** – to dramatically increase and diversity the number of minority owned businesses consistent with the county's overall economic trends.
- **Strengthen the economic/wealth generators for the county in order to support opportunities for economic vitality.**



Objective Statements

- Are more specific than Goals
 - “Goals are aspirations – objectives are targets.”
- Typically include:
 - A key result or outcome
 - A target date or timeframe
 - A numerical performance measure
- Should be challenging but realistic and acceptable to the community
- May require prioritization due to resource limitations or sequencing



Examples of Strategic Planning Objectives

- **Foster creation of 4 new manufacturing enterprises every year.**
- **Recruit developer and management group for new downtown conference hotel to be built before mid-2015.**
- **To have a seed capital fund of \$1,000,000 by 2015.**
- **To reduce the illiteracy rate to 10% or less by the year 2020.**
- **Within the next year, complete an analysis of the County's existing economic base.**
- **To increase sales and receipts per minority owned firm from 9% in 1982 to 20% of all firms by 1992.**

Strategies/Tactics/Action Steps

- Specific work items to accomplish an objective
- May involve a cost-benefit analysis of:
 - Costs
 - Personnel needs
 - Agency capabilities
 - Time requirement
 - Impact
 - Legal/political implications
- Final selection may require prioritization, combination, sequencing or elimination



Examples of Strategic Planning Strategies

- **Organize a venture funding program**
- **Complete regional retail study.**
- **Renovate and expand the airport terminal.**
- **Implement business incubator service at the community college.**
- **Establish a minority business investment center.**
- **Introduce annual solicitation of contributions from municipalities.**



Strategies/Tactics/Action Steps

- Will have accompanying consideration of
 - Assignment of responsibility
 - Individual
 - Organizational
 - Funding or other resource needs
 - What do we have now?
 - What do we need?
 - How can we get it?
 - Implementation schedule and milestones
 - Impacts desired and performance measures



Moving to Implementation

- Selling the plan
 - Summary sheet
 - Public presentation
 - Media briefing
 - Obtaining public endorsement
- Recruiting the right volunteers
 - Those involved in implementing the plan aren't necessarily those who created it



Ongoing Management

- Overall process administration
- Project management
- Adjustments
 - Mid-course
 - If something isn't working, fix it
 - If priorities suddenly change, modify the plan
 - Changing targets due to
 - Work items are completed
 - New opportunities arise
 - New problems occur



Monitoring and Evaluation

- Progress monitoring – are we on schedule?
- Performance evaluation
 - Who is doing a good job (or not)?
 - What is working – and what is not?
- Accountability
 - What have we accomplished?
 - Are we using our resources effectively?
- Impact measurement – did we do anything useful?



In Closing

- If done properly, strategic planning is an unending process.
- If done properly, it will set a clear path for accomplishing important goals and engage many allies for the work ahead.
- What else would you like to discuss?

