



1

---

---

---

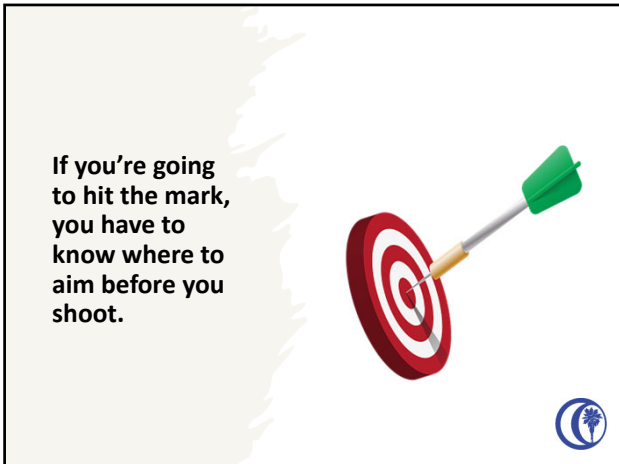
---

---

---

---

---



2

---

---

---

---

---

---

---

---



3

---

---

---

---

---

---

---

---

**Strategic Planning**

- Where do we want/need to go in terms of services provided?
- How does the changing environment affect us?
- What opportunities or threats exist that we should exploit or avoid? What weaknesses should be corrected?



4

---

---

---

---

---

---

---

---

**Strategic Planning is..**

- a strategic leadership tool
- a mechanism to get the “right people to the table”
- a structured learning and decision-making process
- future and externally oriented
- an opportunity for an organization to proactively shape its future



5

---

---

---

---

---

---

---

---



**Strategic Planning...**

- Clarifies future direction
- Establishes priorities for council, staff and citizens
- Aligns the organization
- Builds teamwork



6

---

---

---

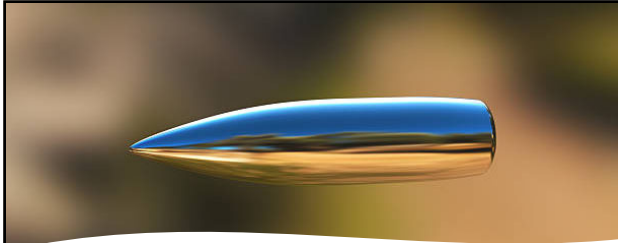
---

---

---


---

---



**Strategic Planning is Not...**

- a silver bullet
- a quick fix
- a dust collector



7

---

---

---

---

---

---

---

---



**Strategic Planning Elements**

- Stakeholder analysis
- SWOT analysis
- Vision
- Mission
- Values
- Strategic issues & goals
- Key measures



8

---

---

---

---

---


---

---

---

## SWOT Analysis

<p><b>Internal analysis</b></p> <ul style="list-style-type: none"> <li>• Culture</li> <li>• People, human resources</li> <li>• Structure</li> <li>• Systems, processes</li> <li>• Services, outcomes</li> <li>• Funding</li> <li>• Technology</li> </ul>	<p><b>External scan</b></p> <ul style="list-style-type: none"> <li>• Societal, demographic</li> <li>• Economic, fiscal</li> <li>• Regulatory, legislative</li> <li>• Environmental</li> <li>• Technology</li> </ul>
--	---



9

---

---

---

---

---

---

---

---

## Vision development

- If you left your county today and did not return for five to ten years, what would you like to see?
- How would you like to hear people describe the county?




11

---

---

---

---

---

---

---

---



## Mission development

- In broad terms, what does the county exist to do?
- If the county government did not exist, what would be the consequences?



13

---

---

---


---

---

---


---

---



## Values development

What are the most important values that you feel should guide and describe how the county conducts its business?



14

---

---

---

---

---

---

---

---



**Identifying strategic issues**

- Gaps in stakeholder expectations
- Obstacles in achieving vision and mission & upholding values
- County's strengths & weaknesses
- Opportunities & threats external to county



15

---

---

---

---


---

---

---


---

**GOALS**



**Key Results/Goals**

- What do we want to accomplish in broad terms?
- Indicate what the organization is striving to accomplish
- Focus on the what, not the how



16

---

---

---

---

---

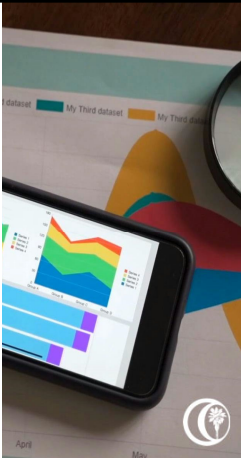

---

---

---

**Strategies & Performance Measures**

- Identify alternatives for achieving the goals; consider pros & cons including cost, time, political considerations
- Develop performance measures beyond input & output; strive for efficiency, effectiveness & outcome measures

18

---

---

---

---

---

---

---

---

## Communicating/Implementing

- Inform & educate staff, citizens, other stakeholders
- Incorporate quarterly updates at council meetings, staff meetings
- Incorporate in budget planning & resource decisions



19

---

---

---

---

---

---

---

---

### Strategic Planning Models

- Community-wide effort
- Internal or organization driven
- Council retreat approach



20

---

---

---

---

---

---

---

---

## Panel Discussion



21

---

---

---

---

---

---

---

---



Any  
Questions

Anna Berger  
[aberger@scac.sc](mailto:aberger@scac.sc)  
(803) 252-7255, ext. 321



22

---

---

---

---

---

---

---

---