

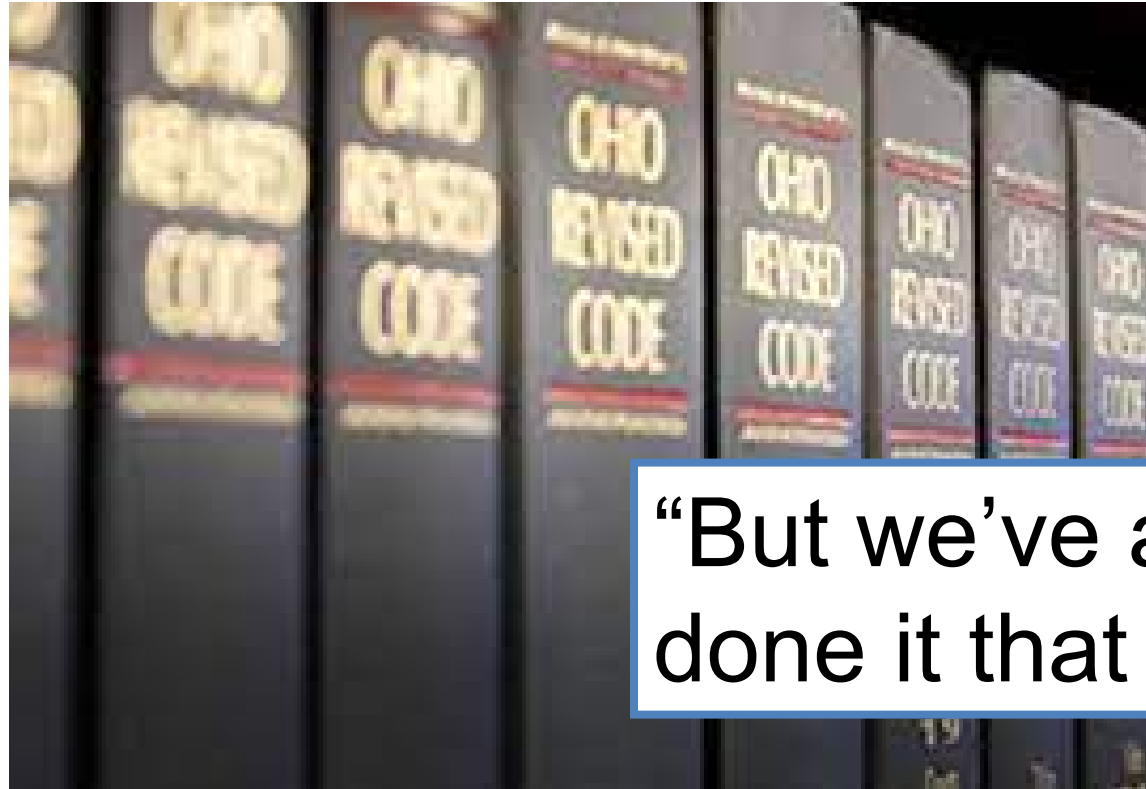
Keep Asking Why & Break the Status Quo



CLARK COUNTY
OHIO

Connections. Communities.
Opportunities.

Why do Strategic Planning?



“But we’ve always done it that way!”

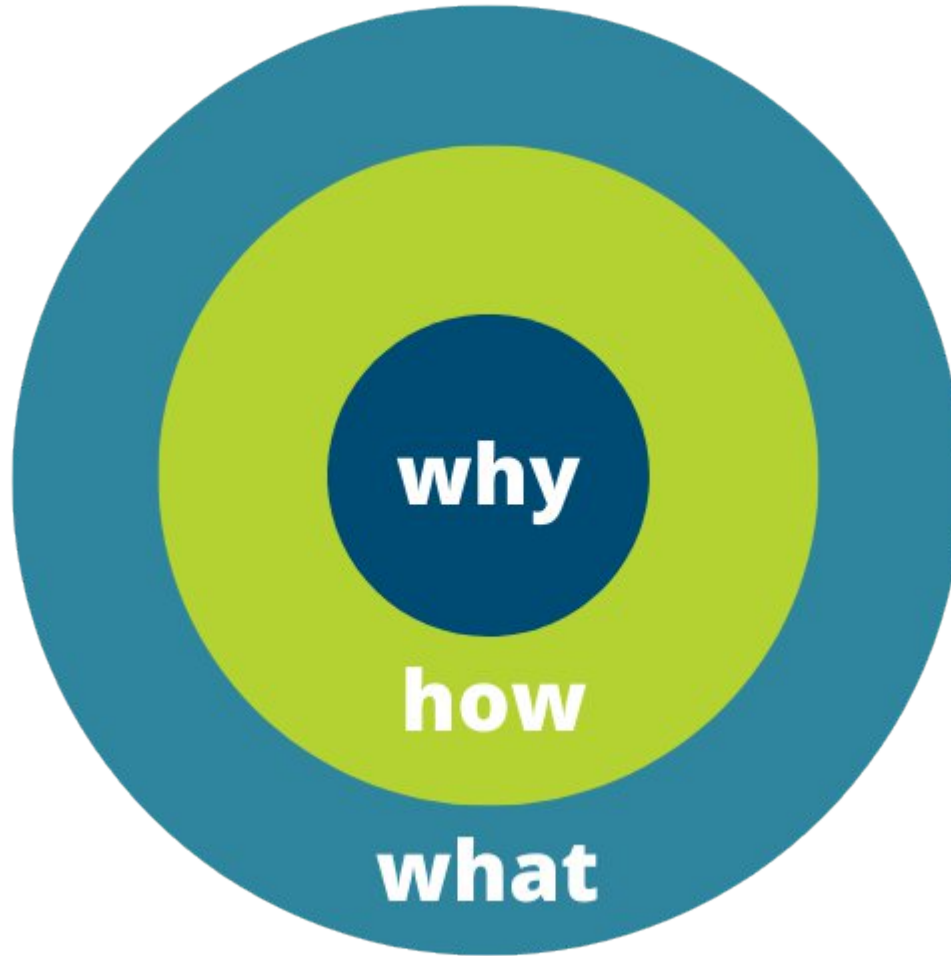
Definitions

- Vision
- Mission
- Goals
- Objectives
- Strategies
- Tactics

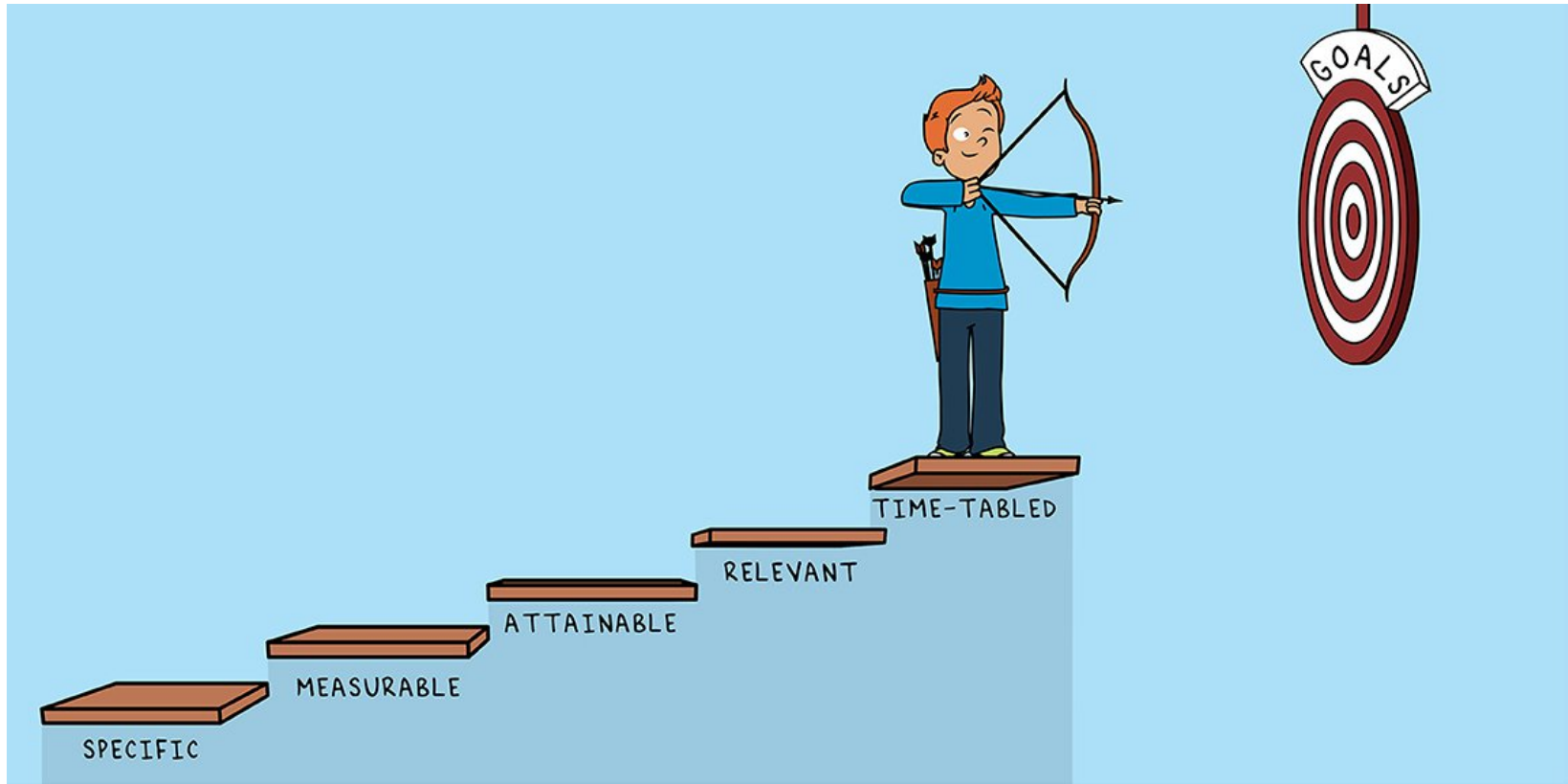
Vision



Mission



Goals



Objectives

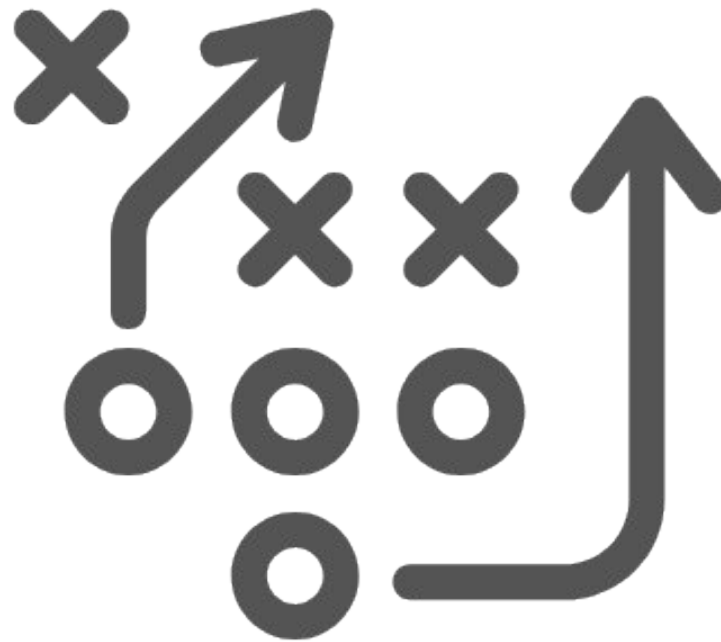
- Metrics & timeline
- How will we know we've succeeded?



Strategies



Tactics



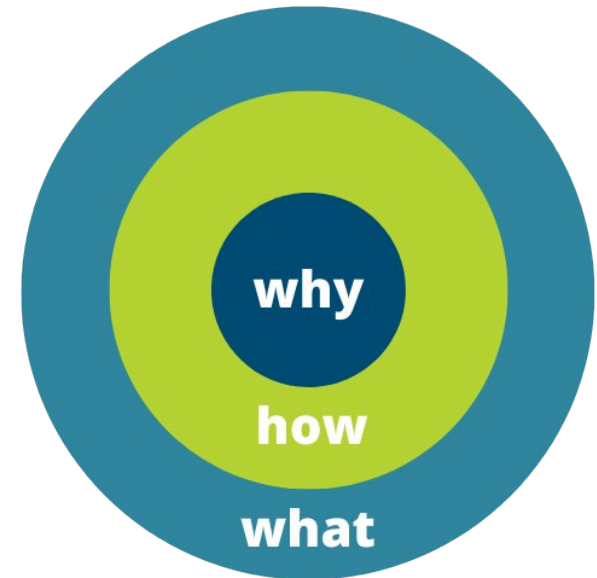
execute

Why Plan?

- Look beyond FY
- Provide clear direction for budgeting
- Eliminate “sacred cows”
- Create more impactful work for the community
- Proactive v. reactive
- Rise above politics

Getting Started

- Start with why
- Determine scope
- Get stakeholder buy-in
- Hire a facilitator



Planning

- Take ownership of the process and results
- Involve people in the process from start to finish
- Establish a timeline for planning so it doesn't drag
- Set expectations

Types of Strategic Planning Processes

Simple Strategic Planning

Timeframe: 30 days

Investment: 1-day Retreat

Participants: internal staff

Shelf life: 1-2 years

Hallmarks: *Limited scope, little to no research, great for quick, internal consensus building*

Moderate Strategic Planning

Timeframe: 60-90 days

Participants: staff, external stakeholders, facilitator

Shelf life: 2-3 years

Hallmarks: *Stakeholder buy-in, collaborative, input from outside echo chamber*

Comprehensive Planning

Timeframe: 6-18 months

Participants: staff, external stakeholders, community

Shelf life: <5 years

Hallmarks: *Extensive scope, input and research, great for long-term community building and making data-driven decisions*



Implementation

- Give ownership of specific elements to key people
- Regularly report on progress towards metrics in the plan

Evaluate & Revise

- See your progress
- Hold a revision workshop prior to budgeting each year
- Revise the full plan every 3-4 years

Cautions

- Politics
- New ideas
- Lack of accountability

Looking Back on Clark County Strategic Plans

- First strategic plan in 2017
- Modernized government facilities and technology for better access
- Creating new access to mental health services
- Modernized county fairgrounds (for sales tax income)



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