

Developing a Strategic Plan

Law Enforcement Officers' and Firefighters' Plan 2 Retirement Board



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Elements of Strategic Planning

Guiding Principles

Who We Are

- Mission
- Vision, Strategic Directions or Responsibilities
- Core Values

Priority Goals

What We Want to Accomplish

- Major tasks to be accomplished during the 2 – 3 years
- Three to seven in number

Performance Objectives

How We Measure Success

- Objective measurements of performance

Primary Strategies

How We Will Achieve the Goals

- Broad statements of tactics

Action Plans

Specifically What We Are Going to Do

- Specific programs to achieve the Goals and Objectives
- 12 month – 18 month timeframe
- Leads and due dates





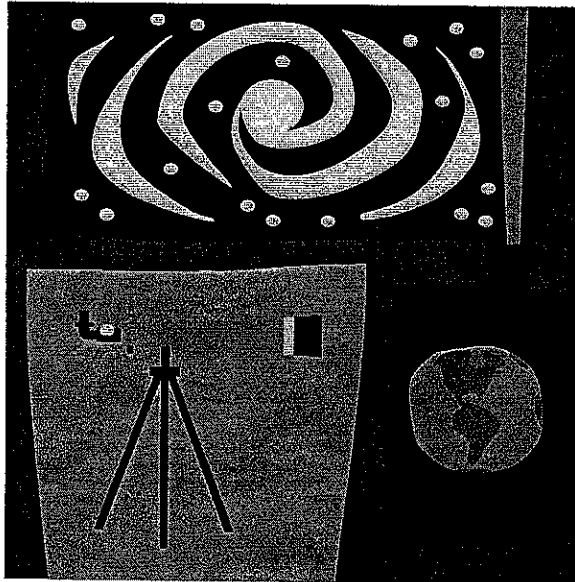
Guiding Principles

- Mission
- Vision, Strategic Directions or Responsibilities
- Core Values





Mission



- The difference you will make in the lives of people
 - How is their life enhanced?
 - What would be missing if you didn't exist?



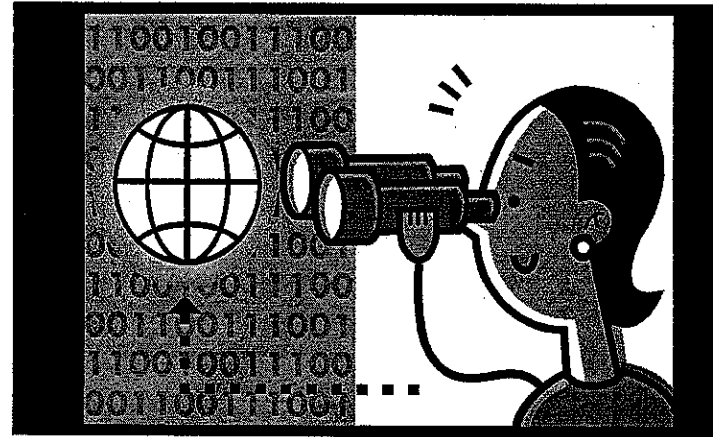
Sample Mission Statements

- WA State Department of Health
 - The Department of Health works to protect and improve the health of people in Washington State.
- Human Rights Commission
 - The mission of the Washington State Human Rights Commission is to eliminate and prevent discrimination through the fair application of the law, the efficient use of resources, and the establishment of productive partnerships in the community.
- Department of Personnel
 - The mission of the Department of Personnel is to support and facilitate state government's efforts to attract, develop, and retain a productive and diverse workforce that is capable of delivering quality services to the citizens of Washington State.
- Fish and Wildlife
 - A Sound Stewardship of Fish and Wildlife



Vision, Strategic Directions or Responsibilities

- In general terms—
how will you fulfill
this Mission?
 - Major areas of
responsibility or
emphasis
 - The value you will
bring to the table





Vision, Strategic Directions or Responsibilities

- Department of Health
 - When the people of our state need important information about health, they will think of our agency first.
 - We are public health leaders and innovators; we set the standard.
 - Everyone in the agency will share information and talents across programs and divisions with a common goal to better serve our customers.
 - The public will better understand the important work of public health and its positive impact on their lives.
 - We will be an agency that the best people want to work at, and once they are here they won't want to leave.





Vision, Strategic Directions or Responsibilities

- Department of Personnel
 - We provide a wide variety of services in support of this mission, including:
 - We recruit and screen applicants for employment by state agencies.
 - We provide training and development services to state agencies and employees to enhance productivity and organizational effectiveness.
 - We implement the State's Civil Service System, including the Merit System Rules and the classification and pay system.
 - We provide a full range of other human resource services to state agencies, institutions of higher education, state employees, and--in some instances--to other public sector and non-profit organizations.
 - We maintain the state's central payroll and personnel information systems.





Vision, Strategic Directions or Responsibilities

- Fish and Wildlife
 - We serve Washington's citizens by protecting, restoring and enhancing fish and wildlife and their habitats, while providing sustainable fish and wildlife-related recreational and commercial opportunities.





Vision, Strategic Directions or Responsibilities

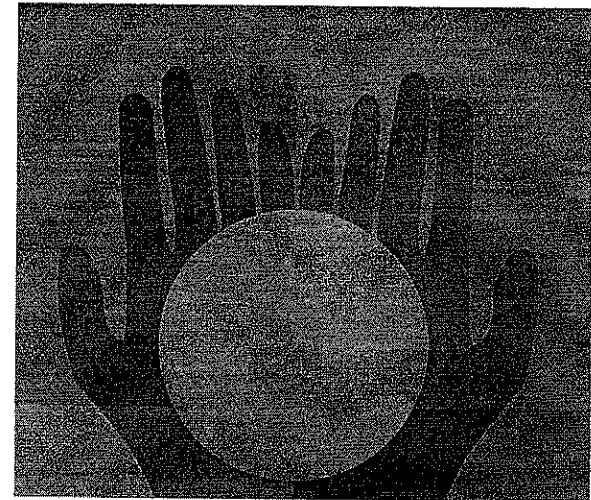
- Pension System Roles and Responsibilities
 - Collects and accounts for employer and employee contributions
 - Maintains retirement records
 - Pays benefits
 - Communicates pension information
 - Provides investment education
 - Administers the Deferred Compensation and Dependent Care Assistance Programs.





Definition of Core Values

- Core Values are beliefs which your organization's members hold in common and endeavor to put into practice. The values guide your organization's members in performing their work. Specifically, you should ask, "What are the basic beliefs that we share as an organization?"



Alliance for Non-Profit Management



Examples of Core Values

Department of Retirement Systems Guiding Principles

1. We will treat our customers and each other with respect, fairness, honesty, and consistency.
2. We will communicate openly and considerately.
3. We will foster a climate in which innovation, initiative, and accountability are expected and supported.
4. We will work with our customers to improve our responsiveness in meeting their needs.
5. We will maximize the use of technology and emphasize user-friendly interface.





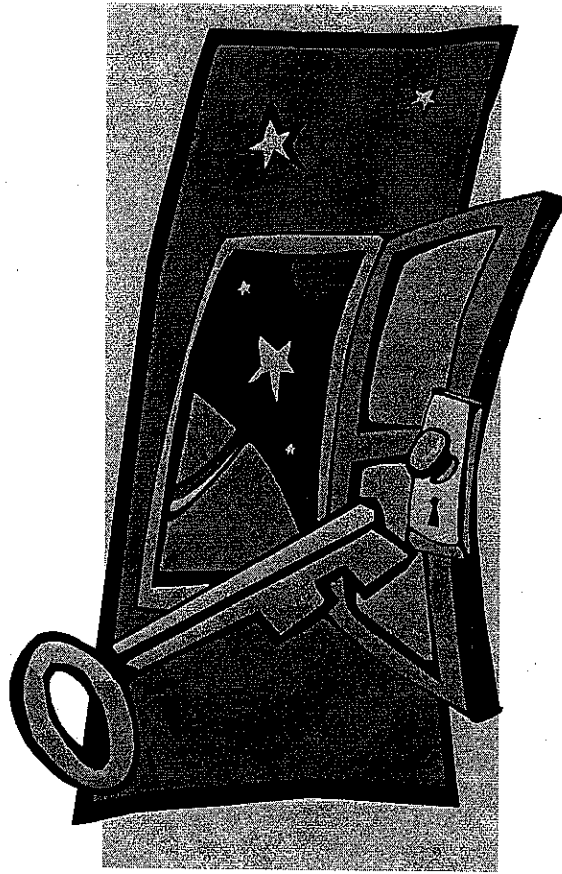
Examples of Core Values

Department of Health

- **Employees** - We recognize that agency employees are our most valuable resource; we encourage them to be innovative in their work to protect and improve the public's health.
- **Cultural Competency** - We seek diversity in our employees and recognize the value diversity brings in understanding and serving all people.
- **Respect** - We respect and value our employees, partners, and the people of our state.
- **Trust** - We honor the public's trust and believe in working hard to maintain and improve that relationship.
- **Communication** - We strive for effective, responsive, and timely communications in our role as a trusted source of health information.
- **Collaboration** We encourage collaborative relationships between staff, partners, and our local communities working for a safer and healthier



Goals



- Key areas of focus for next 2 - 3 years
- Three to seven in number





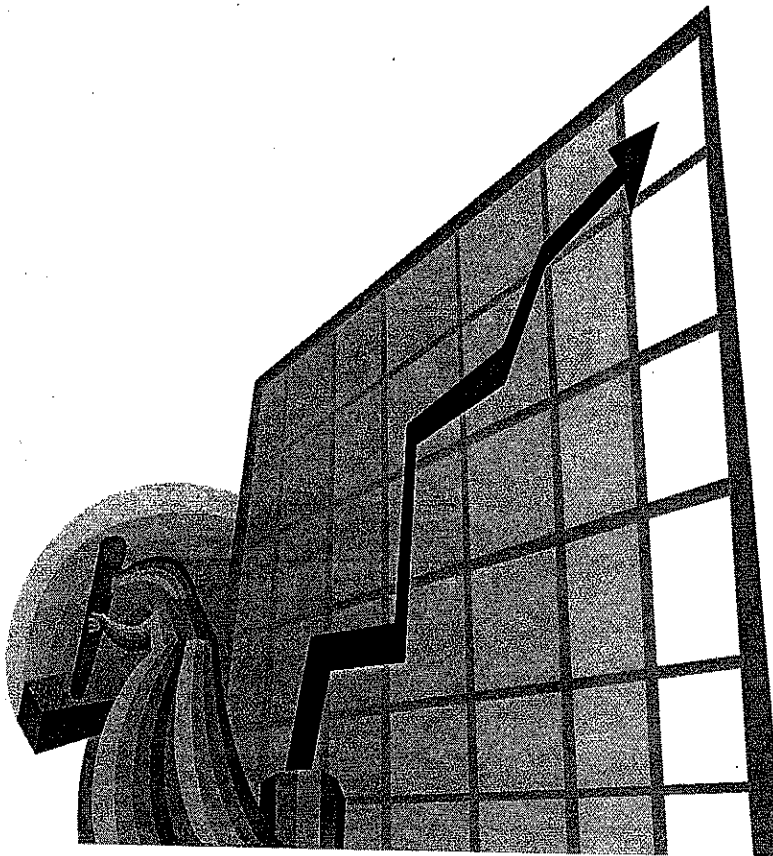
Goals

Example-Tobacco Prevention and Control

1. Prevent youth from beginning to use tobacco.
2. Help youth and adults quit using tobacco.
3. Reduce exposure to secondhand smoke.
4. Reduce tobacco use in high risk groups.



Objectives



- Objective measurements of success
- Action verbs
 - Increase...
 - Decrease.....



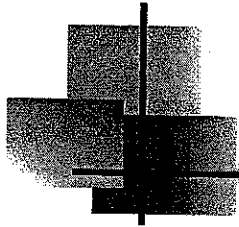


Goals and Objectives

Example-Tobacco Prevention and Control

- Goal-Reduce exposure to secondhand smoke.
 - Objectives
 - Increase the number of regulatory and voluntary policies that reduce exposure to secondhand smoke.
 - Increase the effective enforcement of existing secondhand smoke laws through education and policy support.





Strategies

- Major tactics for achieving the Goals and Objectives





Strategies

Example-Tobacco Prevention and Control

- Goal-Reduce exposure to secondhand smoke.
 - Objectives
 - Increase the number of regulatory and voluntary policies that reduce exposure to secondhand smoke.
 - Increase the effective enforcement of existing secondhand smoke laws through education and policy support.
 - Strategies
 - Develop secondhand smoke public awareness campaigns.
 - Launch a website that provides information on secondhand smoke dangers and resources.
 - Support local projects in communities.

