Strategic Planning
Overview

May 9, 2006
What is a strategic plan?

- A strategic plan focuses on:
  - Critical issues and identifies high leverage directions
  - Renewing and reinventing the organization
  - Preserving vitality and competitive edge
  - Giving participants a way of thinking about long-term responses to the effects of internal and external issues
  - Clarifying an organization’s core identity and strategies for success.
What is a strategic plan? (cont.)

- The plan sets the direction of the organization and improves its long-term prospects for thriving and growing.

- Institute of Cultural Affairs
What is a strategic plan? (cont.)

- Strategic plans are participatory.
  
  - “The origin of the vision is much less important than the process whereby it comes to be shared. It is not truly a “shared vision” until it connects the visions of the people throughout the organization.”
  
  - Peter Senge
What is a strategic plan? (cont.)

- Strategic plans are visionary.
  - "If you have built castles in the air, your work need not be lost; there is where they should be. Now, put foundations under them."
  - Henry David Thoreau
• Strategic plans are strategic.
  
  “A thought which does not result in an action is nothing much, and an action which does not proceed from a thought is nothing at all.”

• Georges Bernanos
Strategic Planning Overview

- One year planning process
- Focus on eliminating health inequities
- Uses a social justice framework
- Strategic plan will encompass 3-5 years into the future
Strategic Planning Overview (cont’d)

• Participatory: internal PHD and external community
  – all staff will be asked to participate and everyone should see themselves as part of this process
  – be inspirational and focused

• Workgroup: Leadership team committee, CAPE, Leadership Fellows
Core Values of ACPHD

• Providing quality public service
Core Values of ACPHD

- Enhancing social justice
- Providing opportunities for community-based organizations
Core Values of ACPHD

- Adding value to our communities
- Helping our customers, our communities to enjoy social and physical well-being within healthy living environments
Five Phases

1) Preparation - Fall 2004-March 2006

2) Strategic analysis - March 2006-August 2006

3) Identifying and prioritizing strategic issues - September 2006-November 2006

4) Strategic action planning - November 2006-March 2007

5) Implementation and ongoing assessment of progress - March 2007-2009
Phase One

- **Preparation** - Fall 2004-March 2006
  - Review and develop plan for strategic planning
  - Create and develop PH Fellows program
  - Announced at all staff meeting
  - Begin PH 101 Trainings and orientation to strategic planning
Phase Two

• Strategic analysis - March 2006-August 2006
  – SWOT Analysis and Core Value Assessment
    • Conduct focus groups (LT, Fellows, various groups within PHD and community)
    • Interview key agency and community partners
    • Obtain input from PHD staff through a Web-based survey
Phase Two (cont’d)

- Social Justice and Health Equities Discussions - March 2006-August 2006
  - Use participatory dialogue process similar to process used by Ingham County, MI
    - Dialogue will focus on the “isms”
    - Key points from the dialogue will lead to the next phase
Phase Three

- Identifying and prioritizing strategic issues -
  September 2006-November 2006
  - Review key findings from SWOT Analysis,
    CORE Value Analysis,
    Dialogue Process
Phase Three (cont’d)

• Identifying and prioritizing strategic issues - September 2006 - November 2006
  – Present findings to PHD staff and community
Phase Three (cont’d)

- Identifying and prioritizing strategic issues - September 2006 - November 2006
  - Conduct a prioritization process to focus on the most important key issues
Phase Four

- Strategic action planning -
  November 2006 - March 2007

  - Develop and finalize a department-wide strategic action plan for the next 3-5 years
Phase Five

• Implementation and ongoing assessment of progress - March 2007-2009
  – Implementation will include annual review of progress
ALAMEDA COUNTY PUBLIC HEALTH DEPT. STRATEGIC PLANNING PROCESS

PUBLIC HEALTH FELLOWS
- Dialogue Process
- Surveys
- Focus Groups
- Interviews
- Assist w/ Others

LEADERSHIP TEAM
- Dialogue Process
- Surveys
- Focus Groups
- Interviews

ALL PHD STAFF
- Surveys
- Focus Groups
- Interviews

COMMUNITY STAKEHOLDERS
- Surveys
- Focus Groups
- Interviews

COMMUNITY RESIDENTS
- Surveys
- Focus Groups
- Interviews

IDENTIFY 5-7 PRIORITIES FOR STRATEGIC PLAN FROM ABOVE

CREATE A STRATEGIC ACTION PLAN FOR EACH PRIORITY

INCORPORATE INTO ALL DIVISION WORK PLANS
Summary

- PH Fellows will work with PH Leadership Team
- Lead facilitators for strategic planning: CAPE- Mia Luluquisen, Sandra Witt, Kathi Schaff
- PH Fellows can choose strategic planning as a project and participate in key activities beyond regular monthly meetings
- Next session with Leadership Fellows: Visioning and SWOT analysis
Resources

• Community Toolbox

• Alliance for Nonprofit Management
  - http://www.allianceonline.org/FAQ/strategic_planning
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