

SMCSD Strategic Planning

Board Planning Workshop

March 3, 2022



Introduction

- INTRODUCTION(s)

- Brent Ives, BHI Management Consulting
- Organizational consultant to Special Districts
(25 years)

- Strategic Planning - Supervisor training - Board/manager interactions – Executive Recruiting workshops, leadership academy, etc.
- 25 years engineering manager at LLNL
- USF - Organizational Development
- 23 total years on Tracy City Council prior to last 8 years as elected Mayor-2014 termed-out, various local and regional Boards/Commissions



The Process Today



- We'll discuss strategy in general
- We'll look at the input from you, management staff and employees
- Ask you to consider the current foundational statements for strategy, those being:
 1. MISSION
 2. VISION
- We'll examine strategic focal strategy areas and begin to organize the Plan
- Discuss path forward for next steps

Background

Board decision to develop a 5-year Strategic Plan



- Includes inputs from Board members!
- Inputs from employees and staff
- This workshop allows you to discuss and set *foundation and direction for strategy*



Linkages in Strategic Planning

MISSION STATEMENT →

VISION →

BOARD (WHAT) *CORE VALUES(reflection)* →

Strategic Elements →

Strategic Implementation →

STAFF (HOW)

5-year Workplan



Value Driven

Understanding Roles

Beliefs/Mission/Purpose

Vision

Policies

Outcomes

“ENDS”

Governance Team

Strategic Goals
Success Indicators

Strategies

Tactics

Techniques

Methods

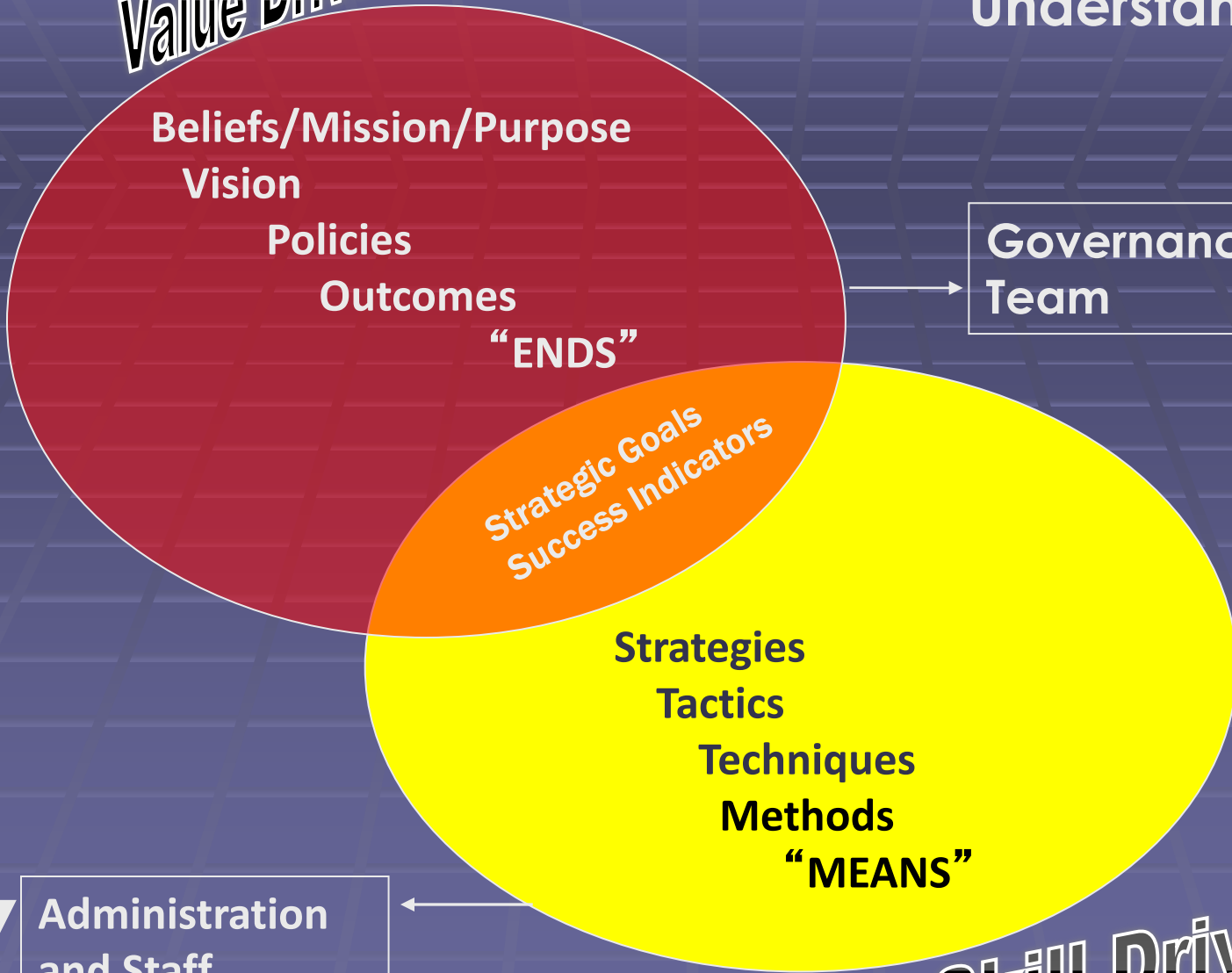
“MEANS”

Administration and Staff

Skill Driven

What

How



Strategic Planning

- **Helps bring you all together at the right LEVEL (25,000 ft.) for looking out into the future**
- **Allows you to practice your rightful leadership role**
- **Asserts and confirms your Mission**
- **Assures clarity for staff in the development of your Vision**
- **Keeps Vision properly separate from implementation**
- **Allows your staff to practice their professions by implementing your Vision**
- **Requires Strategic Thinking...finishes the question “WHY?”**

Content and Linkage

- Mission
- Vision
- Strategic Elements or Strategic Thrust Areas
 - Objective and Strategic statements
- Strategic Actions/Initiatives
- Strategic Implementation Plan

Mission Statement - what is it?

- A true mission statement:
 - a succinct statement of *WHY* an organization exists, ... it's Purpose/Charter
- You have provided input via questionnaires
- We gathered input from the employees as well
- We'll look at some examples as well

SMCSD Mission - Current

Committed to serving the community with
care and efficiency by providing fire
protection, street lighting, water,
wastewater and solid waste services in San
Miguel. (3/22 draft)

Vision Statement

(Where we'd like to be in the future)

- Describes the future;
 - Where are we going?, or
 - How we would like to describe ourselves in five years?, or
 - What we'd like to say in a “State of the District” address in the year 2018?
 - Where do we want to go or what do we need to do that we are not doing currently?
- The Vision drives the Mission forward
- The Vision demands strategy and action!



Inputs

- Review of wall inputs

SMCSD FOCUS Statement

CRITICAL ITEMS FOR FOCUS IN THE NEXT FIVE YEARS

- We have moved our administration to the new WWTP and successfully opened our new wastewater treatment facility. (Facil, 2-5)
- Fire department remodel and are hosting the sheriff here
- We enjoy stable water sources and stable rates. (Ops/Finance, 4-5)
- We are continuing with great Board culture. (Admin/Governance, now-ongoing)
- We have made a successful transition to a new GM(Admin, 6-12 months)
- Gain greater influence in the county and state regional decisions.(Political, 3-5)
- Consider a plan for the identification of discretionary revenues and optimize sources of revenue.(Mission Ancillary, 3-5)??
- We have kept up with needed staffing and equipment for new facilities
- We have developed and are implementing a public relations program

Path Forward

Path Forward

- Use this input to assemble strategic implementation plan
- The strategic implementation plan outlines a proposed approach at making your Vision a reality in 5-years
- I work on this with staff
- In a few weeks we return to review it with you – “Tone-check” and consider a 20-year Vision statement

