

## CCSD Strategic Planning Process Ad Hoc Committee Report

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Date:	November 16, 2023
To:	CCSD Board of Directors
From:	President Dean, Director Thomas
Subject:	CCSD Strategic Planning Process

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### Background:

in June 2022, the Board Ad Hoc Committee of Vice President Dean and Director Steidel presented an updated Strategic Planning Process which was adopted by the Board. This updated Strategic Planning Process represented a significant improvement for the District. At the 7/13/2023 Board Meeting, another Board Ad Hoc Committee of President Dean and Director Thomas was formed to review the Strategic Planning Process, propose further improvements, and consider options for a workshop facilitator.

As we have developed experience with this process, in the spirit of continuous improvement, we have identified several additional improvement opportunities.

- Incorporate a Vision Statement into the CCSD strategic planning processes.
- More fully define the process.
- We need an earlier opportunity for public input.
- Once we receive public input, organize the input in ways that better enable the Board to give full consideration to this input.
- Improve the Strategic Planning Workshop.
- Arrange for Strategic Planning Workshop facilitation.

### Recommendations:

The Strategic Planning Process Ad Hoc Committee recommends the Board discuss and consider:

1. Adopting the attached Strategic Planning Process, which addresses these improvement opportunities.
2. Approving the ad hoc committee recommendation of Dick Clark to facilitate our 2024 Strategic Planning Workshop.
3. Approving the ad hoc committee recommendation to retitle the “Six-Month Objectives Status Report” as simply “Objectives Status Report” recognizing that a longer term focus is needed to achieve CCSD Strategic Goals.

Attachment: CCSD Strategic Planning Process Description

## CCSD Strategic Planning Process

This summary of the CCSD Strategic Planning Process includes:

- The Annual Planning Calendar,
- A description of the Strategic Planning Workshop,
- Strategic Planning Process Flowcharts, which outline each component of the Strategic Planning Process, showing distinctions between the Plan for 2024, Major Strategic Updates, which we plan to conduct every 3 years, and Minor Annual Updates, and
- A description of each step and element of the Strategic Planning Process.

### Annual Planning Calendar

Provisional dates, to be updated and finalized with each annual planning calendar.

<b>Timing</b>	<b>Strategic Planning Activity</b>
At or by the 2 <sup>nd</sup> Board Meeting in January, 1/18/2024	Notice of public input session at least 1 week prior to the public input session to enable full participation and preparation.
At the 1 <sup>st</sup> Board Meeting in February, 2/8/2024	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.
At the 1 <sup>st</sup> Board Meeting in February, 2/8/2024	Public input session as the primary topic on the agenda for the 1 <sup>st</sup> Board Meeting in February.
Within 5-7 days ≤2/13/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes the public input.
≤2/14/2024	Send public input summary to workshop participants requesting their input.
Within 5-7 days ≤2/20/2024	Workshop participants provide their input.
2/26/2024	Public Input portion of the Special Board Meeting for the Strategic Planning Workshop.
Within 5-7 days ≤2/26/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes input from the public and workshop participants.
5-6 days prior to the Workshop, 2/26/2024	Send summary information to workshop participants.
1 <sup>st</sup> week in March, 3/4/2024	<b>Strategic Planning Workshop.</b>
1 week < 1 <sup>st</sup> Board Meeting in March (3/7/2024)	Strategic Planning Workshop minutes compiled for Board review and consideration.
1 <sup>st</sup> Board Meeting in March (3/14/2024)	Board review and consideration of the updated Strategic Plan.
A Board Meeting in September (9/12 or 9/19)	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.

## CCSD Strategic Planning Process

### Strategic Planning Workshop

The annual Strategic Planning Workshop will be held as a Special Meeting of the CCSD Board, with Public Input on the morning of the last Monday in February, and the rest of the workshop on the 1<sup>st</sup> Monday in March each year (Monday and Tuesday for major updates), with all participants in person at the Vets Hall, in the main room. These workshops will be available to the public on zoom, but without AGP video. To be more conducive to creativity and participation, this will be an informal setting, with participants on a first name basis.

Workshop Scope: unless otherwise determined by the CCSD Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so we expect to conduct the next major update in 2025.

Major Updates: in major updates, the Board will review and update every component of the plan, the Mission, Vision, Values, Core Areas, Strategic Goals, etc. In major updates, we will plan a 2-day duration for the Strategic Planning Workshop.

Minor Updates: In minor updates, the Board will only review and update the Objectives and Supporting Actions for each Strategic Goal. However, at the discretion of the Board President, the Board may consider refinements to other components in the plan as needed. In minor updates, we will plan a 1-day duration for the Strategic Planning Workshop.

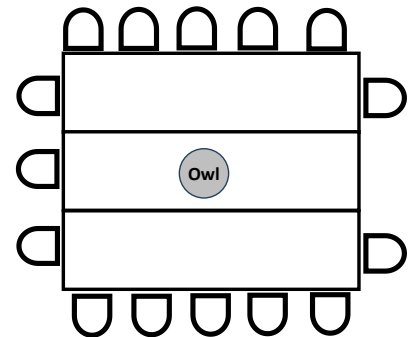
Workshop Participants, attending in person:

- The 5 Directors
- General Manager, Matthew McElhenie
- Administrative Manager/ Finance Manager, Denise Fritz
- Confidential Administrative Assistant, Haley Dodson, as recorder
- Fire Chief, Michael Burkey
- Fire Safe Focus Group Chair, Dave Pierson
- Utilities Department Manager, Jim Green
- Program Manager, Tristan Reaper
- Facilities & Resources Manager, David Aguirre
- Legal Counsel, David Hirsch
- Strategic Planning Workshop Facilitator

Workshop Setting: conference table format, with participants sitting around the table.

Facilitation: the 2024 Strategic Planning Workshop will be facilitated by Dick Clark as recommended by the Board Strategic Planning Ad Hoc Committee and approved by the Board.

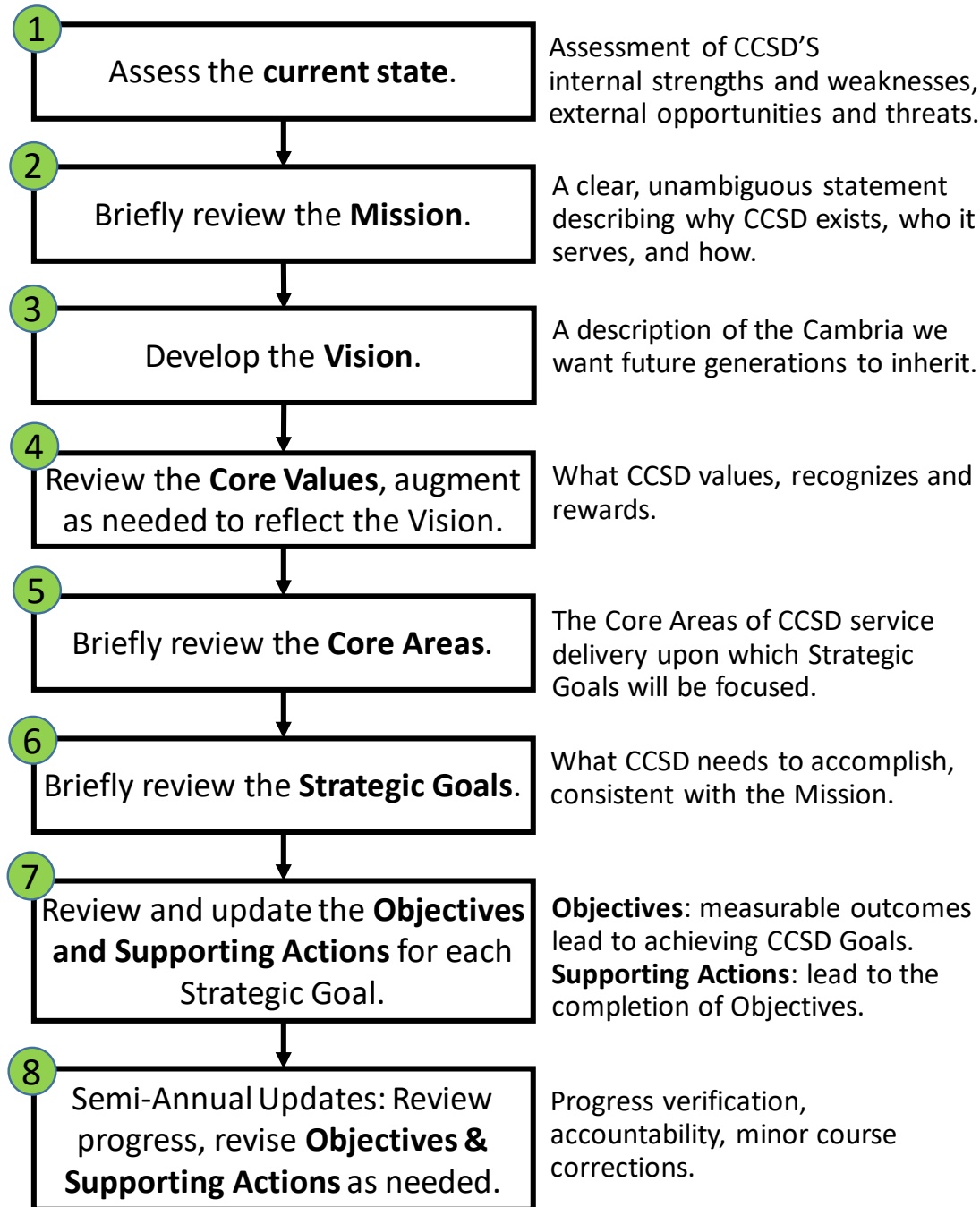
Agenda: developed by the Board Strategic Planning Ad Hoc Committee working with the Confidential Administrative Assistant and the Facilitator.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process Flowchart for the 2024 Minor Update

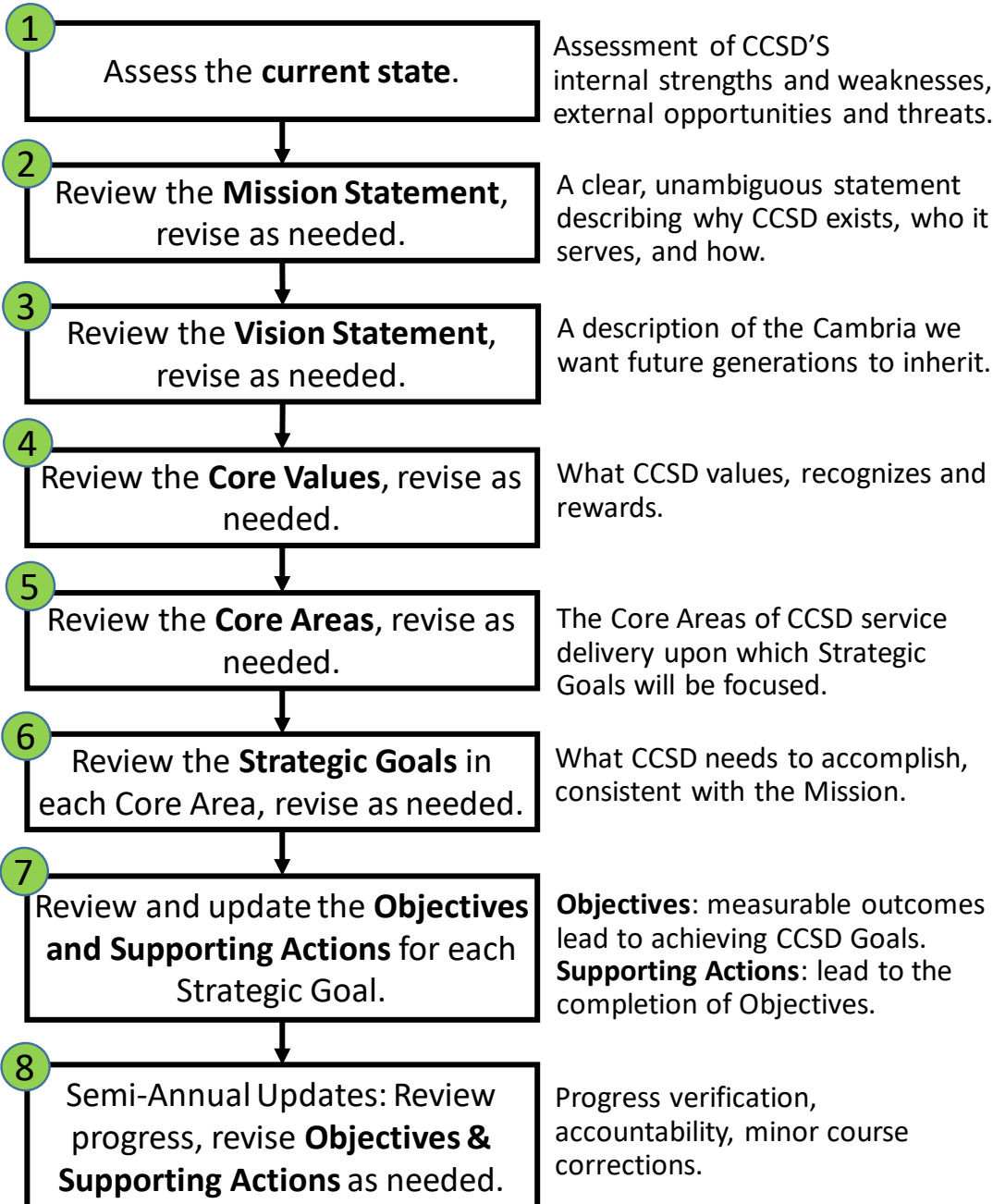
In the 2024 strategic update, we are adding a Vision Statement, to be more consistent with best practices. Once we establish the District's Vision, we may find the need to augment the Core Values with additional value statements. We will only do a brief review of the Mission, Core Areas and Strategic Goals, without updating these elements.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process for Major Updates

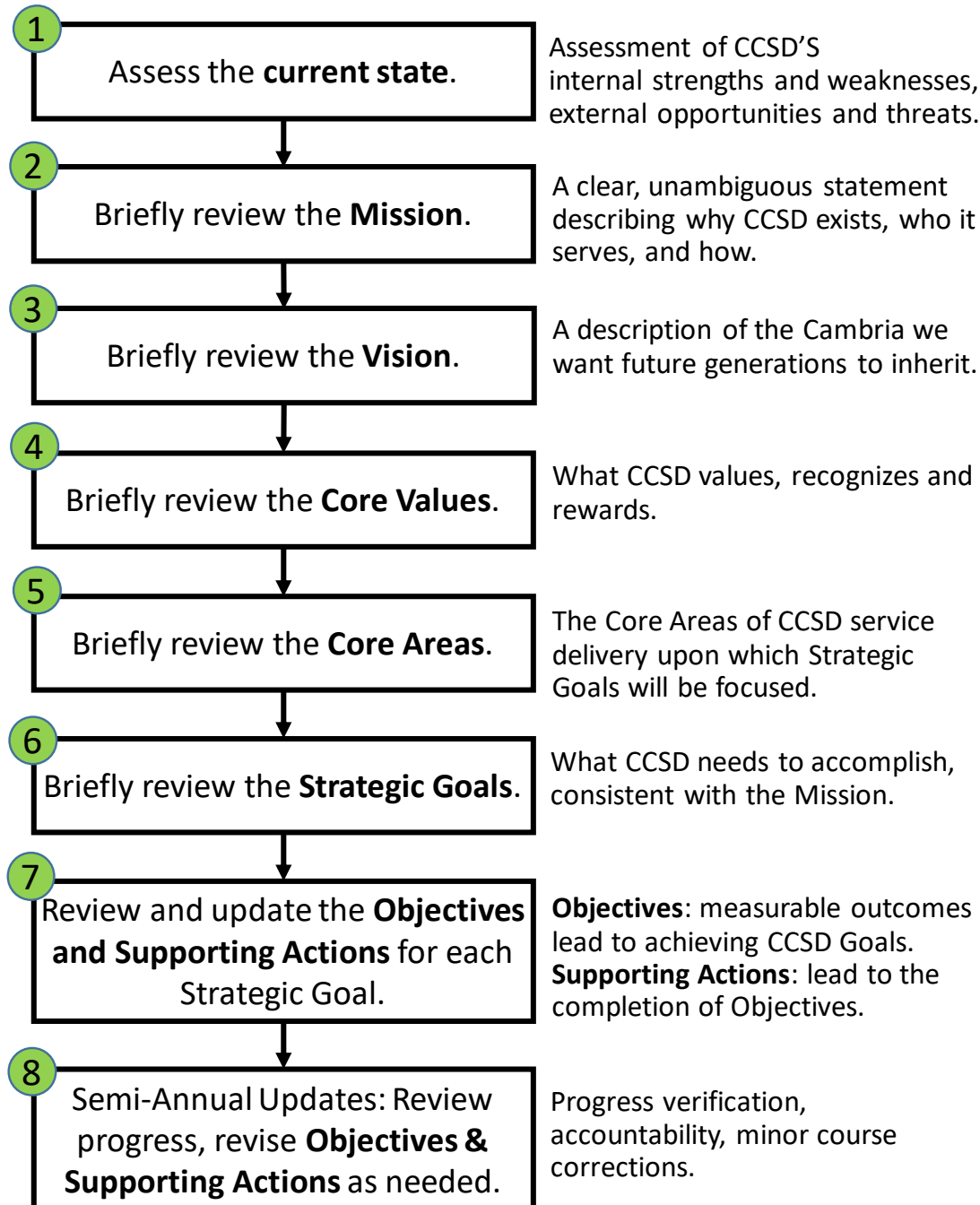
Unless otherwise determined by the Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so the next major update is expected to be conducted in 2025. In major updates, the Board will review and update every component of the plan, and we will plan a 2-day duration for the Strategic Planning Workshop.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process for Minor Annual Updates

In the Minor Annual Updates, in steps 2-6, we only do a brief review of the Mission, Vision, Core Values, Core Areas and Strategic Goals, without updating these elements.



## CCSD Strategic Planning Process

### A Description of Each Step of the Strategic Planning Process

1. The current state,
2. Mission, describing why CCSD exists, who it serves, and how,
3. Vision, describing the Cambria we want future generations to inherit,
4. Core Values, what CCSD values, recognizes and rewards,
5. Core Areas of CCSD service delivery,
6. Strategic Goals that CCSD needs to accomplish in each Core Area,
7. Objectives & Supporting Actions for each Strategic Goal, and
8. Semi-Annual Strategic Plan Updates.

#### 1. Assess the current state

This method of assessing the current state is a variation on the well-established SWOT analysis, where organizations identify their strengths, weaknesses, opportunities and threats as a starting point in their strategic planning processes. As CCSD applies this methodology, we seek to identify:

- Internal **Strengths** and recent accomplishments.
- internal **Weaknesses**.
- **Positive External Factors:** External factors and trends which could have a positive impact on CCSD in the years ahead.
- **Negative External Factors:** External factors and trends which could have a negative impact on CCSD in the years ahead.

Consistent with the Annual Planning Calendar and Strategic Planning Process Flowcharts outlined above, this assessment of the current state serves as the foundation for the remainder of the planning process.

We start the process with a public input session at least 2-3 weeks prior to the Strategic Planning Workshop. This can be either a Regular or Special Board meeting. The Board will solicit community input as outlined above, with the operative questions listed below:

District Strengths and Accomplishments:	<ul style="list-style-type: none"> <li>• What are the District's strengths?</li> <li>• What are the District's accomplishments since the last Strategic Planning Workshop?</li> </ul>
District Weaknesses:	<ul style="list-style-type: none"> <li>• What are the District's current internal weaknesses/challenges?</li> </ul>
Positive External Factors:	<ul style="list-style-type: none"> <li>• What are the external factors/trends (e.g., economic, political, technological, health and environmental) that might have a positive impact on the District?</li> </ul>
Negative External Factors:	<ul style="list-style-type: none"> <li>• What are the external factors/trends (e.g., economic, health, technological, political, environmental) that might have a negative impact on the District?</li> </ul>

## CCSD Strategic Planning Process

In addition to the assessment of the current state, at the major strategic plan update sessions, the Board will also solicit community input on the following areas:

- Does the **Mission Statement** provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?
- Do the **Core Values** adequately describe what CCSD values, recognizes and rewards?
- Do the **Core Areas** adequately describe the primary areas of CCSD service delivery?
- Which **Strategic Goals** have been achieved and should be removed from the Plan?
- What additional **Strategic Goals** are needed based on what we have learned from our assessment of the current state?

At the public input session, create a record summarizing public comments. Appoint a Board ad hoc committee to quickly organize the public input. Provide this input to the Strategic Planning Workshop participants well in advance of the workshop. Each participant reviews this input and provides their additional input and priorities.

After the Strategic Planning Workshop participants provide their input, have the same Board ad hoc committee organize their input, and distribute the organized input to workshop participants 1 week prior to the Strategic Planning Workshop, to enable adequate preparation.

### 2. Review the Mission Statement, revise as needed.

The Mission Statement provides a clear, unambiguous statement describing why CCSD exists, who it serves, and how.

As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Does the Mission Statement provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the existing Mission Statement, or create a new one as part of the Strategic Planning Workshop.

### 3. Review the Vision, revise as needed.

The Vision provides a description of the Cambria we want future generations to inherit. Previous strategic planning updates did not discuss or establish a Vision for the CCSD. This is an essential element of most strategic planning processes, so it's time to establish the CCSD Vision. Most of the other strategic planning elements focus on the short term. This is the element that will get us focusing on long term needs as well. The operative question to elicit input on the vision: *Imagine our grandchildren are living here in Cambria, living the good life we enjoy here today. And if you don't have grandchildren, imagine the grandchildren of one of your good friends. Describe what that future looks like to you.*



## CCSD Strategic Planning Process

### 4. Review the Core Values, revise as needed.

The Core Values describe what CCSD values, recognizes and rewards.

As part of the major strategic planning updates, ask the following question as part of engaging public input, in preparing workshop participants, and as part of the Strategic Planning Workshop:

Do the Core Values adequately describe what CCSD values, recognizes and rewards?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, as part of the Strategic Planning Workshop:
  - Revise any of the Core Values which need to be more clearly worded.
  - Add any Core Values which are missing.
  - Delete any Core Values which are no longer relevant or needed.

### 5. Review the Core Areas, revise as needed.

These are the Core Areas of CCSD service delivery upon which Strategic Goals will be focused.

Although the Core Areas of CCSD service delivery are not likely to change often, nonetheless it's worthwhile assuring that they clearly reflect the scope of CCSD services. As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Do the Core Areas adequately describe the primary areas of CCSD service delivery?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the Core Areas as part of the Strategic Planning Workshop.

### 6. Review the Strategic Goals in each Core Area, revise as needed.

The Strategic Goals describe what CCSD needs to accomplish in each Core Area, consistent with the Mission.

As part of the major strategic planning updates, ask the following questions as part of the Strategic Planning Workshop:

- For each Strategic Goal, have we achieved this goal? Is it time to remove this Strategic Goal from the Strategic Plan, or does this Strategic Goal need to remain in the plan because of its ongoing nature?
- For each Core Area of CCSD services, what additional Strategic Goals are needed based on what we have learned from our assessment of the current state?

## CCSD Strategic Planning Process

### 7. Review and update the Objectives & Supporting Actions for each Strategic Goal.

At each strategic update, review and revise the Objectives & Supporting Actions for each Strategic Goal as follows:

- Which of the Objectives & Supporting Actions have been completed?
  - Remove those that have been completed from the list, and make note of the accomplishments as appropriate.
  - For those which have not yet been completed, update as appropriate.
- Considering the internal Strengths and Weaknesses, and the external factors and trends which could impact CCSD in the coming year, what additional Objectives are needed for each Strategic Goal? Each Objective should be worded as a measurable outcome which will contribute to achieving a Goal.
- For each Objective, what Supporting Actions do we need to document and track to help ensure completion of the Objectives.
- For each Objective and Supporting Action, identify the:
  - **Target Date:** the date by which the Board expects the Objective to be achieved, and for Supporting Actions, the date by which the Board expects the action to be completed.
  - **Responsible Party:** the individual accountable for achieving the Objective or completing the Supporting Action. Where a group is identified, the accountable individual should be listed first.

As a final check, the **necessary and sufficiency check:**

- **Necessary:** Look over the entire set of plan elements we have created. Understanding that more words are not necessarily better, and in the interest of keeping things as simple as we can, is there anything in the plan that really is not necessary?
- **Sufficiency:** Again, look over the entire set of plan elements we have created. Is anything missing? If we accomplish all of these Strategic Goals and Objectives, are they collectively sufficient to achieve the CCSD mission? If not, what's missing?

This marks the end of the Strategic Planning Workshop. The next step occurs at one or more regularly scheduled CCSD Board Meetings.

### 8. Semi-Annual Strategic Plan Updates.

Semi-Annual Plan Updates: Review progress on Objectives and Supporting Actions, revise as needed. Using the updated table approved at the 7/13/2023 Board Meeting, the GM updates the table for review and discussion by the Board. The first Board review using this new format was on 10/12/2023. Previously referred to as the "Six-Month Objectives Status Report" this report will subsequently be referred to as the "Objectives Status Report" to avoid overemphasizing a short term focus.