



OVERVIEW: 2015 – 2020 STRATEGIC PLANNING PROCESS

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WHAT TO TAKEAWAY FROM TODAY

- What a Strategic Plan is & how it will guide the Parks department
- Where we are to date in the Strategic Planning process & timeline
- A Strengths, Weaknesses, Opportunities, Challenges (SWOC) exercise
- How to give feedback during & after the process
 - We want the Strategic Plan to be a “living plan & process” with your support & participation!

WHAT IS A STRATEGIC PLAN?



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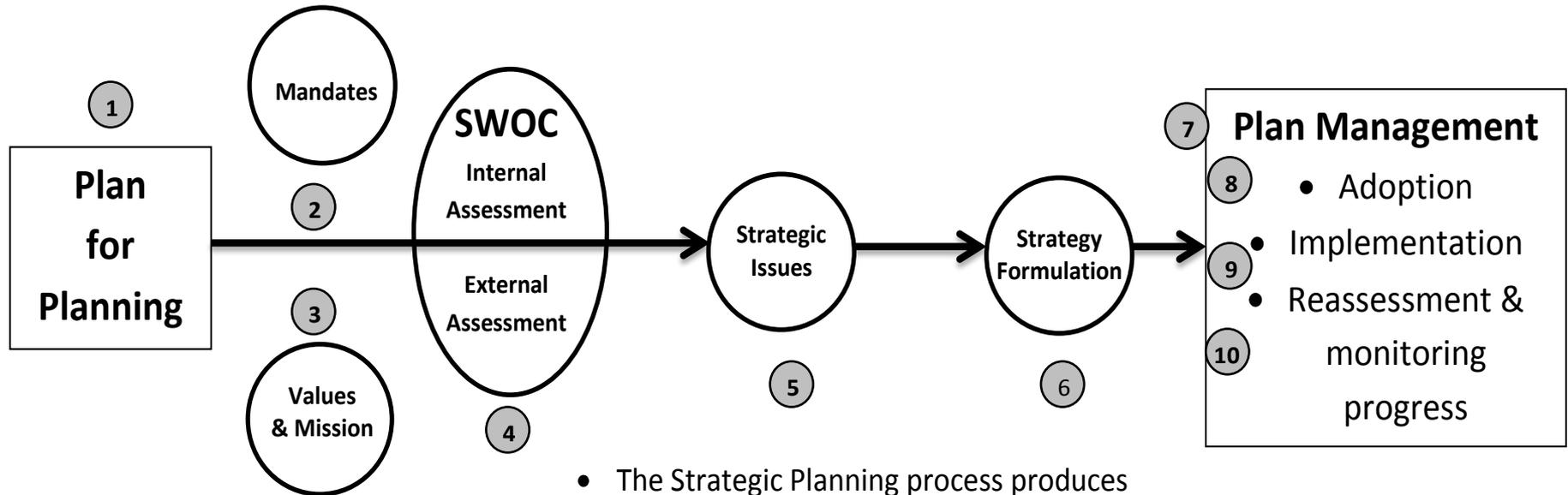
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The ABCs of Strategic Planning



Source: Bryson & Alston, 2011

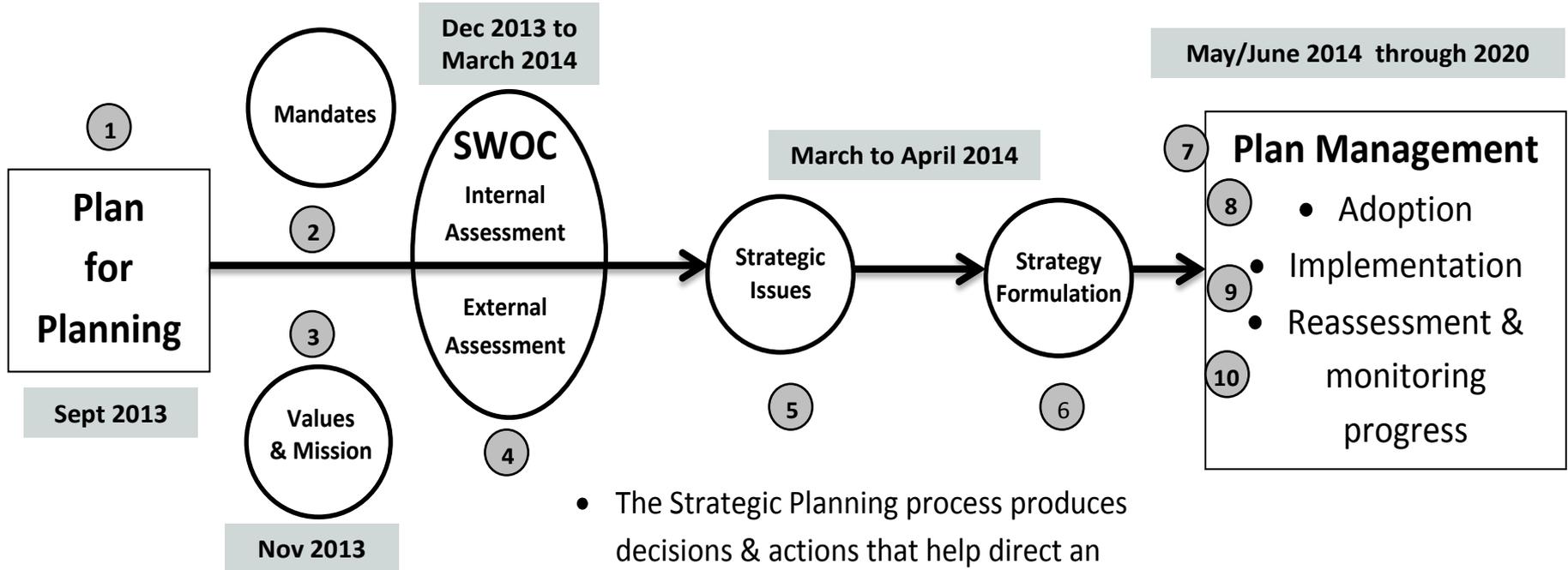
Overview of the Strategic Planning Process



- The Strategic Planning process produces decisions & actions that help direct an organization & what it does in a measurable way
- It is a powerful participation tool organizations use to focus their overall priorities on what is most important

Adapted from Bryson & Alston, 2011

Overview of the Strategic Planning Process



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WHAT HAPPENS IN EACH STEP?





STEP 1: PLANNING FOR THE PLAN

- Diagnose & determine the department's situation and readiness to undertake & complete a strategic plan
- Develop the plan process & steps, people to involve



STEP 1: PLANNING FOR THE PLAN – CONTINUED, PARKS PLANNING PROCESS

Community Stakeholders:

- * Milwaukee County citizens that use the parks our taxes pay for
- * *Other county, regional, and state partners

County Board of Supervisors

Parks, Energy, and Environment Committee

***Parks Advisory
Commission**

***Friends Groups**

Strategic Planning Team:

8 Department unit and field representative staff who are “first & final filter”

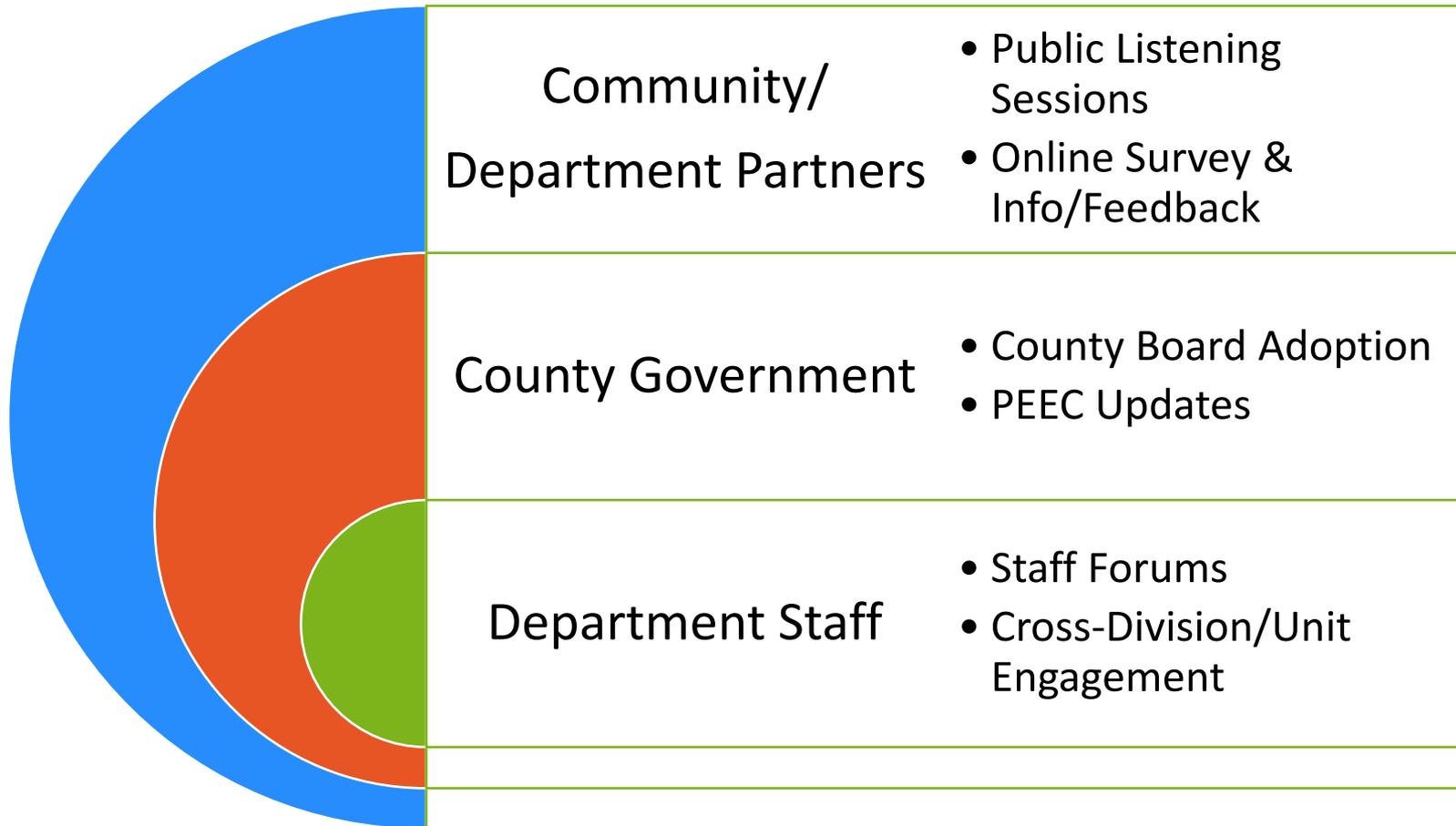
Senior Management Team:

40 unit/division managers

Senior Leadership Team:

Department “Chiefs”

ONGOING ENGAGEMENT





STEP 2: REVIEW MANDATES

- Formal: departmental operational bylaws, policies, ordinances, resolutions
 - CAPRA: National Accreditation
 - National Parks & Recreation Association, Wisconsin Parks & Recreation Association
 - Parks, Energy, and Environment Committee of the Milwaukee County Board of Supervisors
- Informal: Department Culture, Values/Beliefs systems, Community & Stakeholder Expectations
 - May include norms & expectations of key stakeholders
 - Can include connecting departmental/park system history



STEP 3: MISSION, VISION, VALUES

- **Mission** = an action-oriented, easy-to-say statement of the organization's purpose
 - Answers :
 - What we are here to do & why
 - How it gets from where it is to where it wants to go
- **Vision** = what an organization looks like when its strategies & actions are implemented to achieve its full potential
 - Description of a desired end-state
- **Values** = how the organization operates, what it cares about



STEP 3: MISSION

- Current mission:

Sustaining the legacy of our world-class park system by managing and conserving natural, cultural & recreational resources for the benefit of the community.

- Current draft update

***To enhance quality of life,
preserving natural and recreational resources,
while providing opportunities
for social, cultural and physical well-being.***

- Is “final” after March forums

- A plan is always a working/living document that adapts to stakeholder & department priorities



STEP 3: VISION

- Still in progress, to be revisited after March forums
- 1. ***We enrich the lives of citizens across our county and region with opportunities to recreate, learn and engage in their community***
- 2. ***We are an intricate part of our community, protecting and promoting the natural and cultural resources that belong to all citizens of Milwaukee County***
- 3. ***We are the public spaces that bring the diverse Milwaukee area community together***
- 4. ***We improve the quality of life for Milwaukee County citizens***
- 5. ***Inspire people's passion for parks as a part of people's lives, encouraging participation, learning & stewardship***



STEP 3: VALUES

- **Values** = what an organization believes, telling how it acts
 1. **Stewardship**: *We are effective stewards of Milwaukee County's rich natural resources through protection and preservation*
 2. **Community**: *A unique county resource in the state of Wisconsin, we partner with citizens and their county government in their use and experience of neighborhood and community parks for social interaction*
 3. **A Leader in Quality**: *We represent exemplary quality and innovation, being at the forefront of outdoor recreation management, technology and planning to provide the best public services and practices to our customers and to our constituents*
 4. **People**: *We actively demonstrate value to the public we serve, and responsibly maintain a quality workforce by fostering a positive work environment through learning and growth*
 5. **Opportunity**: *including experiences*



STEP 4: STRENGTHS, WEAKNESSES, OPPORTUNITIES & CHALLENGES (SWOC)

- **Strengths & Weakness Analysis**
 - **Internal Assessment**
 - Assessing resources, present strategies, and sources that measure the department's performance
- **Opportunities & Challenges Analysis**
 - **External Assessment**
 - Looking at forces/trends, key resource controllers, competitors & collaborative forces/collaborative partners



STEP 4: SWOC - CONTINUED

- **Strengths**: Resources or capabilities that help achieve mission
- **Weaknesses**: Deficiencies in above that hinder achieving mission
- **Opportunities**: External factors/situations to leverage mission
- **Challenges**: External factors/situations that negatively impact the organization



STEP 4: SWOC - CONTINUED

■ Strengths

- *Dedicated, passionate, knowledgeable workforce who adapt with creativity, innovation, resiliency and resourcefulness*
- *Our unique resource of 15,000 acres of quality land, trail system, river corridors & diverse facilities to preserve & protect*



STEP 4: SWOC - CONTINUED

■ **Weaknesses/Areas to Improve**

- *Update guiding plans, policies & procedures; make them consistent & integrated*
- *Tell the story of how we partner with community & business stakeholders to create powerful experiences*



STEP 4: SWOC - CONTINUED

■ **Opportunities**

- *Dedicated, passionate, knowledgeable workforce (employees, partners & volunteers) who adapt with creativity, innovation, resiliency and resourcefulness*
- *Maintaining & expanding our strong, consistent partnerships with community support & advocacy (volunteer base & business partnerships)*



STEP 4: SWOC - CONTINUED

■ Challenges

- *Funding: communicating public value & generating long-term, diverse sources of revenue*
- *Evaluating & sharing how well we do with programs, practices, facilities & services*



STEP 5: IDENTIFY STRATEGIC ISSUES

- Definition: a fundamental policy or change challenge affecting the organization.
- In progress. Examples:
 - *How can we evaluate how well we do with our land, facilities, programs, practices & services?*
 - *What are the community priorities , standards of living & partnerships we can invest in?*
 - *How do we maintain and develop our cohesive, well-trained, knowledgeable workforce & volunteers?*
 - *How can we invest in and use technology to demonstrate our public value?*



STEP 6: STRATEGY FORMULATION

- A **strategy** is a pattern of purposes, policies, actions, decisions &/or resource allocations that address a strategic issue.
- Strategy Formulation creates a set of strategies for each strategic issue, in this plan, for each of 5 years.
- Identifying practical alternatives, key actions



STEPS 7-10: PLAN MANAGEMENT

- Step 7: Process Review & Plan Finalization
 - Happens after the March staff & public forums
- Step 8: Adopting the plan
 - Across the department, County Board, and community at large
- Step 9: Implementation
 - Lead departmental & stakeholder champions engage
- Step 10: Annual Strategic Plan Reassessment
 - The plan will detail this process with the department & stakeholders



SWOC EXERCISE





SWOC EXERCISE INSTRUCTIONS

- Think of the Parks Department organizational highs and lows/challenges over the past year or so
- Consider what SWOC means
- For each section, write the top 3 you can think of
- As a table, share & discuss what you have written. Would you change or add anything? **WRITE CHANGES & TABLES TOP 3 on the TABLE SWOC sheets provided**
- Tables report out, turn in Table SWOC sheets

HOW TO STAY INFORMED & ENGAGED

Next Steps



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