

# Public Sector Strategic Planning

The NPO Solutions approach to public sector strategic planning engages the organization's leadership and key stakeholders to ensure a comprehensive representation of ideas and voices in the final product. NPO Solutions helps public agencies by strategically allocating limited resources to best serve constituents; deepening engagement of staff, constituents, and outside partners; and cultivating the leadership necessary to move the agency/department forward. NPO Solutions guides public sector leaders through a rigorous strategic planning process, resulting in a unified and broadly supported roadmap. Recent clients include the City of Los Angeles Recreation and Parks Department, Downey Unified School District, and the Museum of Ventura County.

NPO Solutions works with agency/department leadership to form a Strategic Planning Task Force consisting of 15-20 stakeholders (e.g., staff, constituents, public officials, partners) that meets 3-4 times over 3-4 months to review data and trends and to shape the strategic direction of the agency/department.

**Step 1: Resource Audit** – A nine-part diagnostic to assess agency/department strengths and weaknesses in areas such as mission, services, constituency development, communications, and finances.

**Step 2: Research & Analysis** – Based on Resource Audit findings, NPO Solutions consultants review key trends, conduct interviews, and administer surveys and focus groups to test assumptions and to support recommendations.

**Step 3: Stakeholder & Community Engagement** – Consultants construct a community profile regarding demographic data and local trends, which serves as the foundation for a more in-depth evaluation of the needs, challenges, and perceptions within a given community.

**Step 4: Strategic Plan** – Guided by the research, stakeholder input, and community needs, NPO Solutions consultants work with staff and the Task Force to develop strategic goals, strategies, and activities to guide the agency's/department's efforts into the future. Additionally, the creation of a Dashboard containing key metrics allows the organization to monitor and report on the achievement of performance goals and promote accountability throughout the agency/department.

**Step 5: Operating Plan** – NPO Solutions partners with staff members to create an annual Operating Plan that supports Strategic Plan implementation. The Operating Plan details the key activities, timelines, and persons responsible needed to achieve goals.

## Benefits of Strategic Planning

- Strategically allocates and prioritizes your agency's/department's limited resources
- Engages internal and external stakeholders
- Results in a unified vision and direction
- Supports data-driven decision-making
- Increases transparency within the agency/department and with stakeholders (staff, constituents, public officials, partners)
- Develops systems to help you set, achieve, and measure progress towards goals