

TAB 3

08-11-09 Joint CRA and Advisory Meeting

- What is a Strategic Plan?
 - It is a disciplined effort to produce fundamental decisions and action that shape and guide what an organization is, what it does, and why it does it.
 - It is a set of concepts, procedures and tools designed to assist leaders, managers, and others think and act strategically on behalf of their organization and its stakeholders.
 - At its best, it helps leaders pursue virtuous ends in desirable ways so the common good is advanced.
- What is not a Strategic Plan?
 - It is not a panacea, it does not fix everything.
 - It is not a substitute for effective leadership.
 - Public leadership is the inspiration and mobilization of others to undertake collective actions in pursuit of the common good. It can be individual, but is usually a group effort.
- A Strategic Plan defines answers for the following questions:
 - What is the CRA mission?
 - Florida Statute 163 Part III
 - Individual concepts
 - What are the internal strengths and weaknesses of the CRA and how do we take advantage or correct them?
 - Strengths
 - Direct fiduciary responsibility by Mayor and Commission
 - CRA Advisory Board
 - Funding
 - Desire for improvement
 - Weakness
 - Direct fiduciary responsibility by Mayor and Commission
 - Failure to communicate
 - Lack of transparency
 - Lack of trust
 - What external threats and opportunities may affect the organization and how do we navigate to or away from them?
 - Opportunities
 - Grants related to strategic goals
 - Investments
 - Threats
 - Loss of funding
 - Investments
 - New management will not follow CRA Strategic Plan
 - What strategies can we create to attain our CRA goals, and how do we attain them effectively and efficiently?
 - As leaders of the CRA, How do we develop coherent and defensible decisions regarding the allocation of our resources?
 - Better data collection
 - Better data analysis that is strategically related to decisions and goals
 - Post decision metrics (grading rubric)

- Initiate and agree upon a strategic planning process
 - Negotiate agreement of key CRA decision makers
 - Steps in Strategic Planning
 - Initiate and agree upon a strategic planning process
 - Identify CRA mandates
 - Clarify CRA mission
 - Assess the CRA's external and internal environment
 - ◆ Strengths, weaknesses, opportunities and threats (SWOT analysis)
 - Identify the strategic issues facing the CRA
 - Formulate strategies to manage these issues
 - Review and adopt the strategic plan
 - Establish an effective organizational vision
 - Develop an effective implementation process
 - Leadership roles
 - CRA Board
 - ◆ Initial approval
 - ◆ Authorization to CRA Advisory Board
 - ◆ Broad or Macro perspective
 - ◆ Feedback
 - ❖ Personal concepts
 - ❖ Group directives
 - ◆ Final adoption
 - CRA Advisory Board
 - ◆ Focused or Micro perspective
 - ◆ Dialogue
 - ◆ Develop
 - ◆ Reporting
 - Facilitator
 - ◆ Listen
 - ◆ Research
 - ◆ Advise
 - ◆ Course correct