Baldwin County Commission

Legislation Text

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Meeting Type: BCC Work Session
Meeting Date: 5/14/2019
Item Status: New
From: Wayne A. Dyess, County Administrator
Submitted by: Wayne A. Dyess, County Administrator

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ITEM TITLE
Discussion Regarding the Development of a Strategic Plan

STAFF RECOMMENDATION
Authorize staff to prepare Request for Proposals (RFP) and advertise the RFP.

BACKGROUND INFORMATION

Previous Commission action/date: Adoption of Strategic Plan in 1995, update of Plan in 2005, development of new Strategic Plan in 2006.

Background:
The Baldwin County Commission first began a strategic planning initiative in 1991, resulting in the adoption of the Baldwin County Strategic Plan and Implementation Document in 1995. An update to that Plan was adopted in 2005. The Baldwin County Commission adopted their last Strategic Plan on November 21, 2006.

A strategic plan is a key management document, providing a road map for our county government through the development of common goals and established agreements around intended outcomes/results. Strategic planning influences how we prioritize and invest our resources as well as gauge our performance and ensure we are delivering quality services to our citizens and visitors.

A strategic plan establishes goals and objectives and associated criteria and standards against which you can determine program performance. It also connects all County departments to overarching goals, objectives and strategies and provides accountability to those goals, objectives and strategies. Strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. A Strategic Plan is living document and is a method to assess and adjust the organization's direction in response to a changing environment.

Benefits of Strategic Plan

- Establishes priorities on what we will accomplish in the future and communicates to everyone

what is most important.
- Ensures planning and policy development is based on priorities.
- Provides a broad outline for resource allocation; forms the foundation of the County budget based on priorities that reflects service priorities.
- Critical budget decisions regarding the allocation of resources during an annual budget process is evaluated for consistency with and support of the Plan's strategic priorities.
- Forces us to make choices on what we will do and what we will not do.
- Pulls the entire organization together around a single game plan for execution.
- Guides decision-making at all levels.
- Encourages long-term thinking.
- Improves performance and accountability by being able to monitor and report measurable progress on any number of specific outcomes.

Typical Components of Strategic Plan:

Vision: What we want to be; a desired future; our best possible future.
Mission: The reason we exist; a statement of purpose; why we are in business.
Values: How our work is done; the principles that guide the actions, decisions, and behaviors of County representatives at all levels of County government; how we do business.
Strategic Priorities: The critical areas that need to be addressed for the County to move toward its vision.
Goals for Each Priority. These are the important results that the County expects to achieve its mission and sustain its priorities.
- Objectives for Each Goal. These are the outcomes that are necessary to ensure that the Goals are attained or sustained.
- Deliverables are the specific services, actions strategies, or initiatives that support the objectives.

Performance Measures: These are measures of our accomplishments, achievements, outcomes that will indicate progress toward deliverables, and that an impact was made.
Key Success Indicators: These are the "big" performance measures for priority outcomes.

Strategic Plan goals and objectives should be developed with consideration and input from the following:

Community input to gather needs and desires of our citizens through outreach through:
- Town Hall Meeting with the public
- County Boards and Commissions
- Local Elected Officials, municipal and County
- Baldwin County Commissioners and Directors

Process to Begin Strategic Plan Development
1) Commission authorization to prepare a Request for Proposals (RFP) through formal agenda item.

2)   Advertise the RFP in a local paper for 3 weeks, post on County website and notify vendors of the posting.

3)   Receive the RFP.

4)   Select a committee (Usually the County Administrator and other directors) to review and grade the RFP's.

5)   Select the top 3 and have them give a presentation to the committee, or the Commission at a work session (if desired). If we have just one (1) vendor that stands out over the others and the committee all agree then a presentation is not necessary.

6)   Prepare an agenda for Work Session requesting that the Commission at the next formal meeting award the Contract to the vendor and authorize the Chairman to sign the Contract.

7)   Take the agenda for award to the Commission meeting.

8)   A letter is mailed along with the Contract to the successful vendor for execution.

9)   Contract is returned by the vendor for the Commission to execute.

10)   Notice to Proceed for work to begin is issued.

FINANCIAL IMPACT

Total cost of recommendation: To be Determined

Budget line item(s) to be used: 51125 Contract Services

If this is not a budgeted expenditure, does the recommendation create a need for funding?
N/A

LEGAL IMPACT

Is legal review necessary for this staff recommendation and related documents?
N/A

Reviewed/approved by: N/A

Additional comments: $80,000.00 currently budgeted.

ADVERTISING REQUIREMENTS

Is advertising required for this recommendation? N/A

If the proof of publication affidavit is not attached, list the reason: N/A

FOLLOW UP IMPLEMENTATION

For time-sensitive follow up, select deadline date for follow up: N/A

Individual(s) responsible for follow up: County Administrator

Action required (list contact persons/addresses if documents are to be mailed or emailed): N/A

Additional instructions/notes: N/A