

The EDC of San Benito County Strategic Plan Report



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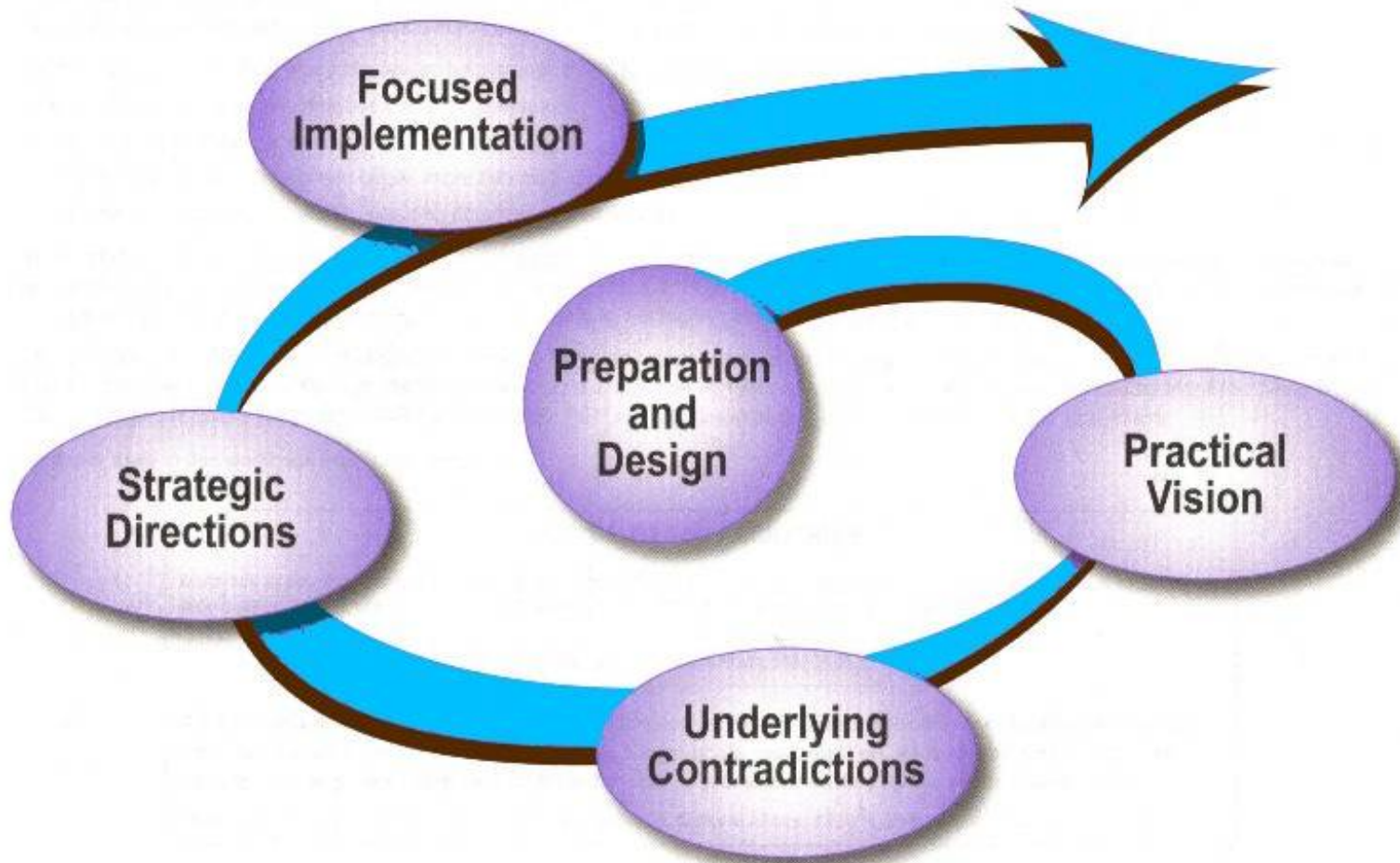
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TECHNOLOGY OF PARTICIPATION (ToP)[®] | Participatory Strategic Planning



THE EDC of San Benito County STRATEGIC PLAN SUMMARY

PRACTICAL VISION

What we want to see in place
in the next 3-5 years...

- A. Internal Business Plan
- B. Sustainable Diverse Funding Sources
- C. Superior and Reliable Customer Service
- D. Compelling and Consistent Message
- E. Understandable and Attainable Work Plan
- F. Committed and Passionate Board
- G. Coordinated Business Resources

UNDERLYING CONTRADICTIONS

What blocks the realization of our
practical vision...

[Facilitator summaries]

- A. [Regulatory, status quo, NIMBY, unprogressive and reactionary mindsets of the community and it's agencies]
- B. [Board structure and focus and expectations of Board members inadequate for making necessary accomplishments]
- C. [The Value of the EDC is difficult to identify, measure, and communicate]

STRATEGIC DIRECTIONS

What will deal with underlying contradictions
and move us towards our vision...

- A. **Defining and Focusing Our Efforts**
 - Develop EDC Strategic Plan
 - Establish Board Expectations
 - Establish Board Accountability
- B. **Educating and Communicating**
 - Develop and Deliver Messaging and Outreach
 - Educate the Board
 - Raise Funds
- C. **Collaborating**
 - Develop relationships, communication and collaboration with partners
- D. **Encouraging Streamlining**

IMPLEMENTATION

What are our priority actions for the first quarter?

1. Hire Revenue Generation Contractor
2. Determining EDCSBC Strategy Goals and begin strategic documents
3. Internal education of Local Government Finance and Dev. Process
4. Rough outline of web strategy and Social Marketing Strategy
5. Initiate Economic Coordination meeting and inventory partner services

KEEPING THE PLAN ON TRACK

Recommend check-in meeting in June 2011

► PRACTICAL VISION | Definition and Summary

The Practical Vision workshop asks the question:

What do we want to see in place 3 -5 years from now as a result of our efforts?

The vision of an organization is held in part by all of its members. This workshop seeks to bring these together to create their shared picture of the future. The practical vision is the responsive statement of hope within the given environment. It provides a sense of the destination of the effort. It tells us where we are going, what the accomplishments, outcomes, changes and results are that we are seeking by our efforts.

The Board and Staff of the EDC of San Benito County articulated a practical vision for the next 3–5 years with seven key vision components. These are:

- A. Internal Business Plan**
- B. Sustainable Diverse Funding Sources**
- C. Superior and Reliable Customer Service**
- D. Compelling and Consistent Message**
- E. Understandable and Attainable Work Plan**
- F. Committed and Passionate Board**
- G. Coordinated Business Resources**

The chart on the following page holds the backup brainstorm data generated by participants as well as the above consensus statements.

► **3-5 YEAR PRACTICAL VISION**

Focus Question: *What do we want to see in place in 3-5 years as a result of our actions?*

<i>EDC of San Benito County Board Retreat</i>						<i>February 25, 2011</i>
Vision						
Internal Business Plan	Sustainable Diverse Funding Sources	Superior and Reliable Customer Service	Compelling and Consistent Message	Understandable and Attainable Workplan	Committed and Passionate Board	Coordinated Business Resources
<ul style="list-style-type: none"> • Additional Staff for EDC • More Staff 	<ul style="list-style-type: none"> • Sustainable funding source • Additional funding from government • Healthy budget with varied investment sources 	<ul style="list-style-type: none"> • Permit streamlining • Support (committed government) • Clear tools to attract business • Consistent streamlined development process • Critical infrastructure issues addressed 	<ul style="list-style-type: none"> • Formal Communication education plan including policy-makers outreach • Better community understanding of EDC • Public relations plan • Website • Waiting list for EDC board • San Benito and Hollister has a reputation as business friendly and live, work, play destination 	<ul style="list-style-type: none"> • Adaptable business plan • Tangible results measure of success • Statewide national outreach plan • Long-range consideration from business/ property owners • Short-term and long-term business attraction targets • 7% unemployment • Focus on attraction and facilitation 	<ul style="list-style-type: none"> • Fully and publically supported by all EDC Board Members • Board Unity • Board Focus • EDC members be educated • Board member Education 	<ul style="list-style-type: none"> • Collaboration of business groups • Increased cooperation between stakeholders • Collaboration coordination common objectives local agencies • Individual (other groups and partners) specialization • Increased and efficient use of resources
Consensus Represented at Column Heading Level						
Facilitated by Bill Davis using Technology of Participation (ToP)[®] Consensus Workshop Method						(916) 806-6407

► UNDERLYING CONTRADICTIONS | Definition and Summary

The Underlying Contradictions workshop asks the question:

What is currently blocking the full realization of our vision?

The current realities facing an organization become manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to 'lists of things to do', or are explained away as personal conflicts. As a group considers the range of its issues together, root causes can be uncovered and objectified for sober consideration and proposed actions. Participants generated and agreed on the following underlying obstacles in relation to their practical vision:

- A. [Regulatory, status quo, NIMBY, unprogressive and reactionary mindsets of the community and it's agencies]**
 - Regulatory mindsets are not solution oriented
 - Business as usual mindset
 - We are oriented to letting things happen vs being proactive
 - NIMBY mentality
 - Overcoming historical baggage
- B. [Board structure and focus and expectations of Board members inadequate for making necessary accomplishments]**
 - Board turnover
 - Board's Fear of asking questions
 - We are limited to current organizational structure
 - Guide to the galaxy
 - Ex Officio members represent other agencies
 - Board members are uncommitted to assisting
 - Unaccountability of Board members
 - Undefined Board member expectations
 - Board is task focused vs strategy focused
 - Finite financial resources
- C. [The Value of the EDC is difficult to identify, measure, and communicate]**
 - EDC product is undesirable
 - EDC Benefits and Features are incommunicable, immeasurable and indefinable
 - Territoriality and turf wars

The chart on the following page holds the back up data brought forward by small groups:

► UNDERLYING CONTRADICTIONS

Focus Question: *What is blocking us from moving towards our vision?*

- Board turnover
- Board's Fear of asking questions
- We are limited to current organizational structure
- Guide to the galaxy
- Regulatory mindsets are not solution oriented
- Business as usual mindset
- We are oriented to letting things happen vs being proactive
- NIMBY mentality
- Ex Officio members represent other agencies
- Overcoming historical baggage
- Board members are uncommitted to assisting
- Unaccountability of Board members
- Undefined Board member expectations
- EDC product is undesirable
- EDC Benefits and Features are incommunicable, immeasurable and indefinable
- Board is task focused vs strategy focused
- Territoriality and turf wars
- Finite financial resources

► STRATEGIC DIRECTIONS | Definition and Summary

The Strategic Directions workshop asks the question:

What innovative, substantial actions can we take to address the underlying contradictions and move us towards our practical vision?

In the Strategic Directions workshop, participants are asked to focus on creative, practical actions that will deal with the blocks and opportunities identified in the previous session as well as move the organization towards its practical vision. By planning strategically, that is, in relation to its real situation and the underlying challenges and its practical vision, the organization has a chance to realize its vision.

The Board and Staff of the EDC of San Benito County identified 4 overall strategic directions for the next 18-24 months, each with specific agreed upon strategic action arenas:

A. Defining and Focusing Our Efforts

- Develop EDC Strategic Plan
- Establish Board Expectations
- Establish Board Accountability

B. Educating and Communicating

- Develop and Deliver Messaging and Outreach
- Educate the Board
- Raise Funds

C. Collaborating

- Develop relationships, communication and collaboration with partners

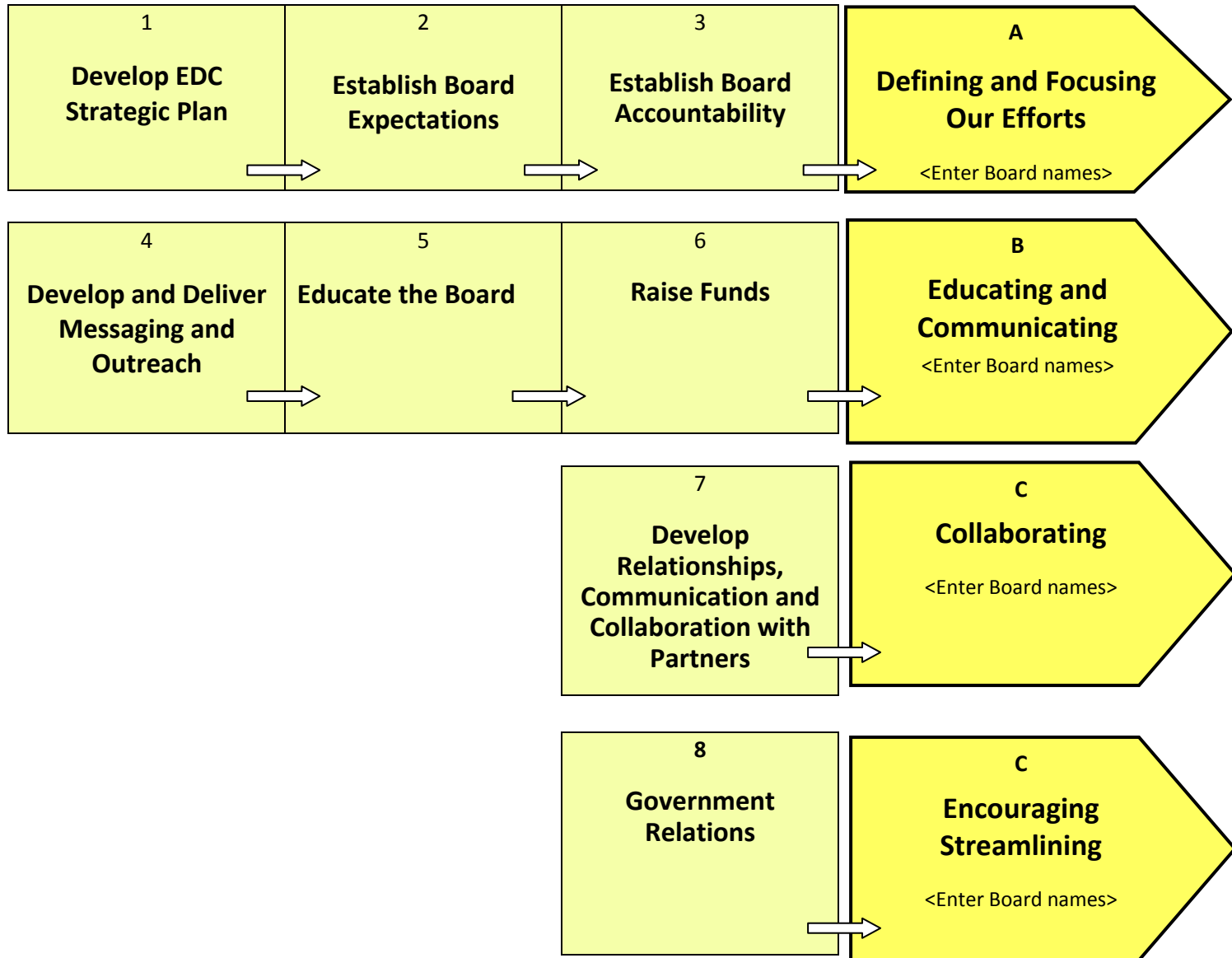
D. Encouraging Streamlining

- Government Relations

The charts on the following pages holds the backup brainstorm data generated by participants as well as the above consensus statements.

▶ 2 YEAR STRATEGIC DIRECTIONS

Focus Question: *What innovative, substantial actions will address our underlying contradictions and move us towards our vision in the next 2 years?*



▶ **2 YEAR STRATEGIC DIRECTIONS | Strategies with recommended actions**

Defining and Focusing Our Efforts		
<p>Strategic Plan</p> <ul style="list-style-type: none"> • Develop EDC Strategy • Written Goals • Agree on 90 day, 6 month and 1 yr toward completing work plan • Develop strategic plan • Increase organizational structure 	<p>Board Expectations</p> <ul style="list-style-type: none"> • Develop Board Responsibility criteria • Define Board Expectations • Board Orientation Handbook • Ex-officio member be forthright when advocating for their agency 	<p>Board Accountability</p> <ul style="list-style-type: none"> • Assign actions and commitment date • Board Agenda less info sharing and more strategic • Assign priorities

Educating and Communicating		
<p>Outreach and Messaging</p> <ul style="list-style-type: none"> • Demonstrate credibility • Periodic Member Meetings • Aggressive public relations effort • Be proactive and cheerlead 	<p>Fundraising</p> <ul style="list-style-type: none"> • Fundraising Opportunities Related to EDC goals (workshop) 	<p>Board Education</p> <ul style="list-style-type: none"> • Board mentor program • Identify educational topics for the board • “Successful communities” tours (local education) • Understand history

Collaborating
<p>Relationship, communication and collaboration with partners</p> <ul style="list-style-type: none"> • Board involvement and direction with partners • Periodic partners brain dump

Encouraging Streamlining
<p>Government Relations</p> <ul style="list-style-type: none"> • Customer service training • Improve downward dissemination of customer service message

► FOCUSED IMPLEMENTATION | Definition and Summary

The implementation timeline workshop asks the question:

What will we actually do in the first year? What are priority steps to get started?

Action removes the doubt that theory and analysis cannot solve. In signing up to work on a ‘strategic direction’ and scheduling actions and accomplishments, commitment and realism are brought into the planning efforts. The journey of implementation is mapped out and steps are decided which will begin the realization of our vision.

As a whole group, the participants considered the ‘current reality’ and 2 year success indicators for the strategic directions, and suggested and agreed on first year accomplishments for each. A initial conversation around ‘feasibility’ and capacity closed this session. Participants then worked in ‘strategy’ groups to create the Year One Calendar, and First Quarter Workplan. It was agreed that a regular quarterly review would occur, as described on the “Recommended Planning Cycle, 2011-2012.

The following pages outline the ‘90 day Workplan’ detail as completed by the Strategy Teams during the session on March 29th. The teams will be continuing this planning and implementation work, to be shared and revised at the end of April.

In closing, the ‘priorities’ for this quarter were expressed as:

- ③ Interview Revenue Generation Contractors
 - ① Examine Investment Pool
 - ④ Answer: “What are we committing our resources to?”
 - ① ③ Choose Revenue Generation Contractor
 - ① ④ Analyze Findings
 - ① Report Findings on Investment Pool
 - ② Documents: Strategic Plan, Business Plan, Tactics
 - ② Determining Goals
 - ② Review Sample Docs
 - ② Decide Contents of Docs
 - ② Begin drafting docs
 - ⑤ Internal Education: Development process and Local Gov Finance
 - ⑤ Outline/ syllabus/ walk through: local finance
 - ⑤ Presentation local finance
 - ⑤ City development process outline
 - ⑤ City Development process walk through
 - ⑥ Web Site Launch
 - ⑥ Social media driving traffic to web site
 - ⑥ Rough outline of web strategy
 - ⑥ Rough outline of SM strategy
 - ⑧ Convene Economic Coordination meeting: County-wide, internal
 - ⑨ Inventory Partner Services: ID holes and overlap
 - ⑧ establish purpose and buy-in
 - ⑧ Establish invite list
 - ⑧ Logistics for meeting
 - ⑨ develop questions to inventory services
 - ⑧ Invitations out and follow-up
-

► **FOCUSED IMPLEMENTATION | 1st Year Accomplishments**

Focus Question: *What are the specific, measurable accomplishments for each Strategic Direction, March 2011–February 2012?*

Strategic Direction & Team Members	Current Reality	1st YEAR ACCOMPLISHMENTS	2 Year Success Indicators
<p style="text-align: center;">A</p> <p style="text-align: center;">Defining and Focusing Our Efforts</p> <p>Mary Hubbell, Gillian Enz-Bowlus, Larry Beltramo, Paul Rovella</p>	<p>What we have going on already:</p> <ul style="list-style-type: none"> ▪ This facilitated retreat is working ▪ We have seasoned professional ▪ We are collaborating ▪ We are doing what is doable <p>We have opportunities in:</p> <ul style="list-style-type: none"> ▪ New leadership ▪ Open leadership at City ▪ Not hugely locked in by our definition and mechanisms. We have flexibility to pursue what we decide <p>We are missing:</p> <ul style="list-style-type: none"> ▪ Committed resources for growing the organization, ▪ Opportunities for investment ▪ Investment pool 	<ul style="list-style-type: none"> ▪ Interview Revenue Generation Contractors ▪ Examine investment pool ▪ ID “What are we committing resources to and in what % ▪ Documents <ul style="list-style-type: none"> ○ Strategy ○ Business Plan ○ Tactics ○ Annual Report 	<ul style="list-style-type: none"> ▪ Percent of public to private contributions ▪ Revenue Creation ▪ Documents <ul style="list-style-type: none"> ○ Strategic Plan ○ Business Plan ○ Tactics ▪ Nancy has a secretary ▪ Board concerns are gone: sense of commitment, faith, direction ▪ High functioning committee work ▪ Enthusiastic members ▪ Board is marketing the EDC
<p style="text-align: center;">B</p> <p style="text-align: center;">Educating and Communicating</p> <p>George Lewis Clint Quilter Vevana Freitas</p>	<p>We hav:</p> <ul style="list-style-type: none"> ▪ Logo ▪ Brand ▪ Nice brochure ▪ DVD ▪ Web site ▪ Airport Message ▪ Small business development (e.g. meat market) ▪ S sites for viability ▪ Expo. <p>We don’t have what we are hoping to accomplish here: Vision, Focus, Brand, what do we want people to say.</p>	<ul style="list-style-type: none"> ▪ Fill out Board <ul style="list-style-type: none"> ○ Define ○ Recruit ▪ Web Site ▪ Internal Education <ul style="list-style-type: none"> ○ Development Process ○ Local Government Finance ▪ Social Media Driving traffic to web site ▪ Board handbook 	<ul style="list-style-type: none"> ▪ Say EDCSBC “It Rocks” ▪ Full board active and engaged ▪ Revenue generation \$300,000 <ul style="list-style-type: none"> ○ 60% business

<p style="text-align: center;">C</p> <p style="text-align: center;">Collaborating</p> <p>Jerry Muenzer Jose Rios</p>	<ul style="list-style-type: none"> ▪ Board of Supervisors ▪ City Council ▪ HDA ▪ Chamber ▪ Community Foundation ▪ Business Council ▪ Farm Bureau ▪ City of San Juan Batista ▪ Regional ▪ Statewide 	<ul style="list-style-type: none"> ▪ Inventory Services <ul style="list-style-type: none"> ○ Identify Holes ○ Identify Overlap ▪ Convene Economic Development Internal County-wide Economic coordination meeting 	
<p style="text-align: center;">D</p> <p style="text-align: center;">Encouraging Streamlining</p> <p><Enter Board names></p>		<ul style="list-style-type: none"> ▪ Support Nancy at Board Meetings and Planning Commission meetings ▪ Talking Points 	

► **FOCUSED IMPLEMENTATION | 2011 Calendar**

Focus Question: *How and when will each accomplishment be completed?*

Instruction: Use the 90-Day worksheet to determine who will implement each part of the plan.

Strategic Directions	Calendar 2nd Quarter			Calendar 2nd Quarter	Calendar 3rd Quarter	Calendar 4th Quarter	Calendar 1st Quarter
	APRIL	MAY	June	APRIL-JUNE 2011	JULY-SEPT 2011	OCT-DEC 2011	JAN-FEB 2011
<p>-A- Defining and Focusing Our Efforts Mary Hubbell, Gillian Enz-Bowlus, Larry Beltramo, Paul Rovella</p>	<p>0 3 Choose Revenue Generation Contractor 2 Determining Goals</p>	<p>0 Report Findings on Investment Pool 2 Decide Contents of Docs 2 Review Sample Docs</p>	<p>0 4 Analyze Findings 2 Begin drafting docs</p>	<p>3 Interview Revenue Generation Contractors</p>	<p>0 Examine Investment Pool 4 Answer: "What are we committing our resources to?"</p>	<p>10 Annual Report</p>	<p>2 Documents: Strategic Plan Business Plan Tactics</p>
<p>-B- Educating and Communicating George Lewis Clint Quilter Vevana Freitas</p>	<p>5 Outline/syllabus/ walk through: local finance 5 Presentation local finance 5 City development process outline</p>	<p>5 City Development process walk through 6 Rough outline of web strategy 6 Rough outline of SM strategy</p>			<p>5 Internal Education: Development process and Local Gov Finance 6 Web Site Launch</p>	<p>6 Social media driving traffic to web site</p>	<p>7 Fill out Board Define and recruit</p>
<p>-C- Collaborating Jerry Muenzer Jose Rios</p>	<p>8 establish purpose and buy-in 8 Establish invite list</p>	<p>8 Logistics for meeting</p>	<p>9 develop questions to inventory services 8 Invitations out and follow-up</p>		<p>8 Convene Economic Coordination meeting: County-wide, internal</p>	<p>9 inventory Partner Services: ID holes and overlap</p>	
<p>D Encouraging Streamlining</p>							

► **FOCUSED IMPLEMENTATION | 90-Day Implementation Steps**

STRATEGIC DIRECTION A. Defining and Focusing Our Efforts		ACCOMPLISHMENT/ ACTION #1 <enter>		
INTENT: (ARTICULATE ONCE MORE...WHY ARE WE DOING THIS?) <enter>		START DATE <enter>	END DATE <enter>	
IMPLEMENTATION STEPS (HOW) 1. <enter> 2. 3. 4.	WHO <enter>	WHEN <enter>	WHERE <enter>	
COORDINATOR <enter>	COLLABORATORS/ PARTNERS <enter>	EVALUATION MEASURES <enter>	BUDGET <enter>	NEXT MEETING DATE <enter>

STRATEGIC DIRECTION B: Educating and Communicating		ACCOMPLISHMENT/ ACTION #2 <enter>		
INTENT: (ARTICULATE ONCE MORE...WHY ARE WE DOING THIS?) <enter>		START DATE <enter>	END DATE <enter>	
IMPLEMENTATION STEPS (HOW) 1. <enter> 2. 3. 4. 5.	WHO <enter>	WHEN <enter>	WHERE <enter>	
COORDINATOR <enter>	COLLABORATORS/ PARTNERS <enter>	EVALUATION MEASURES <enter>	BUDGET <enter>	NEXT MEETING DATE <enter>

STRATEGIC DIRECTION C: Collaborating		ACCOMPLISHMENT/ ACTION TITLE <enter>		
INTENT: (ARTICULATE ONCE MORE...WHY ARE WE DOING THIS?) <enter>		START DATE <enter>	END DATE <enter>	
IMPLEMENTATION STEPS (HOW) 1. <enter> 2. 3. 4.	WHO <enter>	WHEN <enter>	WHERE <enter>	
COORDINATOR <enter>	COLLABORATORS/ PARTNERS <enter>	EVALUATION MEASURES <enter>	BUDGET <enter>	NEXT MEETING DATE: <enter>

STRATEGIC DIRECTION D Encouraging Streamlining		ACCOMPLISHMENT/ ACTION TITLE <enter>		
INTENT: (ARTICULATE ONCE MORE...WHY ARE WE DOING THIS?) <enter>		START DATE <enter>	END DATE <enter>	
IMPLEMENTATION STEPS (HOW) 1. <enter> 2. 3. 4.	WHO <enter>	WHEN <enter>	WHERE <enter>	
COORDINATOR <enter>	COLLABORATORS/ PARTNERS <enter>	EVALUATION MEASURES <enter>	BUDGET <enter>	NEXT MTG DATE: <enter>

Appendix

Keeping the Plan on Track

Strategic planning bears the most fruit when seen as both a planning retreat or event and a continuous process in which the plan is regularly reviewed, evaluated and refined. The following Quarterly Evaluation flow will be crucial in keeping the EDC of San Benito County's plan "on track" for monitoring and evaluation purposes.

Quarterly Evaluation and refinement sessions:

- 2 – 3 hour events to affirm accomplishments, acknowledge struggles, capture learnings, make adjustments, build anticipation, and establish commitment for the next quarter.
- The face-to-face nature of this event is very important. Memos, emails, and other forms of communication do not allow for adequate team building and consensus building
- These Quarterly Evaluation events work best if everyone who is involved in the implementation attends. At minimum, those responsible for the accomplishments should attend quarterly evaluation and refinement sessions
- Invisible benefits often include Strengthen the organization's learning process and Allow for system-wide adjustment to unforeseen influences that must be taken into account.

Annual Planning:

The 4th Quarter evaluation is the time to do a new 12 month plan and requires 4 to 6 hours.

- Review the whole year
- Develop plan for the next year
- Celebrate celebrate celebrate!

Proposed Planning Rhythm:

Objectives: Assess accomplishments, plan for the next period; affirm and re-energize individuals and teams

Product/Outcome: Clear tasks and roles for the next period

June 2011	Sept 2011	December 2011	March 2012
Quarterly Planning Event	Quarterly Planning Event	Quarterly Planning Event	Annual Planning Event
2-3 hours	2-3 hours	2-3 hours	4-6 hours

<p>Quarterly Planning Event Agenda:</p> <ul style="list-style-type: none"> Review Vision, Obstacles, Strategic Directions Evaluation of 90 Day Plans – accomplishments? What didn't get done, blocks, learning, implications Plan for the next 90 Days – Measureable Accomplishments on quarterly timeline, 90 day action plan for each accomplishment 	<p>Annual Planning Event Agenda</p> <ul style="list-style-type: none"> Review Vision, Obstacles, Strategic Directions Evaluation of 90 Day Plans – accomplishments? What didn't get done, blocks, learning, implications Development of measurable accomplishments for next 12 months on quarterly calendar Plan for next 90 Days (first quarter, new year)
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The Facilitator

Thank you for this opportunity to work with you all and congratulations on your plan! We look forward to seeing you again soon.

Kind regards,
Bill Davis
Please contact me at:



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