

Roadmap to 2030

November 21, 2022 Council Meeting



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Welcome and Introduction



- Manny Cela was employed at the Council for 42 years
- First started in 1979 as a Computer Programmer
- Retired two years ago as Deputy Director
- Helped direct many projects including IT, GIS, Emergency Management, LEPC, Budgeting and Management



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Outline



- Welcome and Introduction
 - Why are we here?
 - What is a Strategic Plan?
 - The Process
 - Previous Efforts
 - Next Steps
 - Timeline
 - Thank you!



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Why are we here today?

- South Florida has emerged from the pandemic and is potentially heading into a recession
- Challenges in hiring and retaining staff
- Key staff retirements
- Executive Director, in consultation with the Chair, decided to develop a plan to help guide the agency over the next few years



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What is a Strategic Plan?

“Strategic Planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to attain strategic goals.”

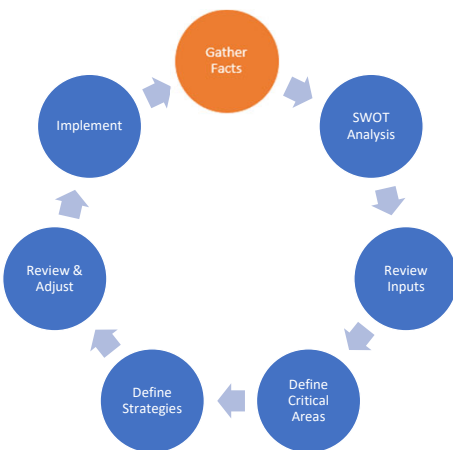
The “Strategic Plan” is the **final report** documenting the results of this process and its findings.



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The Process



1. Gather Facts

- From all stakeholders
- Agency analysis, Industry analysis
- Agency Performance
- Current Strategies



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The Process

```

    graph TD
      G[Facts] --> S[SWOT Analysis]
      S --> R[Review Inputs]
      R --> D[Define Critical Areas]
      D --> S2[Define Strategies]
      S2 --> RA[Review & Adjust]
      RA --> I[Implement]
      I --> G
      S
  
```

2. SWOT Analysis

- Internal Analysis: Strengths & weaknesses
- External Analysis: Opportunities & Threats

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The Process

```

    graph TD
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      R
  
```

3. Review Inputs

- All stakeholders review SWOT Analysis

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The Process



4. Define Critical Areas

- From SWOT analysis, work on turning weaknesses into opportunities for future growth.

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The Process



5. Define Strategies

- Short- and long-term strategies that align with the mission of the agency.

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The Process

```

    graph TD
      A((Gather Facts)) --> B((SWOT Analysis))
      B --> C((Review Inputs))
      C --> D((Define Critical Areas))
      D --> E((Define Strategies))
      E --> F((Review & Adjust))
      F --> G((Implement))
      G --> A
  
```

6. Review & Adjust

- Short- and long-term strategies that align with the mission of the agency.

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The Process

```

    graph TD
      A((Gather Facts)) --> B((SWOT Analysis))
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```

7. Implementation

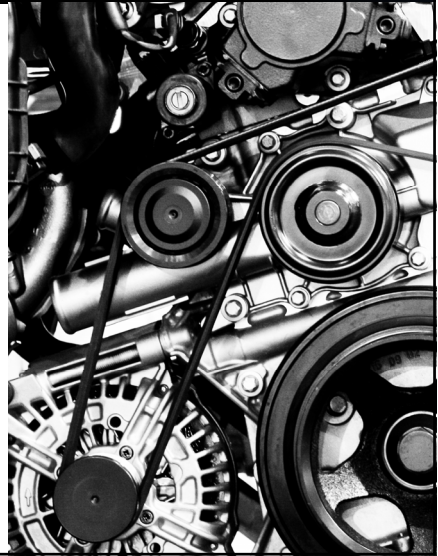
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Components of a Strategic Plan

- A. Organizational overview (mission statement, history, current programs, etc.)
- B. Internal Environment (i.e. finances, human resources, technological capabilities)
- C. External Environment (i.e. the economy, competition, legal and political environment)
- D. SWOT (Strengths, Weaknesses, Opportunities & Threats)
- E. Critical Areas



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Previous Efforts

2013 Strategic Planning Process Findings:

- Develop new and reinforce ongoing initiatives consistent with strategic opportunity areas
- Board will work to shape a new RPC mission and to play a role in new initiatives and focus areas reflective of that mission

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Previous Efforts (cont.)

2017 Board Strategic Planning Retreat Findings:

- Strengthen the Council's extra-jurisdictional mission, especially as a platform for regional convenings
- Focus on regional economic prosperity, including collaboration, research and database roles in support of a stronger regional economy
- Explore "fee for services" opportunities to assist local governments and other regional partners
- Better branding of the Council and its work



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Next Steps

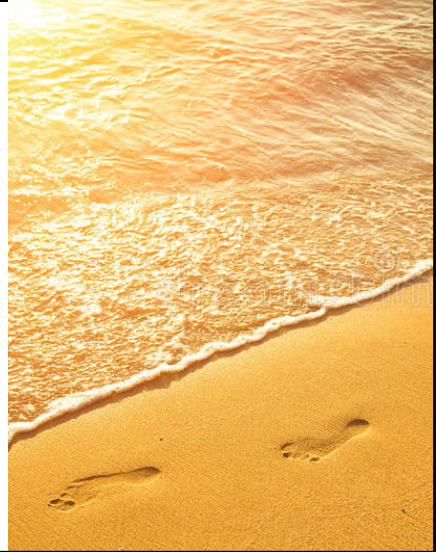
- Stakeholders will receive a survey based on the group they belong to
- Questions differ slightly from one group to another, and cover important areas where stakeholders' input is crucial
- Short surveys (5-8 mins) can be completed online using a PC, tablet or cellphone
- Results will be a key component for the development of the Strategic Plan



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Next Steps

- Initial Presentation TBD
- Survey Distribution TBD
- Survey Return Deadline +1 month
- Strategic Plan Presentation +1 month



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