

Strategic plan analysis assignment



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This paper will evaluate and make recommendations regarding City of El Centro's strategic plan, its mission, vision, goals, and objectives. A brief history of the City of El Centro will be included. A SWOTt analysis (strengths, weaknesses, opportunities, threats, and trends) on the City of El Centro will be performed.

Included in this paper will be City of El Centro's mission statement labeled " Attachment A", City of El Centro's vision statement labeled " Attachment B", City of El Centro's goals labeled " Attachment C", City of El Centro's objectives labeled " Attachment D", City of El Centro's history labeled " Attachment E", and City of El Centro's SWOTt Analysis Grid labeled " Attachment F". Peter M. Senge (n. d.) said, " A shared vision is not an idea. It is not even an important idea such as freedom. It is, rather, a force in people's hearts, a force of impressive power.

It may be inspired by an idea, but once it goes further-if it is compelling enough to acquire the support of more than one person-then it is no longer an abstraction. It is palpable. People begin to see it as if it exists. Few, if any, forces in human affairs are as powerful as shared vision" (para. 9). City of El Centro's Mission Statement Planware. org (n. d.) defines mission statement as, " The nature of a business is often expressed in terms of its mission who indicates the purpose of the business" (p.). The mission statement for the City of El Centro states, To bring about our vision of 21st Century El Centro, with its vibrant community and healthy economy, we are committed to the enhancement of lifestyle opportunities, to the delivery of quality services, and to the protection of the environment. To achieve that end, the City has established the following goals: • Actively recruit and involve citizens in the

decision-making process. Safeguard the health, safety, and well-being of City residents and properties. • Maintain El Centro’s desirable living environment through good planning, which recognizes the need to preserve its diverse social fabric, residential character, and small town atmosphere. • Provide City residents with quality municipal services, which are economically and efficiently delivered. • Implement a strategy to provide and maintain adequate streets, sidewalks, public buildings, parks, municipal utilities, and public transportation. Encourage the development of City projects, which reflect the City’s commitment to quality design, and the preservation of historic structures, open space, and parks, and to achieving the City’s economic goals and objectives. • Promote and enhance development of the arts, culture, leisure, and recreational activities for all ages. • Create an environment that encourages the development of retail facilities, tourists and recreational attractions, and job-producing projects. Promote regional cooperation among neighboring communities and governmental agencies in areas of mutual concern and efficiency. • Strengthen and maintain a well-trained, responsive, and courteous workforce. • Prudently manage the City’s financial resources and provide for adequate reserves. Please see the attached City of El Centro’s mission statement labeled Attachment A. City of El Centro’s Vision Statement Bateman and Snell (2003) define vision statement as, “ A vision is a mental image of a possible and desirable future state of the organization” (p. 66). The vision statement for the City of El Centro states, We envision that during the first decade of the 21st Century, El Centro... • ...will be known for its expanding, innovative lifestyle and economy which reflect both its central location in agriculturally rich Imperial Valley and its leading role in developing new trade related opportunities with

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urban Mexicali. • ...will be recognized for its ability to dynamically address new challenges as opportunities to enhance the community.

Will mature into a modern, technologically advanced, socially cohesive community, which celebrates its diversity and openness to change while remaining a wholesome place to raise a family. • ...will thrive as regional focus for the advancement and enjoyment of the arts, culture, leisure, and recreational activities. We foresee that together we will have made 21st century El Centro a model city; safe, environmentally healthy, culturally vibrant, clean and beautiful with an admirable quality of life. (para. 1-2).

Please see the attached City of El Centro's vision statement labeled Attachment B. City of El Centro's Goals Planware. org (n. d.) defines goals as, " Goals are specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the company's objectives" (p. 5). The City of El Centro's city goals are: " 1. Transportation & Mobility, 2. Transportation Infrastructure, 3. Implement, 4. Safe Neighborhoods, 5. Recreation and Lifelong Learning, 6. Health and Wellness, 7. City Beautification, 8. Arts & Culture, and 9.

Economic Development" (p. 1). Please see the attached City of El Centro's city goals labeled Attachment C for detailed goals. City of El Centro's Objectives Planware. org (n. d.) defines objectives as, " The third key element is to explicitly state the business's objective in terms of the results it needs/wants to achieve the medium/long term" (p. 5). The City of El Centro's objectives are stated as: • Goal 1. – Transportation and Mobility o Circulation o Public transportation • Goal 2. – Transportation Infrastructure Establish a

Pavement Maintenance System o Establish an annual ongoing Sidewalk Program, with an annual Repair contract and collection through the property tax rolls • Goal 3. – Implement o Develop additional community center o Develop organizational relations with nonprofit sector and private sector for development of facilities o Provide sufficient library facilities o Increase utilization of city Facilities • Goal 4. – Safe Neighborhoods o Provide better police service Provide better fire services • Goal 5. – Recreation and Lifelong Learning o Develop Segmented Rec. Programs o Develop organizational relations with nonprofit sector and private sector for development of services o Increase public awareness of cultural, recreational, and lifelong learning opportunities/programs o Develop a signature community event • Goal 6. – Health and Well-ness o Develop a better partnership between ECRMC and PM Hospitals o Recruit additional physicians Develop education programs for seniors on how to access healthcare o More health centers needed – not just malls and stores o Develop outreach to teach community about asthma, dyslexia and hearing problems o Educate physicians about resources at ECRMC and what is available in the valley o Educate businesses about preventative medicine and teach awareness of what we have here in the valley o Educate more people about Home Health Care o Develop a Women’s Center in El Centro o Develop an Orthopedic Center to be like the Cancer Center o Retain Oncology Services through Cancer Center o Inform the public about the changes in the Emergency Room at ECRMC • Goal 7. – City Beautification o Establish a city-wide drainage policy o Establish development policy that establishes the visual identity of the city o Improve visual aesthetics of the city • Goal 8. – Arts and Culture o Develop a plan that fosters local arts • Goal 9. – Economic Development o Develop a regional

partnership o Improve El Centro Economic Development Plan o Expand and maintain infrastructure o Expand housing opportunities

Please see the attached City of El Centro’s objective’s labeled Attachment D for detailed objectives. City of El Centro’s History According to City of El Centro – History of El Centro flyer, W. F. Holt and C. A. Baker bought the El Centro land in 1906. “ In only five months El Centro went from barely field to a city” (para. 1). On April 16, 1908, El Centro became incorporated. El Centro grew rapidly. In 1910 the population of El Centro was about 1, 610 residents. In 1920 the population was about 5, 646 residents. The reason for the rapid growth was due to El Centro becoming the county seat. City of El Centro competed against the City of Imperial. All cities within the Imperial Valley were in competition to become the top city.

El Centro became the second in city size in the mid-forties with the population of about 11, 000 residents. El Centro became the center wholesaler, home of the Imperial Irrigation District (IID) offices, agriculture packing and shipping. Agriculture has always been a part of El Centro’s economic with more than 35 shipper and growers. In 1980 El Centro’s role changed from being the regional commercial center and administrative. The labor market in El Centro had the two biggest employment sectors Wholesale/Retail Trade and Government. As of today, the City of El Centro has a population of over 40, 000 residents. Please see the attached City of El Centro’s history labeled Attachment E.

Evaluate and Recommendations Regarding City El Centro’s Strategic Plan In researching and evaluating the City of El Centro’s strategic plan, it is

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relevant to say that this is a new project for the City Manager and is off to a good start. However, I noticed that the aim was not towards the youth or university students, mentoring, guidance, clubs and so forth. I was surprised on the lack of attention on the youth. I did not see opportunities or development in the strategic plan. Although, the strategic plan did cover a great deal of areas that are needed. I believe that the City of El Centro does not employ an employee with strategic planning skills. The City Manager had outside help and counseling when drawing up the City of El Centro's strategic plan. Perhaps that may be part of the reason the aim was not towards the youth.

There are a great deal of objectives and targets to complete. I also noticed that the City of El Centro's strategic plan does not contain the SWOTt Analysis. The City of El Centro has grown a lot and rapidly. We have a great deal to look forward. SWOTt (strengths, weaknesses, opportunities, threats, and trends) Analysis The City of El Centro does not have a SWOTt Analysis in their strategic plan. Therefore, I took the privilege of making one up. Please see attached SWOTt Analysis Grid labeled Attachment F. Summary and Conclusion This paper will evaluate and made recommendations regarding the City of El Centro's strategic plan, its mission, vision, goals, and objectives.

A brief history of the City of El Centro is included. A SWOTt analysis (strengths, weaknesses, opportunities, threats, and trends) on the City of El Centro was performed. Included in this paper will be the City of El Centro's mission statement labeled " Attachment A", the City of El Centro's vision statement labeled " Attachment B", the City of El Centro's goals labeled "

Attachment C”, the City of El Centro’s objectives labeled “ Attachment D”, the City of El Centro’s history labeled “ Attachment E”, and the City of El Centro’s SWOTt Analysis Grid labeled “ Attachment F”. In conclusion, it was interesting for me to do research on the City of El Centro.

I have lived here for 33 years and I have never read the mission or vision statement for the City of El Centro. I learned a great deal and I had fun. During my research on the City of El Centro, I noticed that the city did not have a SWOTt Analysis in their strategic plan. I e-mailed the City of El Centro stating my name, etc. and letting them know that I chose the City of El Centro as my organization to do my strategic plan analysis paper on. I did not hear back from them. I therefore took the initiative and called stating my business and requesting for their cooperation and provide me with a copy of their SWOTt Analysis for my class project assignment.

To my surprise, Rosie Estrada from the City of El Centro Planning Department said that the SWOTt Analysis was never drawn up as part of the Strategic Plan. I asked if it was okay for me to make a SWOTt Analysis Grid based on the information I found on the website. Rosie Estrada said, “ Sure, and after you are done and turn the SWOTt Analysis in, you may want to bring it by the City of El Centro’s office and show it to the City Manager. He would sure like to see that”. I will take that advise. References Bateman, T. S. , & Snell, A. (2003). Management: Theory, Practice, and Application. [University of Phoenix 6th edition e-text]. New York, NY: McGraw-Hall Companies.

Retrieved August 28, 2005, from University of Phoenix Resource, MGT/330 – Management: Theory, Practice, and Application website: <http://ecampus.phoenix.edu/secure/resource/resource.asp> City of El Centro Mission Statement, Vision Statement, Goals, New City Mascot, Organizational Chart, and History of El Centro information. Retrieved on April 26, 2006, from website: <http://www.cityofelcentro.org> Peter M. Senge, P. M. (n. d.). Quotes On Planning, Visions, & Adding Value. Retrieved on April 26, 2006, from website: <http://www.trinicom.com/sue/quotes.htm#Planning> Planware (n. d.). White Paper – Developing a Strategic Business Plan. Retrieved on April 26, 2006, from website: <http://www.planware.org/strategy.htm>