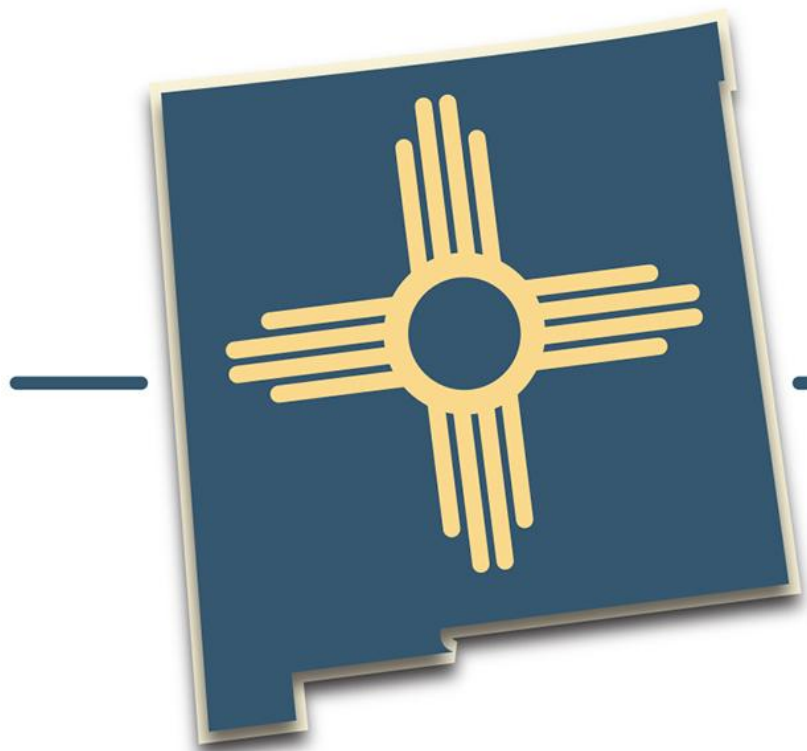




NewMARC

New Mexico Association of Regional Councils

Developing a Strategic Plan

Pascual Maestas,
Executive Director

Agenda

1. Why is Strategic Planning important?
2. What is Strategic Planning?
3. Strategic Planning Steps
4. SMART Goal Setting
5. Action Planning
6. Executing and Managing
7. Review and Revise

Introduction - Pascual Maestas



- Taos High School Graduate
- US Navy Veteran
- Bachelor's Degrees in Economics and International Studies from the University of South Florida
- Master's Degree in Economics and Public Utility Regulation from NMSU
- Former Taos High School Teacher (Math and Economics)
- Former UNM-Taos Adjunct Professor of Economics
- Town of Taos Council member (2018-2022)
- Taos Municipal School Board member (2020-2024)
- Town of Taos Mayor (2022-2026)

Introduction - Audience



Tell me about yourselves

Introduction - NewMARC

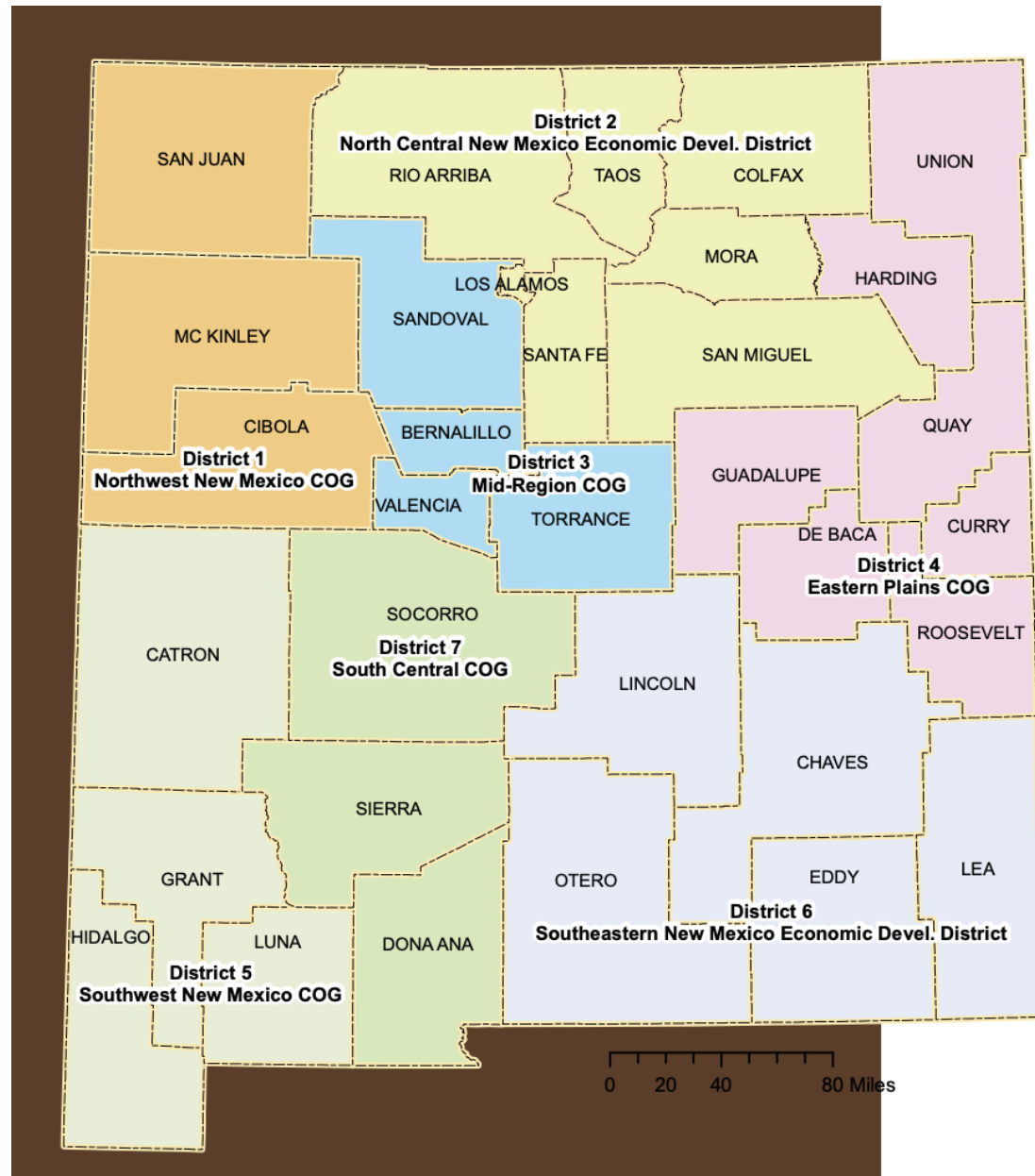


The New Mexico Association of Regional Councils (NewMARC) was established in 1972 with a unanimous vote of the seven New Mexico Councils of Government, also called Regional Planning Districts, or Economic Development Districts.

NewMARC is a quasi-government entity viewed as both a special district by the state as well as a nonprofit organization.

Councils of Government

www.nmarc.org

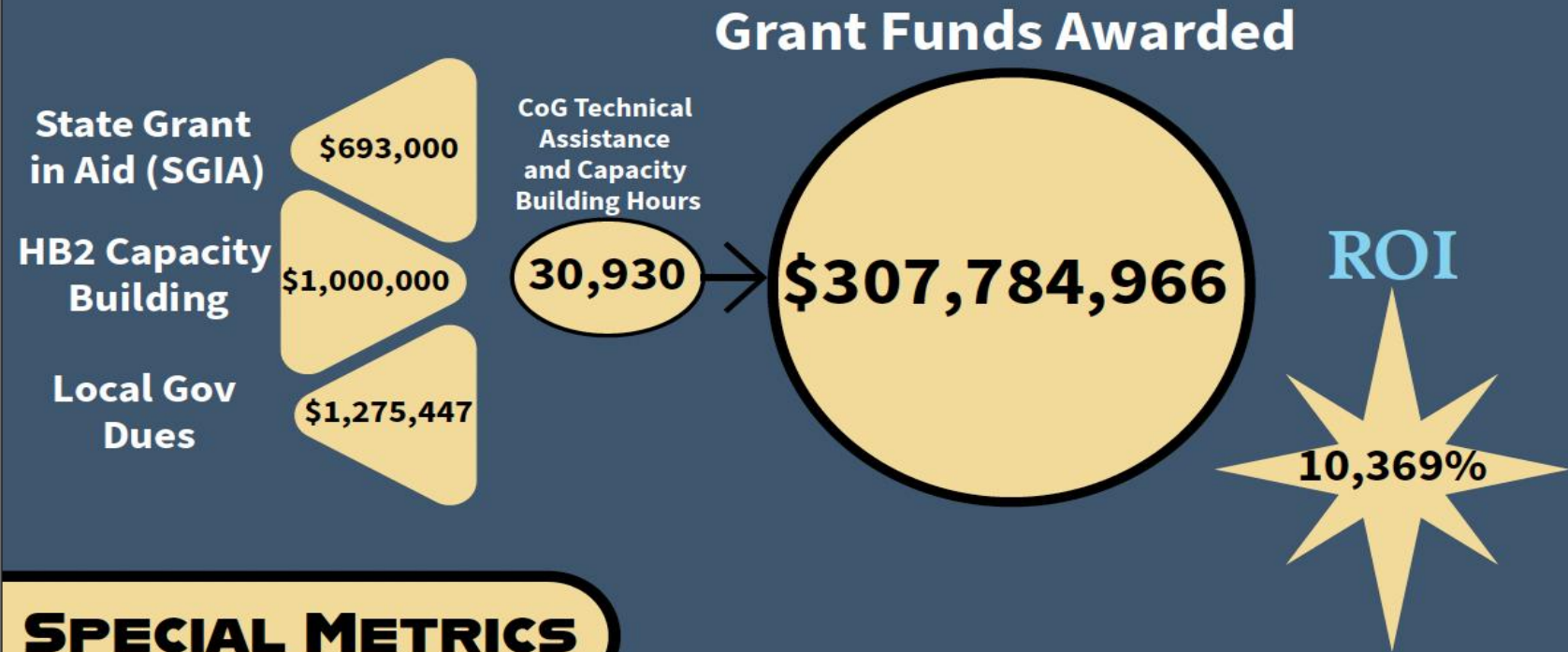


Councils of
Government

Return on
Investment

www.nmarc.org

RETURN ON INVESTMENT



SPECIAL METRICS

ICIP's
Supported

251

Capital Outlay and
Reauthorization Requests

Legislative
Forums

535

Fiscal Agency
Projects

Transportation Project
Fund Submissions

409

Economic Development
Administration
Applications

232

FUNDIT
Projects

18

2

Councils of Government Services

Each CoG is unique, but all of them provided a core suite of services such as:

- GRO Fund Management
- Grant Writing
- Project Management and Technical Assistance
- Capital Outlay/ICIP/CAPS/PARS Support
- Elected/Appointed Official Training
- Audit Support and Fiscal Agency
- Comprehensive Planning, Strategic Planning, Asset Management
- Utility Rate Studies
- Procurement Support
- and more...

*HB 247

Councils of Government Contacts

- Evan Williams – Northwest NM CoG
- Monica Abeita - North Central NM EDD
- Bianca Borg – Mid Region CoG
- Sandy Chancey – Eastern Plains CoG
- Priscilla Lucero – Southwest NM CoG
- Dora Batista – Southeast NM CoG
- Jay Armijo – South Central NM CoG

Why is Strategic Planning important?



“The greatest leaders mobilize others by coalescing people around a shared vision.” – Dr. Ken Blanchard

What are the three ways the Board can influence the district?

What is Strategic Planning?

- Strategic planning is an ongoing process that uses available data to document and plan a district's direction
- If you were asked by a constituent “where is the district going?” how would you answer?
- The Strategic Planning process allows the Board of Education to consider stakeholders and align efforts
 - It is NOT a one-time process
 - It is a living process that allows an organization to monitor direction

Strategic Planning Steps



- Analyze current district data and identify correlations
- Review the data analysis with key stakeholders
- Review with the Board and develop SMART goals
- Draft and review the Strategic Plan with community and district leaders
- Approve the Strategic Plan
- Ongoing review of Strategic Plan SMART Goals and Benchmarks

Does your district collect relevant data to analyze?

- Look for correlations between test scores and:
 - Student Attendance
 - Teacher Professional Development
 - Extra-Curricular Activities
 - Demographics
 - Breakfast/Lunch data
 - etc

Find areas for improvement that offer greatest outcomes

Key Stakeholders



Who has an interest in student success?

- Board of Education
- Superintendent
- School Staff
- Parents
- Community Members
- Students
- Community Organizations
- Local Business

Mission, Vision, Core Value



- Mission Statements are action-oriented statements that define a district's purpose
 - To educate students and prepare them for college and career
- Vision Statements describe a long-term future outcome for a district
 - Every student will be prepared with the life skills to overcome adversity
- Core Values state the traits that the district admires and wants to instill in the culture and climate
 - Integrity, Teamwork, Perseverance, Discipline, and Honesty

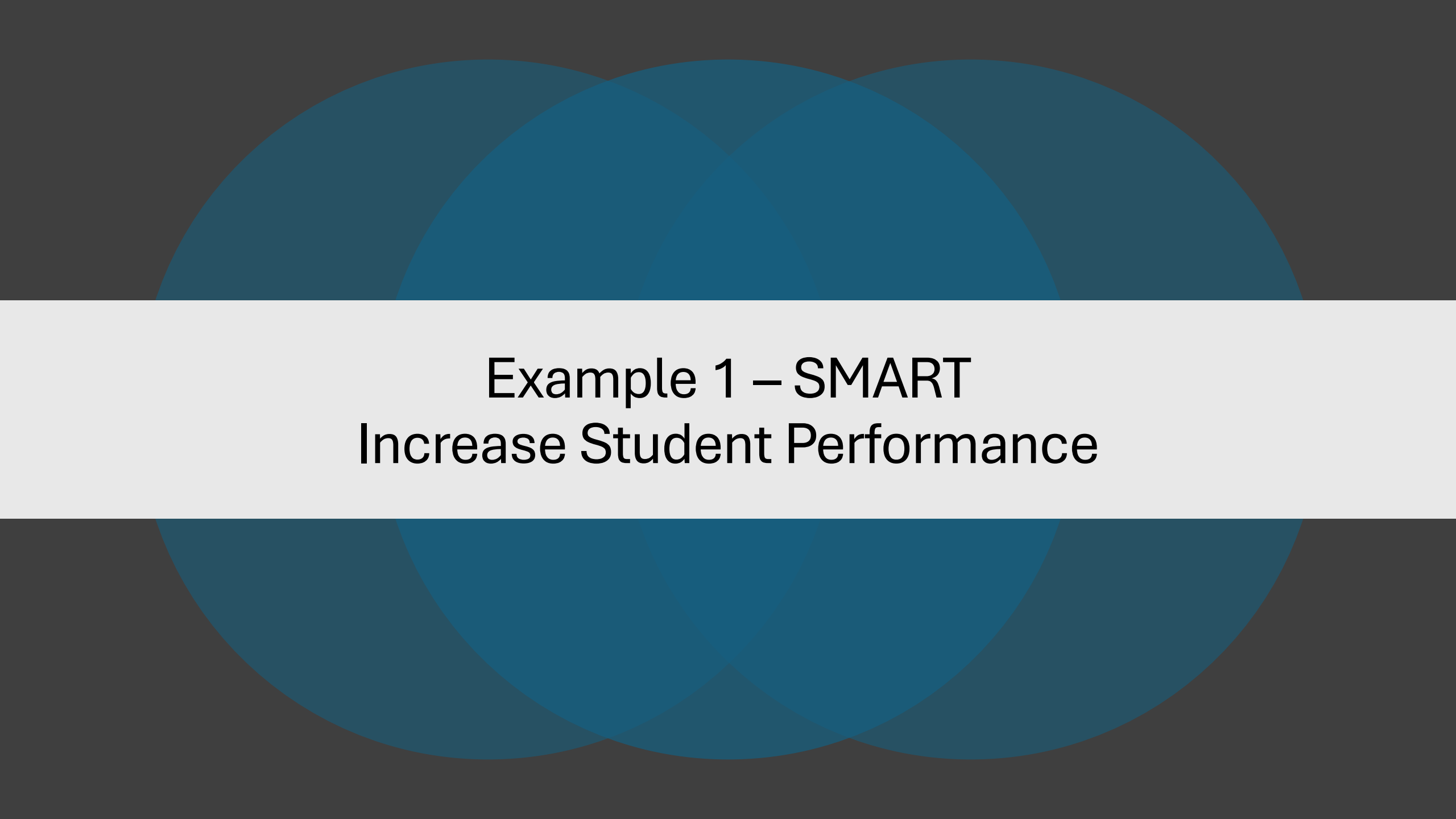
SMART Goals

- S – Specific
- M – Measurable
- A – Attainable
- R – Relevant
- T – Time-Bound

Why use SMART Goals?



- Use unambiguous language to ensure everyone has the same understanding of the goal
- The goal is defined using data and numbers
- Can align goals to superintendent evaluation



Example 1 – SMART Increase Student Performance

Example 1 - Specific

- Increase student math performance
- Increase 9th grade math proficiency by 50 percent
 - Proficiency increases from 30% to 45%. Was the goal met?
- Increase 9th grade math proficiency by 50 percentage points

Example 1 - Measurable

- Increase 9th grade math proficiency by 50 percentage points
 - How do we measure it?
- Increase 9th grade math proficiency by 50 percentage points as measured by student grades.
 - Is this an objective, fair, and standard measure of proficiency?
- Increase 9th grade math proficiency by 50 percentage points as measured by PSAT testing.

Example 1 - Attainable

- Increase 9th grade math proficiency by 50 percentage points as measured by PSAT testing.
 - Is this goal attainable?
- Increase 9th grade math proficiency by 5 percentage points as measured by PSAT testing.
 - Is this goal attainable?

Example 1 - Relevant

- Increase 9th grade math proficiency by 5 percentage points as measured by PSAT testing.
 - Is this goal relevant?
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing.
 - Finding the balance between “attainable vs. relevant”

Example 1 – Timebound

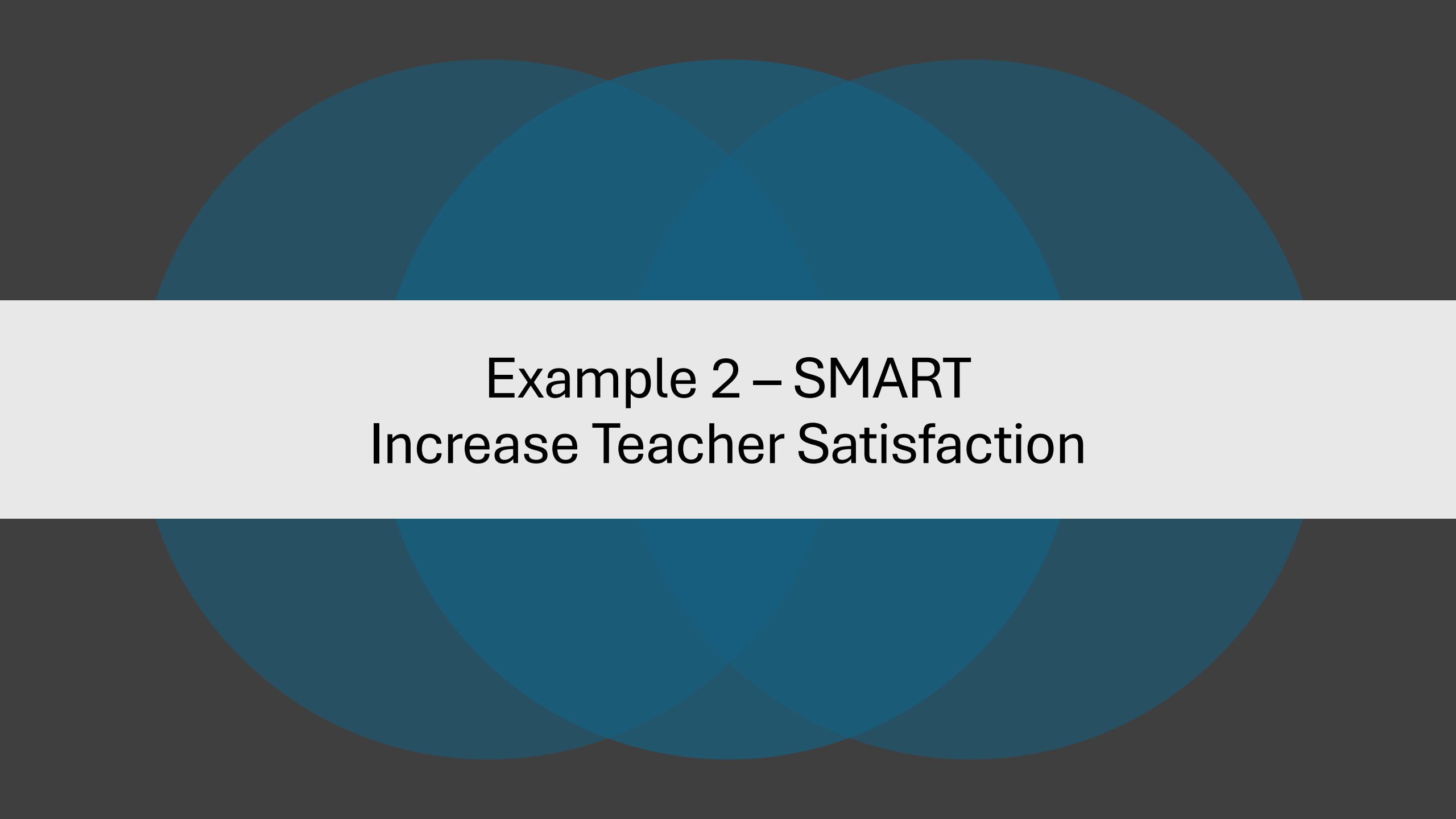
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing.
 - How long will it take to attain this goal?
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing within 4 years.
 - It is time-bound and attainable, but is it relevant?
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing within 2 years

Example 1 - How

- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing within 2 years
- Additional letter “H” telling your superintendent “how” to achieve the goals
- SMARTH isn’t a word!
- Leave the “how” up to your superintendent

Evolution of SMART Goal

- Increase student math proficiency
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing within 2 years



Example 2 – SMART Increase Teacher Satisfaction

Example 2 - SMART

- Increase teacher satisfaction
- Increase teacher satisfaction using the Teacher Satisfaction Survey – Measurable
- Average teacher satisfaction of the Teacher Satisfaction Survey increases to a 4 (Satisfactory) within two years - Specific

Example 2 - SMART

- Average teacher satisfaction of the TMS Teacher Satisfaction Survey increases to a 4 (Satisfactory) within two years.
 - Is it Specific?
 - Is it Measurable?
 - Is it Attainable?
 - Is it Relevant?
 - Is it Time-Bound?
- Remember, your strategic plan is a working document.
- 95% of teachers will take the Teacher Satisfaction Survey by the end of the current school year.

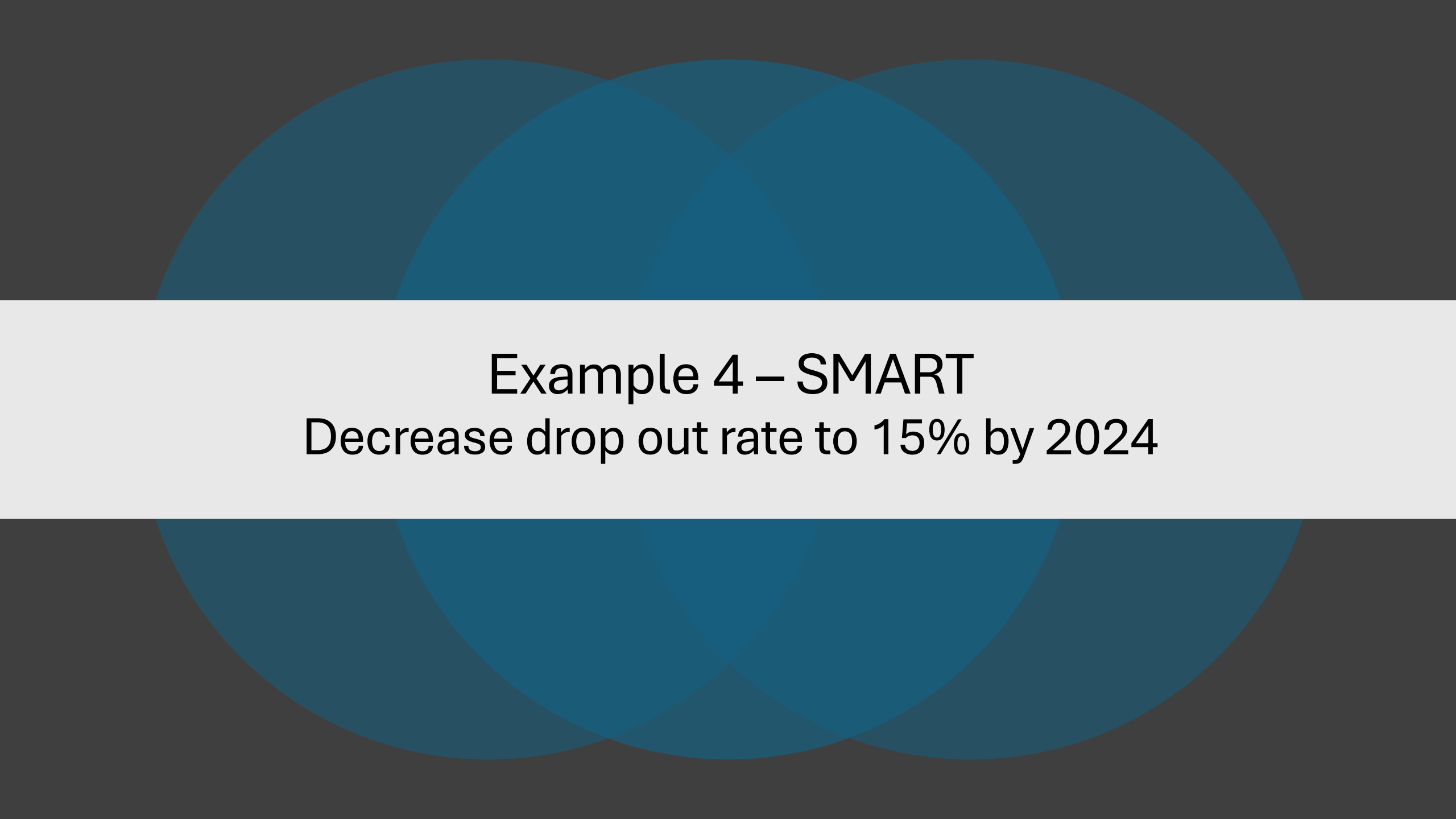


Example 3 – SMART

Win a Division AAAA District 2 Football Championship by 2028

Example 3 - SMART

- Win a Division AAAA District 2 Football Championship by 2025
 - Is this goal SMART?
 - Is it relevant?
 - Is this the measure by which you evaluate your superintendent?
 - Consider the opportunity costs and the feedback you have heard from community members



Example 4 – SMART

Decrease drop out rate to 15% by 2024

Example 4 - SMART

- Decrease drop out rate to 15% by 2024
 - You should also consider how you will present your goals to the public
- Increase graduation rate to 85% by 2024
 - Is this goal SMART?

Example 5 - SMART

Exam Time!

- Reduce substance abuse

Take 5 minutes and turn this into a SMART Goal

Action Planning



SMART Goal	State the Goal That Will Be Addressed
Rationale for Goal	Why is This Goal Important, Why is it Needed?

Action Plan (To Address Goal)	Strategies to Accomplish the Action Plan	Evaluation (KPI)	Completion Date	Responsible Party

Approve Strategic Plan

- Mission, Vision, Core Value Statements
- Baseline Data
- SMART Goals
- Action Plans
- Community Review and Input
- Board Final Review and Approval

Executing and Managing the Plan



- The hard work now belongs to your superintendent and their staff
- Board's responsibility is ongoing monitoring of Key Performance Indicators
 - Identify progress and recognize successes!
 - Identify shortcomings, understand failures
- Review and Revise and necessary

Review and Revise



- Remember, Strategic Planning is an ongoing process.
- Ongoing Board review of Key Performance Indicators at Board meetings
- Superintendent may adjust Action Plans based on new information
- Annual full review of the Strategic Plan
- Full update of the Strategic Plan every three to four years

Q&A

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