

The Use of Strategic Planning By County Governments In New York State

Kevin M. Bronner, Ph.D.
Nelson A. Rockefeller College of
Public Affairs and Policy

University at Albany



Mark Holzer Public Performance
Symposium
Boston, Massachusetts

April 22, 2022

Research Questions

-To what extent do larger county governments in New York State use strategic planning?

-Results: 11 of 17 counties (About 65%) of the larger counties use strategic planning or performance measures to some degree.

-Implications for internal control of organizations?

Some Strategic Plan Basics

- 1) Internal and external stakeholder analysis.
- 2) Vision and Mission statement.
- 3) Goals with measurable objectives.

Methodology

- Group of 17 larger counties selected in terms of total revenues.
- Freedom of Information Law (FOIL) requests sent to the county governments.
- Email or telephone responses used.
- Strategic planning documents analyzed for some governments.
- New York State Association of Counties provided additional input in 2022.
- Updated Website Search April 2022.

Counties and Revenues in Dollars

Albany	\$598 million
Broome	\$511 million
Erie	\$1.6 billion
Monroe	\$2.0 billion
Nassau	\$3.8 billion
Niagara	\$421 million
Oneida	\$438 million

Counties and Revenues (Continued)

Onondaga	\$1.1 billion
Ontario	\$256 million
Putnam	\$190 million
Rensselaer	\$392 million
Rockland	\$774 million

Counties and Revenues (Continued)

Saratoga	\$346 million
Schenectady	\$342 million
Suffolk	\$4.4 billion
Warren	\$180 million
Westchester	\$3.2 billion

Examples of Counties Reporting Strategic Planning

- Albany-Health Department, Economic development.
- Monroe-Housing Strategic Plan.
- Niagara County-Economic Development.
- Onondaga-Planning Department.
- Oneida County Plan
- Ontario-Economic Development; Solid Waste.
- Putnam-Health Department.

Remaining Counties

-Limited strategic plan by four additional counties (Erie, Nassau, Rockland, Suffolk) was found by the April 2022 web page study.

Summary Table 1

Summary:

County	FOIL	Assn. Counties	2022 Web Search
Albany	Y	Y	
Broome	N		N
Erie	N		Y Limited
Nassau	N		Y Limited
Niagara	Y		
Oneida	N	Y	
Onondaga	Y	Y	
Ontario	N		Y
Putnam	Y		

Summary Table 2

Table Summary:

County	FOIL	Assn. Counties	2022 Web Search
Rensselaer	N		N
Rockland	N		Y Limited
Saratoga	N		N
Schenectady	N		N
Suffolk	N		Y Limited
Warren	N		N
Westchester	N		N
Monroe	Y		

Strategic Planning And Internal Control

-For New York State agencies the Office of the New York State Comptroller states that strategic planning is an important component for maintaining internal control.

-2016 document entitled *Standards for Internal Control in New York State Government*.

Committee on Sponsoring Organizations (COSO)

-A major entity in developing internal control standards.

-Achievement of objectives is a major element in developing internal control.

Questions?

- Request more information at kbronner@albany.edu.

