

Contents

- Why Plan? 1
 - Plans Provide a Path to Success 2
 - Plans Save Time 2
 - Plans Anchor Priorities 2
 - Plans Reduce Conflict 3
 - Plans Save Money 3
 - Plans Increase Efficiency 3
 - Plans Offer Stability 3
- What Role Does the Elected Official Play in Strategic Planning? 5
- Getting Ready 9
- How to Approach Strategic Planning 15
 - Strategic Public Leadership 15
- Phase One—*Envision*: Where Do We Want to Be? 21
 - Key Process—Context: Where Have We Been, and Where Are We Now? 24
 - Key Process—Goals and Objectives: What Will We Do? 28
- Phase Two—*Enact*: How Will We Get Where We Want to Go? 33
 - Key Process—Develop Action Plans: How Can We Make Each Goal Happen? 34
 - Key Process—Allocate Resources: What Is Needed to Achieve Our Goals? 38
- Phase Three—*Evaluate*: Are We Making Progress? How Successful Are We? 41
 - Key Process—Monitoring and Managing Performance: How Are We Doing? 42
 - Key Process—Evaluate Results: Are We There Yet? 42
- Reality Checks: Tailoring the Process to Fit Your Needs 47
 - How Big Do We Want This Process to Be? 47
 - How Much Citizen Engagement Is Enough? 48
 - Are We Really Ready? 49
- Appendix: The Basic Elements of a Strategic Plan 51