

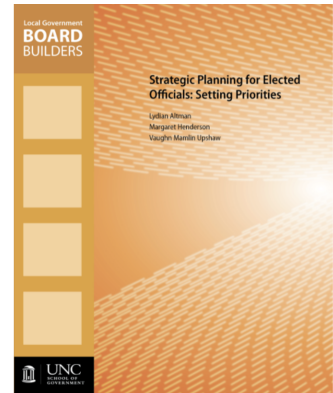
LELA 301: Strategic Planning: Linking Strategies to Results

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Group Activity Worksheet

Some activities are drawn from the companion book, “Strategic Planning for Elected Officials: Setting Priorities” (Altman, Henderson, Upshaw)



Activity 1: Motivations for Strategic Planning

In breakout rooms, share your top motivations for bringing strategic planning to your community.

Activity 2: Strategic Goals

You are the elected board for a fictional community of Ramses.

Choose one Focus Area that your strategic plan will address (for example, safety, health, economic development, good government, or the environment). Then write a strategic goal for the focus area.



Activity: Drafting a Strategic Goal

Strategic Goal: The Desired Situation

Clearly state the priority to be achieved: an attainable direction, change, or achievement. The desired change resulting from a focus on the priority.

To help stimulate your thinking, consider the following *before* you start writing your goals:

- To remain relevant, address emerging issues, overcome current challenges we need to . . .
- In order to successfully meet the needs, opportunities, and challenges of the next five years, we aspire to . . .

Sentence Structure and Key Terms

- Now describe the desired change you wish to see in broad terms to write your goal(s).

Example:

- *Newcomers will easily access the services and information they need to begin their new lives in our town.*

Our strategic goal statement:

Activity 3: SMART Objectives

Write a SMART Objective to support your Strategic Goal for Ramses for your Focus Area

- Specific
- Measurable
- Aggressive (but attainable)
- Results-oriented
- Time Bound

Objective Statement Template:

To improve/reduce/maintain (accomplishment) by (a number or percent), (from X to Y) toward a target of (a number) in (timeframe)



Activity: Developing SMART Objectives

Sample Sentence Structure for Developing SMART Objectives

To [change]	[what]	By [#]	By [when]
<ul style="list-style-type: none"> • Increase • Decrease • Find a solution 	<ul style="list-style-type: none"> • Might have to add "where" or "who" to be specific 	<ul style="list-style-type: none"> • % change • # count • Might have to use best available proxy indicator 	<ul style="list-style-type: none"> • Some future date

How to draft the sentence:

1. Identify the specific "what" you want to change.
2. Describe how you want to change it: Increase the "good" things that happen OR decrease the "bad" things that happen.
 - Try to express the change positively, if that is possible.
3. Establish a standard by which to measure and evaluate the amount of change.
4. Set a date by which the change will be evident.

Our SMART Objective statement:

Activity 4: Measuring Success

How will you measure success? Identify 1-3 performance measures that will help you measure if you are meeting your objective and achieving your goal.

Our Performance Measures:

Activity 5: Linking Strategies to Results

How will you ensure that the strategic plan is tied to results? What reinforcing activities do you want staff and the board to pursue to ensure that the plan does not just “sit on the shelf”?

Our Results-Oriented Activities Plan:

Activity 6: Stakeholder Engagement

How much stakeholder involvement do you want in your strategic planning process? Which types of stakeholders do you need to include and which might be nice, but not essential? How do you want to get their input?

Our Stakeholder Engagement Plan: