

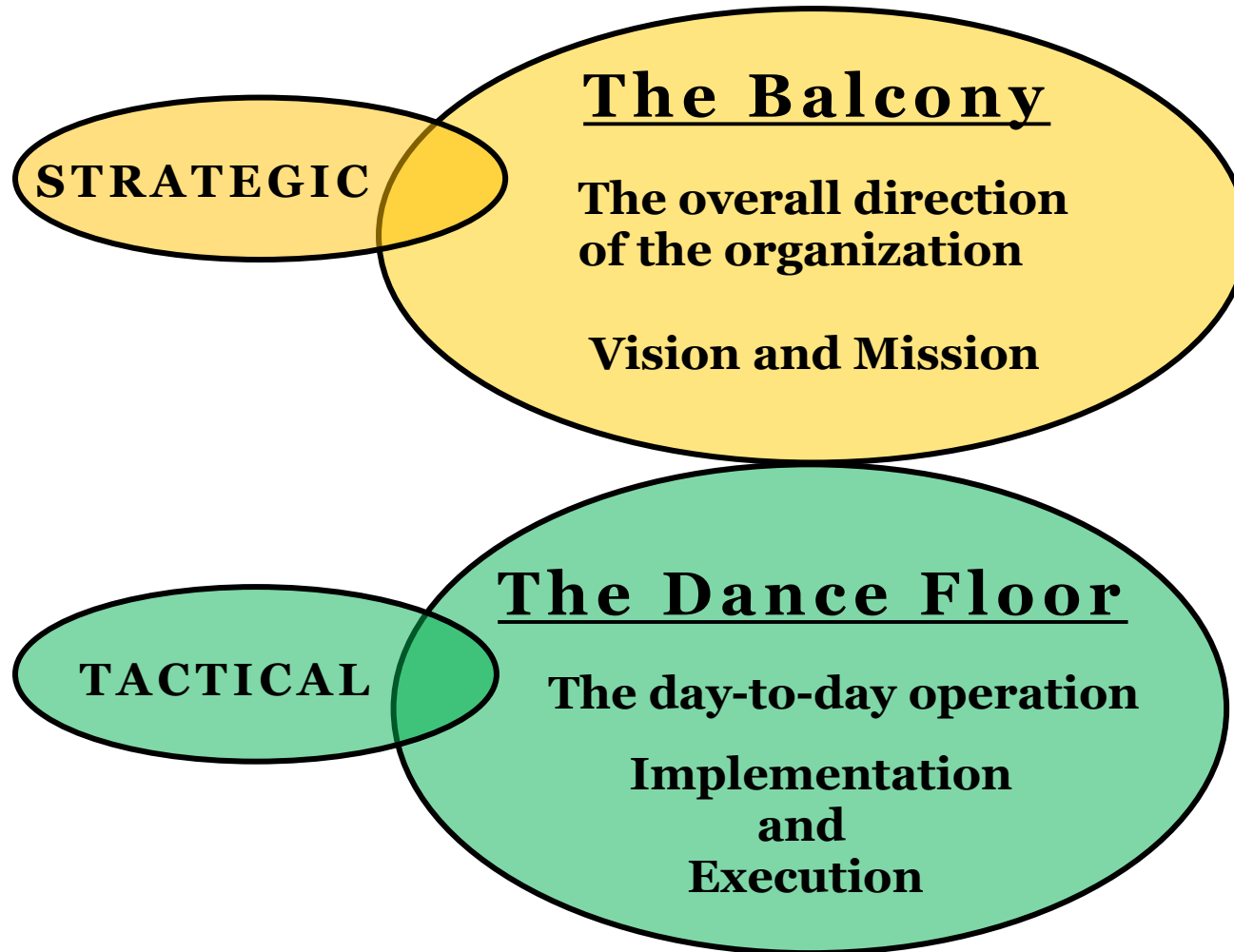
Strategic Planning is . . .

**A process to establish Vision (direction),
Mission (priorities / objectives), and
Goals / Measures / Timetables (action plans)**

Strategic Planning should inspire people to act.



What is the difference between STRATEGIC and TACTICAL?



The Train

STRATEGIC versus TACTICAL

STRATEGIC sets the direction of the train and where it will go, how much to charge for passage, and how fancy the décor will be.

TACTICAL uses knowledge and skills to operate and maintain the train, serve passengers and other customers, and get to the destination on time.

By the way, who owns the train?

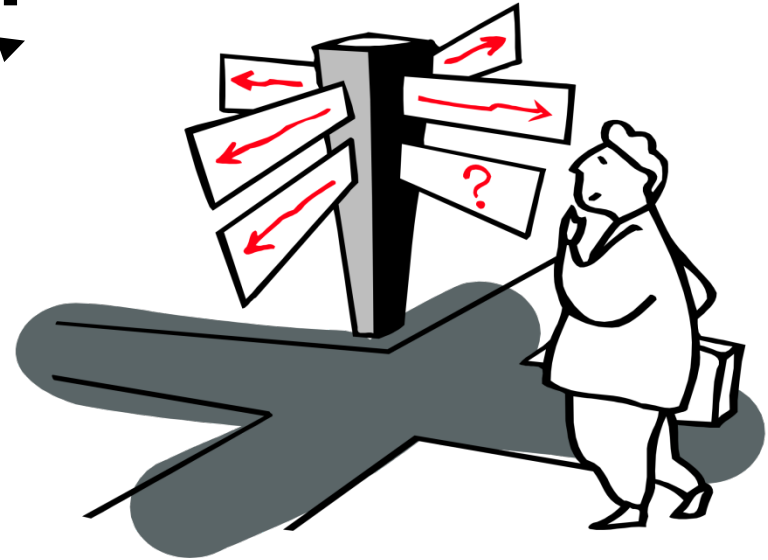
- The Customers (Taxpayers/Constituents).



STRATEGIC PLANNING

Where Are We Now?

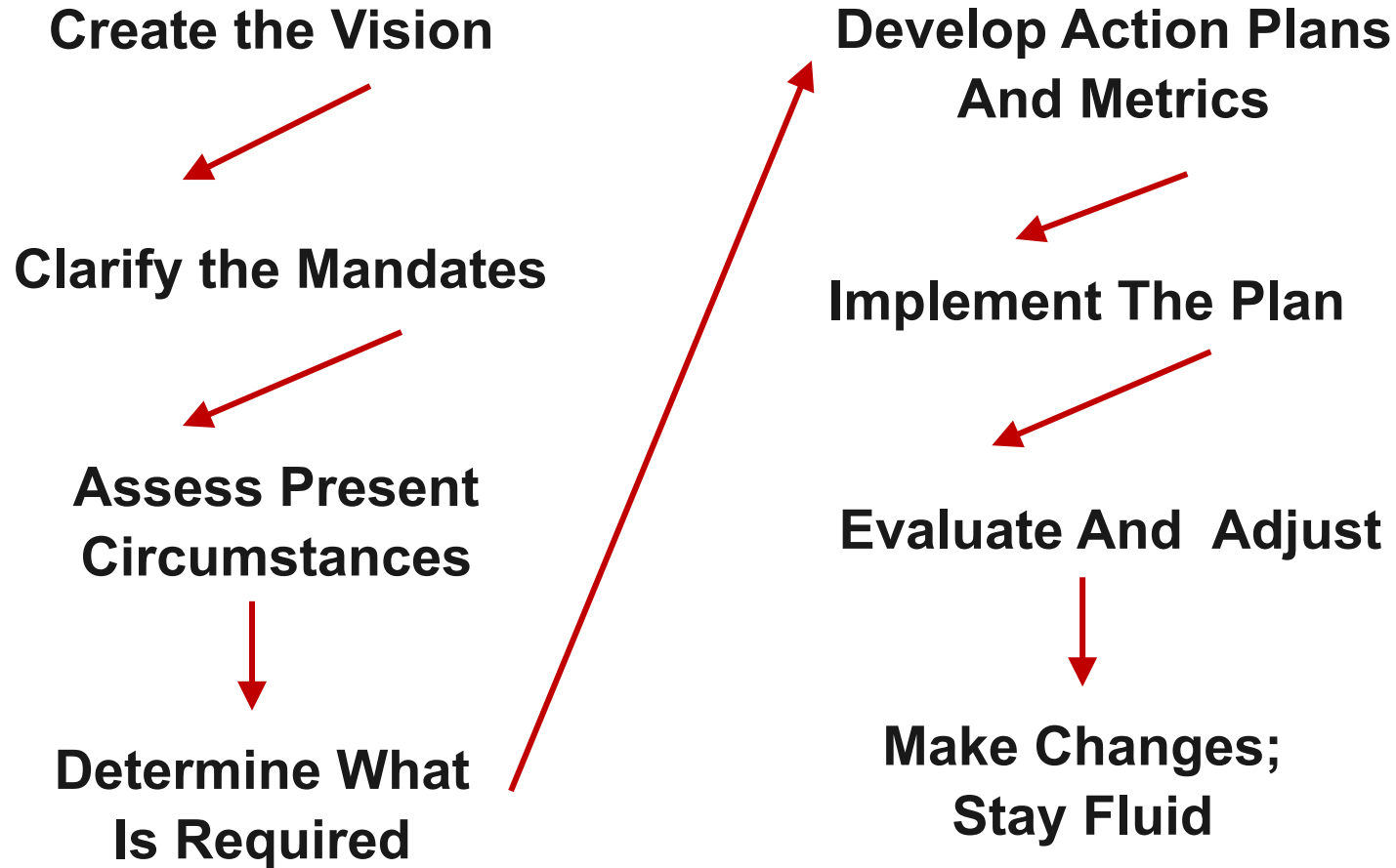
The PLAN



Where Do We Need To Be?

PLANNING leads to ACTION

Strategic Planning – An Eight Step Model



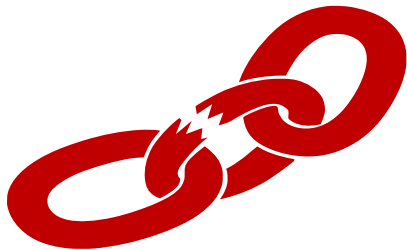
Assess Present Circumstances

S W O T Analysis

STRENGTHS

(assets, positives, resources; *'green lights'*)

↪ *depth of experience of the workforce*



WEAKNESSES

(negatives, liabilities, potholes; *'red lights'*)

↪ *morale suffering due to pay structure*



Assess Present Circumstances

S W O T Analysis

OPPORTUNITIES

(possibilities, potentials, prospects)

↪ *millenials have comfort with technology*



THREATS

(risks, obstacles, challenges; 'yellow lights')

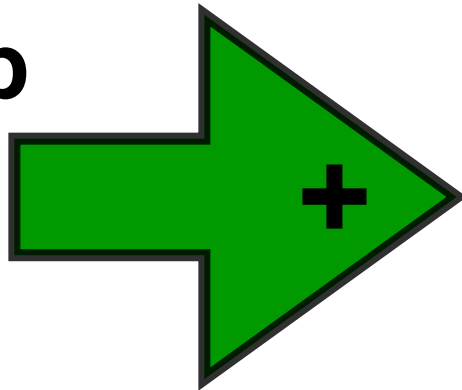
↪ *opposition from community / NIMBY's*



Force Field Analysis

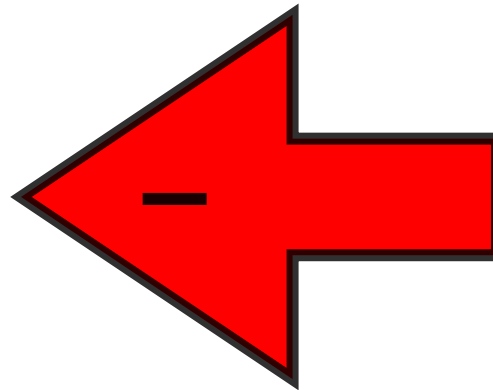
What are the **POSITIVE** and **NEGATIVE** forces that may affect the outcome of our goal?

Things that
can help



**Positive
Consequence**

Barriers

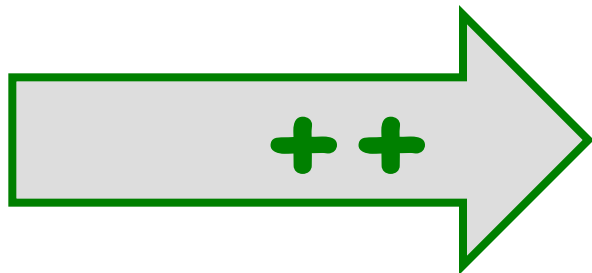


**Negative
Consequence**

Systems Thinking and the The Law of Unintended Consequences

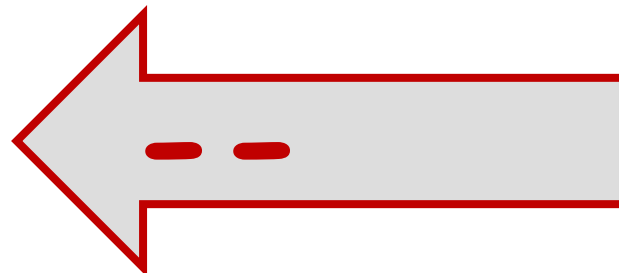
What are the positive and negative **OUTCOMES** that may occur from the movement toward, or attainment of, our goal?

Things that are good



Positive Results

Things that are not good



Negative Results



Your Organization / Unit / Department

Identify Critical Tactics and Actions (Key Initiatives)

<u>ACTIONS</u>	<u>OWNER</u>	<u>DATES</u>	<u>FINANCES</u>
Exactly what are you going to do ?	Who is the 'Point Person'?	Start: (S)	Source(s) of Revenue ?
How to measure success ?	Others involved ?	Completion (C)	
		Interim date(s) ?	

