

Strategic Plan Overview

What is a Strategic Plan?

A Strategic Plan is an internal action plan. It is a tool that organizations/agencies use to define their strategy and direction, and make important decisions about their resources (financial and human). It is a systematic process that establishes a vision and values, considers the future environment, builds consensus, identifies actions to make it happen, and provides continual monitoring. The Strategic Plan public engagement campaign (July-September 2011) consisted of gaining input from citizens, stakeholders, business owners, and interest groups on general fund programs, services, and capital projects. The enterprise funds (utility funds) were not included in the outreach effort since they are self-supporting through system development charges and utility rates. *Strategic planning allows communities to control their future.*

Why Do We Want and Need A Strategic Plan?

A Strategic Plan will establish a vision for the future, provide clear direction for reaching our goals, and establish priorities and measurable targets that we can track.

It will assist us to answer the following critical questions:

- “How do we know where we are going?”
- “How do we get there?”
- “How do we know when we have arrived?”

Focus Areas of the Strategic Plan

The Strategic Plan will address the following focus areas:

- Parks, Open Spaces, Trails & Facilities
- Emergency Services (Police & Fire)
- Economic Development/ Job Creation
- Transportation
- Downtown Revitalization

Relationship of the Strategic Plan to City Functions, Decisions, Budgeting, and Adopted Plans

- The Strategic Plan will help us to:
 - Continue to involve the community in directing our future and making strategic decisions
 - Provide clear guidance for established City goals
 - Focus our efforts over a 5 year and 30 year period with an annual review/report
 - Continually assess City services and operations and address deficiencies

- Establish priorities for City services, operations, departments, and projects
- Guide tough decisions related to City resources and finances
- Integrate our budgeting decisions with new financial tools and established goals
- The Strategic Plan may result in:
 - Amendments to the Comprehensive Plan, master plans, and Capital Improvement Plans (CIP)
 - Long-range planning efforts and focused planning projects
 - Economic development efforts and new partnerships/strategies

Strategic Assessment

What is the purpose of the Strategic Assessment?

The purpose of the strategic assessment is to identify internal and external Strengths, Weaknesses, and Opportunities, Challenges (SWOC) in order to help guide the direction of the Strategic Plan and formulate the vision, goals, strategic initiatives, performance measures, and implementation strategies of the Strategic Plan.

What is the Strategic Assessment Scope?

- Tool to evaluate Strengths, Weaknesses, Opportunities, and Challenges (SWOC)
- Evaluate City “Internally” (e.g., departments, staffing, processes, codes, plans, programs, fees, funding)
- Evaluate City “Externally” (e.g., City services, types of businesses/houses/parks/recreation facilities)
- Identify Strategic Assessment categories using focus areas of the Strategic Plan: