

# Strategic Planning

"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

- Lewis Carroll

John Trylch

John.j.Trylch@gmail.com

# Strategy is really about *VISION*



“If you are working on something exciting that you really care about, you don’t have to be pushed. **The vision pulls you.**” – Steven Jobs

“**Vision is a destination, a fixed point to which we focus all effort.** Strategy is a route - an adaptable path to get us where we want to go.” – Simon Sinek

EMPOWERED CITIES & TOWNS, UNITED FOR A STRONG COLORADO



COLORADO  
MUNICIPAL  
LEAGUE

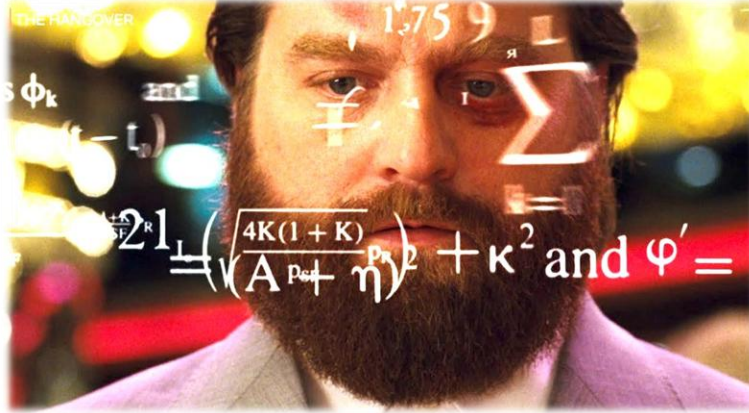
# How are we doing at strategic planning?

## Common Situations:

- Don't have a strategy: "We are distracted, disorganized, and overwhelmed, and now we have to do a big strategic plan full of even more great ideas?!"
- Don't have a strategy: "We really need a strategy, but where do we even begin?"
- Have a strategy: "Yeah, we checked that box. Hey, where is that strategy?"
- Have a strategy: "But nobody follows it, because no one really understands what's in it."

# What have we done to strategic planning?

*Overly complex  
strategic plans*



*Lack  
accountability*



*Too broad, overloaded,  
insufficient focus*

EMPOWERED CITIES & TOWNS, UNITED FOR A STRONG COLORADO



COLORADO  
MUNICIPAL  
LEAGUE

# Make strategy what it should be.

## *Simple.*

"Simplicity is the ultimate sophistication." - Leonardo da Vinci

## *Focused.*

"You can do anything, but not everything." - David Allen

## *Accountable.*

"Well done is better than well said." - Benjamin Franklin

EMPOWERED CITIES & TOWNS, UNITED FOR A STRONG COLORADO



COLORADO  
MUNICIPAL  
LEAGUE



# Strategy Elements



**Vision**: Define yourself and what you want to be or do

**Strategic Priorities**: The focused path to move towards your Vision

**Objectives**: Specific action items oriented on identified Priorities

EMPOWERED CITIES & TOWNS, UNITED FOR A STRONG COLORADO

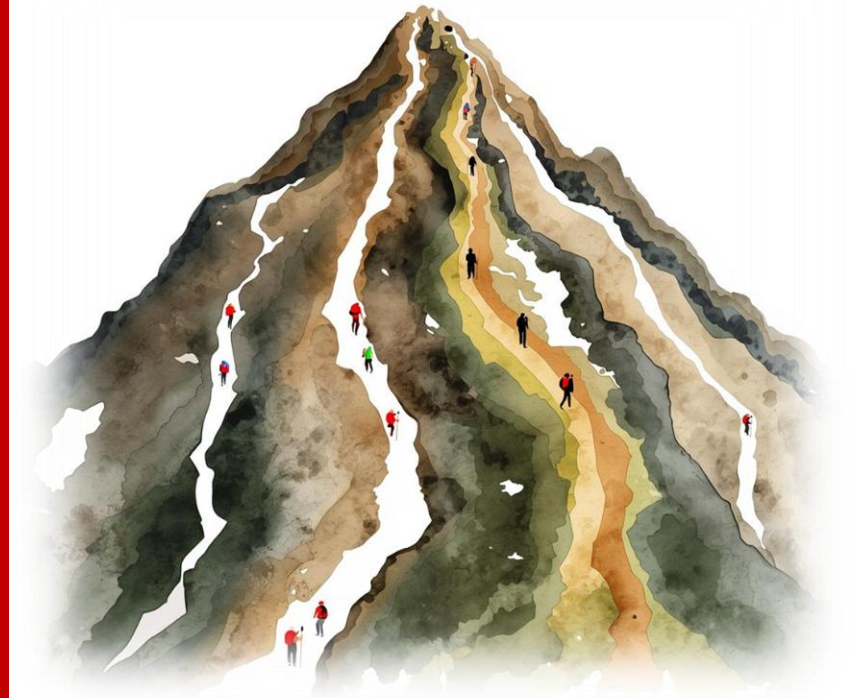


COLORADO  
MUNICIPAL  
LEAGUE

# The Role of the Mayor in Strategic Planning

## A leader before, during and after the strategic planning process

- ✓ **Before planning**: Builds consensus with Council and provides direction to Manager/Administration on the need for a shared Vision and a focused strategic plan
- ✓ **During planning**: Active participant, learns the process, sets expectations, clears roadblocks
- ✓ **Implementation**: Keeps focus and keeps the strategy visible and relevant



# The Role of the Mayor in Strategic Planning

## Implementation and Accountability

- Make the plan part of your *culture*: Elected leaders set the tone. If leaders remain focused on the strategy, staff will follow!
- Make the plan *relevant*: Weave the strategic plan into elected leader engagement with the community
- Make the plan *visible*: Publish printed copies, post upfront online, use posters, celebrate success
- Make the plan *accountable*: Schedule regular updates on implementation, weave into workflow processes (Budgets, supporting plans, Council commentary, interviews for senior positions)
- Make the plan *living*: Assess the plan and refine as needed. Strategies are living documents!



EMPOWERED CITIES & TOWNS, UNITED FOR A STRONG COLORADO



COLORADO  
MUNICIPAL  
LEAGUE



# YOU can make strategy what it should be!

Simple

Focused

Accountable

John Trylch

[John.j.trylch@gmail.com](mailto:John.j.trylch@gmail.com)



COLORADO  
MUNICIPAL  
LEAGUE