

# Strategic Planning that Works

ALIGNING COMMUNITY VISION  
WITH MUNICIPAL ACTION



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# Session Goals

- Share lessons learned from managers who have implemented plans
- Understand what makes plans stick (or fail)
- Gain practical strategies for engaging councils, staff, and communities
- Leave with ideas you can apply in your own organization





Goals. There's no telling what you can do when you get inspired by them. There's no telling what you can do when you believe in them.

And there's no telling what will happen when you act upon them.

- JIM ROHN

# STRATEGIC PLANNING

Defined goals and actions to drive your vision forward in alignment with your mission and values – **and a plan to help you get there.**

Engagement that results in:

- **Unity** around a mission, vision, values, and goals
- **Shared goals** reached through collaborative discussion and a specific plan to reach them
- **Alignment** between the various plans that guide your organization



# Why is it important?

- **GETS THE JOB DONE**  
Helps us take action
- **COMPLEX CHALLENGES**  
Complex, interconnected challenges make the work messy, strategic planning helps us see the big picture
- **DEFINES THE CULTURE**  
Articulates what an organization is, who it serves, what it does, and why/how it does it
- **CLEAR DESTINATION + PRIORITIES**  
Helps us understand where the organization is going, how it's going to get there, and what success looks like

# Where to start...

ONE SIZE FITS ALL?  
NO!



# What kind of plan are we building?



## COMMUNITY VISION

Describes how a community wants to look, feel, and function in the future.



## COUNCIL GOALS

Describes the shared goals of an elected body for a 1-2 year period and provides direction to an organization.



## ORGANIZATIONAL STRATEGIC PLANS

Describes an organization's mission, vision, and values and defines goals and actions for how it will achieve that vision.



## PERSONAL VISION + ACTION PLANS

An individual approach to identifying a personal mission, vision, values, goals, and action plan.

# Culture of strategic management

- Keep people engaged
- Ensure the plan stays relevant- update regularly
- Communicate consistently + often
- Highlight + celebrate progress
- Identify + address challenges (together)



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I think things come into our lives  
to help us get to from one place  
to a better one.

- TED LASSO

# FROM VISION TO ACTION: STRATEGIC PLANS THAT WORK!

These examples highlight how communities translate vision into action through clear, effective strategic planning. Each plan demonstrates how thoughtful goal-setting, community input, and measurable outcomes can guide decision-making, align resources, and strengthen accountability. Together, they showcase practical approaches to turning long-term vision into meaningful, day-to-day impact.

## City and Borough of Sitka Strategic Plan (2022–2027)



Sitka's Strategic Plan serves as a compass—guiding both long-term vision and day-to-day decision-making across the organization. Rooted in community-identified priorities, the plan outlines clear goals, actions, and performance measures that align resources, strengthen communication, and support a sustainable future. By connecting strategy to implementation, Sitka ensures its work remains focused, measurable, and responsive to the evolving needs of the community.



*To explore each strategic plan in more detail—including full goals, actions, and outcomes, scan the QR code to view the complete documents online.*



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# City of Albany Annual Report



The City of Albany's Annual Report brings its strategic plan to life—translating long-term vision into clear, measurable progress for the community. Organized around the City's four strategic priority areas, the report highlights key accomplishments and demonstrates how decisions, investments, and services are aligned with community goals. By connecting outcomes back to the strategic plan, Albany reinforces transparency, accountability, and a shared direction for the future.



# City of Hillsboro Strategic Plan

Hillsboro's Strategic Plan provides a unifying framework—aligning the City's mission, vision, values, and goal areas to guide decision-making and service delivery over the next decade. Developed with extensive staff input, the plan connects organizational priorities with community needs, ensuring that resources, initiatives, and daily operations all move in the same direction. By clearly defining focus areas and strategic initiatives, Hillsboro strengthens alignment, accountability, and its ability to deliver high-quality, responsive services to a growing community.



Q+A



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