STRATEGIC PLANNING METHODOLOGY

The strategic planning team followed a “change cycle” process (described in Figure 6). This process began with the development of an Issue Paper affirming the need for a strategic plan to address current and future technology needs (see Appendix II). The team then identified five key customer groups to include in the process: City Council, management, staff, residents and business representatives. These groups participated in various study sessions led by the team.

![Figure 6. Strategic Planning Process](image)

Information gathered during these sessions was used to develop mission and vision statements for City technology services within the context of the City’s mission and vision. The study sessions identified the customers and stakeholders served by City technology services, and also addressed the strengths and weaknesses of the City’s delivery of technology systems and services.

From these sessions the team was able to identify various strategic issues in need of attention in order for the City to provide quality technology systems and services. An action plan was developed to address and prioritize these issues, and to recommend solutions. Action items were prioritized using criteria that balanced impact and cost. Items determined to be high impact and low cost were termed “low hanging fruit,” and the team began addressing these concerns concurrent with the strategic planning process. More complex problems that require long term planning and management consideration (high impact and high cost) will be addressed over time per the action plan. Many of the remaining issues will be addressed as part of larger solutions (i.e. systems upgrades) or considered as part of the long term technology services plan.