



INTRODUCTION

WHAT IS UTAH TOMORROW?

Utah Tomorrow is a broad-based, ongoing strategic planning effort designed to enable all segments of Utah society to focus on and measure progress toward specific goals for Utah's future. The Utah Tomorrow Strategic Plan is designed to move away from reactive methods of setting and implementing public policy, and to take a more visionary, proactive approach. The Plan furthers this aim by establishing a broad vision statement, more specific agreed-upon goals and objectives, and performance measures to gauge progress toward the goals. During the 1998 General Session, the goals, and objectives of the Utah Tomorrow Strategic Plan were presented to the Legislature for their consideration. The goals and objectives were presented, discussed, and in some cases adopted by the standing committees of the Legislature, setting in place standards for agencies, local governments, the Judiciary, and the Legislature to use in policy and planning activities. The Plan is also consistent with Governor Leavitt's key objectives.

HOW IS THE UTAH TOMORROW STRATEGIC PLAN STRUCTURED?

Plan to Be Read as a Whole: The Utah Tomorrow Strategic Plan is organized around ten broad subject areas. Any one subject area may impact the operations of several governmental entities and private organizations. Conversely, a given entity may find in more than one subject area goals, objectives, and performance measures pertinent to the entity. For example, the Utah Department of Health will have an obvious interest in the Health and Safety section of the plan, but will likely be impacted by goals in other sections which may include Government, Education, and Environment, Natural Resources, and Agriculture. Therefore, the reader should review the Plan as a whole for a broader and more complete picture of Utah Tomorrow.

Goals and Objectives Not Prioritized: The order in which subjects are presented, or the order of goals, objectives, and performance measures within a subject area does not suggest prioritization of any given subject, goal, objective, or performance measure. However, for ease in referencing within each subject area, the goals, objectives, and performance measures are designated by a letter or number.

Consistent Structure and Terminology Adopted: The Utah Tomorrow Strategic Planning Committee, working with the Governor's Office

of Planning and Budget, has adopted consistent terminology to be used in both legislative and executive planning efforts. This terminology highlights the basic structure of the Utah Tomorrow Strategic Plan that moves logically from broad *vision statements*, to *goals*, to *objectives*, and finally, to *performance measures* designed to measure progress towards the stated goals and objectives. The Utah Tomorrow Strategic Planning Committee has not included in its report strategies to achieve the goals and objectives, believing that these strategies are best designed on an agency level. These terms are defined as follows:

Strategic Planning is a long-term, future-oriented process of assessment, goal setting, and decision-making that maps an explicit path between the present and a vision of the future, relies on careful consideration of Utah's capabilities and environment, and leads to priority-based resource allocation.

Vision Statements are an inspiring picture of a preferred future. A vision is not bound by time, represents global and continuing purposes, and serves as a foundation for a system of strategic planning. A statewide vision depicts an ideal future for Utahns and the contributions that government can make to that end.

Goals are the general ends toward which the state directs its efforts. Goals address the primary issues facing the state within broad groupings of interrelated state concerns. These goals are founded on the statewide vision and may involve coordination among several entities with similar functions.

Objectives are clear targets for specific action. More detailed than goals, objectives have shorter time frames. An objective is achievable, measurable, and sets the direction for strategies. A single goal may be subdivided into multiple objectives.

Strategies are methods to achieve goals and objectives. Formulated from goals and objectives, a strategy is the means of transforming inputs into outputs, and ultimately outcomes, with the best use of resources. A strategy reflects budgetary and other resources. Strategies are not included in the Utah Tomorrow Strategic Plan.

Performance Measures are tools or indicators of the state's actions in achieving a given objective or goal. Performance measures can generally be divided into outcome measures, output measures, input measures, or efficiency measures as defined by the Governor's Office of Planning and Budget.

Performance Measures Developed and Data Collected: The Utah Tomorrow Strategic Planning Committee's development and refinement of performance measures, data collection, and monitoring associated with those measures is coordinated by the Governor's Office of Planning and Budget. Questions specific to the performance measurement data may be directed to Mr. Luke Smart in the Governor's Office of Planning and Budget, at (801) 538-1696. The Governor's Office of Planning and Budget has developed an information base housing performance measurement data.

In some cases, targets have been set for specific levels of performance at future dates. These targets are suggestions of specific agencies and have not yet been reviewed or adopted by the Utah Tomorrow Strategic Planning Committee, but are included for informational purposes.

Structure Illustrated: The following example taken from the infrastructure section illustrates the basic terminology and format of the report. Immediately following the heading is the vision statement, followed by the goal: "TRANSPORTATION NETWORKS WILL BE SAFE, EFFICIENT, AND WELL MAINTAINED" An objective tied to the goal: "Maintain and enhance Utah's transportation infrastructure," is then given. The objective is followed by the performance measures.

UTAH TOMORROW INFRASTRUCTURE

Build a statewide economy and infrastructure that supports a broad spectrum of opportunity for all citizens while advancing the standard of living and maintaining a high quality of life.

A. TRANSPORTATION NETWORKS WILL BE SAFE, EFFICIENT, AND WELL MAINTAINED

1. Maintain and enhance Utah's transportation infrastructure.

Performance Measures	1980	1990	1995	2000	2005	2010
a. Percent of highway system						
b. Percent of interstate highways						