



City of Healdsburg

Strategic Planning Project Community Charrette

Healdsburg, California

September 26, 2013

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Strategic Planning Overview:

“It’s easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out-of-date.”

- Roger von Oech, author



The traditional Strategic Planning process includes five focus levels:

Systemic Planning: *The most far-reaching view. A five to ten year outlook. Takes into account the biggest picture trends and system wide pressures on the organization.*

Strategic Planning: *The long-range perspective. In the past, this was a three to five year outlook. Takes into account the Vision, Mission, Values and Long-Range Strategic Goals of the organization.*

Tactical Planning: *The near term view. A one year outlook. Takes into account the strategic actions the organization must take to reach its strategic goals. Presented in a one year Action Plan or Operations Plan.*

Work Team Planning: *The near term view broken down by Work Team or Strategic Departmental Unit. A one year outlook and Action Plan.*

Individual Planning: *The near term view broken down by Individual Team Members. A one year outlook and Action Plan by individual.*

Strategic Planning Outline:

- 1. Review the prior year's progress on the City Council's Goals**
 - If an informal plan exists use it to build upon
 - Review organization accomplishments
 - Evaluate current strategic trends and demographic data
- 2. Conduct an Environmental Scan or Current Situation Analysis (SWOT Analysis)**
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- 3. Reconfirm the Mission Statement, Vision Statement, Core Values**
- 4. Prioritize the SWOT Analysis - Internal and External to the Organization**
 - Long term – 3 to 5 year window
 - Near term – 18 to 24 month window
 - Next year – 12 month horizon
 - Most burning issues used to create the Strategic Goals/Directions
- 5. Conduct Strategic Topic Discussions**
- 6. Create Strategic Action Plan for 2013 – 2016 Planning Cycle**



Strategic Planning Process Milestones:

Research and Framework Development: May – June 2013

- Review and discuss background information and materials in preparation for the planning process

Planning to Plan: June – August 2013

- Meet with Mayor, City Council Members and City Manager to establish the planning framework. Identify stakeholder groups, assemble necessary research, define roles and responsibilities, plan effectiveness indicators and timelines.
- On-site meetings to gain input from the Mayor, City Council and City Manager over the summer.
- On-going teleconferences and research and development work.

Stakeholder Outreach: September – October 2013

- Conduct outreach group sessions, “Charrette” style information gathering workshops. To include the following stakeholders:
Staff Group - approximately 40 attendees
Commissioners Group - approximately 40 attendees
Management Team and City Council Group - approximately 12 attendees
Local Community, Business and Industry Group – no more than 60 attendees

Participative Design - Development of Planning Retreat: October 2013

- Development preparation for retreat
Compile data gathered from the outreach forums
Design Retreat Agenda and support materials from compiled data and associated research

Delivery of Planning Retreat: November 2013

- Offsite meeting to create the Vision, Mission, Values and Strategic Goals and Objectives

Report Creation: November 2013

- Office development for compiling data from the retreat and drafting the Strategic Plan and Executive Debriefing Report

Follow up and Feedback: December – January 2013

- Executive Debriefing Session for the City Council.
Share Draft Plan with City Stakeholders and Healdsburg Community
- Refine and edit Draft Plan

Follow up and Utilization: January – February 2014

Adopt Final Plan

Group Guidelines – Charrettes

The following guidelines have been found to be useful in conducting a successful and productive meeting for all participants.

Group Guidelines:

- Agree to disagree
- Respect and learn from differences
- Express opinions without personalizing
- Personal criticism of participants is inappropriate
- Proper decorum should be displayed as other participants express their views
- Treat everyone equally
- Take 100% responsibility for your own communications
- Come with an attitude of inquiry and learning
- Limit side conversations – no sidebars please
- No interruptions of one another
- All cell phones on mute
- Speak up and participate
- Clarify points
- Check for relevance
- Take frequent breaks
- Be a good listener
- Speak loud enough for others to hear
- Be respectful of those who are not here
- Know when an issue is complete and when to stop discussing it



Group Guidelines – Charrettes

- **Flexible Agenda** – The Agenda for the Planning Session has been proposed and the time frame established prior to the planning session. Flexibility is used to modify the agenda as we go along if necessary. The facilitator will check in with the group frequently for direction as to order and duration of topic discussion.
- **One-One-1 to 2 Principle** – The guideline is that one person may speak on one issue or idea for one to two minutes. If a person speaks over their time limit the facilitator is to interrupt and move to the next speaker.
- **Parking Lot** – Any issues or ideas that were brought forward that are off topic or agenda will be listed on a Parking Lot flipchart and at the end of the session, if there is time we will revisit them.

- **Definitions of Consensus:**

True Consensus – This is a decision that reflects all points of view that everyone can live with and SUPPORT, even if she or he does not fully agree with it. True Consensus does not imply agreement on the decision made. It is 100% agreement to SUPPORT the decision of the group.

Modified consensus – In this situation, owing to the time required to achieve true consensus, a set amount of time is devoted to building consensus, then a vote is taken and if 75% of the group is in agreement to SUPPORT the recommendation is made. The meeting Chairperson or Facilitator may also limit the scope or areas of discussion.

Informed consensus – This is when the group defers to the special expertise of its various individual members or invited experts to make a decision. Therefore, while there is essential agreement, some decisions may be based in part on the team's acceptance of an individual group member's expert opinion.

- **Roles and responsibilities of Table Teams:**

Table Leader – Role is to keep the group on point, direct the discussion and delegate other responsibilities

Timer – Wears a watch and main role is to help the group stay within the time constraints. Reminds the group members of the 1-1-1 guideline and gives a two minute warning when the end of the time frame draws near.

Recorder – Role is to write down the ideas of the group – on paper or on a flip chart pad.

Presenter – Role is to verbally communicate the ideas of the Table Team to the larger group.

Current Situation Analysis Interview Worksheet

Name: _____

Position Title – Role: _____

Length of time participating with the City: _____

What are the most important trends you see facing City of Healdsburg?

Charrette Expectations – Given the time constraints of the meeting, what would you like to achieve by the end of the meeting?

Unique fact, experience or characteristic – Something others at your table may not know which is not observable or assumable.

Current Situation Analysis

SWOT Analysis:

STRENGTHS: What is working well?

-
-
-
-
-

WEAKNESSES: What could be working better?

-
-
-
-
-

OPPORTUNITIES:

Where should we focus our actions to take advantage of current trends?

-
-
-
-
-

THREATS: What internal and external risks threaten our success?

-
-
-
-
-

City of Healdsburg

Draft Mission Statement

We will preserve and enhance the quality of life for our community by providing the highest level of service and responsiveness while being fiscally responsible.

Draft Values

**Accountability, Communication, Honesty, Innovation, Excellence,
Vitality (Financial), Efficiency.**



***Built for the future
Based upon the lessons of the past***

“I have a personal philosophy that before you can do anything new, you have to have a perception of what has happened historically so you can evaluate what has worked and what hasn’t.”

- Stephen Payne, Marine Architect QM2

