

Town of Windsor

Memorandum

July 8, 2014

TO: The Honorable Mayor and Town Council

FROM: Michael Stallings, Town Manager *MS*

SUBJECT: Strategic Planning Retreat

I have been working with Tyler St. Clair with the Weldon Cooper Center at the University of Virginia to conduct a strategic planning retreat in late August or early September. She has provided me with a draft agenda for the retreat that would begin on Friday afternoon and run through early afternoon on Sunday.

I feel that this retreat will be extremely valuable as we move forward with the growth and direction of the Town of Windsor. As you know, there are many things looming on the horizon that could have a dramatic impact on the Town.

I hope to have some available dates from her prior to the Council Meeting. Please review your schedules to identify possible weekends in late August or early September.



**Windsor Town Council Retreat
Dates TBA
Location TBA**

DRAFT SESSION PURPOSE

To enable the Town Council to more sharply focus its long term direction, set near-term priorities, and create roles and operating guidelines that will enhance the governance effectiveness of Council Members and staff

DRAFT SESSION GOALS

1. Increase the understanding and appreciation of fellow Council Members in order to enhance the ability of the Council to provide effective governance for the Town
2. Enhance Council's policy direction for the Town by the development of a comprehensive vision that includes clearly articulated desired future states for each target area
3. Identify near-term Priorities to achieve each desired future state to focus the work efforts of staff and resource allocation
4. Clarify Roles and develop a set of Operating Guidelines to maximize the effectiveness of working relationships among Council Members and the Council and staff members
5. Identify a specific plan to communicate the Council's long and short-term policy direction to stakeholders and the community and to effectively align staff work with Council's priorities
6. Identify next steps to provide clear accountability

DRAFT SESSION AGENDA

Friday Evening

- | | |
|---------------|---|
| 4:00 p.m. | Session Convenes/Welcome |
| 4:00 to 6:30 | MBTI: Using Type to Enhance Working Relationships
Use an inventory to understand how Council Members like to receive information, make decisions, and orient their lives. Gain insights about how these differences, used effectively, may help Council Members use their strengths collectively to assure high quality community decisions |
| 6:30 to 7:30 | Dinner with the Group |
| 7:30 to 10:00 | Evening Team Building Session
In an informal team building session, increase understanding of the life experiences of fellow Council Members and values that are important to them. No Town business will be discussed at this session. |

Saturday

- 8:30 a.m. **Session Convenes with Continental Breakfast available**
- 8:30 to 8:45 **Overview of Purpose/Goals/Agenda/Roles**
- 8:45 to 9:00 **Overview Local Elected Leadership Model**
Review a model that can assist the Council in providing effective governance for the Town of Windsor
- 9:00 to 11:00 **Explore Individual Council Member Perspectives on Important Leadership/Strategic Issues**
Identify/discuss individual perspectives on strengths, assets, needs, and desired change initiatives for the Town
- 11:00 to 12:15 **Agree on Council's Long Term Policy Agenda for the Town**
Assess/agree on changes that must be made to achieve desired future for the Town and identify/prioritize focused target areas to be pursued
- 12:15 to 1:00 **Lunch with the Group**
- 1:00 to 3:30 **Refine Outcomes/Long Term Policy Initiatives**
Clearly articulate desired direction of each target area, including the end state that will be produced from the projects and initiatives that are important to the Council. Agree on a statement that will provide long-term policy direction for staff, partners, and citizens and align with other planning document such as the Comprehensive Plan.
- 3:30 to 4:45 **Finalize Long Term Policy Initiatives**
- 4:45 to 5:00 **Prepare for Next Day Process**

Sunday

- 8:30 a.m. **Session Convenes with Continental Breakfast available**
- 8:30 to 8:45 **Debrief/Prepare for Short Term Priority Setting**
- 8:45 to 10:15 **Short Term Priority Setting**
Identify 3-Year priorities through consensus and clarify timetable and responsibility (as required)
- 10:15 to 11:00 **Define Effective Roles/Process for Council and Staff**
Clarify roles that will maximize decision-making and productivity and identify process issues/needs and areas that would benefit from further discussion and/or guidelines

- 11:00 to 12:15 **Initiate Operating Guidelines**
Identify operating guidelines to enable productive relationships among Members, with staff, and the community
- 12:15 to 1:00 **Lunch with the Group**
- 1:00 to 2:00 **Finalize Operating Guidelines**
Finalize Operating Guidelines and discuss steps to ensure Council's policy focus, and to maximize accountability and staff work/alignment
- 2:00 to 2:40 **Develop Plan for Vision Communication and Work Plan Development**
Develop a plan for communication of the Vision and 3-Year Priorities to stakeholders and clarify how staff will follow up to address Priorities
- 2:40 to 3:00 **Identify Follow Up Actions and Evaluate Session**
Identify clear steps for follow up and evaluate the session
- 3:00 p.m. **Session Adjourns**

