

FY 2019 Strategic Planning Retreat
Assembly Hall
December 14-15, 2017



Day One, December 14th (9:00 am – 4:15 pm)

9:00 - 9:20	Welcome/Introductions ▪ Retreat Objectives ▪ Review VOP Strategic Planning Process/Timeline
9:20 – 9:30	Review Strategy Map and Performance Framework
9:30 – 10:30	Conduct External Environmental Scan ▪ Community & Societal Trends ▪ Customer Satisfaction (Residents & Businesses) ▪ Economic Trends ▪ Uncertainties & Blind Spots
10:30 – 11:30	Conduct Internal Environmental Scan ▪ Leadership & Governance Results ▪ Financial & Market Results ▪ Work & Support Systems ▪ Workforce Results ▪ Employee & Volunteer Input ▪ Gap Analysis
11:30 – 11:45	Affirm MVV, Core Competencies, and Key Partners & Collaborators
11:45 – 12:15	Lunch
12:15 – 12:45	Affirm Strategic Context and Competitive Environment & Changes
12:45 – 1:45	Conduct SOAR Analysis • Discover & agree on strengths, opportunities, aspirations, and results
1:45 – 2:30	Identify Strategic Advantages & Challenges
2:30 – 3:30	Identify Opportunities for Improvement & Innovation
3:30 – 4:00	Affirm FY 2019 BSC Goals & Strategic Objectives ▪ Map strategic advantages and challenges to strategic objectives ▪ Amend FY 2019 BSC goals/strategic objectives
4:00 – 4:15	Wrap Up: Day 1 ▪ Affirm Key Decisions Made ▪ Identify Next Steps ▪ Evaluate SP Retreat – Day 1

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Day Two, December 15th (9:00 am – 12:00 pm)

9:00 – 9:15	Review Day 1: ▪ Review Key Decisions Made
9:15 – 10:30	FY 2019-2023 Action Planning ▪ Initiative Action Plans (IAPs) ▪ Department Projects ▪ BIRDIEs and ACEs
10:30 – 10:45	Identify Future Core Competencies and Work Systems Needed
10:45 – 11:15	Discuss Performance Framework
11:45 – 12:00	Wrap Up: Day 2 ▪ Affirm Key Decisions Made ▪ Identify Next Steps ▪ Evaluate SP Retreat – Day 2

* Times are approximate and include breaks.