



Memorandum

Date: February 7, 2017

To: Honorable Mayor and Members of the Council
Steve Rogers, Town Manager

From: The Novak Consulting Group

Re: Strategic Planning Preparation and Agenda

Michelle Ferguson and Julia Novak look forward to being with you on February 27 and 28 for the Strategic Planning Retreat. The purpose of this memorandum is to help you prepare for the retreat and to share the agenda.

Schedule

The Strategic Planning Retreat will be held on Monday, February 27th from 3:30 pm to 7:00 p.m. and on Tuesday, February 28th from 9:00 am to 3:00 p.m.

Strategic Planning Process

At its most basic level, a strategic plan exists to answer three questions:

- What do we know to be true today?
- Where do we want to be in the future?
- How can we get there?

The process for the Town of Yountville has included the following steps to date:

- Individual interviews with the Mayor and members of the Town Council conducted by Julia Novak
- A group meeting with the Town's Management Team

During our time together on February 27 and 28, the Mayor and Town Council will be asked to develop elements of the Strategic Planning Framework, including:

- Vision – the Vision statement is aspirational, intended to reflect what you hope will be true for Yountville in the future
- Critical Success Factors – those “things that must go well” in order for Yountville to be a successful community

We will work with the Town's Management Team to develop:

- Mission – the role and purpose of Town government, frequently expressed in statements about “who we are, what we do, and why we do it”
- Values – organizational values guide behavior, whether stated or unstated, and are observed when the workforce is “at its best”

We discussed in our 1-1 meetings the critical importance of the organization (the employees) owning the organizational Mission and Values, and the Town Council articulating the Vision and Critical Success Factors.

Based on Monday's discussion, the consultants will develop a draft Vision Statement for the Mayor and Town Council to consider on Tuesday. Additionally, the Mayor and Town Council will be asked to consider the organization's work on Mission and Values and provide feedback to the Management Team for those elements of the Strategic Plan Framework to be revised, as appropriate. The work around Critical Success Factors will be done "from scratch" during the day on Tuesday.

The final "deliverable" from this retreat is the draft or proposed Strategic Planning Framework – including the Vision, Mission, Values, and Critical Success Factors.

Once the framework is agreed upon, The Novak Consulting Group will be working to gather stakeholder input, both on the broader framework and on specific initiatives that would advance each component of the Critical Success Factors and move towards achievement of the Vision. We have meetings planned on April 6th and 7th to solicit the community input. The Mayor and Council will then meet again on April 17 and 18 to consider the stakeholder input, finalize the Strategic Plan Framework, and identify priorities for the coming year.

Preparation

As you prepare for the retreat, it will be helpful for you to spend time contemplating your hopes for the future of Yountville.

This I Believe

Each member of the governing body will be given 5 to 7 minutes to share "what they believe" about the future of the Town. This exercise is loosely based on the "This I Believe" essay format initiated by Edward R. Morrow on National Public Radio in the 1950s. Today, there is an international organization that engages people in writing and sharing essays describing their core values that guide their daily lives. You are invited to share what you personally believe to be true about the future of the Town.

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience "community."
- Name your belief: Focus on a core belief – and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe – avoid speaking in the editorial "we" and make sure this is about what you believe. Speak in the first person.
- Be personal: Write in words and phrases that are comfortable for you to speak.

What Must Go Well

As you consider what you believe about the future of Yountville, it is important to reflect on those things that must go well in order for that to happen. Please spend a few minutes considering what you believe are the key ingredients to a successful community.

Retreat Goals:

- Develop a framework for the Town's Strategic Plan

Norms:

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - positive and realistic
 - candid and honest
 - patient and self-aware
 - engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of "if" and "and"
- Have fun!

Agenda

Day One: Monday, February 27, 2017 – 3:30 PM to 7:00 PM

Setting the Stage

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

"This I Believe..."

- Each member of the governing body will be given an opportunity to share their "belief" about the future of the Town.

Agenda Item Outcome: Develop an understanding of the various perspectives of individual members of the governing body.

Sharing a Common History

- What are the events, people, and actions that have shaped Yountville in the past?
 - Pre-1977
 - 1977 – 1986
 - 1987 – 1996
 - 1997 – 2006
 - 2007 – Today

Agenda Item Outcome: Develop a shared understanding of our relevant past.

What do we know to be true today?

- Identify and discuss the Social, Political, Economic, Environmental and Technological Trends that are impacting the world, our region and the Town of Yountville.
- Debrief the Environmental Scan.

Agenda Item Outcome: Develop an understanding of current trends relevant to the Town of Yountville.

Defining Our Legacy

- How do you want this next decade to be characterized by people in the community in 2027?

Agenda Item Outcome: Imagine a bold future for the community.

Adjourn for the Day

Day Two: Tuesday, February 28, 2017 9:00 AM t 3:00 PM

Check-in

- Process day one and Confirm Agenda for the day

Agenda Item Outcome: Adjust the agenda as needed to better serve the process.

Vision and Critical Success Factors

- Vision – Does the Vision accurately reflect the future imagined by this governing body?
- Critical Success Factors – what are the “big buckets” of things that must go well in order to achieve the Vision?

Agenda Item Outcome: Clarify and reach agreement on the strategic planning framework.

What Do We Mean By...

- We will work to develop directional statements for each Critical Success Factor that reflect where the Town Council wants to see progress and how success will be defined in the future.

Agenda Item Outcome: Provide clarity around each of the Critical Success Factors.

Mission and Values

- Mission and Values – Staff will share the mission statement and values. Do the proposed statements provide appropriate guidance to the organization?

Agenda Item Outcome: Ensure that the staff has appropriately captured what the Mayor and Town Council hope will guide the organization as it provides services to the community.

Polishing the Deliverable

- After reflecting, separately, on each element of the Strategic Planning Framework, we will take a step back and consider the framework in its entirety and ensure it is ready to be presented to the community.

Agenda Item Outcome: Ensure that the Mayor and Town Council are comfortable inviting community feedback on the proposed strategic planning framework.

Closing/Next Steps

- Review key discussions and agree on next steps where appropriate.

Agenda Item Outcome: Clarity regarding the path forward.