

**TOWN OF WINDSOR
STRATEGIC PLANNING RETREAT**

February 7, 2009

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MISSION STATEMENT

*The Town of Windsor provides outstanding public services and preserves
our small town character for current and future generations.*

TWO-YEAR GOALS

(2009-2011 * Not in priority order)

Promote and enhance economic development

Preserve and enhance existing parks and infrastructure

Maintain satisfied employees and strong fiscal health

Green the town

Promote a healthy community

TOWN OF WINDSOR  **SIX-MONTH STRATEGIC OBJECTIVES**

February 7, 2009 – August 15, 2009

TWO-YEAR GOAL: *Promote and enhance economic development*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 19, 2009	Community Services Director	Submit the Keiser Park Destination Playground, per the EDSP, in the CIP budget.				
2. By March 31, 2009	Each Town Council Member	Communicate to the Planning Commission and Parks and Recreation Commission appointees the importance of implementing the economic filter "New Business Is Welcome."				
3. By May 15, 2009	Assistant Town Manager	Create and convene an Internal Business Solutions Team, as recommended by the Economic Development Strategic Plan to encourage businesses to come to Windsor.				
4. By August 15, 2009	Assistant Town Manager	Present to the Town Council for action a strategy to amend the RDA Plan to increase the tax increment cap.				

TWO-YEAR GOAL: *Preserve and enhance parks and infrastructure*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 15, 2009	Public Works Director, working with the Sonoma County Water Agency General Manager	Discuss and determine the feasibility of sharing funding for the recycled water pipeline to the Airport Business Park.				
2. By May 1, 2009	Public Works Director	Present to the Town Council for action an updated Water Master Plan.				
3. By May 1, 2009	Public Works Director	Present to the Town Council for action the award of a design/build contract for a water control system for Supervisory Control and Data Acquisition (SCADA).				
4. By June 1, 2009	Public Works Director	Present to the Town Council for action a design contract for the Geysers Pump Station.				
5. By June 15, 2009	Community Services Director	Present to the Town Council for action a construction contract for Keiser Phase I park improvements.				
6. By July 1, 2009	Public Works Director	Present to the Town Council for action a Groundwater Well Pilot Study.				

TWO-YEAR GOAL: *Maintain satisfied employees and strong fiscal health*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 3, 2009 Town Council meeting	Accounting Manager and Administrative Services Director	Present to the Town Council for action a Town budget in line with existing fiscal policies and the current economic climate.				
2. By August 15, 2009	Accounting Manager (lead), HR Manager and Administrative Services Director	Explore and present to the Executive Management Team the financial implications and feasibility of implementing a benefitted, part-time position classification for all departments.				
3. By August 15, 2009	HR Manager	Present to the Executive Management Team the concept of establishing an Employee Advisory Committee, including guidelines to improve employee morale.				
4. By August 15, 2009	Executive Management Team	Assess the training needs of their staff to increase productivity and satisfaction and identify coordinated workshops to meet the needs.				

TWO-YEAR GOAL: *Green the town*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By April 15, 2009	Building Official	Create and implement a standardized, over the counter application and permit process for photovoltaic installations that meet countywide standards.				
2. At the May 6, 2009 Town Council meeting	Administrative Services Director	Present to the Town Council for action updated water conservation rebates and incentives.				
3. By July 1, 2009	Building Official and Planning Director	Amend and present to the Town Council for action a building ordinance for commercial/industrial buildings to enhance water and energy standards for new and existing buildings when a building permit is required.				
4. By August 15, 2009	Planning Director and Senior Planner	Initiate a community-wide communication and education program on the goals and objectives of our Climate Action Plan and how the community can participate.				

TWO-YEAR GOAL: *Promote a healthy community*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On February 25, 2009	Police Administrative Aide and Recreation Supervisor	Conduct an informal meeting at Vintage Oaks Park for residents regarding Neighborhood Park Watch, COPE and use of the mobile recreation unit.				
2. By March 1, 2009	Planning Director	Receive the SDAT recommendations and distribute to all Commissions and the Town Council.				
3. By April 15, 2009	Planning Director, working with all Commissions	Review the SDAT recommendations and give recommendations to the Town Council.				
4. At the May 6, 2009 Town Council meeting	Community Services Director, with input from the Parks and Recreation Commission	Recommend to the Town Council for action the location, management and budget for the Community Garden.				
5. By August 15, 2009	Town Council	Take action on implementation of SDAT recommendations.				
6. By August 15, 2009, contingent upon Town Council approval	Planning Director (lead), Public Works Director, Assistant Town Manager and Building Official	Expand the number of bike racks downtown.				

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS OF THE TOWN OF WINDSOR?

Brainstormed Perceptions:

- Controlled growth
- Customer service
- Strong skills
- Reliability and consistency
- Teamwork
- Excellent customer service
- Positive attitude
- Facilities and equipment we have
- Employees are committed
- Work well under pressure
- Inter- and intradepartmental communication
- Strong positive values
- Integrity
- Professionalism
- Good at identifying needs
- Problem solvers
- Progressive
- Regulatory compliance
- We are a growing town
- Passionate
- Thoughtful
- Commitment to sustainability
- Good sense of humor
- Cohesive Town Council
- Well-maintained infrastructure
- Lowest crime rate in the county
- No Fire Department
- Contracted Police Department
- 92% approval rating of the Police Department
- Flexibility
- Town employees are willing to consider new ideas from people
- Family friendly and welcome to outside visitors
- Our budget position compared to other places
- Online registration for recreation programs
- Strategic approach to economic development
- Ability of the town to reach disability compliance
- Town Green events
- Great parks
- Cool downtown

- Staff/personnel
- Good evaluation system that is well used
- Staff's willingness to excel
- Good size of the town—not too big or too small
- County reputation
- Staff's interaction with the community
- Focus on continuous improvement
- Training opportunities
- Strong network with other cities
- Strong fiscal policy
- Family-oriented programs and events
- People say they are happy to live here
- Adapt well to change
- Overwhelming public response to a survey of how the Town is doing

WHAT ARE THE TOWN OF WINDSOR'S INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed Perceptions:

- Lack of East/West bike connection
- Low employee morale
- Decreasing resources leads to decreasing training opportunities
- Traffic
- If not a manager, a feeling of separation from the Town Council
- Intradepartmental communication challenges
- Lack of affordable housing
- Lack of storage for recycled water
- Not enough progress toward greenhouse gas reduction goals
- Low skill level
- Lack of commitment to our capital spending plans
- Difficulty in obtaining sustainability goals—lack of public buy in
- Too much reliance on contract services
- Too much contract insurance
- Not able to afford top technology
- Challenge to get to identified needs
- Challenge of engaging the Hispanic community
- Lack of resources to meet all of the public's demands
- Purchasing problems
- Lack of centralized fleet management program
- Limitation of 1000 hour requirement for part-time employees
- Not enough staff
- Service demands vs. funding
- Lack of efficiency of some departments
- Decentralization of town facilities
- Lack of diversity of shopping
- Understaffed for workload
- Running out of physical space

- Focused on own department and not engaged in other's programs
- Lack of communication—intradepartmental and Town Council
- Lack maintenance of infrastructure and aging facilities
- Lack of succession planning
- Lack of consistency in adhering to policies that results in undermined staff
- Town is not child friendly enough
- Lack of connections to schools and other stakeholders
- SDAT
- Public doesn't like what the police do
- Public complaints about fees
- Have heard we are not business friendly
- Not helping out the non-profits enough
- Some have said there is discrimination
- Internal and external misperception of what departments do

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE TOWN OF WINDSOR IN THE NEXT 2 YEARS

Brainstormed Perceptions:

- AB811—solar/energy financing
- Rapidly increasing effort of federal and local governments to work together on climate change
- Transportation improvements (e.g., freeways, bus system, SMART)
- School's commitment to bilingual education
- Developments in green technology and construction
- Increasing civic engagement
- Public/private partnerships
- Increased tourism
- Nationwide call for volunteerism
- Willingness to work together at the federal level
- Measure N (TOT—increased)
- Increase in health benefits for children and families
- SB375—transportation funding
- Potential for \$1 million climate community showcase grant for Sonoma County
- Public entities working together
- Strong service groups
- Economic recovery
- Greater support from the public and business community for guiding the Town's economic development
- Strong water and energy conservation by the community
- The need to reach disability compliance
- Federal stimulus package
- More creative solutions
- Positive public perception of the Town departments
- Increased credibility by building Kaiser Park project
- Improved public support for parks and recreation and for public safety
- Low crime rate

- Decreasing home prices
- County grant for community gardens
- Quality of life programs
- Increased demand for goods and services that are local
- Measure B for the schools
- Attracting quality retail and employers
- The schools continuing to be good
- Sales tax from Sanderson Ford
- Growing market of skilled workers to draw from

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE TOWN OF WINDSOR IN THE NEXT 2 YEARS

Brainstormed Perceptions:

- Unfunded State and Federal mandates
- Lack of water
- Decline in the quality of public education
- Higher crime
- High energy costs
- Blight
- Aging workforce
- Unpredictable climate
- Regulations (e.g., greenhouse gas, NPDES, EPA emission standards, water quality)
- Health needs
- Risk adverse business climate leading to not wanting to expand
- Struggling downtown
- Declining investment by Fortune 500 companies
- Governor
- Inadequate bicycle and pedestrian facilities
- Lack of social services
- Stress on people
- Traffic
- Hispanic community needs
- High health care costs
- Lack of commitment to children's needs
- High cost of infrastructure
- Less development
- State budget deficit
- State stormwater permit
- Economy downturn
- High foreclosure rate
- Reduction of property and sales tax
- Delinquencies
- Higher water rates
- Aging infrastructure
- Natural disasters—earthquakes, floods

- Unemployment
- Power costs
- Declining housing market
- Unhealthy children
- Getting tighter insurance requirements from the outside that are affecting the way we do business
- Aging community
- Lack of scholarship programs for low income residents
- Federal stimulus package (going through the State)
- Lack of skilled workforce
- Low consumer confidence
- Lack of access to credit
- No summer school at the school district
- State legislature
- Poverty
- Commercial vacancies
- Fewer vendors available
- Lower availability of products
- Lack of youth interest in working in local government
- Traffic drives too fast

BRAINSTORMED GOALS

- Promote economic development
- Provide adequate and safe for all modes of transportation
- Promote healthy lifestyles
- Preserve and enhance existing parks and infrastructure
- Engage community participation
- Continue training and education
- Provide adequate staffing and service levels
- Support our local schools in providing quality education
- Accommodate part time employees by providing benefits
- Boost employee morale
- Acquire water supplies and storage
- Foster human development
- Implement SDAT Plan
- Lead in local and regional greenhouse gas reduction efforts
- Maintain a balanced budget
- Maintain a safe and healthy environment for youth
- Sustain the quality of life
- Create a succession planning strategy
- Improve communication among departments
- Change public perception/education
- Green the town
- Increase redevelopment funding
- Maintain accessibility to the public

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Within 48 hours of receipt	Everyone	Read the retreat record.
By February 13, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
February 17, 2009	Executive Management Team	Review the "What's Not Going As Well As You'd Like" list for possible action items.
February 18, 2009	Town Council	Present the Strategic Plan at a Town Council meeting.
Monthly	Town Council and Town Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Town Manager	Prepare and distribute the Strategic Plan Update
August 28, 2009	Town Council, Executive Management Team and Senior Staff	Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Identify core values. Develop objectives for the next six months.

STRATEGIC PLANNING ELEMENTS

“SWOT” ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

MISSION/PURPOSE STATEMENT

States **WHY** the organization exists and **WHOM** it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will **BECOME**

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

THREE YEAR KEY PERFORMANCE MEASURES

WHAT success will look like when the goal is achieved

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months