What is a Strategic Planning Process?

**Engage**
- **Determine Position**
  - Strategic Issues: What makes you relevant
  - Market Data: Opportunities and threats
  - Employee Input: Strengths & weaknesses
  - SWOT: Synthesize and summarize

**Inspire**
- **Develop Strategy**
  - Mission: Core purpose
  - Values: Core beliefs
  - Vision: Image of Success
  - Competitive Advantage: Unique value added
  - Organization Strategy: Approach to succeed
  - Goals & Objectives: Framework

**Execute**
- **Build the Plan**
  - Use SWOT: to set priorities
  - Organization Goals: to set short term focus
  - KPI’s: to track progress
  - Department Goals: to cascade accountability
  - Team Goals: to cascade accountability
  - Financials: to measure results

**Evaluate**
- **Manage Performance**
  - Calendar: Schedule for progress
  - Training & Tools: Equip team to succeed
  - Adapt Quarterly: Review and Modify
  - Update Annually: Review and Reset

**Phases**
- **Phase I** “collect & analyze”
- **Phase II** “develop mission & vision”
- **Phase III** “develop goals & actions”
- **Phase IV** “implement & monitor”
Mission: Provides a Clear View of What the Organization is Trying to Accomplish for its Customers

Vision: Describes what the Organization Seeks to Do and Become

“Values: Help an Organization Define its Culture and Beliefs”

Strategic Objectives: Convert the Mission into Performance Targets

Focus Areas: Align the Organization to Impact Areas that Customers Value

Core Products/Services: Describe the Work that the Organization Delivers

Governance Model: Defines the Relationships between the Key Stakeholders
Core Products & Services

- FUNDING SERVICES
- PLANNING SERVICES
- PROJECT MANAGEMENT
- PUBLIC RELATIONS
- FACILITATION
- RESEARCH

Priority Focus Areas

THRIVING NEIGHBORHOODS
- Public Safety
- Human Services & Housing
- Natural Resources
- Land Use
- Technology
- Community Development

ECONOMIC PROSPERITY
- Education
- Social Stability
- Workforce Preparation
- Job Creation

QUALITY OF LIFE
- Healthy Community
- Quality Place
- James River
- Coordinated Transportation

Our Strategic Vision

“Better Together”

“Partnering to enable outcomes that matter for our Region”
Our Values

**Think “Big Picture”**
We see the region as a whole, think long term and take a multi-disciplinary approach. No Silos.

**Wow through Service**
We strive for excellence. We anticipate needs and work as an extension of the customers we serve.

**Facilitate Change**
We imagine the future and bring the necessary information to the region to assure a desirable path.

**Do More with Less**
As stewards of public resources, we look for new technologies and creative ideas to deliver efficient and effective solutions.

**Promote Representation**
We set a standard for inclusiveness. We represent the interests of the region and seek to promote equity for all.

**Learning Continuously**
We are committed to elevating talent – Within our organization, across our communities and with our partners.
Our Strategic Objectives

CREATE VALUE FOR THE REGION
• Expanding Regional Partnerships/Collaborations
• A Regional Steward Of Sustainable Prosperity

PRIORITIZE BASED ON CUSTOMER NEEDS
• Achieving Maximum Customer/Partner Satisfaction
• Products & Services Supporting Customers Priorities

PROMOTE REGIONAL SUCCESS
• Fostering Positivity. #RVA-BetterTogether
• Marketing that Promotes Regional Successes and Collaboration

BUILD A REGIONAL RESOURCE CENTER
• Building a Great Network of Experts and Resources
• Core Products enabled by Technology that are Easily Accessible

STRENGTHEN THE ORGANIZATION
• Talented Staff that Delivers Operational Excellence
• Strong Board Engagement with Best Practices in Governance
Our Implementation Plan

**STRATEGY & GOALS**
- Goals for PDC
- Workplan

**GOVERNANCE**
- Topic Schedule
- Committee Design

**REGIONAL PRIORITIES**
- Project Portfolio Design
- Portfolio Reporting

**STAKEHOLDERS**
- Customer Meetings
- Partner Meetings

**FINANCIALS & CONTROLS**
- Accrual Accounting
- Budget 18-19

**PEOPLE & CULTURE**
- Satisfaction Survey
- Organization Design

**Q1**
- Scorecard/Metrics Design
- Reporting

**Q2**
- Agenda alignment
- Charter/bylaws review

- PDC Internal Meetings
- Project Reviews

- Stakeholder Priorities
- Stakeholder Reporting

- Work Code Design
- Banking/Acctg. RFP’s

- Job Descriptions/Bands
- Training/Development
Our Implementation Plan

Q1

FACILITIES
- Office Redesign & Moves
- Sublease/MOU

TECHNOLOGY
- Upgrade Copy/Work Room
- Technology RFP

OPERATIONS
- Policy Review
- Compliance/Risk Review

MARKETING & PUBLIC ENGAGEMENT
- Brand RFP
- Brand Identity

REPORTING
- Board
- Financial

Q2

FACILITIES
- Insurance RFP/Assets
- Safety/ADA Assessment

TECHNOLOGY
- Computer Evaluation
- Grant Management RFP

OPERATIONS
- Policy Redesign/Rewrite
- Compliance Controls

MARKETING & PUBLIC ENGAGEMENT
- Website Redesign
- Social Media

REPORTING
- Project/Priority/Program
- People/Culture
Consider a Governance Structure to match our Strategic Plan

- **EXECUTIVE COMMITTEE**
  - STRATEGY & GOALS
  - GOVERNANCE
  - REGIONAL PRIORITIES
  - PEOPLE & CULTURE
  - STAKEHOLDERS

- **AUDIT & FINANCE COMMITTEE**
  - FINANCIALS & CONTROLS

- **OPERATIONS COMMITTEE**
  - OPERATIONS
  - TECHNOLOGY
  - FACILITIES
  - PUBLIC OUTREACH COMMITTEE
  - MARKETING & PUBLIC ENGAGEMENT

- **STANDING COMMITTEE**
- **EXPANDED STANDING COMMITTEE**
- **AD HOC COMMITTEES**
Engage our Team to build a Culture to match our strategy

**National Survey Data**

### 5 Most Important Factors
- Job Security
- Benefits
- Compensation
- Opportunities to use skills and abilities
- Feeling safe in the work Environment

### Not Important Factors
- Green workplace
- Networking opportunities
- Career development opportunities
- Paid training and tuition reimbursement
- Professional Development

### Next 5 Important Factors
- Relationship with Manager
- Recognition of Job Performance
- Communication with Senior Management
- The Work
- Autonomy and Independence in the job

**Survey our Organization for their Input**
We need to leverage this time to enhance our story and strengthen our public engagement.
We are rethinking our branding approach to ensure better integration with our strategic plan.

- **Nov 2017**: Originally kicked off Website program and visual identity
- **Jan 2018**: put program on hold pending strategy outcome
- **June 2018**: finalized RRPDC strategy
- **July 2018**: added brand story and brand identity
- **Sep 2018**: Design Regional Public Engagement approach
- **Dec 2018**: Launch website and Anniversary communications
Brand Communications Plan

Phase I: Story
June-July
- RRPDC story (infographic)
- Look and Feel (w/ logo options)
- Name
- Message/elevator speech

Phase II: Toolkit
July-Aug
- Visual identity/logo
- Templates (Letterhead, ppt, business cards, collateral)
- Brand guidelines

Phase III: Web
July-Dec
- Website
- Look and feel
- Content
- Structure
PROUD TO BE WHERE IT ALL COMES TOGETHER

For the past 50 years, RRPDC has been the catalyst for more effective ways for government, business and philanthropic leaders to work together on outcomes that make a difference.

CELEBRATING OUR REGION’S LEGACY OF COOPERATION

Ever since Virginia was first settled, cooperation and collaboration among neighbors has been the vital force propelling us forward. This is especially true of the 9 localities that comprise the greater Richmond area.

By lending their unique perspectives and talents, the representatives of Ashland, Charles City, Chesterfield, Goochland, Hanover, Henrico, New Kent, Powhatan and Richmond have come together to tackle important issues and opportunities such as:

- Preserving history
- Maintaining wetlands
- Promoting new approaches in public education
- Making transportation work for everyone
- Creating a magnet for 21st Century businesses and workers

HERE A FEW OF THE GREAT THINGS THAT HAVE HAPPENED THANKS TO REGIONAL COLLABORATION.

- Hanover Park preserves the historic settlement for schoolchildren and tourists to enjoy.
- The James River Advisory Council helps keep the river healthy, vibrant and accessible.
- The Central Virginia Emergency Management Alliance helps create and coordinate a region-wide approach to emergency preparedness.
- Trolley lines make it easier to tour key Civil War battlefields.

AS WE LOOK FORWARD TO OUR NEXT 50 YEARS...

RRPDC is committed to helping create and maintain partnerships that keep our region and each of its 9 localities moving ahead by:

- Creating healthy, thriving neighborhoods
- Maintaining a well-built, sustainable infrastructure
- Preserving history, culture and resources that make our region special
- Seizing opportunities to enhance economic prosperity and elevate the quality of life for all