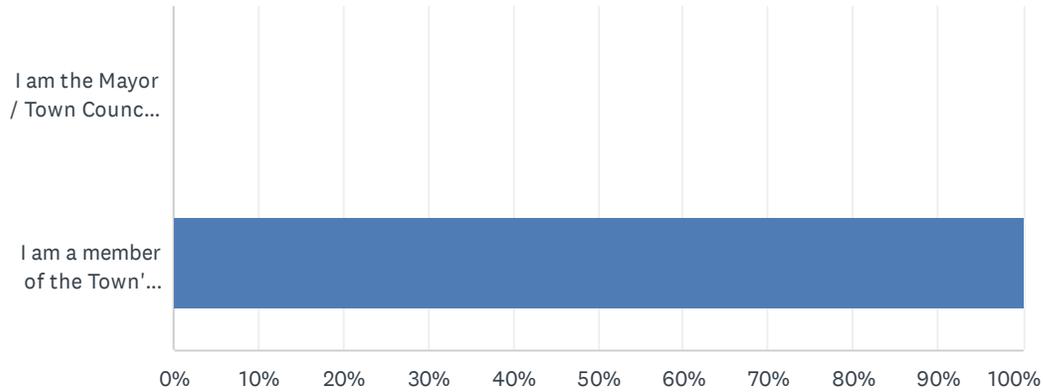


Q1 My role with the Town.

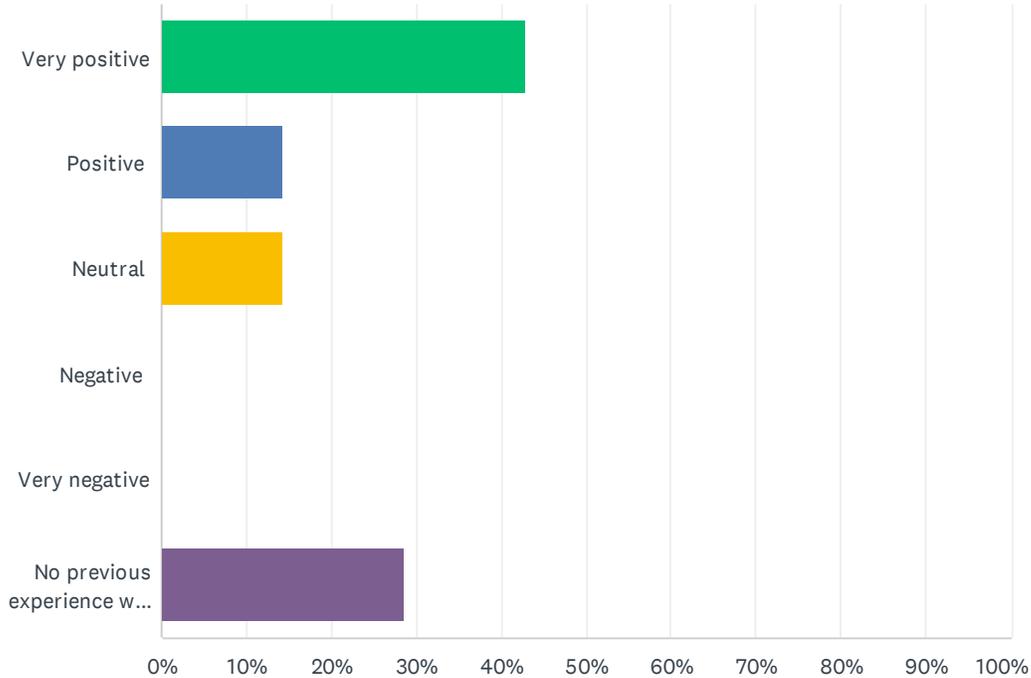
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
I am the Mayor / Town Council member	0.00%	0
I am a member of the Town's senior management team	100.00%	7
TOTAL		7

Q2 General Experience: How would you describe your overall experience with previous strategic efforts (the process for developing a meaningful plan)?

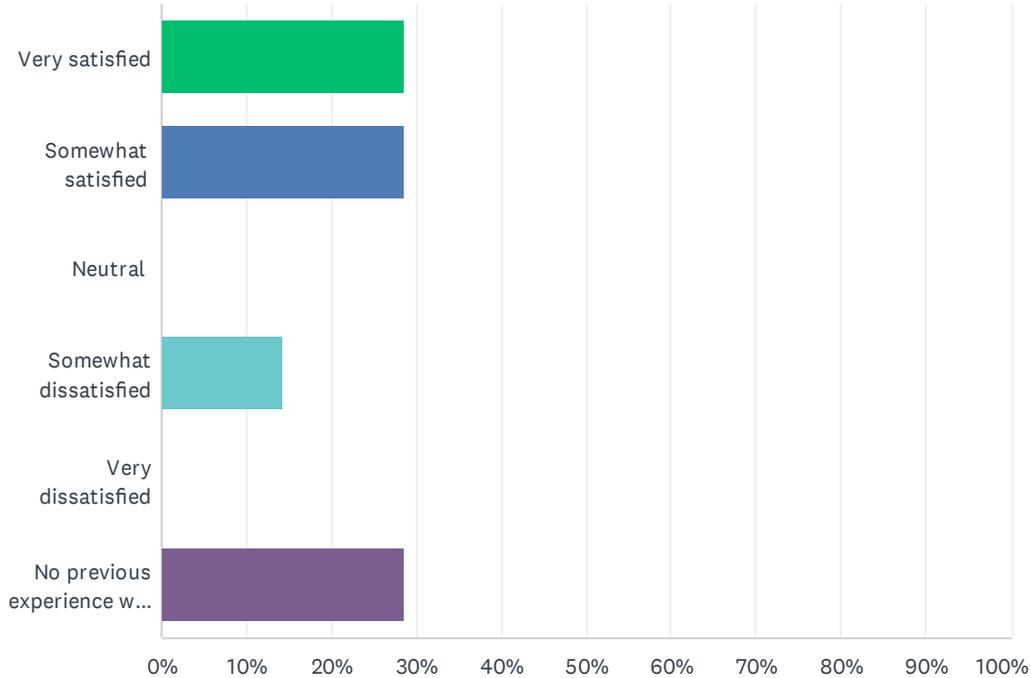
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very positive	42.86%	3
Positive	14.29%	1
Neutral	14.29%	1
Negative	0.00%	0
Very negative	0.00%	0
No previous experience with strategic planning efforts	28.57%	2
TOTAL		7

Q3 Outcome Satisfaction: How satisfied are you with the outcomes of previous strategic planning efforts (did the effort result in meaningful goals that everyone supported)?

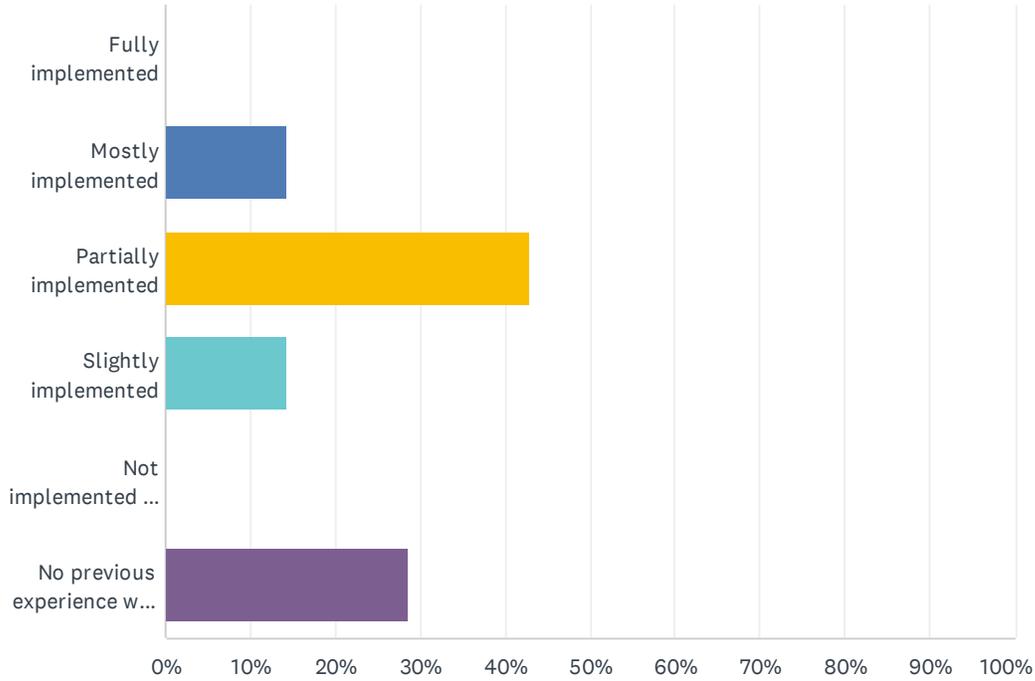
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	28.57%	2
Somewhat satisfied	28.57%	2
Neutral	0.00%	0
Somewhat dissatisfied	14.29%	1
Very dissatisfied	0.00%	0
No previous experience with strategic planning efforts	28.57%	2
TOTAL		7

Q4 Implementation: To what extent were the strategies developed during the planning effectively implemented?

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Fully implemented	0.00%	0
Mostly implemented	14.29%	1
Partially implemented	42.86%	3
Slightly implemented	14.29%	1
Not implemented at all	0.00%	0
No previous experience with strategic planning efforts	28.57%	2
TOTAL		7

Q5 Strengths: What do you consider the key strengths (pros) of developing a strategic plan?

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	provides a forward focused vision helps organization to be proactive instead of reactive instills a sense of shared responsibility.	2/27/2024 3:02 AM
2	A good strategic plan focuses what's important to the governing body and helps us determine how to allocate scarce resources.	2/23/2024 2:21 PM
3	It provides a mechanism for organizations to set priorities. A municipality has infinite demands on its attention, and infinite possible priorities for how it expends its resources (human and financial). A strategic plan, if done well with sufficient input from key actors, provides the focus areas for how those finite resources are expended.	2/23/2024 10:55 AM
4	Serves as a guiding document that allows everyone to understand the mission and what is expected of them.	2/23/2024 10:17 AM
5	If adopted by all from front-line staff to senior management and elected leaders, a strategic plan unifies everyone in working to achieve common goals to realize the Town's vision.	2/23/2024 9:10 AM
6	Prioritization of Town goals, ability to link our projects and initiatives to those goals, higher level vision that staff can work towards.	2/23/2024 8:28 AM
7	A plan where Council gives direction for their vision and goals for the Town	2/23/2024 8:04 AM

Q6 Weaknesses: What do you consider key weaknesses (cons or concerns) of developing a strategic plan?

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	vulnerable to external factors like economic environment seeking approval from everyone slows down the process aligning mission with finances can derail productivity	2/27/2024 3:02 AM
2	When a plan is too broad, it can't be accomplished. Better to focus on less and move the organization towards doing a good job on less items.	2/23/2024 2:21 PM
3	1. The plan is only as good as the buy-in of both the decision-makers (Town Council) and implementers (staff). If the decision-makers don't buy in, they won't be loyal to making decisions that reflect the plan's established priorities. If the implementers aren't at least consulted meaningfully, including with the permission from decision-makers to communicate truths (however hard), priorities in an adopted strategic plan may not be achievable. 2. A plan should avoid having too many "priorities." If it does so, it no longer is strategic. Instead, it's just a list that does not establish priorities. 3. Municipalities do many types of planning exercises. At this moment, Vienna is launching its Parks and Recreation Plan, and an update to the Comprehensive Plan. The Council has also established a set of	2/23/2024 10:55 AM
4	Unless there is full buy in at all levels, it may help one department but it's useless for the town as a whole.	2/23/2024 10:17 AM
5	Strategic plans do not allow for changing dynamics. For example, the pandemic changed the way we work, yet office buildings are being constructed according to pre-pandemic strategic plans.	2/23/2024 9:10 AM
6	I've seen too many goals, or unrealistic goals, creating competing priorities.	2/23/2024 8:28 AM
7	The Council may change their goals as time goes on or as new people are on Town Council	2/23/2024 8:04 AM

Q7 Impact: How do you ensure the strategic plan has the desired impact on the organization and the delivery of services?

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	Clearly define goals and desired outcomes. Allocate resources Measure progress Engage stakeholders	2/27/2024 3:02 AM
2	Weave it in to how we do business. Every agenda item and every budget decision should support the strategic plan.	2/23/2024 2:21 PM
3	In Vienna, the Town Council and the Town Manager, along with Directors, should be loyal to the plan in at least the following ways: 1. Assess whether decisions presented to them are consistent with the adopted strategic plan. 2. Review the plan on a regular basis to assess progress. For example, the Town Manager and/or the Council could ask for an update report on a regular basis (twice a year, perhaps) and potentially even schedule a once-per-year conference session (in advance of the budget) to assess progress. 3. The Town Manager could require that all Directors keep regular track of the progress of all assigned items, but also help Directors determine order priorities within Strategic Items.	2/23/2024 10:55 AM
4	Must be a living document, not just a task to complete and put on a shelf (like our current one).	2/23/2024 10:17 AM
5	I focus on the areas directly related to my department and collaborate with others when needed. However, with new leaders, it is sometimes difficult to achieve the intended result.	2/23/2024 9:10 AM
6	Ensure it is outcomes based, and that the desired outcomes are clear.	2/23/2024 8:28 AM
7	Need to get the buy in from everyone	2/23/2024 8:04 AM

Q8 What are your top priorities that you hope to achieve with the upcoming exercise?

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Direction and clarity from the governing body.	2/23/2024 2:21 PM
2	1. Clarity from the Town Council on its priorities 2. Alignment of the Strategic Plan (5-year vision, to be reviewed every 2 years), with the Comprehensive Plan (20-year vision, reviewed every 5 years), and the annual priorities.	2/23/2024 10:55 AM
3	Hopefully engagement at all levels. not just assignments to be given out but actual engagement for council, town manager and senior staff.	2/23/2024 10:17 AM
4	I would like to see a commitment from all leaders to follow the plan and work respectfully and collaboratively toward our collective goals.	2/23/2024 9:10 AM
5	I'm new to the Town and hope to gain a better understanding of the vision	2/23/2024 8:28 AM
6	Make sure the Council decides on their vision and goals for the Town	2/23/2024 8:04 AM

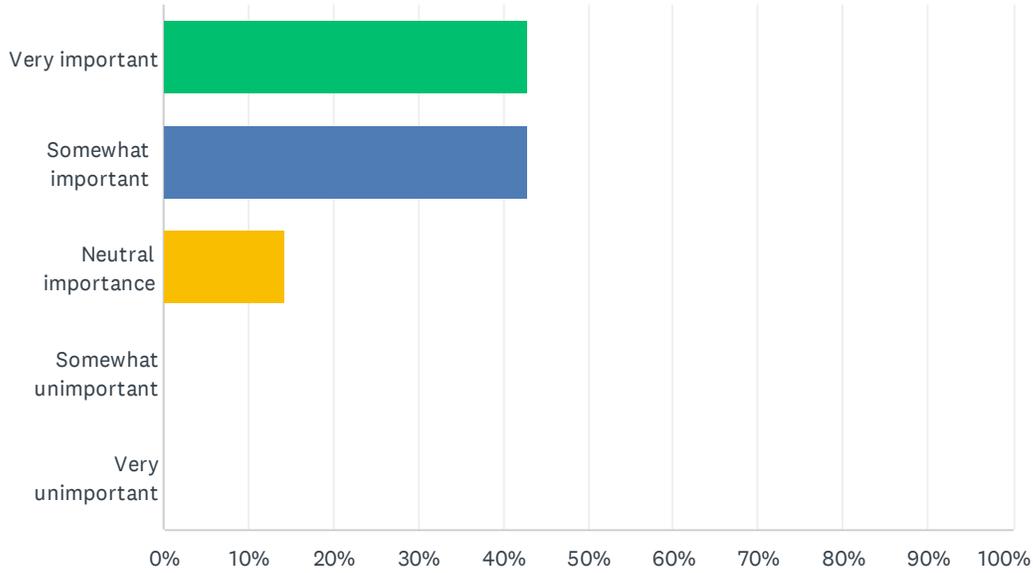
Q9 Are there any innovative approaches or methods you believe we should incorporate into the upcoming strategic planning effort?

Answered: 4 Skipped: 3

#	RESPONSES	DATE
1	I was involved in the first one, and I loved the cross-functional teams who worked on it. But it was developed from scratch, so a different level of effort was required.	2/23/2024 2:21 PM
2	I don't know if it's innovative, but I hope that implementing staff has the opportunity to assess the draft updated Strategic Plan for viability and/or cost, and that the Council will be open to feedback on practicalities. I also hope that staff has an opportunity to suggest items, for Council consideration. One innovative approach might be to use the community input received from the Comprehensive Plan kick-off meeting, which will take place on March 2, and any written input, as input to the Strategic Plan process.	2/23/2024 10:55 AM
3	Can't think of anything.	2/23/2024 9:10 AM
4	Make sure every Council member has a chance to speak and be heard	2/23/2024 8:04 AM

Q10 Community and stakeholder engagement: How important do you think it is to involve stakeholders in the process?

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very important	42.86%	3
Somewhat important	42.86%	3
Neutral importance	14.29%	1
Somewhat unimportant	0.00%	0
Very unimportant	0.00%	0
TOTAL		7

Q11 Success Management: How should we measure the success of our upcoming exercise and the strategic planning effort as a whole?

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Would like to include key performance indicators to measure success. Should also report out on key tasks, and revisit as a whole after each election (2-year cycle).	2/23/2024 2:21 PM
2	1. Does the Town Council believe that the document reflect what they wish to happen over the next 5 years? 2. Does the Town Council make budget and policy decisions that reflect the priorities and actions in the plan? 3. Are the strategies and actions steps implementable?	2/23/2024 10:55 AM
3	A plan that is brought out several times a year and discussed. Not just a spreadsheet being updated but discussed.	2/23/2024 10:17 AM
4	Establish a process for recording periodic updates - quarterly, semi-annually or annually. Make sure all plan objectives are strategic with measurable outcomes in realistic timeframes.	2/23/2024 9:10 AM
5	measure against desired outcomes.	2/23/2024 8:28 AM
6	Have quarterly updates to see how things are progressing and if any changes are needed	2/23/2024 8:04 AM

Q12 Do you have any additional comments or suggestions that can help us improve the strategic planning process?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	On community engagement - we want to move quickly, so that may slow things down.	2/23/2024 2:21 PM
2	I am concerned that there are three processes that are happening at the same time -- Strategic Plan, Comp Plan and Parks Master Plan. The first two of these have significant cross-over. Sorting out the role of each is important.	2/23/2024 10:55 AM
3	Set clear expectations, get an agreement from all leaders that they will work toward the plan's goals and make them understand they will be held accountable for their role in achieving the plan's goals.	2/23/2024 9:10 AM