

2010-2015 Strategic Planning Development Process
Project Tasks and Timeline

Project Task	Description	Status
Consultant Selection Process	RFP issued, project consultant selected, contract finalized	Completed
Establish Project Timeline	Finalize project schedule, work plan & communications plan. Recruit Steering Committee members.	Completed
Steering Committee Meeting #1	Official process kick-off. Review project process and task approaches for Stakeholder Interviews and Environmental Scan	Completed. Meeting held November 10, 2009
Stakeholder Interviews	Interview key individuals with direct or indirect stake in PF&R because they can affect or be affected by PF&R's actions and objectives	Completed.
Environmental Scan	Research PF&R and surrounding community focusing on external trends, emerging issues, internal challenges and stakeholder interests.	Completed.
Steering Committee Meeting #2	Receive Stakeholder Interview Report and Environmental Scan preliminary findings. Review task approaches for Focus Groups, Surveys, & SWOC Analysis	Completed. Meeting held February 3, 2010
Internal & External Surveys	Survey employees, customers and citizens to capture perceptions on issues and challenges facing organization and opportunities for improvement	Completed.
Focus Groups	Organized around various PF&R constituencies including employees, customers and community partners to identify issues and trends affecting PF&R	Completed.
Strengths, Weaknesses, Opportunities, Challenges (SWOC) Analysis	Compares current programs and services to a series of benchmarks and performance standards identified in context of the Environment Scan. Analysis will incorporate the Balanced Scorecard approach.	Completed.
Steering Committee Meeting #3	Using all completed research, distill strategic themes and outline issues.	Completed. Meeting held April 21, 2010
Task Force Work Sessions	Develop strategic plan content, including goals, performance measures, objectives and strategies.	Completed. Work Sessions held May 3-7, 2010
Steering Committee Meeting #4	Review Task Force outcomes and validate Mission, Vision, Principles	Completed. Combined with Task Force Work Session Day #6 held June 25, 2010
Strategic Plan Documents Drafted & Finalized	Strategic plan drafted and revised.	Completed.
Council Hearing	Resolution adopting the 2010-2015 Strategic Plan	Completed. Council hearing November 17, 2010

Updated December, 2010