

Agenda Item 7



# Preview of COG's Strategic Plan Discussion at Board Retreat

*Presented by Bruce R. Williams  
Chair, COG's Strategic Planning Committee  
July 14, 2004*





# COG's Strategic Plan

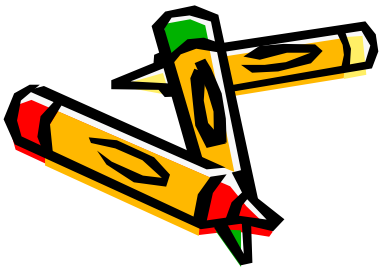
- Nov. 1999 – COG Board Adopts 1<sup>st</sup> Board-designed Strategic Plan:
  - *“New Directions: Shaping Opportunities”*
- Defined COG's Vision, Mission, Goals, Strategies
- Life Expectancy 3-5 years





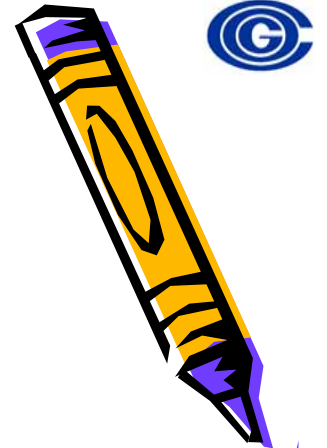
## Since 1999...

- Plan effective at guiding COG
- Reviewed annually at Board retreats
- In 2002, Board began process to revise plan to reflect 9/11/2001
- Summer 2003 retreat - additional review of vision, mission, and goals; extensive discussion of Board's bylaws and rules of procedure



# Updating COG's Strategic Plan

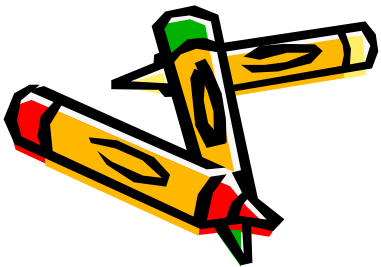
- COG's updated Strategic Plan will only include Vision, Mission, and Goals
- COG's Strategic Plan will capture the organization's mission and work on an indefinite basis, and in general should not change from year to year.





# COG's Vision and Mission

- Vision – how our members envision the National Capital Region and how COG views its role in attaining the vision
- Mission – a statement of what COG does to enable its vision





# COG's Goals

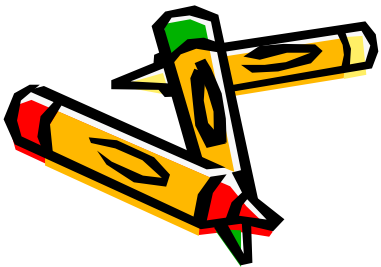
- COG's goals are statements of broad policy
- Either issue-oriented or institution-oriented
- Indefinite duration
- Will change only due to major event or major change in COG role's





# Strategies and Tactics

- Strategies are activities undertaken to implement the various goals
- Strategies will change from year to year as priorities shift and Board emphasis changes
- Tasks or tactics are clearly defined activities which implement strategies or goals.
- COG's Annual Work Program and Budget, beginning in FY 2006, will present COG's strategies and tactics for achieving its goals.

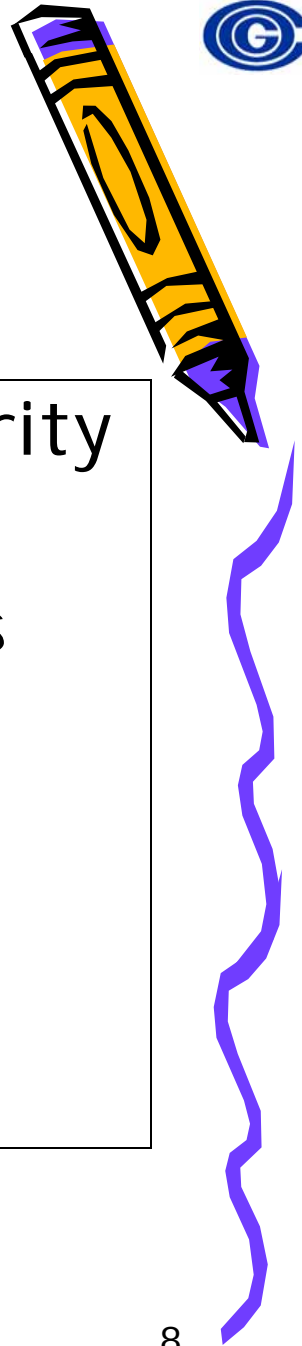
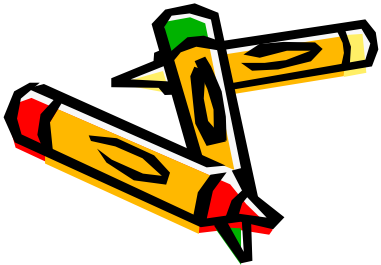




# Proposed Issue-Oriented Goals

- Growth
- Environment
- Energy
- Transportation
- Affordable Housing
- Economic Development

- Homeland Security
- Public Safety
- Human Services
- Health
- Education



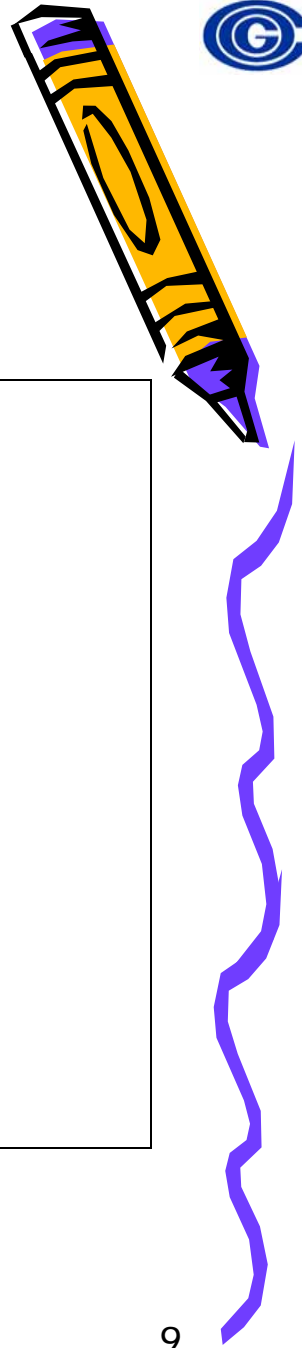
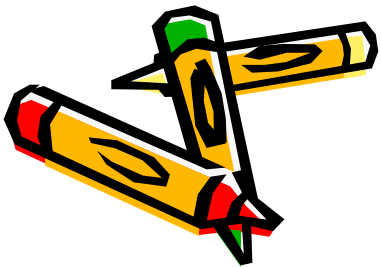




# Proposed Institution-Oriented Goals

- Regional Catalyst
- Communication
- Policy Coordination
- Adequate Funding
- Fiscal Management
- Staffing and Support

- Advocacy
- Value-Added Services
- Emerging Technology
- Partnerships





# Focus at Board Retreat

- Review proposed goals (issue & institutional) for inclusion in COG's Strategic Plan
  - Support
  - Modify
  - Delete
- Agree on additional goals if deemed appropriate
- Complete homework assignment by July 21.





# Next Steps...

- **July, 2004 Retreat** – Board agrees on vision, mission, and goals
- **August, 2004** – Recommended plan prepared
- **September, 2004** – Board as “Committee of the Whole” reviews recommended Strategic Plan
- **October, 2004** – Board adopts Strategic Plan
- **November, 2004** – Board adopted FY 2006 Work Program and Budget guided by new Strategic Plan goals

