



Columbia City Council Planning Retreat Agenda
February 3-5, 2022
Riverbanks Zoo and Garden - Ndoki Lodge
500 Wildlife Pkwy, Columbia, SC 29210

PURPOSE

To enable the Columbia City Council to work effectively as a leadership body, set strategic direction for the City, and align the roles and operation of the Council with City staff to accomplish its desired future

GOALS

1. Increase the ability of the Council to work together effectively and provide superior governance by enhancing the understanding and appreciation of fellow Council Members and the contributions they wish to make
2. Conduct an assessment to determine individual perspectives on opportunities, assets, challenges, and needs to determine Council's collective strategic direction for the City
3. Using the assessment, clarify Council's long term strategic direction by updating the vision and including Strategic Outcome Areas to form the basis of the Strategic Plan
4. For each outcome area, identify potential indicators that may be used to measure progress and enhance accountability
5. Collectively identify 3-Year Strategic Priorities for each Strategic Outcome Area to form the Strategic Plan
6. Review the Strategic Priorities and provide direction to staff regarding importance and accountability so staff can complete strategic/action planning
7. Clarify roles and develop a set of operating guidelines to maximize the effectiveness of working relationships among Council Members and Council and staff members
8. Identify a specific plan to communicate Council's Vision/Strategic Outcomes and Strategic Priorities to stakeholders and to further efforts through the Strategic Plan
9. Identify next steps to provide clear accountability

AGENDA

Thursday, February 3, 2022

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| 2:00 p.m. | Session Convenes/Welcome |
| 2:00 to 2:15 | Overview of Purpose/Goals/Agenda/Roles |

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- 2:15 to 4:30 **MBTI: Using Type to Enhance Working Relationships**
Members will use an inventory to understand how they like to receive information, make decisions, and orient their lives. These insights can help Council and staff members use their strengths collectively to assure high quality communication and decision-making in the Council policy-making process.
- 4:30 to 6:00 **Working Productively as a Body**
In an informal session, increase understanding of the life experiences of fellow Council Members and values that are important to them.
- 6:00 to 7:00 **Dinner with the Group**
- 7:00 to 8:30 **Working Productively as a Body, continued**
- 8:30 p.m. **Adjourn for Evening**

Friday, February 4, 2022

- 7:45 to 8:30 **Breakfast with the Group**
- 8:30 a.m. **Session Convenes**
- 8:30 to 8:45 **Overview Local Elected Leadership and Strategic Planning Model**
Review methodology that can assist Council in providing superior governance for the City and align Council and staff efforts effectively.
- 8:45 to 11:00 **Assessment: Explore Council Perspectives on Strategic Issues**
Identify and discuss individual perspectives on assets, opportunities, needs, and desired change initiatives for the City. Include changes in the environment since Council's last retreat and changes that will enhance the elected body's work together.
- 11:00 to 12:15 **Strategic Direction: Achieve Consensus on Strategic Outcome Areas**
Using the assessment:
 - Identify potential Strategic Outcome Areas
 - Through review, evaluate preamble and focus areas outlined in Council's 2036 Vision to determine whether they express outcomes desired by the Council
- 12:15 to 1:15 **Lunch with the Group**

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- 1:15 to 3:00 **Clarify Strategic Outcome Areas**
- Update/revise Strategic Outcome Areas as needed
 - Identify potential indicators that may be used to measure progress and enhance accountability for each Strategic Outcome area (as time permits)
- 3:00 to 5:15 **Identify 3-Year Strategic Priorities to Achieve Outcomes**
Identify an initial set of 3-Year Strategic Priorities collectively supported by the Council that will make progress toward the Strategic Outcome Areas
- 5:15 to 5:30 **Prepare for Next Day Process**
- 5:00 p.m. **Session Adjourns for the Day**

Saturday, February 5, 2022

- 7:45 to 8:30 **Breakfast with the Group**
- 8:30 a.m. **Session Convenes**
- 8:30 to 8:45 **Agenda for the Day/Progress Check**
- 8:45 to 9:45 **Strategic Priority Review**
Review/finalize the Strategic Priorities identified by Council and provide direction to staff regarding importance and accountability
- 9:45 to 10:15 **Define Effective Roles for Council and Staff**
Clarify roles to maximize decision-making and productivity and identify areas that would benefit from further discussion and/or guidelines.
- 10:15 to 11:15 **Develop Operating Guidelines**
Identify operating guidelines to enable productive relationships among Members and Council/staff and discuss steps to ensure accountability.
- 11:30 to 12:10 **Develop Plan for Communication and Strategic Plan Development**
Develop a plan/roles for communication of Vision Outcomes and Strategic Priorities to stakeholders and clarify expectations for staff Strategic Plan development.
- 12:10 to 12:30 **Identify Next Steps/Evaluate the Session**
- 12:30 p.m. **Session Adjourns**