

# CHA 2025-2029 Strategic Planning Session

*Agenda – May 7<sup>th</sup> & 8<sup>th</sup>, 2025 – 9:00 AM-5:00 PM – CambridgeSide*

## Day 1: Reflections & Realities – Learning from our Journey and Progress

**8:30 AM-9:00 AM | Arrival and Coffee**

**9:00 AM-9:45 AM | Welcome & Session Overview**

- **Arrival Activity: Connections Activity**  
Begin the day with inspiration. Read thought-provoking quotes placed around the room, then share your favorite and why it resonated with you at your table.
- **Welcome & Opening Remarks from Mike and Brenda**  
A look at what we've accomplished together – and a preview of the journey ahead as we shape the next chapter of CHA's strategic vision.
- **Setting the Stage: Objectives for Day One & Day Two**  
Overview of our session goals, format, and what to expect across both days of strategic planning.

**9:45 AM-11:00 | Tools and Insights for Doing your Best Strategic Thinking**

- **Strategic Thinking Warm-Up: Organizational Insanity**  
Kick off with a quick activity designed to activate your strategic thinking muscle—challenge assumptions, make inferences, and test your instincts about the importance of working collaboratively on strategic planning.
- **Strategic Thinking Tools for our Uncertain World**  
Learn about useful thinking tools to do your best thinking today and tomorrow.
- **Listening to Our Stakeholders: Survey Feedback with Zach Gordon**  
Review key insights from our recent stakeholder survey.
- **Table Discussions: Applying What We've Learned**  
In small groups, discuss what patterns, surprises, or key insights are emerging. What concerns or questions do they raise?

**11:00 PM-11:15 PM | Break**

**11:15 AM-12:00 PM | Group Discussion**

- **Looking Back from 2018 to Today:** What worked well, and what key lessons did we learn along the way?
- **Themes** from the Listening Sessions with Matt Pike
- **What Didn't Work:** What important lessons did those challenges teach us?
- **What New Conditions** are likely to emerge between 2025-2029, and how might they shape the strategic actions we need to take?

**12:00 PM-12:45 PM | Lunch Break** (grab your food, return, & *find your new tables*)

**12:45 PM-1:00 PM | Auditing CHA's 2018-2023 Strategic Plan**

- **Meet and Greet** your New Table Members
- **Introduction:** The Score-Carding process

**1:00 PM-3:00 PM | 2018-2023 Strategic Plan Score-Carding Rotations**

- **Table Teams will decide** which 2018 strategies were “kept,” “modified,” or “set aside.”
- **Teams will post** their ideas on the large poster provided.
- **Large Group Debrief:** Common themes, unexpected insights, and cross-goal learnings.
- **What lessons** from 2018 matter most?

**3:00 PM-3:15 PM | Break**

**3:15 PM-4:30 PM | Preparing to Design the Future  
We're in the Movies!**

This visual storytelling exercise will help us imagine CHA's future as a movie—complete with title, genre, and plot. It sparks creative visioning, surfaces shared values, and sets the stage for strategic storytelling.

**4:30 PM-5:00 PM | Day 1 Wrap-Up & Reflections**

- **Summary** of Day 1 key takeaways
- **Preview** of Day 2 agenda

## Day 2: Navigating the Future – Our New Strategies for 2025

8:30 AM-9:00 AM | Arrival and Coffee

9:00 AM-9:15 AM | Welcome Back: Recap and Today's Objectives

- **Quote Walk**
- **Meet and Greet** your New Table Members and Share your Quote.
- **Review** the Bring-Forward List - Which 2018 strategies were “kept,” “modified,” or “set aside?”

9:15 AM-9:45 AM | Mingle-Mingle, and Debrief

- **Connect** with others to surface new thinking about CHA's opportunities for 2025-2029.
- **Debrief:** What ideas, insights, and concerns are standing out?

9:45 AM-11:00 AM | Innovation Strategy Sprint

- **Time to use** your favorite strategic thinking tools!
- **What new challenges** and opportunities are likely to emerge between 2025-2029 – and how might they shape the strategic actions we need to take?
- **Rapid Idea Generation:** Develop and prioritize a set of fresh, innovative strategies aligned to CHA's core challenges and future opportunities.
  - **Solo brainstorm** (10 min.): Each person writes up to 10 ideas for new strategies.
  - **Table share** (20 min.): Teams share, cluster, and discuss emerging themes
  - **Top 5 picks** (5 min.): Each table team selects their 5 most promising ideas and posts them on the wall.
  - **Voting:** Participants place dots on their top 5 new strategic opportunities for 2025-2029

11:00 AM-11:15 AM | Break

11:15 AM–12:00 PM | Reviewing the Draft Strategic Goals for 2025–2029

- **Walk through** the full list of proposed strategic goals and initiatives.
- **Ask: Does** this list clearly distinguish between **external goals** and **internal initiatives**?

- Consider: Would a **unified goal list** or a **two-category structure** (external/internal) best support strategic clarity and alignment?
- **Reflect on** what might be **gained or lost** by changing the current format.
- Use a ***Fist to Five*** vote to gauge group alignment and identify areas for refinement.

**12:00 PM-12:45 PM | Lunch Break** (grab your food, return, & *find your new tables*)

**12:45 PM-1:00 PM | Turn High-Potential Ideas into Structured Goals**

- **Meet and Greet** your New Table Members
- **Energizer: Leveraging collective insights**

**12:45 PM–2:45 PM | Strategy Canvas Group Work: Building our 2025–2029 Plan**

- **Join a team aligned** around a strategic goal that resonates with your interests or expertise.
- **Collaboratively develop** bold, actionable steps using the **Strategy Canvas** framework.
- **Focus on creating coherent actions** that align with a clear guiding policy and measurable outcomes.

**2:45 PM-3:00 PM | Break**

**3:00 PM–4:30 PM | Presentations and Feedback**

- Teams will present their draft strategic goal canvas and receive feedback aimed at clarifying and strengthening [the strategic goal](#).
- A *Fist to Five* vote will be used to quickly assess group alignment and surface areas needing further refinement.

**4:30 PM-5:00 PM | Day 2 Wrap-Up & Reflection**

- **Recap** key strategies selected
- **Confirm process for how** these will move into action planning
- **Closing exercise: “Circle of Appreciation”**
- **Program Evaluation:** Feedback on session effectiveness and suggestions for improvement.