

Committee of the Whole

Monday, November 26, 2018

5:30 PM

McFarland Municipal Center
Conference Room A

AGENDA

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. PUBLIC APPEARANCES.
4. APPROVAL OF MINUTES.
 - a. Discussion and action regarding the minutes of the meeting held November 12, 2018.
5. BUSINESS.
 - a. Discussion and possible next steps regarding the development of a Request for Proposals (RFP) for strategic planning services.
6. SCHEDULE NEXT MEETING DATE.
 - a. To be determined.
7. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us

VILLAGE OF MCFARLAND

Village Board Minutes

Monday, November 12, 2018 - 5:30 PM

1. CALL TO ORDER.

Village President Czebotar called the regular meeting of the Committee of the Whole to order at 5:30 pm in Conference Room A of the McFarland Municipal Center.

2. ATTENDANCE/ROLL CALL.

Village Board members present: Village President Brad Czebotar, Village Trustee Jerry Adrian, Stephanie Brassington, Carolyn Clow, Dan Kolk (arrived at 5:31 pm), Mary Pat Lytle, and Shaun O'Hearn.

Village Board members not present: None.

Staff Present: Administrator Matt Schuenke and Police Chief Craig Sherven.

3. PUBLIC APPEARANCES.

None.

4. APPROVAL OF MINUTES.

a. Discussion and action regarding the minutes of the meeting held October 22, 2018.

Motion by Village Trustee Mary Pat Lytle, second by Village Trustee Stephanie Brassington, to approve the minutes of the meeting held October 22, 2018. Motion carries 7 - 0 - 0 by acclamation.

5. BUSINESS.

a. Discussion regarding the study of future facility space needs within the Village.

The Committee discussed next steps regarding future facility planning and general priorities of the Village. A strategic planning process was identified as a means for the Village Board to discuss its priorities across a broader spectrum. An RFP could be drafted to solicit proposals for strategic planning services to help work with a facilitator to best align these priorities. It was discussed that at the next meet the Committee could begin work to draft this RFP.

b. Update from Project Team meeting regarding general progress on the Public Safety Analysis.

The Village Administrator presented the latest update from the Project Team. It was discussed regarding next steps once draft recommendations were presented. The next update is set to be provided to the Project Team on December 11, 2018 and will be conveyed to the Village Board for their information. No further action was taken.

6. SCHEDULE NEXT MEETING DATE.

a. To be determined.

The next meeting will be held on Monday, November 26, 2018 at 5:30 pm.

7. ADJOURNMENT.

Motion by Village Trustee Mary Pat Lytle, second by Village Trustee Stephanie Brassington, to adjourn at 6:18 pm.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Matthew G. Schuenke
Village Administrator



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, November 26, 2018

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and possible next steps regarding the development of a Request for Proposals (RFP) for strategic planning services.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

The Committee discussed at its last meeting moving forward with the formal strategic planning process in order to organize and discuss other priorities while the Public Safety Analysis is underway. The next task they identified was putting together a Request for Proposals (RFP) that could be used to solicit potential consultants to provide this service. Included within the packet are three specific examples regarding recent RFPs issued by other Wisconsin communities. And two other educational resources regarding this service through the University of Wisconsin System.

FINANCIAL/BUDGET IMPACT:

The 2019 Budget provides for \$20,000 towards this expense.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented for further discussion and consideration.

ATTACHMENTS:

1. Example 1 - DePere 04192017
2. Example 2 - Mount Pleasant 06182018
3. Example 3 - Pewaukee 07162018
4. Example 4 - UW Madison
5. Example 5 - Dane County UW Extension

REQUEST FOR PROPOSALS

City of De Pere, Wisconsin

Strategic Visioning and Branding Initiative

City Summary and Project History

The 24,000 people who call De Pere, Wisconsin home, know that the community provides a high quality of life in the Greater Green Bay metropolitan area. The excellent schools, a dynamic downtown, successful business parks and safe neighborhoods served by ample parks and natural areas have resulted in considerable loyalty and community pride among residents.

The residences, businesses and commercial areas are connected with a transportation and green space network that accommodates cars, bikes and pedestrians. The beautiful Fox River is the focal point of the City Center and the Claude Allouez Bridge unites the two sides of our dynamic downtown. Whether you are on the east side or west side, historic buildings thoughtfully blend with new redevelopment to provide a mix of housing, employment, shopping, dining and entertainment.

The City consistently ranks high on livability indexes, and the housing market has become very competitive. Recent research by the University of Wisconsin System found that De Pere better maintains a young adult population than other communities in Wisconsin. However, like the rest of the state, we are not gaining a young adult population.

As workers shift from choosing where to live before choosing where to work, it becomes increasingly important for us to leverage our story and promote our community. With significant projects on the horizon, we need a shared vision and mission that defines De Pere and provides a framework for decision makers. While documents like the City Budget, Comprehensive Plan, Zoning Code, Park Master Plan, Downtown Master plan, etc. provide guidance for the future, De Pere lacks a unified vision and a strong brand.

The desire for a vision and brand arose from multiple sources, including discussions about recent downtown development proposals and conversations with business and property owners (see attached letter). Recognizing the economic development value of a visioning/branding initiative, the De Pere Council allocated funds for a visioning/branding project in early 2016. The City does not have a current vision or mission, or formal brand standards.

Project Objectives

1. Broad reaching (both inside and outside of De Pere), diverse (multiple methods), engaging and fun public outreach.
2. A De Pere vision and mission statement that aligns diverse City processes and services.
3. City specific goals and priorities to guide decisions made during the budget process, the Zoning Code rewrite and other planning initiatives.
4. A brand platform inspired by community input and enthusiastically promoted by external and internal customers.
5. An authentic De Pere brand set up to transcend the municipal sector for use by local businesses and partner organizations.

6. A detailed implementation strategy that brings the brand to life and integrates it into all aspects of the community.
7. Realistic performance measures and task lists to evaluate brand effectiveness and maintain sustainability.

Scope of Work

A summarized scope of services is listed below. We are interested in ideas and recommendations that will best achieve project objectives. A more detailed scope including detailed task lists will be prepared in collaboration with the selected consultant.

PHASE 1 Assessment and Analysis

- o Review and research of City demographics, documents in order to provide a 360 degree view.
- o Extensive, engaging and fun public outreach/facilitation that collects input and insight.
 - Steering Committee meetings
 - Strategic Visioning session with elected officials
 - Stakeholder Interviews and Focus Groups
 - Media campaign/awareness
 - Community Forum
 - Survey and/or mobile targeted outreach
- o Strengths, Opportunities, Weaknesses, Threats (SWOT) Analysis.

PHASE 2 Vision/Mission and Goals

- o Consideration of the following questions:
 - Who do we think we are?
 - Who do our customers think we are?
 - Who do we want to become?
 - Who are we most likely to become?
- o The Development of a Vision and Mission based on the assessment and analysis.
- o Identify and develop city specific short term and long term goals and priorities.

PHASE 3 Brand Development and Strategy

- o Development of an authentic, compelling and sustainable brand platform, including key words, messages and phrases.
- o Visual identity components like logo, fonts, color palette, brand identity guidelines and standards (slogan/tag line if appropriate).
- o Implementation strategy (both internal and external launch).
- o Guidance on how to incorporate brand with local business owners and partner organizations
- o Realistic performance measures in order to assess brand progress.
- o Participation in various stakeholder and public meetings throughout process.

The consultant team will work closely the Economic Development and Planning Director and City staff. A steering committee of 8-10 individuals will provide guidance and input in every phase of the project.

Key Deliverables

The City reserves the right to amend the list of deliverables in order to better meet the project objectives.

Phases 1 and 2

- Written Report that documents work completed in Phase 1 and Phase 2
 1. Current state of the City
 2. Public Outreach and SWOT summary
 3. City Vision and Mission Statement.
 4. City Goals and Priorities
 5. Key recommendations for brand development

Phase 3

- Brand Implementation Strategy (both internal and external)
- Brand Manual/Blueprint (logo, color palette, key messages, photography style, et al)
- Conceptual designs/recommendations for implementation, particularly for upcoming City projects like signage, wayfinding, placemaking, website, streetscape, et. al.
- Conceptual designs/recommendations for communication materials, both in print and online.
- Recommendations for brand use and integration with business and property owners and partner organizations.

Proposal Requirements

1. Brief Description of Team structure and capabilities.
2. Description of overall approach for each phase and process for the project.
3. Any proposed changes/revisions to the scope of services or deliverables in order to meet project objectives.
4. A description of the proposed client team and their roles in the project.
5. Case studies for similar projects completed by your firm/team.
6. Fee Proposal that outlines activities performed.
7. Timeline for Completion. We request that work be complete within 6-7 months of contract execution.

Evaluation Criteria

1. Proposals will be evaluated based on overall approach, team experience and qualifications, budget, organization structure, work plan and fit with the City of De Pere.
2. This project requires experience in the following areas. Preference will be given to consultant teams that work well together and provide the best services to obtain project objectives.
 - Public participation and facilitation
 - Strategic Planning
 - Brand Development and Brand Strategy
3. Based on the unique and distinct needs of a city, significant consideration is given to teams with experience working with municipalities and other forms of local government.
4. Knowledge of, or previous experience in the northeast Wisconsin area is beneficial.
5. Special consideration given to teams that provide examples/case studies where engaging outreach and facilitation led to development of successful solutions, particularly among diverse groups.

Interview/Meeting

Meetings will be requested with finalist(s) in order to allow for the City and consultant to get to know one another and talk through project details. However, De Pere reserves the right to award a contract on the basis of proposals only.

Budget

Proposals should provide a work plan that best meets the above objectives and scope within a \$100,000 budget.

Consultant Contract

The City utilizes its own consultant contract when formalizing the consultant arrangement. A sample copy of that Consultant Agreement is attached.

Anticipated Timeline

1. RFP Issued: April 19, 2017
2. Questions due to the City: April 28, 2017 (sent via email to kflom@mail.de-pere.org)
3. Responses to questions posted on City website: May 3, 2017
4. Proposals due to the City: May 15, 2017
5. Possible interviews with finalists: May 22-26, 2017
6. Consultant Selection: June 6, 2017, Common Council Meeting

Submission of Proposals

- Due to the City of De Pere by 5:00PM on May 15, 2017
- 4 hard copies and a digital format copy (.pdf)
- Proposals should be sent to:
Kimberly Flom, RLA/AICP
City of De Pere, Economic Development & Planning Director
335 South Broadway
De Pere, WI 54115
kflom@mail.de-pere.org
- The City of De Pere is not responsible for any costs incurred by parties responding to this RFP.

De Pere Resources

City of De Pere: <https://www.de-pere.org/>

Comprehensive Plan, Downtown Master Plan, Historic Neighborhood Preservation Plan:
<https://www.de-pere.org/egov/apps/document/center.egov?view=item&id=730>

De Pere Chamber: <http://deperechamber.org/>

Definitely De Pere: <http://definitelydepere.org/>

St. Norbert College: <http://www.snc.edu/>



January 27, 2017

Dear City of De Pere,

We write to you today in favor of allocating resources to help define the vision for and brand of De Pere so to enhance economic development and further foster our quality of life.

As business owners and those charged with enhancing the economic vitality of De Pere, we have a vested interest in seeing our city flourish. Through our work through Definitely De Pere as well our independent efforts, we have spent significant time promoting our beautiful city and all that it offers. However, we recognize that we do not have a unified and defined way to describe or showcase the essence of what De Pere is - or perhaps even more importantly - what we seek for the future of De Pere.

Perhaps the best way for us to share with you why we believe investing in a strategic visioning and branding initiative is a wise use of stadium tax district dollars is best said by Bill Baker, a leading expert and author on the subject of city branding. In the forward of Keith Dinnie's book, *City Branding Theory and Cases*, Baker writes:

“Community leaders are increasingly recognizing that there is a direct link between their city's image or reputation and its attractiveness as a place to visit, live, invest and study. An even greater realization for some is that inaction is not a viable option if they genuinely want to improve local prosperity, build social capital and foster economic growth...To succeed, city leaders are now thinking beyond their traditional approaches to embrace branding techniques that were once the domain of commercial products and services.

The thoughts and associations that come to mind when a city's name is heard or read are likely to have huge financial, political, and social value. Too few city leaders think about the number of jobs, businesses, and other organizations that have a stake in their city's image and reputation. Unfortunately, it is a value that often goes largely unrecognized, unappreciated and unmanaged. It rarely gets measured and never appears on a balance sheet or the job evaluation of a Mayor, city manager or elected official. The level of esteem that a city's name evokes has a direct impact on the health of its tourism, economic development, prestige and respect. With so much riding on its image, it makes sense to have a plan to cultivate, manage and protect this most valuable of city assets.”

We ask that you join those city leaders in our nation who chose to not leave their city's reputation to chance. We urge you to vote yes to allocating \$50,000 - \$100,000 for a city-wide strategic visioning and branding initiative. We recommend hiring an organization to lead us through a collaborative process that will result in defining top priorities for the city and our brand - complete with key messaging, a logo, tag line, and a marketing communications plan with recommendations for consistently sharing and incorporating the brand throughout our web sites, social media, and advertising. This initiative should also include training for businesses and organizations to learn how to co-brand with De Pere's brand to further the collective impact and outcome.

We welcome further discussion around this issue so to underscore our desire to see a visioning and branding initiative take place to help us define and then tell the beautiful story of De Pere so to enhance tourism, economic development, and our quality of life.

Sincerely,

Tina Quigley, Executive Director, Definitely De Pere
Tom Gavic, Chair, Economic Enhancement Committee, Definitely De Pere; Owner, Credo
Bridget Krage O'Connor, Owner, O'Connor Connective

**AGREEMENT FOR SERVICES BETWEEN THE
CITY OF DE PERE AND (CONSULTANT NAME)
(Project Name)**

THIS AGREEMENT, made and entered into this ____ day of _____,
2011, by and between the City of De Pere, Wisconsin, ("City"), and _____
_____("Consultant").

WITNESSETH

WHEREAS, the City is in need of _____ (project description)
_____; and

WHEREAS, the Consultant has available and offers to provide personnel and
facilities necessary to accomplish the work within the required time.

NOW THEREFORE, City and Consultant agree as follows:

I. DESCRIPTION OF PROJECT

The project is as described in the ____ (date) City Request for Proposals (Exhibit
A) and Consultants Proposal thereto dated ____ (date) (Exhibit B), both of which are
attached hereto and incorporated by reference. If a conflict exists between Exhibit A and
Exhibit B, the terms of Exhibit A shall prevail. If there is a conflict between the terms
and conditions of Exhibit A and this Agreement, the terms of this Agreement shall
prevail. If, during the course of performing the work, City and Consultant agree that it is
necessary to make changes in the project as described in the exhibits, such changes will
be incorporated into this Agreement only by written amendment, signed by the parties.

II. SCOPE OF CONSULTANT SERVICES

Consultant agrees to perform those services described Exhibits A and B. Any
change to the scope of services as identified therein shall be defined in writing and
authorized by both parties prior to performing such work. Such writing shall include the
scope of work to be done, schedule for commencing and completing the work and the
basis for compensation for such work.

III. SCOPE OF CITY SERVICES

City agrees to provide the Consultant items such as existing plans, standard
specifications, and other information concerning the project that may be applicable in the
the design of the project, as are available.

IV. AUTHORIZATION, PROGRESS, AND COMPLETION

In signing this Agreement, the City grants the Consultant specific authorization to proceed with the work described herein.

For special services, the authorization by the City shall be in writing and shall include the definition of the work to be done, the schedule for commencing and completing the work, and the basis for compensation for the work, all as agreed upon by the City and the Consultant.

V. OWNERSHIP AND FORM OF DOCUMENTS

Drawings, specifications, and other documents, including those in electronic form, shall be deemed the property of City and Consultant shall not be considered the author or owner of any such document nor shall the Consultant retain any common law, statutory, or other right therein, including copyright, patent, or trademark. To that end, Consultant agrees to and hereby does assign and transfer to City all rights, title, and other interests in such drawings, specifications, or other documents, which rights shall including copyright, trademark, or patent rights therein, unless City fails to pay Consultant for such drawings specifications and other documents, in which case the ownership and all rights shall revert to the Consultant.

Drawings, specifications and other documents, including those in electronic form, prepared by the Consultant are for use solely with respect to this Project. Any other use shall be at the City's sole risk and without liability to the Consultant.

In addition to providing drawings, specifications and other documents in the printed form (also known as hard copies), Consultant shall provide to City these documents in the following electronic forms: _____ at no additional cost to the City. Copies of Documents that may be relied upon by the City are limited to the printed copies that are signed or sealed by the Consultant. Electronic files that are furnished by Consultant to City are only for convenience of City. Any conclusion or information obtained or derived from such electronic files will be at the user's sole risk. Consultant makes no representations as to long-term compatibility, usability, or readability of documents resulting from the use of software application packages, operating systems, or computer hardware differing from those used by Consultant at the beginning of this Project.

Consultant acknowledges that, as the Consultant to City, a Wisconsin municipality, Wis. Stats. §19.36(3) applies to it and records produced by it pursuant to this contract are subject to the public records law to the extent they would otherwise be if maintained by the City. Consultant agrees that, within 10 business days of a written request of City, it shall forward to City any such contract or records maintained by Consultant as are requested by City. Such records shall be in the format requested by City provided that such records are kept and maintained in that format. Consultant

further agrees to indemnify the City from all costs City incurs should Consultant fail to comply with these requirements.

Finally, the parties acknowledge that Consultants records regarding the matters covered under this Agreement constitutes Contractor records under Wis. Stats. §19.36(3) et seq. and Contractor agrees to comply with Public Records requirements pertaining to those records.

VI. CONFIDENTIALITY OF INFORMATION

Consultant understands that, during the course of work under this contract, Consultant may become privy to confidential information of City. Consultant shall maintain the confidentiality of all information specifically designated confidential by City unless withholding such information would violate the law, create a significant harm to the public, or risk of significant harm to the public.

VII. TIME FOR COMPLETION

The parties hereto agree that time is of the essence in completion of the project. City shall issue a notice to proceed to Consultant and Consultant shall commence work immediately after notice and proceed with all deliberate speed. Should Consultant encounter any circumstances, which, in the Consultant's opinion, will delay close-out of the contract for a period in excess of such time frame, Consultant shall so inform the City in writing.

VIII. COMPENSATION

The City agrees to pay, and the Consultant agrees to accept, compensation as identified in Exhibit B, to be paid in a lump sum at the conclusion of the work. Compensation for special services shall be as agreed upon by the City and Consultant and set forth in the written authorization for special services. Payment to the Consultant is due upon receipt of invoice by the City. If payment is not made within 30 days, interest on the unpaid balance will accrue beginning with the 31st day at the rate of 1.0 percent per month or the maximum interest rate permitted by law, whichever is less. Such interest will become due and payable at the time said overdue payment is made.

Charges for reimbursable costs determined in writing between the parties.

IX. RESPONSIBILITY OF CONSULTANT

The Consultant is employed to render a professional service only, and any payments made to the Consultant are compensation solely for such services rendered and recommendations made in carrying out the work. The Consultant shall follow the practice of its profession to make findings, opinions, factual presentations, and professional advice and recommendations.

X. INSURANCE

The Consultant shall maintain during the life of the Agreement, the following minimum public liability and property damage insurance to cover claims for injuries, including accidental death, as well as from claims for property damages which may arise from the performance of work under the Agreement as stated below:

1. Comprehensive general liability insurance, including personal injury liability, blanket contractual liability and broad form property damage liability. The combined single limit for bodily injury and property damage shall not be less than \$1,000,000; with additional umbrella liability insurance coverage to a total of not less than \$2,000,000.
2. Automobile bodily injury and property damage liability insurance covering owned, nonowned, rented and hired cars. The combined single limit for bodily injury and property damage shall be not less than \$600,000.
3. Statutory workers compensation and employers' liability insurance as required by the state having jurisdiction.
4. Professional liability insurance covering damages resulting from errors and omissions of the Consultant. The limit of liability shall be \$1,000,000 or the total consultant's fee on the project, whichever is greater.

XI. ALLOCATION OF RISKS

To the fullest extent permitted by law, the Consultant shall indemnify and hold harmless the City, City's officers, directors, partners, and employees from and against any and all costs, losses, and damages (including, but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court or arbitration or other dispute resolution costs) caused by the negligent acts or omissions of Consultant or Consultant's officers, directors, partners, employees, and Consultant's Consultants in the performance and furnishing of Consultant's services under this Agreement.

To the fullest extent permitted by law, the City shall indemnify and hold harmless Consultant, the Consultant's officers, directors, partners, employees, and Consultant's Consultants from and against any and all costs, losses, and damages (including, but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court or arbitration or other dispute resolution costs) caused by the negligent acts or omissions of City and City's officers, directors, partners, employees, and City's Consultants with respect to this Agreement or the project.

To the fullest extent permitted by law, Consultant's total liability to City and anyone claiming by, through, or under City for any cost, loss or damages caused in part by the negligence of Consultant or Consultant's subcontractor and in part by the negligence of City or any other negligent entity or individual, shall not exceed the

percentage share that Consultant's or Consultant's subcontractor negligence bears to the total negligence of City, Consultant and all other negligent entities and individuals.

XII. SUBCONTRACTS

The Consultant shall obtain the written consent of the City prior to subcontracting any portion of the work to be performed under this project. The Consultant shall be responsible to the City for the actions of person and firms performing subcontract work.

XIII. ASSIGNMENT

This Agreement is binding on the heirs, successors, and assigns of the parties hereto. This Agreement is not to be assigned by either the City or Consultant without the prior written consent of the other.

XIV. INTEGRATION

This Agreement represents the entire understanding of the City and Consultant as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This Agreement may not be modified or altered except in writing signed by both parties.

XV. JURISDICTION

This Agreement shall be administered and interpreted under the laws of the State of Wisconsin. Jurisdiction of litigation arising from this Agreement shall be in that state. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in full force and effect.

XVI. SUSPENSION OF WORK

The City may suspend, in writing, all or a portion of the work under this Agreement in the event unforeseen circumstances beyond the control of the Contractor make normal progress in the performance of the work impossible. The Consultant may request that the work be suspended by notifying the City, in writing, of circumstances which are interfering with normal progress of the work. If agreed, the time for completion of the work shall be extended by the number of days the work is suspended by Contractor through no fault of Contractor. In the event that the period of suspension exceeds 90 days, the terms of this Agreement are subject to renegotiation and both parties are granted the option to terminate work on the suspended portion of the project in accordance with Article XVII.

XVII. TERMINATION OF WORK

The City may terminate all or a portion of the work covered by this Agreement for its convenience. Either the City or the Consultant may terminate work in the event the other party fails to perform in accordance with the provisions of this Agreement. Termination of this Agreement is accomplished by 15 days prior written notice from the party initiating termination to the other. Notice of termination shall be delivered by certified mail with receipt for delivery returned to the sender.

In the event of termination, the Consultant shall perform such additional work as is necessary for the orderly filing of documents and closing of the project. The additional time for filing and closing shall not exceed 10 percent of the total time expended on the completed portion of the project prior to the effective date of termination.

The Consultant shall be compensated for the completed portion of the work on the basis of work actually performed prior to the effective date of termination plus the work required for filing and closing. Charges for the latter work are subject to the 10 percent limitation described in this Article.

XVIII. MEDIATION

All claims, disputes and other matters in questions between the parties of this Agreement arising out of or relating to this Agreement or breach thereof, which are not disposed by mutual agreement of the parties, shall be subject to mediation as a condition precedent to the institution of legal proceedings by either party. If such claim, dispute or other matter involves a lien arising out of the Consultant's services, the Consultant may proceed in accordance with applicable law to comply with lien notice and filing deadlines prior to resolution of the matter by mediation.

The City and Consultant shall attempt to resolve claims, disputes and other matters in questions between them by mediation in accordance with the Rules of the American Arbitration Association currently in effect unless the parties agree otherwise. A request for mediation shall be filed in writing with the other party to this Agreement and, if applicable, the American Arbitration Association. The request may be made concurrently with the filing of a civil action, but mediation shall proceed in advance of legal proceedings, which may be stayed pending mediation for a period of 60 days from the date of filing unless a longer period is agreed to by the parties or required by a court order.

The parties shall share the mediator's and any filing fees equally. The mediation shall be held in the place where the Project is located, unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

XIX. NOTICES

Any notification required or needed under the contract shall be sent to the following:

If to City:

If to Consultant:

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement as of the day and year first above written.

(COMPANY NAME)

CITY OF DE PERE, WISCONSIN

By: _____
Name: _____

By: _____
Michael J. Walsh, Mayor

By: _____
Name: _____

By: _____
Charlene M. Peterson, Clerk-Treasurer

Date: _____

Date: _____



Village of Mount Pleasant Vision 2020 and Beyond Request for Proposals

Issued May 15, 2018 | Due June 18, 2018

1. Summary

The Village of Mount Pleasant, WI is seeking consultant services for the development of a ten-year strategic plan. All proposals should clearly define how consultants would work with the Village to assist in a comprehensive and participatory planning process.

2. Background

The Village of Mount Pleasant is a community that prides itself in one of its greatest assets - location. Comprising 36 square miles in eastern Racine County, Mount Pleasant is one of the fastest growing communities in the State of Wisconsin. Stretching from Lake Michigan to Interstate 94, the location provides easy access to metropolitan Milwaukee and Chicago, including Mitchell International Airport just minutes to the north. Mount Pleasant offers a wide variety of business opportunities. Numerous local, national, and international companies call Mount Pleasant home, including SC Johnson, Putzmeister, Case New Holland, Seda International Packaging, Badger Meter, and many others. The Village is the soon to be home to Foxconn.

The Village Board consists of a President and six Trustees. The Village elects each Trustee to their position on an at-large, part-time basis with two-year staggered terms. The Board sets policies that guide the Village operation. The Administrator serves as the Chief Administrative Officer, managing day-to-day operations of the Village. The Village provides a full range of services including police and fire protection; the construction and maintenance of streets, highways, and other infrastructure; park and recreational activities; and planning, engineering, assessment, inspection, and related development services. In addition to the general activities, the Village Board exercises control over the Wastewater and Sewer Utilities.

The Village has been through a number of transitions over the past few years with several new Village Board members and Department Heads, including a new Village Administrator. With new leadership and accelerated growth and development in the Village, the Village finds that it is an appropriate time to review its future strategic direction.

3. Scope of Work

The Village President and Board of Trustees are seeking a consultant to lead them and Village Staff through the process of developing a ten-year strategic plan with the deliverables outlined below. The Village desires an inclusive process involving input from the President, Trustees, Staff, and Citizens.

The Village anticipates the following activities to be a part of this assignment:

- Interviews with Village President and Board of Trustees
- Interviews with the Village Administrator and Department Heads

- Facilitation of Strategic Planning workshops with the Village President, Board of Trustees, Village Administrator and Department Heads.
- Surveys, public workshops, and input from citizens.
- Preparation of a draft report and draft findings.
- Preparation of a final report and presentation to Village Board.

4. Deliverables

The Village desires the following deliverables in the strategic planning process and document:

- Mission Statement:** Development of a mission statement that is relevant to the community it serves.
- Vision Statement:** Development of a vision of what the Village President and Board of Trustees and other community stakeholders perceive the Village will look like in the future.
- Statement of Values:** A statement of the values that are important for the fulfillment of the Village's mission.
- Environmental Scan:** A review of the Village's external environment including an assessment of local, state and national trends that may impact the Village; local, state and national best practices, innovations of similar cities, as well as, opportunities for collaboration.
- SWOT Analysis:** A review of the Village's strengths, weaknesses, opportunities, and threats.
- Legislative and Organizational Restructure:** Provide a recommendation on committee structure and also an organization structure for the staff to include a redrawn organization chart.
- Goals, Objectives & Strategies:** An outline of what the Village hopes to achieve over the next 3-5 years.
- Timeline, Responsible Parties & Costs:** An overview of when the Village's strategies are to be started and completed; a listing of individuals who take responsibility for making sure each strategy is addressed and estimated financial costs of implementation.
- Monitoring Success and Key Performance Indicators:** A strategy for identifying key performance indicators used regularly to monitor progress on the strategic plan.
- Considerations for the Next Strategic Planning Process:** An overview of the successes and challenges of the strategic planning process. This section may include advice on linking strategic plans to budget priorities and capital/operational plans.

5. Proposal Content

a. Step 1 (Technical and Qualifications)

Proposals should include the following information, presented in a clear, comprehensive, and concise manner, to illustrate the firm's capabilities and technical approach to the work.

Information Required of Respondents:

- Firm name, business address, telephone, and contact.
- Description of the firm.
Include history, size, and statement of ability to perform the work.
- Summary of the Proposal.
Provide a brief summary of the proposal.
- Descriptions of the Planning Activities Recommended.
Provide a description of your strategic planning efforts. Please also indicate where the Village can add value to create deliverables.
- Work Plan & Timeline.
Provide information about proposed activities including a timeline for completion and deliverables.
- Staffing Plan, Including Resumes.

Please identify each person who will work on the project and identify his or her role. Please provide a resume and references for each member.

vii. References.

Please provide the names of three references that you have worked with on similar strategic planning projects.

viii. Examples.

Please provide three examples of adopted Strategic Planning documents from other communities that you have worked with on similar strategic planning projects.

b. Step 2 (Pricing)

Included in a separate document:

- i. A project budget that includes a “not to exceed” cost for professional services to complete strategic planning facilitation and final deliverables. The “not to exceed” costs should be an all-inclusive cost to include all elements of this assignment, including travel, meeting facilitation, document preparation and printing costs. The budget shall also include any limitations to the scope of work.
- ii. The pricing document should also include any potential work not defined within the proposed scope of services, or not mentioned in this RFP.

6. Submission of Proposals

The Village will use a two-step selection process. The first step will consist of an evaluation of qualifications and technical information submitted by the vendor and will result in a short list of firms who are considered best qualified based upon the evaluation process described below. The second step will consist of the opening of the priced proposals from the shortlisted firms. Interviews may be scheduled.

Applicants should send six (6) complete bound copies and one electronic copy (emailed) of the technical proposal for Step 1 along with a separate sealed envelope labeled “Cost to Complete Ten Year Strategic Planning Proposal” by 4:00 p.m. on Monday, June 18, 2018, at the address below:

**Village of Mount Pleasant
Maureen Murphy
8811 Campus Drive
Mount Pleasant, WI 53406**

Applicants may send the electronic copy to mmurphy@mtpleasantwi.gov

Envelopes containing the proposal shall be marked "**Cost to Complete Ten Year Strategic Planning Proposal.**" Costs shall be submitted in a separate envelope labeled "Cost to Complete Ten Year Strategic Planning Proposal" and marked with the name of the submitting firm.

7. Evaluation of Proposals

Evaluation Procedure:

Village Staff will internally review the responses to the RFP. The Village reserves the right to narrow the applicants to a “short list” and interview potential firms to establish a final award determination and to negotiate with the successful respondent in the addition or deletion of any or all tasks included within the RFP. The Village of Mount Pleasant also reserves the right to accept or reject any or all RFP’s and to accept the RFP most advantageous to the Village.

Evaluation Factors and Points

a. Step 1

- i. Relevant knowledge, experience, and qualifications of the firm and team members (25).

- ii. Proposed methodology and work plan used in the process (25).
 - iii. Understanding of the project and overall completeness of submission (25).
 - iv. Experience on similar projects/References (25)
- b. Step 2
 - i. Proposed project costs and fee schedules (25).

Disqualification

Non-responsive proposals will also receive no consideration. A “responsive” proposal conforms in all material respects to the RFP.

8. Questions Regarding the RFP

Contact for questions: **Maureen Murphy, Village Administrator** at mmurphy@mtpleasantwi.gov

Questions regarding the RFP must be received via email to the address above by June 1st. Responses will be posted on the Village website by June 8th within the section marked “RFP.”

9. General Provisions

- a. **Non-Discrimination Statement:** The Village of Mount Pleasant does not discriminate on the basis of race, color, religion, age, marital or veterans’ status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.
- b. **Proposal Cost:** The Village shall not be liable for any costs incurred to prepare or submit a proposal for this project.
- c. **Withdrawal of Proposals:** The proposer upon submission of a written request may withdraw Proposals.
- d. **Rejection of Proposals:** The Village reserves the right to reject any or all proposals, to divide responsibilities among one or more applicants or firms, to waive formalities, and to select the individual or firm which, in the Village’s sole judgment, can best perform the scope of services required.

10. Tax Exemption

The Village of Mount Pleasant is exempt from payment of all federal, state and local taxes in connection with this proposed Contract.



Strategic Plan Update Request for Proposals

Issue Date—July 16, 2018

I. Summary

The Village of Pewaukee, WI is seeking consultant services to update the Village's current strategic plan created in 2006 and revised in 2007. All proposals should clearly define how consultants will work with the Village to assist in a comprehensive and participatory planning process.

II. Background

The Village of Pewaukee is located in central Waukesha County, in the southeastern part of Wisconsin, approximately 20 miles from downtown Milwaukee. The Village currently has a land area of approximately 4.2 square miles and a 2017 population of 7,970. The Village is governed by a Village Board. Under this form of local government, the Village President and Village Board determine policy and legislative direction while the Village Administrator is in charge of day-to-day operations of the Village. The Village provides a full range of services including police, public works, public water and sanitary sewer; contracts for fire/EMS and building inspection services with the City of Pewaukee; and contributes to a joint park and recreation department and a joint public library with the City of Pewaukee.

Given the time since the most recent (and first) strategic plan, the Village Board finds this an appropriate time to review the strategic plan and Village's future strategic direction.

III. Scope of Work

The Village Board is seeking a consultant to lead them and Village Staff through the process of updating the current strategic plan with the deliverables outlined below. The Village desires an inclusive process involving input from the Village Board, Village Staff, as well as any input that can be derived from historical planning efforts (i.e. past strategic plans, needs assessment studies, comprehensive planning, downtown revitalization plan, etc.). The anticipated timeframe for this project would be early 2019.

The following activities are anticipated to be a part of this assignment:

- Interviews with the Village Administrator and Department Heads.
- Survey or interviews with Village President and Village Board.
- Public input session/public meeting.
- Facilitation of Strategic Planning workshops with the Village President, Village Board, Village Administrator and Department Heads.
- Preparation of a draft report and draft findings.
- Preparation of a final report and presentation to Village Board.

IV. Deliverables

The following deliverables are desired in the strategic planning process and document:

- Mission Statement: Review and possible update of current mission statement that is relevant to the community it serves.
- Vision Statement: Review and possible update of current vision of what the Village Board members and other community stakeholders perceive the Village will look like in the future.
- Statement of Values: A statement of the values that are important for the fulfillment of the Village's mission.
- Environmental Scan: A review of the Village's external community/environment including an assessment of local, state and national trends that may impact the Village; local, state and national best practices, innovations of similar cities, as well as, opportunities for collaboration.
- SWOT Analysis: A review of the Village's strengths; weaknesses; opportunities; and threats – including the value related to the natural habitat within the community.
- Goals, Objectives & Strategies: An outline of what the Village hopes to achieve over the next 3-5 years.
- Timeline, Responsible Parties & Costs: An overview of when the Village's strategies are to be started and completed; a listing of individuals who take responsibility for making sure each strategy is addressed and an estimated financial cost of implementation.
- Monitoring Success and Key Performance Indicators: A strategy for identifying key performance indicators to be used to regularly monitor progress on the strategic plan.
- Considerations for the Next Planning Process: An overview of the successes and challenges of the strategic planning process. This section may include advice to linking strategic plans to budget priorities and capital/operational plans.

V. Proposal Content

V.1 Step One (Technical and Qualifications)

Proposals should include the following information, presented in a clear, comprehensive, and concise manner, to illustrate the firm's capabilities and technical approach to the work.

Information Required of Respondents

1. Firm name, business address, telephone and contact.

2. Description of firm.

Include history, size, and statement of ability to perform the work.

3. Summary of the Proposal.

Provide a brief summary of the proposal.

4. Descriptions of the Planning Activities Recommended.

Provide a description of your strategic planning efforts. Please also indicate where the Village can add value to create deliverables.

5. Work Plan & Timeline.

Provide information about proposed activities including a timeline for completion and deliverables.

6. Staffing Plan, Including Resumes.

Please identify each person who will work on the project and identify his or her role. Please provide a resume and references for each member.

7. References.

Please provide the names of three references that you have worked with on similar strategic planning projects.

8. Examples.

Please provide three examples of adopted Strategic Planning documents from other communities that you have worked with on similar strategic planning projects.

V.2 Step Two (Pricing)

Included in a separate document:

- A project budget that includes a “not to exceed” cost for professional services to complete strategic planning facilitation and final deliverables. The “not to exceed” costs should be an all-inclusive cost to include all elements of this assignment, including travel, meeting facilitation, document preparation and printing costs. The budget shall also include any limitations to the scope of work.
- The pricing document should also include any potential work not defined within the proposed scope of services, or which has not been mentioned in this RFP.

VI. Submission of Proposals

A two-step selection process will be used. The first step will consist of evaluation of qualifications and technical information submitted by the vendor and will result in a short list of firms who are considered best qualified based upon the evaluation process described below. The second step will consist of opening of the priced proposals from the short-listed firms. Interviews may be scheduled.

Six (6) complete bound copies and one electronic copy (emailed) of the technical proposal for Step One along with a separate sealed envelope labeled “Cost to Complete Update of Strategic Plan” must be received by 4:00PM CST on Friday, August 24, 2018 at the address below:

Village of Pewaukee
Village Administrator
235 Hickory Street
Pewaukee, WI 53072

The electronic copy may be e-mailed to: sgosse@villageofpewaukee.com

Envelopes containing the proposal shall be marked "Strategic Plan Update Proposal". Costs shall be submitted in a separate envelope labeled “Cost to Complete Update of Strategic Plan” and marked with the name of the submitting firm.

VII. Evaluation of Proposals

Evaluation Procedure:

The responses to the RFP will be internally reviewed by Village Staff. The Village reserves the right to narrow the applicants to a “short list” and interview potential firms to establish a final award determination and to negotiate with the successful respondent in the addition or deletion of any or all tasks included within the RFP. The Village of Pewaukee also reserves the right to accept or reject any or all RFP’s and to accept the RFP most advantageous to the Village.

VII.1 Evaluation Factors and Points

- Step One
 1. Relevant knowledge, experience and qualifications of firm and team members (25).
 2. Proposed methodology and work plan to be used in the process (25).
 3. Understanding of the project and overall completeness of submission (25).
 4. Experience on similar projects/References (25)
- Step Two
 1. Proposed project costs and fee schedules (25).

VII.2 Disqualification

Non-responsive proposals will also receive no consideration. A “responsive” proposal conforms in all material respects to the RFP.

VIII. Questions Regarding the RFP

Questions regarding this RFP must be received by	4:30 pm CST August 8, 2018
Responses to questions will be provided by	4:30 pm CST August 15, 2018

Contact for questions: Scott Gosse
sgosse@villageofpewaukee.com

IX. General Provisions

1. Non-Discrimination Statement: The Village of Pewaukee does not discriminate on the basis of race, color, religion, age, marital or veterans’ status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.
2. Proposal Cost: The Village shall not be liable for any costs you incur to prepare or submit a proposal for this project.
3. Withdrawal of Proposals: The proposer upon submission of a written request may withdraw Proposals.
4. Rejection of Proposals: The Village reserves the right to reject any or all proposals, to divide responsibilities among one or more applicants or firms, to waive formalities, and to select the individual or firm which, in the Village’s sole judgment, can best perform the scope of services required.

X. Tax Exemption

The Village of Pewaukee is exempt from payment of all federal, state and local taxes in connection with this proposed Contract.


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Depending on the needs of your unit, we can provide any of the following as part of the strategic planning process:

- Situational analysis
- Survey of faculty, staff, or other stakeholders
- Design, facilitation, and documentation of a strategic planning retreat
- Development of a draft strategic plan
- Collaboration with your unit's director or planning committee to finalize the plan

If requested, we can also lead periodic meetings over the life of the plan to assess progress and identify updates.

A draft strategic plan will usually include the following basic elements:

- A vision
- A mission
- Guiding principles
- Priorities
- Strategies
- Key performance indicators
- Specific action items

Using our facilitation services for your strategic planning retreat will allow you to focus attention on content and ensure that everyone is able to be a full participant in the planning and decision-making.



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STRATEGIC PLANNING

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We begin by listening to your needs and then tailor the approach to meet those needs. We help you:

1. Define what you want to accomplish.
2. Identify key stakeholders.
3. Determine how you will use the plan.
4. Design the process for developing the plan, including retreats and/or other meetings, which we can help facilitate.
5. Develop ways to engage key stakeholders in the process.
6. Design methods for gathering ideas, feedback, and data to inform the plan.
7. Develop an action/project plan.
8. Develop measures.

We encourage you to contact us early in the process, when you are first considering whether or not you want to develop or update your strategic plan.

**COMMUNITIES OF PRACTICE**

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WiCi Network (https://wici.wisc.edu/)

ARCHIVES

APR Website Archive (https://apr.wiscweb.wisc.edu/)

OQI Website Archive (https://archive.quality.wisc.edu/)

CONTACT US

To Request Our Services:
Alyson Pohlman,
Project and Fiscal Coordinator
alyson.pohlman@wisc.edu
608-262-6843

For Other Inquiries:
Monica Wilson,



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RATES

Unless otherwise stated on the Statement of Work, estimated costs are based on an hourly consulting rate of \$125, with the following additional conditions:

- An additional 50% surcharge will be applied for all client-requested consulting hours during evenings or weekends (so that those hours are charged at the rate of \$187.50).
- In certain cases, the fringe rate of 40% may be deducted from the final charges if the client uses either salary funds or grant funds to reimburse the Office of Strategic Consulting for services. Our [project and fiscal coordinator](https://oqiapr.wiscweb.wisc.edu/staff/pohlman-alyson/) (https://oqiapr.wiscweb.wisc.edu/staff/pohlman-alyson/) can work with you to determine eligibility.
- Events cancelled by the client without 24-hour notice may be billed at the full rate.

BILLING

UW-Madison clients will be billed through an inter-departmental billing form.

External clients will be billed via invoice.

Clients will be billed at the conclusion of the project or engagement for actual hours, except in cases where activities are segmented into billable phases at the time of scoping (in such cases, clients will be billed at the conclusion of each project phase).

If services have been authorized under a retainer account, charges will be applied monthly to the outstanding retainer balance, and updates will be provided quarterly to the retainer holder.

For any billing related questions, contact our [project and fiscal coordinator](https://oqiapr.wiscweb.wisc.edu/staff/pohlman-alyson/) (https://oqiapr.wiscweb.wisc.edu/staff/pohlman-alyson/).



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Alyson Pohlman

Project and Fiscal Coordinator

197 Bascom Hall
500 Lincoln Drive
Madison, WI 53706

Email: alyson.pohlman@wisc.edu (<mailto:alyson.pohlman@wisc.edu>)

Phone: (608) 262-6843



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Project and Fiscal Coordinator
alyson.pohlman@wisc.edu
608-262-6843

For Other Inquiries:
Monica Wilson,
Department Operations Officer
monica.wilson@wisc.edu
608-265-5123

Feedback, questions or accessibility issues: kathy.contezac@wisc.edu (<mailto:kathy.contezac@wisc.edu>).

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Community Development

Dane County UW-Extension

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Strategic Planning Resources

Strategic planning involves collective thinking and planned action, carried out by stakeholders of an organization (typically including board, select staff, and other key stakeholders), to accomplish the goals of the organization. Strategic planning results in collective decision making about what the organization does and why it does it. In most cases, a strategic plan sets forth an action plan and clear direction for the organization for a specific time-frame. Most importantly, strategic planning is a learning process for the board, staff, and key stakeholders of an organization.

Organizations, businesses, institutions – all can benefit from having a strategic plan. There's a variety of ways to do strategic planning, and numerous organizational development consultants in Dane County who can work with your Board on strategic planning.

Dane County Community Development educators can occasionally work with select organizations on strategic planning. To discuss further, please contact:

Mindy Habecker (environmental, natural resource conservation, and planning organizations): (608) 224-3718

Sharon Lezberg (social equity, community-based, and economic development organizations): (608) 224-3719

Resources

Community Tool Box, Strategic Planning This resource, from the workgroup for community health and development at the University of Kansas, provides a comprehensive overview of the strategic planning process. The tool box contains a wide array of resource materials that are related to strategic planning, from community assessment to evaluation. This is a good starting point for organizations that are considering embarking on a strategic planning process.

Strategic Planning for Non-profit and Foundation Leaders by Richard Mittenenthal. This article provides useful tips to assure that the strategic planning process is useful, and that the resulting plan prompts action.

Community Development is part of the [University of Wisconsin-Extension, Cooperative Extension](#).

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