

City of Appleton

Proposal for Comprehensive Strategic Guide Services



November 2024

Prepared by: CP2 Consulting

November 1, 2024

Melody Lewis, Staff Development & Training Coordinator
Vanessa Calder
City of Appleton, WI

RE: Comprehensive Strategic Guide Proposal

Dear Melody Lewis and Vanessa Calder,

CP2 Consulting is pleased to submit our proposal to assist the City with Strategic Guide Facilitation services. The following approach/framework specifically addresses the organization's desired outcomes as we understand them. The following proposal outlines how CP2 Consulting can address the following needs:

- Review internal and external data sources and supplement data with additional information including interviews and focus groups to develop a comprehensive understanding of the operating environment;
- Facilitate the development of the organization's persona, mission, vision, and values to set organizational priorities and the City's overall strategic direction with the City Leadership Team;
- Facilitate a strategic guide workshop, including SWOT analysis, with the City's Leadership Team to develop short-term and long-term organizational goals that can be monitored;
- Facilitate an implementation strategy to deliver progress reports on organizational goals and initiatives;
- Provide a final summary report of the strategic guide process and outcomes.

As the attached proposal reflects, we have considerable experience facilitating strategic guide/planning and implementation process like the one envisioned for City of Appleton. CP2 Consulting specializes in serving public sector clients. I will be the one of two consultants for this project, and my career has been focused on roles either in local government or nonprofits, including as the former Executive Director of the Wisconsin City County Management Association. My Master of Public Administration (MPA) degree includes a specialization in public leadership and strategic management, and I hold a certification in Strategic Planning endorsed by George Washington University and the Baldrige Foundation. Winnie Frankel, who will also be working on this project, has a Master of Social Work (MSW) degree, a Clinical License (LCSW,) as well as a bachelor's degree in organizational communication and political science. Her career has focused on facilitating understanding and organizational consensus in public, professional, and academic settings. The CP2 Consulting team has a long-standing commitment to strategic thinking, cultivating leadership, transparent practices, and measurable results.

Thank you for the opportunity to provide these services to the City of Appleton.

Sincerely,



Cory Poris Plasch, President/CEO
CP2 Consulting, Inc.

Project Approach

Strategic planning, at its core, is establishing a clear direction forward for the organization in alignment with its mission and core values.

The CP2 Consulting strategic planning methodology is based upon leading practices in strategic planning, refined and continually updated based upon industry trends and knowledge gained through client engagements. Organizational culture is a key component in meeting strategic goals, and we employ and promote strategies to create a Learning Culture, where growth, curiosity and authenticity prevail. Our methodology is comprehensive and thorough, while remaining flexible enough to meet the specific needs of our clients.

In the following proposal, CP2 Consulting recommends a multi-phased, participative format to engage City leadership and staff to shape the desired future direction of the City.

Phase 1: Strategic Guide Development

Phase 1A: Project Launch

This phase involves project start-up activities, including:

1. Project review meetings with key City project staff to confirm the scope of work and expected outcomes;
2. Provide an overview of the strategic planning/strategic guide process;
3. Review history and current fit of mission, vision and values of the organization and determine the extent of needed adjustments;
4. Identify and confirm internal stakeholder involvement and the overall environmental scanning process elements; and,
5. Discuss current organizational culture.

The purpose of this phase is to confirm the overall project scope and intended outcomes and make any necessary refinement to the project guide and budget.

Phase 1B: Stakeholder Engagement

Stakeholder engagement is a key component of the strategic planning effort as it allows you to understand your organization from a variety of perspectives.

- Internal stakeholders—refers to individuals or groups who are within the organization by virtue of being elected to or employed/appointed by the organization, including employees at all levels. Internal stakeholders are essential to successful implementation of the strategic plan and their input should be considered and incorporated into the strategic planning process.
- External stakeholders—refers to individuals or groups who are outside the organization but are impacted by the actions of the organization and the quality of life in the community. These include, but are not limited to, businesses, neighborhoods, residents of all ages, historically underrepresented populations, special interest groups, and other taxing jurisdictions.

There are two avenues proposed for collecting original stakeholder feedback specific to this project, including:

- **Invitational Focus groups.** These groups are facilitated by the consulting team with groups identified and invited by the client. The sessions run approximately 90 minutes and consist of ten to 12 individuals from each of the selected stakeholder groups. Groups can be either internal or external stakeholders. While some information may be gathered during the Comprehensive Plan data collection process, it is often helpful to have a more thorough understanding of internal operations and strategic opportunities for the organization through dedicated employee focus groups. Additionally, direct stakeholder engagement helps to build buy-in for the strategic guide process, an important consideration for successful implementation. *For this project, at least three focus groups are recommended, two consisting of city staff in front line positions and another consisting of supervisors and middle management.*

- **Measure Gallery.** See Phase 1D below.

It is anticipated that the majority of the external stakeholder data will come from existing sources and the data being generated through the Comprehensive Plan process.

Both proposed stakeholder engagement activities include:

1. Discussion and finalization of methods to be used (e.g., focus groups – number and types, audience for Measure Gallery, etc.).
2. Facilitation of the process with selected approaches.
3. Summarization and presentation of results derived from the raw data.

It is the responsibility of the City to secure any facilities or meeting rooms as well as coordinate invites needed for stakeholder engagement. The City will coordinate with CP2 Consulting for room arrangements/set-up, participant list, and refreshments for all workshops and project sessions. The City should check with its legal counsel to make sure all meeting postings are consistent with any open meetings act procedures. The City is responsible for reviewing and securing facilities including technology or equipment, supplies and/or other ancillary logistical items, as well as refreshments and any associated costs.

Phase 1C: Understanding the Operating Environment

The introductory step in the strategic planning process is to understand the operating environment. In addition to the stakeholder data in Phase 1B above, this is accomplished in the following four ways: (1) an Environmental Scan; (2) an Organizational Profile; and (3) interviews with members of the City Leadership Team; and (4) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

- **Conduct Environmental Scan**
An environmental scan is a thoughtful analysis and evaluation of the strategic environment facing the organization. Environmental factors affecting the organization's operative environment should be reviewed, including financial and economic conditions, demographics, political and intergovernmental relations, citizen and stakeholder issues, technology changes, environmental sustainability, and the regulatory environment. This will be generated by the consultant with guidance from the staff.

- **Develop Organizational Profile**
An organizational profile is a snapshot of your organization, the key influences on how it operates and the key challenges it faces. Information regarding organizational structure, work processes, staff capacity and capabilities, and the strategic environment are included. Employee focus group data can help inform the

organizational profile along with employee surveys and other internal documents. This will be generated by the consultant with guidance from the staff.

➤ Interviews

Interviews with members of the City Leadership Team will be conducted to introduce the consultant(s) and acquire the perspective of the senior leadership regarding the current environment, challenges, and issues.

➤ SWOT Analysis

A SWOT questionnaire is administered in advance of the strategic planning retreat to all strategic planning participants. This provides a leadership perspective on the current internal and external environments. The SWOT is administered by the consultant to ensure anonymity; candor by participants is encouraged to uncover and understand strategic issues. The data generated is used at the strategic planning sessions.

Phase 1D: Strategic Guide Workshops

Strategic Guide Session #1- Review Stakeholder Feedback, Environmental Scan, and Organizational Profile

This session is dedicated to reviewing the results of the stakeholder feedback, the environmental scan, and the organizational profile. The consultants will present focus group results, the organizational profile and environmental scan. The session concludes with a facilitated discussion amongst City Leadership Team regarding issues raised. (This session is typically 60 to 90 minutes in length.)

Strategic Guide Session #2 Executive Team Retreat – Facilitate Strategic Discussion, Mission, and Vision Review, and Strategic Goal Development

This session focuses on reviewing or confirming organizational purpose, examining the operating environment, and establishing strategic goals. The impact of organizational culture will be discussed via a facilitated conversation. The current mission, vision, and values will be reviewed and updated as appropriate. A facilitated process is held to generate a list of organizational challenges and a resulting set of strategic goals. The group's effort will be informed by the results of the information generated by the scan, profile, and results of the SWOT questionnaire. (This session is typically 3-4 hours)

Strategic Guide Session #3 –Establish Outcomes, Key Indicators, Targets

This session is dedicated to defining a set of outcomes, key performance indicators, and targets to measure progress towards the strategic goals established in Session #2. Measures are established with the priority of establishing clear alignment between all measures, resulting in buy-in through all levels of the organization. This session should include a comprehensive cross-section of departmental leadership as their subject matter expertise may be necessary to precisely identify key performance indicators and performance targets. (This session is typically 3-4 hours.)

Measure Gallery

Generally, an organization's staff from various job functions and management or non-management levels within the organization will implement a strategic guide and track progress on performance indicators. Performance measures should be reviewed by these internal stakeholders, as well as any desired external stakeholders, to evaluate the identified performance indicators and suggest any modifications that may better track progress. A Measure Gallery provides the opportunity to provide this feedback and build buy-in about the process and the validity of the measures. During this open house, information about strategic guide goals, outcomes, and key performance indicators will be displayed around a large conference room or other space. Post-its will be available to provide input on key performance indicators and performance targets, including recommendations for refining measurements and suggestions for implementation. *For this project, a Measure Gallery for staff is*

recommended to be held in at least two locations (City Hall and Public Works or other location) and during two time blocks convenient for staff working any shift. Recommended time blocks include 7:00-9:00 am and 2:00-4:30 pm to best accommodate employees from throughout the organization. A Measure Gallery can also be held as an open house for external stakeholders to provide feedback before finalizing performance measures.

Strategic Guide Session #4 –Finalize Outcomes, Key Indicators, Targets

This session is dedicated to finalizing outcomes, key performance indicators, and targets to measure progress towards the strategic goals by incorporating the feedback from the Measure Gallery. Measures are confirmed by the City Leadership Team and final Indicator and Target data sources are determined. (This session is typically 2-2.5 hours.)

Phase 2: Implementation Strategy and Plan

Achieving strategic goals can be a daunting challenge unless deadlines and accountability measures are put into place. As a result, CP2 Consulting in collaboration with the City will focus on building buy-in throughout the organization. CP2 Consulting will also work to develop an implementation strategy that clearly demonstrates how employees throughout the organization play a role in breathing life into the strategic goals and overall strategic plan that is intended to guide the community forward over the next 3-5 years.

CP2 Consulting will work with the City to assemble an Implementation Team, representing staff from multiple levels and job functions throughout the organization. The Implementation Plan development process aligns efforts to ensure that every department works together in a complementary fashion as they achieve measurable progress towards common goals. We will discuss resources for tracking progress using systems ranging from spreadsheets to software, depending on your organizational preference.

Strategic Plan Implementation Session #1—Develop Strategic Initiatives/Project Plans

This session is conducted with the Implementation Team and focuses on cascading the strategic plan throughout the organization through the development of initiatives and project plans. Project plans will be developed to include milestones to measure progress on initiatives, providing accountability. Options to manage the Strategic Plan progress, including internal tracking or using external software, will be determined with the leadership team. A Strategic Guide Final Report that includes an Executive Summary will be submitted once initiatives are established. (This session is generally 3 hours)

Strategic Plan Implementation Session #2 - Project Plan refinement and Budget integration

This session is conducted with the Implementation Team and focuses on further cascading of the strategic plan throughout the organization to achieve integration of effort across service areas. It includes development of the workplan, including deadlines and task responsibilities. Fiscal impacts will be further assessed, and resource allocation needs aligned across the planning lifecycle. (This session is generally 3 hours)

Strategic Plan Implementation Session #3 - Project Plan final alignment and Communications Plan

This session is conducted with the Implementation Team and focuses on finalizing the timing of the action steps in the workplan, fully aligning deadlines and task responsibilities across the Strategic Guide. Best practices for a Communication Plan to roll out both the Strategic Guide and the Implementation Plan to the full organization will be discussed. (This session is generally 3 hours)

Quarterly Check-ins

Three sessions are conducted remotely with the Implementation Team to discuss progress on strategic goals and building of organizational culture. The sessions are generally 30-60 minutes, conducted remotely via Zoom with the Implementation Team and focus on sharing successes and finding solutions for obstacles. Progress on both Strategic Plan Implementation and the development of a Learning Culture will be discussed.

Statement of Qualifications

Firm Overview

CP2 Consulting is a woman-owned strategic planning and organizational development company that works with local governments to create and implement strategic plans that achieve measurable outcomes. Our company provides data-based solutions that enable organizations to actively engage stakeholders, define future outcomes with significant impact and implement result-oriented strategies to meet those goals. We incorporate leading performance management practices to help our clients measure and analyze performance data and implement strategies to achieve results with considerable impact.

CP2 Consulting was founded in 2021 by Cory Poris Plasch, an experienced local government and 501(c)3 nonprofit leader passionate about helping the public sector and nonprofits achieve significant impact and results. Since 2015 she has worked with municipalities in numerous states, assisting them in stakeholder engagement, developing measurable and impactful strategic plans, and designing implementation plans that inspire the entire organization. CP2 Consulting works primarily with clients in Wisconsin, Illinois, Tennessee, and Iowa. Current Wisconsin clients include Burlington, Mukwonago, Shorewood Hills, and Franklin

Project Members

Cory Poris Plasch, MPA, President/CEO of CP2 Consulting. Cory has served in variety of leadership positions in the public and private sector including Executive Director of the Wisconsin City/County Management Association, Membership Director for the Alliance for Innovation, and most recently as Vice President of Strategic Development at POLCO. Her local government experience ranges from 911 Dispatcher to the City Manager's Office in several communities. She speaks across the country on topics including the use of data, implementation of strategic plans, engaging hard-to-reach populations, and innovation in local government. She has a master's degree in public administration from Northern Illinois University and a certification in strategic planning from George Washington University. She has been assisting local governments with stakeholder engagement, developing performance measures, and establishing a learning culture since 2015.

Cory will be the lead for this project, overseeing all phases of the project. She will be the lead facilitator for Strategic Guide Workshop Sessions #2-4, and will co-lead Session #1 and Phase 2.

Cory can be reached at:

Office: 262-362-8841

Cell: 630-476-0763

Email: cory@cp2-consulting.com

Wilyna (Winnie) Frankel, LCSW, Senior Manager, Training and Stakeholder Engagement. With over 20 years of professional experience in leadership and communication, Winnie is an adept facilitator. She has extensive experience working as a liaison between residents, elected officials, and city staff. She specializes in the collaborative process necessary to engage stakeholders in meaningful and productive discussions. She has a bachelor's degree in organizational communication and political science, and a master's degree in social work. Over the last ten years, Winnie has worked in a variety of settings including as a school social worker and

coordinating public relations for a State Representative and has served on the Strategic Planning Advisory Committee for the City of Geneva, IL since 2018, most recently as Committee Chair.

Winnie will be the lead for Phase 1B, the majority of Phase 1C and the Measure Gallery. She will co-lead Session #1 and Phase 2.

Winnie can be reached at:

Work Cell: 630-360-1706

Email: winnie@cp2-consulting.com

References

CP2 Consulting has worked with numerous clients on strategic plans, and strategic plan implementation. References include:

Matt Harline, Village Manager, Villa Park, IL

E-mail: mharline@invillapark.com Phone: 630-592-6052 (O)

Villa Park, IL had struggled with lack of specific performance indicators and clear outcomes in past strategic plans, impacting their ability to implement their plan successfully. The plan is already producing tangible results, informing decisions about the upcoming budget and helping the Village understand what data they need to better understand in order to meet strategic plan goals. (case study and adopted strategic plan attached)

Anna Christopherson, Assistant City Manager, Whitefish Bay, WI

E-mail: A.Christopherson@wfbvillage.gov Phone: 414-962-6690 (O)

Whitefish Bay, WI was new to the strategic planning process, but with a highly educated community that desired better understanding of their local government, they enlisted CP2 Consulting to draft their first plan. Despite their Village Manager leaving during the stakeholder engagement portion of the process, the strategic plan continued, providing a road map of priorities for the community into the future. (adopted strategic plan attached)

Phil Kiraly, Village Manager, Glencoe, IL

E-mail: pkiraly@villageofglencoe.org Phone: 847-461-1101 (O)

Glencoe, IL is a high-performing local government that adopted an ambitious strategic plan in FY 2019. With their team over-extended, they desired a right-sized strategic plan with a clear implementation strategy to ensure successful accomplishment of the Village's long-term goals. (case study and draft strategic plan attached. Strategic plan has been reviewed by the Board and is anticipated to be adopted at the November 21st meeting)

Schedule

The strategic planning meeting activities and workshops will be held on dates that are mutually convenient for both the City’s participants and CP2 Consulting. The completion date will be dependent on the timing and sequence of the various planning components and leadership workshops. The following is a sample timeline for the recommended multi-phased approach:

Sample Project Plan

STEP	POTENTIAL DATES*	ACTIVITIES	Anticipated Hours^
Project Initiation	December 1st	Project planning, meeting(s) with key project staff	6
Development of Environmental Scan, Organizational Profile	December 1 st – January 3 rd	Review and analysis of data; draft Environmental Scan, Organizational Profile	40
Stakeholder Engagement	December 15 th	Focus Group session preparation, execution and follow up	18
Data review, preparation	January 3 rd – 10 th	Synthesis of data; focus group report; presentation preparation	24
Strategic Planning Session #1	January 14 th	Review Focus Group Feedback, Environmental Scan, Organizational Profile, Meeting preparation and follow up	8
SWOT Survey and Interviews	January 15 th -24 th	SWOT survey, interviews with City Leadership Team	10
Strategic Guide Session #2- Executive Team Retreat	January 25 th	Meeting preparation, Strategic Guide session including review and updating of mission, vision, and values as appropriate, determine Goals	12
Strategic Guide Session #3	February 5 th	Meeting preparation, Strategic Guide session including Establish Outcomes, Key Indicators, Targets	12
Measure Gallery	February 20 th	Open house preparation, facilitation with City Leadership Team staff, and follow up	14
Strategic Guide Session #4	February 28 th	Meeting preparation, session to finalize Outcomes, Key Indicators and Targets	12
Strategy Implementation Session #1	March 12 th	Meeting preparation, Management & staff session, Initiatives, action plans, performance management	12
Summary Report including Executive Summary	March 31 st	Professionally designed report submitted for client review	20
Strategy Implementation Session #2	April 9 th	Meeting preparation, Project Plan refinement, Budget integration	12
Strategy Implementation Session #3	April 30 th	Meeting preparation, Project Plan final alignment, Communications Plan	12

STEP	POTENTIAL DATES*	ACTIVITIES	Anticipated Hours^
Quarterly Check-Ins	July, October, January	Meeting preparation, Consultant-client review, strategy session, follow up.	9

^Hours include all planning, preparation, execution, and follow-up from activities.

**Dates to be confirmed after initial project meeting between the City project staff and CP2 Consulting*

Budget

Breakdown of Costs

Rates: Cory \$225/hour Winnie \$175/hr Blended rate: \$200/hr

The fee for this project (not including stakeholder engagement) is: \$44,200

(221 hours at a blended rate of \$200 per hour)

Travel (to include all mileage, lodging, etc. not to exceed) \$5,000

Total not to exceed: **\$49,200**

Payments shall occur according to the following schedule:

1. Twenty-five percent (25%), upon execution of the agreement.
2. Twenty-five percent (25%) 60 days after the execution of the agreement
3. Twenty-five percent (25%) 90 days after the execution of the agreement
4. Twenty-five percent (25%) upon submittal of final report
5. Payments shall be made upon receipt of invoice