

PROPOSAL

PROPOSAL TO THE:

City of Novi, Michigan

REQUEST FOR PROPOSALS FOR:

**Facilitation Of Community
Strategic Planning Process**

SUBMITTED BY:

Berry, Dunn, McNeil & Parker, LLC

Seth Hedstrom

Proposed Project Principal

Berry, Dunn, McNeil & Parker, LLC
shedstrom@berrydunn.com

Jen Ferguson

Proposed Project Manager

Berry, Dunn, McNeil & Parker, LLC
jen.ferguson@berrydunn.com

Proposal Submitted On:

January 21, 2025 before 4 p.m. EST.



REQUEST FOR PROPOSALS FOR:

Facilitation Of Community Strategic Planning Process

PREPARED FOR:

Novi, Michigan
Victor Cardenas, City Manager
Finance Counter, 2nd Floor
City of Novi
45175 Ten Mile Road
Novi, MI 48375

PREPARED BY:

Berry, Dunn, McNeil & Parker, LLC
2211 Congress Street
Portland, ME 04102
207.541.2200 | berrydunn.com

POINT OF CONTACT:

Seth Hedstrom, Principal
Berry, Dunn, McNeil & Parker, LLC
shedstrom@berrydunn.com

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Berry, Dunn, McNeil & Parker, LLC provides staff and other administrative resources to BDMP Assurance, LLP. If engaged, BDMP Assurance, LLP will lease professional and administrative staff, both of which are employed by LLC, in performing its services. These individuals will be under the direct control and supervision of BDMP Assurance LLP, which is solely responsible for the performance of our engagement.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms “our Firm” and “we” and “us” and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

This proposal is the work of Berry, Dunn, McNeil & Parker, LLC and is in all respects subject to negotiation, agreement, and signing of specific contracts.

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a. Letter of Transmittal

January 21, 2025

City of Novi, Michigan
Attn: Victor Cardenas, City Manager
Finance Counter, 2nd Floor
45175 Ten Mile Road
Novi, MI 48375

Dear Victor Cardenas and Members of the Selection Committee:

On behalf of BerryDunn, I am pleased to submit this proposal in response to the City of Novi's (the City's) request for proposals (RFP) for the Facilitation of a Community Strategic Planning Process. We have read the City's request and reviewed its terms, conditions, and the contents presented therein. Our proposal is a firm and irrevocable offer valid for 60 days from the submission deadline of January 21, 2025.

BerryDunn is a nationally recognized professional services firm, headquartered in Portland, Maine, with 10 office locations. We are focused on **inspiring organizations to transform and innovate** and have lived our core values and preserved our reputation for excellence throughout our 51-year history. Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public.

We understand that Novi 2050 will identify the City's attributes and clarify its vision, goals, and strategies to proactively build a bright future. The selected consultant will collect and interpret data and engage City employees, Steering Committee members, and community stakeholders to develop a collaborative plan. We have reviewed the City's Preliminary Schedule, and we will work with the City to create a final phased project schedule to which we will adhere.

We possess several attributes that other proposers would be troubled to match:

Complete toolbox of
stakeholder engagement
and consensus
building techniques

Strategic planning
experience built across
the nation, including
projects in Michigan
and the Midwest

Certified, highly
experienced teams who
work with a wide variety
of stakeholders

Actionable, measurable
implementation plans that
set clients up for success

Three decades of
experience to guide the City
through a successful
strategic planning process

We are confident that if BerryDunn is chosen to partner with the City on this important initiative, the City will experience the Strategic Planning Process it desires.

As a principal and leader in our Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. **If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.**

Sincerely,

Seth Hedstrom, PMP®, LSSGB, Principal
Berry, Dunn, McNeil & Parker, LLC
2211 Congress Street, Portland, ME 04102-1955
t: 207.541.2212 | e: shedstrom@berrydunn.com

b. Statement of Addendum

We verify that we have received and reviewed Addendum #1 (bidders' questions with answers), Attachment A (Contract Example for Professional Services), and Addendum #2 (due date extended). As of submission on January 22, there are no additional addenda.

c. Qualifications and Experience

c.1. Firm Overview

BerryDunn is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide services. Since 1974, BerryDunn has helped businesses, nonprofits, and government agencies throughout the U.S., its territories, and Canada solve their greatest challenges. The firm's tax, advisory, and consulting services are provided by Berry, Dunn, McNeil & Parker, LLC, and its attest services are provided by BDMP Assurance, LLP, a licensed CPA firm.

BerryDunn is a client-centered, people-first professional services firm with a mission to empower the meaningful growth of our people, clients, and communities. Led by CEO Sarah Belliveau, the firm has been recognized for its efforts in creating a diverse and inclusive workplace culture and for its focus on learning, development, and well-being. [Learn more at berrydunn.com](https://www.berrydunn.com).

BerryDunn was formed in 1974, currently with 73 principals, 37 owners, and 10 office locations. We have experienced sustained growth throughout our [51-year history](#).

We employ more than 935 staff members—including more than 335 in our Consulting Services Team. From extensive project experience for more than 650 state, local, and quasi-governmental agencies, our team brings valuable perspectives to every engagement. Additionally, our team has experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents the City serves.

Our firm provides a full range of professional services—including organizational development, technology planning, business process improvement, cost of service and financial analysis, community services planning, and more—supporting our ability to complete the requested tasks.

With organizational development as a core tenant of our work, we are pleased to offer the following services to benefit the City:

- **Strategic planning**
- Community/stakeholder engagement
- Leadership development
- Executive coaching
- Organizational change management
- Organizational assessment
- Business process improvement
- Performance measurement

Below, we illustrate the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in solving some of their biggest challenges, addressing opportunities to improve and plan, and carefully considering how our projects impact the organization at the enterprise and departmental levels.



Enterprise Organizational Development



Parks, Recreation, Libraries



Enterprise Digital Transformation



Community Development and Utility Operations



Technology Management



Health and Community Services



Justice and Public Safety

Specialized Expertise of the Enterprise Organizational Development Practice

BerryDunn's dedicated Enterprise Organizational Development Practice offers both an intimate project experience and a national perspective to support our clients' desire to transform and innovate. We recognize how important it is that the City establishes partnership with a firm that understands that work of this level of impact requires a guided hand and a tailored approach to meet them where they are and lead them to where they want to go.

Work of this nature touches all aspects of an organization, including the City's elected officials, staff, stakeholders, community members, and visitors. As such, this initiative requires a layered approach that offers the attention, guidance, and follow-through that will support positive, sustainable, and long-term change.

Our efforts are centered on sound partnership with our clients. We guide projects at various stages and take the time to properly gauge availability and resources to help ensure our clients receive consistent, reliable, and quality service.

Firm Principals

In response to the City's request, we provide a list of our firm's 73 principals below and on the following page. This proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

- | | | |
|------------------------|-----------------------------|------------------------------|
| • Regina Alexander | • Ryan Doil | • Mark R. LaPrade |
| • Peter Alfrey | • Mary Dowes | • Charles K. Leadbetter, III |
| • Divyakumar Arulsamy | • Christopher S. Ellingwood | • Robert Leonard |
| • Katharine E. Balukas | • Jennifer Elwood | • Matthew Litz |
| • Sno L. Barry | • William G. Enck | • Michael J. Mastroianni |
| • Nicole Y. Becnel | • David A. Erb | • Yoko H. McCarthy |
| • Sarah L. Belliveau | • Jason Favreau | • Barbara J. McGuan |
| • Shea Berry-Brennan | • Jason A. Fournier | • Tammy P. Michaud |
| • Renee Bishop | • Melody Mann Fox | • Brandon L. Milton |
| • William H. Brown | • Gary Glassman | • Christopher M. Mouradian |
| • Tammy J. Brunetti | • Ryan Gough | • Lisa M. Openshaw |
| • Michel Caouette | • Jonathan Grace | • Dimitrios Panacopoulos |
| • Andrea J. Colfer | • Seth Hedstrom | • Emily B. Parker |
| • Tucker X. Cutter | • Mary E. Jalbert | • Kathy Parker |
| • Eduardo G. Daranyi | • Michael F. Jurnak | • Danielle Pelleteir |
| • Clinton E. Davies | • William S. Kalinowski | • Kristin Perry |
| • Scott Davis | • Julie A. Keim | |
| • Kati A. Denham | • Lisa Kennedy | |
| • Todd J. Desjardins | | |



Embracing Diversity, Equity, and Inclusion (DEI)

BerryDunn has advanced community, diversity, and empathy in a workplace where people are respected, and heard. We carry these principles and values into our work with clients. We help ensure that traditionally marginalized communities are supported, validated, and engaged as a standard part of our project approach. We use tools, practices, and methodologies to help ensure that our initiatives have widespread reach and work for all people, regardless of race, ethnicity, age, sexual orientation, gender identity or expression, religion, or disability. We also consider the distinct cultural nuances for each community in our approach to this work to help ensure that we meet our clients where they are in the DEI space.

- Kevin Price
- Susan Prior
- Jodi Reynolds
- William A. Richardson
- Jeffrey A. Ring
- Zachary J. Rioux
- Denny R. Roberge
- Linda L. Roberts
- Douglas J. Rowe
- Cameron A. Scott
- Leah Shanahan
- Robert S. Smalley
- Charles D. Snow
- Julianne A. Sullivan
- Lisa Trundy-Whitten
- Daniel T. Vogt
- Tyler Waldrup
- Jeffrey D. Walla
- Ryan T. Warren
- Seth E. Webber

Relevant Experience

Commitment to the State

With BerryDunn, the City will be served by a firm and project team members who have **demonstrated their commitment to the State** through similar and other types of consulting engagements. Below, we share our clients in the State.

- Bloomfield Township
- City of Ann Arbor
- City of Detroit
- City of Mt. Pleasant
- City of Saline
- City of Traverse City
- Detroit Wayne Integrated Health Network
- Grand Rapids Community College
- Kalamazoo County Finance Department
- Macomb Community College
- Marquette County
- Michigan Department of Education
- Michigan Department of Health and Human Services
- Oakland University
- Ottawa County
- Saginaw County
- Schoolcraft Memorial Hospital
- Township of Canton
- Washtenaw County
- Wayne State University

We also take pride in our local presence, as we have several employees who reside in the State and/or have worked in State's local government landscape. We will leverage their insights, expertise, and locality when and where it will most benefit the City.

Strategic Planning

BerryDunn has been offering strategic planning services for over 30 years and has worked with a long list of local government clients. Through this experience, we have assisted a wide range of clients with various services related to those requested by the City.

Below and on the following page, we provide a representative list of clients for whom our project team members have performed similar services in recent years. An asterisk indicates that we have been selected to conduct the work; however, work has not yet begun.

- Bloomfield Township, Michigan
- City of Apopka, Florida
- City of Beaverton, Oregon
- City of Blue Springs, Missouri
- City of Capitola, California
- City of Colorado Springs, Colorado
- City of Cooper City, Florida
- City of Creswell, Oregon
- City of Edgewater, Colorado
- City of St. Charles, Illinois
- City of Washougal, Washington
- City of Waukesha, Wisconsin
- City of Wausau, Wisconsin
- Weld County, Colorado
- City of Westminster, Colorado
- DuPage County, Illinois
- Erie Housing Authority, Pennsylvania
- Jefferson County, Washington

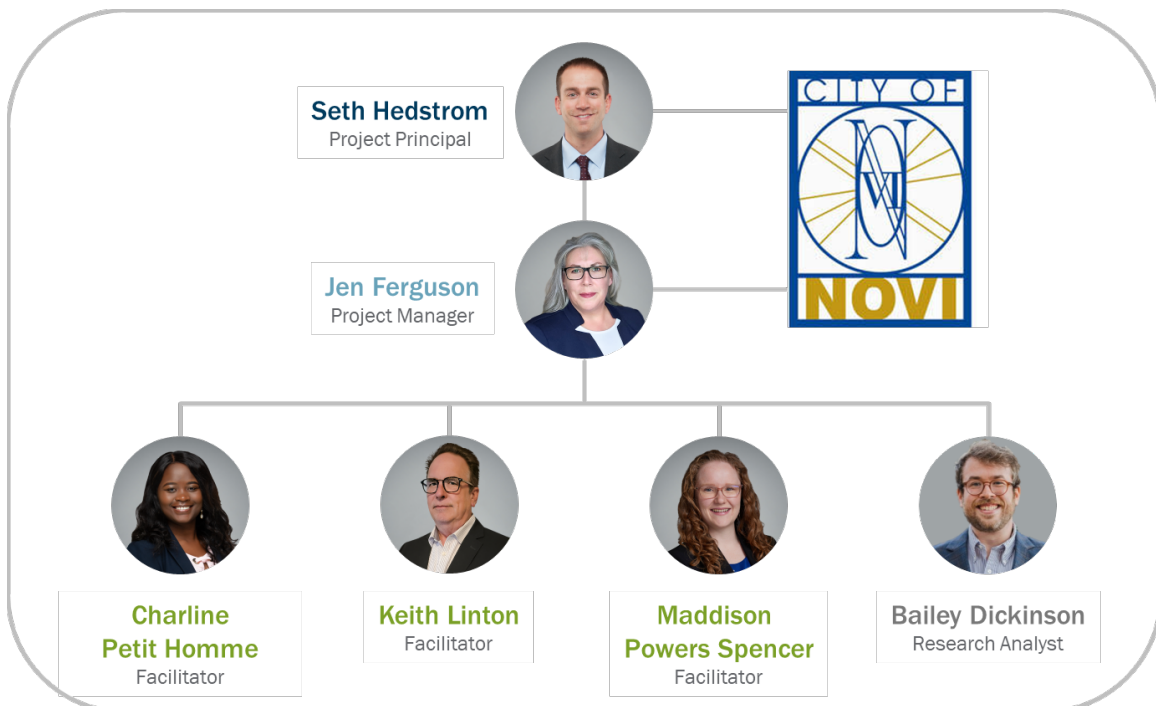
- City of Ennis, Texas
- City of Foley, Alabama
- City of Gresham, Oregon
- City of Groveland, Florida
- City of Homestead, Florida*
- City of Janesville, Wisconsin
- City of Lauderhill, Florida
- City of Margate, Florida
- City of Menifee, California
- City of Milton, Georgia
- City of New Braunfels, Texas
- City of Peoria, Illinois
- City of Port Arthur, Texas
- City of Redlands, California
- City of Santa Monica, California
- Lake County, Illinois
- Lancaster County, Nebraska
- Lane County, Oregon
- Marquette County, Michigan
- Milwaukee County, Wisconsin
- Onslow County, North Carolina
- Orange County, North Carolina
- Santa Clara County, California
- St. Johns County, Florida
- Tompkins County, New York
- Town of Chelmsford, Massachusetts
- Town of Holliston, Massachusetts
- Vancouver Housing Authority, Washington
- Washington County, Minnesota

c.2. Project Team

Organizational Structure

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the City. **These project team members will remain committed, available, and assigned to perform the City's requested work effort.** Figure 1 describes the organizational structure of our project team, followed by a listing of project staff. It should be noted we do not intend to subcontract any portion of the City's desired scope of work.

Figure 1: Project Team Organizational Structure



Roles, Responsibilities, and Qualifications

Below and on the following pages, we list our project team members' experience, qualifications, and expertise as they relate to projects of this nature and work with comparable local government clients. Our project team members' full resumes can be found in **Appendix A** for further review.



Seth Hedstrom, PMP®, LSSGB | Project Principal

Berry, Dunn, McNeil & Parker, LLC

Seth is a principal and the leader of our Local Government Practice Group. He brings extensive experience in project management. He has served as project principal on nearly all BerryDunn's organizational development projects and has managed more than 75 enterprise process and technology planning projects over the course of 15 years with BerryDunn. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of large-scale planning and improvement projects and facilitated effective change. His experience includes providing oversight of strategic planning projects, assessing and documenting current environments, benchmarking with similar organizations, introducing industry best practices, developing recommendations, conducting organizational and operational assessments, and implementing and operationalizing plans and outcomes.

As the **project principal**, Seth will:

- Maintain overall responsibility for the services provided to the City
- Review and approve all deliverables in accordance with our quality assurance processes
- Help ensure the commitment of our firm and appropriate resource allocation



Jen Ferguson, MPA | Project Manager

Berry, Dunn, McNeil & Parker, LLC

Jen is a senior consultant in our Local Government Practice Group. She has over 25 years of public-sector experience and significant expertise in strategic and financial planning. Jen has led, planned, and coordinated fiscal affairs for cities across Washington and Minnesota, holding influential leadership positions such as city administrator, director of finance, and executive director for an economic development authority. Supplementing her background in public-sector administration, Jen is well versed in, organizational development, performance management, operations and process improvement, economic and business development, enterprise resource planning implementations, and is certified in the Institute of Cultural Affairs (ICA) Technology of Participation (ToP®) facilitation methodology.

As the **project manager**, Jen will:

- Build and maintain a productive relationship with the City
- Design the facilitation approach to the strategic planning process
- Serve as the City's primary point of contact
- Facilitate the Strategic Planning Sessions and interviews
- Lead our work and perform day-to-day project management and staff oversight
- Present findings and the Final Novi 2050 Strategic Plan
- Develop and maintain the Project Work Plan and Schedule
- Lead implementation planning efforts
- Lead the analysis and development of project deliverables
- Provide subject matter expertise



Charline Petit Homme, MPA, Prosci® CCP | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Charline is a manager in our Local Government Practice Group and is particularly skilled in leading clients through complex transformational initiatives, including strategic planning projects. She is a strong facilitator and is certified in the ICA ToP® facilitation methodology. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in. She brings in-depth knowledge and involvement with strategic planning, change management, and relationship building through her strong communication, leadership, and project management skills. She is especially skilled at facilitating stakeholder engagement efforts and synthesizing outcomes to optimize results for her clients. Prior to joining BerryDunn, Charline spent multiple years serving the public sector, supporting and conducting field research, data collection, organizational reporting, gap analysis, and recommendations development. She leverages her experience to provide firsthand insights and lessons learned in her consulting engagements.



Keith Linton, PMP®, ITIL (F) | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Keith is a senior consultant in our Local Government Practice Group. Keith specializes in addressing complex issues by providing resolutions in a fair, concise, and transparent manner. He focuses on managing stakeholder expectations by developing solid internal and external business relationships, and he excels at maintaining a focus on the big picture vision while managing details to meet organizational goals and objectives. As a proud resident of neighboring Farmington Hills, Keith will serve as an active local presence and provide unparalleled insights to the City based on his previous work with similar clients.



Maddison Powers Spencer, MPA | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Maddison is a senior consultant in our Local Government Practice Group. She leverages her firsthand public-sector experience as an assistant to the city manager to support clients and drive successful projects. Certified in the ICA ToP® facilitation methodology, she is adept at leading community and employee engagement efforts and synthesizing outcomes to enhance client results. Maddison's strong communication, leadership, and project management skills complement her ability to conduct current environment assessments, analyze data, and organize and facilitate groups. She has assisted with the development of over 30 local government strategic plans.

As the **facilitators**, Charline, Keith, and Maddison will:

- Work with our proposed project manager to design the facilitation approach to the strategic planning process
- Participate in meetings with leadership
- Facilitate interviews, Community Visioning Forums, and Strategic Planning Sessions
- Contribute to deliverable development



Bailey Dickinson, MPA | Research Analyst

Berry, Dunn, McNeil & Parker, LLC

Bailey is a consultant in our Local Government Practice Group. His extensive background in the public sector has equipped him with a deep understanding of strategic planning within local government organizations. Serving as special projects coordinator for the City of Covington, Georgia, he led cross-departmental strategic initiatives and managed award-winning community

engagement projects. Bailey's project management, research, and analysis experience contribute to his skill at advancing strategic planning efforts in local government environments.

As the **research analyst**, Bailey will:

- Document engagement and strategic planning outcomes
- Analyze existing data and documentation
- Help assess the City's current environment
- Research best practices and industry standards

Additional Resources

As mentioned, the subject matter experts (SMEs) introduced on the following pages are only representative of our broader pool of more than 335 consulting resources. This pool is composed of highly specialized and skilled public-sector consulting professionals whose expertise can be leveraged and support can be drawn upon as needed during the City's strategic planning project.



James Mickle, CPSI, CPRP | DEI SME
Berry, Dunn, McNeil & Parker, LLC

James is a manager in our Local Government Practice Group and a Certified Park and Recreation Professional (CPRP). He is particularly skilled and experienced in municipal and nonprofit parks and recreation operations and DEI strategy development. James has over 20 years of experience in recreation operations, programming, and administration, volunteer board leadership, community, and employee engagement and Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation and reaccreditation. Throughout his career he has concentrated on facility management, youth and teen civic engagement, facility management and active older adults comprehensive planning. He is a collaborative leader with dedication to partnering with coworkers to promote an engaged and empowering work culture.



Khara Dodds, MCRP, AICP | Community Development and DEI SME
Berry, Dunn, McNeil & Parker, LLC

Khara is a manager in BerryDunn's Local Government Practice Group. She is an American Institute of Certified Planners (AICP)-certified planner with more than 13 years of leadership experience and 20 years of planning and community engagement experience. She believes in the potential of community development to empower communities and positively impact quality of life. Khara leverages her experience in city and regional planning to assist clients as they assess existing policies and processes, collect and evaluate stakeholder input, and identify and implement recommendations for improvement. Khara has a demonstrated commitment to leading DEI efforts. She is a member of BerryDunn's CEO Council on Diversity, Equity, Inclusion, Belonging, and Access (DEIBA)'s systemic barriers subcommittee and is certified in Equitable Community Change through eCornell University. She also supports DEI efforts and training through the American Planning Association (APA). In the public sector, she led multiple community equity projects, recommended the declaration of racism as a public health crisis, led affordable housing initiatives, worked with underserved neighborhoods on improvement and revitalization, and secured economic development incentives for large development projects.



Jason Genck, MPA, CPRP | Parks, Recreation, Libraries, and Community Services SME
Berry, Dunn, McNeil & Parker, LLC

Jason is a manager in our Local Government Practice Group and has more than 26 years of experience in the community services industry—including the areas of parks, recreation, and libraries. He is an expert in the field and regularly speaks at conferences such as those hosted by the National Recreation and Parks Association and the Colorado, Illinois, and Oregon Park

associations. Prior to joining BerryDunn, Jason served as the executive director for the City of Westminster, Colorado's three-time national Gold Medal Parks, Recreation & Library Department. During and prior to this time, he oversaw the development of numerous strategic plans and led strategic planning efforts for counties, non-profits, and special districts.



Michele Weinzetl, Ed. D., Prosci® CCP | Justice and Public Safety SME

Berry, Dunn, McNeil & Parker, LLC

Michele is a senior manager in our Local Government Practice Group. She has over 27 years of experience in the public sector. Her background includes more than 17 years as a chief of police for three different Minnesota police departments and several years serving as a subject matter expert, consultant, and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program. She has extensive experience instructing hundreds of police officers and police executives in the areas of staff supervision, leadership development, organizational management, and policing skills.



Keri Ouellette, MCRP, AICP | Planning Services SME

Berry, Dunn, McNeil & Parker, LLC

Keri is a manager in our Local Government Practice Group and an expert in community development operations. She joined BerryDunn after working for the City of Portland, Maine, as a permitting manager, where she gained a broad understanding of the complex issues that face the City and region and the challenges that municipalities face in addressing growth and managing enforcement. In addition, Keri's previous work with New York City's Department of Housing Preservation and Development and the Town of Eastchester, New York allowed her to develop a keen understanding of local government policy development in both a small town and a large city agency. She helps clients take the steps to evaluate processes and develop standard operating procedures to improve efficiency.



Jesse Myott, MA | Finance SME

Berry, Dunn, McNeil & Parker, LLC

Jesse is a manager in our Local Government Practice Group. He has nearly a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services. Jesse has led multiple cost of service and cost allocation projects for local governments from California to Massachusetts.



Corey Claflin | Health and Human Services (HHS) SME

Berry, Dunn, McNeil & Parker, LLC

Corey is a manager in our Local Government Practice Group and leads our Health and Community Services Practice, which assists municipal and county public health and HHS agencies as they seek to improve the quality of life of their communities. In this role, Corey leads both technology projects—such as electronic health record (EHR) needs assessments, system selections, and implementations—and organizational development initiatives—such as strategic plans and executive coaching. Corey specializes in carefully crafting teams of subject matter experts and executing an approach that is tailored to the unique needs of each client.

c.3. Approach and Work Plan

Understanding the City's Needs

The City of Novi is embracing what it means to be an economic and commercial hub. The City's population is thriving; locals enjoy abundant employment opportunities, a healthy economy, and excellent schools, while businesses benefit from the region's highly skilled workforce and geographic accessibility. There are many reasons to take pride in and celebrate calling Novi home.

With over 66,000 residents today, Novi's appealing qualities have led to significant population growth in recent years. As this growth continues, Novi is committed to developing its strong economy, maintaining an excellent quality of life, and celebrating its identity. The City is proactively preparing for the future by initiating its current Long-Range Strategic Planning Process. The consulting team, leveraging their expertise with local governments, will facilitate an innovative planning process that brings together City, agency, and resident stakeholders to articulate the City's vision, values, needs, goals, and opportunities. These guideposts will be used to produce the Novi 2050 Strategic Plan. The planning process and final plan will be inclusive, forward-thinking, and actionable.

BerryDunn is excited at the prospect of partnering with the City on Novi 2050. Our firm not only brings unmatched strategic planning and organizational development expertise, but also breadth and depth in terms of the additional resources we can contribute to the requested work effort. We can confidently say that we understand the needs and aspirations the City may have at the enterprise and department levels. As such, we are well positioned to develop an active and engaging planning process that considers all facets of Novi's organization and delivers the values-driven living plan the City is looking for. We bring a proven process—one that has been refined over the course of 30 years and 70 strategic plan development projects—that will help ensure the project remains on time and on budget while progressing at a healthy pace and maintaining momentum in the work effort.

Approach and Guiding Methodologies

Our project team will engage the City's various stakeholders in ways that will maximize creativity and innovation and inspire collaboration and consensus for achieving its vision, including:

- Elected/appointed officials
- Staff
- Residents
- Community groups
- Major employees
- Key partners, such as school districts and nonprofit community

It is our goal to help the City develop a strategic plan that can reasonably be implemented with support and commitment from these stakeholders and others. A strategic plan is a living document that remains applicable, helps to navigate in times of organizational changes, and defines the organization's reason for being. It establishes a clear and compelling vision; sets measurable objectives and lays out the desired impact on and value added to entire communities—residents, business, employees, and other stakeholders; and helps set a direction and focus and assists in aligning resources to accomplish strategic objectives.



The North Star Vision

An organization's North Star Vision serves as a unifying focal point for long-

term achievement. It must be clear enough for stakeholders to know what they are working toward and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

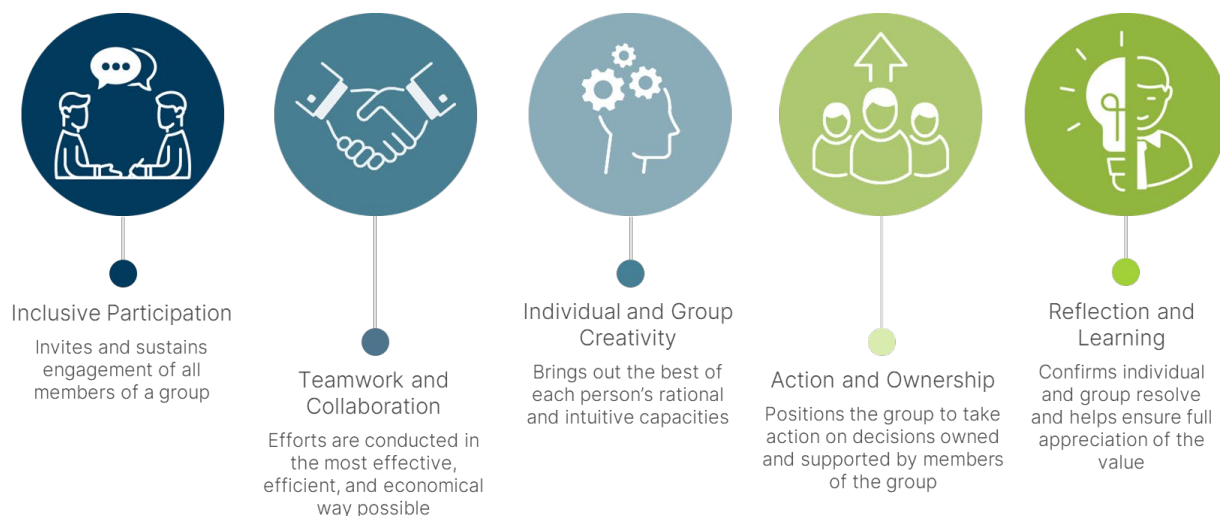
Having a clear, concrete strategic direction will help keep the City on track and focused on what is important when challenges, setbacks, and unanticipated events occur. It also helps ensure decisions, policies, plans, programs, and processes are designed through the lenses of stewardship of resources, equity, and collective impact.

Achieving Consensus and Quickly Moving Groups to Action

We will design and conduct a well-facilitated strategic planning process that uses data and personal knowledge to assess the City's environment. Our project team will use the ICA ToP® facilitation methodology to help ensure the City's strategic planning sessions are highly collaborative and inclusive of all stakeholders.

The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown in Figure 2 below.

Figure 2: Values Encouraged by Structured Participation as Defined by the ICA ToP® Facilitation Methodology



Encouraging Crossing Boundaries and Strengthening Interdependencies

Strategies are themes for action, and successful strategies will often cross organizational and community boundaries and appeal to several environmental factors. We will help stakeholders recognize these interrelationships and critical interdependencies, identifying how they align with overall strategic goals.

Applying Effective Tools

Another key to success is aligning financial resources of the organization with strategic priorities. When groups have difficulty agreeing on priorities or selecting just a few to focus on, we use a cost-benefit scoring sheet that helps the group score the impacts, risks, level of difficulty, and effort for each strategy or objective to determine the ones to prioritize. We can customize this tool for use with the City if the group is having difficulty achieving consensus.

Developing Clear and Compelling Plans That Articulate a Business Case

We will write strategic goals, initiatives, and actions in a common language to evoke a clear picture of success to serve as a useful tool for the City's decision-making. Our project team has facilitated clear, compelling strategic plans for 70 public-sector entities and system-level plans involving multiple levels of government,

jurisdictions, and agencies. Our clients use these plans to drive budget decisions, execute strategies, and publish the results to communicate with stakeholders and the public.

Focusing on DEI

BerryDunn's approach focuses on and reflects our firm's commitment to DEI. We recognize how important it is that we assemble a project team that understands what the City needs to do to conduct a sound strategic planning process. We will work with the City—as well as DEI resources—to help ensure its work effort is conducted through an equity lens and effectively reaches traditional marginalized communities.

With the City serving as a backbone organization, we will engage current partners to facilitate an authentic, inclusive, and accessible planning process. We have found great success in this collaborative approach to assembling the ideal team. For example, after being selected to lead the **City of Wausau, Wisconsin**, in the development of their strategic plan, the City connected us with a local member of the Hmong community to provide valuable perspective and considerations in the process. Additionally, in our work with **DuPage County, Illinois** in the development of their strategic plan, BerryDunn's DEI sub-consulting partner worked with our team to help advance the County's DEI and community engagement efforts. This involved successfully expanding the overall reach to underrepresented populations and incorporating the voices of those that have been marginalized in the past into the strategic planning process.

With the City, we look forward to coming together to exhibit care and respect for others, allow individuals to speak for themselves and teach us through their own authentic experiences; build trust with the City's stakeholders and establish mutual buy-in this process; and learn as much from you all as you will learn from us, as we all chart the best path toward the City's future. We look forward to coming together to make the City's stakeholders feel heard, respected, and partnered with in this strategic planning process.

Effectively Engaging the Public

We will utilize several strategies to effectively engage and collect data and information from the public, including developing communications and appropriate messaging, conducting interviews and Community Visioning Forums, and creating an interactive project landing and engagement website via Social Pinpoint.

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed throughout strategic planning projects, such as forums, mapping, an ideas wall, and surveys. It is also important to note that Social Pinpoint is mobile friendly and has Google Translate interface.

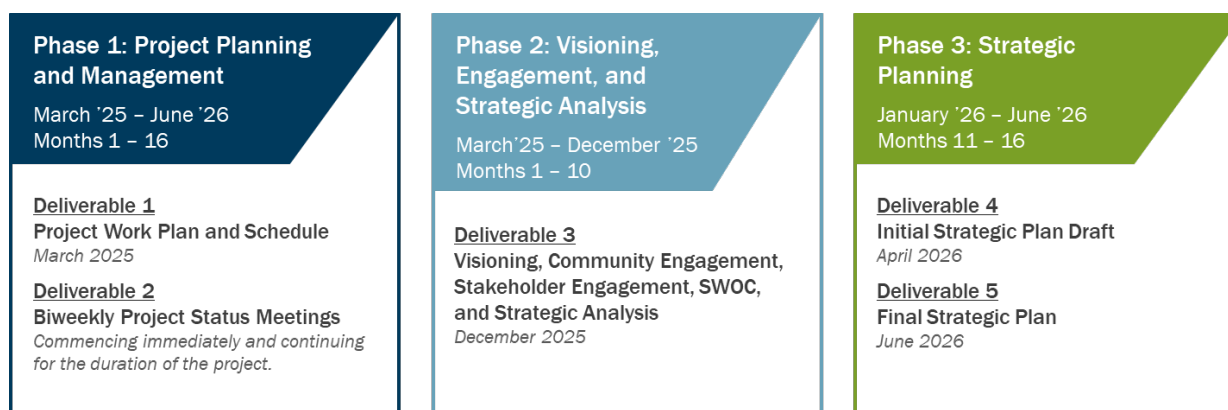
With this tool, we will easily be able to set up a landing page and sub-pages for the City to capture the culture of the stakeholders it serves—providing opportunities for participants to contribute to the City's mission, values, vision, and strategic priorities. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a remote environment, effective strategic planning and community engagement activities can take place.

We recently developed fully customized Social Pinpoint sites to support **Bloomfield Township, Michigan**, and the **City of Port Arthur, Texas**, as well as others.

You will find our work plan, which is rooted in the methodologies and strategies described, in Section e.

c.4. Project Timeline

On the following page, we highlight our proposed project schedule for the City's requested work effort. We are happy to adjust this schedule to best accommodate the City's needs, as appropriate.



c.5. Cost

Our proposed fixed-fee services cost to complete the City's desired project is broken down by phase in Table 1. Our costs are based on our experience conducting projects of similar size and scope, and the assumption that satisfying a deliverable is based on the City's signed acceptance. That said, the City will not incur any additional costs associated with the process of reaching deliverable acceptance.

We will utilize our hybrid methodologies through collaborative planning with the City to limit travel expense to the City as appropriate.

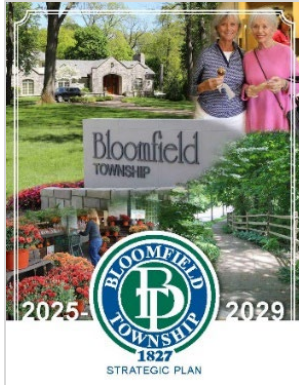
Table 1: Cost by Project Phase

Phase	Fixed-Fee Services Cost
Phase 1: Project Planning and Management	\$16,500
Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis	\$63,500
Phase 3: Strategic Planning	\$39,800
Total Fixed-Fee Services Cost	\$119,800
Optional Phase 4: Implementation and Action Planning	\$20,600
Travel expense estimated allocation*	\$9,500

**This travel expense allocation represents our best estimate to provide a hybrid approach to service delivery. We would be happy to further discuss and refine this estimate with the City. While our services are proposed as a fixed-fee, we propose to only invoice the City for actual travel expenses incurred.*

c.6. References

The greatest testament of our high-quality work is the expressed satisfaction shared by our clients. Below, we describe and provide contact information for several, recent projects for the City's consideration. These clients can speak well to the quality and satisfaction we deliver on comparable engagements.

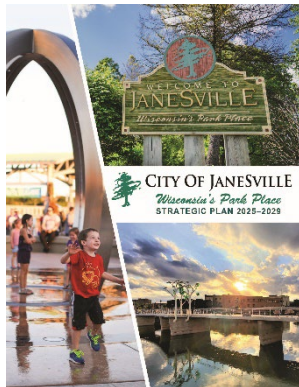


Charter Township of Bloomfield, Michigan

Michael Schostak, Bloomfield Township Treasurer
248.433.7705 | mschostak@bloomfieldtwp.org

Bloomfield Township engaged BerryDunn to help update its Strategic Plan. The Township sought a thorough and inclusive planning process that involved a wide range of stakeholders, such as Township leadership, residents, and business owners. Our work included conducting interviews, leading visioning workshops, and analyzing demographic, economic, and community data. Additionally, we developed a customized Social Pinpoint site to facilitate community engagement. The Final Strategic Plan was adopted in October 2024. It defines a shared vision for the future and focuses the Township's resources, goals, and objectives on five

priorities: Vibrant Lifestyle, Welcoming Community, Enhance Community Character, Reliable Infrastructure, and Best-in-Class Government.

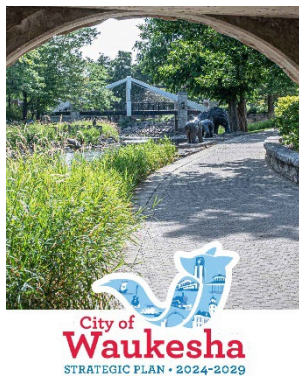


City of Janesville, Wisconsin

Nicholas Faust, Assistant to the City Manager
608.755.3103 | faustn@ci.janesville.wi.us

The City of Janesville selected BerryDunn to lead the development of a new five-year strategic plan. With a rich regional history as a commercial and industrial hub, Janesville sought to align its policy priorities and budget allocations with the evolving needs of its residents and businesses. To support this, we conducted interviews with the city manager, department heads, and City Council members and facilitated stakeholder focus groups. We also developed a customized Social Pinpoint site to engage the community in shaping Janesville's future. Through a

collaborative process, we performed an environmental scan and strengths, weaknesses, opportunities, threats (SWOT) analysis and led strategic planning workshops focused on identifying short- and long-term goals. The resulting Strategic Plan emphasizes seven strategic goals, including diversity, equity, inclusion, and belonging; financial sustainability; housing; economic development; infrastructure; and performance culture. The plan was approved unanimously by City Council in December 2024.

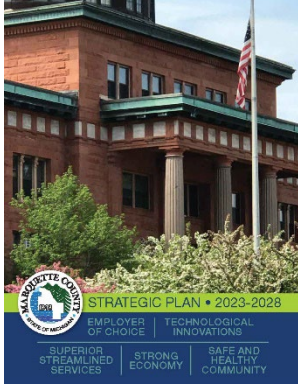


City of Waukesha, Wisconsin

Anthony Brown, City Administrator
262.524.3700 | abrown@waukesha-wi.gov

The strategic plan aimed to provide future policy guidance for community accomplishments, include tangible strategies and objectives that tied to the budget, enable fiscal resources tied to the strategy, and support transparency with the public. BerryDunn applied engagement and facilitation techniques that included: Community Visioning Forums; Social Pinpoint site soliciting community ideas, input, and survey responses; Common Council Strategic Planning Sessions that focused on developing mission, vision, and values; and Staff Strategic

Planning Sessions that focused on developing clear performance measures.



Marquette County, Michigan

Scott Erbisch, County Administrator
906.225.8151 | serbisch@mqtco.org

BerryDunn was selected by Marquette County to develop a five-year strategic plan with an action plan and implementation guidance. This included defining the County's mission, vision, goals, objectives, and activities. Additionally, BerryDunn was contracted to provide strategic planning process facilitation by conducting an environmental scan or SWOT analysis, facilitating meetings with the County, and aligning strategies through guided discussion and consensus building. BerryDunn assisted the County in conducting a survey of employees to determine what improvements are needed to the work environment to help support implementation of the plan and developed recommendations for the County to consider in addressing the employee feedback. The County Board of Commissioners adopted the plan in February 2023.

c.7. Expectations of the City

We develop our work plans based on a proven approach and under the assumption that commitment of City staff will be planned in advance during planning conversations with the City in Phase 1. Below, we summarize what the City can expect in terms of approximate time requirements by City role. We will work collaboratively with the City to effectively plan for staff involvement.

Role	Tasks and Involvement	Apr. Time Commitment
City Project Management Team	• Attend initial project planning activities • Attend Biweekly Project Status Meetings • Support the development of: ○ Steering Committee charter ○ Stakeholder Engagement Strategy ○ Participant web surveys ○ Community Visioning Plans ○ Social Pinpoint platform ○ Initial strategic planning themes framework ○ Environmental scan and strategic analysis ○ Strategic Plan ○ Implementation Plan ○ Project presentations	110 hours per team member
Steering Committee	• Attend project kickoff presentation • Support environmental scan and Strategic Analysis preparation • Support Strategic Plan development	40 hours per committee member
City Council	• Attend project kickoff presentation • Attend One-on-One Visioning Interviews • Participate in Community Visioning Forums • Adopt Strategic Plan	20 hours per Councilmember

Role	Tasks and Involvement	Apr. Time Commitment
City Executive Leadership Team	• Attend project kickoff presentation • Attend One-on-One Visioning Interviews • Support Strategic Plan development • Develop the Implementation Plan	60 hours per team member
Key Department Staff	• Attend project kickoff presentations • Support Implementation Plan – individual work plans development	40 hours per staff
Boards, Committees, and Commissions	• Attend One-on-One Visioning Interviews • Participate in Community Visioning Forums	5 hours per Board member

Documents and Data

As mentioned in Task 1.2 in our work plan, we will request and compile documentation and data to help us better understand the current environment and inform engagement activities. These documents may include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past strategic plans and associated materials
- Other existing planning and policy documents, organizational charts, staffing, and operating and capital budget details
- Data from any previous community and stakeholder engagement efforts that are relevant to development of the Final Novi 2050 Strategic Plan
- Previous surveys of the City stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

We will not ask the City to produce any items that do not exist or are not readily available.

d. Fees and Expenses

As mentioned in Section c5 of our proposal, our proposed fixed-fee services cost to complete the City's desired project is \$136,475. Please refer to Section c5 for a detailed cost breakdown by phase, if desired. Our proposed fixed-fee services cost includes all expenses associated with our proposed work plan with the exception of our estimated travel expense allocation, which is \$16,054; travel will only be billed for actual travel expenses incurred. We will utilize our hybrid methodologies through collaborative planning with the City to limit travel expense to the City as appropriate.

In terms of payment for our services, BerryDunn invoices for progress made toward project deliverables on a monthly basis. As mentioned, our measure of satisfying a deliverable is based on the City's signed acceptance, so the City will not incur any additional costs associated with the process of reaching deliverable acceptance.

e. Scope of Work

Figure 3 presents an overview of our work plan intended to achieve the City’s goals and objectives for this important initiative.

Figure 3: Work Plan Overview



BerryDunn strives to be flexible when it comes to development and execution of an effective work plan. We understand that no two projects are exactly alike and believe that **one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients’ unique needs.**

BerryDunn brings unmatched value to the City on this project. Our approach offers the following benefits to the City, as well as an efficient and effective approach to help ensure cost efficiency at every step.

- A proven yet flexible approach that has been refined and perfected over 30 years and more than 70 strategic planning processes
- Supportive methodologies that generate consensus, minimize change resistance, increase buy-in, and keep the project on time and on budget
- Thoughtful stakeholder engagement, beginning with early identification of who to involve and how to best engage them and follow through by providing variety in our engagement activities—we meet stakeholders where they are
- Consideration for how to make the plan actionable and encourage collective progress toward the City’s vision even after the project is complete
- A process and a plan that is made for you—we do not believe in a one-size-fits-all approach, and our efforts reflect what needs to happen to help ensure the City’s goals and needs are met and exceeded

Our proposed work plan is described in full detail below and on the following pages. This work plan assumes a 16-month project duration, further detailed in Section c.4, and embeds the benefits described in the points above.

Phase 1: Project Planning and Management

1.1 Prepare for and conduct an initial project planning meeting. Upon conducting background research to gain more familiarity with the City, we will conduct initial project planning with the City Project Management Team (PMT) to identify project milestones and expectations in the strategic planning process. We will

Phase 1: Project Planning and Management

introduce key team members, clarify project goals and objectives, identify known project constraints, discuss steering committee formation, establish expectations and protocols, and refine dates and/or tasks, as appropriate. We will discuss our approach for managing communications between BerryDunn and the City, as well as our approach to scope, risk, and resource management. We will also review possible formats for the Final Novi 2050 Strategic Plan. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

1.2 Request and compile documents and data. We will request and compile documentation and data to help us better understand the current environment and inform engagement activities.

Examples include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past strategic plans and associated materials
- Other existing planning and policy documents, organizational charts, staffing, and operating and capital budget details
- Data from any previous community and stakeholder engagement efforts that are relevant to development of the Final Novi 2050 Strategic Plan
- Previous surveys of the City stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

1.3 Develop a Project Work Plan and Schedule. Based on the information gathered from our initial project planning meeting, as well as from those details enclosed in this proposal, we will develop the Project Work Plan and Schedule, which will outline the tasks and timelines for the strategic planning process. The Project Work Plan and Schedule will also include agreed-upon procedures between BerryDunn and the City related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will review the drafts and solicit feedback from the City PMT during a Biweekly Project Status Meeting. We will also introduce the City PMT to our document review process and provide an opportunity for the City to share input on a critical step in the process. We will incorporate the City's feedback and finalize the documentation before distributing it in final form.

Deliverable 1 – Project Work Plan and Schedule

1.4 Prepare for and conduct Biweekly Project Status Meetings. Our project manager, Jen Ferguson, will conduct Biweekly Project Status Meetings with the City PMT on an ongoing basis throughout the strategic planning process. We will use these meetings to describe the activities and accomplishments for the reporting period; plans for the upcoming month; risks or issues encountered during the reporting period; and anticipated problems that might impact project deliverables. We will also use these meetings to highlight any work products and approaches that will contribute to deliverable development.

Deliverable 2 – Biweekly Project Status Meetings

Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis

2.1 Draft Steering Committee formation details and associated charter. We will draft Steering Committee formation details, including a listing of who may be most appropriate involve, as well as details on its structure, roles, and responsibilities. We will then prepare a draft Steering Committee charter to document outcomes and clarify the Committee's purpose, members, and functionality. During a Biweekly Project Status Meeting, we will review the draft Steering Committee charter with City PMT before updating to final.

2.2 Develop and deliver a project kickoff presentation. We will develop a project kickoff presentation to support project orientations held for the Steering Committee. The presentation will introduce participants to the BerryDunn team, our approach and methodologies, project goals and objectives, the anticipated timeline, roles and responsibilities of the Committee, and how we intend to involve them and others in the process and the development of the Final Novi 2050 Strategic Plan. We will review communications and the kick-off presentation with the City PMT in a Biweekly Project Status Meeting before finalizing and facilitating the session.

2.3 Develop a Stakeholder Engagement strategy. We will develop a Stakeholder Engagement strategy, first compiling a list of stakeholders and stakeholder groups we should engage in this process and then identifying the best methods to engage them. The strategy will also include developing communications and messaging to build awareness for the process, interview questions and protocols, community engagement formats, and additional project kick-off presentations to be used for orientation meetings with City Council, the City Executive Leadership Team, and key department staff to introduce and prepare them for the strategic planning process. We will review this kickoff presentation with the City PMT during a Biweekly Project Status Meeting before finalizing and presenting.

2.4 Conduct additional project kick-off sessions. We will conduct additional project kickoff sessions with the City Council and City Executive Leadership Team to introduce participants to the strategic planning process and set the stage for activities to come and their involvement in them. These sessions will also help them understand how to prepare the City's departments for the process and how they may be involved.

2.5 Develop and administer an internal survey. We will develop and administer an internal participant web survey to gain perspective on the City's current state and strategic planning readiness and identify potential barriers to successful strategic planning. We will review survey results with the City PMT during a Biweekly Project Status Meeting to identify ways in which we can help the City overcome these barriers and improve overall readiness within the organization for the strategic planning progress the City desires.

2.6 Conduct One-on-One Visioning Interviews. We will conduct One-on-One Visioning Interviews with internal and external stakeholders identified in project planning activities in collaboration with the City to gather the perspectives and input on potential priorities and objectives for the City's future direction. This list will include, but is not limited to, City Council, the City Executive Leadership Team, and Boards and Committees. On-site interviews will be coordinated in conjunction with on-site Community Visioning Forum Campaigns and reviewed with the City PMT during a Biweekly Project Status Meeting.

2.7 Develop the City's Social Pinpoint site. We will use tools and technology that will help to encourage collaboration with the City and its stakeholders. One of these tools, a virtual engagement platform called Social Pinpoint, will be customized to encourage community engagement in the strategic planning process and to gain broad stakeholder input that will be used to inform development of the Final Novi 2050 Strategic Plan. We will work in collaboration with the City to help ensure its landing page is built thoughtfully and speaks to its culture. Additionally, within this landing page, the City stakeholders will have access to an

Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis

idea wall and other engagement tools that will help gather information related to the City's current environment and the community's desired vision for the City's future. The Social Pinpoint Site will be reviewed with the City PMT during a Biweekly Project Status Meeting.

2.8 Design, prepare for, and conduct Community Visioning Forums and Community Engagement activities.

We will facilitate up to three Community Visioning Forum Campaigns designed to identify community goals, define the City's vision for the future, and generate ideas from current and former City Councilmembers, Boards and Commissions, and stakeholders identified. We will also design and facilitate up to four Community Engagement events designed to glean the similar outcomes from a diverse group of community constituents. We will analyze the results of these forums and activities to develop an initial strategic planning themes framework, which we will review with the City PMT during a Biweekly Project Status Meeting.

2.9 Synthesize information gathered and develop an environmental scan and Strategic Analysis. We will synthesize information gathered through quantitative and qualitative research, document and data review, Social Pinpoint, stakeholder interviews, and Community Engagement campaigns and events to develop an environmental scan and Strategic Analysis. The format will be a highly visual and compelling slide deck and will be used to inform the upcoming strategic planning sessions in Phase 3. The presentation will provide an overview of the City's current environment; a detailed strengths, weaknesses, opportunities, and challenges (SWOC) and situational analysis; and discovery outcomes. This will be presented to the City PMT to solicit input and gain consensus.

2.10 Collect input and finalize environmental scan and Strategic Analysis. We will review the environmental scan and draft Strategic Analysis with City PMT during a Biweekly Project Status Meeting and update the document according to input. We will then review the environmental scan and Draft Strategic Analysis with the Steering Committee, to gather additional input, as well as answer any questions, to encourage buy-in and finalize the document. As mentioned, the environmental scan and Final Strategic Analysis will guide and inform strategic planning sessions, as well as generate excitement for the process amongst stakeholders, encourage new ideas, and foster a sense of cohesion and optimism for the future.

Deliverable 3 – Visioning, Community Engagement, Stakeholder Engagement, SWOC, and Strategic Analysis

Phase 3: Strategic Planning

3.1 Develop the meeting design and agendas for strategic planning sessions. We will design and develop agendas for strategic planning sessions. Each session's design and agenda will guide strategic planning progress and will include a presentation of the Final Strategic Analysis to provide participants with a shared understanding of the current environment, the trends that are affecting it, opportunities for the future, and key takeaways from engagement activities. Each session will focus on building consensus and refining the strategic priorities identified, as well as the City's mission, vision, core values, guiding principles, strategic priorities, key results, and performance measures. We will review the meeting designs and agendas for each session with the City PMT before updating them to final.

Phase 3: Strategic Planning

3.2 Facilitate strategic plan development session with City Council and Steering Committee, and document results. This session will focus on developing the City's vision, mission, values, strategic priorities, and goals with City Council and the Steering Committee. This session will be guided by the previously developed meeting design and agenda, as well as the Final Strategic Analysis. We will use the ICA ToP® facilitation methodology, designed to produce group consensus, to address and resolve any conflicting values or visions. We will document the outcomes of this session to review with the City PMT and plan for next steps.

3.3 Facilitate strategic plan development session with Executive Leadership Team, and document results. This strategic planning session will be conducted with the City's Executive Leadership Team, and it will be guided by the previously developed meeting design and agenda. We will review the Final Strategic Analysis, and review and refine results from the City Council and Steering Committee development session. We will develop objectives for strategic priorities and expected outcomes, provide performance management overview, and develop preliminary performance measures for each expected outcome. We will document outcomes of this session and review with City PMT.

3.4 Finalize objectives and performance measures. With the workshops and outcomes of strategic planning sessions 1 and 2, we will work with the City PMT to finalize objectives and performance measures. The measures will be quantifiable in terms actual progress made toward meeting the objectives and appropriate as it relates to the City's size, operations, management, and systems. We will document outcomes, as well as a process and schedule for progress reporting and performance evaluation to help ensure effective tracking and monitoring.

3.5 Develop an Implementation Plan template and provide guidance to the City PMT. We will develop an Implementation Plan template that will identify resources, partners, department and division leads, anticipated timelines, interdependencies, actions, and other information to help enable the plan implementation and progress reporting process. This template will be customized to the City's needs and will serve as a tool to delegate responsibilities, track progress, and assist in the overall longevity and sustainability of the Final Novi 2050 Strategic Plan. Using the template, we will facilitate the City's PMT on how to input data into the template for action planning, performance tracking, and updating the plan on a regular cadence.

3.6 Develop and present the Initial Novi 2050 Strategic Plan Draft. We will develop the Initial Novi 2050 Strategic Plan Draft in an agreed-upon format for the final document. This plan document will include an executive summary, as well as a detailed plan that identifies the City's shared vision, mission, core values, strategic priorities, goals, objectives, and performance measures. We will review this draft with the City PMT and Steering Committee and prepare a presentation to present the Initial Novi 2050 Strategic Plan Draft to the City Council in a work session. This will serve as an opportunity for the City leadership to provide feedback and make any final changes.

Deliverable 4 – Initial Novi 2050 Strategic Plan Draft

3.7 Develop the Final Novi 2050 Strategic Plan. After reviewing the Initial Novi 2050 Strategic Plan Draft with the City Council, we will incorporate requested edits and develop a graphically designed Final Novi 2050 Strategic Plan for final approval and adoption. In addition to the content described in Task 3.5, the final document will include a description of the strategic plan development process, the plan for progress

Phase 3: Strategic Planning

monitoring and reporting, as well as the development of a one-page "Plan at a Glance" document that can serve as a standalone high-level summary of the Strategic Plan. The "Plan at a Glance" will follow the design and branding of the full Strategic Plan and include mission and vision statements, guiding principles/values, strategic priorities, strategic goals, and a link to the website where the full Final Novi 2050 Strategic Plan can be reviewed or downloaded.

Deliverable 5 – Final Novi 2050 Strategic Plan

3.8 Conduct project closeout activities. Once the strategic planning effort is complete, we will perform closeout activities, including providing the City with documentation developed and collected during the process, and conducting lessons learned and knowledge-sharing activities. Conducting this task will equip the City with the tools needed to continue to progress toward its vision and to successfully implement its plan, even after the project is complete.

OPTIONAL – Phase 4: Implementation and Action Planning

4.1 Conduct additional follow-up work sessions to refine objectives and performance measures. We will conduct additional follow-up work sessions with the City's Executive Leadership Team to refine objectives and performance measures identified in the Implementation Plan. This will include establishing a budgetary connection and identifying resources and capital investments to support strategic plan rollout. Activities and actions will be aligned with expected outcomes and defined performance measures, as well as include milestone and target dates, responsible staff, and performance reporting procedures.

4.2 Review and refine the Implementation Plan template. We will review and refine the Implementation Plan template developed in Phase 3 and provide additional guidance to the City to support strategic plan execution. This will involve supporting the City's departmental staff and key team members in developing individual work plans to guide strategic activities and progress at the department and division levels. Department/division work plans will be reviewed with the City's PMT and Executive Leadership Team before updating them to final.

4.3 Develop a recommended cadence for strategic plan updates and a system for monitoring performance measures. We will work collaboratively with the City to develop a cadence for strategic plan updates and a system for monitoring performance measures over the life of the Final Novi 2050 Strategic Plan. We will also develop a performance metrics dashboard for display on the City's website to best support the City's performance metrics monitoring and reporting. Information gathered through this system can be displayed internally or externally on the City's public-facing website. This website will also highlight accomplishments made in the process and promote transparency and trust with the public.

4.4 Develop reporting templates and a process for gathering insights. We will develop an assortment of reporting templates to gather input from the City's Executive Leadership Team and key departmental staff, such as quarterly and annual reporting templates, so that progress can be monitored efficiently, effectively, and methodically. The templates will be supported by a clear process for insights to be contributed consistently. We will also work with key departmental staff to create periodic progress reports to City Council.

Deliverable 6 – Implementation and Action Plan

f. Additional Data

We do not have any additional information to provide at this time.

Appendix A. Resumes

Seth Hedstrom, PMP®, LSSGB

PRINCIPAL / PROJECT PRINCIPAL

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

BS, Business Management,
Babson College

Project Management
Professional® (PMP®),
Project Management
Institute®

Lean Six Sigma Green Belt
Certified

Diversity and Inclusion
Certificate, Cornell
University

AFFILIATIONS AND MEMBERSHIPS

- Associate Member,
Government Finance
Officers Association

SELECT CLIENTS

City of Bloomington, MN

City of Edina, MN

City of St. Charles, IL

City of Waukesha, WI

City of Wausau, WI

DuPage County, IL

Lake County, IL

Marquette County, MI

Ottawa County, MI

Saginaw County, MI

Village of Oak Park, IL

Seth is a principal and leads BerryDunn's Local Government Practice Group. He has more than 15 years of experience assisting public-sector clients. His experience includes technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems. Seth often serves in a leadership role on strategic planning projects and manages and oversees project progress and issue escalation and resolution with executive project sponsors.

RELEVANT EXPERIENCE

Strategic Planning: Seth has served as a project principal on dozens of BerryDunn's strategic planning projects across the country. He has overseen the project management, community engagement, strategic planning, and implementation phases of the strategic planning life cycle for a variety of organizations of different sizes, scopes, and complexities.

Project Management: Seth has served in leadership on most of BerryDunn's local government strategic planning projects. He also has managed system selection and IT strategic planning projects for some of BerryDunn's largest local government clients. He helps ensure projects are conducted in a high-quality manner, as well as stay on time and on budget.

Operational and Organizational Assessments: Seth has been involved in numerous operational and organizational assessment projects, which involve current environment analysis, future state planning, and the development of an Implementation Plan for incremental improvements over a multiyear planning horizon to align with client resources.

Business Process Improvement: Seth has provided business process improvement services for many BerryDunn clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

Governance and Strategic Decision-Making: Seth has led our clients through many of the complex decision points and issue-resolution processes typical of business process analysis and system assessment and selection projects. He helps clients establish decision-making structures that will guide them as they make decisions based on analysis while also building consensus.

Jen Ferguson, MPA

SENIOR CONSULTANT / PROJECT MANAGER

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

MPA, Evans School of Public Policy and Governance, University of Washington

BS, Business Management, Stritch University

Senior Executive Institute, University of Virginia

Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®) Certified

AFFILIATIONS AND MEMBERSHIPS

- Government Finance Officers Association (GFOA)
- International City/County Management Association (ICMA)

SELECT CLIENTS

Bloomfield Township, MI
City of Foley, AL
City of Janesville, WI
City of Waukesha, WI
Mesa County, CO
St. Johns County, FL

Jen is a senior consultant in our Local Government Practice Group. She has over 25 years of public-sector experience and significant expertise in strategic and financial planning. Jen has led, planned, and coordinated fiscal affairs for cities across Washington and Minnesota, holding influential leadership positions such as city administrator, director of finance, and executive director for an Economic Development Authority. Supplementing her background in public-sector administration, Jen is well versed in, organizational development, performance management, operations and process improvement, economic and business development, and enterprise resource planning implementations.

RELEVANT EXPERIENCE

Local Government: Extensive, hands-on experience in the public sector has given Jen in-depth knowledge of city operations, including staffing, facility, and fleet management. She has a demonstrated history of directing resources to ensure optimum service delivery and support the economic vitality of local business.

Financial Management and Planning: Jen's experience leading fiscal affairs includes budget development and administration, long-term financial planning, accounting, audit, payroll, investment management, debt management, and billing and collections. As director of business development and finance for the City of Waconia, Minnesota, Jen prepared and maintained a 20-year financial management plan, with an integrated 10-year capital improvement plan to support long-term objectives.

Organizational Development: Jen specializes in development and planning at both the departmental and city level, guiding operations to achieve long-range strategic goals. She has both facilitated and consulted on organizational assessments, economic development programs, as well as projects focused on process improvement. Jen has additional leadership experience in human resources programs, including personnel retention, and performance management.

Information Technology and Systems Management: Throughout various roles, Jen has worked to integrate technology to optimize organizational processes. She led the implementation of a city-wide enterprise software project and continually developed information services providing e-government services delivery. Her experience includes overseeing information services departments and advising organizations on ERP software implementation.

Charline Petit Homme, MPA, Prosci® CCP, CAPM

MANAGER / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

MPA, Clark University

BA, Political Science, Clark
University

Prosci® Certified Change
Practitioner (CCP)

Certified Associate in Project
Management® (CAPM®)

Institute of Cultural Affairs
(ICA) Technology of
Participation® (ToP®),
Certified

SELECT CLIENTS

City-County Information
Technology Commission, WI

City of Cedar Falls, IA

City of Cleveland, OH

City of Lawrence, KS

City of Wausau, WI

Hamilton County, IN

City of Peoria, IL

City of Wausau, WI

Marquette County, MI

Charline is a manager in our Local Government Practice Group and is particularly skilled in leading clients through complex transformational initiatives, including strategic planning projects. She is a strong facilitator and is certified in the ICA ToP® facilitation methodology. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in. She brings in-depth knowledge and involvement with strategic planning, change management, and relationship building through her strong communication, leadership, and project management skills. She is especially skilled at facilitating stakeholder engagement efforts and synthesizing outcomes to optimize results for her clients. Prior to joining BerryDunn, Charline spent multiple years serving the public-sector, supporting and conducting field research, data collection, organizational reporting, gap analysis, and recommendations development.

RELEVANT EXPERIENCE

Strategic Planning: Charline regularly leads and facilitates strategic planning efforts with BerryDunn's municipal and county government clients. She leverages her ICA ToP® certification to help groups achieve consensus even when there are competing priorities and challenging constraints. She utilizes her project management training to keep large strategic planning efforts on schedule and on budget. She has served as project manager on recent or ongoing strategic planning initiatives, including those for the Attleboro Redevelopment Authority and the Towns of Chelmsford and Holliston, Massachusetts.

Community Outreach and Engagement: Charline is heavily involved with community outreach and engagement on strategic planning projects. She helps facilitate stakeholder interviews, serves as producer on community forums, and creates Social Pinpoint sites in collaboration with clients to help ensure a comprehensive and inclusive process.

Business Process Improvement: Charline has in-depth experience with an international perspective conducting field research. This involved collecting data and developing reports, as well as identifying gaps in policies and processes. These gaps translated into developing ways to streamline processes and increase efficiencies.

Organizational Change Management: Charline helps her clients embrace change and preparing for a future environment through effective communication. Charline has assisted clients in developing timely and consistent communication to promote buy-in and project success.



Keith Linton, PMP®, ITIL (F)

SENIOR CONSULTANT / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC

EDUCATION AND CERTIFICATIONS

BS, Engineering, Lawrence Technical University

Certified Project Management Professional® (PMP®)

ITIL Foundations, Information Technology Infrastructure Library

AFFILIATIONS AND MEMBERSHIPS

- Project Management Institute®, Member

SELECT CLIENTS

Bloomfield Township, MI

City of Shreveport, LA

Caddo Parish, LA

Caddo Parish Sheriff's Office, LA

East Baton Rouge Parish, LA
– Brec-Recreation and Park Commission

Madison County, AL

Santa Rosa Sheriff's Office, FL

Town of Front Royal, VA

Keith Linton is a senior consultant in our Local Government Consulting Practice Area. He has 16 years of relevant experience, including project management. He has worked closely with stakeholders to assist with cost savings, negotiations, fostering relationships, developing KPIs, maximizing resources, and providing sustainable solutions.

PROJECT EXPERIENCE

Strategic Planning: Having been involved in the planning of significant strategic projects, Keith has led numerous requirements gathering efforts to collect stakeholder needs, goals, and objectives to incorporate into executable plans. Keith was recently part of the BerryDunn team assisting Bloomfield Township, MI with their Strategic Plan development. As a member of several Executive Steering Committee Teams while managing client projects, Keith is responsible for communicating project information to stakeholders at all organizational levels.

Stakeholder Engagement: Keith understands the important role of stakeholders in any project and brings significant experience leading stakeholder negotiations. He focuses on managing stakeholder expectations by fostering internal and external business relationships. His past successes include developing KPIs and reporting structures for daily executive reviews in order to determine resource allocation and offer sustainable solutions for his clients.

Project Management: Keith excels at maintaining a focus on the big picture vision while managing details to meet organizational goals and objectives. He specializes in addressing complex issues by providing resolutions in a fair, concise, and transparent manner. He has identified and quantified trending issues to keep projects on track, and conducted reviews to support project management functions, reduce the number of formal reviews, and provide significant cost savings.

Maddison Powers Spencer, MPA

SENIOR CONSULTANT / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

MPA, Local Government,
University of North Carolina
at Chapel Hill, School of
Government

BS, Political Science,
Northern Arizona University

Institute of Cultural Affairs
(ICA) Technology of
Participation® (ToP®)
Certified

SELECT CLIENTS

City of Janesville, WI

City of Peoria, IL

City of St. Charles, IL

City of Waukesha, WI

City of Wausau, WI

DuPage County, IL

Lake County, IL

Marquette County, MI

Township of Bloomfield, MI

Village of Schaumburg, IL

Washington County, MN

Maddison is a senior consultant in our Local Government Practice Group. She leverages her firsthand public-sector experience as an assistant to the city manager to support clients and drive successful projects. Certified in the ICA ToP® facilitation methodology, she is adept at leading community and employee engagement efforts and synthesizing outcomes to enhance client results. Maddison's strong communication, leadership, and project management skills complement her ability to conduct current environment assessments, analyze data, and organize and facilitate groups. She has assisted with the development of over 30 local government strategic plans.

RELEVANT EXPERIENCE

Local Government: Maddison is the former assistant to the city manager for the City of Covington, Georgia. In that role, she worked across city departments in an effort to manage priorities, develop recommendations, conduct research, support community needs, and develop reports for the city mayor and city council. In addition, Maddison served as a senior fellow through the International City/County Management Association (ICMA) fellowship. In this role she managed the recruitment and hiring for two assistant city managers, led a leadership development initiative to develop more women leaders in the organization, and managed an annexation study to understand the impact of service delivery for various city groups.

Research and Analysis: Maddison is well versed in conducting research and analysis. Notably, she has leveraged survey tools, conducted data analysis, facilitated focus groups, and researched issues of importance to develop recommendations and share findings with organization leadership. As such, her approach is centered on using sound evidence and data to drive decision-making and organizational and operational improvement.

Project Management and Support: Maddison is well-organized and detail-oriented, supporting her in her ability to effectively manage projects and provide support to her colleagues and the clients she serves. She is well versed in documenting outcomes, researching and analyzing documents and data, and managing various priorities to promote success and productivity. In addition, she has experience with scheduling, reporting, and seeking opportunities for business process improvement.

Facilitation and Engagement: Maddison is skilled in developing stakeholder and community engagement messaging for residents, businesses, key groups, leadership, and governing bodies. Collaborating on communications strategies, she helps ensure clear and consistent messaging reach a broad range of people. Her experience as a facilitator and program manager supports her coordination of logistics for various community engagement activities, such as interviews, focus groups, roundtables, and community events. Maddison's focus on creating a multifaceted outreach strategy promotes inclusive participation throughout the strategic planning process.



Bailey Dickinson, MPA

CONSULTANT / RESEARCH ANALYST

Berry, Dunn, McNeil & Parker, LLC

EDUCATION AND CERTIFICATIONS

MPA, University of Georgia

BA, Political Science,
University of Georgia

BA, Communication Studies,
University of Georgia

Public Affairs Professional
Certificate, Applied Politics,
University of Georgia

Certified Public Manager,
Carl Vinson Institute of
Government

Grant Writing Certificate,
Georgia Center for
Continuing Education

AFFILIATIONS AND MEMBERSHIPS

- Georgia City / County
Management Association,
Scholarship Committee

SELECT CLIENTS

Housing Authority of Erie
County, PA

City of Blue Springs, MO

City of Margate, FL

Onslow County, NC

Bailey Dickinson is a consultant in our Local Government Practice Group. His wide-ranging experience in the public sector has given him broad exposure to aspects of local government administration, including strategic planning, research, and grants management. As special projects coordinator for the City of Covington, Georgia, he led award-winning community projects and managed strategic planning across departments. Skilled in research and program development, he has overseen research initiatives, supported policy analysis, and contributed to government training curricula over the course of his career.

PROJECT EXPERIENCE

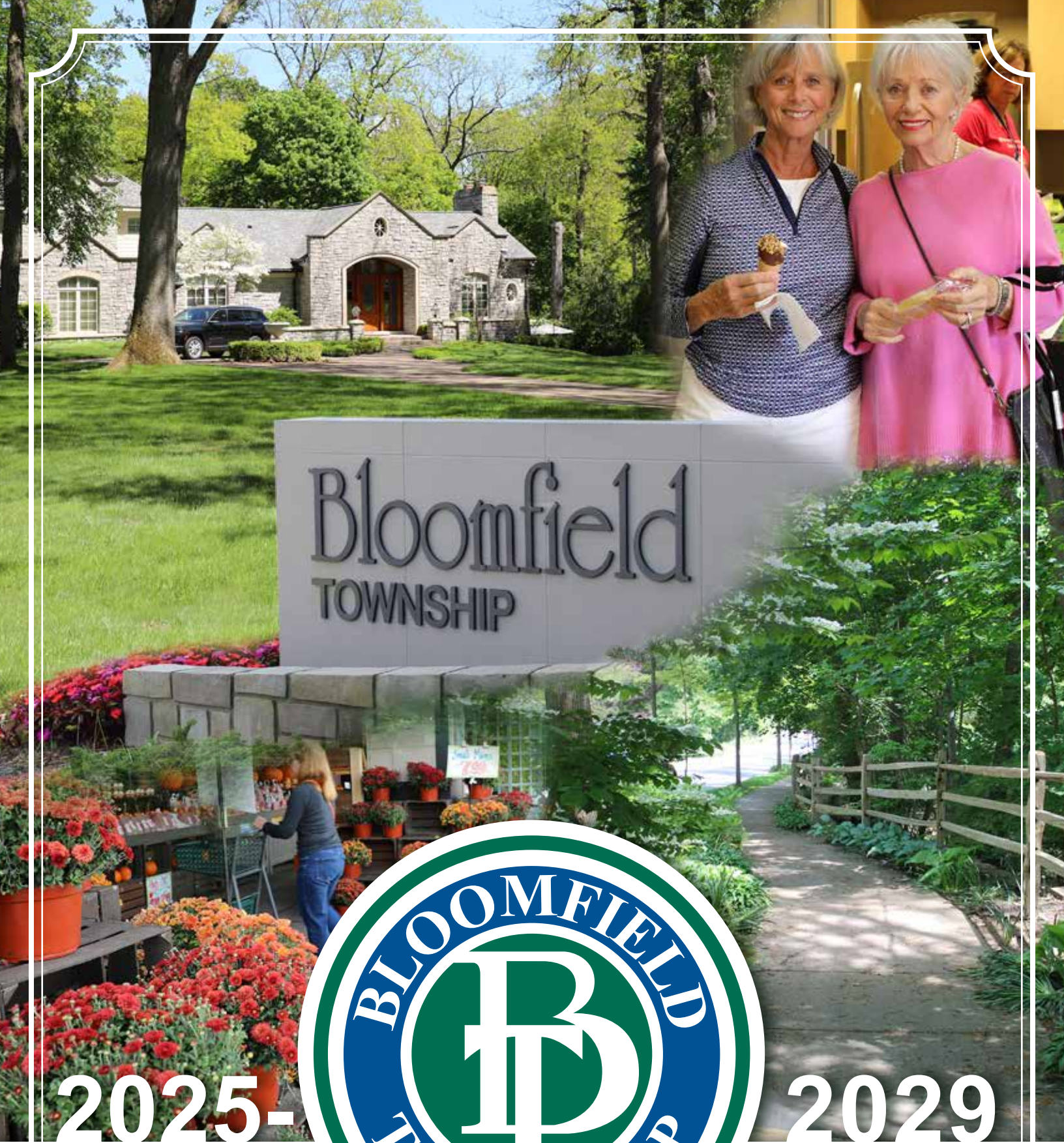
Local Government: Bailey served as both the special projects coordinator and assistant to the city manager during his time with the City of Covington, Georgia. He led Covington's two winning applications for the Georgia Municipal Association's (GMA's) Visionary City Award—awarded for excellence in community engagement. His experience as a graduate research assistant with Carl Vinson Institute of Government exposed him to multiple facets of local government, where helped digitize training programs for associations such as the County Commissioners of Georgia and the Georgia City and County Management Conferences.

Strategic Planning: As Covington's special projects coordinator, Bailey managed the City's strategic planning initiatives in partnership with the GMA, aligning departmental objectives and community goals. His responsibilities included facilitating public engagement initiative groups, researching municipal management best practices, writing organizational policies, and developing long-term departmental strategic plans.

Research and Analysis: While at the Carl Vinson Institute of Government, Bailey oversaw undergraduate research initiatives, maintained communication with legislative offices, and tracked research progress. He further honed his analytical abilities as a legislative fellow for a former U.S. senator, where he conducted policy research on issues related to economic development, agriculture, transportation, and energy, contributing to informed decision-making.



Appendix B. Strategic Plan Work Samples



2025-

2029



STRATEGIC PLAN

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Dear Bloomfield Township Community,

Bloomfield Township continues to be a premiere destination where people want to be — to live, visit, or operate a business. Our continued growth and success will come from embracing the strengths of our community and engaging in purposeful planning.

Over the last year, your Township government has been immersed in the strategic planning process to set the vision for the next five years. The Township engaged BerryDunn, a recognized leader in public sector strategic planning, as our consultants. Together with the Township's Strategic Planning Committee, BerryDunn reached out to the community through stakeholder panel interviews, public forums, an interactive website with collaborative idea wall, as well as both an open response survey and a professionally administered, statistically relevant survey. We received participation and feedback from approximately 3,000 residents, business owners, community leaders, and other stakeholders, along with Township staff and Board Members. Many common themes and goals arose from these community outreach initiatives which formed the basis of our planning. After months of internal analysis and deliberation, the project culminated with the Board of Trustees voting on October 28, 2024, to adopt the attached Bloomfield Township 2025-2029 Strategic Plan.

We are proud to present the Bloomfield Township Strategic Plan for 2025-2029, a blueprint for our community's future. It outlines our vision, sets clear priorities, and defines the actions that will help us achieve them. As we move along this path, it is essential to have a framework that ensures we remain focused on serving you effectively. This is the purpose of the Bloomfield Township Strategic Plan: to act as a compass to ensure we uphold our commitments and maintain accountability.

The Strategic Planning Committee extends our heartfelt thanks to everyone who contributed their insights, making this a truly comprehensive process. We believe our new Strategic Plan is a dynamic, evolving guide that provides clear direction while maintaining the flexibility needed to adapt to our Township's needs in a responsive and responsible manner. We are excited to put this plan into motion, driving growth, prosperity, and improving the quality of life for all in Bloomfield Township.

Respectfully Submitted,

The Strategic Planning Committee



Dani Walsh



Michael Schostak



Amy McKaig



Susan Bowlin



Patti Voelker

Introduction



The Township's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The process for completing the strategic plan was overseen by a Strategic Planning Committee, and the content of the plan was determined through broad input from the Bloomfield Township community, Board of Trustees, department leaders, and staff. The plan will be implemented by department staff with guidance and direction from the Township Board. The Board will receive regular reports from staff on their progress implementing the plan and the Board will report progress to the Township community so residents, businesses and stakeholder organizations can track the Township's performance and understand the impact of the strategic goals and objectives in their daily lives.

Regular meetings of the Board of Trustees are typically held the second and fourth Monday of each month at 7:00 P.M. in the Town Hall Auditorium, 4200 Telegraph Rd, Bloomfield Township, MI, 48302.



Dani Walsh, Supervisor
Michael Schostak, Treasurer
Martin Brook, Clerk
Neal Barnett, Trustee
Stephanie Fakih, Trustee
Christopher Kolinski, Trustee
Valerie Murray, Trustee



MARTIN BROOK
CLERK

DANI WALSH
SUPERVISOR

MICHAEL SCHOSTAK
TREASURER

Who We Are



Our Mission



Bloomfield Township delivers best-in-class services in a fiscally responsible manner, fostering a premiere community where all can thrive, while protecting our natural resources.

Our Vision



Bloomfield Township is a safe, inviting, and vibrant community where residents' quality of life is enhanced with outdoor recreation opportunities, well-maintained infrastructure and natural spaces, leading-edge technology, and an exemplary Township government.

Values



Stewardship

We are committed to careful management of public funds and resources to ensure long-term financial viability.

Excellence

We strive for best-in-class service and continuous improvement through visionary leadership that places the needs of the community first.

Integrity

We uphold honesty and transparency in all our interactions by fostering trust and respect within our organization and throughout the community.

Innovation

We embrace forward-thinking, aspirational solutions and positive change to continually enhance our services and community impact.

Collaboration

We work together with approachability and friendliness to build strong partnerships and effectively address community needs.

Strategic Priorities



Why a Strategic Plan?



What does it do?



We know our community has big dreams for Bloomfield Township and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve.

The strategic plan defines a shared vision for the future and focuses the Township's resources on five clearly defined priorities – *Vibrant Lifestyle*, *Welcoming Community*, *Enhance Community Character*, *Reliable Infrastructure*, and *Best-in-Class Government* – along with goals, objectives, and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the Township's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a "*north star*" direction that keeps us on track and working together to keep our commitment to the Township's mission and reach our desired destination.



Vibrant Lifestyle

Our Goal...

Support outdoor recreational and cultural activities for all ages and abilities while encouraging a thriving retail and hospitality presence.

Objectives

- A. Explore opportunities that will enhance and promote community and cultural events by partnering with other cities, villages, townships (CVTs), and community organizations to develop or expand programming to the community.
- B. Build relationships with the local restaurant and business communities to foster business start-up, retention, and expansion that creates a bustling restaurant scene.
- C. Develop a recreational strategy that is fiscally sustainable to offer green space settings, park amenities, outdoor activities, performance space, and recreational programs for all ages.
- D. Develop an action plan to create outdoor spaces for more recreational opportunities.
- E. Create a Vibrant Lifestyle community board to collaborate and support community events.

Outcomes

- Board of Trustees approval of an actionable plan to develop new parks and recreation opportunities.
- The Township is more bike-friendly.
- Community events are created and supported by the Township in partnership with other organizations.
- The Township has the information it needs to seek funding for the creation of parks and green spaces.



Performance Measures

- Create a list of potential partners with community, recreation, and gathering spaces by June 2025.
- Number of Township initiated events.
- Number of ribbon cuttings.
- Develop one community event at Bowers Farm by December 2026.
- Engage in one co-sponsored community event with CVTs by December 2026.
- Cost of community events in comparison to attendance.
- Maintain/increase resident satisfaction with community engagement (measured by annual community survey).
- Complete an inventory of potential green spaces and conduct a feasibility study of their viability within 18 months of inventory completion.
- Maintain/increase resident satisfaction with the recreational opportunities in the Township measured by a community survey within three years.
- Percentage increase in funding available for parks and green spaces.
- Increased participation in recreational programs and opportunities (measured through program registration and counting program attendance with a clicker).
- Complete a needs analysis for multi-use space.



Welcoming Community

Our Goal...

Build and enhance avenues of communication among residents, the Township, businesses, and other stakeholders in support of a safe, vibrant, and welcoming community.

Objectives

- A. Recreate an ambassador program to welcome new residents and introduce them to Township services, amenities, and attractions.
- B. Explore and develop partnerships to expand and promote community events that appeal to a broad range of interests.
- C. Produce a calendar of events to be distributed throughout the Township so residents are aware of activities and opportunities for enjoying life in their community.
- D. Develop a brand identity for Bloomfield Township that highlights its unique characteristics and differentiates the community from surrounding towns and cities.
- E. Promote the brand identity with specific messaging focused on safety, diversity, and the Township's natural beauty through all available channels.



Welcoming Community



Outcomes

- Residents feel welcomed and knowledgeable about Township services, amenities, and businesses.
- The Township has a distinct and recognizable identity.

Performance Measures

- Number of people attending events.
- Number of events per year.
- Maintain/increase resident satisfaction with Township communication and community engagement efforts (measured by annual or biennial community survey).
- Number of welcome packets delivered.
- Increase in community participation in available communication channels and activities measured year-over-year.
 - Website clicks
 - Newsletter participation
 - Social media platforms
 - Podcast meetings



Enhance Community Character

Our Goal...

Preserve the Township's history and natural resources to maintain our unique community character and neighborhood design elements for current and future residents.

Objectives

- A. Create a multimedia campaign to inform Township residents about code enforcement and building code resources to ensure the safety of residents and assist them with enhancing and improving their properties.
- B. Encourage use of safety paths by informing the community through multi-faceted channels to ensure a sense of safe and connected neighborhoods.
- C. Revisit the Township's tree preservation and protection policies and amend current zoning ordinances to further define levels of required preservation and enforcement so that green spaces and tranquil settings are maintained.
- D. Collaborate with HOAs to inform residents about Township residential lot regulations and to protect and maintain wetland areas.
- E. Engage with Preservation Bloomfield, Bloomfield Historical Society, and the Bloomfield Hills School District to promote their educational opportunities regarding the Township's rich history.
- F. Update the Township's master plan to allow the evolution of the Township in a way that is consistent with community character and neighborhood designs.



Enhance Community Character



Outcomes

- Trees and greenspaces that provide a tranquil setting are preserved.
- Large lots and density requirements are protected.
- The Township Master Plan is updated by December 2027.

Performance Measures

- Number of enforcement actions, wetland violations, and HOA lot splits.
- Reduction in number of zoning and building violations.
- Number of informational campaigns that were developed and attended.
- Number of tree preservation applications.



Reliable Infrastructure

Our Goal...

Continue to invest in reliable and modern infrastructure and systems that meet the Township's expected levels of service, while evolving with the changing needs and potential growth of the community.

Objectives

- A. Invest in technology to analyze, improve, and provide resilient infrastructure that meets needed service levels of the community.
- B. Continue the execution of the Township's Capital Improvement Program through proactive and solid fiscal planning, while including options for clean technologies where possible.
- C. Continue to advocate for more improvements in the utility providers electric, internet and cellular communications infrastructure.



Reliable Infrastructure



Outcomes

- The Township public safety facilities are updated/renovated.
- The Township's Capital Improvement program is funded and implemented through the Five-Year Asset Management Plan.
- Infrastructure solutions and needs are met through partnerships.

Performance Measures

- Number of Capital Improvement projects completed.
- Maintain/increase resident satisfaction with public utilities by hosting an annual Town Hall with utility providers.
- Completed comprehensive, organization-wide technology assessment to identify needs of the Township by April 2028.
- Number of cellular tower applications received.



Best-in-Class Government

Our Goal...

Deliver best-in-class government services to the community by developing and maintaining an exemplary workforce, while continuing to be an innovative leader in local government.

Objectives

- A. Establish an employee retention plan that includes competitive total compensation, professional development and training plans focused on leadership, emotional intelligence, and employee wellness to maintain a positive and thriving workforce culture.
- B. Establish an employee recruitment plan that streamlines the hiring process and develops a talent pipeline to attract top talent and be a sought-after employer of choice.
- C. Create community outreach programs and partnerships with community stakeholders to develop a talent pipeline to attract top talent and to become a sought-after employer of choice.
- D. Continue our strong and efficient financial management practices that prioritize the use of all resources to maintain high levels of service to the community.
- E. Maintain involvement with community stakeholders, community outreach programs, and professional organizations to continue to learn and develop resources and best practice policies.



Best-in-Class Government



Outcomes

- Maintain regional leader status in public service delivery.
- Partnerships are developed with other service providers and the community participates and is informed.
- A Human Resources and Performance Management Program is established.

Performance Measures

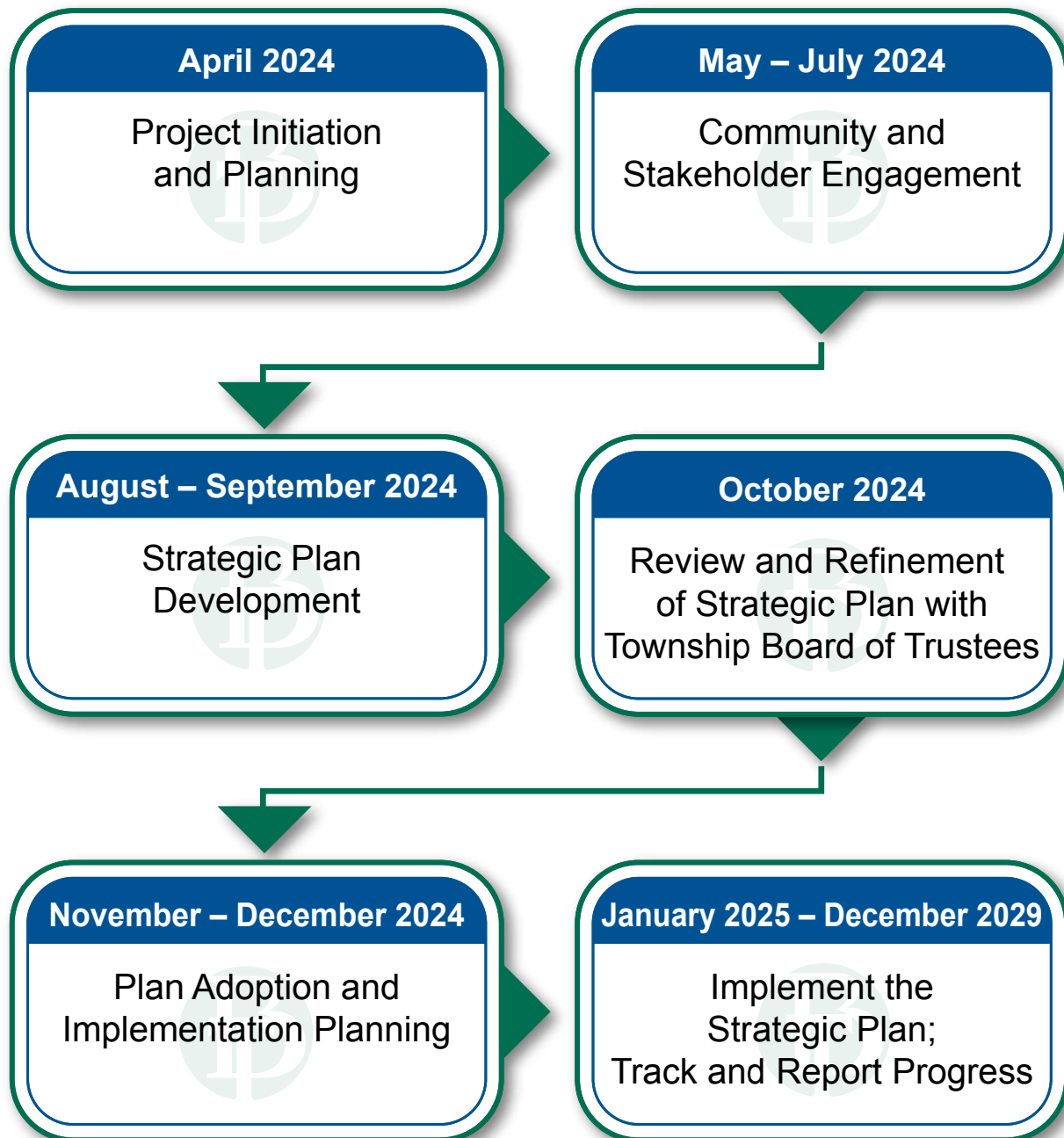
- Increase in grant funding.
- Reduction in staff vacancy rate.
- Number of training hours completed annually.
- Number of Employee Assistance Program (EAP) contacts.
- Change in rate of staff turnover.
- Percentage increase in employee satisfaction with total compensation (measured by annual employee engagement survey).
- Maintain/increase employee engagement (measured through an employee engagement survey annually).
- Maintain/increase resident satisfaction with the quality and value of Township services (measured by annual or biennial community survey).



How Did We Arrive at this Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the Township organization, including the Township Board, employees, leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that Township resources are aligned with those needs as well as with the government's organizational needs.



What's Next?



We understand our community's high standards and aspirations. Our shared goal is to maintain the high quality of life we enjoy today and ensure Bloomfield remains an exceptional place to live. The Strategic Plan's five-year timeline allows us to thoughtfully sequence initiatives that support this goal.

With the Strategic Plan in place, we're developing an implementation framework that translates our priorities, goals, and objectives into actionable steps, with clear responsibilities and timelines. This approach fosters collaboration among Township departments as we work toward our desired future. Regular monitoring and evaluation systems will support continuous improvement and ensure alignment with the Township's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve our community, aligning the Strategic Plan with the Township's annual budget process to ensure efficient resource use and support for our key goals. As needs and opportunities shift over the plan's lifetime, we'll address necessary adjustments as part of our budget review. Guided by the Strategic Plan, other Township initiatives will also align, keeping all efforts moving in a common direction. The values expressed in this plan will shape decision-making, service delivery, and the daily work of Township employees.

Keeping Track of Progress

The Township will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable.

We will provide the community with an annual report and year-end presentation to the Board of Trustees. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

Township staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

Township leadership will provide the Township Supervisor with progress updates for each strategic plan priority.

Twice a Year –

The Township Supervisor will prepare an update to the Board for each strategic priority, including progress updates, successes, wins, and challenges.

Annually –

The Township Supervisor will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to the Board of Trustees and shared with the community on the Township's website bloomfieldtwp.org

Engagement Summary



2,243

Online Interactions with Social Pinpoint
Virtual Engagement Platform



162

Ideas Wall
Comments



110

Attendance at 3
Community Forums



80

Interviews and
Focus Group Participation



424

Statistically Valid Community
Survey Responses



4

Plan Development
Workshops

Statistical Validity indicates how much one can rely on the conclusion derived from a survey sample. The combinations of proper sampling methods, adequate sample sizes, and unbiased data collection improve the reliability of survey results. To achieve a level of confidence of the survey results, the goal for the random sample was to reach 400 completed surveys from residents of Bloomfield Township. The 424 responses ensures that the survey results are statistically significant based on the population so that the results of the survey have a 95% level of confidence within +/- 3.57%.

Acknowledgements



This strategic plan results from the combined efforts of our Township's elected officials, employees, and community members. Bloomfield Township would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



Strategic Planning Committee

Dani Walsh, *Township Supervisor*
Michael Schostak, *Township Treasurer*
Patti Voelker, *Director of Planning, Building and Ordinance*
Amy McKaig, *Digital Content Coordinator*
Susan Bowlin, *Administrative Assistant to the Township Supervisor*



Work Session Committee

Corey Almas, *Director of Engineering and Environmental Services*
Wil Babinchak, *Director of Information Technology*
James Gallagher, *Police Chief*
Mary Jevahirian, *Deputy Treasurer*
Darrin Kraatz, *Director of Assessing*
John LeRoy, *Fire Chief*
Carrie LeZotte, *Director of Cable and Community Relations*
Noah Mehalski, *Director of Department of Public Works*
Deana Mondock, *Deputy Clerk*
Jason Theis, *Director of Accounting*
Christine Tvaroha, *Director of Senior Services*
Patti Voelker, *Director Planning, Building and Ordinance*



Stakeholder Panelists

Imam Shaykh Abdullah Al-Mahmudi, *Muslim Unity Center*
Lynn Alexander, *Senior Advocate for Oakland County*
Corey Almas, *Engineering and Environmental Services Department Director*
Wil Babinchak, *Information Technology Department Director*
Duane Barbat, *Barbat Organization President*
Neal Barnett, *Bloomfield Township Trustee*
Joe Bauman, *Birmingham Bloomfield Chamber of Commerce President*
Matt Beatty, *Bloomfield Christian School Head of School*
Derk Beckerleg, *Secrest, Wardle, et al. Bloomfield Township Attorney*
Scott Bednas, *Boy Scouts of America Troop 1022 Scoutmaster*
Dean Begley, *Township DPW Foreman & Supervisor Union President*
Jason Beidelman, *Penske Corporation Vice President Manufacturer Relations*

Acknowledgements



Stakeholder Panelists Continued

Jeffrey Bellefleur, *The Rotary Club of Bloomfield Board Secretary*
Jim Bellinson, *Riverstone Growth Partners, Mex, and Beau's Grillery Owner*
Martin Brook, *Bloomfield Township Clerk*
Pam Carmichael, *Bloomfield Historical Society and Preservation Bloomfield Board Member*
James Clark, *Robertson Brothers Chief Executive Officer*
John Clark, *Giarmarco, Mullins, Horton PC, Township Labor Attorney*
Vincent D'Angelo, *D'Angelo Brothers Incorporated Owner*
Michael J. Dul, *Michael J. Dul and Associates Owner and Preservation Bloomfield President*
Jason Dungjen, *Detroit Skate Club Director and Coach*
Patrick Dunn, *48th District Court Administrator*
Rana Emmons, *Township Financial Sustainability Commission Board Member*
Stephanie Fakih, *Bloomfield Township Trustee*
Natalie Finerty, *Bloomfield Youth Association Board Member*
Katie Fotherby, *Township General Employee Labor Council Union President*
James Gallagher, *Police Department Chief*
Yuliya Gaydayenko, *Jewish Family Services Chief Program Officer of Older Adult Services*
Dani Gillman, *Bloomfield Township Library Board President*
Jocelyn Giangrande, *Township Zoning Board of Appeals Vice Chair*
Ned Greenberg, *Island Lake Board Riparian*
Tom Haji, *Chaldean Chamber of Commerce and Chaldean Cultural Center*
Paulina Hakopian, *Bloomfield Hills School District PTOC President*
Brian Henry, *Zoning Board of Appeals Chair*
Carlos Hesano, *DRYmedic Restoration President & Wabeek Country Club Owner*
Robert Higgins, *Schwartz and Company Investment Advisors*
Geoff Hockman, *Bloomfield Sports Shop Owner & Bloomfield Village Fire Department Chief*
Alan Jaros, *Bowers School Farm Director & E.L. Johnson Nature Center Director*
Shanna Johnson, *Henry Ford West Bloomfield Hospital President*
Scott Jorgensen, *Foxcroft Home Owners Association Board Member*
Jerry Keller, *Department of Public Works Union President*
Christopher Kolinski, *Bloomfield Township Trustee*
Darrin Kraatz, *Assessing Department Director*
Angel Lau, *Friends of Bowers Farm Board President*
John LeRoy, *Fire Department Chief*
Carrie LeZotte, *Cable and Community Relations Department Director*
Gordon Light II, *American Quality Cleaning Owner*
Carol Mastroianni, *Birmingham Bloomfield Community Coalition Executive Director*
Steve Mazur, *Bloomfield Tennis Club and Fitness Owner*
Keith McDonald, *Bloomfield Hills School District Superintendent of Human Resources*
Joe McGrail, *Township Fire Union President*
Tim McGrane, *M1 Concourse Chief Executive Officer*

Acknowledgements



Stakeholder Panelists Continued

Noah Mehalski, *Department of Public Works Director & Director and Deputy Union President*
Tera Moon, *Bloomfield Township Library Director*
Valerie Murray, *Bloomfield Township Trustee*
Ed Okuniewski, *Brother Rice High School Principal*
Chris Pero, *Max Broock Realtors Real Estate Agent*
Rishiv Ramesh, *International Academy High School Student*
Tom Riney, *Township Police Union President*
Dr. Embekka Roberson, *Superintendent of Birmingham Public School District*
Laura Rubin, *Meadow Lake Board Riparian*
Jeremy Salomon, *International Academy High School Student*
Jeff Salz, *Planning Commission Chair*
Jay Sawmiller, *HUB International*
Pastor Niklaus Schillack, *Beautiful Savior Lutheran Church*
Michael Schostak, *Bloomfield Township Treasurer*
Addy Shattuck, *Pet Supplies Plus Bloomfield Owner*
Shane Spradlin, *Penske Corporation Executive Vice President & General Counsel*
Effie Steele, *Forest Lake Board Riparian*
Karyn Stickel, *Hubbell Roth and Clark Senior Associate*
Bob Taylor, *Township Board of Review Member*
Jason Theis, *Accounting Department Director*
Christine Tvaroha, *Senior Services Department Director*
Rebecca Van Loon, *Brooklyn Bagel Deli Owner*
Patti Voelker, *Planning, Building and Ordinance Department Director*
Dani Walsh, *Bloomfield Township Supervisor*
Dale Watchowski, *President & CEO of Redico and American House*
Erin Watson, *Friends of Johnson Nature Center Board President*
Cathy Weissenborn, *Bloomfield Village Manager*
Cathy White, *Bloomfield Area Cable Board Member*

And to the *thousands* of residents who engaged and participated in the multiple surveys, the online idea wall and/or the many in-person community forums,

we thank you!



We would also like to thank the BerryDunn Consulting team for their facilitation of the process.

Seth Hedstrom, *Principal*
Michelle Kennedy, *Project Manager and Facilitator*
Jen Ferguson and Keith Linton, *Facilitators*
Maddi Powers Spencer, *Facilitator and Research Analyst*



2025-

2029

STRATEGIC PLAN



CITY OF JANEVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029



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Letter from the City Manager



Dear Janesville Community,

Over the past several months the residents and stakeholders of Janesville came together to have a spirited and interesting discussion on the City's future. The results of those discussion is the City's new 2025-2029 Strategic Plan. It serves as a framework to guide our priorities and actions over the next five years, ensuring we stay aligned with the goals and values expressed by you — our community members.

The plan encompasses our Mission, Vision, Guiding Principles, and Strategic Priorities. These were carefully chosen to address and enhance critical areas in our community. Our priorities will shape our operational strategies, budget allocations, and program implementations, ensuring that we meet the diverse needs of our city.

The Strategic Plan is only valuable if it is put to work. Now that the document is complete, it is time for our city leaders to work together to accomplish the aspirational goals and objectives it outlines. To this end, we will be incorporating this plan into the way we operate for years to come and reporting back regularly on our progress.

Your input has been invaluable in shaping this plan. Through online engagement, community forums, and direct conversations, we have gathered insights that are crucial to our collective vision for Janesville. This document is not merely a guideline for city operations; it is a testament to our commitment to work transparently and collaboratively with you all.

I encourage you to read through the Strategic Plan and consider how you might get involved in its implementation. Your engagement is essential as we move forward. Together, we will continue to be a great place for people to live and visit. Thank you for your continued support and collaboration.

Sincerely,

Kevin Lahner,
City Manager, City of Janesville

Why a Strategic Plan?



CITY OF JANESVILLE
Wisconsin's Park Place
STRATEGIC PLAN 2025–2029

What does it do?

We know our community has big dreams for City of Janesville and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve. The strategic plan defines a shared vision for the future and focuses the City's resources on seven clearly defined priorities – community engagement, economic development, financial sustainability, housing for all, infrastructure, organizational excellence, and vibrant community – along with goals, objectives and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the City's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a “north star” direction that keeps us on track and working together to keep our commitment to the City's mission and reach our desired destination. Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at www.janesvillewi.gov/strategicplan.



Who we are



Mission Statement



An adaptive and welcoming community enriching lives.

Vision Statement



A vibrant and diverse community to discover life's opportunities.

Guiding Principles



Adaptability

We are creative and flexible in response to our community.

Respect and Diversity

We embrace diversity, empathy, and collaboration through a foundation of mutual respect.

Service

We serve with kindness, integrity, and professionalism. We are accountable for making ethical and innovative decisions that reflect community-driven goals.

Communication

We value honest and clear communication.

Equity, Inclusion, and Belonging

Through inclusive and equitable practices, we create spaces that reflect the diverse perspectives of our community and foster a culture of belonging.



Plan at a glance

The City of Janesville 2025-2029 Strategic Plan serves as the road map over the next five years to guide our community's vision. The City's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The mission tells us *"what"* we are to be doing. It keeps our elected and appointed officials and staff focused on the tasks to be done. The vision tells us *"where"* we are going. It keeps us focused on the destination and the future we are trying to create. The guiding principles tell us *"how"* to do what we are doing. They remind us of the way we intend to serve the people and community of Janesville.



Community Engagement



Our Goal



Strengthen our community by fostering an open and engaging environment, increasing participation in local initiatives, and collaborating with local partners to build a more connected, vibrant city.

Objectives

1. Promote a consistent, positive image of the city to attract and retain residents and businesses.
2. Utilize a variety of media outlets to encourage two-way dialogue with community members.
3. Foster stronger public confidence in the city through active communication and engagement.
4. Continue to promote city interests to county, state, and federal elected officials.
5. Continue to share the city's strategic goals to communicate progress and instill public trust.





Outcome Measures

- Develop a plan to enhance current communication outlets and conduct outreach with new outlets by May 2025.
- Publish a strategic plan update annually on the city website.
- Increase social media and digital engagement year over year by tracking metrics such as post reach, follower growth, and interaction rate (likes, shares, comments).
- Increased partnerships with local partners (measure the number of collaborations and partnerships with community groups, nonprofits, and businesses).



Economic Development



Our Goal



Promote businesses and growth throughout the city to maintain a positive business environment.

Objectives

1. Attract, retain, and expand businesses to diversify industries and jobs for better wages and community prosperity.
2. Support and develop entrepreneurs through existing community partnerships.
3. Sustain growth and development of downtown to boost the local economy.
4. Develop a new redevelopment plan for the former GM/JATCO Site.
5. Market and promote the business community to developers, brokers, and investors to foster relationships.
6. Advocate for development that positions the city as a desirable place to conduct business.
7. Continue to work with our partners to foster a regional business community that promotes the Rock County business environment.
8. Rewrite zoning code to maintain flexible zoning codes for evolving residential, commercial, and industrial developments.



Outcome Measures

- Increase in taxable value
(metrics: building permits, capital investment).
- New and existing employers adding new jobs.
- Complete a new zoning code update by December 31, 2025.
- Increase in median income.
- Number of new businesses created in the city.
- Continue implementation of the Arise plan.
 - Identified sites in Arise are developed and no longer vacant
 - Increase in residential units
- Increase in Tax Incremental District (TID) tax increment year over year.



Financial Sustainability



Our Goal



Maintain long-term financial responsibility through prudent management, varied revenue streams, and cost optimization.

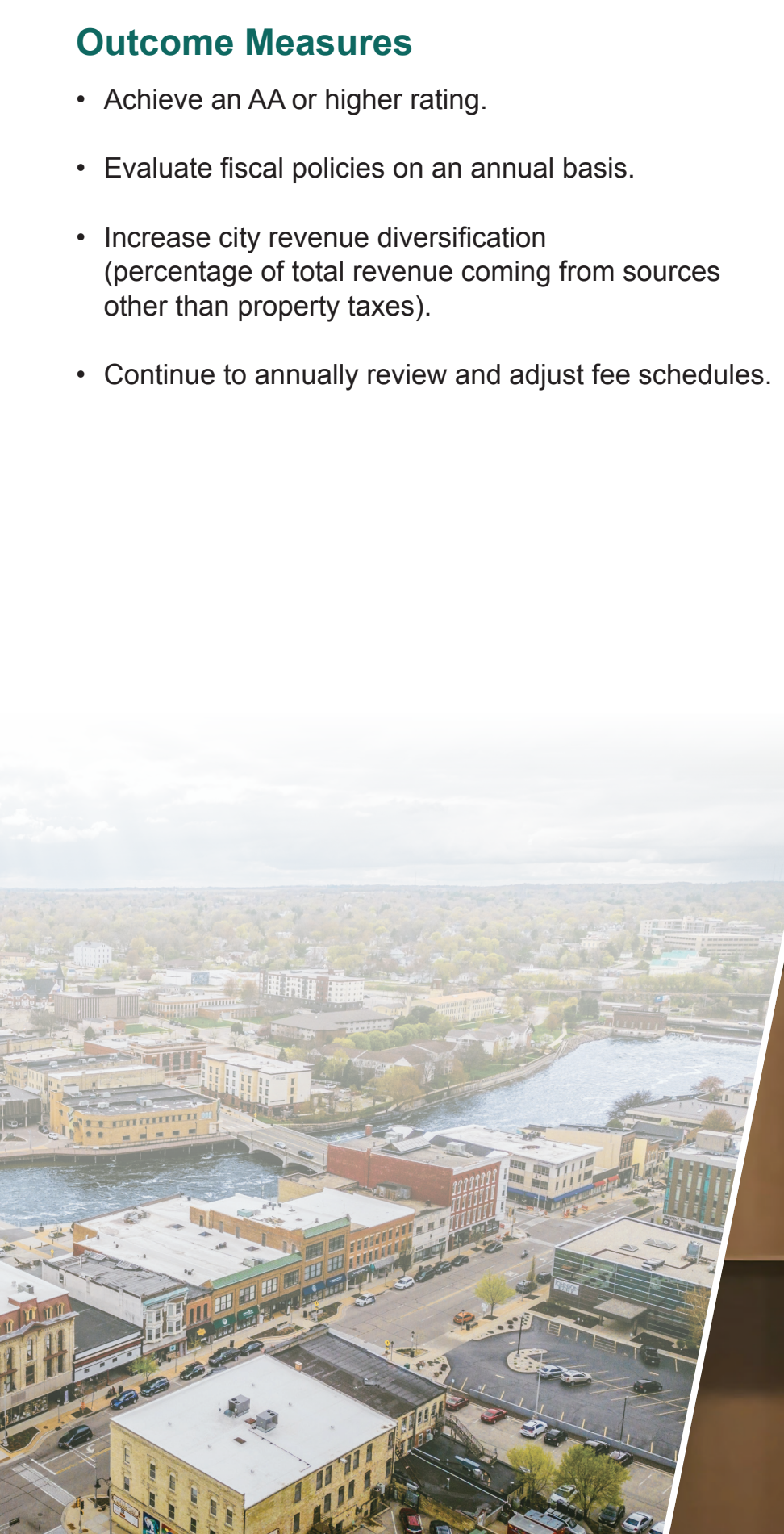
Objectives

1. Maintain fiscal policies that will result in an AA or higher bond rating.
2. Maintain procurement practices that result in the best product or service at the lowest cost.
3. Maximize equipment/product life cycles to minimize overall costs.
4. Collaborate with the community and leverage public-private partnerships (P3s) to be good stewards of limited city resources.
5. Explore and maximize revenue diversification opportunities to decrease the burden on property taxpayers.
6. Continue to advocate for a more equitable calculation and distribution of state-shared revenue rules.



Outcome Measures

- Achieve an AA or higher rating.
- Evaluate fiscal policies on an annual basis.
- Increase city revenue diversification (percentage of total revenue coming from sources other than property taxes).
- Continue to annually review and adjust fee schedules.



Housing for All



Our Goal



Promote and encourage the development and redevelopment of housing to increase accessibility and availability of housing across the economic spectrum.

Objectives

1. Leverage P3s to incentivize the creation of housing options that meet the needs of all residents throughout the city.
2. Revise zoning codes to better enable the production of diverse housing types and lot sizes at various price points.
3. Partner with county, state, and federal programs intended to boost housing repair and maintenance.
4. Continue to find and market residential development opportunities to investment partners.
5. Promote infill projects and revitalization efforts to encourage the utilization of vacant or underused land.



Outcome Measures

- Increase the total units added by occupancy type.
- Preservation of existing housing stock
(# of homeowner rehabilitation loans provided).
- Establish new partnerships and maintain current relationships
to increase the number of housing units.
- Development of infill lots (building permit issuance).



Infrastructure



Our Goal



Utilize best practices for routine maintenance, rehabilitation, and updates for city infrastructure, facilities, and assets.

Objectives

1. Maximize the life cycle of the City's assets (i.e., public infrastructure, streets, roadways, facilities, fleet, and equipment) through routine preventative maintenance and capital improvement programs (CIP).
2. Develop and maintain an efficient, safe, and varied transportation system based upon adopted long range plans, standards, and best practices.
3. Recognize the critical nature of information technology (IT) in public services and allocate resources accordingly to maintain and upgrade the City's IT hardware and software infrastructure.
4. Leverage technology in all work areas to improve efficiency and customer service.
5. Maintain resilient water, wastewater, and stormwater systems through active upkeep and Capital Improvement Plan that meet or exceed state and federal standards to maximize system redundancy and reliability.
6. Continue growing, sustaining, and ensuring the health of the landfill to achieve self-sufficiency.



Outcome Measures

- Decrease the number of water main breaks per year.
- Increase miles of water main replaced annually.
- Annual capital improvement investment in city building facilities based on Capital Improvement Plan (CIP).
- Increase the average street Pavement Surface Evaluation and Rating (PASER).
- Increase miles of street rehabilitated or reconstructed annually.
- Increase hardware and software replaced or upgraded annually.
- Track the number of help desk tickets resolved annually to establish a baseline of average time to resolve tickets.



Organizational Excellence



Our Goal



Continually strive for organizational excellence by valuing diversity, continuously improving and empowering our teams to deliver high-quality outcomes.

Objectives

1. Recruit, onboard, and retain a more diverse workforce that reflects the diversity of the community.
2. Enhance staff training opportunities to foster a more inclusive, equitable, and engaging work environment and promote a culture of continuous advancement.
3. Continue advancing the Diversity, Equity, Inclusion, and Belonging (DEIB) committee's work to promote the City's DEIB efforts and initiatives.
4. Implement and act on feedback from the City's cultural assessment.
5. Review and update City personnel policies to promote equity, inclusion, and workplace efficiency.
6. Continue to conduct after-action reviews (AARs) following significant city events to improve future planning, promote continuous improvement, and enhance emergency preparedness.
7. Empower employees to pursue innovative solutions and create an engaging workforce.





Outcome Measures

- City staff demographics.
- Decrease staff turnover rates.
- Increase staff training hours.
- Increase City investment on staff training and conference opportunities.
- Establish an annual review cycle of city policies.
- Conduct an After-Action Review (AAR) within 30 days following a significant city event.



Vibrant Community



Our Goal



Promote a safe and healthy community with amenities and activities to attract and retain a multi-generational community.

Objectives

1. Provide quality public safety services aligned with best practices and safety standards.
2. Train employees to help ensure emergency management preparedness.
3. Promote partnerships that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Provide various cultural and recreational opportunities that promote a sense of belonging and quality lifestyles.



Vibrant Community

Outcome Measures

- Decrease response times.
- Tracking emergency preparedness training attendance via sign-in sheets.
- Increase positive survey responses related to public safety year over year.
- Increase community event participation.
- Increase public safety events/hours.



How Did We Create This Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the City organization, including the City Council, employees, and leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that City resources are aligned with those needs as well as with the government's organizational needs.



How Did We Create This Plan?



1,908

Online Interactions with Social Pinpoint
Virtual Engagement Platform



108

Ideas Wall
Comments



154

Survey Responses



3

Community Forums



37

Attendance at 3
Community Forums



35

Interviews and
Focus Group Participation



Plan Development Workshops

2



Direct emails to

3,244



Social Media with Post Reach of

13,140

What's Next?



We know our community has high standards and aspirations for the City of Janesville. We enjoy a high quality of life here and want to remain an excellent place to be. The plan's five-year timeline allows for thoughtful sequencing of initiatives that will make our continued high quality of life possible.

With the strategic plan in place, the City is building an implementation plan to translate the priorities, goals, and objectives into action steps with assigned responsibilities and established timelines. This will allow City departments to work together to achieve our desired future. Regular monitoring and evaluation systems will be put in place to help ensure continuous improvement and ongoing alignment with the City's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve the needs of the community as captured in this plan,, so we will align the strategic plan with the City's annual budget process so we can ensure that resources are utilized efficiently and directed toward the most important priorities. As needs or opportunities shift during the life of the plan, the City expects to address any needed changes as part of the annual budget process. And, with the strategic plan as a guide, other City plans and initiatives can be built to align so that everything is flowing in a common direction. The values expressed in this plan will drive how the City makes decisions and delivers services, and employees will apply these principles in their day-to-day work.

Keeping Track of Progress

The City will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable. We will provide the community with an annual report and year-end presentation to the City Council. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

City staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

City leadership will provide the City Council with progress updates for each strategic plan priority.

Twice a Year –

The City Manager will prepare an update to the City Council for each strategic priority, including progress updates, successes and wins, and challenges.

Annually –

The City Manager will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to City Council and shared with the community on the City's website www.janesvillewi.gov.

Acknowledgements

This strategic plan results from the combined efforts of our City's elected officials, employees, and community members. The City of Janesville would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



City Council

City of Janesville Staff

Community Leaders

Forward Janesville, Inc

Residents of Janesville

We would also like to thank the BerryDunn Consulting team for their facilitation of the process.



Principal: Seth Hedstrom

PM and Facilitator: Charline Kirongozi

Facilitator: Jen Ferguson

Research Analyst: Maddison Powers Spencer



CITY OF JANESVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029





City of
Waukesha
STRATEGIC PLAN • 2024-2029

FROM THE MAYOR

On behalf of our elected officials and City staff, I want to thank you for your contributions to the City of Waukesha. As we strive to be a place of choice for people, businesses, and community, it is crucial to have a compass to guide the organization. My last 10 years as Mayor have shown me the importance of the city-wide Strategic Plan: to lead the City in decision making and actions. It is the Strategic Plan that provides a comprehensive framework to focus the work and priorities of the City staff and Common Council toward accomplishing specific goals for the next five years.

The Plan contains our Mission Statement, which describes our purpose and reason for existing. Our Vision Statement defines our desired future and provides direction for where we want to go as a community. Our Core Values state how the organization and City staff will conduct its business, make decisions, and deliver programs and services to the community. Strategic Priorities and the supporting Objectives and Performance Measures define the specific factors the City staff will focus on.

I believe the Strategic Plan will lead us into a bright and wonderful future for ours and future generations. I am especially grateful to our elected officials and the many community members who actively participated in this important and significant process.

*Thank you for making Waukesha
a desired place to be.*

Thank you,

Mayor Reilly



FROM THE CITY ADMINISTRATOR



Thank you, City of Waukesha community, for participating and being a part of the Strategic Plan for the City's future. The Strategic Plan has been adopted by the Common Council and will serve to guide the work of the City for the next five years. This plan reflects the hard work of your elected Councilors, residents, businesses, advisory boards and committees, a broad array of community groups, department heads, and employees.

In this document you will find our City's Mission, Vision, Core Values, Strategic Priorities, and Goals. There are specific steps, the actions that must be taken if we are to arrive at the desired destination. It is important to view this document as a road map. Our continued success will depend on following the direction and objectives provided to make our Vision for Waukesha a reality.

Thanks to all of you for your many meaningful contributions to this Strategic Plan.

We look forward to implementing the Strategic Plan in collaboration with all of our internal and external partners.

Anthony Brown



Our Government

The city of Waukesha operates under a mayor-council form of government.

At the helm is the mayor, who serves as the chief executive officer, and a City administrator who oversees day-to-day operations. Supporting the mayor are the Common Council members, who are elected representatives from various districts within the city. The Common Council plays a crucial role in legislative decision-making, including passing ordinances, approving budgets, and setting policies. Collaboration between the elected officials and administrative staff helps ensure efficient governance and responsiveness to the needs of Waukesha residents.

Regular meetings of the Common Council are held in the City Hall Council Chambers on the 1st and 3rd Tuesdays of each month.

www.waukesha-wi.gov/CityCouncil



Mission Statement



(Where we're headed)

We are dedicated to fostering a high quality of life in Waukesha through efficient, effective, and engaging government.

Vision Statement



(Our shared idea of the future)

Waukesha is an accessible, vibrant, and desirable community where diversity is celebrated, and sustainably sound and innovative practices are prioritized.

Core Values



(Expectations for City decision making and service delivery)

Be of Service

To each other by enhancing, innovating, and providing high levels of customer service to the community.

Be Open

By connecting, listening, responding, and engaging.

Be Accepting

By supporting change, showing consideration, and being inclusive.

Be Responsible

By forward-thinking, owning the work, and showing accountability and integrity.

Above All

Be focused on ensuring the community is safe and secure.



***Our Goal** (Where we're headed)*

We will manage resources in ways that focus on fiscal stability, resilience against economic challenges, and balanced approaches to funding the needs of the community.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

Develop a five-year financial plan that forecasts budget balancing challenges, opportunities for efficiencies, and capital investment needs.

Performance Measure

1. Number of balanced years in annual updated General Fund five-year projection

OBJECTIVE 2

Review and update (if necessary) all financial policies and management tools to include organizational and departmental strategies that are modern and based on best practices.

Performance Measures

1. All financial City policies will be updated by December 2026.
 - Progress of updating existing policies and/or drafting additional policies will occur in each year leading up to December 31, 2026
2. Number of financial policies reviewed, updated and/or created in the year.
3. Number of interim financial reports produced each year.
4. Maintain a bond rating of Aa2 and strive to increase to a bond rating of Aa1 by April 2029.



OBJECTIVE 3

Review existing debt obligations and potential new debt for capital investments so that the City's principal balance decreases annually.

Performance Measures

1. Decrease levy-supported General Obligation (GO) debt balance.
2. Develop a 10-year asset inventory for fleet, facilities, and equipment by December 2025.
3. Annually update asset inventory for fleet, facilities, and equipment.

OBJECTIVE 4

Review all current revenue sources and identify possible new non-levy revenues to pursue.

Performance Measures

1. Annually review property tax-based support for all departmental operations that have revenue-generating activities.
2. Develop a citywide sponsorship/partnership fundraising approach that is coordinated across all departments.
3. Increase parking revenue by 15% by instituting surface lot automated pay structure by December 2029.
4. Increase Drop-Off Center revenue by 15% to get closer to budget neutral by December 2029.
5. Increase City garage revenue by 15% by providing additional inter-governmental services by December 2029.
6. Annually review, and increase, if reasonable, the cost recovery for City services that have revenue-generating activities.

OBJECTIVE 5

Review all current expenditures and cost savings opportunities.

Performance Measures

1. Decrease operational costs at the Clean Water Plant by \$100,000 by December 2029.
2. Reduce credit card processing fees by consolidation of services used by multiple departments by December 2029.
3. Complete Department based service inventories and ranking of tasks by priority by December 2025



Our Goal (Where we're headed)

We will encourage an organizational culture that embraces diversity, learning, and innovation in service delivery.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Conduct an organizational assessment and create a long-term staffing plan that meets and maintains City obligations and commitments.

Performance Measures

1. Develop departmental training plans as part of the annual budget process.
2. Establish cross-training opportunities across departments and implement a plan by December 2026.
3. Develop an Employee Engagement Survey Plan by December 2025 and conduct an annual survey to measure engagement.
4. Create succession plans within all departments by December 2025.
5. Update Departmental Strategic Plans (every five to eight years).
6. Develop a Comprehensive Master Plan for the Cemetery Department by December 2026.

OBJECTIVE 2

Leverage technology solutions to enhance efficiencies in service delivery to streamline processes, reduce costs, and improve the quality of services.

Performance Measures

1. Develop processes to reduce time from application to time of hire by December 2025.
2. Complete software, subscription, and hardware inventory organization-wide by December 2024.
3. Eliminate redundant, underused software by March 2025.
4. Identify a system to conduct customer feedback surveys by December 2025.
5. Implement new permit software to increase the number of city services available online by December 2027.



OBJECTIVE 3

Recognize, encourage, and reward creative thinking, innovation, experimentation, and calculated risk-taking through enhanced employee recognition programs.

Performance Measure

1. Create enhanced employee recognition programs by December 2025.

OBJECTIVE 4

Provide resources to develop an employee recruitment and retention program that includes training and professional development activities.

Performance Measures

1. Hold full City Leadership Program classes (at least 12 participants) every year.
2. Offer at least six programs for the Leadership Alumni Group every year to have an engaged and informed workforce and continue to nurture leadership skills.
3. Offer one Tony Time training topic every month.
4. Track number of applicants received via job fairs/table events.
5. Develop an internship program with schools by December 2025.
6. Develop a mentorship program for new hires with initial emphasis on high-turnover departments by December 2026.
7. Create a safety committee to track improvements in employee safety by March 2025.
8. Serve the community through volunteering efforts within the City two to three times a year.
9. Establish clear onboarding procedures for all new employees and in each department by June 2025.



Our Goal (Where we're headed)

*Stimulate economic and community vibrancy
where all can live, gather, work, and recreate.*

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Focus capital investments on new and existing mobility and accessibility infrastructure, neighborhood cohesiveness, culture and recreational spaces, and transportation improvements.

Performance Measures

1. Positive change in Livability Score the American Association of Retired Person (AARP) and satisfaction focused on community accessibility initiatives (baseline: 59, increase 2 – 3 points in five years).
2. Implement the Freidman Alley Placemaking Plan by December 2028.
3. Track the number and types of community plans developed/updated.

OBJECTIVE 2

Update Standard Development guidelines on a biannual basis and require new development to adhere and build to the standards.

Performance Measure

1. Increase the number of workforce style housing units year over year.

OBJECTIVE 3

Update all zoning codes to promote the construction of additional housing and make it easier to redevelop parcels in the City.

Performance Measure

1. Update zoning code by the end of December 2025.

1. "The AARP Livability Index is created from more than 50 unique sources of data across the seven livability categories. Using these metrics and policies, the AARP Livability Index scores communities by looking at how livable each neighborhood is within the community."



OBJECTIVE 4

Implement items approved in the 2023 – 2027 Waukesha Area Transit Development Plan.

OBJECTIVE 5

Implement improvements from the adopted 2023 Sidewalk Plan to increase pedestrian safety and mobility by increasing sidewalk connectivity.

Performance Measures

1. Complete all areas identified as high priority in the Sidewalk Plan.
2. Update the Bicycle/Pedestrian Plan by December 2028.

OBJECTIVE 6

Update the Park and Recreation System Master Plan (Park and Open Space Plan) that focuses on maintaining and improving existing park and open space. Require projects to adhere to plan priorities.

Performance Measure

1. Number and type of park and/or bicycle and pedestrian-focused improvements completed.

OBJECTIVE 7

Review City facilities for meeting Americans with Disabilities Act (ADA) guidelines and create a comprehensive plan to update facilities not meeting the mandated requirements.

Performance Measure

1. Track the number of ADA improvements made annually (once the City identifies the list of improvements needed that will establish the annual goal).

OBJECTIVE 8

Partner with and create a Business Recruitment Plan (including a list of financial incentives that are available for desired development projects) to attract and support new businesses in the downtown Business District.

Performance Measure

1. Create the Business Recruitment Plan by December 2026

OBJECTIVE 9

Collaborate with other governmental entities to review underutilized parcels in the City owned by other governmental entities to develop a plan to repurpose said parcels.

Performance Measure

1. Develop a plan by December 2025



Our Goal (Where we're headed)

Promote open communication and active participation, information-sharing, and a sense of belonging within our community.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Inform the community about City accomplishments, roles and responsibilities, and progress toward strategic initiatives through all City communication channels.

Performance Measures

1. Increase the use of WisVote for creating registrations and absentee requests or obtaining poll/ballot information by 20% by calendar year end through additional public outreach areas.
2. Annually review and update the Resident Guide.
3. Increase Department of Public Works (DPW) events/public outreach for the personal care product and Municipal Separate Storm Sewer System (MS4) responsibilities.
4. Increase engagement on social media year over year.
5. Review options to provide paperless City communications to identify whether waste and expense can be reduced by December 2025.

OBJECTIVE 2

Develop multilingual communication methods to enhance the community experience for all residents.

Performance Measures

1. Create a plan for communicating with multilingual audiences by December 2025.
2. Maintain ADA, Section 508, and Web Content Accessibility Guidelines (WCAG AA) compliance on all digital items related to the public (website, social media, kiosks, message boards, etc.) to ensure consistent and equal experiences for as many residents as possible by conducting a yearly compliance audit.



OBJECTIVE 3

Implement a periodic community survey program that serves as a tool to update and enhance communication and services to a diverse community.

Performance Measure

1. Conduct biannual community survey.

OBJECTIVE 4

Encourage and provide opportunities for partnerships between social, civic, church, and community support organizations.

Performance Measures

1. Increase the number of volunteers (hours) annually.
2. Unify volunteer efforts across all departments and programs to increase engagement and opportunities for the community.

OBJECTIVE 5

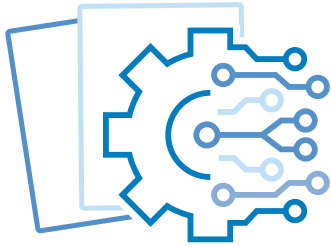
Provide a variety of engagement opportunities for residents to seek information about the community.

Performance Measures

1. Fill classes (at least 20 participants) in the Local Government Academy annually.
2. Increase the number of community events (table/booth) where a City representative/information is present.
3. Develop a community-focused survey to target Community Safety topics by December 2025.
4. Increase outreach to the community and the number of Community Safety programming year over year.
5. Increase the rating of “residents’ connection and engagement with their community” as asked on the National Community Survey (increase from 58% by December 2029).
6. Investigate options for a centralized Citywide citizen request portal and app by December 2025.
7. Identify systems for targeted communications to residents (so the City can communicate directly with businesses, neighborhoods, dog owners, etc.).



HOW DID WE BUILD THIS PLAN?



Documents + data sources
reviewed and used for
environmental scan **24**



Online interactions
with Social Pinpoint
1,100



Survey responses **90**



Ideas Wall
comments
132



People interviewed **56**



Community forums **3**

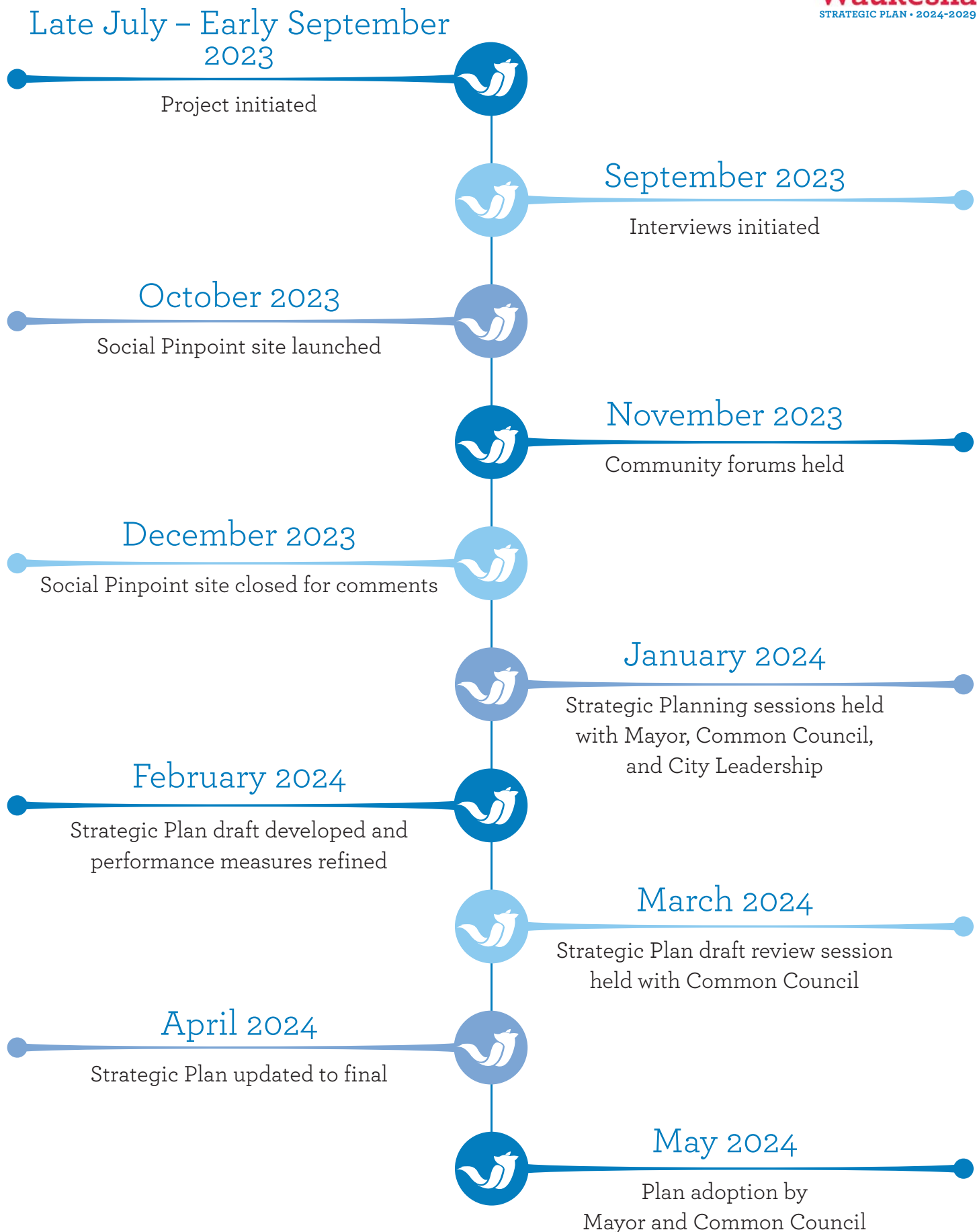


Council workshops
and presentations **3**



City Leadership meeting **1**

HOW DID WE BUILD THIS PLAN?



Putting the Plan into Action

Now that the plan has been adopted, the focus shifts towards implementation and execution. This involves breaking down the plan into actionable steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation are essential to help ensure alignment with organizational goals and adaptability to changing circumstances. Additionally, communication plays a crucial role in keeping stakeholders informed and engaged throughout the implementation process. We hope you stay involved as we work through accomplishing our vision.

Keeping Track of Progress

How are we doing? We'll let you know.

The City will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The City will provide the community with an annual report and year-end Common Council presentation. Community members can expect to understand what the City is working on and the benefits that will result for residents, businesses, and the community overall.

Monthly

City staff will meet and discuss progress on strategic plan goals and objectives.

Quarterly

City leadership will provide the City administrator with updates on progress toward each strategic priority and goal.

Twice A Year

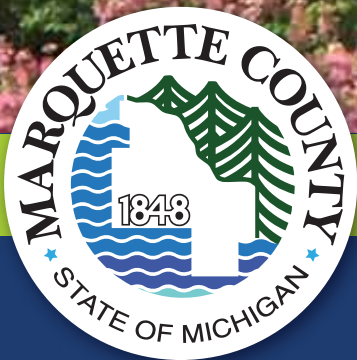
The City administrator will provide the Common Council with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually

The City administrator will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Common Council and posted on the City's website, www.waukesha-wi.gov/strategicplan, for community access.



City of
Waukesha
STRATEGIC PLAN • 2024-2029



STRATEGIC PLAN • 2023-2028

EMPLOYER
OF CHOICE

TECHNOLOGICAL
INNOVATIONS

SUPERIOR
STREAMLINED
SERVICES

STRONG
ECONOMY

SAFE AND
HEALTHY
COMMUNITY

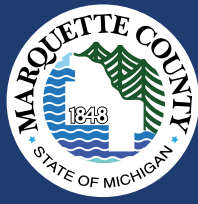


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BOARD CHAIR LETTER



BOARD CHAIR LETTER

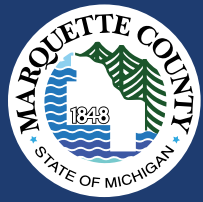
Marquette County, its elected officials, its management team, and its employees take seriously the stewardship entrusted to us for the County's resources, along with the County's rich history and promise of a bright future.

This strategic plan is an essential tool in laying out ways we can make Marquette County stronger. While we continue with our clear focus on delivering excellent service each and every day, this document represents our commitment to work at a higher level and to achieve the County's vision.

This plan is a starting point toward a better future – its success depends on all of us working together – the County Board, County staff, and elected officials – to implement the plan, report and evaluate its progress and make the adjustments necessary to continue moving the County forward.

Though the strategic plan is an essential tool for Marquette County, we also hold the strategic planning process in high value. The strategic planning process was educational, engaging, and collaborative. A great foundation to move forward with implementation is established and we look forward to the work ahead.

Gerald Corkin



OUR MISSION & VISION

MISSION STATEMENT

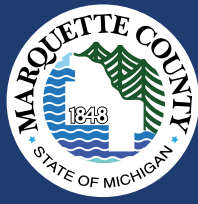
Through leadership, innovation, and collaboration, the County of Marquette is committed to using its resources wisely to provide services that improve quality of life and foster a county-wide sense of community.

VISION STATEMENT

Marquette County is a regional leader providing superior services by investing in its employees and supporting its businesses and regional partnerships to encourage a thriving economy, preserve its natural beauty, and create a safe, healthy, and connected community where all are supported.



GUIDING PRINCIPLES



OUR GUIDING PRINCIPLES

Engaged and Empowered Employees

We enhance dialogue and reciprocal information sharing with our county workforce in ways that engage them in decision-making and empower them to carry out their work in the most effective ways possible.

Collaboration

We partner inter-departmentally, with neighboring governments, and with community groups to leverage our collective resources, knowledge, ideas, and experiences to proactively address issues and solve problems at the source.

Embracing Diversity

We create an inclusive community where everyone is welcomed, diversity is celebrated and the perspectives and opinions of all are used to develop, support, and maintain superior services that are equitable and accessible.

Accountability and Integrity

We respect our commitment to the public by communicating in ways that are open, honest, and proactive so that we can increase awareness and understanding and always remain committed to serving with high ethical standards.

Financial Health and Sustainability

We utilize financial resources in creative ways to maximize efficiency, ensure solvency, and support the responsible growth of our community.

Resilience and Tenacity

We employ local solutions and the fortitude and endurance of our community to rise above challenges, celebrate successes, and remain strong into the future.

Innovation

We pioneer new ideas, new conversations, and new methods of service provision and problem solving to move our community forward.

EMPLOYER OF CHOICE

Implement flexible, creative, and diverse methods of training, retaining, and communicating with our workforce so that all feel valued, recognized and can take pride in the work environment.

Objectives

- Develop and support meaningful and effective employee recognition and benefit programs that can be sustained over time
- Develop processes, procedures and training that enhance the employee experience and increase job knowledge and effectiveness
- Complete a comprehensive classification and compensation study
- Implement security measures to ensure the safety of the County's employees

Outcome Measures

- Employee Training Needs Assessment completed by end of 2023
– Develop Training Needs Implementation Plan by end of 2024
- Complete Flex Time Analysis by end of 2023
- Establish program and benchmark measurements for employee onboarding by end of 2023
- Increase number employees participating in wellness activities year over year



SUPERIOR STREAMLINED SERVICES



STREAMLINED SERVICES

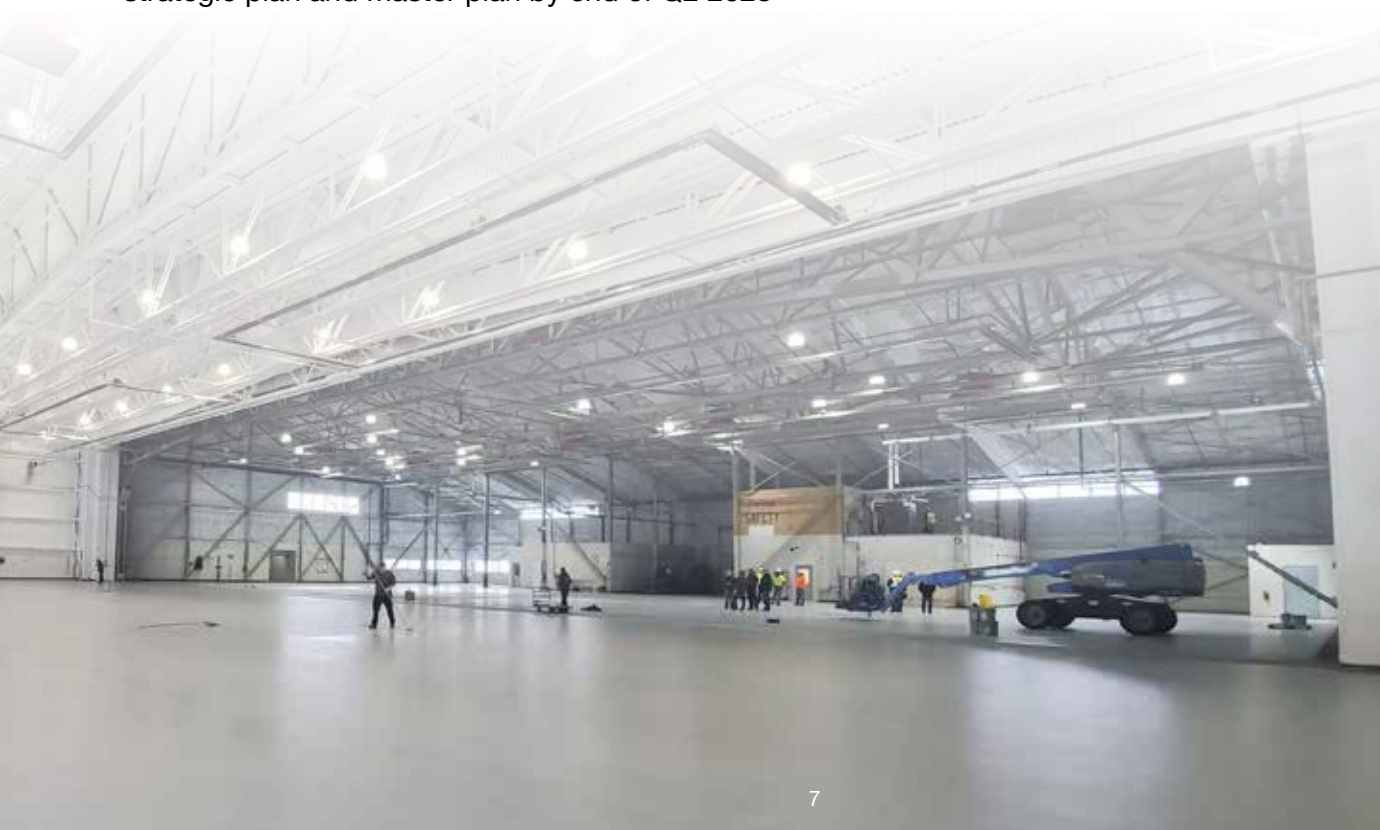
Develop and implement processes and systems that provide cost-efficient, equitable access to superior services and programs through collaboration, use of technology, increased communication, and centralization.

Objectives

- Expand access to County services by increasing online capabilities
- Maximize the use of County facilities and spaces for efficient county functions
- Enhance external communication processes and methods to increase information sharing and understanding
- Establish a structure and process for leadership to develop and implement collaborative goals, objectives, and projects

Outcome Measures

- Analyze current services offered online by Q2 2024
 - Develop milestones/measures for online services once analysis is complete
- Establish County space utilization ratio for benchmarking (in use/vacant, etc.)
- Establish benchmark measurement for public engagement (community survey) and increase % year over year
- Develop branding and design guidelines for the County logo and mission statement by end of 2025
- Develop a centralized social media/communications strategy by end of 2024
- Rewrite capital improvement program ranking criteria to align with the county strategic plan and master plan by end of Q2 2023





TECHNOLOGICAL INNOVATIONS

TECHNOLOGICAL INNOVATIONS

Implement streamlined, integrated, and holistic technology solutions that increase efficiencies, improve effectiveness, and enhance service provision now and in future years.

Objectives

- Conduct a County-Wide IT Needs Assessment
- Develop an IT Master Plan that aligns with findings of IT Needs Assessment
- Fill position to address technological-related opportunities

Outcome Measures

- IT Needs Assessment developed by Q2 2024
- IT Master Plan developed by Q4 2024
 - Develop 5-year Capital Plan based on Master Plan by Q4 2024
- Create and fill new position to oversee systems integration and workflow streamlining by end of 2024
- Complete virtual courtroom upgrades by end of 2023
- Upgrade servers by end of 2023
- Upgrade jail intercom and cameras by end of 2023



SAFE AND HEALTHY COMMUNITY



SAFE & HEALTHY COMMUNITY

Pursue initiatives, programs and or conversations that protect the community's health, safety, and the environment that align with our strong local culture.

Objectives

- Ensure the community's safety by providing appropriately resourced law enforcement and exploring alternatives to incarceration where feasible
- Maximize use of opioid funding to decrease substance abuse
- Facilitate discussions and outreach with health educators, health care providers, universities, and other key community leaders to increase access to mental health services and decrease substance abuse
- Reduce the County's carbon footprint internally and community-wide by promoting educational opportunities and applying sustainable practices (i.e., electric vehicles, EV charging stations, recycling)
- Increase awareness of healthy lifestyles and pursue funding to do so

Outcome Measures

- Establish staffing capacity benchmark for Sheriff's Department
 - Fill all open positions
- Develop Opioid Addiction Action Plan using Opioid settlement funds by Q2 2023
- Establish benchmark measurement(s) to evaluate substance abuse service provisions by end of 2023
- Establish benchmark measurement(s) to evaluate mental health service provisions by end of 2023
- Pass a Climate Resolution by Q2 2023
- Develop benchmark measurement(s) to monitor reduction of the County's carbon footprint by end of 2024, such as:
 - number of climate resolutions passed with the County's assistance by X date
 - X% increase in products recycled by X date
- Increase the number of healthy lifestyle events partnered by County





STRONG ECONOMY

STRONG ECONOMY

Support and promote a resilient economy that attracts and retains a diversity of businesses, workers, and industries that enhance and support the quality of life in Marquette County.

Objectives

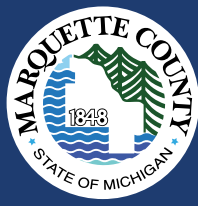
- Support economic development and attainable housing in collaboration with local partnerships (monitor performance of the County's contracted EDO and ensure the County is leveraging and making the best use of available resources)
- Reduce barriers to development and redevelopment of county-owned properties in the Sawyer industrial area
- Streamline development processes to reduce barriers and enhance support for small businesses and entrepreneurs
- Continue to support renewable energy initiatives to potentially stabilize energy costs locally
- Foster the County's relationship with the Marquette County Transit Authority to modernize service and simplify user interfaces
- Explore options for supporting community-wide broadband using ARPA funding

Outcome Measures

- Meet with EDO quarterly to monitor and assess performance
- Ready for new development at Sawyer by Q1 2024
- Complete Airport Terminal Renovation by end of 2026
- Complete Airport Rebranding by Q2 2023
- Update Airport Layout Plan by end of 2023
- Invest transit ARPA allocation by December 31, 2023
- Invest broadband ARPA allocation by December 31, 2023



ACKNOWLEDGEMENTS

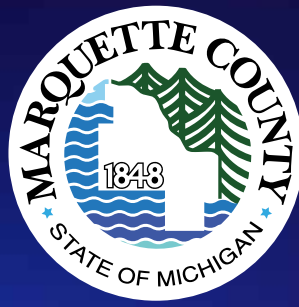


This Strategic Plan is the result of the combined efforts of our employees, appointed members of County committees, department heads, elected officials, and the Board of Commissioners. Marquette County would like to thank all those who participated in the process of providing knowledge and insights that informed the development of the plan.

We would also like to express gratitude to the BerryDunn consulting team who provided direction and expertise throughout the planning process.

ACKNOWLEDGEMENTS





STRATEGIC PLAN

2023 - 2028

