



CITY OF GAHANNA

City of Gahanna, OH

Strategic Planning & Facilitation Services

Submitted By:

**Managing Results, LLC (MR)
'A Weidner Company'
21 Neville Way
Crested Butte, CO 81224**

Table of Contents

Cover Letter	3
Consulting Methodology Intellectual Property.....	4
Strategic Planning Project Plan	5
Introduction	5
Expected Outcomes	5
City-wide Strategic Plan Process	5
Project Schedule/Timeline.....	10
Proposed Fee Structure	11
Progress Updates and Reporting	13
Understanding of Goals and Challenges of Facilitation and Strategic Planning	13
Previous Work Experience	14
Links to Successful Projects	14
References	15
Statement of Qualifications	18
Innovative Strategies and Approaches	19
Next Steps to Consider	21
Example Plans and Work Products	22

May 7, 2015

Jennifer Teal, Assistant City Administrator/Director of Finance
City of Gahanna, Office of the Mayor
200 South Hamilton Rd.
Gahanna, OH 43230

Dear Ms. Teal,

Managing Results, LLC. (MR) respectfully submits this proposal in response to the City of Gahanna's Request for Proposals (RFP) for Strategic Planning & Facilitation Services. MR (formerly known as Weidner) established in 1998, is based on strategic planning and performance management concepts that are used by local governments, large and small, across the nation. These tools and approaches were developed by Marv Weidner, who served as the Director of Policy and Strategic Planning for the State of Iowa. Created out of a strategic and operational government environment, our services are delivered and continuously refined by the most senior and most successful team in this field.

The MR team includes some of the nation's foremost experts on strategic planning, business planning and performance budgeting in government. With successful experience working at the local, state and federal levels of government, the MR team provides unparalleled experience and the ability to respond quickly to the needs of MR's exclusively government customers. Local governments across the country are currently working with MR to create meaningful, actionable strategic plans in a targeted, cost effective way. In all these cases, the processes and products are embedded in the governments' organizational operations.

The City of Gahanna is seeking a Strategic Planning process that engages elected officials, leadership and employees across the organization as well as the public in the development of a City-wide Strategic Plan that can drive focus and alignment across the organization, accountability and the type of analytical decision making necessary for successful implementation.

MR's strategic planning framework supports the dynamic needs of government officials, executives and staff. The practical methodology and comprehensive training and capacity building services characteristic of MR projects are keys to our customers' success – and help to ensure the planning approach is still in continued use years after the initial Strategic Planning process is complete. MR appreciates the opportunity to provide a proposal for Strategic Planning and Facilitation Services for the City of Gahanna.

After more than 17 years of successfully delivering results for our customers, MR stands ready to partner with the City of Gahanna to help ensure its continued success. If you have any questions please do not hesitate to let us know.

Sincerely,



Marv Weidner, CEO
970-901-0039
mweidner@managing-results.com

Consulting Methodology Intellectual Property

Managing Results, LLC (MR) Methodology (both standard and modified) is the proprietary intellectual property of MR. The MR methodology contains, and is imbedded in various methodologies, trade secrets, software, definitions, graphics, presentations, and guidelines that are the sole proprietary intellectual property of MR. Through this proposal and after a contract has been signed, MR is providing a non-exclusive, perpetual license for use by the City of Gahanna, OH of the MR Methodology. Much of the MR Methodology is contained but is not limited to the copyrighted Managing Results Resource Guide to Strategic Business Planning. Gahanna may use it only for its own internal purposes and shall keep the MR Methodology confidential, and under no circumstances will the City of Gahanna or other staff or agencies of Gahanna, except as agreed by MR in writing, disclose the MR Methodology to other third parties, either individuals, or governmental or private sector organizations. All changes or derivative work made to the MR Methodology shall remain the exclusive property of MR. Notwithstanding the foregoing; all information produced by the City of Gahanna utilizing the MR Methodology, including the Strategic Plan and Implementation Plan, shall be considered the exclusive property of Gahanna.

Strategic Planning Project Plan

Introduction

MR (formerly known as Weidner, Inc.) established in 1998, is based on strategic planning and performance management concepts that are used by local governments, large and small, across the nation. These tools and approaches were developed by Marv Weidner, who served as the Director of Policy and Strategic Planning for the State of Iowa. Created out of a strategic and operational government environment, MR's services are delivered and continuously refined by the most senior and most successful team in this field.

MR proposes the development of a 2-5 year City-wide Strategic Plan to be developed by the Mayor, Council, City Attorney and Departmental Leaders and informed by stakeholders including City Employees, Residents and Business Owners. The presence of a City-wide Strategic Plan provides direction and it also mitigates organizational anxiety that can occur when the Priorities are either vague or uncertain. Departments and even members of the private sector can move forward with a sense of confidence knowing what the City's leadership is focused on and wants to accomplish. Converting those Priorities to measurable Strategic Results makes it possible to allocate resources (both personnel and financial), to accomplish what the City believes is most important to the people who live, work and pay taxes in Gahanna.

MR's proposal provides best practices and the project budget reflects the level of focus and effort required to achieve best practices in public/stakeholder involvement, leadership and staff engagement, the creation of a results-based City-wide Strategic Plan as well as an aligned Implementation Plan that ensures successful execution of the City-wide Strategic Plan.

Expected outcomes of a results-based City-wide Strategic Plan

- Provides the opportunity for the City Council to set the direction for strategic, operational, resource and policy decisions.
- Communicates the Measurable Results the community can expect to experience as a consequence of City services and efforts.
- Provides strategic direction and priorities for City leadership.
- Provides the 'North Star' to which all Departments can align their Strategic Business Plans, Budgets and Employee Performance.
- Provides the basis for the City Council's long-term performance dashboard.

City-wide Strategic Plan Process

MR recommends the following steps to create a City-wide Strategic Plan for Gahanna as well as an aligned Implementation Plans that ensures successful execution of the City-wide Strategic Plan.

➤ Project Plan

MR will work with City Leadership and the City's Project Manager to create a Project Plan that includes:

- Confirmation of the City-wide Strategic Plan process
- Schedule of events and milestones
- Public Involvement strategy including details of the proposed Interviews, Focus Groups, Business Roundtable, Town Hall Meetings, follow-on Survey and use of the City's Open Town Hall electronic platform
- Strategies for communicating the City-wide Strategic Plan to internal and external stakeholders

➤ Review Documents to Identify Issues and Trends that will Impact the Residents and the City of Gahanna Government

A senior MR Consultant will review materials and documents to gain a sense of the Issues that are important and a history of the accomplishments and values that have governed the City of Gahanna. Documents will include but are not limited to existing Critical Success Factors, Strategic Plans and updates, Comprehensive Plan, Capital Facility Plan, financial projections, current and recent budgets, tables of organization, performance reports, City Council actions, policies and statements, press and media articles, public surveys, employee surveys, demographic information, economic development plans and projections, land use plans, economic analysis and plans, other reports on topics such as education, health, environment, arts and culture, tourism, etc.

This part of the process also includes the review of the historical community surveys from 2008, 2010 and 2012 and providing recommendations for the follow-on survey and questions to be asked via the City's Open Town Hall electronic platform.

➤ Interviews with the Mayor, City Council and City Attorney

A senior MR Consultant will interview the Mayor, City Council and City Attorney. These interviews will take place onsite and will illuminate and document the perspectives of Leadership, which will then guide the planning process. These one-on-one interviews will focus on two primary questions:

- What are the most important Issues the residents of Gahanna and the City government will be facing over the next 2-5 years?
- What results do you want to be able to say have been accomplished 2-5 years from now?

An MR consultant will compile the information from the interviews and identify the common Issues and Trends identified by the Mayor, City Council and City Attorney.

➤ Facilitated Focus Group Sessions with Department Directors and City Employees

A senior MR Consultant will facilitate two Focus Group Sessions with Department Directors and City Employees to illuminate and document the perspectives of Department Leadership and Staff, which will then guide the planning process. This facilitated focus group session will focus on the primary question:

- What are the most important Issues the residents of Gahanna and the City government will be facing over the next 2-5 years?

An MR consultant will compile the information from the Focus Group Sessions and identify the common Issues and Trends identified by the Department Directors and City Employees.

➤ Public Involvement

Based on best practices, public involvement is best created through in-person conversations with the community, similar to Focus Group Sessions or Town Hall Meetings. MR suggests the following steps in gaining the Community's input into the development of the City-wide Strategic Plan:

- One Business Roundtable, hosted by the Mayor and facilitated by MR, will be held to provide an opportunity for local business owners to discuss issues they will face over the next 2-5 years.
- Two Town Hall Meetings, hosted by the City Council and facilitated by MR, will be held to provide an opportunity for residents to discuss the issues they will face over the next 2-5 years.
- To ensure the input from each meeting is valued equally, the same question will be asked in each meeting: What issues do you expect to be facing over the next 2-5 years?

An MR consultant will compile the information from the Roundtable and Town Hall Meetings and identify the common Issues and Trends identified by the public.

➤ Facilitated Strategic Planning Retreat

In a 1½ day Strategic Planning Retreat, two of MR's most senior consultants will facilitate the Mayor and City Council to develop the City Strategic Plan through the following steps:

- MR will summarize the Issues and Trends identified in the documents, interviews, focus group sessions, business roundtable and Town Hall Meetings that will have a major impact on the residents of Gahanna and the City government over the next 2-5 years;
- Identify 3-5 Strategic Priorities that will emerge from the Issues identified. These are broad categories of focus within which measurable Strategic Results will be established.
- Identify Measurable, Customer-focused Strategic Results for/within each Priority. The Strategic Results are time specific, measurable, observable customer results.

MR facilitates the development of strategic plans in a way that is built on consensus, which means that no votes are taken. The Strategic Priorities provide ample room for individual Commissioner's desired results to be included - built on consensus of the Board. *(See section on Innovative Strategies and Approaches)*

➤ Preparation of Draft Strategic Plan Document

Following the Strategic Planning Retreat, MR will transcribe the Priorities and Strategic Results and deliver a draft City-wide Strategic Plan document to the City's Project Manager. MR will review the draft City-wide Strategic Plan with the City's Project Manager. The City will create the publishable Strategic Plan document.

➤ Implementation Plan Work Sessions

MR recommends the City of Gahanna develop an Implementation Plan complete with Strategies, Actions Plans, Performance Measures and Targets to ensure the successful implementation of the City-wide Strategic Plan. The Implementation Plan is facilitated by MR and developed by department leaders. It is subsequently provided to the Mayor and Council.

MR recommends that the City consider developing the Implementation Plan during the Fall of 2015, finalizing it prior to the beginning of the fiscal year. This timeline will make it possible to align the City-wide Strategic Plan with the budget year as well as the actions and strategies in the Implementation Plan that will lead to a successful implementation.

Assuming this timeline, three to four weeks after the conclusion of the Strategic Planning Retreat, two senior MR consultants will return for a multi-day facilitated work session with the department leaders from the City of Gahanna.

The purpose of these sessions is to foster a sense of cohesion around the direction provided by the City-wide Strategic Plan by ensuring the strongest alignment between the City-wide Strategic Plan and those department or departments whose operations will directly influence its implementation. The following are the expected results:

- Present and communicate the City-wide Strategic Plan to the assembled departmental leaders
- Develop Strategies, Action Plans, Performance Measures and Targets for each Strategic Result identified in the City-wide Strategic Plan
- Produce an Implementation Plan that includes all of the Strategies, Action Plans, Performance Measures and Targets for implementing the City-wide Strategic Plan

Prior to the working sessions, MR will work with City leadership and the City's Project Manager to identify the departments which will contribute to each of the Strategic Results. In some cases, a Strategic Result will require the focus of one operational department. In many cases, however, a Strategic Result will require multi-department efforts and collaboration to ensure success. Further, the City will identify which Department Head has the lead on each Strategic Result.

Steps to Develop the Implementation Plan

The product from this effort will be an Implementation Plan for the City-wide Strategic Plan. The steps in the process are as follows:

1. A general session will begin with City leadership and leaders of Departments reviewing the City-wide Strategic Plan. This session may be led by the City's Project Manager with the assistance of an MR consultant and will last approximately three hours. This will create a shared understanding of the City-wide Strategic Plan and of the process for developing the Implementation Plan. MR consultants will provide an overview of Managing for Results and how the Implementation Plan will work and can be tracked and managed.
2. Immediately following the Overview, the MR consultants will then facilitate a series of Department-level workshops with Department leadership to work on each Strategic Result. In these workshops, Strategies, Actions Plans, Performance Measures and Targets will be developed by individual Departments or by multiple Departments when it will require multiple Departments to achieve a specific Strategic Result. In developing the performance measures and targets, consideration will be given as to whether or how the measures and targets align with the ICMA performance measurement program.
3. The length of each session will vary depending on the level of effort in Implementation Planning required. For those Strategic Results requiring only one Department to achieve the Strategic Result, the workshop will be scheduled for three hours. Those sessions requiring multiple Departments will be scheduled for four hours or more depending on the result. The MR consultant will facilitate each Department or set of Departments to develop Strategies, Action Plans, Performance Measures and Targets as needed to achieve each Strategic Result. The schedule will be managed so that all sessions occur within one work week.
4. To develop Strategies, Action Plans, Performance Measures and Targets for all Strategic Results virtually at the same time, within the same work week, MR will bring two consultants, each working with separate groups during the same days in the same week, all using the same approach, methodology and language. The product of this process will be Implementation Plans that will guide the implementation of the City-wide Strategic Plan.

➤ Preparation of Draft Implementation Plan for City Strategic Plan

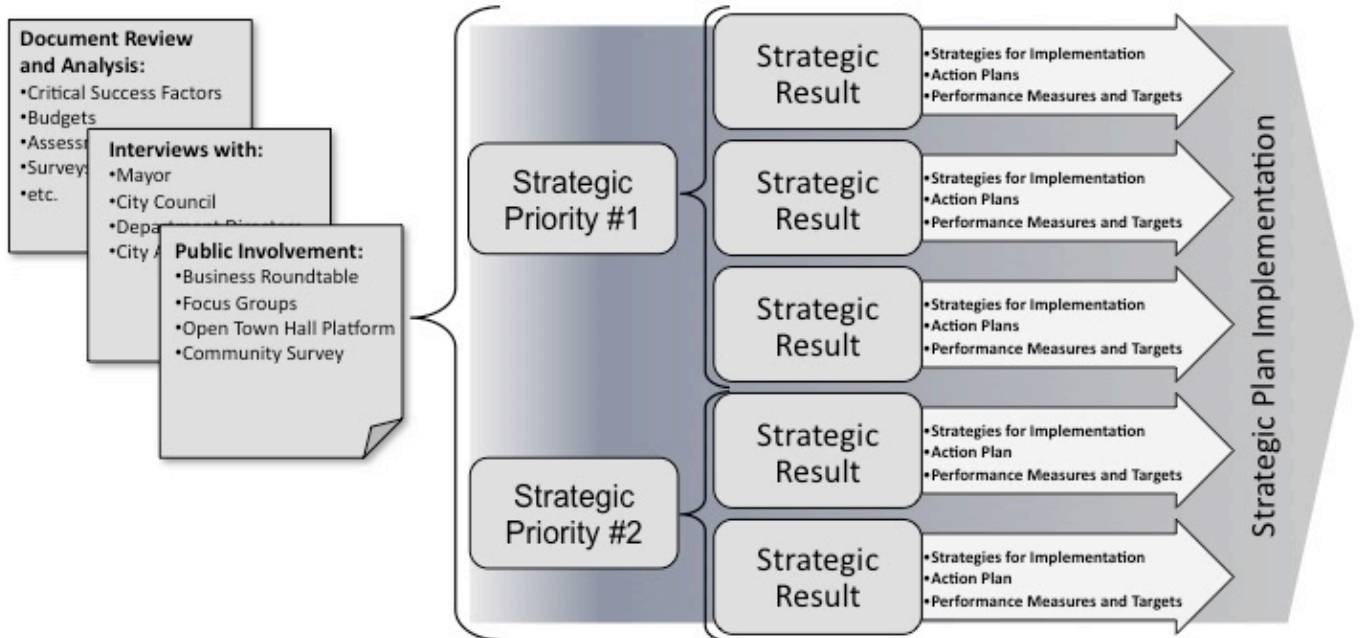
The Strategies, Action Plans, Performance Measures and Targets developed and recorded by MR consultants during the work sessions are used to develop the Implementation Planning document. MR will compile and deliver a draft Implementation Plan document in Microsoft Word. The Implementation Plan will also be delivered in a Power Point presentation so that City leadership can reconvene and review together the Implementation Plan. MR will provide review and comment on the Implementation Plan document.

Outline of Strategic Plan Process

Preparation:
Informs Strategic Planning Process

City-wide Strategic Plan:
Sets the direction for strategic, operational, resource allocation decisions.

Implementation Plan:
Creates the operational alignment necessary to successfully implement City-wide Strategic Plan.



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Note: The process flow chart above is a representation of the City-wide Strategic Plan process.

Project Schedule/Timeline

The following schedule represents a typical time-line and the tasks for the creation of a City-wide Strategic Plan as outlined in MR's proposal and in the RFP. The actual timeline will be determined by the timing and finalization of the Contract Agreement and the schedules of City Leadership, Staff and MR.

June 15, 2015

- Contract execution

Week of June 15th

- 1 Senior MR Consultant works with City Leadership and the City's Project Manager to create and confirm details of the Project Plan that will guide the creation, timing and deliverables of the City-wide Strategic Plan and the follow-on Implementation Plan that ensures successful implementation of the City-wide Strategic Plan.

Week of June 22nd

- 1 Senior MR Consultant reviews materials and documents relevant to the strategic plan. This process includes the review of the historical community surveys from 2008, 2010 and 2012 and providing recommendations for a follow-on survey and questions to be asked via the City's Open Town Hall electronic platform.

Weeks of June 29 or July 13th (week following July 4th left open due to past experiences with scheduling)

- MR conducts one-on-one interviews with Mayor, City Council and City Attorney
- MR conducts (2) Focus Group Sessions with Department Directors and City Employees
- MR conducts (1) Business Roundtable with local Business Owners
- MR conducts (2) Town Hall Meetings for Residents
- MR compiles information and identifies the common Issues and Trends mentioned by the City's Elected Officials, Department Directors, City Employees, Business Owners and Residents in preparation for the Strategic Planning Retreat

Week of July 27th

- 2 Senior MR Consultants facilitate (2) consecutive City Council Strategic Plan Sessions

Week of August 3rd

- MR compiles and delivers a draft City-wide Strategic Plan (in alignment with the distribution of the 2016 budget workbooks/templates)
- In preparation for creating the Implementation Plan for the City-wide Strategic Plan, MR works with City Leadership and the City's Project Manager to identify the departments that will contribute to each of the Strategic Results. In many cases, the achievement of a Strategic Result will require multi-department collaboration and effort.

Note: MR recommends that the City of Gahanna develop the Implementation Plan for the City-wide Strategic Plan during the Fall of 2015, finalizing it prior to the beginning of the fiscal year.

Week of September 7th

- 2 Senior MR Consultants facilitate up to (5) days of work sessions with department leaders to develop Strategies, Actions Plans, Performance Measures and Targets for each Strategic Result identified in the City-wide Strategic Plan

Week of September 14th

- 1 Senior MR Consultant will conduct a review of the Implementation Plan work session products. This review ensures that the work product is clearly written in language that can be understood by the customer. MR will deliver a draft Implementation Plan for the City-wide Strategic Plan and will schedule a review meeting with City Leadership and the City's Project Manager to discuss the review any suggested edits.

Proposed Fee Structure

Prices include all costs associated with completing each task.

Strategic Planning Process: Tasks	Cost
<p><u>Project Plan</u></p> <p>a) Includes working with City Leadership and the City's Project Manager to create and confirm the Project Plan for the City-wide Strategic Planning process.</p> <ul style="list-style-type: none"> • Includes 1½ days of working with City Leadership and compiling the information, 1 consultant at a cost of \$3,300. 	\$3,300
<p><u>Document Review</u></p> <p>a) Includes review of existing City materials and documents as well as recommendations for the City's follow-on survey and questions to be asked via the City's Open Town Hall electronic platform.</p> <ul style="list-style-type: none"> • Includes 2 days of review and recommendations, 1 consultant at a cost of \$4,400. 	\$4,400
<p><u>Interviews with Mayor, City Council and City Attorney</u></p> <p>a) Includes individual interviews with the Mayor, City Council and City Attorney to address emerging issues facing the community and results most important to achieve over the next 2-5 years.</p> <ul style="list-style-type: none"> • Includes 2 days of interviews, 1 day of compiling the information, 1 consultant at a cost of \$6,600. Associated travel costs will be \$0 as the Interviews will be scheduled while onsite for the Focus Group Sessions, Business Roundtable and Town Hall Meetings. 	\$6,600
<p><u>Facilitated Focus Group Sessions with Department Directors and City Employees</u></p> <p>a) Includes two Focus Group Sessions with Department Directors and City Employees to gather information, insight, and recommendations related to the City-wide Strategic Plan.</p> <ul style="list-style-type: none"> • Includes 1 day of Focus Groups, 1 day of compiling the information, 1 consultant at a cost of \$4,400. Associated travel costs will be \$0 as the Focus Group Sessions will be scheduled while onsite for the Interviews, Business Roundtable and Town Hall Meetings. 	\$4,400

<p><u>Public Involvement- Business Roundtable and Town Hall Meetings</u></p> <p>a) Includes one Business Roundtable with local Business Owners as well as two Town Hall Meetings to gather information and insight in preparation for the City-wide Strategic Plan.</p> <ul style="list-style-type: none"> Includes 1½ days of Public Involvement sessions, 1½ days of compiling the information, 1 consultant at a cost of \$6,600. <p><i>Travel for the Interviews, Focus Group Sessions, Business Roundtable and Town Hall Meetings includes 3 days for 2 consultants at a cost of \$3,242.</i></p>	\$9,842
<p><u>Facilitated City Council Strategic Plan Sessions</u></p> <p>a) Includes Assessment of the Future Review, Strategic Priorities and measurable Strategic Results.</p> <ul style="list-style-type: none"> Includes 1 day of preparation, 1½ days for Planning Session, ½ day for follow-up consultations with Mayor and Council, 2 consultants at a cost of \$11,000 with associated travel costs of \$2,696. 	\$13,696
<p><u>Preparation of Draft City-wide Strategic Plan Document</u></p> <p>a) Includes compiling and delivery of draft City-wide Strategic Plan</p> <ul style="list-style-type: none"> Includes 1 day of compiling the information, 1 consultant at a cost of \$2,200 	\$2,200
<p><u>Facilitated Implementation Plan Work Sessions</u></p> <p>a) Includes working with Department Leaders to ensure operational alignment and the creation of individual and cross-cutting Strategies, Action Plans and Performance Measures and Targets for each Strategic Result in the City-wide Strategic Plan.</p> <ul style="list-style-type: none"> Prior to work session, includes ½ day to help identify Department Leaders that will participate in the Implementation Plan Work Sessions, 1 consultant at a cost of \$1,100. Includes 2 consultants over a 5 consultant day period* at a cost of \$22,000 with associated travel costs of \$4,238. <p><i>*The Budget for Implementation Plan Work Sessions is 5 days. If the time required is less than 5 days, only those days utilized will be invoiced.</i></p>	\$27,338
<p><u>Preparation of Draft Implementation Plan Document</u></p> <p>a) Includes compiling and delivery of Implementation Plan documents.</p> <ul style="list-style-type: none"> Includes 1½ days for compiling the information, 1 consultant at a cost of \$3,300 	\$3,300
<p><u>TOTAL PRICE</u></p>	\$75,076

Note: Travel costs are estimated using present market prices and the per diem lodging and food rates as set by the U.S. General Services Administration. Only actual travel costs will be submitted for reimbursement.

Project Updates and Reporting

MR will closely coordinate the project and process with the City and City Leadership. This coordination will ensure the Project is managed according to the Contract, the City and MR are fully informed about progress being made in the Project, problems are being solved as they are anticipated or identified, roles are continuously clarified as needed, and the City and MR have a wide open communications channel between them.

In-person and telephone communications and conversations will be the essential components of project coordination with the City. There will be frequent and regular conversations between MR and the City's Project Manager as well as CEO to CEO conversation between Marv Weidner and the Mayor.

If the City's experience is anything like other MR customers, an abundance of verbal communications will be the norm throughout the strategic planning process.

Additionally, with each Invoice, MR provides a Contract Tracking Tool. The Contract Tracking Tool shows the specific invoice being submitted, along with details about the milestone(s) delivered, the amounts billed to date for each item in the Contract and the amount remaining in the Contract. In this way, the City and MR always know where we are in relation to the Contract, and any changes the City makes to the Contract are fully informed with all funds that have been paid and what remains. The Contract Tracking Tool helps avoid miscommunications because everyone involved in approving and paying invoices knows the up-to-date status of the Contract.

Understanding of Goals and Challenges of Facilitation and Strategic Planning

MR understands that the City of Gahanna wishes to develop a results-based City-wide Strategic Plan. The City desires a City-wide Strategic Plan that goes beyond general statements of good intention. The City wants a Strategic Plan that provides direction that Departments and the Community can count on and specific, measureable results that the community can expect to experience as a consequence of City services. MR also understands that a Strategic Plan is only as good as its execution. For this very reason, the City wants an Implementation Plan that ensures successful implementation of the City-wide Strategic Plan.

The City wants its Strategic Plan to provide the starting point for a customer-oriented, results-based management system that integrates planning, performance measurement and budgeting. The City has been working to get its team in place and the right tools to facilitate the creation and sustained use of performance information. Now is the right time for Gahanna.

Having successfully helped many local governments implement Strategic Planning and performance-based management systems, we want to be honest and share that doing this is challenging. The Project itself requires a sustained focus during the planning process as well as ongoing performance based decisions as the City and its departments implement the City-wide Strategic Plan.

There are many things that can deter success including turnover at the administrative top of the organization, fiscal stress during implementation, changes in political leaders and support, organizational culture resistant to change, not enough of the right kind of resources, etc. This is change management at its best, and it requires the best of commitments, the best of partnerships between the City and MR, and a clear and committed mind of the organization that this is important and success is a must. We have confidence that Gahanna can and will succeed.

Previous Work Experience

MR was founded in 1998 by Marv Weidner following 20 years of successful leadership in Iowa State government. The firm, now based in Crested Butte, Colorado brings decades of strategic planning experience to the City of Gahanna.

Over the past 17 years, Managing Results, LLC has:

- Worked with over 70 city, county, state and federal jurisdictions
- Facilitated over 1,700 Department Strategic Business Plans
- Designed customers' performance budgets that annually tie over \$37 Billion to results for customers.
- Facilitated customers' alignment and integration of individual performance with operational performance to successfully implement the organization's Strategic Plan and enhance morale, productivity and overall success.

MR's strategic planning framework supports the dynamic needs of executives and staff – it is replicable, scalable and sustainable. MR's tools have been continuously refined to help governments articulate their desired results with uncommon clarity. MR customers are able to successfully use Strategic Plans, Implementation Plans, performance measurement and reporting with a degree of consistency and scalability that enables decision-makers to make important trade-off choices in complex political environments – within budget restrictions.

MR customers use our methodologies to satisfy GFOA's standards of Performance Management, federal Government Performance and Results Acts (GPRA) requirements, Governing Magazine's Government Performance Project (GPP) criteria, and International City/County Management Association's (ICMA's) standards for performance management. Our goal is to provide our customers with the best management system possible – one that reflects their organizational culture and goals.

MR projects with Maricopa County, AZ and the City of Austin, TX are award-winning systems that have more than 15 years of successful, continuous use of MR Strategic Plans.

Another great example of the value of an MR facilitated Strategic Plan is ADAMH. Beginning in 2000, MR partnered with the Alcohol, Drug and Mental Health Board of Franklin County, Ohio (ADAMH) to help create the organization's first-ever Strategic Plan. Following MR's facilitated process, the ADAMH Board, Leadership and Staff created a customer-focused, results-oriented Strategic Plan that to this day guides the organization to focus on results for customers. In 2005 ADAMH used its Strategic Plan to make a case for levy-funded additional community resources, which over 60% of the electorate supported. In 2010, the organization once again used its Strategic Plan to tell its story of impact on the community and was awarded \$9 million in Medicaid match funds that had initially been denied the organization by the State of Ohio. Over the years the ADAMH Strategic Plan has been updated as results are achieved for their customers and community and new challenges emerge that the organization must face head-on. The Strategic Planning process first introduced to ADAMH 15 years ago, including performance measures, continues to be used and valued as it guides the organization into the future and makes the case for resources to support services for their customers.

Links to Successful Projects

Below is a listing of projects where MR has provided similar services to those requested in the RFP. Where links are available, they have been provided below:

1. ADAMH Board of Franklin County, OH --- <http://www.adamhfranklin.org/about-us/managing-for-results/>
2. Arvada, CO --- <https://arvada.org/government/focus>
3. Austin Office of Sustainability, TX

4. Baldwin County, AL
5. Chester County, PA --- <http://chesco.org/index.aspx?NID=504>
6. Clackamas County, OR --- <http://www.clackamas.us/performance/>
7. El Paso, TX
8. Franklin County, OH --- <http://budget.franklincountyohio.gov/about/budgeting-for-policy-results-and-outcomes.cfm>
9. Gunnison County, CO --- <http://www.gunnisoncounty.org/172/Strategic-Planning>
10. Hamilton County, OH
11. Jackson County, MO
12. Key Biscayne, FL
13. Las Vegas, NV --- <http://www.lasvegasnevada.gov/Government/13566.htm>
14. Long Beach, CA
15. Maricopa County, AZ --- <http://www.maricopa.gov/mfr/>
16. Moffat County, CO
17. Montrose, CO
18. North Dakota Dept of Health and Human Services, ND
19. Office of Hawaiian Affairs, HI --- <http://www.oha.org/strategicplan>
20. Oklahoma City, OK --- <http://data.okc.gov/applications/lfrforcitizens/forms/LFRMetrics>
21. Oklahoma Division of Oil and Gas Regulation, OK
22. Park University, Parkville, MO -- <http://www.park.edu/promise/viewbook.html>
23. Pinal County, AZ --- <http://www.pinalcountyz.gov/departments/mfr/Pages/Home.aspx>
24. Riverton City, UT
25. Saguache County, CO

References

1. Alcohol, Drug and Mental Health Board of Franklin County (ADAMH)

447 East Broad Street
Columbus, OH 43215

David Royer

Chief Executive Officer

droyer@adamhfranklin.org

614-222-3760

Susan Lewis Kaylor

Chief Administrative Officer

skaylor@adamhfranklin.org

614-222-3760

Project Description

In 2000, MR partnered with ADAMH to help create the organization’s first-ever Strategic Plan. ADAMH used a focus on managing for results as a tool to consciously move from a culture of operating in an environment of perpetual continuation funding to consistently focusing on performance and results. The Board contracts out 95% of its annual budget to local organizations that provide preventive services to more than 112,000 people and treatment services to more than 40,000. Over the past 15 years, through its Strategic Plan and performance management system the agency has focused its management attention, and that of its providers, on consumer recovery from these often chronic and recurring illnesses, and on

improvements in consumer care and community support. In addition to using its Strategic Plan to achieve results for customer over the last 15 years, ADAMH used its Strategic to gain support and resources in 2005, 2010 and will be making the case for support and resources once again in late 2015.

Services

- Board Strategic Plan
- Department Strategic Business Plan

2. Arvada, CO

8101 Ralston Rd.
Arvada, CO 80001

Mark Deven

Arvada City Manager
mdeven@arvada.org
(970) 898-7500

Project Description

In April 2013 as part of their new Managing for Results effort entitled 'FOCUS,' MR facilitated the Arvada City Council to develop a City Strategic Plan. Arvada's 'FOCUS' initiative also includes Department Strategic Business Plans integrated into their Performance Based Budget and Performance Reporting. In June 2013, Arvada began using MR's *MFR Live* performance dashboard and reporting system. As of this writing, the City holds weekly STAT meetings where a selected Department presents and discusses its performance and contribution to the City Strategic Plan as well as the those priorities and performance measures that exist in that Department's Strategic Business Plan. All Arvada departments present once a quarter.

Services

- City Strategic Plan
- Department Strategic Business Plans for every Department
- Performance Based Budget
- Performance Reporting – *MFR Live*

3. Clackamas County, OR

2051 Kaen Road
Oregon City, OR 97045

Don Krupp

County Administrator
dkrupp@clackamas.us
(503) 655-8581

Project Description

In the spring of 2014, MR facilitated the County Commissioners of Clackamas County, OR to develop a measureable, results- oriented, County Strategic Plan. The County's Strategic Plan is the cornerstone of its Managing for Results initiative 'Performance Clackamas' that also includes Department Strategic Business Plans, a Program Structured Performance Based Budget and Performance Reporting all supported by MR's software system – *MFR Live*. Performance Clackamas runs on the decisions made by the Executive Steering Committee in a Design and Decision meeting facilitated by MR. Performance Clackamas is directed from the

County Manager's Office and will involve all BoCC departments. All elected official departments are invited to participate and the Assessment and Taxation Department is participating in the first phase. At this writing, five departments have completed Strategic Business Plans and will present a performance budget for FY2015-16.

Services

- County Strategic Plan
- Department Strategic Business Plans for every Department
- Performance Based Budget
- Performance Reporting – *MFR Live*

4. Gunnison County, Colorado

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Gunnison, CO 81230

Paula Swenson

Gunnison County Commissioner
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(970) 641-8997

Project Description

Gunnison County began their Strategic Planning with MR in 2008 and has continued with their Managing for Results initiative since that time. As an example of how the process and plan continues to provide value after the initial engagement, the County Commissioners of Gunnison County, with MR assistance, have updated the County Strategic Plan four times since 2008 (2009, 2011, 2013 and 2015) to ensure that issues on the horizon are considered and new priorities have customer-focused strategic results attached to them so that success is defined and results are achievable.

Gunnison has engaged MR to develop Strategic Business Plans for each department and align those plans with the County's budget. Gunnison produced a performance-based budget and has used performance budgeting with great results.

In 2011-12 Gunnison was able to lower property taxes, provide a cost of living increase for employees for the first time in three years and maintain core service levels. The County Strategic Plan and Managing for Results in Gunnison County also resulted in the building of Public Safety and Public Works facilities without raising taxes, after talking about each of them for over 20 years. Gunnison County has used its County Strategic Plan to achieve remarkable things and save taxpayers real money.

Gunnison also uses MR's *MFR Live* performance dashboard and reporting system and *MFR People*, MR's employee performance planning, management and evaluation system.

Services

- County Strategic Plan
- Department Strategic Plans for every Department
- Performance Based Budget
- Performance Reporting – *MFR Live*
- Employee Performance Management – *MFR People*

Statement of Qualifications

The distinguishing characteristic of the MR proposal is the unique methodology and the exceptional depth of the Consultant Team's experience. MR's team includes individuals who have themselves had the specific responsibility for designing and implementing Strategic Planning in their own government positions and who have provided similar services to dozens of customer jurisdictions. They have personally experienced and successfully met the challenges the City of Gahanna will face in creating and implementing its City-wide Strategic Plan.

Note: Consultant Team resumes in their entirety are available upon request.

- Marv Weidner (Founder & CEO)

Marv Weidner has a background of more than 20 years of senior government experience. His last position was Director of Policy and Strategic Planning for the State of Iowa where he led the Governor's Managing for Results efforts that included the development of agency and enterprise strategic planning, performance budgeting and performance accountability systems. For five years prior, Marv was the head of economic assistance policy and led Iowa's highly successful welfare reform initiative. In his first ten years in state government he led Iowa's innovative refugee resettlement program, recognized by the State Department as the best in the nation.

Marv founded Managing Results in 1998 and has since led engagements with 70+ jurisdictions across the country delivering strategic planning and performance management products and services.

Marv has been the lead consultant for numerous enterprise-wide Managing for Results and cultural change initiatives in some of the nation's best-managed governments. Marv's team has successfully helped some of America's best managed governments build a fully integrated management system that integrates strategic business planning, program performance, accounting, program-structured/performance-informed budgeting, and individual performance planning. Using MR methodologies, MR's customers now repurpose over \$37 Billion in annual budgets on results for customers. And likewise, Marv and his team have served some very challenged governments.

Marv has often been asked to keynote, chair and sponsor national conferences. His workshops on Cultural Change Management, Performance Budgeting and Integrated Management Systems Focused on Results and Continuous Improvement consistently receive excellent ratings by participants.

- Marty Weidner (Co-Founder & President)

Marty Weidner has 19 years of government experience with the City of Austin and the State of Texas, leading major organizational change initiatives and strategic planning initiatives. She was a member of the design team for the City of Austin's Managing for Results system that won the City an A- from Governing Magazine's Government Performance Project. She was the lead facilitator and trainer throughout implementation, and provided in-depth review of every department's Strategic Business Plan.

Marty has designed and facilitated strategic and business planning in every one of MR's engagements including jurisdictions like Metro Nashville, Washington D.C., Seattle WA, Maricopa Co. AZ, Franklin Co. OH, the State of North Dakota, the Smithsonian Institution, Pinal County, AZ, Oklahoma City, OK, Las Vegas, NV and Clackamas County, OR.

As an example, Marty led the development and deployment of Nashville Metro's Results Matter Initiative, which integrated strategic business planning, performance budgeting, performance management, and performance reporting into a results-focused management system. Ms. Weidner was primarily responsible for facilitator

training, strategic business planning, design of Metro-wide Review, and redesign of the employee performance appraisal system.

Marty is the primary designer of MR's products including the *MFR Live* and *MFR People* dashboard systems.

- *Kate Blunt (Senior Consultant)*

Kate Blunt is a Senior Consultant with Managing Results, LLC and also an Associate Senior Consultant with both the Treasury Department's Federal Consulting Group. Her most recent engagements include: 1) guiding the development of a comprehensive performance measurement system for a federal grants agency within the U.S. Department of Health and Human Services; 2) conducting a comprehensive customer value analysis, including phone and on-line surveys as well as focus groups, to shape the strategic direction and business operations of the Rosslyn, Va., Business Improvement District; and, 3) implementing *Managing for Results* in Wayne County, Michigan, Las Vegas, Nevada and Pinal County, AZ.

Between 1993 and 2004, Kate was the Director of Strategic Planning and the Process Change Consulting Group at the Pension Benefit Guaranty Corporation (PBGC) responsible for integrating corporate-wide strategic, budget and workforce planning as well as directing a variety of customer service, re-engineering and change management efforts.

- *Matthew Birnie (Senior Consultant)*

Matthew Birnie has been a Program Manager, Department Director, and County Manager in the public sector for over 18 years and also has extensive private sector experience. Matthew is the Chair of the Colorado City/County Management Association Board and is dedicated to promoting and strengthening local government management, governance and excellent service delivery to customers. He is also currently the Vice President of the Association of Colorado County Administrators (ACCA) and was awarded ACCA's "Administrator of the Year" award for 2011.

Over the past seven years, Matthew has served as the executive manager of Gunnison County, Colorado where he has implemented Managing for Results across entire the County government, including the Board Strategic Plan (2008, 2011, 2013 and 2015), Strategic Business Plans in all departments, Performance Based Budget (GFOA Award), Performance Reports and Employee Performance.

Matthew has been involved in MR's El Paso and Key Biscayne projects and the Seattle 'Managing Up' training project.

Innovative Strategies and Approaches

Customer Focused Strategic Plan

Working with MR, the City will create a City-wide Strategic Plan that is focused on measurable results for customers, including timelines for achieving the target. Most Strategic Plans are best characterized as 'general statements of good intentions'. Most strategic plans are more like hoping for results, rather than managing for results.

Traditional strategic plans lack a clear customer focus and often are written in terms of what the government will DO rather than what the customer will Experience - thus the Plan is (often unconsciously) talking about the organization rather than customers. MR's methodology, known widely as Managing for Results, can be characterized as the 'relentless pursuit of clarity'. Strategic Plans developed with MR's approach leave no doubt about what the City's Strategic Priorities are and what Strategic Results or experiences the City expects to create for the customers of City services.

MR's approach provides elected officials the ability to both communicate clearly with constituents and provide clear direction to City Departments and staff. An MR facilitated Strategic Plan will communicate with unmistakable clarity that the City is on purpose and focused on results for customers.

MR's approach leads directly to Implementation Plans that are actionable, accountable and manageable. Because the Strategic Plan will include measurable customer results, City Departments can more easily align their operations to achieve the Council's Strategic Plan, and Budgets can be aligned to support the Plan as well. This is the foundation of building an entire management system focused on results for customers – what MR refers to as Managing for Results.

Lastly, because of the qualities of MR facilitated Strategic Plans, cities and counties that have worked with MR have accomplished some remarkable things for their community. By focusing on measurable results and engaging the organization in creating those customer experiences, major accomplishments that had previously been considered out of reach become a reality for the community. And this, more than anything else, builds confidence in the City organization.

Strategic Plan Structure & Modified Consensus Decision-Making

One measure of success in any strategic planning effort is the support it generates for successful implementation. Key to that is for all members of the Council to all fully support the Strategic Plan.

MR developed a decision making process we call 'modified consensus'. As we develop the Plan no votes are taken. Votes create winners and losers, which is not a good foundation for moving a Strategic Plan forward.

The Strategic Plan structure used by MR provides the way for the Mayor and all Council members to support the Plan as it is developed and later as it is implemented. The Strategic Priorities are broad categories agreed to unanimously by the Council. As each Strategic Priority is further developed by delineating Strategic Results, it is easy to create the 'room' necessary for individual Council member interests to be expressed. We never need to take votes but instead our customers achieve consensus. Modified consensus means that everyone can support the decisions made, not that everyone equally agrees. Thus far in 17 years our customers have not had to take votes on what is included in the Strategic Plan.

Public Involvement – What are the issues?

Over the years we have watched cities and counties ask the wrong question. In one instance, an incoming Mayor inherited an extraordinary set of expectations, written in response to the outgoing Mayor's request for neighborhoods to provide their 'wish list' set of desired improvements. That amounted to \$5 Billion in unmet and unmanaged expectations and had everything to do with this incoming Mayor becoming a one-term Mayor. Knowing what is on everyone's wish list is not helpful when developing a Strategic Plan.

What is helpful is to ask community members what Issues they believe they will be dealing with over the next several years, typically 5 years or the planning horizon encompassed by the Strategic Plan. This information is extremely valuable to the Mayor and Council as they develop the Strategic Plan. Often the Strategic Priorities express the most urgent Issues, e.g. traffic, infrastructure, environment, public safety or specific issues that are most important in a community at a given point in time.

The Strategic Results developed in the Strategic Plan, if achieved, will address those issues. MR has developed dozens of city and county Strategic Plans structure around key issues and over 1,700 department Strategic Business Plans focused on key issues facing the department and its customers.

One further point, if a Strategic Plan is focused on the issues customers will be facing, that Plan will lean hard into the future and be customer focused.

Inclusive Process – You create the plan, not the consultants.

MR's customers develop the Strategic Plan, not MR. MR provides and facilitates the process and the Mayor and Council create the content. This aspect of planning comes up often, sometimes in RFP's where the city is asking the consultant to write the Plan. We won't do that because the Plan is very specific to the community and only leaders of the community can, therefore, provide the content of the Plan. This may not be an issue for the City of Gahanna. The MR approach ensures that the Strategic Plan expresses what the community wants, not what the consultant thinks you want or, worse, thinks you should want in your Plan.

Next Steps to Consider

MR has successfully helped some of America's best managed governments build fully integrated management systems so that using performance information to make decisions becomes 'how they do business' vs. just another exercise. The first step in that process, identified in this RFP, is the creation of a results-based City-wide Strategic Plan as well as an aligned Implementation Plan(s) that ensures successful execution of the City-wide Strategic Plan.

Gunnison County, CO, which has been doing Managing for Results since 2008, began its effort by creating a County-wide Strategic Plan and Implementation Plan. By creating a County-wide Strategic Plan and Implementation Plan, the County was able to begin executing its plan immediately. In 2009, Gunnison County created Department Strategic Business Plans, which allowed them to manage for results for all operations (not just those areas that aligned with the County-wide Strategic Plan) and develop a Performance Based Budget.

The creation of Department Strategic Business Plans is the third step following the City-wide Strategic Plan and Implementation Plan in building a performance management system where planning, performance measurement and budgeting are all one system and one process. This integrated approach maximizes the benefits of all three components – while at the same time making them one annual process, one annual, integrated calendar of events. Because the creation of Department Strategic Business Plans is essential to creating engagement within operational departments, defining organizational structure around results and telling a department's story of impact on customers, nearly all MR customers have chosen to develop Department Strategic Business Plans.

The development of a Performance Based Budget (PBB) is the fourth step. MR's PBB methodology creates a performance budget based on Department Strategic Business Plans. This reinforces the assets of both processes – to ensure that results identified in the Department Strategic Business Plans are resourced. So there is a level of funding for a level of expected performance. This means that the budget is funding results rather than simply funding the organization. For that reason our customers have engaged both processes.

Without intentional effort and support, execution of the City-wide Strategic Plan and Department Strategic Business Plans will not be effective. MR offers its enterprise dashboard and reporting system *MFR Live* so that jurisdiction and department plans, and the performance measures included in those plans, can be monitored, managed and reported using dashboard technology. *MFR Live* aligns directly with MR's approach to strategic planning and PBB and allows organizations to use performance measures and performance information to manage year round. *MFR Live* supports organizations using community specific performance measures and targets as well as benchmark measures.

Strategic plans do not, by themselves, transform organizational culture. People do. It is this basic premise that is the underlying principle of Employee Performance Management (EPM), a human process that translates the innovative thinking and potential expressed in Strategic Plans into action. MR offers its employee performance management

system *MFR People* to facilitate the creation, management and review of individual performance plans. The system automatically provides integration and alignment with strategic business plan goals and measures when licensed in conjunction with the *MFR Live* system.

Example Plans and Work Products

Below are links to two recent jurisdiction-wide Strategic Plans where MR provided similar services to those requested in the RFP:

- Arvada, CO --- https://static.arvada.org/docs/Arvada_City_Strategic_Plan_Adopted_2013-06-17_Public_Version_2-1-201310161640.pdf
- Clackamas County, OR --- <http://www.clackamas.us/performance/documents/performanceclackamas.pdf>

A current example of what the City wants to do is exemplified in the Gunnison Model. Included on the following pages is a portion of Gunnison's County-wide Strategic Plan and Implementation Plan that communicates:

- 1 of 4 Strategic Priorities created by the Board of County Commissioners
- The measurable Strategic Results included within that Strategic Priority
- The Implementation Plan for achieving each Strategic Result

Gunnison County Strategic Plan

Adopted May 20, 2008
Revised July 21, 2009
Revised May 24, 2011
Revised June 4, 2013
Revised May 5, 2015



C. Promote Prosperous, Collaborative and Healthy Communities

Strategic Results

- 1. By December 31, 2016, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market.**

Lead: Airport Manager Rick Lamport

Team: Community Development Director Russ Forrest, County Manager Matthew Birnie, Deputy County Manager Marlene Crosby and Facilities and Grounds Director John Cattles.

- 2. By December 31, 2016, Gunnison County will launch the implementation of the One Valley Prosperity Project.**

Lead: Community Development Director Russ Forrest

Team: Planner Cathie Pagano, GIS Manager Mike Pelletier, Airport Manager Rick Lamport and County Manager Matthew Birnie.

- 3. By December 31, 2016, Gunnison County will promote optimal community and family health, safety and wellbeing as measured by:**

- Attain the rate of children two years of age who are fully immunized at 80% or more.
- 90% of Gunnison County residents will have health insurance.
- Reducing the number of days that children are in the custody of the department to 1,500 days by strengthening the local child welfare service system.
- 100% of violations (defined as "critical" level by State) from food service facility inspections will be corrected on-site or within 10 days, according to State laws.
- 75% of respondents to the biennial Citizen Survey will state the services provided to seniors by Gunnison County are good or excellent.

Lead: Health and Human Services Director Joni Reynolds

Team: Public Health Director Carol Worrall, Senior Resources Program Manager Karin Stewart, Child and Family Services Manager Gillian Wilks and Juvenile Services Manager Janet Reinman.

- 4. By December 31, 2017, ensure redundant broadband internet infrastructure in the Gunnison valley.**

Lead: Community Development Director Russ Forrest

Team: Commissioner Swenson, Commissioner Chamberland and Commissioner Houck.

- 5. By 2020, increase the airport's economic impact to the community by 40% over 2013 CODOT study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity**

Lead: Airport Manager Rick Lamport

Team: Community Development Director Russ Forrest and County Manager Matthew Birnie.

Gunnison County Strategic Plan

Implementation Tactics

As of 4/22/2015



C. Promote Prosperous, Collaborative and Healthy Communities

Strategic Results

1. By December 31, 2016, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market.

Lead: Airport Manager Rick Lamport

Team: Community Development Director Russ Forrest, County Manager Matthew Birnie, Deputy County Manager Marlene Crosby and Facilities and Grounds Director John Cattles.

Strategies & Timeframes:

1. Complete review of Current FBO Strategies and Services within Master Plan Nov 2015
2. Complete Airport Master Plan and identify future Corporate and General Aviation needs Feb 2016
3. Define new strategies to capture Corporate and General Aviation growth July 2016

Required Resources:

1. The first two strategies listed above will be covered under AIP 48.
2. The third strategy listed above may need General Aviation activity analysis in 2016.

2. By December 31, 2016, Gunnison County will launch the implementation of the One Valley Prosperity Project.

Lead: Community Development Director Russ Forrest

Team: Planner Cathie Pagano, GIS Manager Mike Pelletier, Airport Manager Rick Lamport and County Manager Matthew Birnie.

Strategies & Timeframes:

1. Complete Values and Vision Process 8/1/2015
2. Better Cities Recommendations (EDA Grant) delivered 8/1/2015
3. Develop Action Plan with Partners 9/31/2015
4. Action Plan Approval by Board 12/1/2015
5. Integrate Action Plan as necessary into County Strategic Plan 2/1/2016

Required Resources:

1. Staff time for Russell Forrest, Cathie Pagano, Mike Pelletier, and John Gioia.
2. Support from County Partners participating in the CBTF.
3. Funding is currently available through the existing EDA grant to support implementation of actions that may be recommended by Better Cities.
4. Capital Grant funding from the Economic Development Administration.

3. By December 31, 2016, Gunnison County will promote optimal community and family health, safety and wellbeing as measured by:

- Attain the rate of children two years of age who are fully immunized at 80% or more.
- 90% of Gunnison County residents will have health insurance.
- Reducing the number of days that children are in the custody of the Department to 1,500 days by strengthening the local child welfare service system.
- 100% of violations (defined as "critical" level by State) from food service facility inspections will be corrected on-site or within 10 days, according to State laws.
- 75% of respondents to the biennial Citizen Survey will state the services provided to seniors by Gunnison County are good or excellent.

Lead: Health and Human Services Director Joni Reynolds

Team: Public Health Director Carol Worrall, Senior Resources Program Manager Karin Stewart, Child and Family Services Manager Gillian Wilks and Juvenile Services Manager Janet Reinman.

Strategies & Timeframes:

1. Immunization Rate:

- a. Immunization records at five childcare centers will be assessed quarterly and notification provided to parents of missing vaccinations Ongoing
- b. Collaborate with schools to provide opportunities for parents to talk one-on-one with Immunization Nurse during Kindergarten registration and assist school district in assessing their immunization records Ongoing
- c. Three media messages for newspapers about vaccine education will be distributed Ongoing
- 2. Health Insurance:
 - a. Collaborate with private brokers and health guides for coordinated referral and enrollment services Ongoing
 - b. Complete public medical insurance application processing within 45 days ... Ongoing
 - c. Provide quarterly public information in written media regarding health insurance application process Ongoing
- 3. Children in Department Custody:
 - a. In line with the Governor’s 2.0 Child Welfare Plan and the hotline initiative, public awareness of the hotline will be raised. Mandatory reporters will receive training in Child Welfare issues..... December 2015
 - b. Continue to work collaboratively on the Crossover Youth Model. Currently in the implementation phase, we will share data entry December 2015
 - c. State initiatives targeting prevention services will be examined and the best fit for Gunnison/Hinsdale residents chosen in coordination/collaboration with existing programs in Public Health and the community December 2015
 - d. Develop a primary focus and team approach with a renewed commitment to family engagement techniques, and casework practices that enhance family engagement, along with measures to prevent involvement in the Child Welfare system July 2016
 - e. Hold Facilitated Family Meetings within 14 days of every out of home placement July 2016
 - f. Initiate and Conduct Intensive Family Finding Services on every out of home placement..... July 2016
 - g. State initiatives targeting family engagement models will be analyzed and the most appropriate model selected..... July 2016
- 4. Food Facility Violations:
 - a. A workflow process will be developed to monitor results of food service inspections and timeframes of corrective measures taken December 2015
- 5. Senior Services:
 - a. Senior Resources Office will provide outreach, marketing and options counseling to ensure seniors and their caregivers are aware of services provided by and throughout Gunnison..... Ongoing

Required Resources:

- 1. Immunization Rate:
 - a. Current HHS staff and additional training.
- 2. Health Insurance:
 - a. Current HHS staff and additional training.
 - b. Continue the commitment to reducing the number days that children are in out-of-home care, by a continuous and concurrent use of such methods outlined below (Facilitated Family meeting/family engagement meetings, Intensive Family Finding) and other methods such as Group Supervision, the use of an MDT (Multi-disciplinary Team) and Permanency Round Tables.
- 3. Children in Department Custody:
 - a. State training and staff resources will be needed for all identified strategies.
 - b. Some utilization of county match funds may be appropriate to supplement if a training is not offered by the State within our training region.
 - c. State hotline funds will be utilized for hotline awareness campaign.
- 4. Food Facility Violations:
 - a. New HHS staff to be recruited/hired.

- b. Training for new staff.
- 5. Senior Services:
 - a. Current HHS staff and additional training.

4. By December 31, 2017, ensure redundant broadband internet infrastructure in the Gunnison valley.

Lead: Community Development Director Russ Forrest

Team: Commissioner Swenson, Commissioner Chamberland and Commissioner Houck

Strategies & Timeframes:

- 1. Completion of the Neo Fiber Broadband Plan6/1/2015
- 2. Develop funding plan and apply for grants to implement the Neo Fiber Plan ... 12/31/2015

Required Resources:

- 1. Region 10/Neo Fiber need to complete the Broadband Plan.
- 2. Grants need to be identified and obtained to support the implementation of the plan for Gunnison County.

5. By 2020, increase the airport’s economic impact to the community by 40% over 2013 CODOT study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity.

Lead: Airport Manager Rick Lamport

Team: Community Development Director Russ Forrest and County Manager Matthew Birnie.

Strategies & Timeframes:

- 1. With local and regional business support, begin development of air service strategic plan.....August 2015
- 2. Initiate effort to implement plan..... April 2016

Required Resources:

- 1. We should receive the proposal and scope from the consultant by May 2015.
- 2. The resources required to implement the plan are unknown at this time, but we intend to obtain cost sharing between interested and benefitting parties.