CITY OF WAUWATOSA

COMMITTEE OF THE WHOLE

AGENDA • JUNE 4, 2013

Regular Meeting | **Committee Room #1** | **6:30 PM**

7725 West North Avenue, Wauwatosa, WI 53213

PLEASE NOTE: The items on this agenda may be revised before the time of the Common Council meeting, some items may be removed and others added prior to the completion of the final Common Council agenda. The final agenda will be available in the City Clerk's office and on the city website at www.wauwatosa.net. It is anticipated that each item listed on the agenda may be discussed, referred or acted upon unless it is noted in the specific agenda item that no action is contemplated.

COMMITTEE OF THE WHOLE ITEMS

1. Interviews for selection of the firm to conduct the Common Council strategic planning process

Any person who has a qualifying disability as defined by the Americans with Disabilities Act who requires the meeting or materials at the meeting to be in an accessible location or format, must contact the City Clerk at voice telephone 479-8917 or TTY 471-8484 (City Hall, 7725 W. North Avenue, Wauwatosa, Wisconsin 53213) for accommodations. Requests for accommodations for meetings should be made at least three (3) business days prior to the meeting. Every effort will be made to arrange accommodations for all meetings; so please give the City Clerk as much advance notice as possible.

Firm: Azimuth Group (www.azimuthgrp.com)
Where: Dallas, TX
Est. Cost: $32,500, plus expenses

Highlights:

- **Public Sector based company with private sector experience**
- **Specific Strategic Planning Model, "D3 (Discover, Develop, Deploy)"** – They have a specific model, or approach. This could show that they either have found a proven method for strategic planning or it could be a marketing ploy. (pg. 1)
- **Graphs and Visual Aids –** Azimuth heavily uses graphs and visual aids throughout the project to communicate. This may be particularly helpful for people who are visual learners. (pg. 2)
- **Workshop –** They would like to do an intensive two day workshop with the Mayor, Common Council, City Administrator and other staff offsite. By being offsite it may help to facilitate discussions about various issues. At the same time, the logistics of coordinating it may be a challenge. (pg. 4)
- **Specific –** The proposal had a very specific work plan. (pg. 1-9)
- **Anonymous Wireless Voting Technology** – Similar to Springsted. (pg.6)
- **Gameplan** – They presented very useful diagrams as an example of an action plan that is multiple years. (pg. 7)
- **Mentoring** – Azimuth would assist the City implementation team with understanding their role and responsibilities. (pg. 7)
- **Marketing** – The proposal showed a keen ability to market, which may indicate the ability to make a marketable work product for the City.
- **Discover Phase** – They are interested in gaining knowledge to create a higher level of success (pg. 10)
- **Internal Focus Groups** – Their interest lays not only in understanding the Council perspective, but the perspective of the employees. This may bring to light unknown issues, which may help sculpt a discussion about the type of organization culture desired and actions to pursue. (pg. 11)
- **Lack of Geographic Presence –** May take them a little longer to understand the unique environment of Wisconsin public sector.
- **Smaller Firm –** Azimuth has fewer resources to draw upon.

- 4-5 months to complete
- 4 On-Site Visits (pg. 33)
- Offer good for 90 days, negotiable
- PO Box for location
- Offers implementation assistance as a separate service (focused consultation, coaching and mentoring)

Checklist	
Market Analysis	Check
Mission/Vision	Check
Financial Analysis	Check
SWOT	Check
Action Plan with Reporting Structure	Check
Metric for Success	Check

A Proposal to Provide

Strategic Planning Services

Submitted to

The City of Wauwatosa, Wisconsin

Due Date: April 24, 2013

The Azimuth Group, Inc.

6611 Hillcrest, Suite 441

Dallas, Texas 75205

214.987.3423 office

214.987.0919 fax

info@azimuthgrp.com

www.azimuthgrp.com

strategic solutions for public leaders

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Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

Proposal Title Sheet

City of Wauwatosa Strategic Planning Services

Date: April 26, 2013

I, David Eisenlohr, the undersigned, do hereby propose to furnish the City of Wauwatosa, WI, a Strategic Planning Informational Proposal, in accordance with all terms and specifications contained herein:

Enclosed are two (2) copies of your proposal package, and one (1) electronic and/or CD copy.

NAME OF FIRM: The Azimuth Group, Inc.

SIGNATURE: _____

TITLE:	President and Managing Partner
ADDRESS:	6611 Hillcrest Ave., Suite 441, Dallas, Texas 75205
TELEPHONE NUMBER:	214.987.3423
FAX NUMBER:	214.987.0919
EIN:	26-0819508
EMAIL:	deisenlohr@azimuthgrp.com

Consultant shall answer the following questions by circling the appropriate response or completing the blank provided:

Company Profile:
IS YOUR FIRM? (Please circle one)

A. SOLE PROPRIETORSHIP	YES	NO
B. PARTNERSHIP	YES	NO
C CORPORATION	**YES**	NO

LIST LEGAL NAMES of COMPANY: The Azimuth Group, Inc.

Total Number of Employees 3

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

April 26, 2013

Mr. Anthony Brown
Assistant to the City Administrator
7725 West North Avenue
Wauwatosa, WI 53213

RE: The City of Wauwatosa Strategic Planning Services

Dear Mr. Brown:

The Azimuth Group, Inc. ("AGI") is pleased to present this proposal to support the City of Wauwatosa in the design and management of a comprehensive strategic planning process. We understand that you are looking for a highly experienced, objective consulting partner to coordinate a collaborative planning effort and to provide expert guidance and support to the City's elected and appointed leadership. We propose to apply our extensive experience in local government strategic planning to help you achieve the results you seek for the citizens of the City of Wauwatosa.

About The Azimuth Group

The Azimuth Group is a boutique consulting firm delivering specialized and highly individualized management advisory services to the local government sector. We design end-to end solutions for our clients, from strategy formulation through execution and all steps in between. Our team has helped multiple public jurisdictions successfully develop and deploy strategic plans. These plans have included organization-wide goals and objectives, departmental plans and metrics, change management and communications plans and strategic technology plans.

Founded by former "Big Six" management consultants, AGI's value proposition rests on the delivery of big firm results on a nimble and highly responsive platform. Unlike the larger firms from which we came, our partners and senior associates are actively engaged in the provision of client service. By assembling hand-picked teams of Azimuth partners, associates and allies, we are able to address our clients' most pressing challenges with creativity and pinpoint precision.

Your Trusted Business Advisors

The marketplace today is full of consultants and consulting firms possessing the baseline facilitation skills to meet the specific requirements of this project. However, we believe that you need more than good facilitators to fully realize your strategic planning objectives. You need a consulting team with deep understanding of local government organizations and operations to become your trusted business advisor. At the Azimuth Group:

- **We are much more than competent workshop facilitators**. AGI is a full-service local government management consulting firm. Every day, our professionals go to work thinking about how they can help public leaders improve the performance of their organizations. Our expertise spans the full range of municipal service programs, operations, management, and technology. Our deep reservoir of local government knowledge and experience means that the strategic plans we help our clients develop are rooted in a real-world appreciation for the complexities and risks of local government service.
- **We are adept at translating strategic concepts into operating plans and results.** The founding members of AGI, including the Project Director proposed for the City of Wauwatosa engagement, have served in senior operational leadership roles in local government prior to beginning their

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

consulting careers. We will apply that practical, real world experience to support you as we work together to develop the plan, prioritize the implementation actions, and cascade it throughout all operational levels to drive results and enable a culture of strategic management for the City.

- **We are local government specialists by choice, not necessity.** Our full-time profession is the delivery of highly specialized business advisory services to the local government sector. We believe in the values of public service and have an abiding respect for public servants. AGI consultants work in the local government sector because we choose to do so. In both good times and tough times, in strong economies and weak ones, you can rely on us to be there for you over the long term and not vanish from the scene when the private economy recovers.

Having only recently concluded a long-term technology consulting engagement with nearby Waukesha County, we are very eager to earn your trust and your business. If selected, we pledge to work closely and collaboratively with the City of Wauwatosa's Common Council and leadership team and to present our findings, conclusions, and recommendations based on facts, in a concise format, buttressed by the unmatched operational insight you require to accomplish your most ambitious goals for this project.

Proposal Requirements
Our proposal and pricing is valid for a period of not less than 90 days from the proposal due date. The undersigned, Mr. David Eisenlohr, President and Managing Partner of the firm, will serve as the designated corporate contact for this engagement. He is fully authorized to negotiate and sign any agreement that may result from this proposal. Should you have any questions or desire any further information, please feel free to contact me at either phone numbers or the email address listed below.

In Summary
At the Azimuth Group, helping local governments to succeed is not just our livelihood. It is our passion. Over our careers as both operating managers and consultants, each member of the AGI team has built a personal record of client success for local government agencies across the Nation. We are confident that a careful review of our proposal, the quality of our team and our prior work experience will reveal the Azimuth Group as your best choice to be your strategic planning partner. We look forward to the opportunity of serving the City of Wauwatosa, of sharing our knowledge, experience and expertise with you on this important endeavor.

Very truly yours,
The Azimuth Group, Inc.

By:
David W. Eisenlohr

President and Managing Partner
The Azimuth Group
6611 Hillcrest Ave., Suite 441, Dallas, Texas 75205
Phone: 214.987.3423
Fax: 214.987.0919
Email: deisenlohr@azimuthgrp.com

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

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I. Project Work Plan

The Azimuth Group, Inc. has extensive experience in helping local government organizations to think and plan strategically for their future. We partner with cities, counties, special purpose districts, non-profit associations and other public service organizations to assess current conditions, articulate a compelling vision and mission, and achieve consensus on a set of high priority strategic goals and action plans.

Over our many years of management consulting experience, we have developed a strategic planning methodology, called D^3 (Discover, Develop, Deploy), to serve as a reliable and repeatable framework for the completion of strategic planning projects like the one currently contemplated by the City of Wauwatosa.

Our Understanding of Your Requirements

Based on our reading of your RFI and our experience completing directly comparable projects, we understand that you require a professional, fact-based planning process that will produce a strategic roadmap to guide and prioritize the city government's operations and actions, both short and long term.

We understand you to expect:

- ***Evaluation and analysis*** of the City's current operating conditions, both internal and external (i.e., strengths, weakness, opportunities and threats, market, and financial). (***Where are we today?***)
- ***Review and possible refinement*** of the City's vision and mission statements to guide the development and prioritization of strategic goals. (***Where do we want to be?***)
- ***Creation*** of a time-sequenced set of specific goals and actions, aligned and prioritized to the vision and mission (***How do we get there?***)
- ***Development*** of a set of key performance indicators to monitor progress and results over time. (***How will we know when we get there?***)
- ***Recommendation*** on a strategic management implementation model to ensure the sustainability of the planning process and its benefits. (***How do we continue to improve?***)

To help you answer these and other relevant questions, our recommended approach to the strategic planning project includes the following key attributes:

- ***Collaboration*** – while we understand that the Mayor, Administration and Common Council are our ultimate clients, we also believe that the best strategic plans are those that are prepared in partnership with our clients' professional staffs.
- ***Engagement*** – we will reach out to both internal and external stakeholders through personal interviews, highly interactive focus groups and other en-

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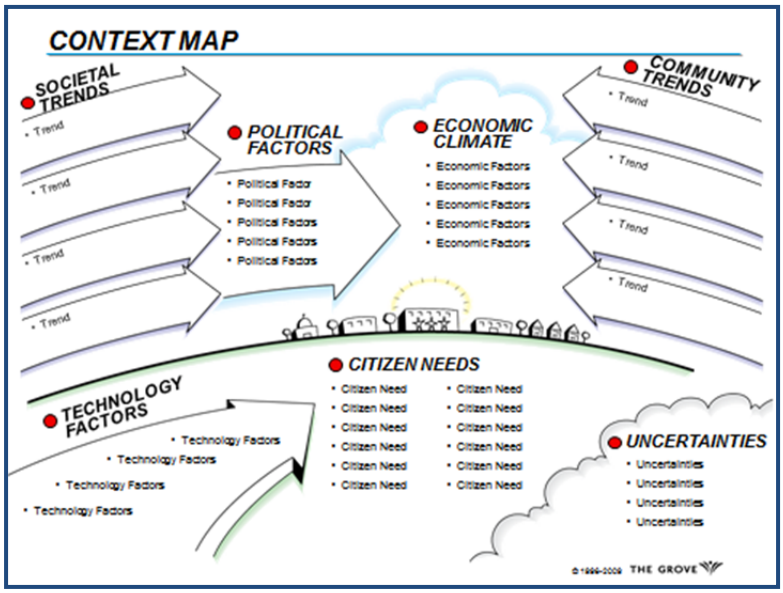
gagement techniques to elicit as much input, as many ideas, and as varied a set of perspectives as we can to serve as the foundation for the planning process.

- ***Engagement*** – we will reach out to both internal and external stakeholders through personal interviews, highly ***interactive*** focus groups and other engagement techniques to elicit as much input, as many ideas, and as varied a set of perspectives as we can to serve as the foundation for the planning process.
- ***Innovation*** – at appropriate times over the course of the project we will use innovative consensus building and prioritization tools. Our CoNexus technology allows for anonymous keypad voting and the ***display*** of real-time results to help participants see the results as they are obtained and to discuss and clarify their impacts.

Strategic Planning Tools and Techniques

This section of the Azimuth Group proposal provides a more comprehensive description of the approach we will use to complete the major tasks of the strategic planning effort explained in Section II of this proposal and illustrates some of the tools we will use to accomplish the desired end results.

Describe Current Conditions of the City



In conducting the strategic planning project for the City of Wauwatosa, we will adopt a highly graphical, visual approach to facilitation and documentation of results. We will use graphical planning tools published by The Grove Consultants International. The Grove is a San Francisco-based consulting and publishing firm that provides visualization tools that we use to help client organizations assess their current condition, visualize success, explore strategic options and plan for implementation success.

The graphic guide at left, known as a Context Map, is an example of one of these tools. Enlarged to wall chart size, we will record the input received from various stakeholder focus groups. While the specific categories in the Context Map can be customized to the City of Wauwatosa, typical categories include:

- Societal and community trends.
- Political factors.
- Economic climate.

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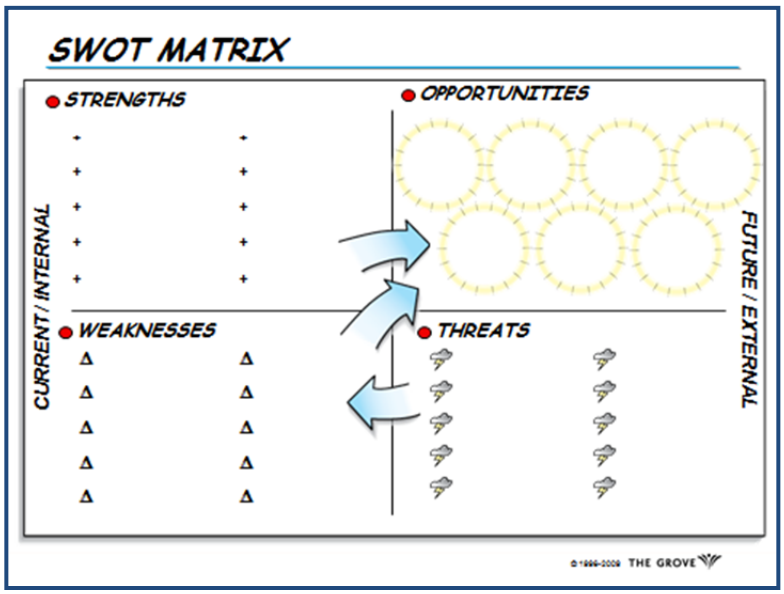
- Citizen needs.
- Technology factors.
- Uncertainties.

In traditional strategic planning terminology, Context Mapping is known as an "environmental scan" and is an early step in the planning process to establish a common understanding of the external environment within which the organization must succeed.

For each of the stakeholder focus sessions (again, both internal and external) a separate Context Map will be developed and both common themes and contradictions will be noted, summarized, and used to frame discussion in a Mayor / Common Council / Senior Staff strategic planning workshop.

SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats are also captured on graphic guides in multiple stakeholder groups. We plan on focus groups of approximately two hours duration each, comprised of representatives of various community and organizational interests.



Where context mapping / environmental scanning concentrates on the external environment, SWOT analysis has both internal and external dimensions. As with the environmental scan, SWOT analysis is helpful in the development of a shared understanding of present conditions and a consensus on likely future events. Both of these processes are essential, foundational steps in the strategic planning process.

For the SWOT analysis, focus group participants are asked to critically and constructively consider the City of Wauwatosa itself. For internal stakeholders, the assessment will be primarily organizationally based. For external stakeholders, their considerations tend towards being more community based.

"***Strengths***" are those assets and capabilities currently available within the community or the organization and that can be leveraged to achieve desired results. Conversely, "***Weaknesses***" are those current aspects of the organization and/or the community that stand in the way of strategic success and that must be overcome to achieve optimal results.

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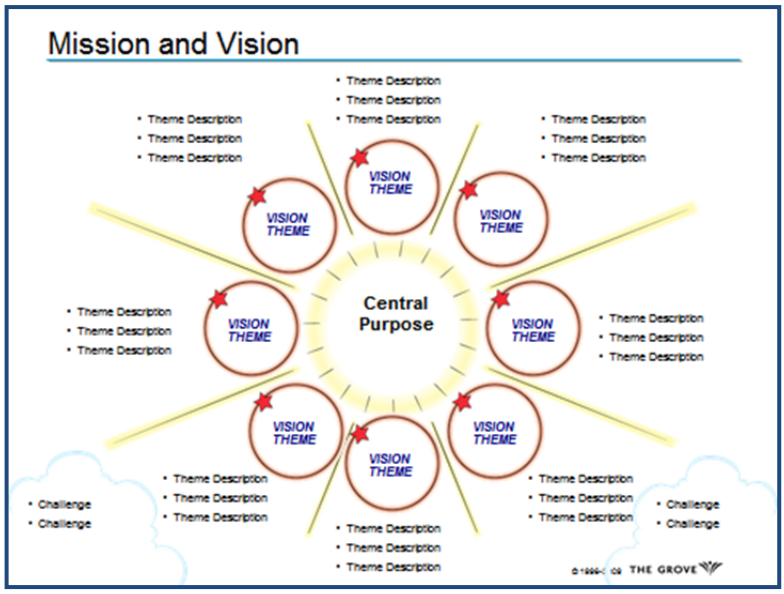
"***Threats***" are future external events that, if unmitigated, have the potential to seriously impair the organization's ability to realize strategic success. These may be political, economic, societal, natural or man-made in nature. We will concentrate on those threats perceived to be the most likely and the most consequential. The strategic plan can then be developed with an awareness of these threats and may seek to minimize, isolate, or otherwise offset the threats.

We cover "***Opportunities***" last. Opportunities are both external and in the future. These are conditions that can, if properly understood, can be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats.

As with the context maps, SWOT analysis matrices will be prepared for each stakeholder session to document the various perspectives of members of the the organization and will be presented, discussed, and refined in a workshop setting with the City's leadership team.

Create a Vision and Mission Statement

The creation of concise and compelling statements of Vision, Mission and Values is a primary responsibility of the elected and appointed leadership of the City of Wauwatosa. As noted above, we propose to plan, organize, facilitate and document an intensive, two-day workshop for the Mayor, Common Council, City Administrator and other key staff as necessary. We recommend that this workshop be held at an offsite location to eliminate distractions and to establish an environment conducive to creative thought and reflection. The strategy offsite will include a number of individual, small group, and collective activities designed to promote a thorough exploration of strategic options and priorities for the future of the City of Wauwatosa, as informed by the stakeholder outreach results.



Strategic visioning will be one of the first activities undertaken by the participants in the strategic planning workshop. Proven visualization techniques will be applied, allowing each member to share his or her thoughts about the long-range vision for the City. Then, using the Mission and Vision wall chart guide at left, we will begin to build out an image of the future state vision, along with a focused mission statement to guide and inform the operations of City government.

During this portion of the strategy workshop, we will also work through discussions and activities to define:

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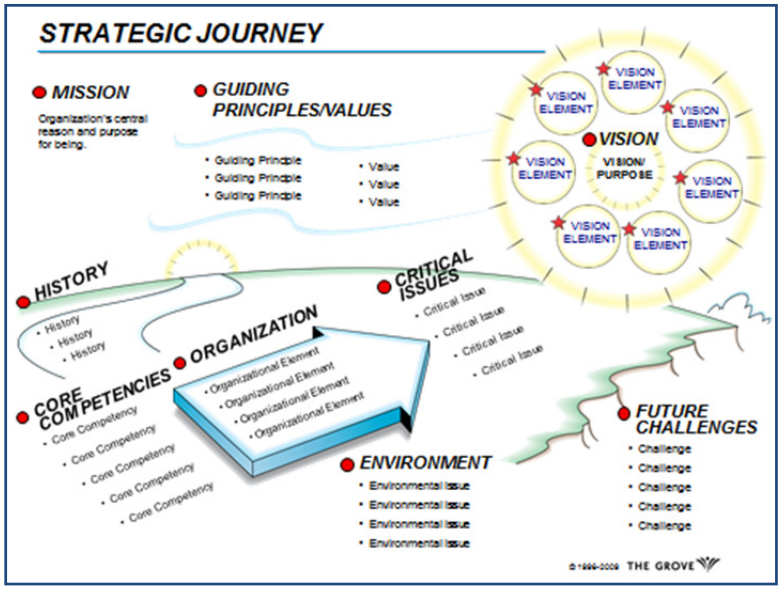
- ***Shared Values*** for the organization, used to define and guide the expected behaviors, attitudes and actions of the City of Wauwatosa officials and staff in their dealings with the public.
- ***Strategic Differentiators*** that uniquely distinguish the City of Wauwatosa from other communities with which you compete for businesses, residents, visitors.
- ***Strategic Partners*** including other governments, private organizations, community groups, philanthropic interests and others that could be important to the achievement of the chosen vision and mission.
- ***Evidence of Success*** that would serve as high-level indicators of progress towards mission success.

Facilitate Strategic Planning With the Mayor, Common Council and Administration

Over the course of a two-day offsite retreat, a team of Azimuth Group consultants will guide the City's senior leaders through a structured process of exploration and strategic thinking, leading to the identification and prioritization of the top strategic priorities for the City and the community.



As described above, considerable "pre work" will be accomplished through interviews and focus groups with internal and external stakeholder, as well as extensive review of existing plans, programs, services, financial and other data that define the current conditions and future aspirations for the City of Wauwatosa. The workshop itself will be a crucial component of the planning process and will actively engage the elected and senior appointed leadership of the City in charting a desired course of action.

Building from the Context Map, SWOT Analysis, Vision and Mission Statements and other workshop activities, these leaders will complete a brainstorming process to build a list of specific strategic actions that the City should consider as steps to move the organization steadily from the current state to the desired future state. The individual action steps contributed by each of the participants can then be assembled into common strategic goals that, if accomplished, will yield the desired results for the citizens of Wauwatosa.

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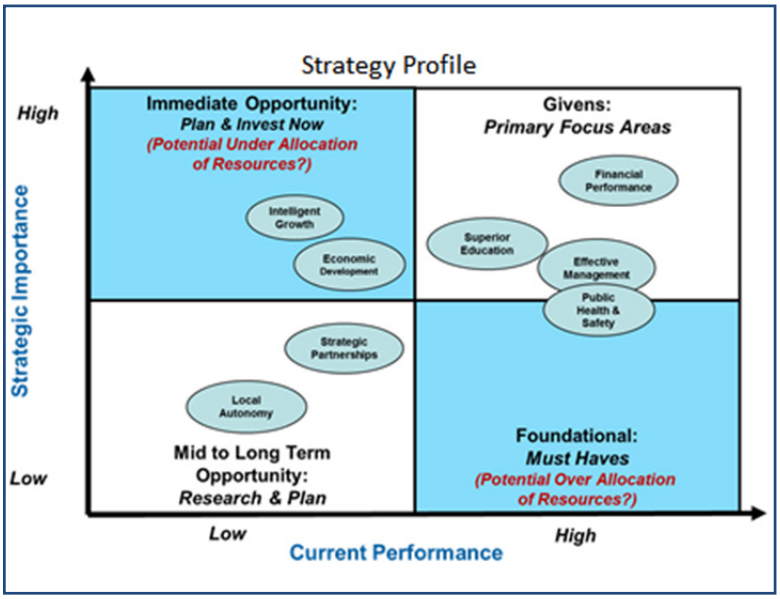
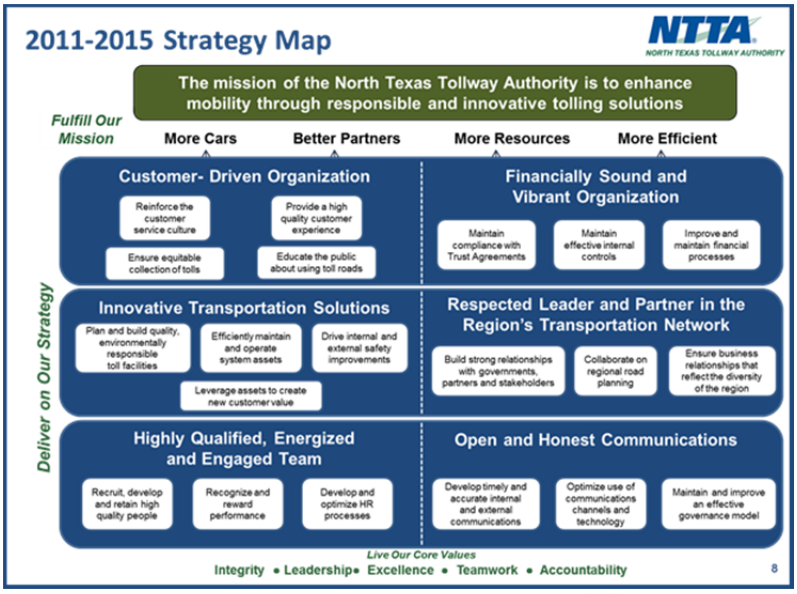


As illustrated in the graphic on the following page, we will use anonymous wireless voting technology to rank and prioritize the identified strategic goals in terms of their relative importance and current performance. The resulting 2x2 matrix profile allows the workshop participants to assess the relative value of each goal, the time-frame for the accomplishment of each and the allocation of resources.

Definitions of the four quadrants of the strategy profile are as follows:

- ***"Givens"*** are high value/high performance items. They constitute the City's primary strategies and are indispensable for current success. If they are very high in strategic importance and near the center line of performance they require effort at improvement, towards doing them better. Givens demand high levels of constant attention to assure the quality of the system.
- ***"Foundational Strategie***s" are vital support functions. They are necessary to the system and should be performed at least an acceptable level.
- ***"Immediate Opportunities"*** indicate key areas for *innovation* that can have major and early impact on success. They show where not only "doing things differently" but *doing different things* is imperative. Implementation time lines are usually less than one year.
- ***"Mid to Long-term Opportunities"*** represent key success factors that would likely be brought on line following execution of the Immediate Opportunities. These *innovations* are usually 1-2 years or more out.



Another key product of the strategic planning workshop will be a strategy map. A strategy map is simply a graphical depiction of the organization's strategy in terms of its vision, mission, core values, strategic goals and business objectives. It is a concise quick reference guide to the strategic plan and is a useful tool for communicating the plan to others. It also supports the cascading of the strategic plan to build alignment of departmental operating plans and program initiatives.

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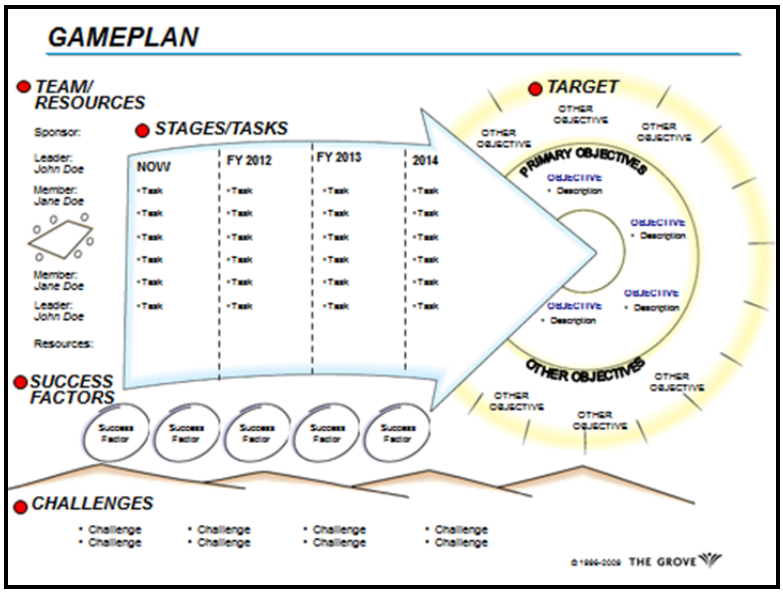
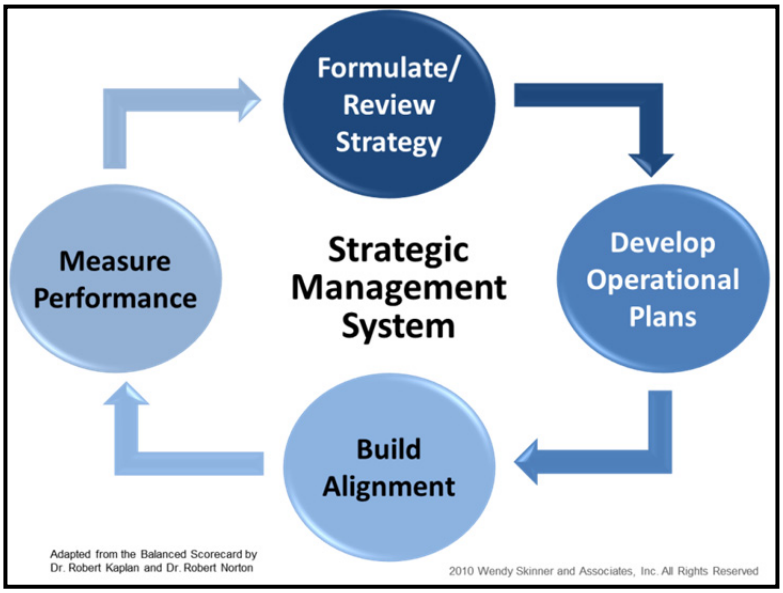
Develop a Comprehensive and Effective Strategic Plan

Following the completion of the offsite strategy workshop, the Azimuth team will produce the final written strategic plan, based on the Vision, Mission, Values, and Strategic Goals and Objectives and other plan elements defined by the senior leadership group.



This will involve the development of a strategic action plan, the City's Common Council level key performance indicators for each strategic goal, and the design of a strategic management process that will allow the City to embed strategic management concepts and practices into the day-to-day management of the municipal government.

Our role in this final stage will primarily be that of knowledge transfer and advisory support, coaching and quality assurance on City-developed work product.



Moving forward we will collaborate, mentor, and share knowledge with an assigned City of Wauwatosa Strategic Plan implementation team of City staff members to transition from strategic planning into strategy execution and to accomplish those tasks needed to make strategic thinking and planning an ongoing practice in City of Wauwatosa.

CoNexus Decision Support Technology

CoNexus is an automated decision support tool employing wireless keypad technology to promote innovative thinking, collaboration and decision-making

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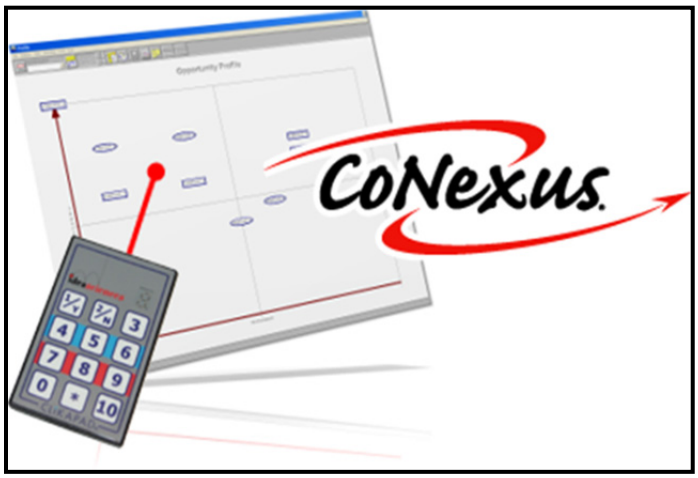
within groups. The software incorporates 30-years of research on change management and strategic planning. For groups interested in rethinking their future and in creating collective decisions, the technology supports a powerful process for getting groups to see beyond traditional self-imposed limitations. Typical uses of the CoNexus technology include:



- Developing a purpose and mission for an organization and clarifying the organization's values.
- Determining how and when to address critical issues identified in the context of strategic planning.
- Group polling, data gathering and prioritization of important information.

Data from group members is collected anonymously and displayed instantly. Participant's positions can therefore be discussed objectively, without confrontation.

Together, completion all of the above-described elements will provide the City of Wauwatosa with the comprehensive and effective strategic plan you are seeking.

The D^3 Methodology

AGI's D^3 methodology (Discover, Develop, Deploy) evolved over years of supporting local government agencies in the creation of sustainable strategic planning programs. The methodology incorporates proven strategic planning techniques and organizes them within a structured, yet flexible, framework.

There are three separate phase to the methodology. Working in close collaboration and partnership with the City of Wauwatosa team throughout the planning effort, the D^3 phases include:

- ***Discover*** – incorporating those tasks and activities needed to formally initiate the strategic planning project and to acquaint the consulting team with the specific issues, opportunities, and constraints present within your organization and community at large. Tasks in ***this*** phase include extensive background data collection and review, internal interviews and focus groups with City officials and staff members.
- ***Develop*** – encompasses the steps needed to create, review, approve and adopt a written strategic plan to guide ***the*** overall priorities and operations of the City going forward. It includes the completion of an intensive offsite strategy workshop for the Mayor, Common Council and senior staff, the development of a strategy map and supporting high-level KPI's (key performance indicators) in a balanced scorecard format, and the delivery of

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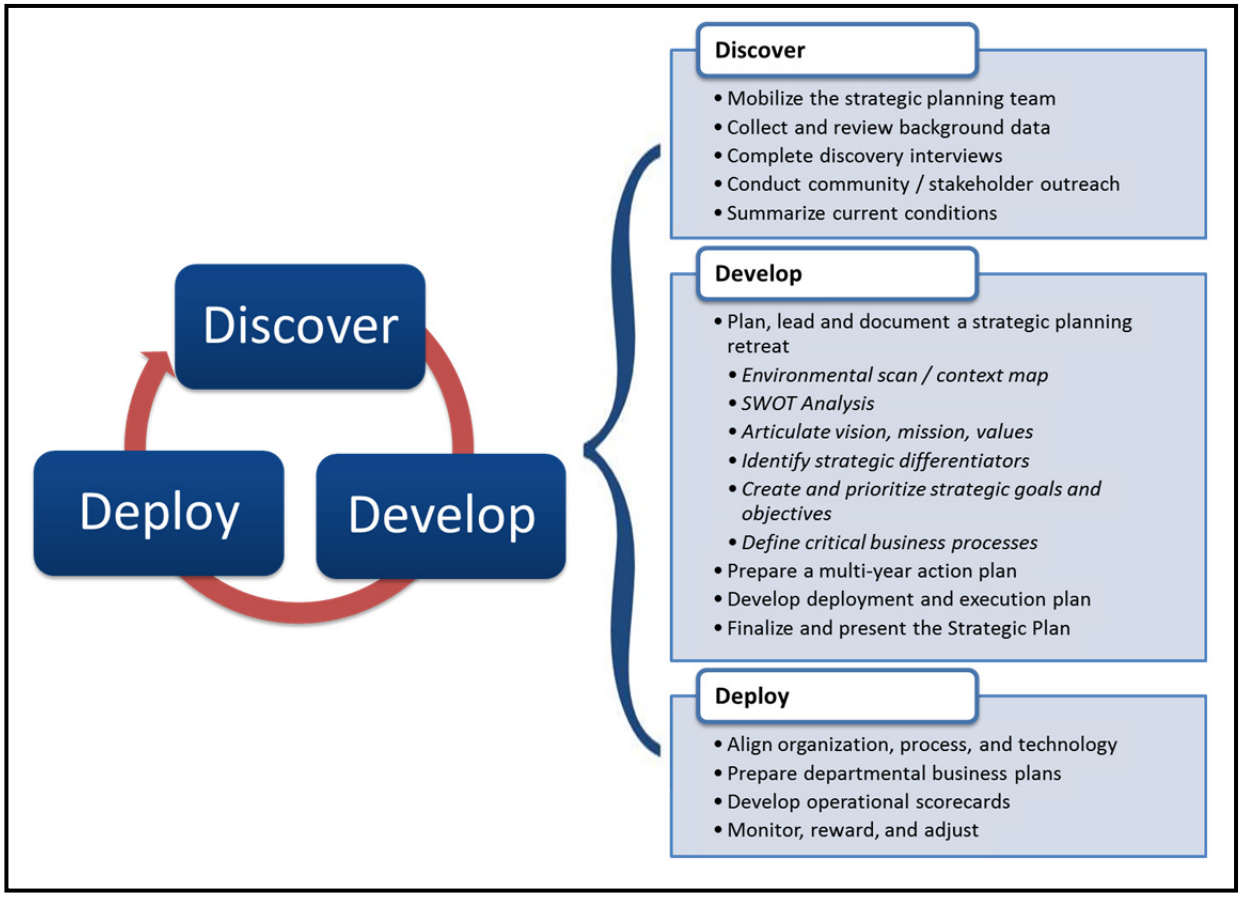

an implementation plan and roadmap for adoption and deployment of the new strategy.

- ***Deploy*** – this phase involves the completion of those steps necessary to link the strategic plan to other City operating plans and service delivery programs. It also includes the tasks required to embed the strategic planning process results into the day to day operations of the City government and to begin the creation of a culture of strategic management. It is during this phase of the process that the center of gravity of the project shifts away from the consultant and towards the City staff. Tasks in this phase will primarily be performed by City staff, following plans and guidelines provided by AGI and with our coaching and consultation.

Detailed Project Plan

The project plan is a roadmap for the strategic planning team and the City of Wauwatosa. It describes in specific detail, the phases, tasks, activities and work products that will be the focus of the combined team's efforts.

This project plan is based directly on the City's desired scope of services and includes separate phases for background research and stakeholder involvement, the actual development of the strategic plan itself, and the first steps toward the transition to a new management model aligned with the plan.

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

PHASE 1 – DISCOVER

The purpose of the work in the ***Discover*** phase is to successfully initiate the strategic planning process, verify timelines and due dates and to complete the extensive data collection, research, and interviewing and community outreach tasks necessary to lay the groundwork for the development of the City of Wauwatosa's Strategic Plan.

Task 1.1 – Mobilize the strategic planning team

In this step, we will work closely with members of the City of Wauwatosa steering team for this project, including at a minimum the Mayor, City Administrator and Assistant to the City Administrator, to clarify and refine the scope of the strategic planning effort. Completion of this task helps to ensure a shared understanding between you and the consulting team of the answers to such questions as:

- What is the purpose and intended use of the Strategic Plan? (What does a successful project look like?)
- Who (specifically, by name) should be involved in preparation, review and approval of the strategic plan, and how?
- What are the external stakeholder groups or interests that should be included and what is the best method for reaching them?
- What is the best method for engagement of the City organization in the planning process?
- Where and when should the offsite strategic planning workshop be held and who will be accountable for making those arrangements?
- What is the level of the City's resource commitment to the strategic planning project?
- What are the important milestone dates and other time constraints that the team must respect?

Key Activities

- Conduct initial project kick-off meetings with the City's project steering team.
- Confirm project management and reporting protocols.
- Discuss, at a high level, the "business landscape" for the City of Wauwatosa in terms of operating environment, critical issues, funding streams, political / policy priorities, etc.
- Identify and document the expected coverage of the strategic plan in terms of stakeholder participation and level of detail required.
- Confirm discovery interview participants.
- Identify external stakeholders and engagement methods.

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- Initiate logistical planning and coordination for a two-day strategic planning retreat for the Mayor, Common Council, and senior staff members of the City.

Task 1.2 – Collect and review background data and materials

The AGI team will request, collect and review a considerable amount of documentary data as background for the planning project. Examples of the types of data we will request – to the extent available - include:

- Current mission, vision, values statements (City and department levels.)
- Current goals, objectives and performance measures (City and department levels.)
- Current operating budget, financial forecast, annual financial reports, multi-year revenue and expenditure projections and other financial documents (i.e., Five Year General Fund Forecast, Five Year Capital Plan, etc.).
- City planning documents (i.e., Village Plan, North Avenue Plan, Burleigh Triangle plan, Hart Park Plan, Innovation plan, Compensation Plan, IT Plan, Transportation Plan, etc.)
- Most recent 2012 citizen survey results.
- City and departmental organization charts and municipal workforce data.
- Community and regional demographic data and growth trends.

Key Activities

- Develop and review initial data request.
- Work with City staff to gather required data.
- Review collected data for completeness and understanding.

Task 1.3 – Complete and document discovery interviews and focus groups

Stakeholder involvement and engagement is a cornerstone of successful strategic planning. In this and the next task, the AGI team will work with you to involve key stakeholders – including both internal staff members and external groups – in the discovery process. Discovery interviews may be conducted individually or in group settings, as appropriate to the particular stakeholders.

We will interview the Mayor, each member of the Common Council, and each City of Wauwatosa Department head one-on-one. We will discuss the key community and operational issues and concerns that need to be addressed in the strategic plan and will look for the common, resonant themes among the various interview participants.

Additionally, we will conduct up to six, two-hour internal focus groups with the City staff, organized by the functional relationships of the services delivered. For example, there may be separate, cross-departmental focus groups for Public

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Safety, Planning and Economic Development, Building and Code Enforcement, Public Services, Recreational and Leisure Services, and General Administration.

As described previously, we will work with these groups to gather insight into the particular strategic challenges facing the City of Wauwatosa in the form of graphical context maps and SWOT matrices.

Key Activities

- Confirm list of stakeholders and interview method (interview vs. focus group.)
- Prepare discovery interview and focus group schedule.
- Conduct discovery interviews.
- Conduct internal and external context mapping and SWOT assessment focus groups.
- Summarize stakeholder interview and focus group results in writing.

Task 1.4 – Complete community outreach

To ensure that the perspectives of the larger Wauwatosa City community are considered in the strategic plan, we will use the City's recent 2012 Citizen Survey to glean insights and ideas that can be incorporated into the strategic planning process. If additional community input is desired, we will work with you to identify appropriate groupings of external stakeholder interests and will complete up to four external stakeholder engagement sessions. One or more of these could be in an open "town hall" type format, while others may be for specific groups such as some of the City"s Oversight Committees (i.e., Community Development Committee, Economic Development Committee, etc.).

There are a variety of methods for community engagement. One approach includes a "Visual Explorer" process that allows participants to create visual collages of images to depict both the "as-is" state and the "to-be" vision for the City's future, and to then describe the gaps. Another approach would be a more traditional focus group setting, using the graphical Context and SWOT Analysis tools. The best method for the community engagement will be determined in our planning discussions with you.

Key Activities

- Confirm list of external stakeholders and engagement approach.
- Plan and execute community engagement sessions.
- Summarize community engagement findings in writing.

Task 1.5 – Confirm strategic plan components and finalize the plan design

Using all of the information and insight developed in previous tasks, the project team will next finalize the design of the strategic plan and the individual components to be included within it. Based on the city's RFI, we expect those components to include, as a minimum:

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- Strategic context / environmental scan
- SWOT (strengths, weaknesses, opportunities, threats)
- Mission, vision, values statements
- Strategic differentiators
- Prioritized strategic goals and objectives
- Key performance indicators / evidence of success.
- Graphical strategy map.
- Strategy deployment plan.
- Change management plan.

Key Activities

- Present and review summarized internal and external discovery findings.
- Confirm strategic plan components.
- Submit an outline strategic plan document template for City review and approval.

Phase I Deliverables

- Finalized Project Plan and Schedule.
- Documented Internal Interview and Focus Group Results.
- Documented External Stakeholder Engagement Results.
- Strategic Plan Template.

Phase 2 – Develop

This phase of work comprises the tasks necessary for the actual preparation and adoption of the City of Wauwatosa strategic plan, based on the finalized plan design and the organizational and community data developed in the previous phase.

Note: See Section III of this proposal for a more detailed description and visual examples of the tools the AGI team will use in the completion of the Phase 2 tasks to develop the strategic plan.

Task 2.1 – Develop and review the strategic planning workshop design

In this task, and based on the results of the Discovery process and the expected plan components, the AGI team will define and document the participants, agenda, process, and logistics required for a 2-day offsite strategic planning workshop for the City of Wauwatosa leadership team, both elected and appointed.

Key Activities

- Identify and finalize list of workshop participants.

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- Develop workshop activities and agenda.
- Design participant activities.
- Prepare a detailed workshop agenda.
- Coordinate workshop venue and logistical details with City staff.
- Present the workshop design to the City's steering team for final approval.
- Prepare workshop participant binders and other materials.

Task 2.2 – Facilitate an offsite strategic planning workshop for City leaders

This task includes a number of sub-tasks designed to lead the City's leaders through the process of creating the City of Wauwatosa strategic plan. After some general introductory and "ice breaking" activities, the AGI team will lead a carefully planned series of activities, relying on proven group facilitation techniques, to build consensus and acceptance on the essential elements of a strategy.

Task 2.2.1 – Understand and describe the current strategic context and SWOT

This step within the workshop design will include an examination of the external environment within which the City of Wauwatosa must operate and succeed. It considers such factors as social and economic trends, political and regulatory actions, emerging technology, customer needs, and other uncertainties. We will organize a "gallery walk" of the graphical depictions of the strategic context and SWOT analysis prepared by the various focus groups, with the leaders of the various teams presenting their individual findings and conclusions to the Mayor, Common Council, and senior staff. The strategic context or situational analysis establishes the environmental conditions which are most likely to have an impact on the City's ability to achieve its mission, consistent with its vision and values. The workshop participants will then create their own, summarized view of the current context and SWOT from the perspective of the City's policy makers and senior administrators.

Task 2.2.2 – Articulate the City of Wauwatosa's Vision, Mission, Values and Differentiators

Effective strategy must rest on a shared and clearly articulated understanding of the organization's overarching purposes and goals. This is most commonly expressed and documented in the form of concise and memorable statements of the organization's vision (typically aspirational in nature), a focused statement of mission (more action-oriented than the vision) and a brief listing of core values (the ethical parameters within which the vision and mission will be realized).

To create the Vision statement, we will use the Visual Explorer technique of building a collage of images to depict the desired future state. The Mission Statement then flows from that and the workshop participants will work in

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teams to review the City's current mission and refine if needed into alternative statements of mission. Finally, participants will brainstorm and prioritize a set of shared values for the organization and its employees.

Task 2.2.3 – Develop and prioritize strategic goals

Using a collaborative and interactive process, supported by advanced technology tools for group consensus building and prioritization, AGI will facilitate the definition of strategic goals for the City of Wauwatosa government. These goals will then be rank ordered and evaluated in terms of their strategic importance and current performance in the identified areas to establish those goals that, if achieved, can have the most impact on the organization's ability to achieve its mission. These strategic goals constitute the "what" of the organization needs to accomplish.

Task 2.2.4 – Identify mission-critical business processes

Having defined the Vision and Mission for the City, having articulated shared values, and having established and prioritized strategic goals, the participants can next concentrate on the "how" of the strategic plan. We will review the City's key business processes and services to ask the question, "Which of these are the most critical to the accomplishment of our mission." These are the things that the City must be good at and the activities that should have resources commensurate with their criticality.

Other aspects of the City's overall strategy that may be covered in the workshop, depending on the final design, include:

- ***Strategic Partnerships*** – Who do we need on our side?
- ***Risks*** – What could get in the way of our success?
- ***Core Competencies*** – What are the skills we need within our workforce to implement our strategic plan?

Key Activities

- Facilitate a 2 day strategic planning retreat with selected the City of Wauwatosa elected officials and executive team.
- Scan the external environment to understand the current strategic situation or context.
- Document strengths, weaknesses, opportunities, threats.
- Create a compelling Vision statement.
- Draft a concise Mission statement.
- Identify common, shared values.
- Brainstorm, discuss, evaluate, and prioritize strategic goals.
- Identify critical business processes.
- Document workshop findings and conclusions.

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Task 2.3 – Prepare a City of Wauwatosa strategy map

The strategy map is graphical depiction of the overall strategy and illustrates the linkages between the mission, values, and strategic goals and objectives. The strategy map is the framework for strategic management and an effective tool for the communication of the organization's strategic intent.

Key Activities

- Develop the strategy map in draft and circulate internally for review and comment.
- Revise and finalize the strategy map based on feedback received.

Task 2.4 – Collaborate on the development of a strategic action plan

Based on the work completed by the city's senior leadership in the strategy offsite, the AGI team will then work with key department leaders teams to more fully develop the specific operating objectives and individual programmatic initiatives needed to achieve the strategic goals established by the strategy workshop participants.

Key Activities

- Meet with departmental management teams to present strategic planning retreat results.
- Work with departmental management to identify and define 2-3 specific, measurable objectives within each of the major strategic goal categories.
- Synthesize departmental input on objectives to select those objectives with the most significant strategic impact on the City's success.
- Define departmental initiatives that will underpin and support the accomplishment of strategic objectives.

Task 2.5 – Develop and review a strategy deployment and implementation roadmap

Strategic planning efforts often fail. They fail in the execution more often than they fail in the adoption of a flawed strategy. Therefore, the plan for deploying strategy to the operating units and the development accountability protocols in the form of performance measurement and monitoring, are crucial. This task includes the work needed to plan for the roll-out of the strategic plan to the organization.

Key Activities

- Create a City staff implementation team and assign accountabilities for implementation activities.
- Develop a set of key performance indicators (measures) for monitoring strategic plan progress.

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- Identify needed changes in governance processes and procedures as appropriate.
- Develop a phased plan – with appropriate timelines and accountabilities – for implementation of the plan by cascading the new strategy to lower levels of the organization.

Task 2.6 – Finalize and present the strategic plan for Mayor and Common Council adoption

The final task involves the compilation of all of the previously developed elements of the City of Wauwatosa Strategic Plan into a cohesive document that will be an effective tool for sustaining and renewing the strategic management process over time.

Key Activities

- Prepare and review a draft Strategic Plan document.
- Present the Strategic Plan to the community stakeholder group for review and comment.
- Make appropriate revisions based on public comment.
- Present final Strategic Plan to the city's leadership and other key stakeholders as appropriate.
- Submit the plan for the City's Common Council adoption.
- Publish on the Strategic Plan on the City's website.

Task 2.7 – Develop a recommended strategic management approach for the implementation of the strategic plan.

The adopted strategic plan will include a recommended approach to deployment and successful implementation of the new strategy. To be fully effective; however, the actual responsibility for strategy execution must lie with the executive leadership and operating managers and staff of the City.

Key Activities

- Prepare and review a Strategic Management model and implementation approach.

Phase II Deliverables

- Completed City of Wauwatosa Strategic Plan
- Deployment / Implementation Roadmap
- Strategic Management Model

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Phase 3 – Deploy

Implementation of the strategic plan is currently out of scope of the City's RFI, however, if requested the AGI team can be available, to provide focused consultation, coaching and mentoring to the City's strategy implementation team as the deployment process proceeds. Among the important tasks to help ensure that the new strategy is effectively and efficiently introduced and adopted by the organization are the following:

- Design of an overarching strategic management process, integrating and linking strategic goals, objectives, and initiatives to the annual business planning / budgeting cycle, clearly fixing accountability for results, cascading objectives and performance measures throughout the organization, and supporting the organization with appropriate measurement and monitoring tools.
- Development and use of departmental scorecards for performance measurement and control, aligned to the city-level scorecard prepared during the strategic planning process.
- Development and incorporation of departmental or business unit plans that integrate routine operational planning with the strategic direction and intent of the organization
- Establishment of monitoring tools and protocols, leading to the cyclical evaluation of strategic results and the adjustment of plans, operating methods and practices as needed to sustain the city's strategy and provide for the dynamic revision of the plan as changing circumstances warrant.
- Improvement of governance processes and the interplay between policy makers and administrators to make sure that strategic focus is maintained at the level of detail appropriate to the various levels of the organization.
- Analysis and re-engineering of critical business processes to align them with the new strategy and/or organizational operating model that results from the planning process, as necessary and appropriate.
- Provision of training, resources, technical support and tools to the operating unit to facilitate the changes to operating practices needed to fully realize strategic objectives

Phase III Deliverables

- To Be Determined.

Project Management

Throughout the conduct of the planning process, a rigorous and structured project management approach will be applied. Working with the City's designated contact, the AGI team coordinates the overall planning program and to assume direct responsibility for progress reporting and communication throughout.

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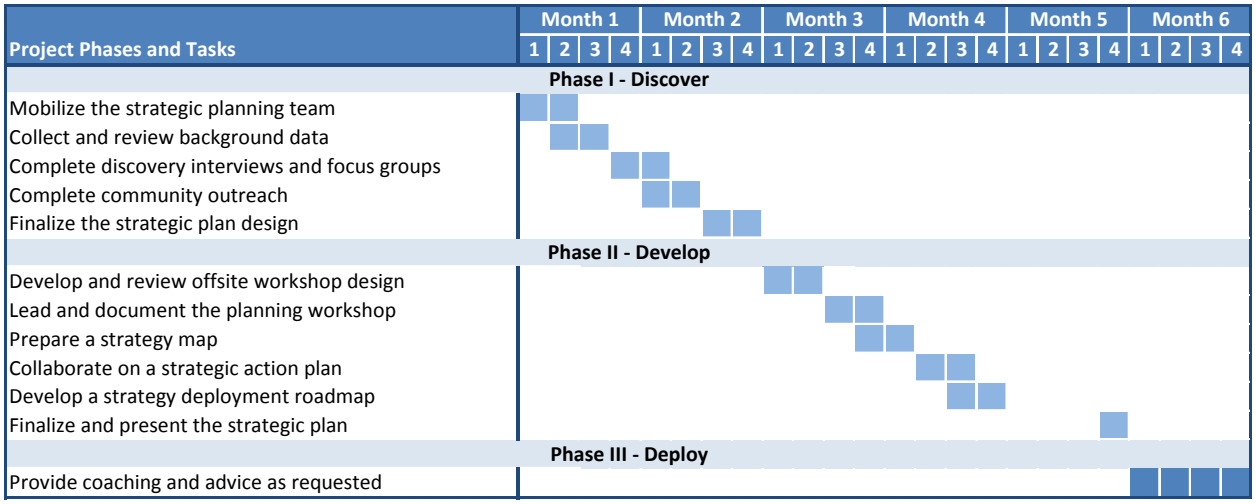
Key Activities

- Prepare monthly status reports.
- Conduct periodic status briefings and deliverable review meetings as necessary.
- Track and resolve project issues as they arise.

Project Gantt Chart

The project timeline on the following page shows a plan that allows for the completion of all strategic planning tasks, through publication of the draft strategic plan for public comment, over a 4-month elapsed time period. The schedule then allows a month for public comment and any appropriate and necessary revisions to the plan, followed by formal adoption by the City Council at the end of the 5th month. The deployment and transitioning tasks commence in Month 6



and continue into subsequent periods as needed.

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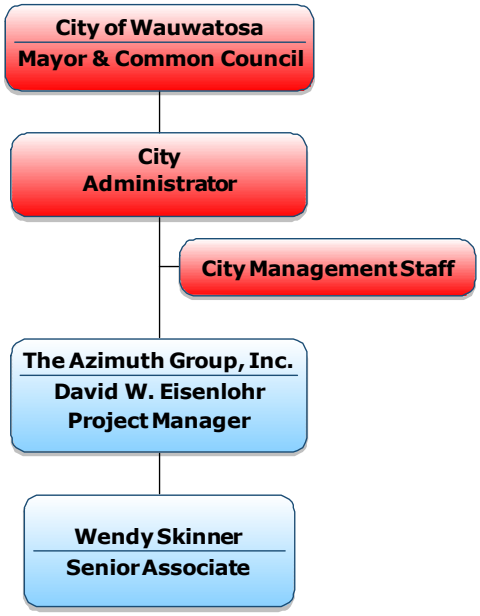
II. Experience and Qualifications

This section of the proposal includes the qualifications and experience of the proposed project team, more detailed information on our firm, and past client references.

Key Personnel

The Azimuth Group will deploy a team of seasoned professionals to meet The City of Wauwatosa's strategic planning needs. Both members of that team have many years of experience helping public sector organizations to improve the way they do business.



The AGI team will be led by ***David W. Eisenlohr***, President and Managing Partner of the firm. He will be actively involved in all aspects of service delivery and analysis. David's practice concentrates on supporting the strategic business needs of public sector organizations at the local level including business and technology planning, operations improvement, and implementation project support.

David will be assisted by ***Ms. Wendy Skinner***, an independent management consultant and also a Senior Associate with the Azimuth Group, focusing her practice on helping clients to translate strategy into operational terms and aligning organizational structure, business processes and organizational cultures to sustain strategic results over time.

Professional Resumes

When a client selects a consulting firm to provide professional support, they are really hiring people, not a company. It is therefore important, even critical, that the selected firm has the ability to assemble and deploy a team with the correct experience, technical expertise and interpersonal skill to assure your success.

Detailed professional resumes for each of the team members are provided on the following pages, focusing on their public sector strategic planning experience

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David W Eisenlohr

Managing Partner

David is the founder and Managing Partner of the Azimuth Group. He has over 30 years of experience in designing and leading strategic planning programs in local government agencies and in providing results-focused consulting to public service organizations and their leaders. He founded AGI after more than 10 years in leadership positions with the public sector consulting practices of two large professional services organizations including Arthur Andersen LLP and MAXIMUS, Inc. At Andersen, he was a leader in the public sector industry group of the Southwest Region organizational change, and operational improvement initiatives in local government organizations, first as an operational manager and then, since 1986, as a consultant business consulting practice, focusing primarily on the state and local government, education and not-for-profit industry segments. At MAXIMUS, he was a Senior Vice President in charge of the company's local government management solutions consulting practice including business process improvement, technology requirements analysis, organizational design and change management. His knowledge and experience spans a range of disciplines from strategic planning through process improvement and implementation support.

Education

David holds a BA in Political Science from Texas A&M University and a Master of Public Administration from the Edwin O. Stene School of Public Administration at the University of Kansas.

Relevant Experience

David has led large project teams and served as chief analyst and facilitator on multiple consulting assignments focused on the articulation of clear strategic direction and priorities, improving organizational structures and management practices, streamlining business processes and supporting technologies across the full spectrum of local government programs and services. David is a skilled facilitator and has supported governing bodies and executive teams of multiple public and not-for-profit organizations in strategic planning, policy analysis and operational improvement projects.

Representative, pertinent strategic planning consulting engagements have included:

- **City of Arlington, Texas Strategic Planning and Business Improvement Initiatives** - David has had a continuing relationship with the City of Arlington, Texas since the middle 1990s. He planned, designed and facilitated the City's first-ever strategic planning retreat with the City Council and executive management and prepared the City's first documented strategy map. This initial planning effort led to the development of an integrated strategic management cycle and to a five-year process of planning and facilitating the City Council's annual strategic

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planning retreat. He was also engaged by the City Manager to support his efforts to implement the Council-directed plans through the facilitation of staff planning and risk identification workshops and the assessment of the strategic alignment of the City's human resources programs. He also helped the city with strategy formulation and process design for key initiatives including managed competition and public works and engineering services. He also facilitated multiple city staff teams engaged in a large scale effort to identify and implement transformative organizational changes and cost reductions in light of current economic realities. With the recent appointment of a new City Manager, in 2012, David has led two City Council planning workshops and a staff workshop as a part of the Manager's "Horizon" project.

- **New Hanover County, North Carolina and the New Hanover County Board of Health** – David has served as the overall project leader on a comprehensive strategic planning project for this coastal destination community in North Carolina. The strategic plan developed for the County, at the initiative of a newly elected Chairman of the Board of County Commissioners and supported by the County Manager, was the first formalized planning effort completed by the County in over two decades. Using graphical facilitation techniques and technology-enabled prioritization tools, the strategic plan involved all areas of County government and an intensive two-day planning workshop with the County Board, executive staff, and others. Final results included the development of new vision and mission statements, an articulation of core values, prioritized goals, a supporting set of strategic objectives, and individual initiatives for each County department. High-level performance scorecards were also developed, along with a detailed strategy deployment plan. As an outgrowth of this effort, Azimuth was further engaged to complete a similar process with the county's independent Board of Health. Both assignments are in their final stages of completion. In early 2013, David was invited back to plan and facilitate a strategic budget priority-setting workshop with the County Board, which includes several members newly elected since the original strategic planning effort.
- **City of Forney, Texas Strategic Plan** – David facilitated the development of this high-growth Dallas, Texas suburban city's first strategic plan. The planning process included detailed discovery interviews with senior elected and appointed officials, the design and facilitation of an offsite strategic planning retreat with the City Council and executive team, and the documentation of mission, vision, and values statements for the City, identification of strategic goals and objectives, and the development of a strategy map to graphically depict the adopted strategic plan. David was also invited to support the City's Park Board in the development of its strategic plan and the alignment of that plan with that of the city as a whole. Following this initial round of strategic planning, David was engaged to facilitate a follow-up strategic planning offsite with the City Council to

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assess progress against established objectives and to recalibrate the strategy in light of changing economic realities and emerging community priorities as revealed through the City's first-ever community survey. He has also provided coaching and mentoring support to Forney City staff as they prepared to lead subsequent Council planning workshops. In early 2013, the Mayor and City Manger determined a five-year, comprehensive update of the original strategic plan was needed and David planed and facilitated a two-day retreat in February.

- **North Texas Tollway Authority Strategic Plan** – David led a recently concluded strategic planning project for this special purpose tolling agency in North Texas. The North Texas Tollway Authority is required by state law to complete a strategic plan in every even numbered year. The planning process included the assessment of the Authority's strengths and weaknesses, identification of strategic threats and opportunities, the documentation of the Authority's operational context, and the development of a comprehensive set of strategic business goals, objectives, initiatives and key performance indicators. The strategic plan is supported by a graphical strategy map and the development of a strategic management system to align departmental business planning and budgeting processes with the mission, vision, values and objectives of the Authority as a whole.
- **City of Southlake, Texas Strategic Planning for City Council, Staff, and Information Technology** – David has supported this fast-growth community on several strategic planning and related initiatives. He planned, organized and facilitated the City's first-ever strategic planning process including a 2-day planning retreat with the Mayor, City Council and senior executive staff. This was followed by an implementation workshop with the top management staff of the City to assist them in the identification of specific project and programmatic goals to address the governing body's strategic intent. The project included the development of a graphical strategy map and a multi-year plan for strategy execution. The following year he was invited to return to assist the Council with priority setting for recreation, parks, and cultural spending as a part of their budget planning cycle. David has also assisted Southlake leaders with the development of a detailed strategic business plan for the City's information technology needs and in the implementation of the adopted strategy.
- **National Purchasing Institute Strategic Plan** – This professional association of public sector purchasing directors and procurement professionals engaged the Azimuth Group to design, facilitate, and document a strategic plan for the adoption by the Board of Directors. The scope of the engagement included the completion of a SWOT assessment, the development and administration of an online membership satisfaction survey, and the development of a set of strategic goals and objectives to help the association drive improved member recruitment and improve the overall membership value proposition.

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- **MetroPort Cities Partnership Strategic Plan** – Planned and facilitated a planning workshop for the Board of Directors of this collaborative association of cities, school districts, chambers of commerce and private business interests working to promote the economic vitality of the MetroPort region of the Dallas Fort Worth Metroplex. MetroPort communities are located in proximity to the D/FW International Airport and collaborate across a wide range of economic development and public policy issues.
- **Oklahoma Municipal League Strategic Plan** – Planned, organized and executed a strategic planning process for the State of Oklahoma's association of cities and towns. This was the League's first effort to prepare a strategic plan and involved extensive interviews with Board members and League staff, the development and compilation of a membership survey, and the design, planning and facilitation of a planning workshop with the League's Board of Directors, consisting of Mayors, Council Members and City Managers from municipalities of all sizes and locations, representing all regions of the state.
- **Conference USA Athletic Conference Strategic Plan** – Facilitated the development of this intercollegiate athletic conferences strategic plan following realignment of conference membership and the appointment of a new Commissioner. A strategic planning committee, comprised of University Presidents, Athletic Directors, Faculty Representative, and Senior Women Athletic Administrators work together to establish an overall vision for the conference, crafted a mission statement and achieved consensus on a set of high priority initiatives designed to solidify the future direction of the conference and the relationships among member institutions.
- **Big 12 Athletic Conference Strategic Plan** - While with another consulting organization, David led the development of the Big 12 Athletic Conference's first strategic plan and he designed and facilitated a strategic planning process involving University Presidents, Athletic Directors, faculty members and other athletic department administrators. The purpose and focus of this effort was to bring the Conference together, shortly after its formation through the consolidation of the former Big 8 with the former Southwest conference, through achievement of consensus on a Conference vision and mission and the adoption of specific initiatives to improve the organization's competitive success.
- **City of Kansas City, Missouri Strategic Planning Program**- While with another consulting firm, he assumed a lead role with a multi-firm consulting team in the development of the governance component of the City of Kansas City, Missouri's award winning strategic plan known as FOCUS Kansas City.
- Other local government strategic planning project experiences, often conducted within the context of larger consulting engagements, have included:

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- **Champaign County, Illinois** – Information technology strategic plan
- **City of New Braunfels, Texas** – Information technology strategic plan
- **City of Clayton, Missouri** – City Council / City Manager goal setting workshop.
- **City of Missouri City, Texas** – City Council / City Manager goal setting workshop.
- **City of Dallas, Texas** – Executive Staff strategy articulation workshop.
- **City of San Antonio, Texas** – Strategic planning for public housing.
- **State of Wyoming, Office of State Lands** – Strategic plan implementation capacity analysis.
- **City of University Park, Texas** – Community Development Department strategic planning retreat.

Employment History

2008 – Present	Managing Partner, The Azimuth Group, Inc.
2003 – 2008	Senior Vice President, Consulting Segment, MAXIMUS, Inc.
1997 – 2003	Senior Manager, Arthur Andersen LLP / Hitachi Consulting
1986 – 1997	Senior Vice President , Ralph Andersen & Associates, Inc.
1985 - 1986	Development Manager, Triland Development
1982 - 1985	Assistant City Manager, City of Grand Prairie, TX
1979 – 1982	Budget and Management Analyst, City of San Antonio, Texas

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Wendy Skinner

Senior Associate

Wendy Skinner and Associates, Inc. is a Dallas/Fort Worth based management consulting firm providing strategic management solutions for public sector organizations and small to medium size businesses. The Firm's founder and namesake, Wendy Skinner, is a Senior Associate of the Azimuth Group and provides specialized support to AGI teams in the realms of strategy execution, change management and process reengineering, helping clients to translate strategy into operational terms and aligning organizational structures to sustain strategic results over time. Representative clients include the City of Southlake, Texas, the Town of Trophy Club, Texas, the North Texas Tollway Authority, the Federal Office of Personnel Management, Sabre Holdings and E-Site Marketing.

Knowledge

Wendy has over 15 years extensive experience providing thought leadership and consultation to C-level and senior executives on large-scale organizational change programs. She has successfully led multiple initiatives in the areas of strategic management, cost leadership, process reengineering, and new organization designs.

Representative Experience

Examples of Wendy's experience in the design and delivery of strategic planning programs in both the public and corporate sectors include the following:

- **New Hanover County, North Carolina and the New Hanover County Board of Health** – Wendy supported a comprehensive strategic planning project for this North Carolina coastal county surrounding the City of Wilmington. Now entering the final completion stages of the plan's development, and beginning the transition into strategy deployment and execution, Wendy supported all phases and tasks of the project. Her particular contributions included the facilitation of SWOT and Situational Assessment focus groups, participation in the design of a 2-day strategic planning workshop, and working closely with County staff to develop program goals and operating initiatives aligned to the strategic intent of the County Board as articulated in their planning retreat. Wendy led visualization, team building and brainstorming activities within the retreat and had the primary role in the documentation of the overall findings, conclusions and recommendations emerging from the planning process. She also developed a graphical strategy map to clearly link the core elements of the plan together and to provide a concise overview of the County's strategic objectives. AGI was later engaged by the County's Board of Health to facilitate its bi-annual strategic planning program and Wendy served as co-facilitator of that effort and as principal author of the final plan document.

- **North Texas Tollway Authority Organization Design and Strategic Plan** – Wendy consulted on an organization design assessment and strategy

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update for this leading transportation agency serving a four county area serving the Dallas / Fort Worth metropolitan area. The organizational assessment included a thorough analysis of the operating environment, development of new organization structure alternatives, recommendations to improve business operations, and a change management plan. The strategy update included refining the organization's strategic objectives, establishing performance metrics, aligning key initiatives with goals and objectives, and developing a strategic management system to monitor and measure on-going execution of the plan.

- **Town of Trophy Club, Texas City Council Strategic Planning Process** – Wendy planned, designed and facilitated separate strategic planning sessions for the Town Council and senior management staff. Through these processes, she led the Town through a process to refine its mission and strategic goals, complete an analysis of the organization's strengths and weaknesses, develop the change agenda, and identify key actions for inclusion in strategically aligned departmental business plans to advance the Town's mission.
- **City of Southlake, Texas Strategic Management Consulting** - Wendy worked with the City Manager and leadership team of Southlake, Texas to provide best practices in strategic management, assess their capabilities to execute strategy and identify action plans to improve results. She also translated the City's strategy into its first ever strategy map, enabling the City Manager to align over $60 million of investments for City Council approval. After the initial implementation, Wendy continues to provide on-going support to refine and improve the City's strategic management system and embed the disciplines into their day-to-day operations.
- **Saber Holdings, Strategic Management System Design Project** - Designed and implemented a global, enterprise-wide strategic management system for Sabre Holdings. This included developing strategy maps for its business units and staff groups, establishing key performance metrics, aligning hundreds of millions in portfolio investments, creating an employee communications campaign, and redesigning the CEO's reporting process. Example results were double-digit EBITDA growth, $250 million in cost savings and increases in employee engagement scores.
- **Saber Holdings Airline Solutions, Global Change Management Project Leadership** – Wendy led a global change initiative to implement an Account Management framework for Airline Solutions, a division of Sabre Holdings. Reengineered the sales and account management processes, defined competency models and roles/responsibilities, developed account planning tools and provided training in North America, London, Hong Kong and Australia. Results included increased product sales, improved deal quality, enhanced business relationships with its top 100 accounts and improved teamwork between all departments.

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- Consulted on a major transformation program at Electronic Data Systems that included the reorganization of nine support units with approximately 30,000 employees into three divisions, implementing a new behavioral based leadership model and reengineering the service delivery processes.

Employment History

2009 – Present	Senior Associate, The Azimuth Group, Inc.
2008 – Present	President, Wendy Skinner and Associates, Inc.
1999 – 2008	Director, Saber Holdings, Inc.
1985 – 1999	Director, Electronic Data Systems, Inc.

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Credentials and References

The Azimuth Group, Inc. has extensive experience in helping local government organizations to think and plan strategically for their future. We often partner with cities, counties, special purpose districts, non-profit associations and other public service organizations to assess current conditions, articulate a compelling vision and mission, and achieve consensus on a set of high priority strategic goals and action plans.

As requested in the City's RFI, below and on the following pages are summary descriptions and reference contact information for strategic planning projects completed by the Azimuth Group and it's team members in recent past years. These references represent the direct experience of the team members assigned to this engagement, both with AGI and other firms. The clients and projects described below are representative of that experience and we urge you to contact our references to verify the quality and responsiveness of our work.

Client	Summary Project Description	Client Contact
City of Arlington, Texas ARLINGTON **Dates of Performance:** 1999 – Present **Most Recent:** October, 2012	**Strategic Planning and Related Services** David Eisenlohr has had a 20 plus year relationship with the appointed and elected leadership of the City of Arlington, Texas. He was engaged to design and facilitate the City's first-ever strategic planning process and continued in the capacity as strategic planning advisor for a period of five years. These efforts resulted in a complete reorganization of the City Council's governance process and the City staff's organizational structure resulted from this work. More recently, AGI has worked with a select team of internal staff on a city-wide organizational transformation program designed to better align the city's fiscal and operating structure with constrained resources in the current and expected economy. Additionally, we have been supporting the new City Manager's strategic "Horizon Project," engaging both senior staff members and the City Council in developing strategies to address an uncertain future. He has facilitated two City Council strategy workshops for Arlington over the past year.	**Ms. April Nixon** Finance and Management Resources Director / CFO City of Arlington 101 West Abram Street Arlington, TX 76010 817.459.6403 April.Nixon@arlingtontx.gov

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

Client	Summary Project Description	Client Contact
New Hanover County, North Carolina **Dates of Performance:** 2011-2013	**Strategic Planning Services** AGI completed an extensive strategic planning project for this coastal destination community in Wilmington, North Carolina. The strategic plan developed for the County, at the initiative of a newly elected Chairman of the Board of County Commissioners and supported by the County Manger, was the first formalized planning effort completed by the County in over two decades. Using graphical facilitation techniques and technology-enabled prioritization tools, the strategic plan involved all areas of County government and an intensive two-day planning workshop with the County Board, executive staff, and others. Final results included the development of new vision and mission statements, an articulation of core values, prioritized goals, a supporting set of strategic objectives, and individual initiatives for each County department. After completion of the County strategy project, the firm was engaged by the County Board of Health to provide similar services at the departmental level. More recently, in February of 2013, AGI was engaged to design and facilitate a one-day workshop for the Board of County Commissioners to help in the establishment of strategic budget priorities for fiscal year 2013-214.	**Mr. Chris Coudriet** County Manager 230 Government Center Dr. Suite 165 Wilmington, NC 28403 910.798.7184 ccoudriet@nhcgov.com
City of Forney, Texas **Dates of Performance:** 2008 - Present	**Strategic Planning Services for the City Council and Park Board** Starting in 2008, AGI has provided strategic planning support to the leadership of the City of Forney. We led the design and development of the City's first strategic plan, including detailed discovery interviews with senior elected and appointed officials, the facilitation of an offsite strategic planning retreat with the City Council and executive team, and the documentation of mission, vision, and values statements, identification of strategic goals and objectives, and the development of a strategy map to graphically depict the adopted strategic plan. The firm was subsequently invited to support the city's Park Board in the development of its strategic plan and the alignment of that plan with that of the city as a whole. Following this initial round of strategic planning, AGI was further engaged to facilitate a follow-up strategic planning offsite with the City Council to assess progress against established objectives and to recalibrate the strategy in light of changing economic realities and emerging community priorities, In 2011 and 2012, AGI provided design and planning consultation to the City staff who, in turn, facilitated the planning retreat with in-house resource. In 2013, AGI was invited to return to the facilitation role and to "refresh" the planning process five years after its initial inception.	**Ms. Gina Nash** Assistant City Manager 101 Main Street Forney, Texas 75126 972.564.7300 gnash@cityofforney.org

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

Client	Summary Project Description	Client Contact
City of Southlake, Texas **Dates of Performance:** Initial strategic plan – 2005 Strategy execution support – 2008-2011 (Wendy Skinner)	**Strategic Plan Development and Implementation** Over a two day retreat, David Eisenlohr developed, facilitated and documented a comprehensive and collaborative effort to achieve consensus around a strategic vision for the City, articulated values and a refined mission statement. In addition, David helped the retreat participants in the identification of strategic business goals or focus areas, began the process of setting specific action plans and identified high-level performance measures. Following the adoption of the strategic plan by the City Council, David was invited to design and facilitate a one-day workshop for the leadership team of the City. The purpose of this workshop was to introduce the elements of the strategic plan and to lead the organization's top managers through a process of identification of immediate, mid-range and long-term action items to achieve the City Council's strategic purposes. The workshop also included a facilitated team building exercise and prioritization of consensus action items. Wendy Skinner next worked with the City Manager and leadership team of the City to provide best practices in strategic management, assess their capabilities to execute strategy and identify action plans to improve results. She also translated the City's strategy into a graphical strategy map, enabling the City Manager to align over $60 million of investments for City Council approval.	**Ms. Shana Yelverton** City Manager 1400 Main Street, Suite 270 Southlake, Texas 76092 817.748.8400 SYelverton@ci.southlake.tx.us
North Texas Tollway Authority **Dates of Performance:** Fall 2009 - Winter 2010	**Strategic Plan Update** The strategic planning assignment was an outgrowth of a detailed organizational assessment and redesign project completed by AGI at the request of the Board of Directors. The planning process included the assessment of the Authority's strengths and weaknesses, identification of strategic threats and opportunities, the documentation of the Authority's operational context and the development of a comprehensive set of strategic business goals, objectives, initiatives and key performance indicators. The strategic plan is supported by a graphical strategy map and the development of a strategic management system to align departmental business planning, budgeting processes, and communications with the mission, vision, values and objectives of the Authority as a whole.	**Ms. Kimberly Tolbert** Chief Strategic Officer 5900 West Plano Parkway, Suite 100, Plano, Tx. 75093 214.224.2345 ktolbert@ntta.org

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

Client	Summary Project Description	Client Contact
Irving, Texas Police Department **Dates of Performance:** February, 2012	**Police Department Strategic Plan** The Azimuth Group supported IPD's annual strategic planning effort by developing and leading a process of issue identification, brainstorming, and prioritization of strategies and actions relevant to the accomplishment of the Department's mission. Completed tasks included confirmation of the relevance / validity of the Department's Vision, Mission and Values statements; validation, modification and/or supplementation, as appropriate, of the Department's list of strategies for goal attainment; review and adjustment of action items to reflect current Departmental requirements and resources; clarification of the alignment of the Department's programs and services to the various elements of the City's strategic plan.	**Chief Larry Boyd** Chief of Police 305 South O Connor Road Irving, TX 75061 972.721.2598 lboyd@cityofirving.org
City of University Park, Texas **Dates of Performance:** April, 2009	**Community Development Strategic Plan** AGI was engaged to plan, facilitate, and document a strategic planning workshop for the City's Community Development staff. The workshop was designed to help the members of the Department to collectively develop and "buy in" to a shared commitment to high achievement. Specific tasks completed included development of a departmental mission statement, securing agreement on a set of key departmental values, identification of obstacles and enablers of strategic success, building improved understanding of customers and their expectations, development and documentation of key strategic objectives, development of short, medium, and long term action steps to improve departmental performance and the preparation of key indicators of success.	**Mr. Bob Livingston** City Manager 2800 University Blvd. Dallas, Texas 75225 214.363.1644
Trinity River Authority of Texas **Dates of Performance:** Ongoing project	**State Mandated Performance Audit and Strategic Plan** The Trinity River Authority is required under state law to contract for an independent management review every five years. For the year 2012 project, AGI was selected and has recently submitted its findings and recommendation. The scope of the review included an examination of organizational structure, policies and practices, management philosophies, information technology and internal controls. TRA is the largest operator of wastewater and water treatment systems in the State of Texas. As an additional component of the state-mandated audit, AGI is working with the staff and Board of TRA to develop its first-ever strategic plan. This work, currently underway, has included the development of a SWOT analysis and environmental scan, the development of mission, vision and values statements, and initial working sessions with both the senior management team and the Board's Executive Committee. Final plan delivery is anticipated this spring / summer.	**Ms. Fiona M. Allen, P.E.** Northern Region Manager 5300 S. Collins Arlington, TX 76018 817.493.5100 allenf@trinityra.org

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III. Pricing

Project costs are important to The Azimuth Group, just as they are to the City of Wauwatosa. When preparing the budget proposal, we did so based on our understanding of your stated needs, the specific requirements of the City's RFI, and our own experience providing similar services to multiple local government agencies over many years. ***From time to time, however, our estimates do not align with the expectations of the client. In those instances, we are always prepared to review and revise both our project scope and budget to better fit your requirements.*** We not want to miss this opportunity over price considerations alone.

Project Cost

For the preparation of the City of Wauwatosa's Strategic Plan, AGI proposes a fixed professional service fee of $32,500. In addition to professional services, AGI will bill the City for reasonable and customary out of pocket expenses for such items as air/car/hotel, meals, copying and binding, delivery charges, and administrative support. We will submit monthly invoices for fees and expenses, based on project progress and completed deliverables. These costs will not exceed $10,000.

We plan to use web-based meeting and conference calling capabilities as much as possible (i.e., to conduct status report briefings, interim deliverable reviews as needed, etc.); however, there are certain strategic planning tasks that are most effectively conducted in person. Included within the expense budget are a total of four trips to the City of Wauwatosa, as follows:

- Trip 1 – Complete Discovery and Design phases
- Trip 2 – Complete 2-day offsite planning workshop
- Trip 3 – Develop objectives, initiatives, and key performance indicators
- Trip 4 – Present Final Strategic Pan Report.

AGI's normal business practice is to submit progress billings on a monthly basis, based on work performed during the preceding month. Invoices are due upon receipt.

Should you desire services beyond the scope of the proposal, we will be more than happy to provide such additional services at our then-current hourly rates, plus actual out-of-pocket costs. We understand and agree that no such additional services will be performed without prior written authorization.

Assumptions

The professional services provided to the City by the Azimuth Group are purely advisory in nature. City of Wauwatosa will assume full responsibility for all implementation decisions. Additionally, the City of Wauwatosa will be responsible for providing a variety of supporting services and activities. These include:

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

- The City will designate a primary point of contact with the authority to make project related decisions and to provide logistical and coordination support throughout the planning process. This individual will also assist the team with the assembly of necessary background information, facilitation of interview and focus group session scheduling, stakeholder group interface, scheduling and coordinating your review of deliverables and for the coordination of facility arrangements as required for stakeholder focus groups, strategic planning workshop, etc. We estimate that this role will require as much as 25% of the assigned person's time over the duration of the project.
- The Mayor and City Administrator will be available for progress meetings and deliverable review sessions at key milestones throughout the project. Typically these meetings will be no longer than two hours in duration.
- The Mayor, City Administrator, Common Council members and all City Department heads will be required for individual discovery interviews during the first phase of the project. These interviews will require between 1 and and 1 ½ hours each.
- The Mayor, City Administrator, Common Council members and all Department heads will be available to participate in a two-day strategic planning workshop / retreat at an offsite location yet to be determined. This workshop will, very likely, included at least one weekend day.
- Selected members of the City staff, below the Department head level, will be asked to participate in focus group sessions in the first and second project phases, for a total of approximately 4 hours over the course of the planning assignment.
- The AGI team is entitled to rely on all the information, directions, instructions, decisions and approvals provided by designated client engagement team members.
- The City's representatives will provide requested data and documents in a timely fashion and will review and provide comment on draft deliverables as needed.
- The City will make all arrangements and bear all costs of offsite facilities for the offsite planning workshop including room arrangements, audio visual support, refreshments and meals as necessary and appropriate, and all other costs incidental to the provision of the meeting facility or facilities.
- As required, the City will provide or arrange for appropriate on site facilities, and minimal clerical support for the coordination, scheduling and conduct of interviews, focus groups, team meetings and the like.
- AGI and the City will, as a part of the project initiation and planning tasks, develop an agreed protocol and timing for client review and acceptance of deliverable products.

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Why Select the Azimuth Group?

The Azimuth Group's motto is "***strategic solutions for public leaders***." Helping local governments improve their strategies, processes, operations, and technologies is our exclusive focus. The depth, breadth, and sophistication of our local government knowledge and expertise sets us apart from our competitors.

The Azimuth Group's value proposition rests on the assignment of very senior, experienced teams to address our client's concerns. Founded by a pair of former "Big Six" management consultants, we strive to deliver big firm results on a nimble and highly responsive platform. Among the many reasons we feel that we are singularly qualified to become your strategic planning partner are the following:

- We have extensive experience in the development and execution of strategic planning programs for multiple cities, counties, associations and not for profit organizations. For example, your proposed Project Manager, David Eisenlohr, has led and participated in strategic planning programs for the cities of Kansas City, Missouri; Dallas, Texas; San Antonio, Texas, New Hanover County, North Carolina; the North Texas Tollway Authority, among others.
- We follow a proven methodology, supported by visually appealing graphical facilitation techniques and collaborative technology tools.
- We are local government consultants by choice, not necessity. We are passionate about public service and we enjoy working with public servants.

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IV. Company Information

The Azimuth Group was founded by former "Big Six" consultants who, after many years in large national firms, recognized that public sector organizations at the local level need access to large firm expertise without the overhead costs and red tape. Having spent our entire careers working in the public sector as analysts, senior managers and consultants, we have a passion for public service and believe that public sector organizations deserve the high quality, responsive and innovative consulting support available to the corporate sector at an affordable price. Unlike larger consulting firms with public sector practices focused primarily on the largest clients and biggest projects, we built the Azimuth business model based on direct, hands-on involvement of the firm's owners and principals to deliver value priced, "best of breed" solutions.

AGI is a full-service consulting firm dedicated to meeting the most complex challenges of local government organizations across the domains of strategy, people, process and technology. Our motto is "strategic solutions for public leaders" and we do our work with an ever-present focus on each client's unique operating and risk environments. Our clients include many of the most progressive an innovative local governments in the United States, and these organizations engage us because they know that in addition to our technical skill and subject matter knowledge, our laser-like focus on serving the special needs of local government leaders provides them with an added level of sophistication and sensitivity unmatched by other firms

The Azimuth Mission

At the Azimuth Group, our mission is as demanding as it is simple:

To help public leaders discover new directions for strategic success, bring clarity to their processes and technologies, and effect lasting, positive impacts on the communities they serve.

Our Values

At AGI, we are a values-driven organization. We practice what we preach. Our cornerstone values form the bedrock on which the company is built and include the following:

- **Clients First** - We place the interests and needs of our clients before our own
- **Integrity Always** - Our conduct is ethical and our honesty above reproach
- **Lead by Example** - We never expect more of others than we demand of ourselves
- **Innovate and Create** - We are not afraid to try new things
- **Our Word is Our Bond** - We do what we say, when we say we will do it
- **Respect Others** - We live by the Golden Rule.

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Services and Capabilities

Impact. That is what we are in business to deliver. Sustainable and beneficial impact. Working across a broad range of strategic, human, process and technology competencies, the professionals of the Azimuth Group and our allied firms have amassed impressive records of helping our clients succeed.

In meeting our client's needs, AGI believes in building teams. Teams of individual practitioners and other high quality small firms assembled for the specific need at hand. With an extensive network of associates and allies, we are able to assemble, deploy, and manage multi-capable teams to address your most complex and demanding challenges. We approach every assignment within the context of your unique risk environment, working with you to deliver impactful solutions that creatively balance risk and reward.

Our services and capabilities include:

Strategy

- Comprehensive strategic planning programs.
- Governing body / senior staff strategy and planning workshops.
- Strategy deployment and execution support.

People

- Organization design.
- Performance measurement and management.
- Management effectiveness reviews.
- Change management and communications.

Process

- Business process redesign and improvement.
- Best practices diagnostics.
- Operations improvement.
- Performance audits.

Technology

- IT strategy and business alignment.
- System requirements definition.
- RFI development and solution selection.
- Implementation project oversight and quality assurance.

Our Clients

Serving local government is not just our business. It is what we love to do. We have recently concluded a successful assignment for Waukesha County, our first project in the State of Wisconsin, and are proud to have them on our client list.

Attachment: Azimuth Group (1472 : Strategic Planning Finalists)

Over the course of our careers, the partners and associates of the Azimuth Group have served a "who's who" of leading clients in the public services sector including cities, counties, state agencies, special purpose authorities, associations and not for profit organizations across the United States. The listing includes many of the clients that members of the AGI team have helped to discover new directions for strategic success, both with AGI and prior firms.

Cities

City of Abilene, TX
Town of Addison, TX
City of Albuquerque, NM
City of Allen, TX
City of Ann Arbor, MI
City of Ardmore, OK
City of Arlington, TX
City of Ashville, NC
City of Baytown, TX
Village of Bartlett, IL
City of Battle Creek, MI
City of Bowling Green, KY
City of Bryan, TX
City of Carrollton, TX
City of Cincinnati, OH
City of Cedar Falls, IA
City of Clayton, MO
City of College Station, TX
City of Colorado Springs, CO
City of Coppell, TX
City of Corpus Christi, TX
City of Costa Mesa, CA
City of Dallas, TX
City of Denton, TX
City of Des Moines, IA
City of DeSoto, TX
City of Dodge City, KS
City of El Paso, TX
City of Evanston, IL
City of Fayetteville, NC
Town of Flower Mound, TX
City of Forney, TX
City of Fort Worth, TX
City of Frisco, TX
City of Galveston, TX
City of Grand Island, NE
City of Galveston, TX
Village of Glen Ellyn, IL
City of Greensboro, NC
City of Grapevine, TX
Town of Highland Park, TX
City of Hickory, NC
City of Houston, TX
City of Hurst, TX
City of Irving, TX
City of Kalamazoo, MI
City of Kansas City, MO
City of Lawton, OK
City of Lawrence, KS
City of Lee's Summit, MO
City of Liberty, MO
Village of Lombard, IL
Borough of Lansdale, PA
City of Longview, TX
City of Lubbock, TX
City of McKinney, TX
City of Mesquite, TX
City of Miami, FL
City of Missouri City, TX
Murray City, UT
City of Naperville, IL
City of New Braunfels, TX
Village of Oak Park, IL
City of Odessa, TX
City of Olathe, KS
City of Oklahoma City, OK
Village of Palatine, IL
City of Plano, TX
City of Port Arthur, TX
City of Richardson, TX
City of Round Rock, TX
City of Salisbury, NC
City of San Angelo, TX
City of San Antonio, TX
City of San Marcos, TX
City of Stillwater, OK
City of Southlake, TX
City of Sugar Land, TX
City of Tallahassee, FL
City of Thousand Oaks, CA
City of Tulsa, OK
City of University Park, TX
City of Waco, TX
City of Waxahachie, TX
City of West Chicago, IL
City of West University Place, TX
Village of Woodridge, IL
City of Woodway, TX

Counties

Bexar County, TX
Calhoun County, MI
Champaign County, IL
Collier County, FL
Dallas County, TX
Henderson County, TX
Lake County, IN
Los Alamos County, NM
New Hanover County, NC
New Hanover County Board of Health, NC
Orange County, FL
Peoria County, IL
Ramsey County, MN
Waukesha County, WI

State Agencies

Alabama Department of Human Resources
Illinois Department of Central Services
New York Worker's Compensation Commission
Ohio Department of Administration
Oklahoma Department of Finance and Revenue
Texas Comptroller of Public Accounts
Texas Department of Motor Vehicles
Texas Health & Human Services Commission
Wyoming Office of State Lands

Special Purpose Districts

Brazos River Authority, TX
Capital Metropolitan Transit Authority, TX
Dallas Area Rapid Transit Authority, TX
Guadalupe Blanco River Authority, TX
Houston Metropolitan Transit Authority
Jacksonville Transportation Authority, FL
Trinity River Authority of Texas
VIA Metropolitan Transit Authority, TX

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Maryland Transportation Authority
North Texas Tollway Authority, TX
North Central Texas COG

Public Education

Dallas County Community College District
Collier County Public Schools, FL
Charlotte Mecklenburg Public Schools, NC
Cape Fear Community College, NC
Central Piedmont Community College, NC
Fayetteville Technical Community College, NC
Guilford Technical Community College, NC
McLennan Community College, TX
Natchitoches Parish Public Schools, LA
Northeast Independent School District, TX
University of Texas Brownsville
University of North Texas at Dallas
Western Nebraska Community College

Not for Profits

American Heart Association
Big XII Athletic Conference
California Council of Civil Engineers
Conference USA
Oklahoma Municipal League
MetroPort Cities Partnership
National Purchasing Institute
Sonoran Institute

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AZIMUTH
GROUP

6611 Hillcrest, Suite 441
Dallas, Texas 75205

214.987.3423 office
214.987.0919 fax
www.azimuthgrp.com

Firm: Management Partners (www.managementpartners.com)
Where: Cincinnati, OH
Est. Cost: $50,000, plus expenses

Highlights:

- **Size –** They are a larger company, which may lend itself to more resources for the project.
- **Expertise w/Performance Measurement –** Management Partners was the company that assisted the International City/County Management Association (ICMA) with the creation of the IMCA Center for Performance Measurement.
- **Public Sector based company with extensive City Manger experience –** This knowledge base and experience working in the profession could greatly assist in understanding some of the challenges and opportunities the City has.
- **Linear –** There was a clear and linear timeline for activities. (pg. 5-8)
- **No Specific Strategic Planning Model –** The lack of a model may show how comfortable they are with these types of projects and their willingness to better understand the client's needs first.
- **Simplistic –** The proposal was not as intriguing as others but it had an understanding of what was trying to be accomplished.
- **Lack of Recent Experience –** From what appears on their website and what was given as references they do not appear to have that much recent work on strategic planning projects.

- 3-4 months to complete
- Typically, 4 to 6 goals for strategic plan with 2 to 5 strategies for each goal
- Strategic Planning Workshop: 8 to 10 hours

Checklist	
Market Analysis	Check
Mission/Vision	Check
Financial Analysis	Check
SWOT	Check
Action Plan with Reporting Structure	Check
Metric for Success	Check

PROPOSAL TO

CITY OF WAUWATOSA

FOR

STRATEGIC PLANNING SERVICES

April 26, 2013

Attachment: Management Partners (1472 : Strategic Planning Finalists)

Management Partners

Proposal Title Sheet for City of Wauwatosa Strategic Planning Services

Date: April 26, 2013

I/We Gerald E. Newfarmer the undersigned, do hereby propose to furnish the City of Wauwatosa, WI, a Strategic Planning Informational Proposal, in accordance with all terms and specifications contained herein:

Attach two (2) copies of your proposal package, and one (1) electronic and/or CD copy.

NAME OF FIRM: Management Partners

SIGNATURE & TITLE: President and CEO

ADDRESS: 1730 Madison Road, Cincinnati, OH 45206

TELEPHONE NUMBER: 513-861-5400

FAX NUMBER: 513-861-3480

Attachment: Management Partners (1472 : Strategic Planning Finalists)

Management Partners

April 26, 2013

Ms. Laurel Schleimer
Purchasing Coordinator
Purchasing Department
City of Wauwatosa, Wisconsin
7725 West North Avenue
Wauwatosa, WI 53213

Dear Ms. Schleimer:

The City of Wauwatosa's request for consulting services to assist with Strategic Planning Services will provide significant value to the community and is a task for which Management Partners is well suited. When residents and stakeholders thoughtfully engage with City leaders to articulate a course and direction for the future as articulated in the City's scope, the plan is much more likely to be implemented successfully. We are excited about the possibility of assisting the City of Wauwatosa with this important undertaking, creating a strategy tied to a budget aligned with an overarching vision, mission, goals and priorities for the future.

Because Management Partners is a professional management consulting firm specializing in helping local government organizations meet service demands, improve effectiveness and streamline operations; we bring the perspective of local government organizational best practices to the strategic planning process. Our clients benefit from the expertise of professionals with extensive experience in all aspects of public management as well as knowledge of how the best jurisdictions in the country provide services.

We are confident that our approach to Strategic Planning will engage the Common Council, city staff, and the broader community in a meaningful process that will result in realistic, yet far-reaching strategies, accompanied by an implementation action plan and metrics for maintaining accountability and measuring success. I would be pleased to answer any questions you may have about Management Partners and our qualifications.

Sincerely,

Gerald E. Newfarmer
President and CEO

1730 Madison Road • Cincinnati, OH 45206 • 513 861 5400 • Fax 513 861 3480 managementpartners.com
2107 North First Street, Suite 470 • San Jose, California 95131 • 408 437 5400 • Fax 408 453 6191
3152 Red Hill Avenue, Suite 210 • Costa Mesa, California 92626 • 949 222 1082 • Fax 408 453 6191

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About Management Partners

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. We are a national consulting firm headquartered in Cincinnati, Ohio, with offices in San Jose and Orange County, California. We have a well-established track record of helping public sector organizations throughout the United States, including all of the services provided by cities, counties, towns and special districts at the local level.

During our 18 years of service, we have earned a national reputation by delivering quality, actionable work products to our clients. We bring extensive experience to this project, along with first-hand knowledge of local government operations. We are distinguished by the fact that each team we assign is led and staffed by associates who have actual experience in direct public service and experience working together as a team. The work we do is not an academic exercise; it is grounded in the real world of customer service and accomplishment in the public sector. As a result, we have a bias for producing value-added work for each client that will be actionable, and will be implemented.

The firm is staffed with 60 professionals who are experienced public service managers as well as qualified management consultants. This group includes generalists as well as subject-matter experts. Our consultants have years of experience working in all aspects of local government management and have built a track record of extraordinary quality service for our clients.

The firm has extensive experience helping improve both the efficiency and effectiveness of local government services. We have completed organizational staffing and improvement projects in virtually every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

Management Partners' services include everything required to support a local government leader, elected or appointed. Our full range of services includes the following:

- Organizational Analysis and Performance Audits – Also called efficiency studies and organizational reviews, identifies improvements to an operation's efficiency and effectiveness.
- Performance Management – Encompasses a wide range of management tools that can be and often are developed independently of one another, including: performance management and measurement, process management, performance budgeting, employee performance evaluation and strategic and process benchmarking.
- Process Improvement – Examines the processes by which customers are served, an important technique for developing a program for operations improvement, including process mapping.
- Strategic and Business Planning – Can be an important tool for focusing the efforts of an organization and fostering communication between leaders, staff and important stakeholder groups.
- Financial Planning, Budgeting and Analysis – Assists clients in analyzing their finances and planning for the effective and efficient use of taxpayer or customer dollars.
- Organizational Development and Training – Helps clients develop organizational capacity, a key to developing high performance organizations. Services include executive coaching, customer service training, employee and customer surveys and conflict management workshops.

Attachment: Management Partners (1472 : Strategic Planning Finalists)

- Sharing and Consolidation of Services – Offers a more efficient way to provide services, particularly on a regional basis. Options range from the complete integration of previously separate jurisdictions to sharing or consolidating the management of individually delivered services and operations.
- Interim Management – Assists government leaders by providing executive staff during transitional periods. Rather than just "keeping the chair warm," our interim managers provide value-added services during their tenure.
- Executive Recruitment – Identifies top candidates for chief executive officer positions and department director level jobs in local governments.

We are also experienced in executive management facilitation, having facilitated numerous council/board and management team workshops and meetings. We have designed and led many civic engagement projects of a broader nature, often in conjunction with strategic planning projects. We are specialists in performance management and led the creation of the International City/County Management Association's (ICMA) Center for Performance Measurement. In addition, we have supported many local governments (cities, counties and towns) in the design and implementation of jurisdiction-specific performance management programs. Staff development and training is always a priority, especially in the area of performance measurement, where we have trained well over 100 jurisdictions throughout North America.

Financial and business planning is an important part of our work and assisting local governments (particularly large ones) in addressing the effects of the recent recession has been an area of major emphasis. Working with cooperating local governments to identify and implement shared service delivery has also been an area of particular competence, especially in the current economic environment.

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. Our experience gives us a sensitivity that produces positive outcomes. Each of our projects is individually tailored to the unique needs of the client based on a deep understanding of the service environment of local government. We are proud to say that our quality work often results in subsequent assignments with many of our clients.

PROJECT APPROACH AND WORK PLAN

Our Understanding of the Project

Because Wauwatosa is a progressive, visionary, full-service organization, City leaders wish to engage in planning for the City's future through the development of a strategic plan, supporting strategy budget, and implementation plan for tracking accountability and success. The strategic plan document will serve as a thoughtful and detailed representation of vision, mission, community core values, assessment of internal and external conditions, wants, needs, and a roadmap to make the vision a reality. The City recognizes the need for a strategic plan that contains concrete and goals, priorities and strategies to guide it in achieving a vision for the future.

Management Partners will develop, implement, and collaborate with City staff on a process for obtaining community input into the strategic planning process. We will assist Wauwatosa's leaders and managers in creating a complete picture of what the City desires to become,

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including identifying what participants' value about the community and identifying residents' hopes and concerns about the future. Doing so will put a voice to their shared vision for the community.

The City has determined the following tasks and products for the strategic planning effort:

- Draft a strategic planning process and schedule.
- Provide a final project plan and strategy to complete the strategic planning assessment.
- Conduct an evaluation of the current internal and external conditions, conduct onsite interviews and oversee committees and workshops.
- Identify citizen's priorities and preferences.
- Identify the City's current strengths, weaknesses, opportunities and threats.
- Identify the major strategic issues facing the City.
- Identify a vision of what the future will look like through a set of principles.
- Assess if the mission statement is compatible with the vision and hoped-for outcomes, and if not, develop a new mission statement.
- Assess the outcomes from the various evaluations to determine annual goals.
- Develop action plans with identifiable reporting structures and schedules.
- Provide a draft of the strategic planning document for review.
- Provide the City with a comprehensive strategic planning report.
- Make a presentation of the strategic planning report to the City Common Council and personnel.

Our Approach

Our approach is based Wauwatosa's scope of work which details the elements of strategic planning the City anticipates will be necessary to effectively direct future resources. As envisioned, the Strategic Plan will be the product of a transparent and inclusive process that considers the thoughts and perspectives of the Common Council, the City Manager and department directors, residents, and stakeholders. Our methodology and approach is based on this understanding and our ability to assist the City in developing a vision; assessing the current mission, environmental and financial trends and projections; and guiding the development of short- and long-term goals and strategies. The essentials of our project management approach are summarized below and speak to the specifics of work planning and execution with a focus on implementation.

Before describing our proposed approach it is important to describe the elements of strategic planning that Management Partners will consider as we proceed collaboratively with the Project Steering Committee. Strategic planning involves establishing a clear a vision for the future, mission for the organization, articulation of the organization's core values, an environmental scan that identifies factors affecting the organization, goal establishment identification of priority strategies, and an implementation action plan to guide the achievement of outcomes. The process used for Wauwatosa will be tailored to the specific needs and desires of the City as detailed in the request for information (RFI).

The key components of strategic planning that will guide our approach to the project are described below.

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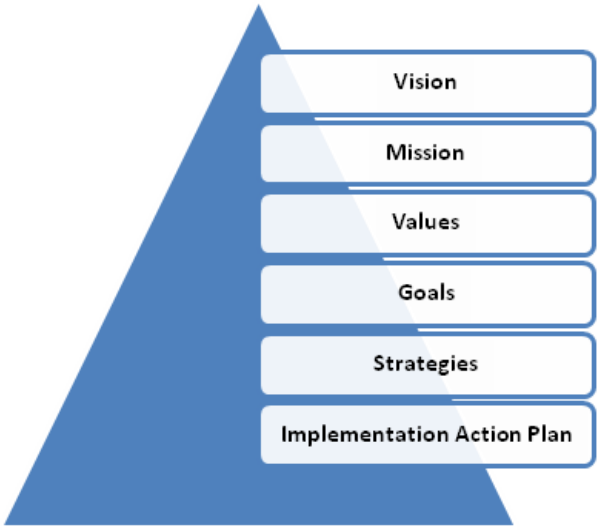

- Establishing a ***vision*** of where Wauwatosa wants to be in the future is a fundamental part of the strategic planning process. A vision sets the focus for the future. It is a statement of where the City is going, a destination. The vision statement will describe the qualities that will make the City unique, and special. The vision is a future state.

- The ***mission*** *states the City's purpose* and provides a rationale for programs that are carried out and guides the prioritization of opportunities. It defines what the City stands for and what it will do. An element of the strategic planning process will include assessing the current mission statement to determine if it is congruent with the newly created vision statement.

  > *The mission of the City of Wauwatosa is to provide services that are essential or that enhance the quality-of-life in the community, all in ways that are efficient, effective, and affordable.*

- ***Values*** drive both the goals and objectives created and the process of implementing the strategic plan. Therefore, the strategic planning process will involve assessing the core values of the City to assure alignment with the mission.

- An ***environmental scan*** is prepared as part of a strategic planning process in order to identify the factors influencing the organization now and are likely to affect it in the future. Typical factors include core competencies, fiscal constraints and opportunities, service demand drivers, policy issues, legislation, demographic characteristics of the community, and workforce issues. An environmental scan is used to identify internal and external factors that may influence operations and service delivery or reveal important trends. The scan may include "SWOT" analysis (strengths, weaknesses, opportunities, threats), PEST (political, economic, social, technical), STEER (socio-cultural, technical, economic, ecological, regulatory) or other form of analysis as part of the environmental scan.

- ***Goals*** for achievement over several years are set as part of the process. Goals will set the framework and guide Wauwatosa leaders in making budget decisions and allocating other resources, such as staff time. They help the leaders and decision makers decide which of the many worthy projects should be done and when, within available resources. Typically a strategic plan has four to six goals.

- ***Strategies*** to achieve each of the goals will be set. Strategies are the means to achieve multi-year goals, and are attainable and measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Typically two to five strategies are established for each goal.

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- ***Implementation Action Plan*** to ensure accountability for accomplishing the goals and strategies. The action plan includes key tasks, timetables, lead staff, and resources required to carry out the strategies. An example of an action plan template follows:

Goal 1:				
Success Indicator(s) for Goal 1:				
Strategy	**Key Steps and Milestones**	**Lead Staff**	**Resources (Available, Needed)**	**Fiscal Year to Start/Complete Strategy**
1.				
2.				

- ***Metrics/Success Indicators*** to identify how the Wauwatosa Common Council, City Manager, department directors, staff, and residents will evaluate successful achievement of the strategies. The metrics will assist City staff in reporting progress and updating the action plan on a scheduled basis.

Work Plan

Based on our experience with strategic planning and our understanding of the needs of Wauwatosa as outlined in the RFI, we have prepared a detailed plan of work. This framework is amenable to refinement to adapt it to your specific interests. There is no one right way to approach strategic planning and Management Partners has a host of techniques to use, based on the needs and desires of the City.

Activity 1: Start Project

Successful strategic planning will benefit from a collaborative relationship between the City's Project Steering Committee and Management Partners from the very beginning of the process. This activity is intended to begin this collaborative relationship. We will meet with the members of the Project Steering Committee to fine-tune the work plan and schedule and to gain a clear picture of the City's hopes and expectations. We will also discuss logistics and begin planning for the major activities confirmed during this activity, which will begin immediately after the project kick-off meeting. During this meeting, Management Partners will present a request for plans and documents that will be used in gaining an understanding of market and financial indicators.

Activity 2: Identify Strategic Planning Issues and Design Process

Management Partners will conduct interviews with the Mayor, Common Council members, City Administrator, Assistant to the City Administrator, senior staff and key stakeholders, as determined by the Steering Committee, who will participate in the Strategic Planning session. During the interviews, we will gain an understanding about the issues and concerns that each individual anticipates in future years and wishes to discuss during the planning session.

The information from the interviews will help to shape the agenda for the facilitated session (Activity 6) in which a new vision, reassessment of the current mission and long and short-term goals will be identified. We will document the information and issues resulting from these interviews, and use it in conjunction with the results of activities 3, 4 and 5 to develop an

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environmental scan that provides a comprehensive understanding of the current and projected environment affecting strategic planning for Wauwatosa.

Understanding the environment and conditions facing City leaders and administrators in the future is an important foundational element of strategic planning. The elements of the environmental scan, including a market analysis, financial, and SWOT analysis, will form the basis for this understanding of internal and external drivers and provide a framework for setting a vision for the future and establishing goals.

We will use the information gathered through this process to recommend a strategic planning approach to the City that addresses the unique characteristics of the organization and links to performance management, budgeting, and process management systems already in place.

Activity 3: Conduct Market Analysis of Internal and External Conditions

Management Partners will work with the Project Steering Committee to determine a suitable approach to evaluating the internal and external market conditions that make up the environment in which the City will operate and deliver services in the future. Management Partners' analysis may include tools such as Political, Economic, Socio-Cultural, and Technological (PEST) Analysis; Socio-cultural, Technological, Economical, Ecological, and Regulatory (STEER) Analysis; or other environmental assessments, based on the City's needs and interests. After reviewing existing plans and documents and data provided by the City, Management Partners will identify addition information needed to round out the analysis.

In our experience, a good market analysis for a city incorporates a number of perspectives to describe the context within which the organization operates, including such categories as:

- Demographic trends
- Customer requirements
- Organizational performance
- Economic environment
- Land development trends
- Technology trends
- Legislative issues (county, state and federal)
- Emerging social and political issues

The resulting report will identify internal and external (county, region and state) factors that will assist participants during the Strategic Planning Workshop in determining critical success factors.

Activity 4: Conduct Analysis of Financial Condition

Management Partners will review existing financial documents provided by the City, including current operating and capital budgets, the Five Year General Fund forecasts, the Five Year Capital Plan, approved land use plans, and other documents of current and projected financial position. This information resource will identify any major strategic issues facing the City and inform the development of goals and strategies during Activity 6.

Activity 5: Conduct SWOT Analysis

As with the market and financial analysis, the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis will also inform the development of vision and mission statements, goals and strategies for the City. Management Partners will assess SWOT elements from a range of perspectives, including City elected and appointed leaders, department directors,

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representatives of Boards and Commission, neighborhood groups, and the general public to identify strengths, weaknesses, opportunities and threats facing Wauwatosa. We will do this by soliciting broad community input about SWOT elements using an online survey.

The SWOT comments will serve as useful background information for workshop participants and lay the foundation for understanding the current and future environment of the City. At the conclusion of the SWOT activity, Management Partners will conduct an affinity analysis of the results and provide a report to the project manager and members of the Steering Committee.

Management Partners will combine the input received from the SWOT analysis with results from activities 3 and 4, and review the consolidated analysis document with the Steering Committee and Workshop participants.

Activity 6: Facilitate Strategic Planning Workshop

The purpose of the Strategic Planning Workshop will be to create a vision statement, revisit the current mission, develop goals begin to identify and prioritize strategies for inclusion in the Strategic Plan. Additionally, workshop participants will identify key projects that address the accomplishment of near-term strategies.

Management Partners will design an agenda based on the results of the previous activities and review the agenda with the Steering Committee. Following their input, we will revise and finalize the agenda and accompanying materials. The workshop may include the following components:

- Review and discuss the results of the market, financial and SWOT analysis
- Reach consensus on the City's vision
- Assess the compatibility of the City's mission and core values with the vision
- Identify goals and prioritize as short- or long-term
- Identify several strategies for each goal
- Determine how success will be measured for each of the goals
- Determine reporting and accountability mechanisms

We will work with an appropriate individual to determine the session logistics and briefing materials. We recommend that the Workshop duration range from eight to ten hours (starting in the afternoon and continuing in the following morning and early afternoon). A sufficient commitment of time is needed to review and discuss the implications of the environmental findings, which will spur thoughtful consideration and development of a future vision, mission, goals, and initial strategies.

Our strategic planning workshops are engaging and interactive and are designed to ensure full participation. We use a combination of facilitation techniques including small and large group discussions and typically change small groups at least once during the day to mix the participants. We will prepare handouts for distribution.

Following the workshop, Management Partners will work with Project Steering Committee and department directors to finalize strategies for each goal and prepare an implementation plan.

Activity 7: Prepare Strategic Plan and Implementation Action Plan

After the Strategic Planning Workshop and subsequent meetings with Wauwatosa directors and managers Management Partners will prepare a draft strategic plan. It will contain the following components:

- Mission, vision, values

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- Multi-year goals
- Strategies for each goal
- Strategy budget
- Success indicators for each goal

We will review the draft with the City's Project Steering Committee and make modifications based on their input.

Once the strategic plan is approved, Management Partners will prepare a draft implementation action plan. The action plan will consist of a completed template that includes:

- Key tasks
- Timeline (start and completion dates)
- Resources needed and currently available (and sources)
- Staff assigned (including a lead person)
- Milestones and success measures

In essence, this is component of the strategic plan that will serve as the blueprint for action and the driver for future decision-making. We will ask the City's Project Steering Committee to review it to ensure it contains all of the information needed and is accurate. Once we have received feedback, we will finalize the implementation plan, which will become part of the strategic plan document. Management Partners will present the resulting comprehensive strategic planning report to the Common Council, City administration, other invited guests and the public.

EXPERIENCE AND QUALIFICATIONS

Management Partners specializes in providing quality professional consulting assistance to local government clients. Our website, www.managementpartners.com contains information about our clients, and you are welcome to contact any of them about the quality of our work. We believe our track record of completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, make Management Partners well qualified to execute this work for the City of Wauwatosa.

Members of our project team have worked together on a wide variety of visioning and strategic planning projects. We assisted Montgomery, Ohio with their strategic planning efforts three times over the past 15 years (each plan spanned five years). Montgomery also called on Management Partners to provide facilitation training for staff to facilitate community involvement discussions (as a means to lower the cost of their community outreach efforts). Management Partners also assisted the City with benchmarking and the development of performance measures in separate undertakings.

In addition to large community efforts, some jurisdictions contract with us for less complex facilitated processes. For example, Franklin County, Ohio, asked Management Partners to design a strategic planning workshop for their commissioners and staff to develop one-year goals and strategies. The Orange County Cemetery District and Hamilton County Solid Waste District are examples of special districts that we have assisted with strategic planning efforts. In both cases, board members and staff were involved, rather than the general community.

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Another strategic planning effort, for the King County, Washington, Sheriff, required Management Partners to facilitate a large number of forums with elected and appointed officials in many communities served by the Sheriff. We designed surveys and held forums to seek their input prior to help the County steering committee develop goals and strategies.

These are but a few of the numerous strategic planning projects we have conducted over the past 18 years, including process design, community engagement, and workshop facilitation. Other projects we have completed include:

Client	Project	Completed
El Cerrito, California	Strategic Planning	March 2013
Mansfield Downtown Partnership, Mansfield, CT	Strategic Planning	March 2013
Tustin, California	Strategic Planning	October 2102
Rohnert Park, California	Strategic Plan	January 2012
Franklin County, Ohio	Strategic Planning	June 2011
Montgomery, Ohio	Strategic Planning	June 2011
Sacramento County, California	Strategic Planning Retreat	April 2011
Santa Barbara County Association of Governments, California	Strategic Planning/Interim Staffing	November 2010
Ventura County, California	Strategic Planning Support	October 2010
Ventura Housing Authority	Strategic Plan Update	July 2010
Orange County Cemetery District	Strategic Plan Update	June 2010
Pacific Library Partnership	Strategic Planning	April 2010
Palo Alto, California	Strategic Planning Utilities	March 2010
Worthington, Ohio	Worthington Area 360 Community Strategic Plan	January 2010
United Methodist Church – General Board of Global Ministries	Development Unit Strategic Plan	November 2009
Riverside County, California	Fire Department Strategic Plan	July 2009
King County, Washington	Strategic Plan Facilitation	July 2009
Miami Valley Risk Management Association	Strategic Planning Facilitation	May 2009
Solano Irrigation District, California	Strategic Plan and workshop	April 2009
Sonoma Valley Fire and Rescue Authority	Strategic Planning	April 2009
Rio Rancho, NM	Strategic Planning	February 2009
Hamilton County Job and Family Services	Strategic Plan	February 2009
Ceres, California	Fire Strategic Plan	November 2008
Pittsburg, California	HR Strategic Plan	November 2008
Johnson County, Kansas	Linking Measures to Strategic Plan for the Corrections Department	October 2008
San Mateo, California	Strategic Planning for City Attorney's Office and Human Resources Department	June 2008
Texas PRIMA	Strategic Planning Retreat-Board of Directors	May 2008
Coastside County Water District	Strategic Planning Assistance	April 2008
Town of Mansfield, Connecticut	Strategic Planning	March 2008
Hamilton County, Ohio	Solid Waste District Strategic Planning	December 2007

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Client	Project	Completed
Orange, California	Strategic Plan Facilitation	December 2007
Solano Irrigation District, California	Organizational Improvement Analysis and Strategic Plan	October 2007

Project Team

Management Partners has a strong project team that is well-qualified to complete this work for Wauwatosa. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Amy Paul, will serve as project manager and will be responsible for execution of the project. They will be supported by Jacquelyn McCray, Joey Reed and Sam Lieberman.

The qualifications of each team member are briefly summarized below. Complete resumes for each person are included in Attachment A to this response.

Amy Cohen Paul, Corporate Vice President

Amy Paul has more than 30 years of experience in local government management, performance measurement and strategic planning. She assists public agencies in conducting organizational reviews, implementing organizational improvements, identifying alternative service delivery methods, designing and implementing performance management systems, and developing strategic and business plans. Amy was part of the original management team of the International City/County Management Association's Center for Performance Measurement and she helped produce ICMA's training materials on outcome measurement. She is the editor of the book *Managing for Tomorrow: Global Change and Local Futures,* and is the author of many articles in professional publications, including *The Municipal Year Book.* She has assisted a wide variety of clients, including cities, counties, special districts and individual government departments and agencies with strategic planning, goal setting, public engagement activities and other large and small-scale facilitations. A sampling of clients she has served include the City of Huntington Beach, California; the Orange County Cemetery District; the Solano Irrigation District; the Louisville (Kentucky) Health Department, the Hamilton County (Ohio) Job and Family Services Department; the King County Sheriff's Office; the Town of Mansfield, Connecticut; and the cities of Worthington and Montgomery, Ohio.

Jacquelyn McCray, Senior Management Advisor

Jacquelyn McCray is a Senior Management Advisor with extensive local government consulting experience. She is also a professional planner and a certified economic development professional. Since joining Management Partners in 1997, she has worked on numerous projects involving development review, organizational and workflow analyses, performance measurement, and strategic benchmarking and planning. Jacquelyn has expertise in process improvement and re-engineering of local government development review processes and procedures. She also has excellent interview and facilitation skills, and she frequently conducts employee and stakeholder focus group meetings. Before joining Management Partners, Jacquelyn held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. She served as vice chairperson and member of the Cincinnati City Planning Commission for nine years. Jacquelyn is a member of the American Institute of Certified Planners.

Attachment: Management Partners (1472 : Strategic Planning Finalists)

Joey Reed, Senior Management Advisor

Joey Reed joined Management Partners in July 2012. She has performed several projects for us including organizational assessments, fleet management and contract reviews, and capacity utilization measure. Prior to that, she was employed with the Ohio State Auditor's Office for 12 years. She worked as a financial auditor in the Financial Section and transferred to the Ohio Performance Team where she served as a performance analyst. Her performance audit work included economy and efficiency analyses for many types of jurisdictions including school districts, municipalities, and state and local agencies. The performance audits identified recommendations to help agencies meet budget deficits and/or streamline work processes to reduce waste or increase productivity. Her audit reports were used as a tool for strategically dealing with financial operations, meeting budget forecasts, planning, and providing an objective review for community stakeholders. Joey has expertise in human resources, finance, operations and support, and contract management. Additionally, she has expertise public works organizational reviews, facilities management, fleet and inventory management, staff deployment and reorganization, utility billing and process improvements.

Sam Lieberman, Management Advisor

Since joining Management Partners, Sam has contributed to a variety of projects that have included strategic planning, budget and staffing analyses, and fleet management, among others. He has been trained in performance measurement and has assisted clients with benchmarking. Recent clients whom he has served include the cities of Berkeley, Carson and San Bernardino, Orange County, Santa Clara Valley Water District and Zone 7 Water Agency in California; Hartford, Mansfield and New Haven, Connecticut; Kenton County, Kentucky; Kansas City, Missouri; and Mason and Montgomery, Ohio. While in school, Sam gained valuable experience in the day-to-day functioning of local government during an internship with the City of Cincinnati. He researched the feasibility of implementing a streetcar system in Cincinnati and prepared staff reports on the subject. He also assisted with the process of rolling out and implementing CincyCare, a public/private health care partnership.

PRICING

Management Partners anticipates devoting 295 hours of our staff time to execute the plan of work described above. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal. The total cost of this project is a not-to-exceed price of $49,990, which includes all fees and expenses.

The RFI requested a price for in-person and web conferencing for the City Common Council presentation of the strategic planning report. The price quoted above includes an in-person presentation. To have Management Partners' project manager attend by Web conference would reduce the cost by $545.00.

A proposed schedule is included as Attachment B. We expect to refine this schedule with you during the project start-up (Activity 1) as discussed previously.

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CONCLUSION

Management Partners has the experience, the professional talent and the commitment necessary to successfully assist the City of Wauwatosa in the development of a Strategic Plan. We welcome the opportunity to provide additional information that may be helpful. We would be pleased to assist you with this project.

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ATTACHMENT A – PROJECT TEAM RESUMES

AMY COHEN PAUL

Amy Cohen Paul, Corporate Vice President, has over 30 years of experience assisting local governments with a variety of engagements, including process improvement and performance management systems. Her expertise includes research and training in performance measurement and benchmarking, process improvement, total quality management, strategic and business planning, organizational development, and identifying service sharing opportunities among jurisdictions. She is also a skilled facilitator and trainer.

Amy has managed a variety of Management Partners' process improvement, strategic planning, organization review, and performance measurement and benchmarking projects. She has worked with small and large jurisdictions, as well as special districts. A sampling of clients she has helped with process improvement projects include: North Port and Largo, Florida; Lexington-Fayette Urban County Government and Louisville, Kentucky; Des Moines, Iowa; the City of Rockville, Howard County, and the Maryland-National Capital Park and Planning Commission, Maryland; Oklahoma City, Oklahoma; and Stockton, California.

Her focus is on identifying meaningful, results-oriented measures and industry best practices. A sampling of clients she has assisted with organization reviews and performance management systems includes: Berkley, San Jose, Oakland and Marin County, California; Manchester, Connecticut; Louisville, Florence, and Kenton County, Kentucky; Des Moines, Iowa; Rockville, Maryland; the Unified Government of Wyandotte County/Kansas City, Kansas; Kansas City, Missouri; Arlington Public Schools, Virginia; the District of Columbia; Rye, New York; Lexington, Massachusetts; Troy, Michigan; and Montgomery and Westerville, Ohio.

A sampling of clients she has helped with strategic planning and goal setting include the cities of Huntington Beach, La Palma, and Pittsburg, the Orange County Cemetery District, and the Solano Irrigation District, California; the City of Louisville and the Louisville Department of Health, Kentucky; the Hamilton County Job and Family Services Agency and the Hamilton County Solid Waste District (Ohio); Montgomery, Ohio; the Town of Mansfield and the Mansfield Downtown Partnership, Connecticut.

Amy was part of the original management team of the International City/County Management Association's (ICMA) Comparative Performance Measurement Consortium. It originally was a group of about 40 large cities and counties, and has grown to more than 120 jurisdictions.

Amy designed and presented performance measurement and benchmarking training sessions for more than 75 jurisdictions, and for the ICMA University. She also helped design a training program to develop outcome-based indicators. Amy has designed and lead community workshops on performance measurement with the National Civic League.

Amy directed a three-year Leadership Development Program for the ICMA, funded by the W.K. Kellogg Foundation. She developed a multi-media training program and implementation materials for public boards, commission and committees. She also directed a two-year FutureVisions Program for the ICMA, working with 67 communities.

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She is the editor of the book, *Managing for Tomorrow: Global Change and Local Futures*, and is the author of many articles in professional publications, including *The Municipal Year Book*.

Amy earned a bachelor's degree in public communication and a master's degree in public administration from The American University.

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JACQUELYN Y. MCCRAY

Jacquelyn McCray**,** Senior Management Advisor, has more than 20 years of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. Since joining Management Partners in 1997, Jacquelyn has been a key staff member on myriad projects analyzing development review processes, performance measurement and organizational review. She is particularly adept at process improvement, benchmarking, performance measures and focus group facilitation.

Jacquelyn is a member of the American Institute of Certified Planners and a certified economic development professional. She served as a member and vice chairperson of the Cincinnati City Planning Commission for nine years.

In her years with the City of Cincinnati, Jacquelyn was a member of the City Manager's Performance Team and helped develop performance measurement training materials for all departments. She was a city planner for six years, and also served in the office of budget and evaluation as an analyst for housing, community and economic development.

With Management Partners, Jacquelyn has worked on development review process analyses and improvement projects for the Louisville, Kentucky consolidated government; the cities of Cape Coral, Florida; Wichita, Lenexa and Olathe, Kansas; Nevada County, California; the Maryland-National Capital Park and Planning Commission; the Unified Government of Wyandotte County and Kansas City, Kansas; Lexington, Kentucky; Howard County, Maryland; North Port, Michigan; Oklahoma City, Oklahoma;

On performance measurement and management review projects, Jacquelyn has assisted the District of Columbia; Arlington County Public Schools and Loudoun County, Virginia; the Louisville, Kentucky consolidated government; the Unified Government of Wyandotte County, Kansas; and King County, Washington. She also conducts performance measurement training for jurisdictions.

Jacquelyn has completed human resources benchmarking analyses for Sedgwick County, Kansas; and Loudoun County, Virginia; and she assisted with benchmarking and compensation analyses for the cities of Oakland and Santa Clara, California. She also worked with the City of Covington, Kentucky finance director to develop a long-range financial plan.

Jacquelyn has completed organization development and improvement reviews, position analyses and service consolidation assessments for agencies across the country. Among them are Berks County, Pennsylvania; Kansas City, Kansas; the Nashville (Tennessee) Airport Authority; Kenton County and the consolidated governments of Louisville and Lexington Kentucky; the City of Fort Wayne and Allen County, Indiana and Lancaster and Muhlenberg, Pennsylvania. Jacquelyn has also assisted the following jurisdictions and agencies in the development of strategic plans: Montgomery, Ohio; Manchester, Connecticut; and the Hamilton County, Ohio Department of Job and Family Services.

Jacquelyn earned a bachelor's degree in urban planning and a master's degree in public administration from the University of Cincinnati.

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JOEY M. REED

Joey M. Reed, Senior Management Advisor, began working with Management Partners in July 2012. Prior to that, she was employed with the Ohio State Auditor's Office for 12 years. She worked as a financial auditor in the Financial Section where her work involved using generally accepted accounting principles (GAAP) and generally accepted government auditing standards (GAGAS). During 2004, she transferred to the Ohio Performance Team where she served as a performance analyst.

The performance audit work included performing economy and efficiency analyses for many different agencies including school districts, municipalities, and state and local agencies. Joey worked directly with state officials and office holders such as boards of commissioners, city council members, state directors, school superintendents and treasurers to develop audit plans and processes. The performance audits identified recommendations for entities to implement to deal with budget deficits and/or streamline work processes to reduce waste or increase productivity. The audit reports were used as a tool for strategizing about financial operations, meeting budget forecasts, planning, and providing an objective review for community stakeholders. Joey has expertise in human resources, finance, operations and support, and contract management.

Joey participated on an internal strategic planning committee to improve office effectiveness and has implemented streamlined processes for project budgets. Specifically for school audits, she was the regional liaison expert for school district transportation assessments. She also provided internal coaching on other aspects of school operations. She attended external trainings and collaborated with the State Department of Pupil Transportation to provide colleagues with up-to-date legislative impacts, funding formulas and best practices for pupil transportation. In addition, Joey has expertise in developing audit planning and objectives, conducting process mapping, and analyzing benchmarking data for multiple government agencies.

Joey has a bachelor's degree in science with a major in accounting, cum laude, from College of Mount St. Joseph. Currently, she is enrolled in Xavier University's Executive MBA Program and is expected to graduate with a master's degree in business administration in May of 2013. Joey's most recent achievement was earning an Entrepreneurship Blue Belt in Six Sigma through Xavier University and a Green Belt in Lean Six Sigma through the State Auditor's Office. She is currently working toward her Black Belt in Six Sigma through Xavier University simultaneously with her MBA coursework.

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SAMUEL J. LIEBERMAN

Sam Lieberman, Management Advisor, joined Management Partners in April 2010. He graduated from the University of Cincinnati in 2008 with honors degrees in sociology and political science.

While in school, Sam gained valuable experience in the day-to-day functioning of local government during an internship with the City of Cincinnati. He researched the feasibility of implementing a streetcar system in Cincinnati and prepared staff reports on the subject. He also assisted with the process of rolling out and implementing CincyCare, a public/private health care partnership.

As he was concluding his political science degree, Sam authored a scholarly article that assessed the accuracy of pre-primary polling in the 2008 Democratic Presidential Primary. That paper was presented during a conference of the Midwest Association for Public Opinion Research in September 2008.

During his tenure at Management Partners, Sam has assisted with the development of performance measures in Fairfield and Westerville, Ohio and has conducted research for several benchmarking studies. He has participated in strategic planning projects, analyzed budgets and staffing for several jurisdictions as well as assisted with a fleet management study. Recent clients whom he has served include the cities of Berkeley, Carson and San Bernardino, Orange County, Santa Clara Valley Water District and Zone 7 Water Agency in California; Hartford, Mansfield and New Haven, Connecticut; Kenton County, Kentucky; Kansas City, Missouri; Phoenix, Arizona; and Fairfield, Mason, Montgomery and Westerville, Ohio.

Prior to joining Management Partners, Sam worked in local politics. He managed a Cincinnati City Council campaign and then served as deputy finance director for a Congressional campaign.

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ATTACHMENT B – PROPOSED PROJECT SCHEDULE

	Strategic Planning Services Wauwatosa, WI	**Start**	2	3	4	5	6	7	8	9	10	11	12	13
		6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
	Activity 1: Start Project													
1.1	Convene project start meeting with the Project Steering Committee													
1.2	Request and review background materials													
	Activity 2: Identify Strategic Planning Issues and Design Process	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
2.1	Interview the Mayor, Members of the City Common Council, City Manager and Assistant City Manager													
2.2	Interview department directors and other senior staff as necessary													
2.3	Summarize results and design process													
2.4	Review results with the Project Steering Committee													
	Activity 3: Conduct Market Analysis of Internal and External Conditions	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
3.1	Design environmental scan and request documentation from staff													
3.2	Review and analyze existing City plans and documents, including the Comprehensive plan, area plans, 2012 Citizen Survey, and others													
3.3	Review population, socio-cultural, economic, development and other data trends and projections for the City, County and region													
3.4	Report results													
	Activity 4: Conduct Analysis of Financial Condition	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
4.1	Review existing city documents													
4.2	Review financial condition with the Finance Director													
4.3	Verify timelines for planned projects and investments													
4.4	Report results													
	Activity 5: Conduct SWOT Analysis	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
5.1	Design an online survey to assess SWOT conditions and issues based on results of Activities 1-4													
5.2	Distribute survey to Wauwatosa stakeholders													
5.3	Perform affinity analysis													
5.4	Report results													
	Activity 6: Facilitate Strategic Planing Workshop	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
6.1	Draft preliminary agenda													
6.2	Review draft agenda with Project Steering Committee and finalize													
6.3	Prepare handout for Strategic Planning Workshop													
6.4	Facilitate Strategic Planning session													
6.5	Document results													
	Activity 7: Prepare Strategic Plan and Implementation Action Plan	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24
7.1	Prepare draft Strategic Plan													
7.2	Review draft with Project Steering Committee													
7.3	Prepare final document based on comments received from Project Steering Committee													
7.4	Prepare draft Implementation Action Plan													
7.5	Present Strategic Plan to the Common Council													

Attachment: Management Partners (1472 : Strategic Planning Finalists)

ATTACHMENT C – REQUIRED FORM

Consultant shall answer the following questions by circling the appropriate response or completing the blank provided:

Company Profile:
IS YOUR FIRM? (Please circle one)

A.	SOLE PROPRIETORSHIP	YES	(NO)
B.	PARTNERSHIP	YES	(NO)
C	CORPORATION	(YES)	NO

LIST LEGAL NAMES of COMPANY: Management Partners, Incorporated

Total Number of Employees 60

References: List **at least five** (5) municipalities of same general size and billing numbers and frequency where the **same/similar services**, as stated **herein**, have been **provided**.

Rohnert Park, California
MUNICIPALITY NAME

Gabriel Gonzalez, City Manager
Contact Person — Title

130 Avram Avenue — Rohnert Park, CA 94928
Address — P.O. Box — City — State Zip

(707) 588-2226
Phone Number — Fax Number

Montgomery, Ohio
MUNICIPALITY NAME

Mr. Wayne Davis, City Manager
Contact Person — Title

10101 Montgomery Road — Montgomery, OH 45242
Address — P.O. Box — City — State Zip

(513) 792-8315
Phone Number — Fax Number

Attachment: Management Partners (1472 : Strategic Planning Finalists)

El Cerrito, California
MUNICIPALITY NAME

Mr. Scott Hanin, City Manager
Contact Person | Title

10890 San Pablo Avenue | El Cerrito, CA 94530
Address | P.O. Box | City | State | Zip

(510) 215-4371
Phone Number | Fax Number

Mansfield, Connecticut
MUNICIPALITY NAME

Mr. Matthew Hart, Town Manager
Contact Person | Title

4 South Eagleville Road | Mansfield, CT 06268-2599
Address | P.O. Box | City | State | Zip

(860) 429-3336
Phone Number | Fax Number

Rio Rancho, New Mexico
MUNICIPALITY NAME

Ms. Laura Fitzpatrick, Assistant City Manager
Contact Person | Title

3200 Civic Center Circle, NE | Rio Rancho, NM 87144-4501
Address | P.O. Box | City | State | Zip

(505) 891-5280
Phone Number | Fax Number

Attachment: Management Partners (1472 : Strategic Planning Finalists)

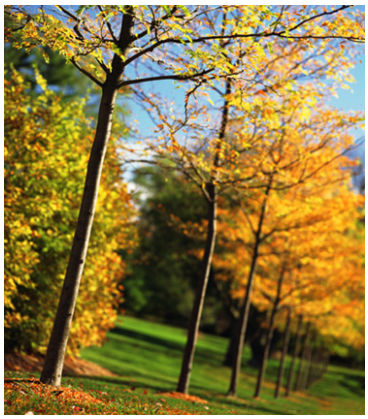
Firm: Springsted, Inc. (www.springsted.com)
Where: Milwaukee, WI
Est. Cost: $29,000, plus expenses

- 3-4 months to complete
- Estimate 5 On-Site Visits
- Option: Randomized Citizen Survey between $15,000 to $20,000

Highlights:

- **Presentation** – The team assigned to the project is willing to come in and do a presentation on the work plan submitted.
- **Previous City work** – Springsted has done other projects for the City. The awareness of the City and its processes may create an advantage for them as far as becoming acclimated to the current state of the organization.
- **Wisconsin consultant** – As a company that has an established office in Wisconsin they understand the dynamics of the public sector.
- **Public Sector based company –** Over 25 year of experience advising the public sector on organizational development.
- **Lack of specific tools or approaches to project** – The proposal submitted does not really establish an approach to meeting the expectations and goals of the project
- **Utilizing external resources** – Springsted stated that they would like to use additional external resources to better understand the community.
- **Adding value through expertise** - May invite guest speakers to inform decision makers about marco and micro trends on critical topics (pg. 3)
- **Option Finder Polling Technique** – A wireless and anonymous polling device where a participant can respond to questions. This could be exceptional useful when talking about sensitive subjects in a prioritization session, or something akin to that. (pg. 4)
- **"Flexible and adaptable" –** They placed an emphasis on these two attributes. (pg. 2)
- **Philosophy –** Relationships, Direction, Purpose, Accountability, Efficiency, Effectiveness and Continuous Improvement
- **Flat Fee –** Seem conscious of being fiscally prudent, which may be a reflection of their knowledge of our community and the public sector as a whole. (pg. 9)
- **Size of Company** – The Company has a multitude of resources they could use to ensure success. Springsted has approximately 70 employees.

Checklist	
Market Analysis	Check
Mission/Vision	Check
Financial Analysis	Check
SWOT	Check
Action Plan with Reporting Structure	Check
Metric for Success	Check



Proposal

City of Wauwatosa, Wisconsin

Proposal to Provide Strategic Planning Services

April 26, 2013

Springsted

Springsted Incorporated
710 North Plankinton Avenue, Suite 804
Milwaukee, WI 53203-1117

Tel: 414-220-4250
Fax: 414-220-4251
www.springsted.com

LETTER OF TRANSMITTAL

April 26, 2013

Ms. Laurel Schleimer, Purchasing Coordinator
City of Wauwatosa
7725 West North Avenue
Wauwatosa, Wisconsin 53213

Re: **Request for Proposal to Provide Strategic Planning Services**

Dear Ms. Schleimer:

On behalf of Springsted Incorporated, we are pleased to submit this proposal to provide strategic planning services to the City of Wauwatosa. We have reviewed your RFP and are confident we have the experience, skills and capabilities to successfully partner with you on this important process.

In his role as Director of Organizational Management/Human Resources, Mr. Unmacht (Dave) will serve as the lead consultant on this project. Over the course of the past four years, he has conducted over 25 strategic planning sessions with local governments, including both cities, counties and public agencies. Mr. Murray (Joe) from our Milwaukee Office will assist Mr. Unmacht and the Springsted Team by providing grounding in Wisconsin and more importantly Milwaukee County environmental matters. This experience provides our Team with an excellent foundation to successfully partner with city leaders and community members to provide a clear direction and plan for Wauwatosa. Our commitment to you is to bring energy, enthusiasm, creativity and a strong depth of value-added content to the process and outcomes.

Thank you for the opportunity to submit this proposal. If you need us to make either formal or informal presentations on our work plan we would be very glad to do so. Please feel free to contact Joe at 414-22-.4257 / jmurray@springsted.com or Dave at 651-223-3047 / dunmacht@springsted.com. We look forward to hearing from you.

Respectfully submitted,

Joseph M. Murray, CIPFA
Springsted Incorporated

David J. Unmacht
Springsted Incorporated

kmd

Attachment: Springsted (1472 : Strategic Planning Finalists)

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PROPOSAL TITLE PAGE ..... APPENDIX I

REFERENCE SHEET ..... APPENDIX II

Mission Statement

The mission of the City of Wauwatosa is to provide services that are essential or that enhance the quality-of-life in the community, all in ways that are efficient, effective, and affordable.

Attachment: Springsted (1472 : Strategic Planning Finalists)

City of Wauwatosa, Wisconsin
Proposal to Provide
Strategic Planning Services

1. Project Work Plan

The City of Wauwatosa's RFP for strategic planning facilitation services issued on March 21, 2013 is well articulated and provides clear direction on the outcomes/deliverables that the City seeks as part of the strategic planning process. Yet it provides the consultant leeway to develop and recommend courses of action/process to achieve the desired outcomes. We offer the following information to support a project work plan.

The Scope of Work is identified on pages two and three of the RFP. The Overview identifies eight (8) areas of assessment and 12 process steps. We are fully prepared to address each successfully

If selected for the project, the first step will be to arrange a discussion with the designated personnel (possibly the steering committee) to plan and organize the specifics, schedule and scope of work. This will include anticipated timelines and the identification of the logistics for initial meetings. Although your RFP is clear on scope of services and your anticipated process, we are not in a position to fully offer alternative approaches yet. It is our philosophy and experience to partner with the City and stakeholders to learn more about your goals and expectations before we prepare and finalize the actual specific tools and approaches we use in the overall strategic planning process. We think it is important to be open, flexible and adaptable at the beginning of the process.

If acceptable, early in the process, Mr. Unmacht will contact each member of the City Common Council and City administrative staff to introduce himself and learn what their individual goals and expectations are for the strategic planning process. These contacts are an excellent introduction to the work of the consultant and designed to ease the transition of their role into the services. These conversations may also be held on site during the first series of meetings.

The role of City staff is to provide guidance and advice to the consultant from the beginning to the end of the process. We will have continuous communication with the steering committee; providing them with updates and status reports as needed. City staff will also be asked to provide access to existing documents and help coordinate and support the logistics of meetings.

Our draft process and work plan organized around the Scope of Services is provided on the following pages. This is an *illustration* and subject to discussion and change. For purposes of the illustration we are using a May 15 start date. The actual start date will be subject to discussions with the City.

Attachment: Springsted (1472 : Strategic Planning Finalists)

City of Wauwatosa, Wisconsin
Strategic Planning Process – Proposed Timeline

Project Milestone	Description	Proposed Date
Notice to proceed	• Contract with the City	Early May
On-going communication	• Regular contact or conference call	As determined with the City
Phase One –Data Collection, Interviews and Internal Organizational Assessment	• Gather and collect data • Review community resources, strengths and assets • Meetings with City officials • Meetings with community leaders • Financial analysis • Organize all information	May 13 – June 28
Phase Two – Public Involvement and Environmental Scan	• Electronic facilitated meeting(s) - Option Finder • Public forums • Small group meetings	June 3 – June 28
Phase Three – Facilitation	• Facilitate strategic plan meetings • Develop plans, goals, strategies and outcomes • Develop a draft strategic plan	July 1 – July 31
Phase Four – Final Plan	• Prepare and Present a Final Plan	August 1 – August 16
Phase Five - Post Adoption Support	• On-going interaction and support for the City's progress • Check in and discuss status and progress • Offer ideas and insights into the implementation	On-going as determined by the City

We offer the following ideas and suggestions for methods and means to perform our work within each Phase. We do not believe it is right to pre-determine these until such time we meet with City officials to discuss the process, expectations and timing. One of our guiding principles is flexibility and adaptability. We can discuss all of these ideas and other suggestions too in our initial meetings.

Attachment: Springsted (1472 : Strategic Planning Finalists)

Phase One

Our Phase One methods are designed to do two things: 1) Fully understand the underlying internal and external dynamics that are impacting and shaping Wauwatosa; and 2) Organize and coordinate the information into a useful purpose and plan, and prepare and organize for Phases Two and Three. In this Phase Springsted will:

- Review existing resources available from the City, school district(s), business community and other recognized sources
- Interviews and meetings with key City personnel and select community leaders
- Examination of internal trends and community resources
- Review 2012 Citizen Survey information and other public perception tools originating from the City
- Review the City's financial documents, including the 5-Year General Fund Forecast, Capital Improvement Plan, Compensation Plan, etc. and other documents to gain an understanding of the City's financial condition.
- Review demographic profile, including population changes, household income, crime statistics, etc.

Phase Two

Phase Two is a more formal and organized public involvement and environmental scan process. This process is a function of how extensive the City wants to integrate both the citizens and stakeholders into the process. There are many ways to ensure participation and involvement. We will work to understand what the preferred method in the City is and build our plan around the options that will provide us the maximum value in the most cost-effective manner. In this Phase Springsted's actions will include:

- Examination of macro trends impacting local governments
- Examination of statewide and regional trends impacting the City
- Identifying specific areas to focus on: including political, economic, social and/or technological
- We may invite guest speakers in to address critical topics that require more in-depth analysis
- Consideration of a City (be it internal or external to include either key stakeholders or citizenry at large) electronic input method such as a Survey Monkey survey – provides confidential input
- Electronic facilitation of input meetings– using Option Finder polling technique
- Public presentations
- Small group meetings
- Optional telephone survey (this is a statistically significant scientific survey – pricing is included in the fee section)

The timing and use of each of these will be discussed and outlined in our initial meetings. It is important to highlight that methods used in Phase Two are not outcomes, but rather inputs and contributing information to the ultimate strategic plan adopted by the City.

The Springsted Team proposes to use Springsted's electronic facilitation system, Option Finder, for input meetings. The electronic facilitation system allows up to thirty-five (35) audience participants to answer questions, evaluate concepts, prioritize choices or brainstorm ideas anonymously, with immediate results. The electronic system strongly encourages, and oftentimes results in full audience participation. It also allows for visual feedback to allow the discussions to become more focused. Our process would include a half day's worth of public input. This could be done in either one large meeting, or broken into a couple of meetings to solicit targeted input such as a meeting with the Common Council and City staff and a second meeting with invited key stakeholders to represent direct input from the community.

Springsted considered noting the electronic facilitation system as an additional service; however, due to its effectiveness we believe it should be included as a core item in the City's strategic planning process. If the City disagrees with the use of the system for input, we would be willing to discuss incorporating more traditional facilitation methods and revising our process and fee accordingly.

Phase Three

Phase Three is the planning and delivery of facilitated work sessions with City leaders. We will partner with the City staff to develop agendas and meeting expectations. The eight assessment areas to be conducted and the outcomes to be produced include:

1. Developing a City vision
2. Developing a City mission statement
3. Conducting an environmental scan (market analysis)
4. Conducting a financial analysis of the City's financial position
5. Assessing the City's strengths, weaknesses, opportunities and threats (SWOT analysis)
6. Developing short- and long-term City goals
7. Developing an action plan, including a reporting structure and deadlines to implement the Strategic Plan
8. Identifying metrics to assess if the Strategic Plan is succeeding

The Springsted Team and their facilitation role is a critical element to the process and outcomes. To that end, the following characteristics are important to factor into your selection process. These key skill sets are reflective of Springsted's philosophy and approach to facilitation.

- Effective meeting management
- Extensive knowledge of Wisconsin city government
- Clear communicators of goals and objectives
- Add value during the discussion and throughout the process
- Fair, objective and impartial to all participants
- Stimulate and encourage discussion and creative ideas
- Treat everyone equally and with respect
- Excellent communication skills

We believe you will find each of these qualities in the work of our Team.

Phase Four

Phase Four is the finalization of the Strategic Plan by compiling all of the input into a final report that is clear, concise and understandable. The final Plan will document the process, analysis and findings. Our goal is to provide a Plan that will energize the City moving forward and be integral in future decisions. We do not want to develop a Strategic Plan that is "put on a shelf to gather dust." Springsted will also present the final Strategic Plan to the Common Council and staff in a work session setting.

Phase Five

Following adoption of the final Strategic Plan by the City Springsted will standby to help the City move forward with its successful implementation. We will be available to City staff to discuss any implementation hurdles it may encounter and provide ideas and insight to overcome them. We will also periodically check in with the City to gauge the Strategic Plan's success and shortcomings.

Project Deliverables

The overall project and process deliverables for the City of Wauwatosa include the following:

- Exceed all expectations in communication with the City
- Excellent partnership with the City and community members
- Professional materials and documents
- Advice and counsel on various aspects of the planning process
- Advice on integrating the strategies with goals, action steps and accountabilities
- Facilitate meetings and work sessions
- Partner with the City to accomplish all of the RFP objectives
- Create a final Strategic Plan with timetables, responsible parties and measures of success
- Present the plan to the City Common Council

2. Experience and Qualifications

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For more than 50 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our business philosophy is focused on providing local governments with a balance of national perspective and local expertise.

As independent financial advisors and management consultants we understand the financial, operational, administrative and political aspects of local governments, Springsted plays an important role in helping clients derive the greatest benefit from their resources while increasing their efficiency and effectiveness.

Extensive knowledge and experience in the fields of municipal management, municipal finance, personnel administration, local government operations and community engagement are Springsted's hallmarks. Each team member has years of local government experience in a variety of areas of expertise. This experience helps us recognize the unique qualities of each local government client,

Attachment: Springsted (1472 : Strategic Planning Finalists)

thus improving the quality and relevance of our services. The fact that the firm has provided strategic planning and management consulting services to numerous local governments throughout the country provides us with a good knowledge base for dealing with the issues facing the City of Wauwatosa.

Springsted is a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted and our 65 staff members. Our headquarters are located in Saint Paul, Minnesota, with additional offices located throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include: Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California. For more detailed information on our firm and services in Organizational Management/Human Resources, Public Finance, Housing and Economic Development, Operational Finance and Investments, please refer to our website *www.springsted.com*.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the foreseeable future. To that end, elected officials and professional staff are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Those public entities that enhance and enrich their people, their process and their systems are likely to deliver more value by maximizing the use of public resources. We believe your strategic planning initiative is based on recognition of the challenges the City of Wauwatosa and all public entities are facing today and into the future.

Springsted's staff has been advising local governments in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city governments, as well as understanding the economic, fiscal and political challenges local governments are facing.

Springsted's experience in helping communities develop strategic plans is extensive, ranging from small organizations to large communities. Strategic planning efforts in Wisconsin that the City will recognize include helping the City of Waukesha develop its first citywide strategic plan in 2008. We also worked with Waukesha County develop their strategic plan in 2005-06. Both planning efforts included use of our Option Finder electronic meeting facilitation system to solicit input from the community and key stakeholders. The City of Waukesha's strategic plan also incorporated the use of an online Survey Monkey instrument to solicit public participation. Both strategic plans were fully implemented by both communities, with Waukesha County currently in the process to update the plan.

A list of some of Springsted's strategic planning clients is provided in Appendix II utilizing the City's required reference form. We would be pleased to provide the City with additional references and details as requested.

Attachment: Springsted (1472 : Strategic Planning Finalists)

Springsted Team

The following individuals will lead the strategic planning process. Mr. David Unmacht will be the lead consultant and responsible for all aspects of the work. Mr. Joseph Murray will be the project coordinator and help assist Mr. Unmacht and the rest of the Team as necessary and provide knowledge of the City, Milwaukee County and the State. Mr. Matthew Stark is our expert in conducting electronic facilitated meetings. The Springsted Team is practical, passionate and energetic. Our Team of professionals for Wauwatosa will bring practical, realistic and creative solutions to the challenges the City faces moving forward.

David J. "Dave" Unmacht
Senior Vice President and Director of Organizational Management & Human Resources

Mr. David Unmacht is Director of Springsted's Organizational Management/ Human Resources group. He is a long time local government professional with more than 25 years of county and city administration experience, having worked as County Administrator for Scott County and Deputy County Administrator for Dakota County in Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He works closely with city and county governments in many different fields including organizational development, facilitation services, goal setting and strategic planning. He has a master's in Public Administration from Drake University in Iowa and a bachelor's degree in Business Administration and Political Science from Wartburg College in Iowa.

Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joe Ries *Excellence in County Management Award* in 2000 and the Minnesota City/County Management Association (MCMA) *Award for Management Excellence* in 2006. Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota.

Joseph M. "Joe" Murray, CIPFA
Vice President and Client Representative

Mr. Joe Murray has nearly 20 years' experience in municipal government, including more than 15 years as a city/village manager. Immediately prior to joining Springsted in 2007, he served as the Village Manager of Greendale, Wisconsin for more than nine years. With his vast array of local government experience, Mr. Murray is very familiar with the fiscal, management, organizational, political and economic development challenges facing cities, villages, towns and counties throughout Wisconsin and the upper Midwest. As a Certified Independent Public Financial Advisor (CIPFA) he is a skilled financial advisor and management professional who is able to listen to a client's issues and concerns, research and evaluate viable options and present innovative, creative and practical solutions that can be successfully implemented. Mr. Murray received a Master of Public Administration from the University of Kansas and maintains his membership in the International City/County Management Association (ICMA) and the Wisconsin City/County Management Association.

Attachment: Springsted (1472 : Strategic Planning Finalists)

Matthew T. "Matt" Stark
Senior Analyst

Mr. Matt Stark is a member of our Management Consulting Services Group. Since joining the firm in 2002, he applies his analytical expertise to new challenges within the fields of operational finance, organizational management and human resources and economic development. He provides technical and analytical assistance on strategic planning, financial planning models, assists and advises clients on employee classification and compensation systems, performs cost-benefit analyses on economic development projects and is responsible for our electronic facilitation system. Mr. Stark holds a degree in physics from Penn State University.

Springsted Team Philosophy

As part of your consideration, it is important to understand the values and philosophy of the consulting team. We passionately believe in the value and importance of strategic planning and in our hands-on work in local government and in our consulting practice; we see the following highlighted benefits of strategic planning that we want to bring to our work in Wauwatosa:

- Strengthen relationships within the City and community
  - Create partners and advocates within the community
- Create an organizational direction and unite everyone toward that purpose
  - Improve the ability to focus on the most important priorities
  - Build camaraderie and teamwork within the City
  - Communicate the important priorities within the City and community
- Provide a *road map* to get to the City where you want to go
  - Coalesce City leaders around common goals
- Provide direction on where to allocate limited resources
  - Improve financial planning, forecasting and budgeting
- Improve accountability and capacity to measure performance and outcomes
  - Your interest in "metrics for success" is an example
- Identify programs and services that need improvement
  - Develop performance measurement expectations and criterion

Our strategic planning philosophy offers four effective tools for your process and outcomes:

- **Decision-Making** — to assist you in making choices about your City
- **Leadership** — to assist you in identifying and establishing a vision, mission and strategies
- **Management** — to operationalize your plans and accountabilities
- **Communication** — to inform others about your future plans

Attachment: Springsted (1472 : Strategic Planning Finalists)

3. Pricing

The Springsted Team uses a flat fee basis to determine a cost for a project. This has been our practice and standard. There are no hourly rates or charges to any of the steps or process. If additional meetings are added or needed, these will be completed without any changes to the fee. The only condition that would alter the fee would be at a request of the City to change the scope of the services. We anticipate a minimum of five (5) on-site trips that may entail one or two full days of meetings and interactions. The base fee for the strategic planning process is $29,250. This includes an electronic facilitation using our Option Finder system with key stakeholders.

The City will also be billed for direct out-of-pocket expenses such as travel, copying, teleconferencing, etc. Each expense will be itemized separately on the invoices to the City. In adherence to the City's desire to keep the project cost down we will maximize the use of conference calls and online WebEx presentations whenever possible and practical.

We would like to be able to work with the City staff to prepare an alternative budget based on the outcomes of the initial meetings; this could mean that the budget is either reduced or expanded based on agreed upon outcomes and expectations.

As an option, Springsted has the ability to conduct a scientific random sample survey. Our sample sizes range from 300 with a margin of error of approximately +/- 5.5% to a sample size of 400 with a margin of error of approximately +/- 4.75%. Estimated cost for this service will range from $15,000 to $20,000 depending upon the options, features and details. Springsted has recently collaborated with the Center for Community Opinion to conduct city surveys in the Minnesota Cities of Blaine, Red Wing and Richfield. We can talk about this option further in our initial meetings.

APPENDIX I
Proposal Title Page

Attachment: Springsted (1472 : Strategic Planning Finalists)

Proposal Title Sheet for City of Wauwatosa Strategic Planning Services

Date: April 26, 2013

I/We Joseph M. Murray / Springsted Incorporated the undersigned, do hereby propose to furnish the City of Wauwatosa, WI, a Strategic Planning Informational Proposal, in accordance with all terms and specifications contained herein:

Attach two (2) copies of your proposal package, and one (1) electronic and/or CD copy.

NAME OF FIRM: Springsted Incorporated

SIGNATURE & TITLE: Joseph M. Murray, Vice President

ADDRESS: 701 North Plankinton Avenue, Suite 804, Milwaukee, Wisconsin 53203

TELEPHONE NUMBER: 414-220-4257

FAX NUMBER: 414-220-4251

Attachment: Springsted (1472 : Strategic Planning Finalists)

Consultant shall answer the following questions by circling the appropriate response or completing the blank provided:

Company Profile:
IS YOUR FIRM? (Please circle one)

A.	SOLE PROPRIETORSHIP	YES	NO
B.	PARTNERSHIP	YES	NO
C	CORPORATION	YES	NO

LIST LEGAL NAMES of COMPANY:
Springsted Incorporated

Total Number of Employees 65

Attachment: Springsted (1472 :

APPENDIX II
References Sheet

Attachment: Springsted (1472 : Strategic Planning Finalists)

References: List **at least five** (5) municipalities of same general size and billing numbers and frequency where the **same/similar services**, as stated **herein**, have been **provided**.

City of Waukesha, Wisconsin	
MUNICIPALITY NAME	
Ms. Lori Luther	Former City of Waukesha, City Administrator – Now Peoria County, Illinois Administrator
Contact Person	Title
324 Main Street	Peoria Illinois 61603
Address P.O. Box	City State Zip
309-672-6056	309-672-6054
Phone Number	Fax Number

Attachment: Springsted (1472 : Strategic Planning Finalists)

Waukesha County, Wisconsin

MUNICIPALITY NAME

Mr. Norm Cummings		Director of Administration		
Contact Person		Title		
1320 Pewaukee Road		Waukesha	Wisconsin	53188
Address	P.O. Box	City	State	Zip
262-548-7028		262-548-7913		
Phone Number		Fax Number		

City of St. Anthony, Minnesota

MUNICIPALITY NAME

The Honorable Jerry Faust		Mayor		
Contact Person		Title		
3301 Silver Lake Road, NE		St. Anthony	Minnesota	55418
Address	P.O. Box	City	State	Zip
612-789-7684		612-789-9323		
Phone Number		Fax Number		

City of Coon Rapids, Minnesota

MUNICIPALITY NAME

Mr. Matt Fulton		Former City Manager		
Contact Person		Title		
11155 Robinson Drive NW		Coon Rapids	Minnesota	55433
Address	P.O. Box	City	State	Zip
651-242-2422		763-767-6531		
Phone Number		Fax Number		

Attachment: Springsted (1472 : Strategic Planning Finalists)

City of Adel, Iowa

MUNICIPALITY NAME

Mr. Brett Klein	City Administrator
Contact Person	Title

301 S. 10th Street		Adel	Iowa	50003
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Attachment: Springsted (1472 : Strategic Planning Finalists)