TECHNICAL PROPOSAL TO

DuPage County, Illinois

TO PROVIDE

Strategic Planning Services

Submitted on January 31, 2023
in response to RFP 23-024-CB

BerryDunn

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1 Cover Letter

January 31, 2023

Mr. Jason R. Blumenthal, Policy and Program Manager
The County of DuPage | Finance – Procurement, 3-400
421 North County Farm Road
Wheaton, Illinois 60187

Dear Mr. Jason R. Blumenthal:

On behalf of Berry Dunn McNeil & Parker, LLC (BerryDunn), I am pleased to submit this proposal in response to DuPage County's (the County's) Request for Proposals (RFP) No. 23-024-CB for Strategic Planning Services. We have read the County's request and reviewed its terms and conditions and the contents presented therein. ***Further, we have reviewed and acknowledge all addenda associated with this solicitation.*** Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal deadline of January 31, 2023.

BerryDunn is a nationally recognized independent management and IT consulting firm, headquartered in Portland, Maine with nine office locations nationally. ***Focused on inspiring organizations to transform and innovate,*** we are a stable and well-established firm that has preserved our core values and reputation for excellence throughout our 49-year history. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including numerous clients in the State of Illinois (the State)—Puerto Rico, and Canada

Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. The human aspect of projects can often be forgotten in the maze of regulatory changes and legal requirements with which public-sector organizations must comply. BerryDunn proudly tailors each of its projects to recognize the work our clients do every day. ***We care about what we do, and we care about the people impacted by our work—including those at the County.***

As a principal in and the leader of BerryDunn's Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources.

If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.

Sincerely,

Signature on File

Seth Hedstrom, PMP®, LSSGB, Principal
2211 Congress Street, Portland, ME 04102-1955
t/f: 207-541-2212 | e: shedstrom@berrydunn.com

BerryDunn

We have been providing consulting services to the public sector for more than 30 years. *This background extends to leading and supporting organizational development-related initiatives, including enterprise and departmental strategic planning efforts nationwide. We are certain that the County will recognize the value we bring to related initiatives, as evident in the information provided within.*

2 Firm Qualifications

2A. FIRM OVERVIEW AND SUMMARY

BerryDunn is a nationally recognized independent management and IT consulting firm focused on inspiring organizations to transform and innovate. As a Limited Liability Company formed in 1974 with 54 principals, 29 owners, and nine office locations, ***we have experienced sustained growth throughout our 49-year history.***

We employ more than 800 staff members—including more than 300 in our Consulting Services Team. From extensive project experience for more than ***400 state, local, and quasi-governmental agencies,*** our team brings valuable perspectives to every engagement. Additionally, our team has prior experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents the County serves.

Our firm provides a full range of professional services that supports our ability to complete tasks outlined by the County. These services are listed to the right.

Local Government Consulting Service Offerings

- ***Enterprise and Departmental Strategic Planning***
- Organizational, Operational, and Staffing Analyses
- Leadership and Organization Development
- Business Process Improvement, Reviews, and Redesign
- Organizational Change Management (OCM)
- Performance Analyses
- Software Planning and Procurement
- Software Implementation Project Management and Oversight
- Master Planning
- Cost of Service and Fee Studies
- Project Assessments and Remediation
- IT Assessments
- IT Strategic Planning

Commitment to Diversity, Equity, and Inclusion (DEI)

BerryDunn has advanced community, diversity, and empathy in a workplace where everyone is respected, seen, and heard. We foster DEI by committing to identifying institutional and systemic barriers. We engage in meaningful conversation to learn and grow continuously, and we embrace diverse perspectives and backgrounds regardless of race, ethnicity, age, sexual orientation, gender identity or expression, religion, or disability. Our CEO Council on DEI leads meaningful progress toward being a diverse, equitable, and inclusive organization.

As a firm, we have put practices and tools in place to help ensure we have a culture of DEI within our firm and the community. We offer DEI trainings for our employees that are developed and executed by our DEI Council. Further, we partner with organizations and non-profits in our community headquarters of Portland, Maine to assist in DEI initiatives in the surrounding area. This includes local efforts to combat racism and create a more equitable future for women, the LGBTQIA+ community, and other marginalized minority groups.

In terms of the County's requested work effort, BerryDunn shares the County's focus on and commitment to DEI. That said, the County can expect that we will exhibit care and respect for others, build trust with the County's stakeholders, establish mutual buy-in for the process, and learn from each other.

Figure 1 illustrates the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in solving some of their biggest challenges and addressing opportunities to improve and plan.

Figure 1: Local Government Practice Group Specialization

2B. PROJECT TEAM INTRODUCTION

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the County. These project team members will remain committed, available, and assigned to perform the County's requested work effort.

Our proposed project manager and facilitator, Michelle Kennedy, will be the County's primary point of contact. She will work directly with the County and manage the work effort, engage with County leadership, develop and maintain the Project Work Plan and Schedule, lead the development of project deliverables, design and lead the strategic planning process, and be a primary author of the DuPage County Strategic Plan, working in close collaboration with the County.

Michelle brings more than 30 years of government-sector management and consulting experience. She is an expert in organizational development and has facilitated the development and writing of strategic plans for 50 public-sector organizations. Notably, Michelle facilitated the writing and updating of Lake County's strategic plans for 10 years, and she also provided similar services for McHenry County. Certified in several related areas including in the Institute of Cultural Affairs' (ICA) Technology of Participation® (ToP®) facilitation methodology, Michelle is a strong facilitator and actively creates inclusive and participatory strategic planning processes for the clients she serves.

To further introduce Michelle and others on the team assigned to the County's engagement, we provide an organizational chart of our project team on the next page, as well as additional information in Section 3.

ORGANIZATIONAL STRUCTURE

SETH HEDSTROM

Project Principal

MICHELLE KENNEDY

Project Manager and Facilitator

SHANNON FLOWERS

Co-Facilitator and Finance/Budget Expert

CHRISTINE MOSES

DEI Expert

JESSE MYOTT

Finance and Capital Improvement Planning (CIP) Expert

SONDRA HATHAWAY

Staff/Workforce Development Expert

MADDISON POWERS SPENCER

Research Analyst

BERRYDUNN'S 300+ CONSULTANTS PROVIDE

On-call support, as needed

Access to broad specialization

Internal and external connections to DEI expertise

A comprehensive complement to anything the County may need

2C. WHY BERRYDUNN?

Our demonstrated commmitment to serving clients in the State

The County will benefit from our familiarity with the State's public-sector landscape and experience successfully completing projects of similar size and complexity to that of the County. Our public-sector experience in the State includes work with numerous municipalities, counties, public schools, colleges and universities, and quasi-governmental agencies. Notably, our proposed co-facilitator and finance/budget expert, Shannon Flowers, recently led the effort to complete a strategic planning project for the City of St. Charles, and our proposed project manager and facilitator, Michelle Kennedy, developed Lake County's original strategic plan and facilitated updates for the County in 2007, 2008, 2011, 2013, 2015, and 2017. Michelle's involvement in Lake County's strategic planning process was award-winning, as it was recognized by the National Association of Counties for community engagement activities. She also provided strategic planning services for McHenry County. Using our expansive knowledge and lessons learned from these projects and others regionally and nationwide, we will provide the County with optimal efficiency, superior services, firsthand insights, and productivity on this engagement.

Our decades of relevant strategic planning experience

BerryDunn's Local Government Practice Group provides a wide variety of services, informing and enhancing our ability to support our clients with strategic planning initiatives. We are skilled at facilitating, communicating, and visioning. In fact, our project manager and lead facilitator, Michelle Kennedy, has nearly three decades of strategic planning experience and facilitated more than 60 strategic planning processes. From Michelle's experience, as well as that of others on the team, we bring strong expertise in guiding successful strategic planning processes, customizing efforts to drive progress, and embedding performance measurement and implementation planning in our work efforts to bring organizations to the next level.

Our strong facilitation approach and communication skills

We understand that reaching consensus can be difficult as individuals seek to advocate for the needs and concerns they believe in most and that represent the interests of their constituencies. Our approach is based in the Institute of Cultural Affairs Technology of Participation (ICA ToP®) facilitation methodology and designed to meet the needs of stakeholders, including elected and appointed officials, managers, frontline staff, and the public. Our team regularly works with a variety of stakeholders and stakeholder groups and, as such, we know how to best customize our approach to effectively engage them and elicit sound strategic planning outcomes. Throughout the process, we will keep stakeholders informed and involved, helping to ensure the County's strategic planning effort is inclusive of all perspectives and reflects a shared vision.

Our experience embedding DEI in related efforts

Careful consideration for DEI is crucial to strategic planning success. Recognizing this, we integrate DEI strategies in related efforts to facilitate authentic, inclusive, and accessible strategic planning processes. Notable strategic planning engagements where we emphasized DEI in our work include the City of Gresham, Oregon; the City of Wausau, Wisconsin; and Lane County, Oregon, among others. In these efforts, we took a collaborative approach to assembling the ideal team and leveraged community partners to help ensure resulting strategic plans considered all voices, reflected a shared vision, and prompted a commitment to action. In the case of the County's initiative, we are partnering with Christine Moses of Buffalo Cloud Consulting to further embed a DEI lens in the strategic planning work effort.

Our highly skilled project team and their commitment to local government

All our project team members exclusively serve local government clients and the majority have prior experience working in local government organizations prior to joining BerryDunn. Notably, our proposed co-facilitator and finance/budget expert, Shannon Flowers, is a former local government finance director with deep experience in both strategic planning and budgeting. As such, Shannon has an intimate understanding as to how strategy integrates with budget planning. Having served local governments across the country, Shannon and others on our team have a deep understanding of local government organizations, as well as associated opportunities and constraints. Further, we are proud to offer a pool of over 300 consulting resources. These resources offer experience and expertise among practices such as organizational development, community development and planning; justice and public safety; parks, recreation, and libraries; health and community services; among others. Collectively, we are well-qualified to support the County as it seeks to improve, transform, and innovate as well as achieve its desired future state.

"Working with BerryDunn was like working with family. They went the extra mile to really understand our City government and our community, inside and out. Because of that, everyone involved in the formation of our Strategic Plan gravitated to the team. Yet BerryDunn wasn't just amazing when it comes to people. The consulting team also mastered the important step-by-step process of putting together an effective, comprehensible, actionable document that will serve our City for years to come. We're incredibly grateful."

Steven Krokoff, City Manager
City of Milton, Georgia

2D. RELEVANT PREVIOUS EXPERIENCE

ORGANIZATIONAL DEVELOPMENT

BerryDunn has been providing services like those requested for more than 30 years. Through this experience, we have assisted with a variety of related services, including:

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

STRATEGIC PLANNING

Below, we provide a representative list of clients for whom our project team members have recently performed similar services within the last six years.

- Association of Oregon Counties
- City of Beaverton, Oregon
- City of Cooper City, Florida
- City of Creswell, Oregon
- City of Edgewater, Colorado
- City of Ennis, Texas
- City of Gresham, Oregon
- City of Groveland, Florida
- City of Lauderhill, Florida
- City of Menifee, California
- City of Milton, Georgia
- City of New Braunfels, Texas*
- City of Redlands, California
- City of St. Charles, Illinois
- City of Tacoma, Washington
- City of Washougal, Washington
- City of Wausau, Wisconsin
- City of Westminster, Colorado
- Jefferson County, Washington*
- Lake County, Illinois
- Lancaster County, Nebraska
- Lane County, Oregon
- Marion County, Oregon
- McHenry County, Illinois
- Marquette County, Michigan
- Metro Parks Tacoma, Washington
- Newton County, Georgia*
- Orange County, North Carolina*
- Oregon Department of Environmental Quality
- Oregon Department of Human Services
- Oregon Harbor of Hope
- San Mateo County, California
- Tompkins County, New York*
- Town of Holliston, Massachusetts*
- Tualatin Hills Parks and Recreation District, Oregon
- Weld County, Colorado

**work has not yet begun*

2E. BUSINESS LICENSE AND TAX ID

File Number 0260157-5

STATE OF ILLINOIS
OFFICE OF
THE SECRETARY OF STATE

To all to whom these Presents Shall Come, Greeting:

I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that

BERRY, DUNN, MCNEIL & PARKER, LLC, A MAINE LIMITED LIABILITY COMPANY HAVING OBTAINED ADMISSION TO TRANSACT BUSINESS IN ILLINOIS ON SEPTEMBER 22, 2008, APPEARS TO HAVE COMPLIED WITH ALL PROVISIONS OF THE LIMITED LIABILITY COMPANY ACT OF THIS STATE, AND AS OF THIS DATE IS IN GOOD STANDING AS A FOREIGN LIMITED LIABILITY COMPANY ADMITTED TO TRANSACT BUSINESS IN THE STATE OF ILLINOIS.

In Testimony Whereof, *I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this* 9TH *day of* AUGUST *A.D.* 2022 .

SEAL OF THE STATE OF ILLINOIS
AUG. 26TH 1818

Authentication #: 2222102194 verifiable until 08/09/2023
Authenticate at: https://www.ilsos.gov

Jesse White
SECRETARY OF STATE

Federal Tax ID: 01-0523282 | **DUNS:** 071-735-229 | **Unique Entity Identification:** MDCAWE9GZKP4

2F. REFERENCES

LANCASTER COUNTY, NEBRASKA

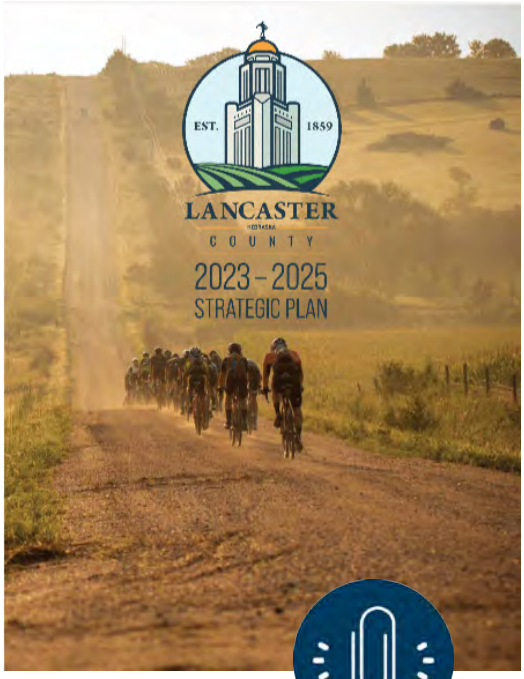
Strategic Planning Services

Reference:

Kristy Bauer, Deputy Chief Administrative Officer

402-441-7496 | kbauer@lancasterne.gov

BerryDunn was selected by Lancaster County to provide strategic planning consulting services. The County desired a comprehensive strategic planning effort that considered the voices, perspectives, and ideas of its stakeholders—including elected officials, department heads, employees, and the greater community—thereby generating buy-in, consensus, and support for achieving its shared vision. The County intends to use the Lancaster County Strategic Plan as a guiding document for future growth and budgetary decision-making for the next three years. The final plan was adopted by the Lancaster County Board in January 2023. The County has contracted with BerryDunn for an additional phase of work to provide plan implementation support, progress monitoring, and plan evaluation and updates.



Click on the image above to view Lancaster County's Strategic Plan

Click or scan this QR Code to view Lancaster County's Social Pinpoint community engagement platform.

MARQUETTE COUNTY, MICHIGAN

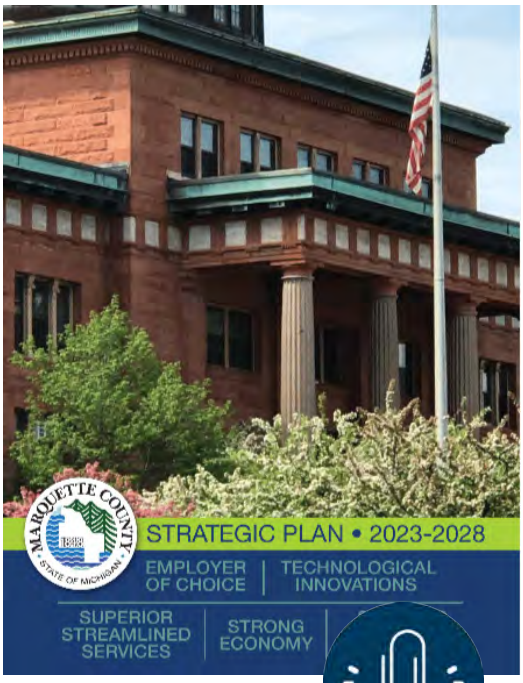
Strategic Planning Services

Reference:

Scott Erbisch, County Administrator

906-225-8151 | serbisch@mqtco.org

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



Click on the image above to view Marquette County's Strategic Plan

Click or scan this QR Code to view Marquette County's Social Pinpoint community engagement platform.

LANE COUNTY, OREGON

Strategic Planning Services

Reference:

Judy Williams, Strategy and Integration Manager

541-682-4527 |
judy.williams@lanecountyor.gov

Lane County selected BerryDunn to enhance its existing strategic planning framework. The County's existing strategic plan was developed based on robust engagement efforts and resulted in solid strategic priorities, initiatives, and activities, and had a strong focus on DEI. The County wanted to update its plan through an equity lens to elevate the voices of residents from historically excluded groups and integrate their perspectives and goals into the Lane County Strategic Plan. The Board of Commissioners adopted the plan in April 2022.

Click on the image above to view Lane County's Strategic Plan

Click or scan this QR Code to view Lane County's Social Pinpoint community engagement platform.

CITY OF ST. CHARLES, ILLINOIS

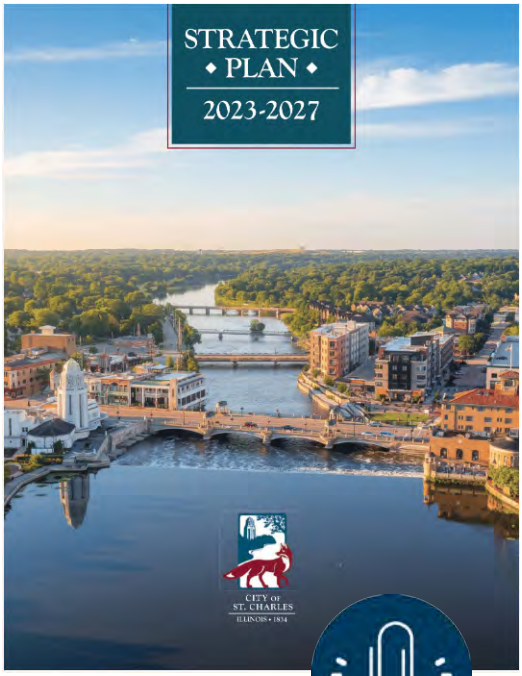
Strategic Planning Services

Reference:

Heather McGuire, City Administrator

630-377-4422 | hmcguire@stcharlesil.gov

The City of St. Charles selected BerryDunn to lead its strategic planning process. The City had previously developed strategic plans and was ready to plan for its next five-year time frame. In addition to the sun setting on its prior plan, the City was driven by the need to regain focus after the pandemic and recent significant staffing changes within its administration. The City recognized that a new strategic plan would play an important role in making collective progress toward a shared vision for the City's future. The BerryDunn team led a highly engaging, inclusive, and participatory process with the City's leadership, staff, community, and other stakeholders. Leveraging various information-gathering strategies, we developed a detailed Environmental Scan to guide strategic planning sessions and develop key components of the City's plan. Adopted in January 2023, the City of St. Charles' Strategic Plan is composed of a mission, vision, strategic priorities, values, strategic goals, objectives, and performance metrics and outcome measures. We are currently leading the City through implementation planning efforts to help ensure consistent progress is made toward the City's desired future.



Click on the image above to view the City of St. Charles' Strategic Plan

Click or scan this QR Code to view the City of St. Charles' Social Pinpoint community engagement platform.

WELD COUNTY, COLORADO

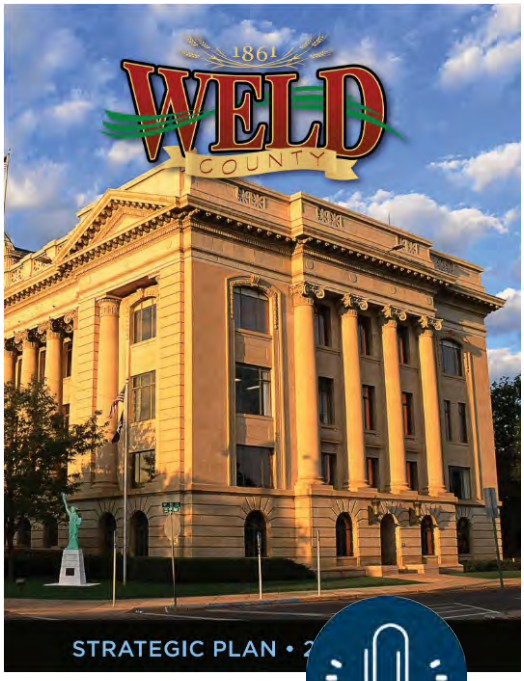
Strategic Planning Consulting Services

Reference:

Cheryl Pattelli, Chief Financial Officer

970-400-4451 | cpattelli@weldgov.com

Looking to retain its scenic mountain ranges, agricultural lands and thriving communities with a desire for balanced growth and innovation, the County retained BerryDunn to assess its current environment and effectively engage stakeholders in developing a framework for a strategic plan. The previous strategic plan had not been revised since 2015, and the County sought assistance in revising its goals, vision statement, values, and guiding principles. We conducted priority setting sessions with the County Board to identify priorities, values, and guiding principles, and facilitated an interdepartmental mission and vision statement development workshop. After conducting interviews with staff and work teams and distributing a survey questionnaire to County staff, we analyzed and synthesized the information in an existing conditions and future needs report. Following subsequent strategic plan development workshops, we developed a strategic plan with measurable and quantifiable goals for the next five years, timetables for achievement, and ways to monitor progress and performance in the future.



Click on the image above to view Weld County's Strategic Plan

Click or scan this QR Code to view Weld County's Social Pinpoint community engagement platform.

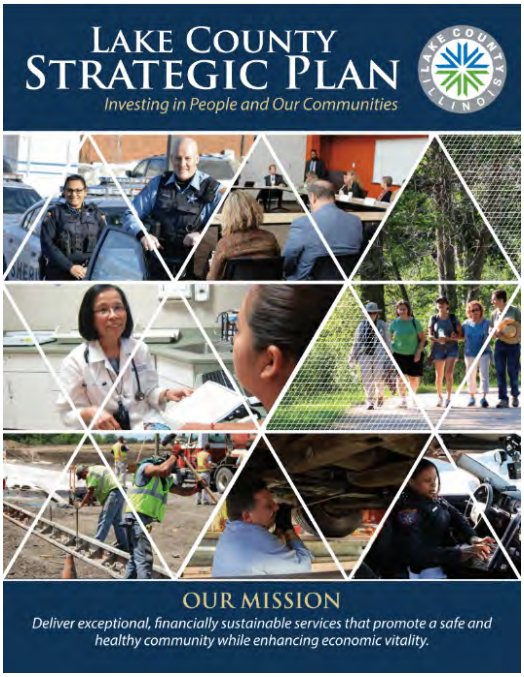
LAKE COUNTY, ILLINOIS

Strategic Planning Services

Reference:

Barry Burton, Former Lake County Administrator

727-464-3485 | bburton@pinellascounty.org



Prior to joining BerryDunn, Michelle Kennedy designed and facilitated a comprehensive strategic planning process that included conducting a series of community forums to gain citizen views on the vision for the County and the most important priorities for townships, municipalities, and residents; facilitating the 21-member county board in a cost-benefit analysis of strategy alternatives; facilitating department-level meetings to identify new trends, challenges, and recommended areas of focus for the Board to consider in its deliberations; leading the Board and County Administrator in drafting a mission, vision, values, strategic initiatives, goals, strategies, performance measures; and assisting staff in designing an online survey to obtain public feedback on the proposed vision and goals. Michelle wrote the original plan and has facilitated updates to the plan in 2009, 2011, 2013, 2015, and 2017. Michelle's involvement in the County's strategic planning process was award-winning, as it was recognized by the National Association of Counties for community engagement activities.

3 Key Qualifications

3A. PROJECT TEAM SKILLS AND EXPERTISE

We have been providing professional consulting services for more than 30 years and use proven methodologies and tools to perform our work. As a result of this experience, we are skilled at developing realistic timelines that take the client's specific needs and common scheduling challenges into account.

Once we have a signed contract, our project manager, Michelle Kennedy, will manage the project according to the agreed-upon work plan, schedule, and budget. We have an excellent track record of meeting deadlines and, as a standard practice, we only allow changes to the timeline, scope, or project fees based on changes that are documented and approved by the client.

Some BerryDunn staff members work exclusively on one engagement, while others work on multiple engagements concurrently. On average, staff members work on four to six projects at any given time. That said, ***we are proposing on the County's project because we have the qualifications, experience, and availability necessary to complete the requested services efficiently, effectively, and successfully.***

On the following pages, we share our project team members' expertise as it relates to projects of this nature and work with comparable public-sector clients. ***Our project team members' full resumes can be found in Appendix A.***

SETH HEDSTROM
PMP®, LSSGB

Project Principal

Office Location: Portland, Maine

Seth is a principal and the leader of our Local Government Practice Group. He brings extensive experience in project management and has managed more than 75 enterprise process and technology planning projects over the course of 14 years with BerryDunn. Seth has led our clients through many of the complex decision points and issue resolution processes typical of business process analysis and system selection projects and facilitated focused review of business processes needing change. Through this work, he has provided business process improvement services for many clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, developing to-be business process recommendations, strategic planning, and organizational assessments. Also notable is that Seth has served as project principal on nearly all BerryDunn's strategic planning projects.

Key Responsibilities

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

MICHELLE KENNEDY
PROSCI® CCP, ODCC

Project Manager and Facilitator

Office Location: Bend, Oregon

Michelle is a manager in our Local Government Practice Group and has been with BerryDunn for four years. She has more than 30 years of government-sector management and consulting experience. She is an expert in organizational development, including strategic and business planning, leadership development and executive coaching, organizational assessments, OCM, program evaluation, business process improvement, and performance measurement. Michelle has provided consulting services and project leadership for state and local government agencies throughout the United States. She is a strong facilitator and is certified in several related areas including in the ICA ToP® facilitation methodology. Michelle has facilitated the development and writing of strategic plans for 60 public-sector organizations. Further, Michelle is an Organization Development Certified Consultant from the Institute of Organization Development.

Key Responsibilities

- Work directly with the County and engage in managing the work
- Serve as the County's primary point of contact
- Develop and maintain the Project Work Plan and Schedule
- Lead the development of project deliverables
- Participate in Biweekly Project Status Meetings
- Design the approach to the County's project
- Facilitate interviews, focus groups, community forums, and strategic planning sessions
- Develop the DuPage County Strategic Plan
- Conduct closeout and implementation activities

SHANNON FLOWERS

PROSCI® CCP

Co-Facilitator and Finance/Budget Expert

Office Location: Denver, Colorado

Shannon is a senior consultant in our Local Government Practice Group and has been with BerryDunn for two years. She has more than 20 years of experience in local and state government; many of which have been spent in director, C-suite, and senior-level roles. During that time, Shannon led a variety of teams through strategic operations planning and execution. Her experience engaging staff and stakeholders in the process has led to the development of plans that were met with broad ownership and acceptance. Her strong understanding of the business processes that support efficient operations gives her the insight necessary to establishing actionable and achievable objectives that move an organization forward and align strategic plans with budgets. Her clients benefit from her focus on change management and business process improvement as well as her experience training and leading staff through difficult transitions.

Key Responsibilities

- Support the development of project deliverables
- Help design the approach to the County's project
- Facilitate interviews, focus groups, community forums, and strategic planning sessions
- Help develop the DuPage County Strategic Plan
- Support implementation planning and adoption efforts
- Contribute finance and budgeting expertise as needed to help ensure alignment between the plan and the financial resources needed to implement it successfully

CHRISTINE MOSES

DEI Expert

Office Location: Lake Oswego, Oregon

Christine is a highly experienced DEI consultant with Buffalo Cloud Consulting. She is a facilitator, planner, and leader of DEI initiatives, and her proven ability to motivate and inspire stakeholders and staff to improve outcomes has driven her success developing and implementing DEI programs and community engagement strategies. These programs and strategies help identify implicit bias, foster inclusion, and change organizational power structures. She is an award-winning communicator who distills jargon into accessible and actionable information. Her clients benefit from the customized trainings, strategic operations plans, and business development services she has developed and delivered.

Key Responsibilities

- Work directly with the County and engage in leading facilitation work as it relates to conducting the effort through a DEI lens
- Participate in meetings with leadership
- Contribute to the development of project deliverables
- Participate in engagement and facilitation efforts and advise on DEI strategies
- Participate in strategic planning sessions
- Contribute to the development of the DuPage County Strategic Plan

JESSE MYOTT
MA

Finance and CIP Expert

Office Location: Greater Boston, Massachusetts

Jesse is a manager in our Local Government Practice Group and has been with BerryDunn for three years. He has nearly a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services. Jesse has led multiple cost of service and cost allocation projects for local governments from California to Massachusetts. He has also been extensively involved in grant work related to public works and infrastructure, spanning from federal funds to local awards This involvement includes application development and submission, monitoring disbursement of funds and required reporting, and closeout activities, among others.

Key Responsibilities

- Help integrate the annual budget process and capital improvement in the DuPage County Strategic Plan development process
- Contribute expertise as needed to help ensure the resulting plan supports its eventual five-year CIP

SONDRA HATHAWAY
MBA, PROSCI® CCP

Staff/Workforce Development Expert

Office Location: Austin, Texas

Sondra is a senior consultant in our Local Government Practice Group and has been with BerryDunn for two years. She has 20 years of public-sector experience in strategic human capital planning including organizational development, performance management, workforce planning and staffing, employee relations and engagement, and learning and development. Sondra has led strategic planning development at city and departmental levels, facilitated public engagement, implemented resident service improvement initiatives, presented at the Arizona City Manager's Association annual conference, instituted continuous improvement Lean philosophies and practices at multiple organizations, and was the founder of a community for municipal resource sharing. Sondra is a practitioner of ICA's ToP® facilitation methodology.

Key Responsibilities

- Evaluate and identify the workforce skills and development needs for successfully implementing the strategic plan
- Contribute staff/workforce development expertise as needed to help ensure related alignment

MADDISON POWERS SPENCER

Research Analyst

Office Location: Phoenix, Arizona

Maddison is a consultant in our Local Government Practice Group. Though she has been with BerryDunn for just under a year, Maddison brings firsthand experience serving in the public sector and is familiar with the unique aspects of government operations. Notably, she has been involved in various governmental initiatives, including those related to DEI; sustainability; and process and project analysis and management. Maddison has notable government experience, where she developed hands-on government skills as well as research and analysis.

Key Responsibilities

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

The County will also benefit from our broader team of more than 300 consultants. Our highly experienced resources representing specialty areas of all local government departments are listed below and on the following page.

JASON GENCK

MPA, CPRP

Parks, Recreation, and Libraries Expert

Jason is a senior consultant in our Local Government Practice Group and has more than 26 years of experience in the community services industry—including the areas of parks, recreation, and libraries. He is an expert in the field and regularly speaks at conferences such as those hosted by the National Recreation and Parks Association and the Colorado, Illinois, and Oregon Park associations. Prior to joining BerryDunn, Jason served as the executive director for the City of Westminster, Colorado's three-time national Gold Medal Parks, Recreation & Library Department. During and prior to this time, he oversaw the development of numerous strategic plans and led strategic planning efforts for counties, non-profits, and special districts.

MICHELE WEINZETL

Ed.D., PROSCI® CCP

Justice and Public Safety Expert

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

FRED TURNIER

MPA, AICP, PROSCI® CCP

Community Development Expert

Fred is a manager in our Local Government Practice Group. He has more than 25 years of experience working with local government agencies and extensive experience assisting public-sector entities with project management and development services, business process improvement, fee and cost-recovery analysis, system design and implementation, and policy analysis and formation. He focuses in the areas of community development, planning, building, inspections, code enforcement, business licensing, housing and homeless issues, land management, utilities, and infrastructure planning.

4 Project Understanding

Nestled in tall prairie grass and pockets of farmland, DuPage has become a mostly developed and suburbanized county offering exceptional services for all to enjoy. Boasting a high quality of life, the County is well known for its top-rated schools, rich diversity, employment opportunities, and family-oriented atmosphere. In fact, the County has been rated first in best counties for families, living, and outdoor activities in the State. It is no wonder that nearly a million residents are proud to call DuPage County home.

The sun has set on the County's current strategic plan, and while it previously guided success and progress toward its goals, the County is ready to revisit and reimagine what a future for DuPage could hold. Recent events forced the County to prioritize unforeseen issues, further emphasizing the County's need to develop a DuPage County Strategic Plan that is adaptable to changes, whether specific to government finance, state law, the national economy, regional unemployment, the local community, or international public health. A plan that can successfully be revisited and refined to respond to changing conditions will help ensure its viability and relevance over its intended lifespan.

Central to the success of the County's plan will be aligning its components with the efforts of its counterparts. As such, it will be crucial that the County establishes a North Star vision to serve as a focal point organization wide. Through a streamlined and standardized process, the County's departments will work collectively to achieve the shared desired state of the organization. Also, through regular and simplified performance monitoring and tracking, the County will make information accessible, transparent, and understandable for the public, as well as compliant for federal reporting.

The County envisions a focused plan that is strategic in terms of what it can and cannot do to address priority issues in delivering its expansive service offering. It will also reflect the County's desire to embed diversity and inclusion strategies in its functions, services, programs, and policies, while also encapsulating the priorities and goals of the broader DuPage community.

As a nationally recognized firm with a dedicated Local Government Practice Group, we have more than 30 years of experience conducting similar initiatives for local government organizations—including in the State. The County will benefit from:

- Our expertise and rich background in conducting strategic planning projects of similar size and scope
- Our team approach that utilizes the strengths and qualifications of proposed project team members—including specialization in organizational development, facilitation and communication, finance and budgeting, CIP, and staff/workforce development
- Our flexibility as it relates to catering to the specific needs of the County
- Our proven tools, methodologies, and practices
- Our extensive experience serving clients in the State

It is through these attributes and our deep understanding of the County's needs for this project that we will help ensure success on this initiative. We appreciate the opportunity to be considered for this important project and for the chance to contribute to the County's bright future.

On the following pages, we outline our methodologies and proposed approach that we believe will aid the County in achieving and sustaining its goals.

4A. APPROACH

GUIDING METHODOLOGIES

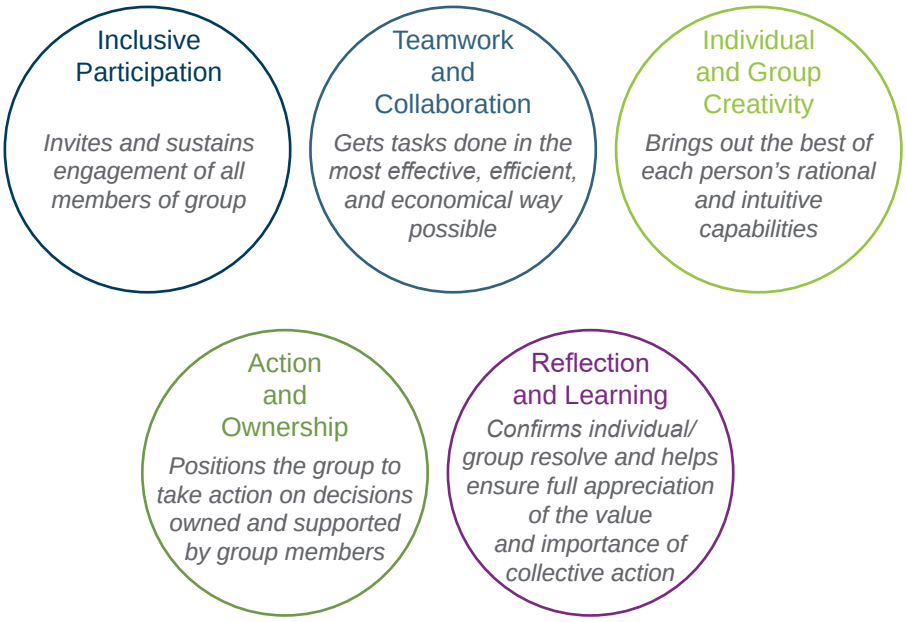
Our project team will engage the County's elected and appointed officials, staff, residents, community groups, major employees, key partners (such as colleges and universities, school districts, nonprofit community, and member municipalities), and other stakeholders in ways that will maximize creativity and innovation and inspire collaboration and consensus for achieving its vision. We will help the County develop a DuPage County Strategic Plan that can reasonably be implemented with support and commitment from its stakeholders.

A strategic plan is a living document that defines the organization's reason for being. It establishes a clear and compelling vision. It sets measurable objectives and, most importantly, lays out the desired impact on and value added to entire communities–residents, business, employees, and other stakeholders. It helps set a direction and focus and assists in aligning resources to accomplish strategic objectives. Having a clear, concrete strategic direction also helps to keep the County on track and focused on what is important when challenges, setbacks, and unanticipated events occur. It also helps ensure decisions, policies, plans, programs, and processes are designed through the lenses of stewardship of resources, equity, and collective impact.

ACHIEVING CONSENSUS AND QUICKLY MOVING GROUPS TO ACTION

We will design and conduct a well-facilitated strategic planning process that uses data and personal knowledge to assess the County's environment. Our project team will use the ICA ToP® facilitation methodology to help ensure the County's strategic planning sessions are highly collaborative and inclusive of all stakeholders. The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown in Figure 2.

Figure 2:Values Encouraged by Structured Participation



ENCOURAGING CROSSING BOUNDARIES AND STRENGTHENING INTERDEPENDENCIES

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

APPLYING EFFECTIVE TOOLS

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

DEVELOPING CLEAR AND COMPELLING PLANS THAT ARTICULATE A BUSINESS CASE

We will write strategic goals, initiatives, and actions in a common language to evoke a clear picture of success to serve as a useful tool for the County's decision-making. Our project team has facilitated clear, compelling strategic plans for more than 50 public-sector entities and system-level plans involving multiple levels of government, jurisdictions, and agencies. Our clients use these plans to drive budget decisions, execute strategies, and publish the results to communicate with stakeholders and the public.

FOCUSING ON DEI

BerryDunn's approach focuses on and reflects our firm's commit to DEI. We recognize how important it is that we assemble a project team that understands what the County needs to do to conduct a sound strategic planning process. That said, our proposed project team includes a DEI expert who will contribute to the County's effort—Christine Moses. We will work with the County—as well as internal and external DEI resources—to help ensure its work effort is conducted through an equity lens.

With the County serving as a backbone organization, we will engage current County partners to facilitate an authentic, inclusive, and accessible planning process. We have found great success in this collaborative approach to assembling the ideal team. As an example, most recently, after being selected to lead the City of Wausau, Wisconsin in the development of their strategic plan, the City connected us with a local member of the Hmong community to provide valuable perspective and considerations in the process.

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

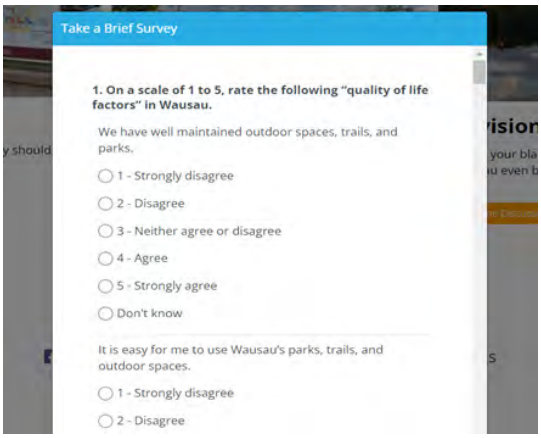
EFFECTIVELY ENGAGING THE PUBLIC

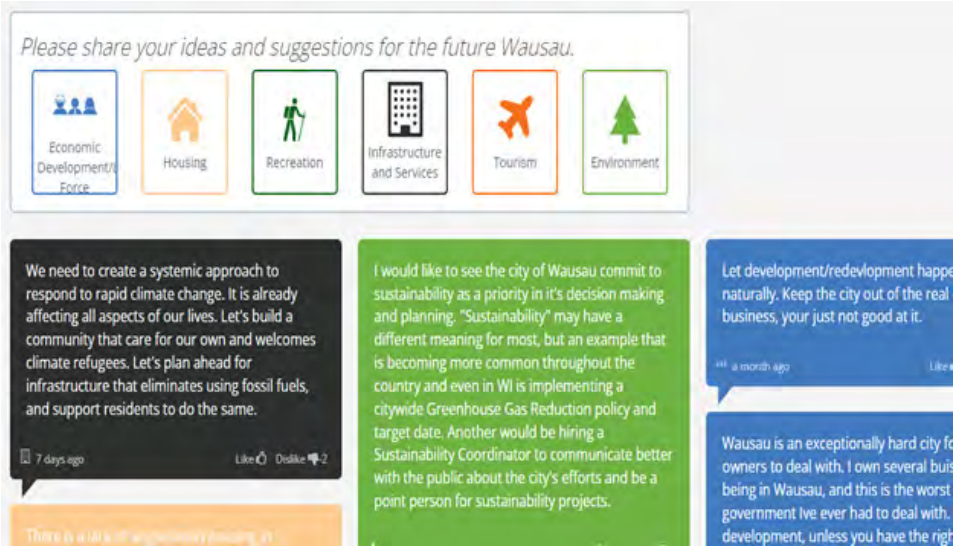
We will utilize several strategies to effectively engage and collect data and information from the public, including developing communications, conducting interviews and focus groups, and creating an interactive project landing and engagement website via Social Pinpoint.

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed throughout strategic planning projects, as illustrated in Figure 3. It is also important to note that Social Pinpoint is mobile friendly and can interface with Google Translate.

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

Figure 3: Social Pinpint Features





MEASURING PERFORMANCE

Performance measurement is an essential component in meeting an organization's goals and objectives. It provides the framework for long-term, future-oriented progress and charts the way for achievement of an organization's vision. If done correctly, an organization can use performance measurement to guide and inform future planning efforts, budgeting, managerial decision-making, resource allocation, citizen confidence, and best practice development. Additionally, performance measurement serves as a valid, reliable indicator that informs continuous improvement and holds an organization accountable to itself and its stakeholders.

BerryDunn has helped organizations develop performance measurements for the past 30 years. Through this experience, we have developed proven tools and methodologies to help ensure organizations develop performance measurements that are realistic, actionable, and highly adoptable. We look at both the qualitative and quantitative aspects of strategic progress, as well as help organizations establish review cycles to help ensure performance measurements remain relevant and applicable to the achievement of its vision. This consideration extends to budget planning and how organizations report on funds usage, such as American Rescue Plan Act (ARPA) funds.

We consider those factors that others may not—such as forecasting, environmental trends, and effective engagement—that help ensure performance measurement focuses not only on the activities associated with achievement, but also on the outcomes. As such, we will work with the County to establish the means for best tracking its progress and creating a clear and achievable path toward its vision.

We approach performance measurement from two angles—performance metrics and outcome measures—as bringing them together tells a compelling story as to where the organization was, where it wants to go, and how it knows it has arrived there.

Performance metrics are outcome-based and are generally quantifiable. They focus on the immediate, tangible results of an organization's activities toward achieving its vision. At BerryDunn, we make effective use of data and establish key performance indicators (KPIs) that help organizations understand their current position and enhance the speed by which they can respond to immediate issues. For ease of analysis, we look at and organize performance metrics on visual dashboards. By repackaging data in this way, clients can easily digest and analyze information, and deliver regular reports of progress to its stakeholders. Regular communication of the County's progress and organizational health will help build citizen trust and confidence, as well as support the County in making decisions that are adopted and accepted by its stakeholders.

Outcome measures focus on the benefit to and impact on the community. Outcome measures generally take longer to occur as impacts result from long-term, sustainable progress toward achieving an organization's goals, objectives, and vision. They speak to the benefits stakeholders ultimately experience and the state in which the County aims to be in. While outcome measures are generally less tangible, they are informed by KPIs, thereby providing evidence of the impact of the organization's efforts.

Central to our success in developing performance metrics and outcome measures is our use of ICA's ToP® facilitation methodology. Using this methodology, we will help ensure the County's performance workshops are highly collaborative, participatory, and inclusive. It will be our goal to empower those participating to contribute to the discussions that will guide and inform the County and its stakeholders.

PROPOSED WORK PLAN

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

The overarching benefits the County can expect of our approach include:

- A methodology based on our extensive experience conducting similar projects
- A proven yet customizable work plan to best accommodate the County's specific needs
- Quality assurance processes that incorporate County review and approval of all deliverables
- Built-in project management and change management best practices—focused on keeping the project on time, on budget, and progressing at a healthy pace
- An emphasis on conducting a participatory and inclusive process
- Consideration for how to incorporate the County's other efforts, documents, budgeting, CIP, and staff/workforce development into the resulting DuPage County Strategic Plan

Figure 4 presents an overview of our work plan intended to achieve the County's goals and objectives for this important initiative.

Figure 4: Work Plan Overview

1 Project Initiation and Management

1.1 Prepare for and conduct an initial project planning meeting.

Upon conducting background research to gain more familiarity with the County, we will conduct initial project planning with the County's project team to gain clarity on project milestones, as well as identify stakeholders to be involved in the strategic planning process and the best ways in which to engage them. We will introduce key team members, clarify project goals and objectives, identify known project constraints, and refine dates and/or tasks, as appropriate. We will discuss our approach for managing communications between BerryDunn and the County, as well as our approach to scope, risk, and resource management. We will also review possible formats for the Final DuPage County Strategic Plan. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

1.2 Request, compile, and review documents and data.

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

Examples include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past strategic plans and associated material
- Other existing planning and policy documents, organizational charts, staffing, and budgeting details
- Previous surveys of County stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

Once provided, we will review the documentation and data to help us produce an Environmental Scan that will inform engagement activities.

1.3 Develop a Project Work Plan and Schedule.

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

Deliverable 1. Project Work Plan and Schedule

1.4 Develop communications and messaging.

We will develop communications and messaging to build awareness for the process, its intended outcomes, and opportunities for stakeholders to get involved. We will review messaging and communications with the County's project team before finalizing and distributing them. Messaging may include kickoff presentations for an orientation with the County's strategic planning committee, County leadership, and its Board. We will customize communications and messaging with consideration for DEI to help ensure all stakeholders have an opportunity to participate in the County's strategic planning process.

1.5 Develop questions and protocols.

To understand how County department heads, elected officials, residents, business community, and other key stakeholders view the current environment and issues of strategic importance—and to gather information for the Environmental Scan—our project team will develop questions and protocols to guide individual interviews, as well as to incorporate in surveys we develop and the community forums we facilitate. We will review the questions and protocols with the County's project team to build consensus and solicit feedback before updating them to final.

Some of the topics we will address are:

- What current and/or emerging trends have the biggest influence on where efforts and resources should be focused?
- What are the potential scenarios that the County should be prepared for in the coming 2, 5, and 10 years?
- What is the most pressing problem or concern facing the County?
- What is the County's long-term vision for the lives of its residents?
- What are the most important and/or critical community needs the County can address in the near future?
- How effective is the County's existing service delivery and programming in meeting the needs of the needs of residents and the community? What service gaps exist, and how should they be addressed?
- How effective are the County's ARPA programs? What improvements might be needed?
- How effective is the County's performance monitoring of programs and services? What improvements to you recommend?
- What opportunities could more effectively leverage the County's existing plans, efforts, resources, and capacity to achieve better outcomes for residents and businesses in terms of programming, service delivery, and investments across the community?
- What does the County desire to address or accomplish on behalf of its residents and community businesses?

In addition to developing questions and protocols, we will also work with the County's project team to schedule and communicate opportunities to involve appropriate stakeholders and stakeholder groups.

1.6 Conduct Biweekly Project Status Meetings.

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

Deliverable 2. Biweekly Project Status Updates

1.7 Prepare for and attend County Board meetings, as requested.

Our project team will prepare for and attend County Board meetings, as appropriate, at the County's request. This will be an opportunity for our project team to further understand the County's current environment and its needs and goals for the future, as well as periodically inform the County Board of project progress.

2 Community Engagement and Strategic Analysis

2.1 Coordinate stakeholder engagement logistics.

We will coordinate with the County to schedule and handle logistics for community engagement activities, including interviews, focus groups, and community meetings. These may also include developing supporting material and collateral. All logistics will be managed through a DEI lens, helping ensure we create accessible involvement, promote participation, and build trust with participants in our activities.

2.2 Develop the County's Social Pinpoint site.

We will utilize tools and technology that will help to encourage collaboration with the County and its stakeholders. One of these tools, a virtual engagement platform called Social Pinpoint, will be customized to encourage community engagement in the strategic planning process and to gain broad stakeholder input that will be used to inform development of the strategic plan. We will work in collaboration with the County to help ensure its landing page is built thoughtfully and speaks to its culture. Additionally, within this landing page, County stakeholders will have access to an external survey, idea wall, and other engagement tools that will help gather information related to the County's current environment and the community's desired vision for the future.

2.3 Facilitate project orientation meetings.

We will facilitate project orientation meetings with the County's project team, strategic planning committee, and other County leadership. The purpose of these meetings is to lay out the project approach and timeline, as well as inform participants as to the process and their involvement in it. We will also use these sessions to begin evaluating the effectiveness of the previous strategic plan and update developed interview and survey questions as needed based on feedback received.

2.4 Conduct interviews with County stakeholders.

We will conduct individual and group interviews with the County Board, leadership, staff, community stakeholders, residents, and others, as appropriate, to thoroughly review and assess services and the needs of the community. Stakeholders may include but will not be limited to the County Board chair, County Board members, the strategic planning committee, County Board and communications staff, executive staff, department heads and agency directors, frontline staff, budget staff, community groups, businesses, visitors, customers, and clients. These interviews will be guided by previously developed questions and protocols. Working with these diverse stakeholder groups, we will help ensure alignment and cohesion for the County's strategic direction, as well as generate excitement, promote consensus and buy-in, and encourage participation and involvement in the process. If needed, we will make adjustments to our project approach and work plan to better align with the engagement and strategic planning needs of the County.

2.5 Synthesize information gathered and develop an Initial Environmental Scan.

We will synthesize information gathered through quantitative and qualitative research, document and data review, Social Pinpoint, and leadership and stakeholder interviews to develop an Initial Environmental Scan. The format of the draft will be a highly visual and compelling slide deck and will be used to inform the upcoming community visioning forums and strategic planning sessions. The presentation will provide an overview of the current environment; a thorough strengths, weaknesses, opportunities, and challenges analysis; and discovery outcomes. This initial draft will be presented to the County's project team to solicit input and gain consensus.

Deliverable 3. Initial Environmental Scan

2.6 Prepare for and facilitate strategic planning committee meetings.

On a monthly cadence, we will develop meeting agendas and slide decks to guide meetings with the County's strategic planning committee. These meetings will serve as checkpoints in the process to keep the committee informed of project progress, as well as build support for the process and project outcomes. Where needed and appropriate, we will adjust our approach based on feedback received in these meetings.

2.7 Prepare for and conduct community forums.

Using information gathered to date and the ICA ToP® facilitation methodology, we will design a community forum format that is educational, informational, and highly interactive for all participants in developing a vision for the County. We will make creative use of digital applications to help ensure forums are engaging and effective. Once prepared, we will facilitate forums to gather perspectives and ideas from the community. We will use the Initial Environmental Scan to educate the community about the current environment, including a profile of the County government, community, and stakeholder input received to date. We anticipate conducting four, two-hour-long community forums and documenting the results of each to inform future efforts.

2.8 Update the Initial Environmental Scan.

We will incorporate community visioning forum outcomes in our Initial Environmental Scan, review it with the County's project team, and solicit feedback before updating it to final. The Final Environmental Scan will guide and inform strategic planning sessions as well as generate excitement for the process amongst stakeholders, encourage new ideas, and foster a sense of cohesion and optimism for the future.

Deliverable 4. Final Environmental Scan

3 Strategic Plan Development and Budget Integration

3.1 Develop the meeting design and agendas for Strategic Planning Sessions 1 and 2.

We will design and develop the format for Strategic Planning Sessions 1 and 2. Each session's design and agenda will guide strategic planning progress and will include a presentation of the Final Environmental Scan to provide participants with a shared understanding of the current environment, the trends that are affecting it, opportunities for the future, and key takeaways from engagement activities. Each session will focus on building consensus and refining the strategic priorities identified, as well as the County's vision and key results. We will review the meeting designs and agendas for each session with the County's project team before updating them to final.

3.2 Facilitate Strategic Planning Session 1.

Strategic Planning Session 1 will be conducted with the County Board and other leadership the County wishes to have participate. This session will focus on discussing the results of the Final Environmental Scan and engagement activities; refining the County's mission, vision, and value statements; and developing strategic priorities and goals. This session will be guided by the previously developed meeting design and agenda, as well as the Final Environmental Scan. We will document the outcomes of this session to review with the County's project team and plan for next steps.

3.3 Facilitate Strategic Planning Session 2.

Strategic Planning Session 2 will be conducted with departmental leadership and staff and will focus on developing objectives, actions, performance measures, and progress monitoring and reporting strategy. We will also leverage the strengths of our DEI expert, Christine Moses, to help ensure the process for evaluating and updating the resulting Strategic Plan is conducted through a DEI lens. These sessions will be guided by the outcomes of Strategic Planning Session 1 and the Final Environmental Scan. We will document outcomes of this session and review with the County's project team.

3.4 Align and integrate annual budget planning.

We will work with the County to align and integrate the annual budget planning process into the County's resulting Strategic Plan. This will include intentionally reducing, standardizing, and streamlining departmental missions and goals and helping ensure that they align with the resulting DuPage County Strategic Plan; developing meaningful annual budget performance metrics for measuring output, efficiency, and outcomes; and integrating these elements into the multiyear planning process, as well as laying the groundwork for the eventual five-year CIP. We will leverage the knowledge and experience of our co-facilitator/finance expert and finance/CIP expert, Shannon Flowers and Jesse Myott respectively, to help ensure the County's success in this effort. At the conclusion of this task, we will work with County departmental leadership and other key staff to finalize earlier identified performance metrics in Task 3.3 based on outcomes of aligning and integrating budget planning in the process.

3.5 Develop the Initial DuPage County Strategic Plan.

Using the information gathered in Tasks 3.1 – 3.4, we will develop the Initial DuPage County Strategic Plan draft in an agreed-upon format for the final document. This plan will include the County's mission, vision, strategic priorities, goals, objectives, actions, and outcome measures. It will also include an executive summary, a description of the strategic plan development process including a DEI lens, resulting action steps, and benchmarks to help the County achieve its mission over the next four to five years, and a plan and timeline for carrying out the Strategic Plan internally and externally. We will work with County leadership and staff to refine the objectives and performance measures as we draft the plan. The plan will also include recommended future follow-up activities, as well as considerations for action and implementation planning and the means to evaluate progress. We will review this draft with the County's project team to solicit feedback, as well as create opportunities for select stakeholders to review and provide feedback, before updating and preparing it for presentation to the County's project team and other County leadership and stakeholders deemed appropriate during a County Board work session.

Deliverable 5. Initial DuPage County Strategic Plan

4 Implementation Planning and Strategic Plan Adoption

4.1 Analyze skill needs to successfully carry out strategic initiatives.

Leveraging the expertise and experience of our staff/workforce development expert, we will identify the necessary skills for carrying out the Strategic Plan, as well as leaders in the County who possess them. We will assign responsibilities accordingly to help ensure there is consistent progress made toward the County's vision and that the Final DuPage County Strategic Plan serves as a living document for organizational action and success.

4.2 Develop a performance metrics dashboard.

To best support County departments' performance metrics monitoring and reporting, we will develop a system that is fast and easy to use. Information gathered through this system will be displayed on the County's public-facing website. This website will also highlight accomplishments made in the process and promote transparency and trust with the public.

4.3 Prepare and present the Final DuPage County Strategic Plan.

We will prepare the DuPage County Strategic Plan in its final, publishable form. The final plan will then be presented by the BerryDunn and County project teams to the County Board for review and final approval. The Final DuPage County Strategic Plan will be reviewed with the County Board and other leadership for approval and adoption. Following the presentation, we will make any requested changes from the County, as appropriate, and update the plan to final. All rights to the Final DuPage County Strategic Plan will be given to the County for its use as deemed appropriate.

Deliverable 6. Final DuPage County Strategic Plan

4.4 Project closeout activities.

Once the strategic planning effort is complete, we will perform closeout activities, including providing the County with documentation developed and collected during the process and conducting lessons learned and knowledge-sharing activities. This task will also involve conducting an implementation workshop to help ensure the County's success in monitoring and sustaining progress.

ANTICIPATED SCHEDULE

Table 1 presents our anticipated timeline by phase for the County's further review and consideration. This timeline was developed based on our extensive experience successfully conducting similar projects. We are happy to move at the County's pace by expediting or elongating the process as needed to help ensure optimal involvement, productivity, and success during this work effort.

Table 1: Anticipated Timeline by Phase

Month/ Phase	*One*	*Two*	*Three*	*Four*	*Five*	*Six*	*Seven*	*Eight*
Phase 1 **Project Initiation and Management**								
Phase 2 **Community Engagement and Strategic Analysis**								
Phase 3 **Strategic Plan Development and Budget Integration**								
Phase 4 **Implementation Planning and Strategic Plan Adoption**								

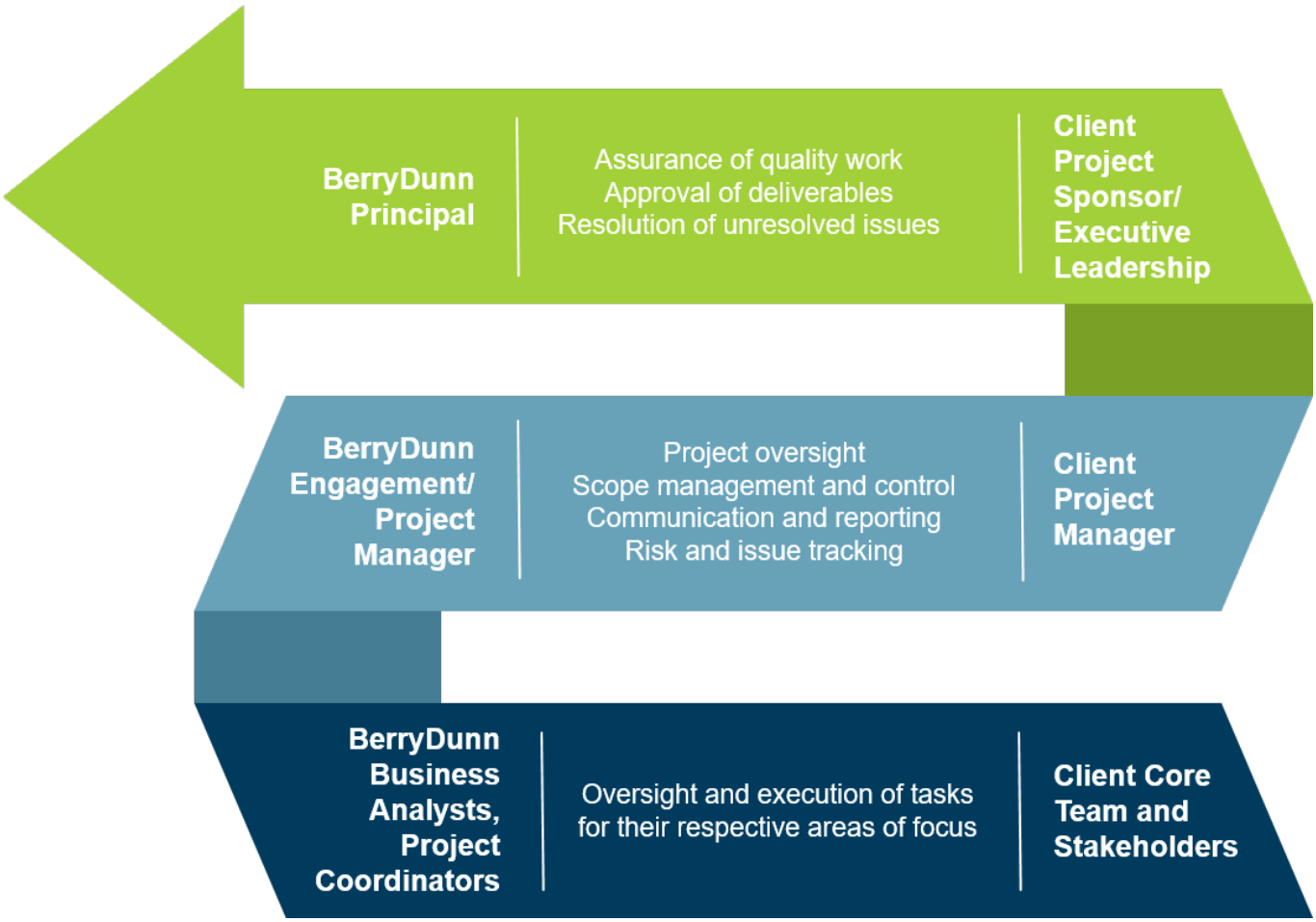
4B. SAMPLE INCIDENT REPORTS

We are pleased to state that we have not experienced, needed to document, nor escalate any incidents in our strategic planning projects. Despite this track record, we do have procedures in place to escalate issues as described in Section 4C and would follow a clear path to mitigate project risks in such situations.

4C. ESCALATION PROCEDURES

As part of initial project planning with the County, we will establish procedures for escalating issues related to the project to help ensure continual quality services to County and proactive issue resolution. We will work with the County's project team to identify County and BerryDunn resources to involve at specific stages in resolving issues, using an escalation path similar to that shown in Figure 5. When issues arise, we will follow the approved escalation procedures and document the steps taken and resolutions.

Figure 5: Issue Escalation Path for BerryDunn and County Project Teams



We respond to immediate risks and issues with urgency or include them in Biweekly Project Status Meetings, depending on the severity of the risk/issue. We address issues in a timely manner with the goal of not compromising the timeline, budget, and quality of the project.

A

Resumes

SETH HEDSTROM, PMP®, LSSGB

Principal

EDUCATION

BS, Business Management, Babson College

CERTIFICATIONS

Project Management Professional (PMP®), PMI®

Lean Six Sigma Green Belt Certified

Diversity and Inclusion Certificate, Cornell University

MEMBERSHIPS / PRESENTATIONS

Associate Member, Government Finance Officers Association (GFOA)

Modern IT: Position Your Organization to Meet Evolving Needs: MISAC Annual Conference, 2017

Integrated Point Solutions: The Key to Leveraging Your ERP: CSMFO Annual Conference, 2018

Seth leads the Finance and Administration Practice within BerryDunn's Local Government Practice Group and has more than 12 years of experience assisting public-sector clients. His experience includes technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems. Seth often serves in an engagement management role on enterprise technology implementation projects and manages and oversees project progress and issue escalation and resolution with executive project sponsors.

RELEVANT EXPERIENCE

Project Management: Seth has managed system selection and IT strategic planning projects for some of BerryDunn's largest local government clients. For instance, he managed the utility billing system implementation for the City of Surprise, Arizona. Seth also has in-depth experience in guiding public-sector clients through every step of the system selection process, from conducting needs assessments to defining system requirements, crafting RFIs, facilitating vendor demonstrations, and leading contract negotiations.

Operational and Organizational Assessments: Seth has been involved in numerous operational and organizational assessment projects, which involve current environment analysis, future state planning, and the development of an implementation plan for incremental improvements over a multi-year planning horizon to align with the resources of the clients.

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

REPRESENTATIVE CLIENTS

Calumet County, WI

City of Bloomington, MN

City of Edgewater, CO

City of Edina, MN

City of Independence, MO

City of Springfield, MO

City of St. Charles, IL

City of St. Charles, MO

City of Wausau, WI

City of Westminster, CO

Louisville Jefferson County

Metropolitan Government, KY

Marquette County, MI

Ottawa County, MI

Peoria County, IL

Saginaw County, MI

Scott County, IA

Village of Downers Grove, IL

Village of Oak Park, IL

Washtenaw County, MI

Waukesha County, WI

Weld County, CO

MICHELLE KENNEDY, PROSCI® CCP, ODCC

Manager

EDUCATION

BA, Journalism/Mass Communication, Iowa State University

CERTIFICATIONS

Certified in the Hogan Leadership Assessment System®, the Myers Briggs Type Indicator®, and the ICA ToP Facilitation Methodology

Prosci® Certified Change Practitioner

Organization Development Certified Consultant (ODCC)

MEMBERSHIPS / PRESENTATIONS

Member, Organizational Development Network

Rivers of Change, Oceans of Opportunity: Strategic Planning in Turbulent Times, Oregon Recreation and Park Association (PRPA), 2019

Michelle is a manager in our Local Government Practice Group and brings 20 years of consulting experience in community engagement, strategic and business planning, leadership development and executive coaching, OCM, program evaluation, business process improvement, and performance measurement. She has provided consulting services and project leadership for state and local government agencies in Oregon, Washington, Illinois, Texas, Nevada, California, Oklahoma, West Virginia, Georgia, Wisconsin, Florida, Maine, Michigan, and Hawaii. Prior to consulting, Michelle served for 13 years as a senior-level executive in government and higher education.

RELEVANT EXPERIENCE

Strategic Planning: Michelle has developed strategic plans for more than 40 organizations. She actively involves and engages the community, as well as the organization, to gain views for the vision, mission, and goals and helps to prioritize initiatives to yield achievable and measurable outcomes. The majority of Michelle's strategic planning clients have retained her to provide updates to the plans in future years.

Organizational Assessments: Michelle is an expert in conducting assessments related to organizational structure, the methods and tools related to the delivery of organizational programs and services, and the culture of the organization. Her reviews also include assessing leadership structures, roles, and styles; methods of knowledge and skill preservation; and succession strategies and plans.

Change Management: Michelle recognizes the importance of change management in all the projects she is involved in. She is well-versed in conducting change readiness assessments, involving key stakeholders in the decision-making process to promote buy-in and build consensus, and actively monitoring project progress to help ensure that resistance is addressed early-on.

REPRESENTATIVE CLIENTS

City of Beaverton, OR
City of Cooper City, FL
City of Creswell, OR
City of Edgewater, CO
City of Ennis, TX
City of Gresham, OR
City of Groveland, FL
City of Menifee, CA
City of Milton, GA
City of Lauderhill, FL
City of New Braunfels, TX
City of Redlands, CA
City of San Jose, CA
City of Springfield, OR
City of Washougal, WA
City of Wausau, WI
City of Westminster, CO
Jefferson County, WA
Lancaster County, NE
Lane County, OR
Lake County, IL
Marion County, OR
Marquette County, MI
McHenry County, IL
Metro Parks Tacoma
San Mateo County, CA
Tompkins County, NY
Weld County, CO

SHANNON FLOWERS, PROSCI® CCP

Co-Facilitator and Finance/ Budget Expert

EDUCATION

MA, Global Finance, Trade and Economic Integration, University of Denver

BA, Anthropology, University of Colorado Denver

PROFESSIONAL AFFILIATIONS

CSMFO Mentor

Shannon is a senior consultant in BerryDunn's Local Government Consulting Practice Area. She is a finance professional with more than 20 years of experience, many of which have been spent in director, C-suite, and senior-level roles. Her expertise in budgeting, fiscal planning, cash flow analysis, and fiscal policy development is augmented by a strong understanding of the business processes that support efficient operations. As a consultant, her clients benefit from her focus in change management and business process improvement, as well as her experience in training and leading staff through difficult transitions.

RELEVANT EXPERIENCE

Strategic Planning: Throughout her career, Shannon has strategically planned for the allocation of fiscal resources. She served as the finance director for the City of Central, Colorado, for 10 years, as well as holding the title of senior fiscal partner for the Colorado Governor's Office of Information Technology (CGIT). In both roles, she was the subject matter expert on budget development, responsible for establishing a cost model for proposed services and analyzing national trends to identify effects on local economic conditions. She managed a budget up to $29 million dollars annually with CGIT and administered statewide contracts with Microsoft, Oracle, VMWare, and Century Link to be aligned with program goals.

Process Improvement: Shannon served as the operations branch chief for the Colorado Department of Public Health and Environment, Disease Control and Environmental Epidemiology Division, and was the division authority for all fiscal, policy, procurement, and compliance matters. In this role, she led efforts in reviewing existing division processes, crafting recommendations for improvement, and implementing the recommendations. This required substantial change management expertise to encourage buy-in from division staff to assist in the transition. Her role also involved administering an annual budget of over $101 million that included a variety of funding sources, such as federal grants, state funds, and cash donations.

REPRESENTATIVE CLIENTS

Boulder County, CO

City of Edgewater, CO

City of Fort Collins, CO

City of Frisco, TX

City of Greeley, CO

City of Gresham, OR

City of Helena, MT

City of Irvine, CA

City of Menifee, CA

City of Redding, CA

City of Redlands, CA

City of San Leandro, CA

City of Spokane Valley, WA

City of St. Charles, IL

City of Washougal, WA

City of Wheat Ridge, CO

Doña Ana County, NM

Lancaster County, NE

Maine Municipal Association

Marquette County, MI

Mesa County, CO

Pitkin County, CO

Weld County, CO

CHRISTINE MOSES, MPP
SUBCONTRACTOR

Diversity, Equity, and Inclusion Expert

EDUCATION

D. ED, Educational Leadership for Equity, University of Oregon National Equity Project

MA, Public Policy, Trinity College

BA, Princeton University

PUBLICATIONS

"Closing the School Funding Gap," *edCircuit*, January 2017

"Closing the Achievement Gap in Texas," *AMLE Magazine*, May 2015

"Professional Development in the Afterschool Environment," *SEDL Letter*, August 2008

Christine is a highly experienced consultant; facilitator; planner; and leader of DEI initiatives. Her proven ability to motivate and inspire stakeholders and staff to improve outcomes has driven her success developing and implementing DEI programs and community engagement strategies that identify implicit bias, foster inclusion, and change organizational power structures.

RELEVANT EXPERIENCE

DEI Consulting and Training: Christine leads projects as the CEO of Buffalo Cloud Consulting, which is a DEI training and change management firm focusing on serving the K-12 education community, corporate firms, and government agencies. She has developed and delivered customized DEI training, strategic planning, and business development services to clients working towards a desired state by examining policies, procedures, and practices through an equity and change management lens.

Community Engagement and Communications: As the communications director for the Lake Oswego School District in Oregon and the Southwest Educational Development Laboratory in Texas, Christine focused on centering organizational priorities around community needs. By recognizing that program success is intrinsically related to equitable access, she helped deliver complex policy information to diverse audiences and spearheaded engagement trainings for parents and communities of color.

REPRESENTATIVE CLIENTS

Austin Independent School District Construction Management Department, TX

Caritas of Austin, TX

City of Gresham, OR

City of Lake Oswego Libraries, OR

Community Roots School, OR

Connecticut State Department of Education

Lake Oswego School District, OR

Oregon Department of Transportation (ODOT)

JESSE MYOTT, MA

Finance and Capital Improvement Planning Expert

EDUCATION

AS, Champlain College

BA, History, University of Rhode Island

MA, History, San Francisco State University

California Society of Municipal Finance Officers (CSMFO) (former)

Municipal Management Association of Northern California (MMANC) (former)

PUBLICATIONS AND PRESENTATIONS

Massachusetts Recreation and Park Association (MRPA) Annual Conference Speaker 2015 – Cost Recovery Methods

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

RELEVANT EXPERIENCE

Finance: Jesse brings over a decade of public-sector experience. In addition to being an adept municipal finance professional, Jesse is particularly accomplished in the areas of public works and engineering budget development and delivery as well as capital improvement project budget development and delivery.

Business Process Analysis: Jesse is an experienced municipal finance and management professional with over a decade of experience serving in many areas of local government both as an analyst and in senior management roles. His municipal business process knowledge extends through city administration, public works, water delivery and waste collection services, solid waste collection, public safety, economic development and redevelopment, library and recreation services, human resources, capital improvement program development, facility planning, compensation and benefits analysis, and citywide operating budget planning, monitoring and delivery.

Fee Studies: Jesse has authored highly complex and sensitive fee studies, created detailed subsidy analyses, and developed cost recovery models as well as water and sewer rate setting models for a number of municipalities across the country, most recently for Gainesville and Manatee County, Florida.

Utilities Operations: Jesse has years of utility operations experience, specifically in the area of water and sewer utility management: operating and capital improvement budget development and delivery, rate setting, water distribution infrastructure finance planning and collection infrastructure finance planning.

REPRESENTATIVE CLIENTS

City of Bozeman, MT

City of Cape Coral, FL

City of Fernandina Beach, FL

City of Gainesville, FL

City of Largo, FL

Manatee County, FL

City of Villa Park, CA

Hamilton County, IN

Peoria County, IN

Waste Commission of Scott County, IA

SONDRA HATHAWAY, MBA, PROSCI® CCP

Staff/Workforce Development Expert

EDUCATION

MBA, University of Phoenix

BS, Psychology, Arizona State University

BA, Sociology, Arizona State University

CERTIFICATIONS

Crucial Conversations

DISC Assessment

Institute of Cultural Affairs (ICA) Technology of Participation Facilitation Methodology

Leading at the Speed of Trust

Lean Six Sigma

Predictive Index

7 Habits of Highly Effective People

7 Habits of Managers

Writing Advantage

Sondra is a senior consultant in our Local Government Practice Group and an expert in organizational development. She utilizes Lean principles to help her clients with process improvement initiatives and cost reducing strategies. She has extensive experience in the areas of strategic planning, change management, organizational development, engagement strategy, and relationship building. In addition, Sondra also has experience in learning and development, which she leverages when implementing change. She has over 20 years of experience serving the public sector.

RELEVANT EXPERIENCE

Strategic Planning and Initiative Facilitation: Sondra has extensive experience facilitating city/council and departmental strategic planning events and leading organization-wide initiatives. Utilizing a systems-thinking approach, she helps departments and the public collaborate to promote buy-in and build consensus.

Local Government Experience: As a former engagement and development administrator for two cities, Sondra collaborated with departments to facilitate Lean process improvement initiatives and implement cost-reducing strategies. She also led city-wide learning and development initiatives as well as engagement strategies.

Change Management: Sondra's experience executing effective change management is unique in that she previously managed change in an SAP ERP implementation as a former municipal employee and a variety of learning management systems (LMS). She helps her clients transform their cultures and transition to efficient and effective operations, while embracing change and preparing for a future environment.

Application of Lean Principles: Sondra is an expert in the application of Lean principles which includes, but is not limited to: value stream maps, waste identification, process cycle time reduction, process improvement, change management, root cause analysis, and cost reduction.

REPRESENTATIVE CLIENTS

City of Cromwell, CT

City of Ennis, TX

City of Frisco, TX

Coconino County, AZ

Louisville Jefferson County Metropolitan Government, KY

City of Weatherford, TX

MADDISON POWERS, MPA

Research Analyst

EDUCATION

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

BS, Political Science, Northern Arizona University

CERTIFICATIONS

Certified Associate in Project Management®, Project Management Institute®

PRESENTATIONS

ICMA Conference, 2021, Portland, OR *How Millennials are Changing Local Government*

Maddison is a consultant in our Local Government Practice Group. She has firsthand experience serving in the public sector and is familiar with the unique aspects of government operations. Notably, she has been involved in various governmental initiatives, including those related to diversity, equity and inclusion; sustainability; and process and project analysis and management.

RELEVANT EXPERIENCE

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

Research and Analysis: Maddison is well-versed in conducting research and analysis. Notably, she has leveraged survey tools, conducted data analysis, facilitated focus groups, and researched issues of importance to develop recommendations and share findings with organization leadership. As such, her approach is centered on using sound evidence and data to drive decision-making and organizational and operational improvement. Maddison is well-organized and detail-oriented, supporting her in her ability to effectively manage projects and provide support to her colleagues and the clients she serves.

REPRESENTATIVE CLIENTS

Boulder County, CO

City of Ennis, TX

City of Frisco, TC

City of Lauderhill, FL

City of Redding, CA

City of Richland, WA

City of San Leandro, CA

City of St. Charles, IL

City of Tucson, AZ

City of Washougal, WA

City of Wausau, WI

City of Wheat Ridge, CO

Lancaster County, NE

Marquette County, MI

Village of Schaumburg, IL

Weld County, CO

D

Work Samples

EST. 1859

LANCASTER

NEBRASKA

COUNTY

2023 – 2025 STRATEGIC PLAN

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Message from the County Commissioners

Lancaster County has grown and evolved since being founded in 1859, but it has preserved the characteristics that make Lancaster County unique, including providing the best of both rural and urban residential, commercial, and recreational opportunities. The County Commissioners are excited to build upon our successes and make Lancaster County an even better place to live, work, and play through an even more effective, more efficient, and more focused County government.

The Lancaster County Strategic Plan will be vital in making our vision for Lancaster County a reality. It is important to view this document as a road map and to understand our continued success will depend on following the direction provided by the Strategic Plan's priorities and goals.

This Strategic Plan would not exist if not for the thoughtful insight and input from our community, including residents, businesses, advisory boards and committees, a broad array of community stakeholder groups, elected officials, department heads, and employees. Thanks to all of you for your many meaningful contributions to this Strategic Plan.

We look forward to implementing this Strategic Plan in collaboration with all of our internal and external partners as it provides innovative, sustainable services for a healthy, safe, diverse, and vibrant community.

Mission & Vision Statement

Our Mission

The mission of Lancaster County government is to provide innovative, sustainable services for a healthy, safe, diverse, and vibrant community.

Our Vision

Lancaster County is a leading center of culture, education, agriculture, and commerce that thrives through dynamic growth, thoughtful leadership, and the diversity of its people in both rural and urban communities.

Guiding Principles

Engaged, Accessible and Attentive

We create an environment in which all voices are heard, information is available, and where dialogue and understanding are seen as invaluable to the decision-making process and service provision.

Compassionate and People-Focused

We are professionals who treat everyone with fairness, dignity, and respect and serve all with empathy and kindness, always putting people first.

Accountable and Faithful Stewards

We apply best practices, invest wisely, and use County resources responsibly because we value our service to the public and the trust of our community.

Solution-Oriented and Innovative

We challenge the status quo and are not afraid to take risks as we focus on finding and creating new and efficient solutions to sustain existing services, adapt to new demands, and look towards the future.

Exceptional and Empowered Employees

We continuously invest in our workforce and implement forward-thinking policies and practices that promote development, recognition and stability and create a friendly, supportive environment where everyone wants to work.

LANCASTER
STRATEGIC PRIORITY & GOAL

Community Well-Being and Safety

Provide a range of public safety services and enhance access to human services to foster well-being throughout Lancaster County.

OBJECTIVES

- Enhance partnerships and expand access to crisis intervention, behavioral health services, and basic needs support services.
- Ensure residents of all abilities have physical access to government programs and services.
- Enhance diversion programs and alternatives to incarceration to decrease the jail population and reduce recidivism.

OUTCOME MEASURES

- Complete construction of the Family Resource Center by the end of 2025.
- Reduce number of behavioral health and increase number of calls for service to law enforcement and increased number of calls to community-based crisis response resources.
- Reduce waiting periods for health and human services in the community based on data from Region V and County programs.
- Complete an updated self-evaluation and Americans with Disabilities (ADA) transition plan by the end of 2023.
- Engage an independent third-party consultant to provide findings and recommendations on the criminal justice system by end of 2025, including developing a common definition of recidivism.

Welcoming and Diverse Communities

LANCASTER
STRATEGIC PRIORITY & GOAL

Foster opportunities, services, and effective communication to strengthen the cycle of support and sense of belonging for all who live in and visit Lancaster County.

OBJECTIVES

- Assess and enhance existing data and data sources available on service provision and community needs.
- Establish a communications position to develop a comprehensive, inclusive, centralized, data-driven community engagement strategy to effectively engage the community and ensure a unified approach to addressing community needs.
- Support the implementation of the Welcoming and Belonging Plan developed jointly by the City of Lincoln and Lancaster County.

OUTCOME MEASURES

- Engage an independent third-party consultant to provide findings and recommendations on how best to use existing data and develop new data for service provision and community needs.
- Fill Communications position by the end of 2023.
- Complete community engagement strategy by the end of 2024.
- Evaluate the success of the community engagement strategy through a community survey using objective measurements.

LANCASTER
STRATEGIC PRIORITY & GOAL

Employer of Choice

Implement flexible, creative, and diverse methods of learning and developing the County's workforce that enhance the employees' experience, encourage a culture of innovation, and enable employee success through development of their talents.

OBJECTIVES

- Enhance the pride and satisfaction employees feel as part of Lancaster County through learning and development that strengthens employee attraction, engagement, and retention.
- Effectively use knowledge, processes, data, workforce and systems to meet the expectations and needs of those the County serves.
- Develop an employee-driven quality improvement and continuous process improvement program to enhance decision-making and to increase the efficiency and effectiveness of County operations.
- Support Diversity, Equity, and Inclusion (DEI) Manager's development and implementation ofa DEI strategy within County agencies.

OUTCOME MEASURES

- Complete a needs analysis of organizational capabilities and employee competencies by the end of 2024, providing a proposal for resources needed to implement an employee development program.
- Develop streamlined quality assurance reporting for employee data by the end of 2023.
- Roll out the employee development program based upon the findings of the organizational needs analysis by the end of 2025.
- Implement an employee-driven quality improvement and continuous process improvement program by the end of 2024.
- Utilize regular employee surveys and human capital management data, to demonstrate an increase in:
  - Employee retention and reduce turnover year over year.
  - Employee engagement year over year.
  - Employees who receive/attend training year over year.
  - Employees who feel that the County provides opportunities for career advancement (benchmarked from survey).
  - Employees who rate their work environment as excellent or good (benchmarked from survey).
- Implement a DEI Strategy within County agencies by end of 2025.

Climate Smart and Resilient Infrastructure

LANCASTER
STRATEGIC PRIORITY & GOAL

Invest in resilient and sustainable infrastructure to meet changing needs and potential growth, protect the environment, and ensure a safe community.

OBJECTIVES

- Update the 2018 Transportation Study by developing a 20-year infrastructure needs assessment to begin planning and prioritizing improvements, including needs relative to service delivery.
- Develop a climate strategic plan in coordination with other government agencies and partners to increase climate resiliency throughout the County.
- Ensure a safe, sustainable water supply.

OUTCOME MEASURES

- Complete the 20-year infrastructure needs assessment by the end of 2024 to identify and prioritize:
  - District shops and buildings in need of updates.
  - Replacement of bridges and culverts rated in poor condition.
  - Pavement of county roads to support traffic increases.
  - Propose innovative solutions to filling any identified gaps in funding for shop, bridge, culvert, and road projects over the 20-year plan lifecycle.
- Complete climate strategic plan by end of 2025.
- Receive recommendation from the Lincoln Second Water Supply Working Group by the end of 2023.

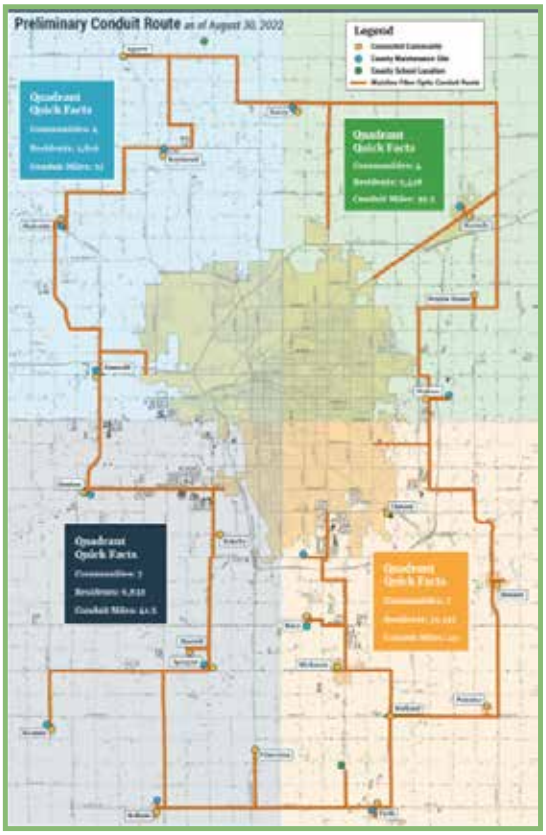
LANCASTER
STRATEGIC PRIORITY & GOAL

Thriving Economy

Encourage a diversified and resilient economy through intentional growth and public-private partnerships so that Lancaster County residents have the best employment, housing, and opportunities for a high quality of life.

OBJECTIVES

- Expand access to technologies such as broadband to rural areas of the County to increase connectivity.
- Align zoning to promote commercial and industrial sectors and housing options that support community needs consistent with the Lincoln-Lancaster County 2050 Comprehensive Plan.
- Work with the Chamber, through Lincoln Partnership Economic Development (LPED) and Convention and Visitors Bureau (CVB), to support and advance tourism and their existing and planned economic development efforts, including the expansion of recreational activities in Lancaster County.
- Improve access to housing in rural communities.
- Support and partner with the American Jobs Center to provide people looking for work with access to job openings.
- Increase public expenditures with local vendors.



OUTCOME MEASURES

- Complete broadband project milestones.
- Make Visitor's Improvement Fund available for projects in 2025.
- Add new Promotion Fund grant cycle in 2023 and 2024.
- Increase the size of Lancaster County's workforce in the commercial and industrial sectors.
- Expend Owner Occupied Rehousing Program funds by the end of 2025.
- Increase in the number of people accessing the American Jobs Center who find employment.
- Validate at least 5,000 affordable housing units on track to be constructed by 2030.
- Implement a plan to increase public expenditures with local vendors by the end of 2025.

Acknowledgements

The County Commissioners would like to thank all those who participated in the process of providing knowledge and insights that informed the development of this Strategic Plan:

Local and State Elected Officials

Department Heads

County Employees

Constituents who participated in the planning process in person and on-line

Local Businesses, including Agricultural Producers

Non-Profits

Faith-Based Communities

Local Governmental Entities

Clubs and Organizations

BerryDunn Consulting Team

IMAGE CREDITS

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EST. 1859

LANCASTER

NEBRASKA

COUNTY

2023 – 2025 STRATEGIC PLAN

STRATEGIC PLAN • 2023-2028

EMPLOYER OF CHOICE | TECHNOLOGICAL INNOVATIONS

SUPERIOR STREAMLINED SERVICES | STRONG ECONOMY | SAFE AND HEALTHY COMMUNITY

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BOARD CHAIR LETTER

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

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

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

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

Gerald Corkin

OUR MISSION & VISION

MISSION STATEMENT

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

VISION STATEMENT

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

GUIDING PRINCIPLES

OUR GUIDING PRINCIPLES

Engaged and Empowered Employees

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

Collaboration

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

Embracing Diversity

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

Accountability and Integrity

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

Financial Health and Sustainability

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

Resilience and Tenacity

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

Innovation

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

STRATEGIC PRIORITY 1

EMPLOYER OF CHOICE

EMPLOYER OF CHOICE

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

Objectives

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

Outcome Measures

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

SUPERIOR STREAMLINED SERVICES

STRATEGIC PRIORITY 2

STREAMLINED SERVICES

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

Objectives

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

Outcome Measures

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

STRATEGIC PRIORITY 3

TECHNOLOGICAL INNOVATIONS

TECHNOLOGICAL INNOVATIONS

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

Objectives

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

Outcome Measures

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

SAFE AND HEALTHY COMMUNITY

STRATEGIC PRIORITY 4

SAFE & HEALTHY COMMUNITY

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

Objectives

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

Outcome Measures

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

STRATEGIC PRIORITY 5

STRONG ECONOMY

STRONG ECONOMY

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

Objectives

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

Outcome Measures

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

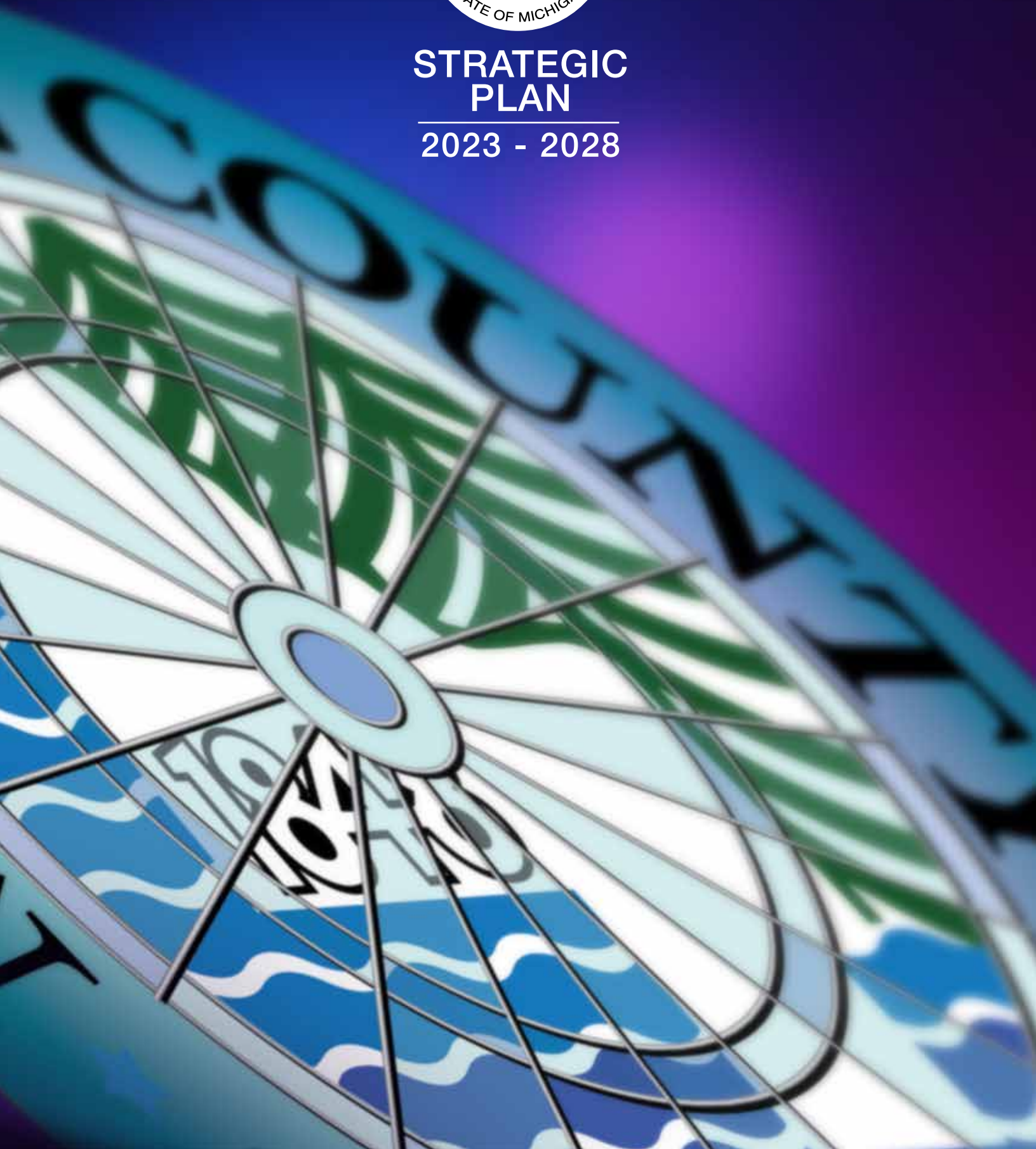
ACKNOWLEDGEMENTS

This Strategic Plan is the result of the combined efforts of our employees, appointed members of County committees, department heads, elected officials, and the Board of Commissioners. Marquette County would like to thank all those who participated in the process of providing knowledge and insights that informed the development of the plan. We would also like to express gratitude to the BerryDunn consulting team who provided direction and expertise throughout the planning process.

ACKNOWLEDGEMENTS

STRATEGIC PLAN

2023 - 2028



LANE COUNTY OREGON

2022 – 2024

Lane County Strategic Plan

(Three-Year Plan)

Vision

Lane County is the best county in which all can live, work, and play.

Mission

We responsibly manage available resources to deliver vital, community-centered services with passion, drive and focus.

Core Behaviors

Passion to serve
Driven to connect
Focused on solutions

Purpose

To Improve Lives

Strategic Lenses

Stewardship of Resources
Equity
Collective Impact

Values

Integrity
Excellence
Equity and Respect

Purpose of the Strategic Plan

A strategic plan is a living document that defines the organization's reason for being. It establishes a clear and compelling vision. It sets measurable objectives, and, most importantly, lays out the desired impact on and value-add to the entire community – residents, businesses, employees, and other stakeholders. It helps set direction and focus and assists in aligning resources to accomplish strategic objectives. A strategic plan is not intended to provide a comprehensive overview of all of the essential programs, services, initiatives, partnerships and investments that Lane County makes throughout our communities.

The strategic plan serves as Lane County's roadmap, or North Star, so everyone within the organization and the community understands the intended direction of the County. Having a clear, concrete strategic direction also helps to keep the County on track and focused on what's important when challenges, setbacks and unanticipated events occur and it ensures decisions, policies, plans, programs and processes are designed through the strategic lenses of stewardship of resources, equity, and collective impact.

Strategic Lenses

Strategic lenses are perspectives from which strategic priorities and goals should be viewed, as well as questions that should be asked before strategies are implemented. These perspectives or questions include: How will we pay for this? Is what we are proposing sustainable? How does this impact everyone in our community? Have we sought feedback from key stakeholders? Are we including the right partners? Is this the most effective solution?

Identifying strategic lenses ensures Lane County has a thoughtful, consistent and intentional process for evaluating strategies before implementation. Based on feedback from the Board of Commissioners, executive leadership, employees and residents, we have identified the following three strategic lenses:

- Stewardship of Resources
- Equity
- Collective Impact

Stewardship of Resources Lens

This lens addresses both the financial and sustainability aspect of resources. Stewardship of Resources is the prudent and transparent management of public funds and resources - meeting the needs of the present without compromising the ability of future generations. The use of analytical tools in decision-making processes determines how the County should best maintain, spend and invest its available resources. This strategic lens also helps the County balance economic, environmental, and social needs.

Equity Lens

Equity is when everyone has access to the opportunities, tools and supports necessary to satisfy essential needs, advance their well-being, and achieve their full potential. Lane County is committed to ensuring people have access to the information and supports that they need – regardless of age, education, ethnicity, language, income, physical limitations, or geographic barriers – to achieve health, safety, education, and economic stability.

Collective Impact Lens

Collective Impact is the commitment of a group of stakeholders and partners from different sectors to a common agenda for solving complex community problems. The five key elements are to: 1) have a common agenda, 2) develop shared measurements, 3) engage in mutually reinforcing activities, 4) maintain open and continuous communications, and 5) establish clear roles and structure to operate effectively. The County uses collective impact to shape its partnerships and services.

STRATEGIC PRIORITY #1

Strategic Goal

Develop an equitable and integrated approach to health, behavioral health, public safety and homelessness so that all residents are safe, healthy, housed, and health outcomes are improved.

Objectives

A Focus on people at the intersection of behavioral health, homelessness, and public safety to provide crisis/stabilization support and treatment.

1) Gain the perspective from people with the highest needs and highest users of the system to make sure the system is serving their needs.
2) Continue to engage with community partners to share resources, problem solve and build support for next steps.
3) Complete a funding plan for a community behavioral health crisis/stabilization center in partnership with community organizations.
4) Identify a site and start construction of a community behavioral health crisis/stabilization center in partnership with community organizations.

B Invest in public safety for improved service delivery.

1) Accomplish phase two of the Lane County Community Public Safety Repair Plan.
2) Actively pursue a renewal of the 5-Year Public Safety Levy which ends May 2023.
3) Advocate at the state and federal level for sustained funding for our critical public safety services.

C Invest in our juvenile justice programs and adult supervision services and unite them as one department to allow our employees to thrive and provide excellent community service.

1) Continue to plan for and actively work with employees to determine the next steps to create the new department through the use of an equity lens.
2) Understand and work to address the racial disparities in both the adult and juvenile justice systems.

D Reduce the length of time people experience homelessness by adopting best practices and strategies.

1) Invest in at least two more Permanent Supportive Housing facilities.
2) Support operations of the navigation center.
3) Increase cross-departmental, cross-divisional alignment of resources as well as partner agency involvement.

E Focus on health promotion by providing equitable access to primary, behavioral, and dental health care and comprehensive, evidence-based prevention strategies across the life span.

1) Secure funding to expand services in our rural communities starting with the South Lane Community Health Center.
2) Increase mobile outreach, engagement, and access with our most marginalized populations to increase their overall well-being.

F Launch Community Partnerships Program to build capacity to support pandemic recovery and achieve health equity in communities.

1) Strengthen partnerships with culturally-specific community-based organizations to build capacity for community-centered interventions.
2) Collaborate with communities to develop data use approaches that include community strengths and the root drivers of social inequity.

G Establish a traffic safety presence in combination with engineering and education to reduce traffic fatalities.

1) Support and Implement the Transportation Safety Action Plan.

Draft Performance Measures

- <X% homelessness recidivism
- X% reduction in first time homeless
- Number of deputies per 1,000 population
- Response Time for Calls of Service for Assaults and Domestic Violence Calls
- Adult reconviction rates by race and ethnicity trended over time (set baseline and then set performance target for rates of reduction)
- X% year-over-year decrease in vehicular-related personal injury and fatal crashes
- Evaluate traffic safety, pavement condition and programs that improve the safety and condition of the transportation network

STRATEGIC PRIORITY #2

Strategic Goal

Invest in Lane County residents by fostering engaged communities with affordable housing options, equitable opportunities, economic vitality and a healthy environment.

Objectives

A Increase housing affordability, diversity and supply serving Lane County's residents in order to address the housing crisis.

1) Implement the Affordable Housing Action Plan.
2) Align housing objectives with all economic, climate, preparedness, and recovery plans.
3) Convene financial collaborations to expand innovative and equitable resource opportunities.
4) Leverage educational institutions (Lane ESD, LCC and UO) to expand skills sets in the construction trades workforce and expand apprenticeship programs to fortify design-build opportunities.
5) Support rural communities by piloting community land trusts and limited-equity cooperatives.
6) Lead faith community housing project, convene a team of faith leaders to identify pilot projects, identify funding opportunities, and conduct pilots.

B Focus on the intersection of economic development, equity and the environment as we look to achieve a viable, fair and livable community.

1) Implement economic strategies including business retention and expansion, business recruitment, workforce support (living wages, upward mobility, next-gen training), entrepreneurship growth and capital access.
2) Enhance and expand the community benefits program.
3) Implement pilot program with capital building projects to inform countywide procurement policy that aligns with Climate Action Plan and equity goals.
4) Enhance and standardize data collection to inform and advance our equity work as an organization in order to provide equitable services to the community.
5) Operationalize the use of our strategic lenses (stewardship of resources, equity and collective impact).
6) Implement and operationalize the Climate Action Plan and complete Phase 3 of the community-wide resiliency plan.
7) Fully vet the construction of a waste processing facility for the Short Mountain Landfill.
8) Implement strategies from the Parks Funding Task Force to provide sustainable funding for parks.

C Evaluate a multi-use community facility with the Eugene Emeralds baseball team as an anchor tenant that provides economic benefits and services to the broader community.

1) Conduct a comprehensive financial analysis and explore best practices.
2) Initiate a community engagement plan.

D Build our relationships with community groups to proactively expand opportunities for equitable and inclusive civic engagement.

1) Create inclusive multi-modal approaches so that events and activities allow community members to engage in ways that feel meaningful and result in greater connection to their community and fellow residents.

E Focus and support rural communities by enhancing outreach, sharing consistent information and effectively planning to best meet their needs.

1) Support and invest in our "Rural Connections" group, a cross departmental group that focuses on sharing information and strategizing as it relates to rural communities.
2) Enhance engagement by making it easier for rural residents to participate in processes and to be informed of services and plans that impact them.

F Invest in the Land Management Division to ensure adequate and sustainable staffing levels and resources are available to be responsive and agile in meeting current and future housing needs and customer service expectations.

1) Invest in new technologies such as an online permit submittal and customer service portal to enhance permit review efficiencies.
2) Identify stable, ongoing funding to support adequate staffing without the use of reserves or one-time funds.

Draft Performance Measures

- Housing Opportunity Index Percentage (measure the number of new and existing homes which were affordable to families earning the area medium input and divide that number by the total number of homes using income and sales prices)
- X% reduction in households paying greater than 30 percent of household income on housing
- Reduce internal operations fossil fuel use by 5% annually (compared to 2019 use) to achieve a 50% reduction by 2030
- By 2025 63% of the incoming waste stream collected by Lane County transfer stations will be recycled or beneficially used

STRATEGIC PRIORITY #3

Strategic Goal

Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.

Objectives

A Establish needed support structures in order to expand access to affordable broadband in Lane County.

1) Establish a local government-level coordinator to coordinate with State Broadband Office.

B Advance our ability to access and share data within our organization and between partners in order to support analytics and data-driven decision making without compromising safety and privacy.

1) Increase investments in technologies that create easy access to data.
2) Support the establishment of regional data governance structures.
3) Implement the Cybersecurity Plan, which includes advancing trainings and exercises.

C Build a culture of preparedness and operational readiness within the organization in coordination with community partners.

1) Create protocols and processes for staffing an emergency response that supports immediate action as well as an extended emergency operation.
2) Standardize the Emergency Operations Plan to align with national standards and work to include entire community.
3) Partner with faith-based, community-based, and non-profit organizations to establish a coalition of Community Organizations Active in Disaster (COAD) to prepare for and recover from disasters.
4) Maintain and invest in the Lane Regional Resilience Collaborative initiative (people & partners).
5) Create an infrastructure that supports environmental monitoring and emergency alerts.
6) Coordinate integration and interoperability for radio communications systems that are supported by all stakeholders.
7) Implement the All Hazards Mitigation Plan.

D Develop disaster recovery plans, policies, and procedures.

1) Establish policy and procedures needed to effectively track disaster costs for recovery.
2) Establish cost recovery documentation standards.
3) Develop a County Recovery Plan.
4) Conduct routine trainings and tabletop exercises to test the Disaster Recovery Plan.

E Invest in our infrastructure and utilize our County-owned facilities to the highest and best use in order to have safe, usable infrastructure for years to come.

1) Leverage the Capital Improvement Plan to explore and secure grant funding to upgrade public infrastructure (buildings and transportation).
2) Create a space utilization policy and plan that incorporates existing and future uses while factoring in the future of telework.
3) Apply the equity and stewardship of resources lenses to facilities and maintenance plans.
4) Implement the Bicycle Master Plan.

F Support core service in order to deliver high-quality, dependable and consistent customer service

1) Explore modernization of systems that aid with resiliency and ease of use.

Draft Performance Measures

- X% increase in Lane County residents with broadband access with little to no connectivity
- Organization Risk Score (metric as the cybersecurity climate continues to be volatile with new threats)
- # of tabletop exercises
- Train ___% of new employees annually that have emergency response duties to ensure appropriate response to incidents, emergencies, and major disasters
- FEMA Community Rating Score (CSR)
- Grant funding obtained as total percentage of the cost of capital projects

STRATEGIC PRIORITY #4

Our People and Organizational Health

Strategic Goal

Invest in our employees who are the backbone of our organization and invest in our systems and organizational health so that employees can thrive and residents can experience a more effective government.

Objectives

A Implement opportunities to improve employee well-being and promote a positive workplace culture with purpose and potential.

1) Prioritize rolling out our new Strategic Plan with an emphasis on engagement with our employees to create clarity of the plan, purpose, and vision.
2) Develop strategies to improve employee well-being, addressing workload capacity and the mental, physical, and financial components of wellness.
3) Explore long-term childcare options for our workforce.
4) Continue to advance flexibility in policies and practices as we explore a new normal in workplace environments.

B Advance an inclusive, diverse and equitable workforce in order to shift the culture around equity.

1) Improve communication on the importance of equity training, identify employee training and development needs and elevate the support to supervisors around equity.
2) Define roles of the Equity Team and the supports within the organization.
3) Gather input to inform the strategy as we create an Equity Action Plan that both honors the past work and charts a renewed path forward.
4) Assist departments with identifying equity goals and provide support in accomplishing them.
5) Continue to support our Employee Resource Groups as a means of support to our employees, as a voice of shared experiences in the workplace and utilize them in innovative idea sourcing.

C Continue our path to increase our financial stability, overall financial health and continuous quality improvement.

1) Expand data analytics in order to more actively monitor metrics related to financial health.
2) Strategically manage the infusion of one-time federal and state dollars and leverage grant opportunities.
3) Ensure our financial policies and procedures are aligned with best practice.
4) Enhance revenue for core services that impact the health and safety of our organization and community, and pursue our legislative priorities that emphasize needed repairs or enhancements to systems.

D Build and align capacity of our internal services at an effective and consistent level with other areas of the organization (keep the wheels on the bus).

1) Create and implement policies and practices that evaluate internal capacity (department and countywide capacity) and resource needs in order to build, maintain or adjust systems of support as we evolve over time.
2) Explore options to carefully plan for and consistently apply system logistics when taking on a new grant in order to mitigate risk and increase the overall impact.
3) Establish a culture of organizational learning by identifying processes and procedures that may not be currently documented/known, providing adequate trainings, and forming a shared knowledge database to ensure employees are able to do their job most safely and effectively.

E Assess our needs, resources and deficiencies in order to fulfill the goals outlined in the Strategic Plan and then review and prioritize regularly.

1) Identify needs through the annual budget development process and prioritize resources accordingly.
2) Conduct quarterly and annual updates to address progress and capacity.

Draft Performance Measures

- Preventative care visits (of Lane County employees/family) per 1000/norm (Cotiviti's Commercial Normative Database) visits per 1,000
- Diversity of Lane County's workforce as compared to population demographics
- Employee Engagement (as measured by Gallup Q12 or another engagement survey), year-over-year
- Employee retention rate (establish baseline and set target for X percent increase)
- Bond rating
- X% increase in revenue

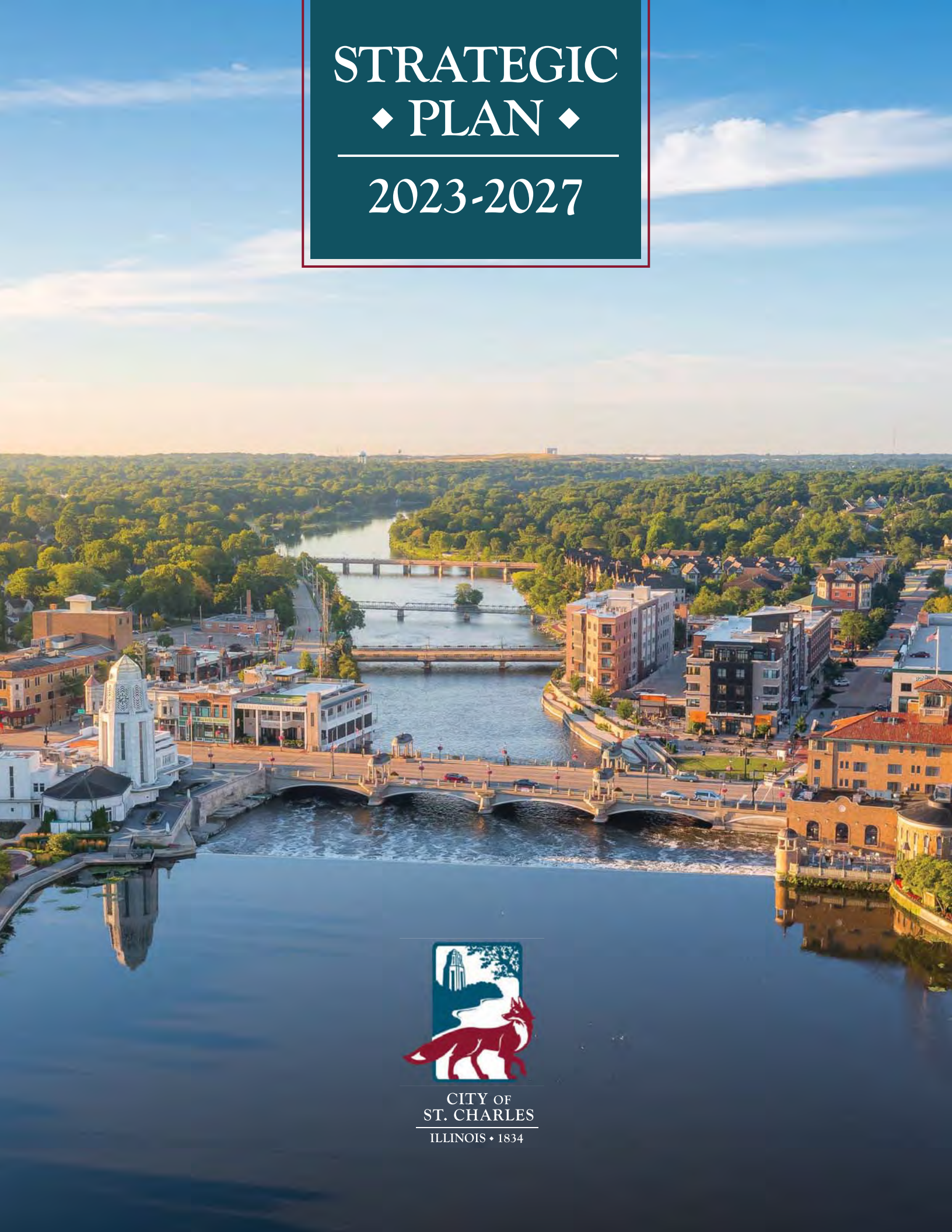
Conclusion

This 2022-2024 Strategic Plan reflects the priorities of the community, the Board of County Commissioners, our leadership team, and employees. We are excited to have a strategic roadmap of goals and objectives that bring focus and clarity to our organization in order to provide effective, efficient and innovative services to the community. By doing so, we work towards a shared future where Lane County is the best county in which all can live, work, and play. This plan is a living document that will evolve throughout the three years as we factor in new challenges and opportunities that may arise. We will be tracking progress, measuring outcomes and reporting on the barriers and successes on a quarterly basis. Thank you to everyone who was involved in the development of this plan.

Cover photo by David Putzier.
Photo on page 6 by Stephanie Ames.
Photo on page 10 by TnT Whitewater Rafting.

STRATEGIC ◆ PLAN ◆

2023-2027



CITY OF
ST. CHARLES
ILLINOIS • 1834

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MESSAGE FROM THE MAYOR

St. Charles continues to be a place where people want to be — to live, visit, or operate a business. Being a vibrant, destination city that residents want to call home and where businesses thrive comes from purposeful planning.

I am pleased to present the City of St. Charles Strategic Plan for 2023-2027. It establishes the City's vision and priorities, and outlines the actions that will help us achieve them. We will use this plan to guide our budget and policy decisions for the next five years.

It is our residents and businesses that make St. Charles the great city that it is. We reached out to the community in the strategic planning process so they could share what matters most to them. We encouraged participation by holding both in-person and virtual meetings. We also hosted a dedicated website where members of the community could pin comments, ideas and photos. The site successfully drew more than 10,000 visits.

Along with community feedback, information from established plans and key stakeholders contributed to this plan.

In our last community survey, 99% of residents surveyed said St. Charles is an excellent or good place to live. We look to uphold that level of satisfaction as the Strategic Plan will guide decisions about City services, programs, and initiatives.

I would like to thank St. Charles City Council, City leaders and staff, and all in the community who came together to share their suggestions. I look forward to seeing our plan come to life and to reaching the goals we set for our City as we build on the on continued successes for St. Charles in the future.

Sincerely,

Lora A. Vitek

Lora A. Vitek

Mayor

WHO WE ARE

Mission Statement

We provide exceptional Services, honor Tradition,
and foster a thriving Community.

Vision Statement

An engaged community with a sense of place
and belonging where everyone is welcome.

Guiding Principles

EXCELLENCE

We strive to provide high quality services
and an exceptional quality of life.

ENGAGEMENT AND INCLUSION

We encourage all voices be heard and create accessible opportunities
for everyone to participate and contribute to our community.

SUSTAINABILITY AND RESILIENCE

We prepare for the future and cultivate progress
while valuing our natural environment and resources.

RESPECT

We treat our residents, businesses, employees,
and visitors with dignity.

SENSE OF COMMUNITY

We foster a safe and vibrant environment in which new ideas and
perspectives combine with our unique character to create a sense of place.

STEWARDSHIP AND ACCOUNTABILITY

We pledge to be honest, reliable, and open in our decision-making,
communications, and actions to earn and retain the trust of our community
because we take pride in the importance of our service to the public.

PLAN AT A GLANCE

What is a Strategic Plan?

The Strategic Plan is a living document that guides the City of St. Charles in its decision-making. The Strategic Plan defines WHAT the city wants to become and its vision for the future. It also defines what the city will prioritize and focus on to achieve its vision, the specific actions that will be taken, and how progress will be measured. The City of St. Charles has identified four Strategic Priorities, as shown in the graphic below. Each Strategic Priority has a goal statement, strategic goals, and outcome objectives which are further explained on the subsequent pages.

BALANCED AND THOUGHTFUL DEVELOPMENT

STRATEGIC PRIORITY 1

BALANCED AND THOUGHTFUL DEVELOPMENT

Support economic growth that respects our unique character and contributes to a diverse local economy by facilitating developments that enhance the community's quality of life.

STRATEGIC GOALS

- Evaluate existing development programs, policies, and codes and ensure all are updated to improve efficiency and impacts on community stakeholders.
- Ensure zoning, land use, and other policies align with the community's vision and development goals.
- Partner with regional and local river advocacy organizations to explore strategies to enhance the river's health while providing opportunities to recreate and enjoy.
- Create a mobility plan that includes streets, sidewalks, bike paths, and traffic-calming to enhance walkability and accessible movement throughout the city.
- Complete a comprehensive downtown parking plan to enhance the parking experience for visitors and residents.
- Identify top priority development sites and implement a targeted development attraction plan to increase select business interests.
- Support the real estate and broker community in the attraction of development and new businesses to help ensure alignment with the community's vision and development goals.
- Create a business retention/visit program to increase the City's awareness of the local business environment and facilitate the retention of existing businesses.
- Promote and encourage the development of diverse and quality housing options to help ensure all can live in our community.
- Streamline development process workflow to improve entitlement process, permitting procedure, and communications with the developer community.

OUTCOME OBJECTIVES

- Update the City's Comprehensive Plan with community engagement by the end of 2027.
- Conduct 24 business visits annually, prepare comprehensive findings report, and present to City Council.
- Create and implement a business/development attraction campaign and disseminate a progress report to City Council quarterly.
- Determine and publish top priority development sites for the east side, west side, and downtown annually.
- Create and implement a developer satisfaction survey by the end of 2023.
- Conduct a Development Review Process study by January 2023.
- Complete the Downtown Comprehensive Parking study, which includes a signage analysis, by April 2023.
- Create a developer procedure and process playbook by the end of 2024.
- Review existing development programs, policies, and codes and update as needed:
  - Economic Development Incentive Policy by the end of 2023.
  - Downtown Overlay District by the end of 2023.
  - Affordable Housing requirements and programs by the end of 2024.

COMMUNITY ENGAGEMENT

STRATEGIC PRIORITY 2

COMMUNITY ENGAGEMENT

Improve the community's experiences with the City through engaging methods of communication to enhance accessibility, increase awareness, and encourage discussion.

STRATEGIC GOALS

- Modernize the City's digital presence to increase accessibility, information sharing, and services online.
- Employ digital tools for residents and community partners to increase opportunities for feedback, discussion, and two-way engagement.
- Strengthen relationships with community partners and neighborhoods to increase the City's visibility and improve its public presence.
- Enhance communication platforms to increase outreach and awareness of city services, accomplishments, initiatives, procurement listings, and job opportunities.
- Provide interpersonal training opportunities for city employees to enhance their interactions with the public and each other, particularly in high-stress or volatile situations.
- Increase transparency of City operations to expand community understanding.
- Evaluate public meeting structure to foster increased communication between staff, elected officials, and the public.
- Explore strategies or initiatives that recognize a diverse community that is accessible and welcoming to the public.

OUTCOME OBJECTIVES

- Launch a new City website by the end of 2023.
- Complete the implementation of the Public Engagement Platform by the end of 2025.
- Create a new online portal for residents to view and pay utility bills by the end of 2023.
- Increase the number of digital forms over current PDFs/paper forms on the City website.
- Develop an open data portal by the end of 2025.
- Increase the City's attendance and participation at community partner meetings and events (e.g. taxing jurisdiction, business associations, service groups, or community groups).
- Increase the number of City residents enrolled to receive monthly newsletter.
- Increase the number of followers and engagement on social media platforms.
- Increase the number of non-safety personnel employees with interpersonal, de-escalation techniques, mental health recognition and communication, and customer service training by 2024.
- Evaluate the procurement process and determine methods to increase participation from vendors.
- Update the Crisis Communication Plan by the end of 2023.
- Explore branding and communication standards by the end of 2024.
- Conduct an updated resident survey by the end of 2027.
- Establish regular meetings with community partners to coordinate and enhance digital service delivery by the end of 2023.
- Publish and present to City Council a progress report of the strategic plan outcomes objectives annually.

ORGANIZATIONAL RESILIENCY

STRATEGIC PRIORITY 3

ORGANIZATIONAL RESILIENCY

St. Charles will commit necessary resources to improve its infrastructure and meet public service expectations, so St. Charles continues to be a desirable community for people and businesses.

STRATEGIC GOALS

- Develop a workforce strategy that focuses on retention, recruitment, and staff development to fulfill the City's mission and achieve its strategic priorities.
- Evaluate departmental core services to align resources, identify challenges, and ensure service level expectations are maintained.
- Update facility studies for presentation of capital maintenance and improvement plans to the City Council to ensure alignment with strategic priorities, community needs, and service level expectations.
- Develop infrastructure maintenance plan (roads, bridges, facilities, and fleet) to ensure service delivery and proper asset maintenance continuity.
- Evaluate water quality to understand potential needs and costs related to water supply within the city.
- Ensure that programs, policies, and procedures are accessible, inclusive, and represent and respond to the needs of the community.
- Implement technology to improve internal and external processes and increase efficiencies.
- Identify and prepare for high risk, low frequency disaster preparedness events including planning for the immediate aftermath and long-term impacts in order to provide stability in the community.
- Evaluate risks to the organization to identify and address potential security issues and technology concerns.

OUTCOME OBJECTIVES

- Conduct water quality study and present to City Council by the end of 2025.
- Review existing capital plans, programs, and policies and update as needed:
  - Complete a Road Maintenance Plan by end of 2023.
  - Complete Street Rating Evaluation and update the Streets Maintenance Plan by the end of 2023.
  - Complete the Bicycle and Pedestrian Plan and Complete Streets Plan by the end of 2023.
  - Update the Homeowner Sewer Assistance Policy by early 2024.
  - Update the Connection Fee Policy by early 2023.
  - Update the Water Utility Master Plan by the end of 2023.
  - Update the Sewer Utility Master Plan by the end of 2025.
  - Update the Electric Utility Master Plan by early 2024.
- Complete an Emergency Preparedness and Continuity of Operations Plan and adopted by the end of 2024.
- Conduct a Technology Risk Assessment and present the assessment to City Council by the end of 2024.
- Develop a Strategic Technology Plan by the end of 2025.
- Increase views of job postings and applications for jobs through the City's applicant tracking system.
- Reduce vacancy time for hard-to-fill positions.

FINANCIAL WELLNESS

STRATEGIC PRIORITY 4

FINANCIAL WELLNESS

Implement policies, practices, and procedures that manage long-term liabilities, increase understanding and awareness of the City's fiscal condition, and continue the efficient use of City resources to ensure ongoing financial strength and sustainability.

STRATEGIC GOALS

- Ascertain appropriate level of annual revenues needed to fund the City's core capital project programs with ongoing revenue sources.
- Evaluate and implement utility rates that provide the resources necessary to fund improvements to the City's water, sewer, and electric utility systems.
- Evaluate the City's charges for services for development-related items to better understand the costs and benefits of doing business in St. Charles.
- Identify ways to expand fiscal and budget transparency for the community to increase understanding of the City's finances.
- Maintain an appropriate general fund reserve balance in relation to the City's overall financial position to provide financial stability.
- Develop a Debt Issuance and Management Policy that will manage current outstanding debt and provide guidance for the evaluation process of issuing of new debt.

OUTCOME OBJECTIVES

- Complete and update the City's capital planning process and projections and identify level of revenues needed to fund the improvements with ongoing revenues on a long-term basis.
- Determine and set appropriate utility rates to fund operating, capital and annual debt/loan debt service requirements on an annually basis.
- Development Services Fee study completed by the end of 2025.
- Improve the content and presentation of the City's annual budget document to provide clearer and more information to be more in line with GFOA best practices for the FY 2025-26 budget document.
- Continue to develop and issue for the community an annual Popular Annual Financial Report (PAFR) which summarizes the City's financial condition at the end of the year.
- Evaluate current fund balance metrics to determine if any changes should be recommended by the end of 2024.
- Implement and revise, if necessary, the City's Debt Policy by April 2023.
- Maintain good ongoing relations with bond rating agencies.

PROJECT TIMELINE

JUNE 2022

Project Initiation and Planning

JULY 2022

- One on one Interviews
- Small Group Interviews
- Strategic Plan Interactive Site Launched

AUGUST 2022

- Community Visioning Forum held **August 25**
- Completion of Interviews

SEPTEMBER 2022

- Virtual Community Visioning Forum held **September 7**
- City Council Planning Session held **September 17**
- Department Directors Planning Session held **September 27**

OCTOBER 2022

- Strategic Plan Interactive Site closed for comment **October 14**
- Community Feedback session held **October 19**

JANUARY 2023

Mayor and City Council Adoption January 2023

ACKNOWLEDGEMENTS

This strategic plan is the result of the combined efforts of our City's residents, elected officials, employees and stakeholders. The City of St. Charles would like to thank all those who participated in the months-long process of providing knowledge and insights while also expressing gratitude to the BerryDunn consulting team for providing direction and expertise throughout the various stages of the process.

Elected Officials

Mayor • Lora Vitek

Ronald Silkaitis • Ward 1

Bill Kalamaris • Ward 1

Rita Payleitner • Ward 2

Ryan Bongard • Ward 2

Todd Bancroft • Ward 3

Paul Lencioni • Ward 3

David Pietryla • Ward 4

Bryan Wirball • Ward 4

Ed Bessner • Ward 5

Steve Weber • Ward 5

City Leadership

Heather McGuire • City Administrator

Derek Conley • Director of Economic Development

Russell Colby • Director of Community Development

Larry Gunderson • Director of Information Services

Bill Hannah • Director of Finance

James Keegan • Police Chief

Jennifer McMahon • Director of Human Resources

Peter Suhr • Director of Public Works

Scott Swanson • Fire Chief

BerryDunn Consulting Team

Seth Hedstrom • Principal

Shannon Flowers • Project Manager and Facilitator

Maddi Powers • Facilitator

STRATEGIC PLAN ◆ 2023-2027

WESTMINSTER
COLORADO

2021-2022 Strategic Plan

Environmental Scan

BerryDunn

What is an Environmental Scan?

A best practice in strategic planning is to begin with a scan of the current environment using a broad spectrum of qualitative and quantitative data. The purpose of the scan is to:

- Identify potential opportunities, challenges, and trends that can impact the City's strategic direction and priorities.
- Better understand the needs and desires of the City's stakeholders and residents.
- Build a shared understanding of the current state.
- Understand the forces and obstacles that can hinder the achievement of goals and objectives.

The intent of the environmental scan is to identify key themes and strategic data points that will focus the Council's discussion and guide the planning process.

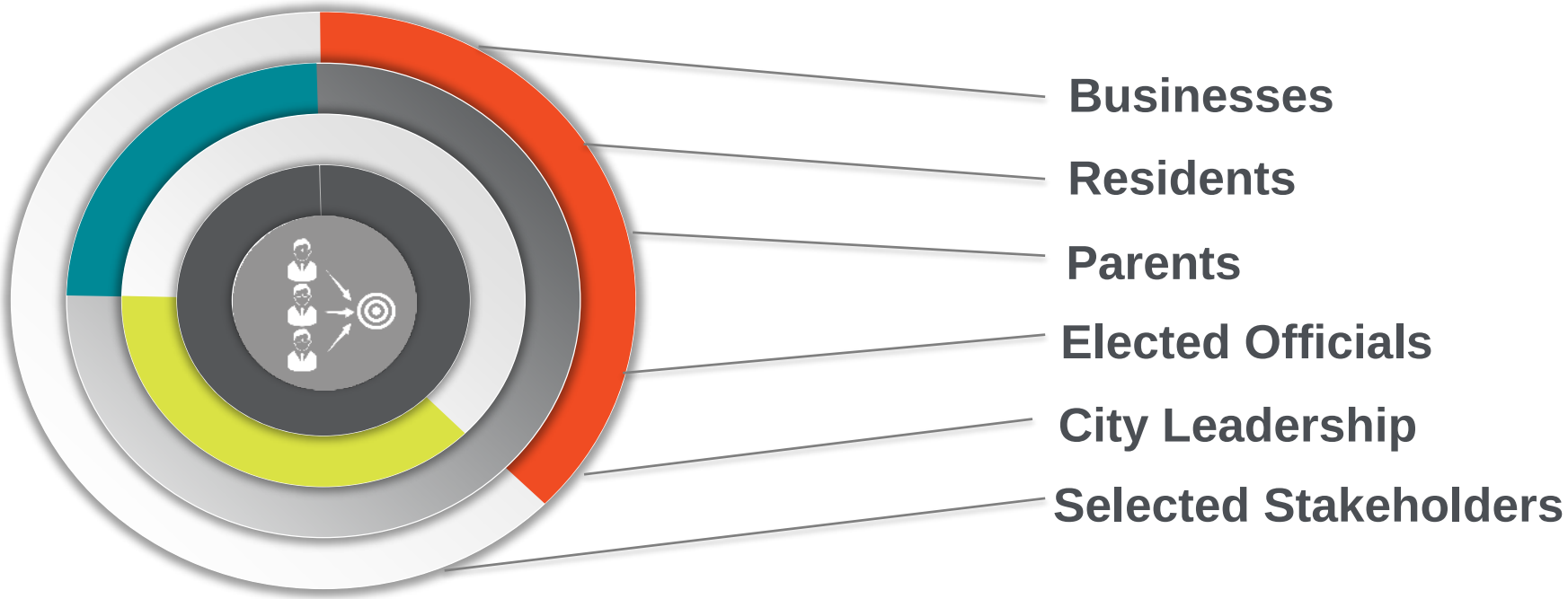
Environmental Scan Approach: Data and Document Review

The consulting team reviewed and analyzed a broad array of data, documents and plans provided by the City, including:

- Adopted FY 2021 Budget
- Affordable and Workforce Housing Strategic Plan, 2017
- Arts and Culture Master Plan
- Business Survey, 2020
- CDBG Consolidated Plan, 2015 - 2019
- City Economic Profile, 2020
- Complete Comprehensive Plan, 2015 Update
- Comprehensive Annual Financial Report, December 2019
- Demographic Overview, 2019/2020
- Economic Base & Industry Opportunities in Westminster, 2017
- Economic Development Department Overview, 2019
- Fire Department Strategic Plan, 2019 – 2023
- Housing Needs Assessment, January 2017
- IACP Operations and Management Study, 2019
- IT Strategic Plan, 2019
- Popular Annual Financial Report, 2019
- Water and Wastewater Infrastructure Planning
- Westminster Community Survey, 2020
- Westminster Forward community engagement notes
- Westminster Forward website
- Westminster placemaking plans
- Westminster Strategic Plan, 2020
- Westminster Strategic Plan Update, Fall 2020
- WestyRISE Recovery/Resiliency Report

Environmental Scan Approach: Stakeholders

We engaged a broad range of residents, stakeholders, advocates, and interests.



- ✓ One-on-one and group Interviews with a diverse set Westminster stakeholders
- ✓ Social PinPoint community engagement site
- ✓ Virtual Community Forum

Environmental Scan

Westminster Community Profile

Quality of Life in Westminster

82% Overall quality of life in Westminster

80% Overall quality of neighborhood

Percent very good/good or strongly agree/somewhat agree

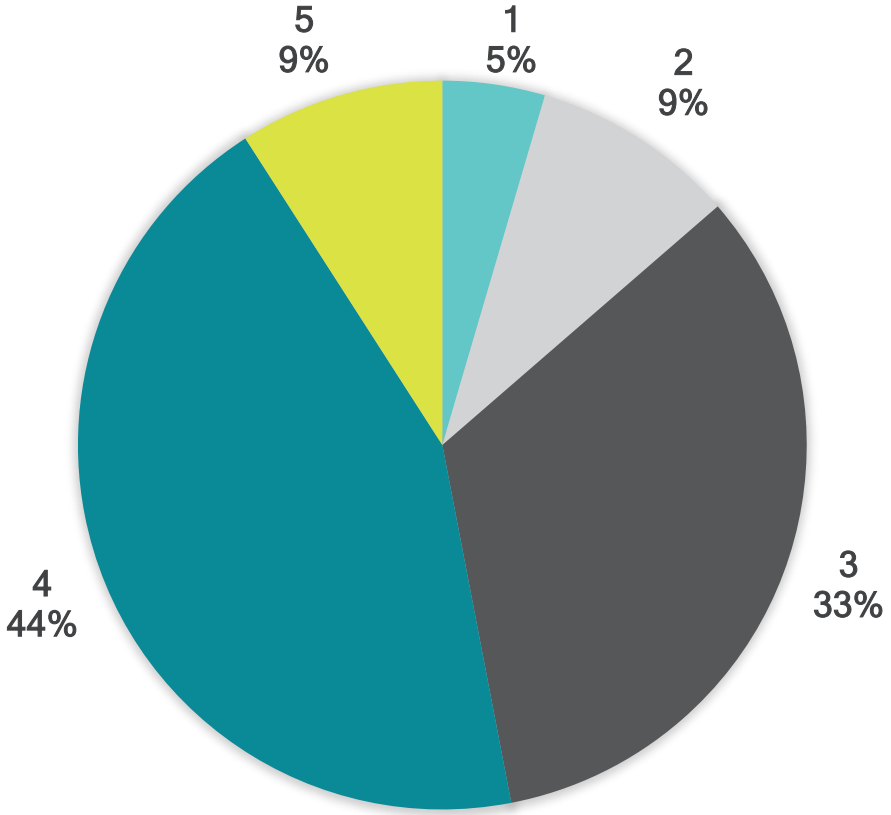
Westminster residents generally give positive marks to the overall quality of life in the City.

2020 Community Survey, National Research Center, Inc.

Quality of Life in Westminster

The input on the Social PinPoint engagement platform input was similar to the results of the 2020 Community Survey. In this survey more than half of respondents ranked the quality of life as a 4 or 5 and a third ranked it 3 (average).

On a scale of 1 to 5, with 5 being the highest, how would you rate the quality of life currently in Westminster?



Source: 2021 Social PinPoint Community Survey

Quality of Life in Westminster

Westminster has achieved several awards that point to the quality of life in the City.

- 2019 Large City of the Year, Economic Development Council of Colorado
- 2019 American Council of Engineering Companies National Honor Award Winner – Westminster Station Park and Transit Oriented Development
- 2019 Partner for Safe Water – Directors Award for Distribution System Operations
- 2018 Colorado Parks and Recreation Association Marianne Logan Award
- 2018 Government Finance Officers Association – Excellence in Financial Reporting for 2017 Comprehensive Annual Financial Report

Community Characteristics

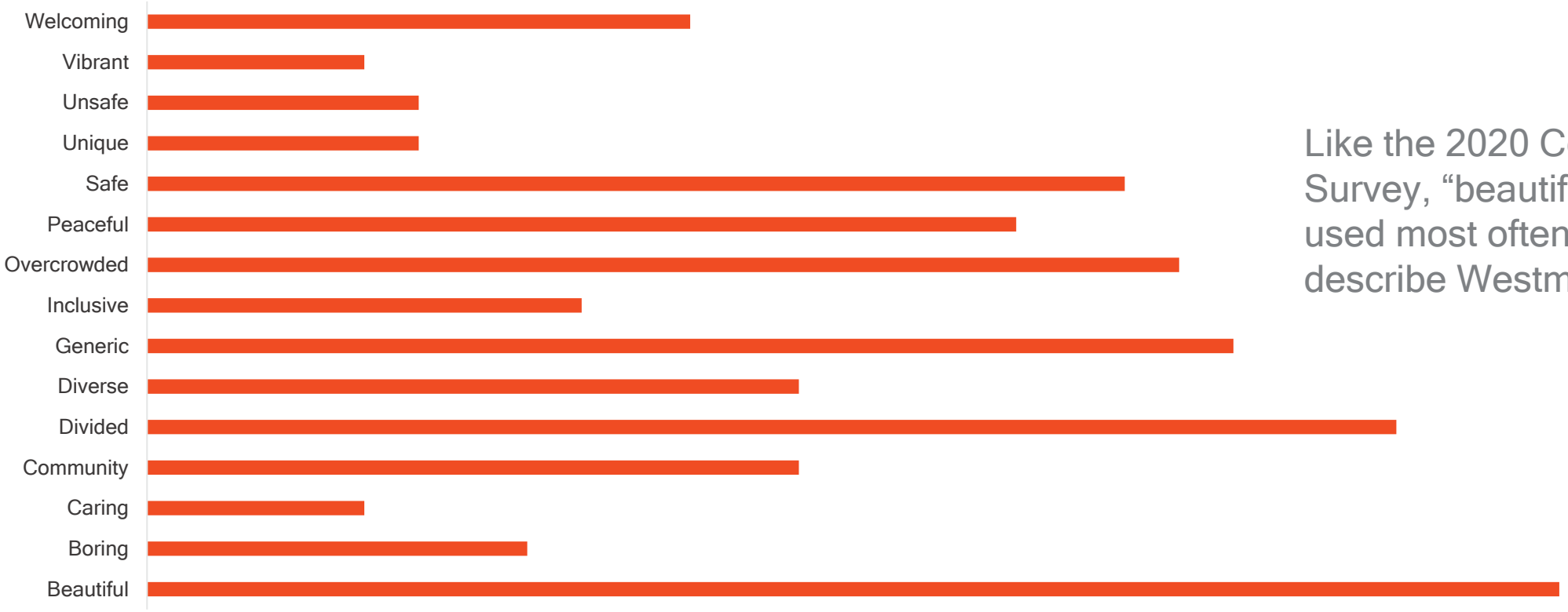
76% agree that “Safe and secure” describes Westminster

93% agree that “Beautiful parks and open space” describes Westminster

Source: 2020 Community Survey, National Research Center, Inc.

Community Characteristics

Which of the following words best describes Westminster in your eyes?



Like the 2020 Community Survey, “beautiful” was used most often to describe Westminster.

Source: 2021 Social Pinpoint Community Survey

Community Characteristics

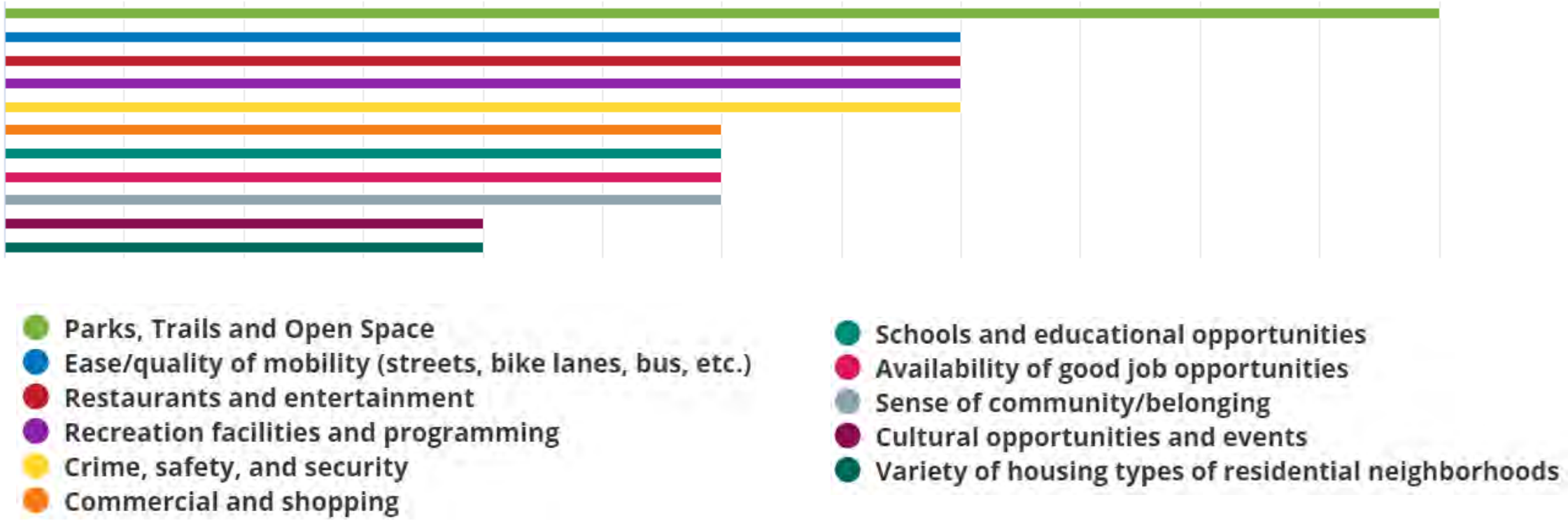
Percent very good/good

- 87% Place to live
- 81% Place to raise children
- 69% Image/reputation
- 55% Place to retire
- 54% Quality of public schools

Source: 2020 Community Survey, National Research Center, Inc.

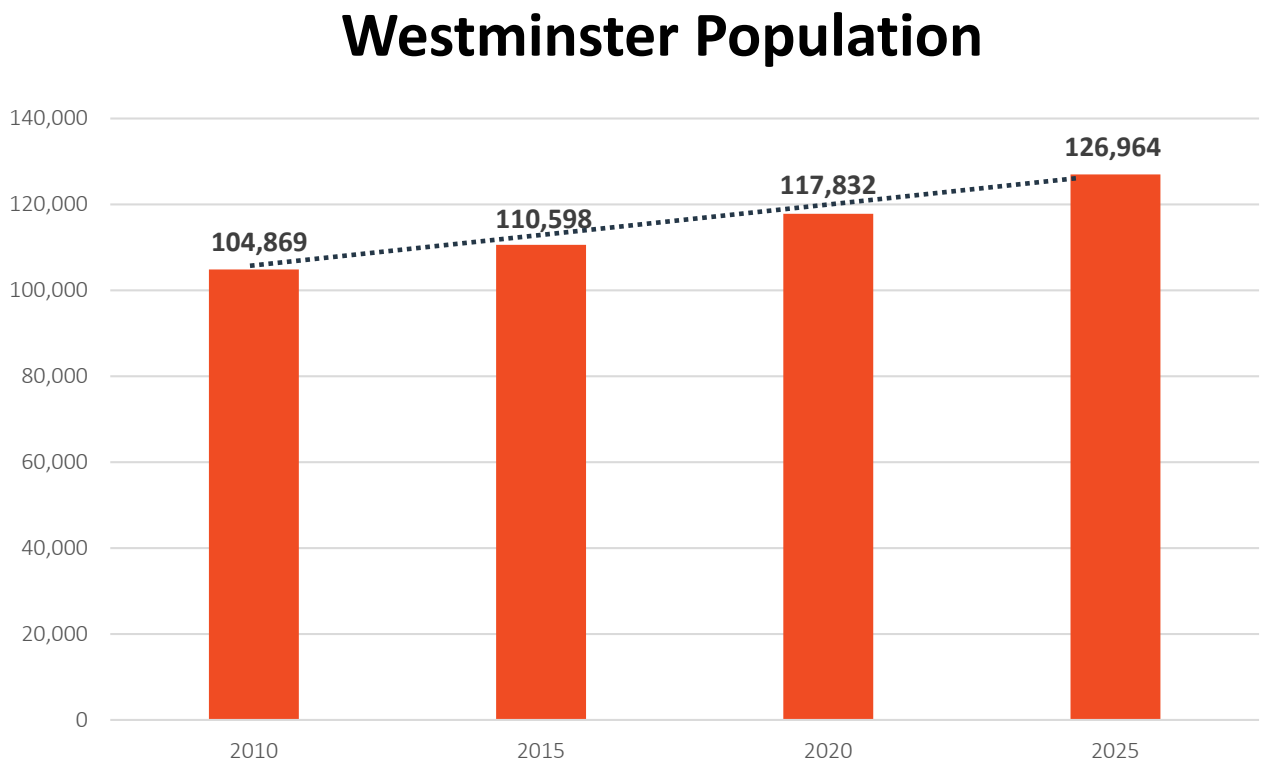
Community Characteristics

Strategic planning survey respondents ranked their favorite aspects of Westminster as follows:



Source: 2021 Social Pinpoint Community Survey

About Westminster



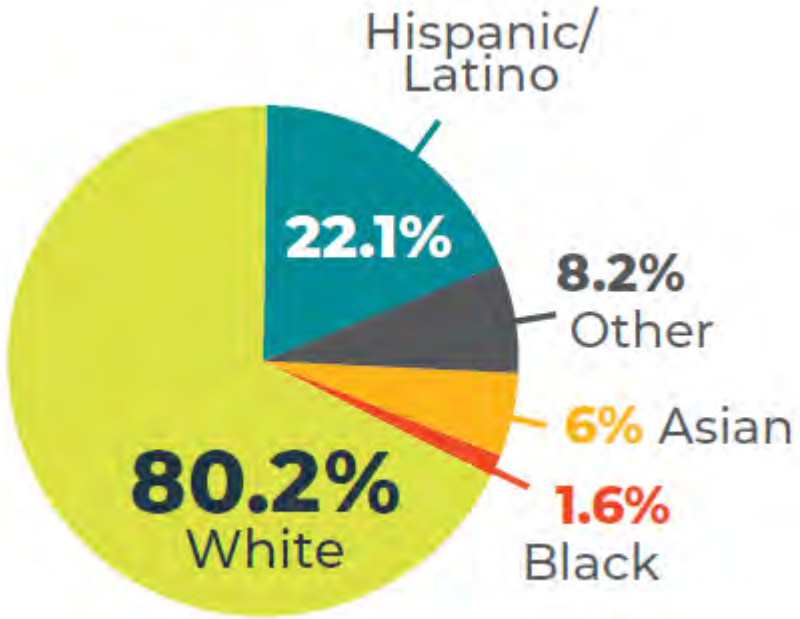
Source: 2019 American Community Survey, U.S. Census Bureau

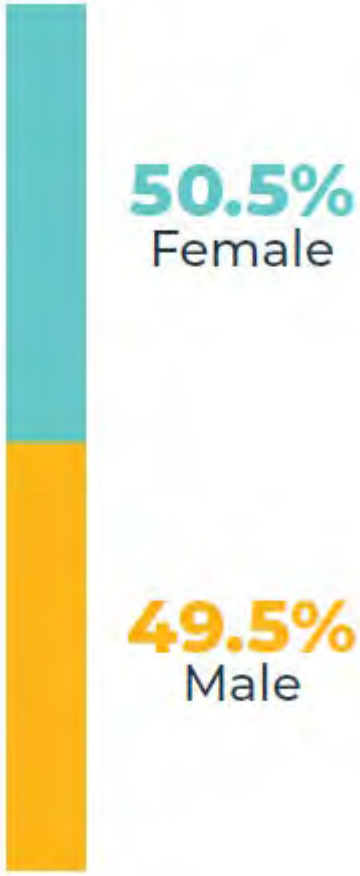
$76,142
Median Household Income

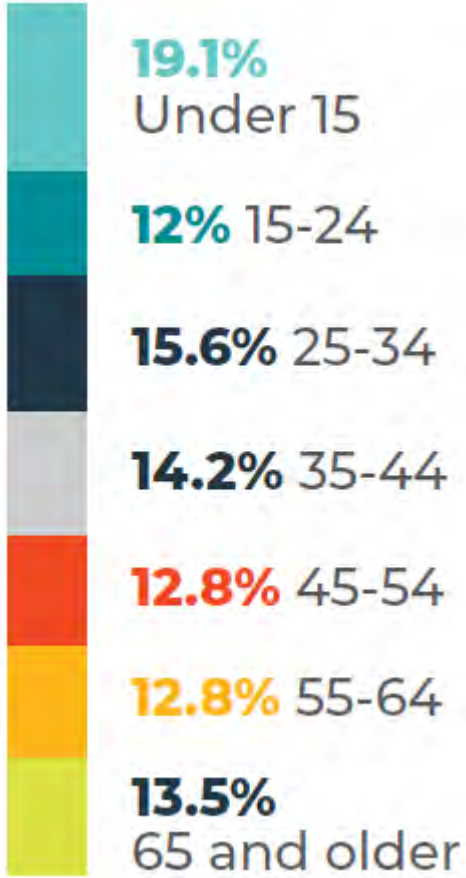
$340,900
Median Home Value

92%
High School Graduate or Higher

Westminster Population







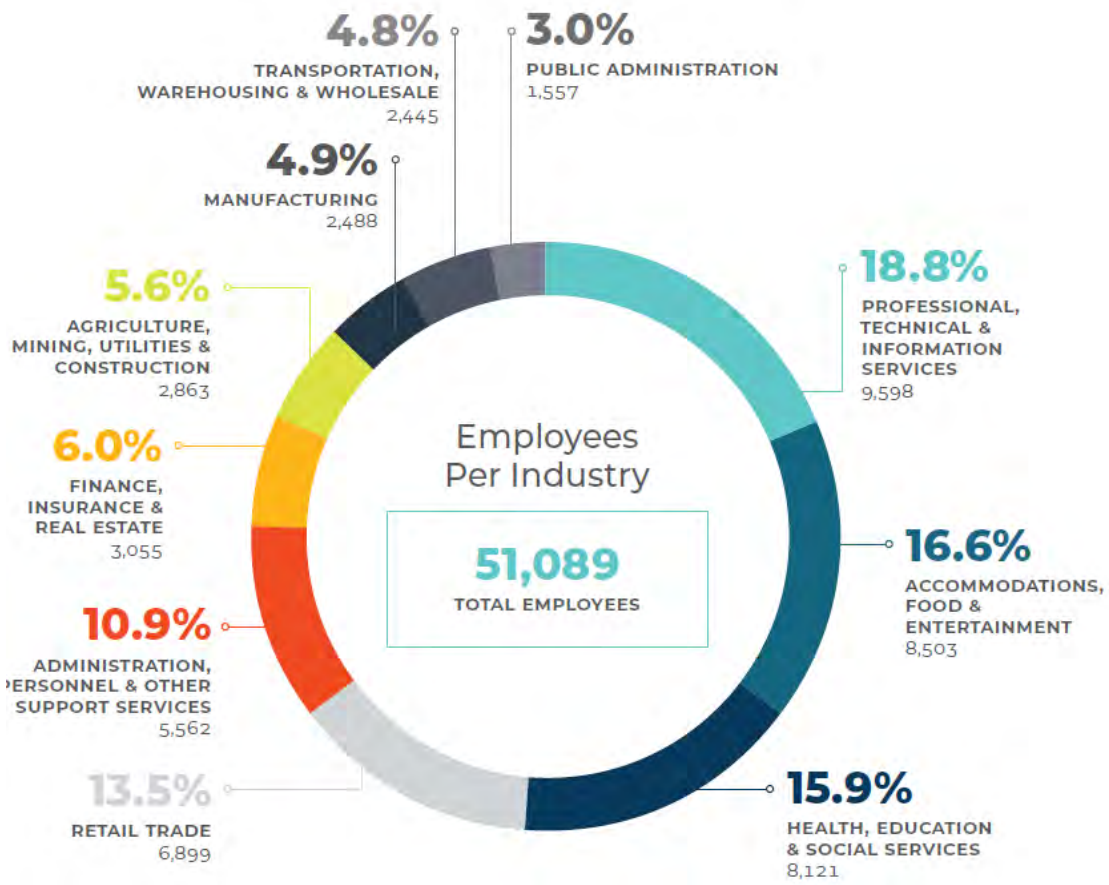
Source: 2019 American Community Survey, U.S. Census Bureau

Employment and the Economy

EMPLOYED RESIDENT POPULATION BY OCCUPATION

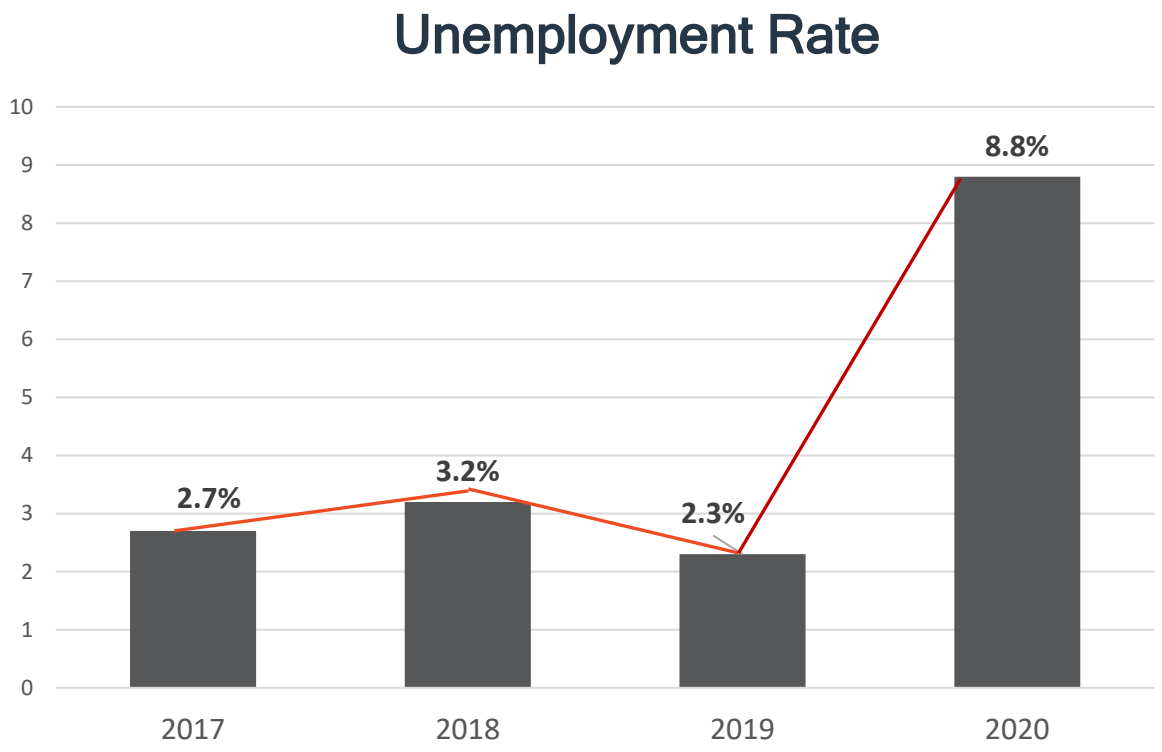
11.1% MANAGEMENT	18.1% SERVICE
28.2% PROFESSIONAL	5.5% PRODUCTION
25.5% SALES & OFFICE	11.6% CONSTRUCTION

Source: U.S. Census Bureau, Community Analysis, December 2019



Source: U.S. Quarterly Census of Employment and Wages, Q1 2019

Employment and Economy



Like many communities, Westminster experienced significant job losses in 2020 and high unemployment.

Source: U.S. Bureau of Labor Statistics

Top Primary Employers

2020 RANK	EMPLOYER	2019 EMPLOYMENT
1	Ball Corporation* Aerospace and Packaging	1,252
2	Maxar* Geospatial Technologies	1,071
3	St. Anthony's North Hospital Healthcare Provider	1,015
4	Trimble Geopositioning Technologies	733
5	Alliance Data Systems Network Credit Authorization	677
6	Tri-State Generation* Electric Energy Wholesaler	541
7	MTech Mechanical Technologies Group HVAC Systems	535
8	ReedGroup Human Resources Management	496
9	Epsilon Marketing Agency	454
10	CACI International Research & Technology	407

**Corporate headquarters*

Source: City of Westminster Economic Development Department, 2019

Westminster Government

Westminster's property tax rates are significantly lower than its neighboring cities.

The City's sales tax rate is the fourth highest among its 11 neighboring communities.

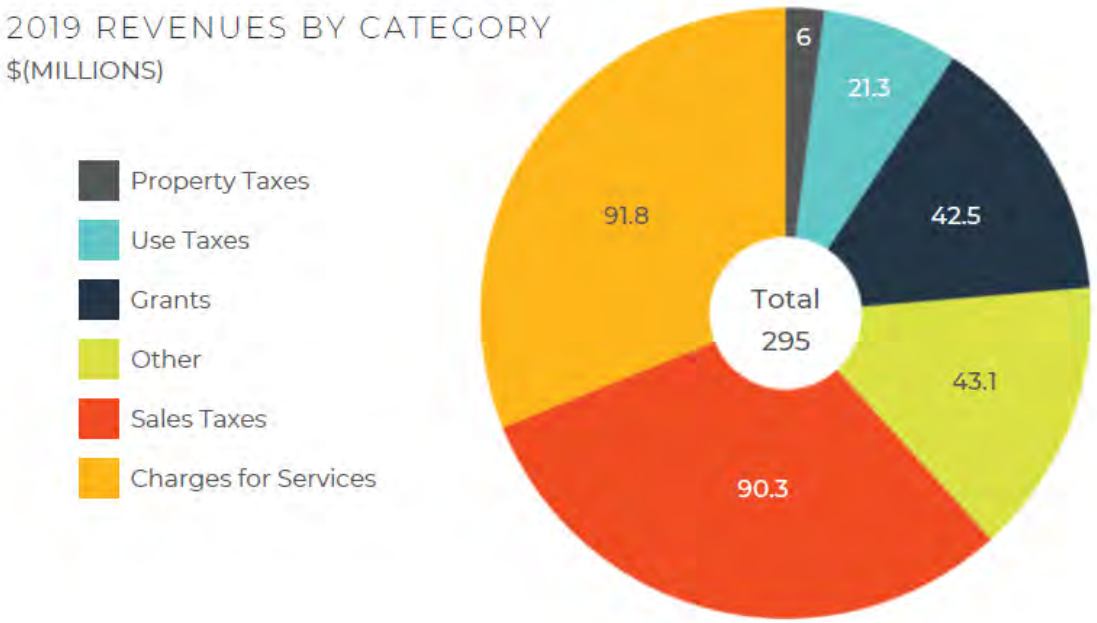
2020 Residential Property Tax Rate Comparisons

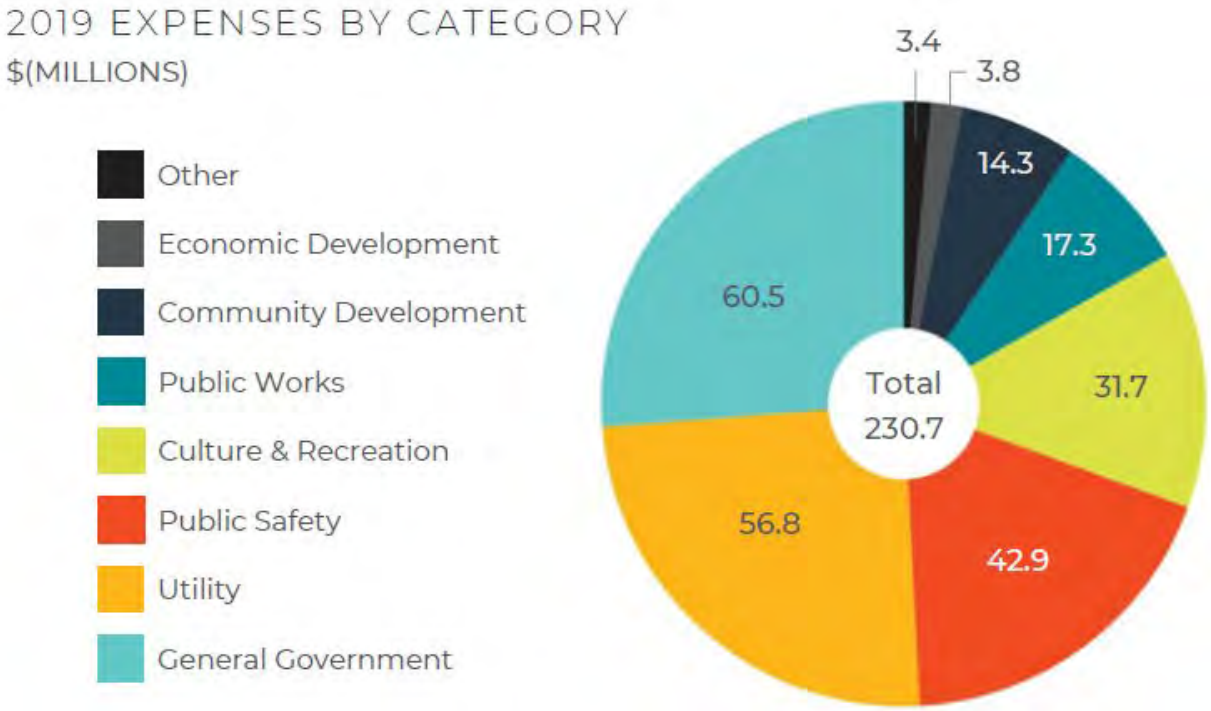
City	City Levy	Fire Protection District Levy	City and Fire Levy
Northglenn	11.597	14.674	26.271
Broomfield (City)	11.457	14.674	26.131
Fort Collins	9.797	10.665	20.462
Arvada	4.310	14.821	19.131
Loveland	9.564	8.810	18.374
Lakewood	4.711	13.732	18.443
Littleton	6.662	9.250	15.912
Longmont	13.420	-	13.420
Boulder	11.981	-	11.981
Thornton	10.210	-	10.210
Aurora	8.605	-	8.605
Westminster	3.650	-	3.650

2020 Sales Tax Rate Comparisons

City	Municipal Sales Tax Rate
Broomfield (City)	4.15%
Northglenn	4.00%
Boulder	3.86%
Fort Collins	3.85%
Westminster	3.85%
Aurora	3.75%
Thornton	3.75%
Longmont	3.53%
Arvada	3.46%
Loveland	3.00%
Littleton	3.00%
Lakewood	3.00%

City Revenues and Expenses





Source: Westminster Popular Annual Financial Report, December 31, 2019

Quality of Services

Percent very good/good. Downward arrows indicate a decline in quality from the 2018 survey results.

85%	Fire protection	↓
84%	Emergency medical/ambulance service	↓
77%	Drinking water quality	
71%	Police protection	
61%	Emergency preparedness	↓

Source: 2020 Community Survey, National Research Center, Inc.

Quality of Services

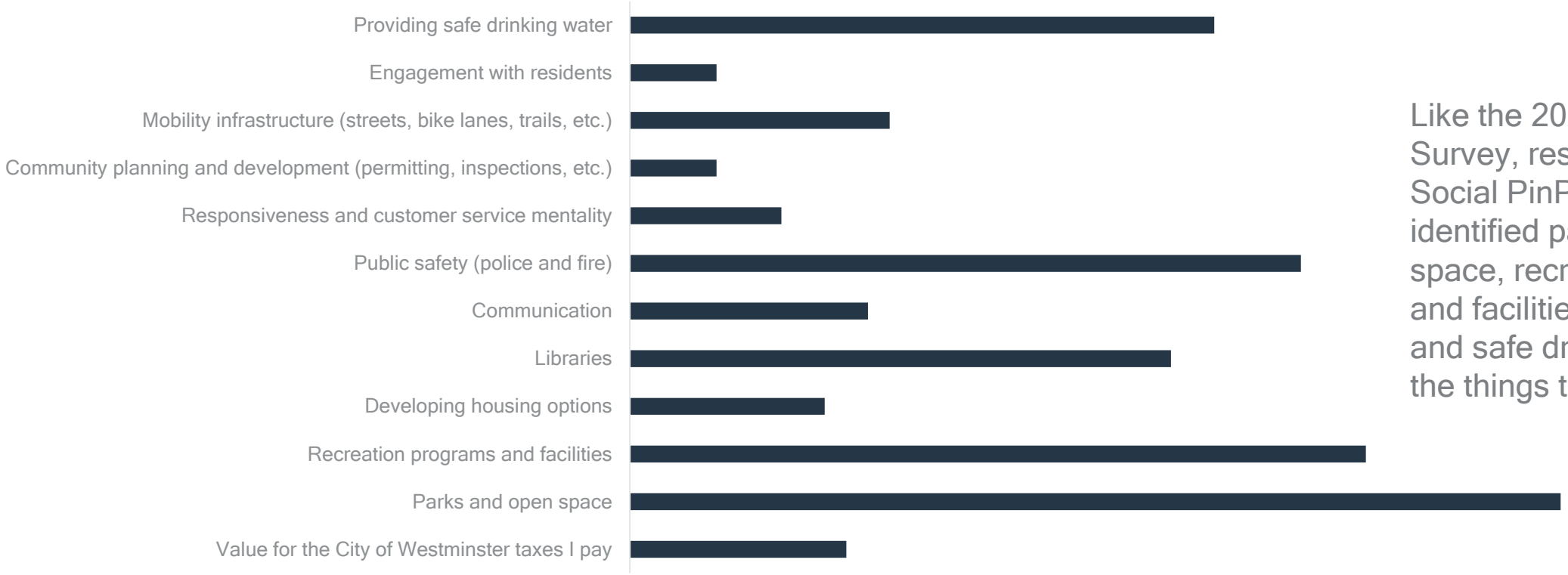
Percent very good/good. Stars indicated the services that rate above the national benchmark.

85%	Recreation Programs	★
85%	Recreation Facilities	★
85%	Trails	
81%	Parks Maintenance	
76%	Preservation of Natural Areas	

Source: 2020 Community Survey, National Research Center, Inc.

Quality of Services

Name the things Westminster's City government does well:



Like the 2020 Community Survey, respondents to the Social PinPoint survey identified parks and open space, recreation programs and facilities, public safety, and safe drinking water as the things the City does best.

Source: 2021 Social Pinpoint Community Survey

Environmental Scan

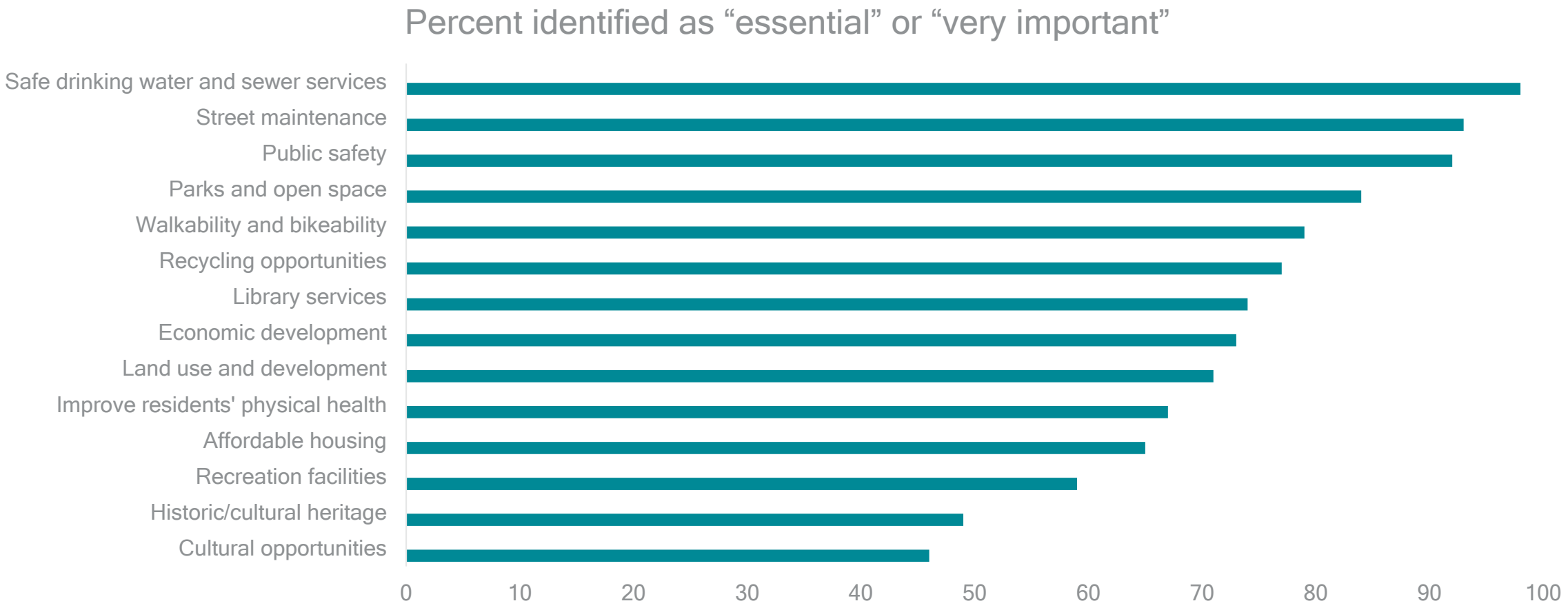
Stakeholder Views and Perspectives

Analysis of Stakeholder Input

All individual stakeholder input and survey responses were compiled, analyzed, and coded by theme.

- A response, idea, or comment had to be mentioned several times – not just once or twice - in order to be listed as a theme.
- Themes are identified as possible goals, strategies or objectives for Council consideration.

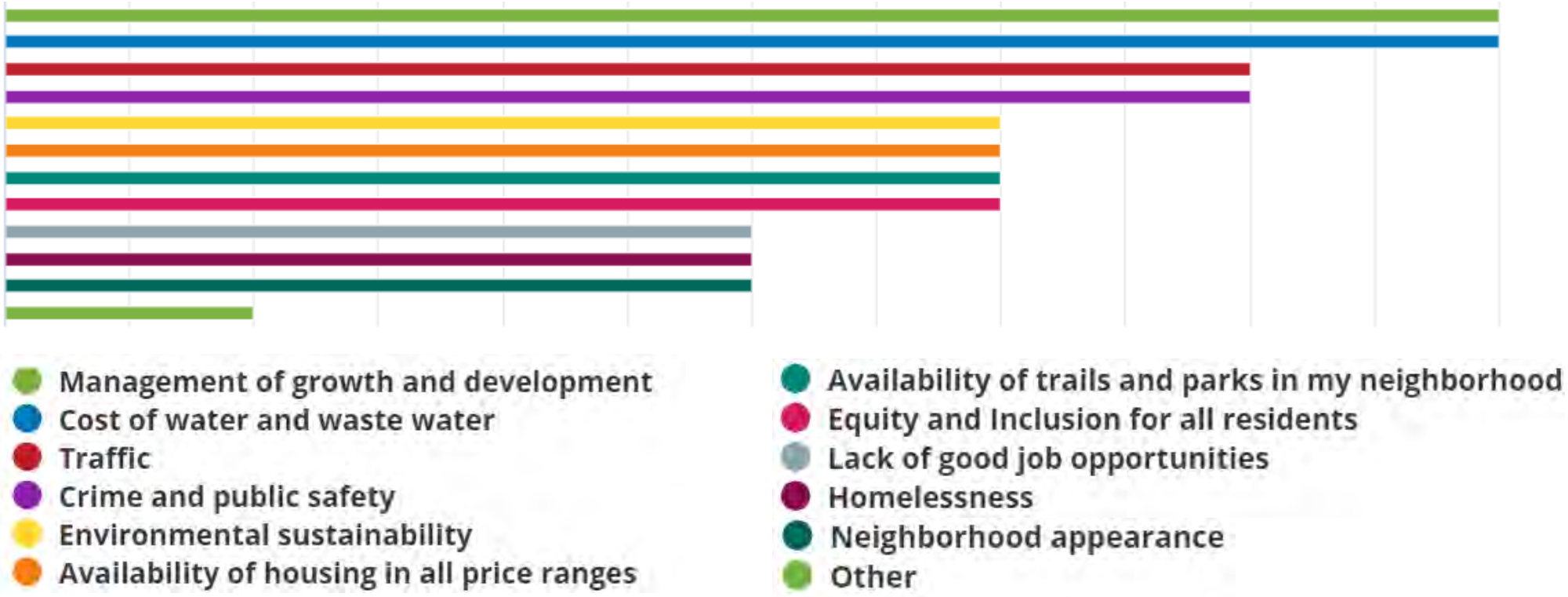
Most Important Issues



Source: 2020 Community Survey, National Research Center, Inc.

Biggest Concerns

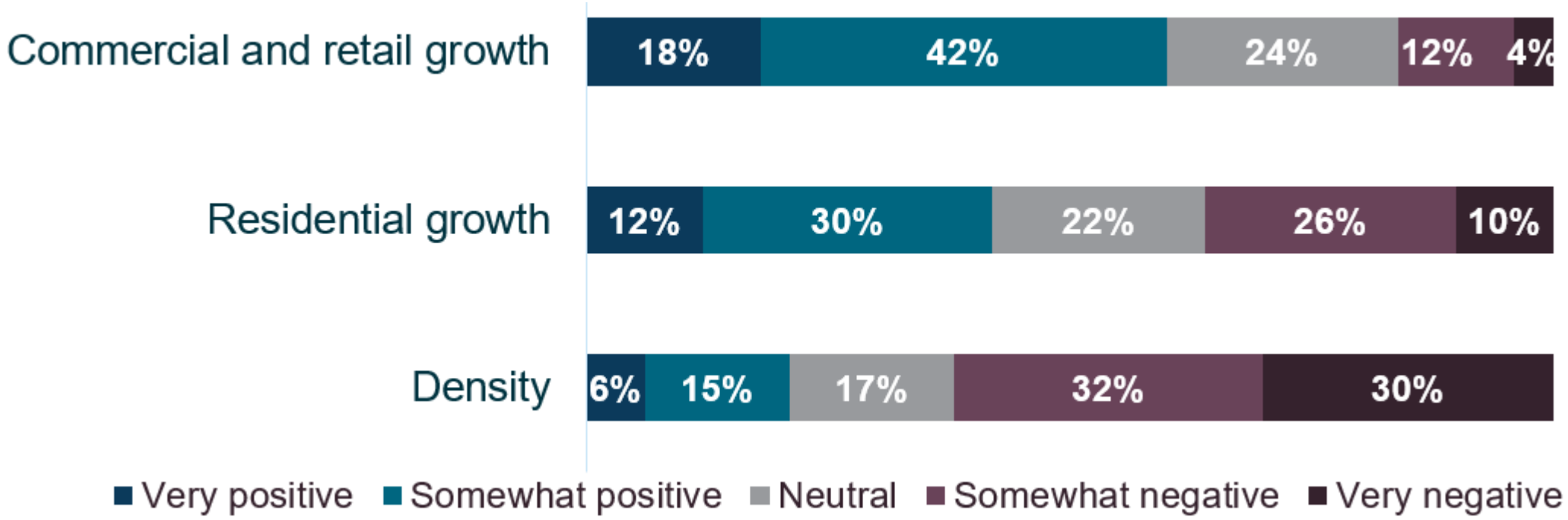
Rank your biggest concerns with Westminster:



Source: 2021 Social PinPoint Community Survey

Biggest Concerns

Residents and stakeholders voiced significant concerns regarding growth and density and balancing these competing forces.

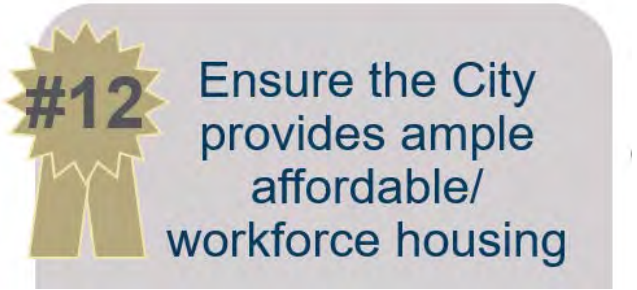


Source: 2020 Community Survey, National Research Center, Inc.

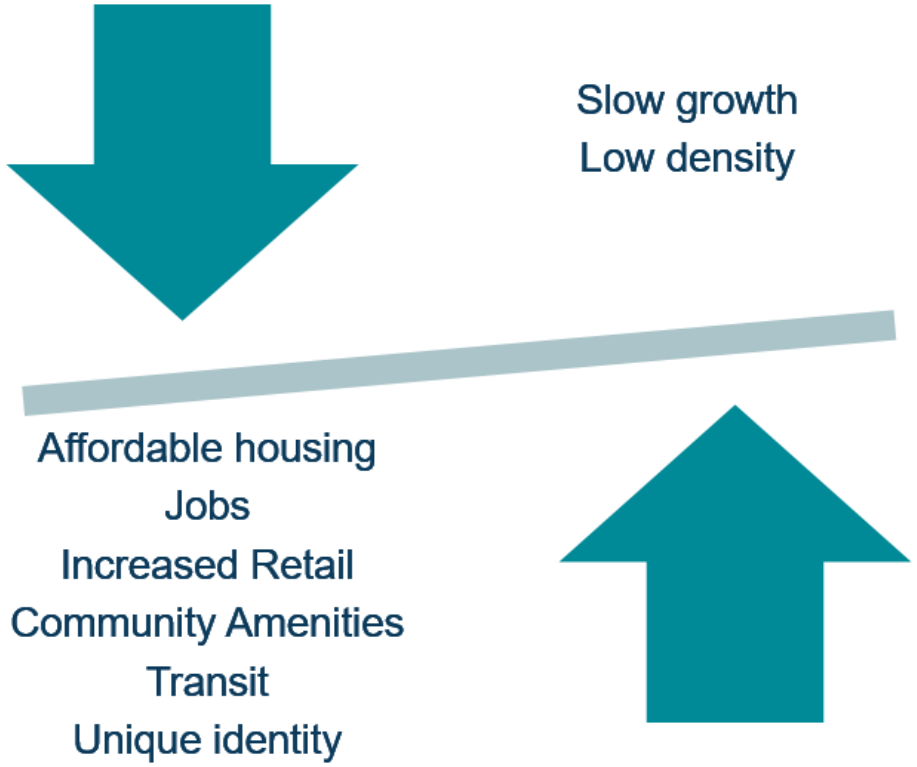
Biggest Concerns

Open ended question:
Affordable housing
was the **#1** way the City
could **improve community quality of life**
(1 in 5 residents)

However, survey respondents ranked affordable housing 12th out of the 15 most important or essential things the City does.



"The Front Range Dilemma"



Source: 2020 Community Survey, National Research Center, Inc.

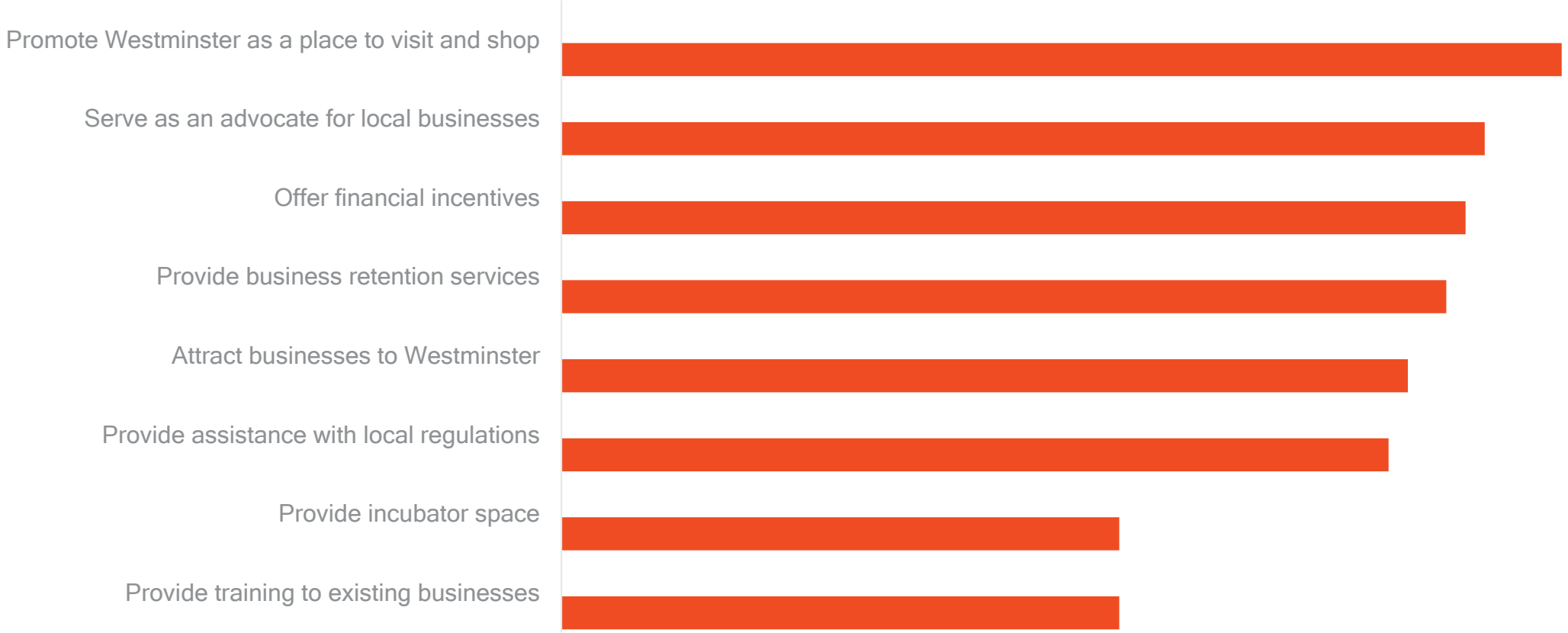
Concerns of Businesses

- Lack of downtown “epicenter” with amenities that compete with neighboring cities
- Lack of diversity in Westminster’s economic base
- Competitive disadvantages
  - Sales and use taxes
  - Inadequate affordable labor force
  - Building requirements and ordinances not always friendly to business
- Traffic congestion
- Cost of living

Source: 2021 Stakeholder Interviews

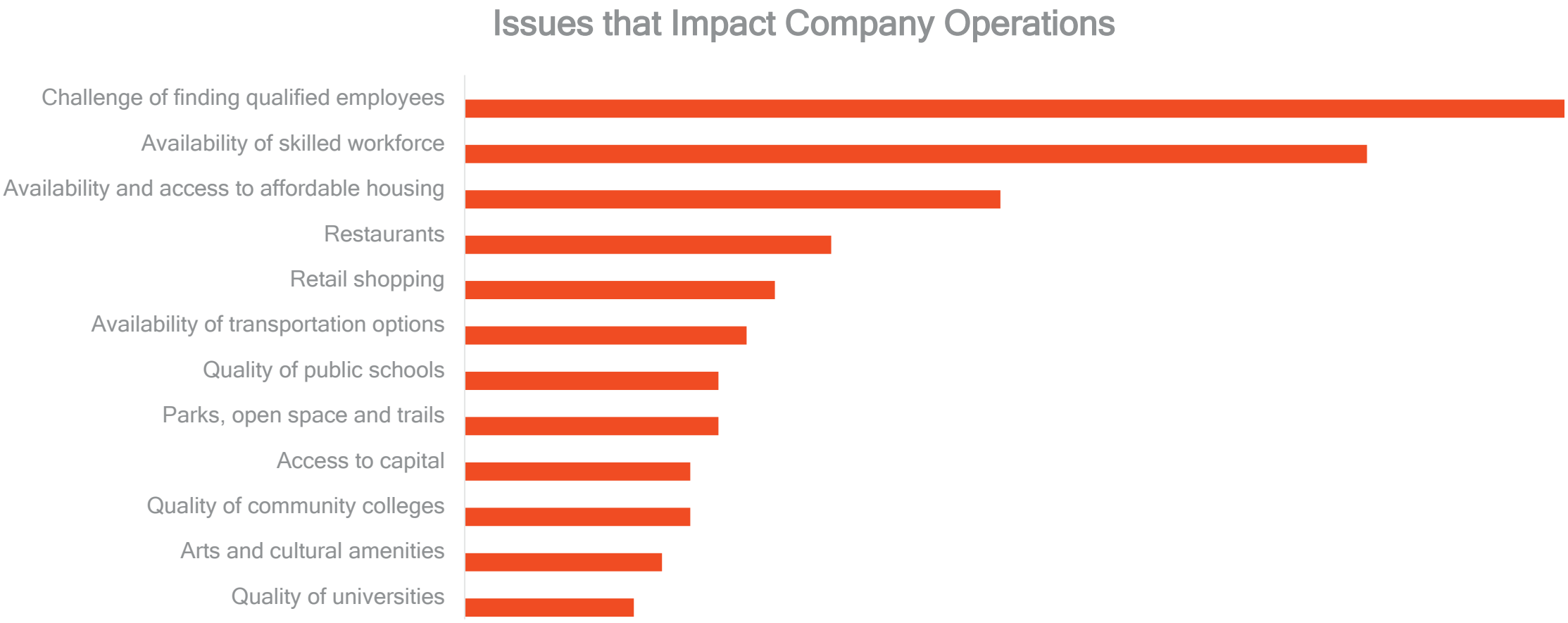
Concerns of Businesses

Prioritize services the City is providing or could provide to foster growth in the business community:



2020 Business Survey, Left Brain Concepts, Inc.

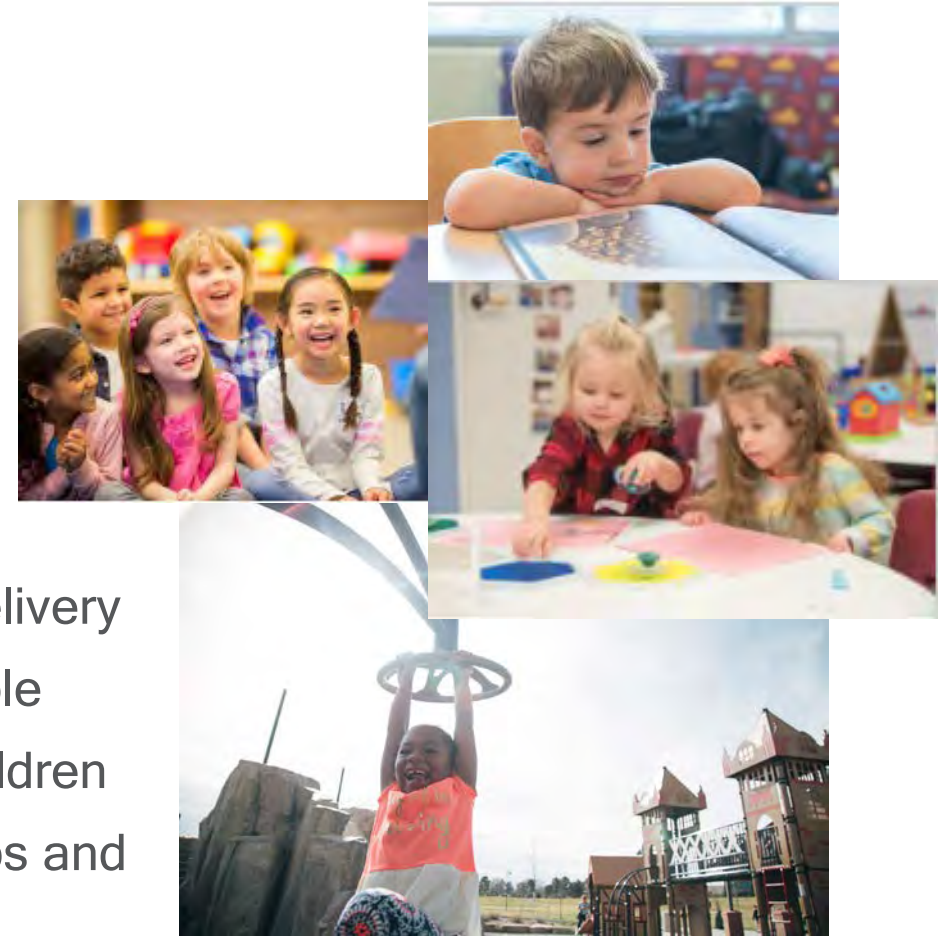
Concerns of Businesses



2020 Business Survey, Left Brain Concepts, Inc.

Concerns of Parents

- Good schools that value diversity and inclusion
  - Increased bilingual personnel
  - Increased cultural sensitivity
- Quality, affordable housing
- More culture, art, and music
- Clean streets and parks
- More recreational spaces through the winter
- More equitable and inclusive practices in City service delivery
- More mental health services, particularly for young people
- Low cost/free after school and summer programs for children
- Greater ability to thrive – access to quality food, good jobs and healthcare



Source: 2021 Stakeholder Interviews

Concerns of Residents

- Range of housing types and pricing
- Environmental sustainability and conservation (water, energy, recycling, land)
- Strategic plan for growth that includes affordable housing and multi-modal transportation and prevents housing displacement
- Distribution of restaurants, entertainment, and recreational amenities and events throughout the City
- Completing the City's current development projects
- Making the City more welcoming and inclusive
- Access to resources for those experiencing homelessness or food insecurity
- Greater walkability and bikeability
- Achieving more clarity and agreement on the City's priorities
- More equitable distribution of the cost of government
  - Less reliance on sales tax
  - Income-sensitive water rates

Source: March 2021 Community Forum

Concerns of Residents

Source: 2021 Social PinPoint Ideas Wall

Balancing water supply with affordable water rates should be a concern. Don't just Jack up the rates so high in support and anticipation of a high density development that doesn't take into consideration the stress it's putting on current residents.

4 hours ago Like +1 Dislike

Love seeing all the community support for natural parks and open space! New development is the key to funding those public amenities, and it seems like Westminster has struck a great balance so far. I'm excited to see the city continue to evolve and become a vibrant mix of parks, suburbia, and accessible commercial centers.

6 hours ago Like +1 Dislike -1

The housing inventory in Westminster is really low right now, driving the prices of homes way up. But we need to maintain the character of the neighborhoods with similar types of housing. No high density living at the farm. Maintain the open space and and parks that the current plans promise. Don't sell out to money hungry developers just looking to make a buck at the expense of the Westminster community.

4 hours ago Like +1 Dislike

South Westminster is dying and needs to be redeveloped. There is no reason why the old town part of Westminster can't be developed in the same fashion as the old town part of Arvada has, We have all the same components as old town Arvada including the lite rail station. It would be an economic generator for our city, increase property values, wipe out blight, and will help with our homeless problems in the area.

7 days ago Like Dislike

Inclusivity means equal access to all city resources. Coming out of the year of Covid, data shows the increased use and importance of Parks and Open Space. Data shows how there is discrimination in terms of outdoor access and less healthy parks available in neighborhoods of color, and lower economic standing. Evident in older Westminster which is the most diverse area of city yet park deficient. City must apply Policy 11.6.8 in full on all new development and serve the public needs for park.

8 hours ago Like +1 Dislike

Water - All future City and Commercial improvements should reflect a strict water waste prevention plan. Grass which is planted for visual appeal and will never be used by the community should be banned. Plants and trees should be native to the dry plans Westminster is built on. Community residents should not subsidize golf course water usage. No future golf courses should be built in Westminster as the percentage of community representation is not reflected.

4 days ago Like Dislike

Concerns of City Leadership

- Divergent community expectations
- Divisiveness and breakdown in civility
- Smart, well-planned growth
- Right balance of housing diversity
- Multi-modal transit
- Replacing the City's aging infrastructure
- Long-term financial sustainability – diversification of revenues
- Protection/conservation of the City's water quality and supply
- Meeting the needs of an increasingly diverse population
- Agreement and unity regarding cores services and City priorities
- Adequate public safety resources and necessary funding for municipal courts

Source: 2021 Stakeholder Interviews

Concerns of City Council

- Strategically planning for “smart” growth
- Sustainability – fiscal, environmental, social
- Becoming a more diverse, inclusive and welcoming community
- Suburban neighborhoods and urban nodes
- Transportation options and connectivity
- Traffic congestion
- Protection and acquisition of open spaces
- Housing diversity, density and affordability
- Vibrant and thriving downtown
- Building out arts and culture offerings

Source: 2021 City Council Interviews

City Council Concerns

- Maintain Westminster's beauty
- Strong core services
- Everything related to water
- Stewardship of the public infrastructure
- Public distrust in government
- Changing demographics
- Completing development projects
- Expanding trails and recreation
- Rebounding from COVID with resilience
- Investing in public safety to keep residents safe
- Political divisiveness and divergent perspectives

Source: 2021 City Council Interviews

Most Significant Challenges

- Aging infrastructure
- Balancing growth with maintaining Westminster's character
- Financial sustainability
- Housing affordability
- Subsidizing development
- Water rates
- Increasing public distrust of government
- Divergent perspectives on key issues

Source: Stakeholder Interviews, 2021 Social PinPoint Ideas Wall

Most Significant Challenges

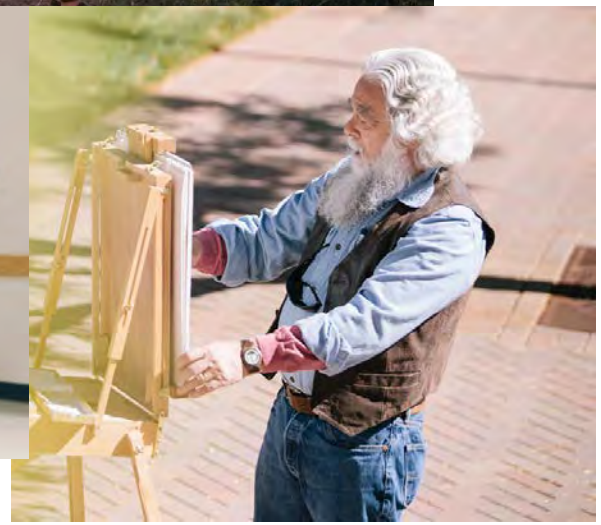
1. Cost of living/housing
2. Balancing population growth and new development
3. Cost of maintaining streets, infrastructure, and city facilities
4. Crime and safety
5. Becoming an inclusive community; economic recovery (tied)
6. Maintaining the services and programs currently offered
7. Traffic

**Listed in rank order*

Source: 2021 Social PinPoint Community Survey

Opportunities

- Expanding multi-modal transportation options
- Increasing housing diversity and options
- Protecting open spaces
- Taking a well-rounded approach to sustainability – fiscal, environmental, social
- Creating a thriving and vibrant Downtown
- Delivering core services well
- Improving relationship/engagement between City Hall and community
- Increasing arts and cultural offerings



Source: Stakeholder Interviews, 2021 Social PinPoint Survey (open-ended questions)

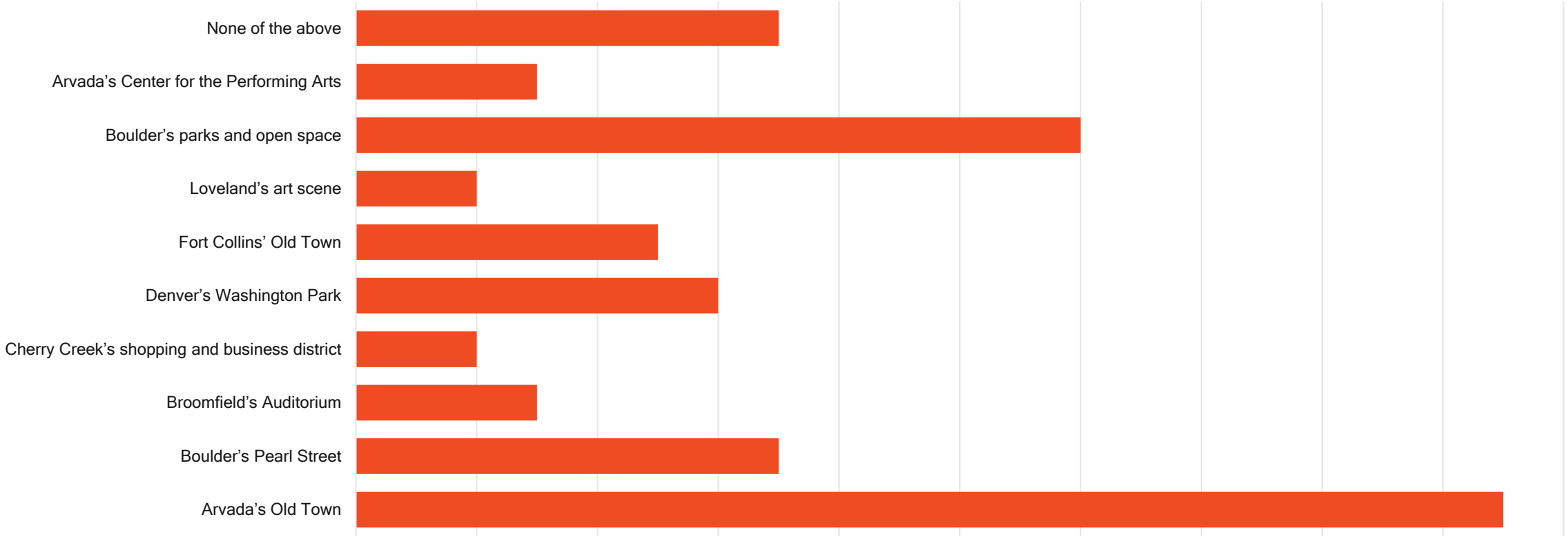
Opportunities

What types of businesses would you most like to see in Westminster?

Source: 2021 Social PinPoint Community Survey

Opportunities

If Westminster could adopt one thing from its neighbors, what would you prefer?



Source: 2021 Social PinPoint Community Survey

Important Actions to Improve Quality of Life

1 Build affordable housing

2 Expand/preserve open spaces, trails, and parks

3 Reduce development
Make public safety a priority
Improve mass transit and transit alternatives

4 Reduces taxes and water rates
Manage growth and development

5 Focus on the economy
Resolve traffic issues, speeding
Promote environmental sustainability

Source: 2020 Community Survey,
National Research Center, Inc.

WESTYRISE

RESILIENCE | INNOVATION | STRENGTH | EMPOWERMENT

Resident Advisory Resiliency Work Group

2021 Strategy Recommendations

Overview

The COVID-19 pandemic is one of the greatest crises of our generation, and recovery will require not only repair, but also innovation and vision. The WestyRISE Resident Advisory Work Group (Work Group) was brought together to envision a strong social and economic recovery from COVID-19 that is immediately actionable. To do this, the Work Group called upon community leadership and expertise and leveraged the Design Innovation (DI) process to co-create an inclusive vision for the City's future, while rapidly generating and testing innovative, actionable recommendations across six critical focus areas.

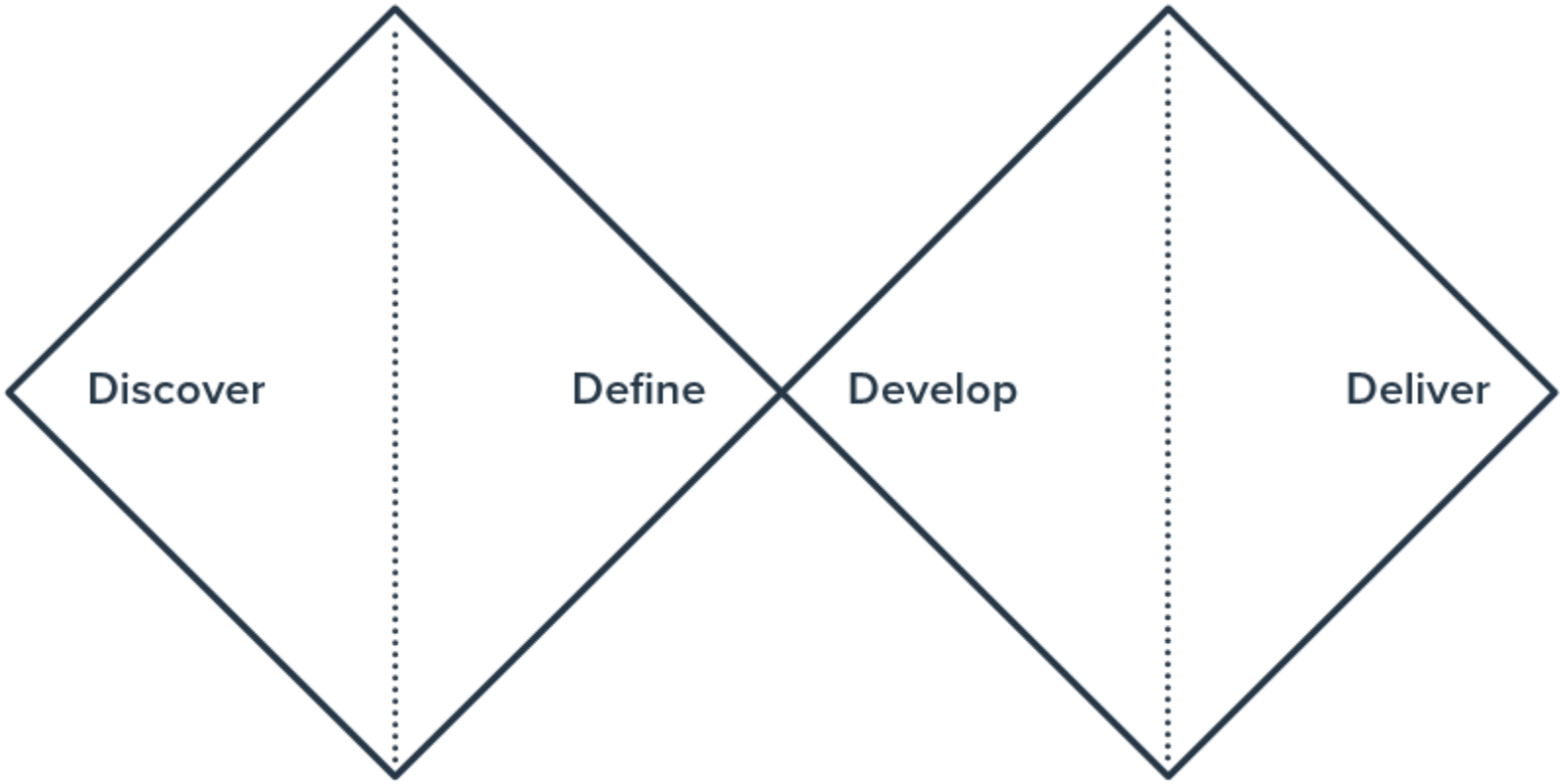
6
Teams &
Focus Areas

34
Work Group
Members

91
Stakeholders
Engaged

125
Participants
In Total

The Design Innovation Process



Teams & Focus Areas

1. Diversity, Equity & Inclusivity
2. Policy & Economic Stimulus
3. Physical, Mental & Emotional Health
4. Marketing & Business Development
5. Data & Technology
6. Sustainability

Diversity, Equity & Inclusivity

Diversity, Equity & Inclusivity

Vision

Westminster is a city that shapes its policy decisions and programs through the lens of diversity, equity, and inclusivity. In Westminster, the basic needs of all residents and families are met, and there is equitable access to all resources, such as affordable housing, high-speed internet, education, healthcare, and information. Westminster residents feel a sense of safety and belonging, and they can easily voice their hopes, concerns, and ideas to the city and have their voices heard.

Strategy

1. Commit to a Diversity, Equity & Inclusivity Lens in All Our Work
2. **Actively Involve Residents in Policy Development (Priority Recommendation)**
3. Promote Equitable Distribution of Resources & Access to Services

Policy & Economic Stimulus

Policy & Economic Stimulus

Vision

Residents and small businesses have access to capital and support to build long term success and resilience. Historic Westminster will be the home of a unique diversity of businesses, making it a vibrant place to live and shop. Historic Westminster has spaces where the residents feel they belong and can gather as a community. Every Historic Westminster resident can easily access delicious, healthy, affordable food. Communication flows freely between the city of Westminster and historically underrepresented residents.

Strategy

1. Promote Urban Agriculture and Establish Community Gardens
2. Promote Equitable, Multidirectional Communications
3. **Mitigate Displacement of Residents and Businesses (Priority Recommendation)**
4. Support Business Models That Prioritize Community Over Profit
5. Provide Direct Technical and Financial Assistance

Physical, Mental & Emotional Health

Physical, Emotional & Mental Health

Vision

Westminster is a city where people's health needs are easily met, leaving them feeling connected and cared for, and allowing them to thrive. Because residents have effortless access to excellent health services, they never have to worry that they won't be able to meet their needs due to cost, inconvenience, complexity, or inadequate care. Residents impacted by COVID-19 or other health crises are fully supported in making a strong recovery.

Strategy

1. **End Homelessness & Housing Insecurity (Priority Recommendation)**
2. Expand & Leverage the Library System to Increase Resource Access
3. Improve Access to Telehealth Services & Broadband Internet

Marketing & Business Development

Marketing & Business Development

Vision

City residents, area residents, and small business owners will know and be familiar with a simple, clear, understandable City brand that supports each of the six key economic areas as well as the City's recreation, shopping, dining and entertainment attractions. All City of Westminster small businesses are well informed about City of Westminster resources that may be of use to them including grants, education, marketing, networking opportunities, and safety certification programs. They are informed about this through a physical resource toolkit that is distributed annually that connects directly back to a well-organized, up-to-date virtual toolkit, and the City has many well-recognized placemaking locations that support locally owned businesses.

Strategy

1. Include Six Key Economic Areas in Brand Identity
2. Build & Deploy a Comprehensive Resource Toolkit
3. Catalyze Placemaking Through Partnerships
4. Appoint a Small Business Ambassador
5. Build a Volunteer Small Business Ambassador Team & Forum

Data & Technology

Data & Technology

Vision

The City of Westminster uses data effectively and proactively to make better policy decisions, improve operations, empower business, and inform citizens. Westminster ensures that underserved communities are represented in data and have quality access to information that's meaningful and helpful to them.

Strategy

1. Establish a Data Team & Governance
2. Promote Data Literacy & Culture in Government
3. Centralize Data Storage, Inventory & Request Handling
4. Expand Open Data Library & Improve Quality of Data Visualizations
5. Develop or Adopt a Resident Portal App for Data Collection & Sharing

Sustainability

Sustainability

Vision

The City of Westminster is a regional leader in improving air quality to support sustainability efforts and to improve public health, as well as a leader in zero-emissions, electric vehicle use, multi-modal transportation, and infrastructure that supports remote work.

Strategy

1. Lead With a Zero-Emission Fleet
2. Develop Electric Vehicle Incentives & Infrastructure
3. Encourage Reduced Emissions from Commercial Vehicles
4. Support Remote Work by Expanding Internet Access
5. Support Regional Transition to Zero-emission Transportation System

Environmental Scan Discussion

- What stood out in the presentation?
- Did you learn anything new?
- What made you pause with concern?
- What is missing or needs to be amplified?
- Which themes are the most important in shaping your thinking about the future direction of Westminster?

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