

MSD Office: MSD Board Agenda Item Request Form

This form and supporting documents (if applicable) are due the Thursday before the MSD Board Meeting the following Wednesday at 4:00pm

Date Received (Office Use)	
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Date of Request:	12/3/2020
Requested by:	Marla Howard
Requested MSD Board Date:	12/9/2020
Topic/Discussion Title:	Strategic Plan Proposal and approval
Description:	To discuss and consider authorizing the GM to negotiate and execute a strategic planning consulting contract with Insignia Partners for a cost not to exceed \$60,000
Requested Action:¹	review and approve
Presenter(s):	Bart Barker, Marla Howard
Time Needed:²	5 minutes
Time Sensitive³	no
Specific Time(s)⁴	no
Contact Name & Phone:	Marla Howard

¹What you will ask the MSD Board to do (e.g., discussion only, appropriate money, adopt policy, approve contracts) – in specific terms.

² Assumed to be 10 minutes unless otherwise specified.

³ Urgency that the topic be scheduled on the requested date.

⁴ If important to schedule at a specific time, list a few preferred times.



Strategic Planning SOW

The following proposed scope of work will assist the MSD in the development of a strategic plan that will guide the entities work in the years to come.

- 1. Environmental Scan:** Ensure we understand the work that's already been done and the context within which the strategic plan will be developed.
 - Review current data (qualitative and quantitative) and any contextual documents that help tell the “story” of MSD.
 - Conduct individual interviews with board and leadership staff members who are unable to be on the strategic planning team to understand where there is or isn't alignment and bring these missing voices into the process.
- 2. Strategic Plan Development:** Develop a strategic plan in partnership with the board and staff leadership.
 - Plan and execute up to three-day retreats for the Strategy Development Team (staff leadership and at least two Board members) to draft the MSD's mission, vision, core values, key strategic pillars, goals, objectives and metrics to pursue.
 - Facilitate workgroups to advance strategic pillar development between meetings.
- 3. Stakeholder Engagement:** Ensure elected officials share challenges and opportunities for MSD to inform the plan.
 - Conduct focus groups to include members of each of the township and county councils. Community council members will be encouraged to join these focus groups for more diverse representation.
- 4. Adaptive Implementation Plan:** Ensure the strategic plan can be implemented and operationalized over time, even in the face of unexpected challenges.
 - Work with the board and staff to develop immediate next steps, along with responsible parties, timelines and structure changes needed to operationalize the strategic plan.
 - Identify immediate next steps.

Cost

The cost for the scope of work described above is \$34,825.

The following are additional costs for the optional pieces that are strongly encouraged but not required:

- **Community Council Engagement:** Augment stakeholder engagement with township councils through intentional engagement with community councils and additional community members that they invite to be representative. If interpretation services are needed an additional fee would apply. Estimated cost: \$6,300
- **Public Engagement:** Use an online tool such as [consider.it](https://www.consider.it) to engage the broader MSD community in an initial round of feedback during the process. This would: 1) allow the general public to better understand the MSD's work; 2) assist MSD in better understanding community

priorities for prioritization of new initiatives given limited resources; and 3) build buy-in for any new taxes or fees the MSD may need to implement to improve/increase services. Insignia Partners would leverage community councils and support these groups in outreach to increase participation, especially from traditionally marginalized communities. Estimated cost: \$9,675

- **Staff Engagement:** Design and distribute a staff survey that will ensure those who are to implement the plan have a say and voice in the process. Oftentimes we forget this step, leading to misalignment and even resentment that something is being done “to” the staff, instead of “with” the staff. In addition to the staff survey and data analysis, we would then conduct individual interviews with up to five staff members for deeper feedback or conduct up to two focus groups with staff members. Estimated cost: \$6,125