



CASCADE CHARTER TOWNSHIP

5920 Tahoe Dr. SE, Grand Rapids, Michigan 49546

NOTICE OF PUBLIC MEETING VIA IN-PERSON ATTENDANCE AND VIDEO CONFERENCE

In accordance with Public Act 228 of 2020, which declares that public bodies subject to the Open Meetings Act can use telephone and/or video conferencing technology to meet and conduct business during the ongoing COVID-19 pandemic between March 30, 2021 and December 31, 2021 (subject to a local State of Emergency declaration, which has been declared by Kent County), the Cascade Charter Township Board of Trustees will conduct a regular meeting on Wednesday, May 12th at 7:00pm utilizing both in-person attendance and the Zoom video conferencing platform, for the purpose of conducting official business while complying with the Michigan Department of Health and Human Services orders and recommendations designed to help prevent the spread of COVID-19. For up-to-date information regarding the ongoing public health crisis, please visit:

<http://www.Michigan.gov/coronavirus> or <http://www.CDC.gov/coronavirus>

INSTRUCTIONS FOR ACCESS AND PARTICIPATION

Meeting ID: 847 2098 9854

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/84720989854>

iPhone one-tap :

US: +19292056099,,84720989854#

or

+13017158592,,84720989854#

Telephone:

(for higher quality, dial a number based on your current location):

+1 312 626 6799

or +1 929 205 6099

or +1 346 248 7799

or +1 669 900 6833

or +1 253 215 8782

or +1 301 715 8592

International numbers available: <https://us02web.zoom.us/j/84720989854>

Members of the public with disabilities may utilize the Michigan Relay System (7-1-1) to participate in the meeting. If other aids or services are needed for individuals with disabilities please contact the Township Assistant Township Manager, Stephanie Fast, at sfast@cascadetwp.com or 616-949-1500 at least 24 hours prior to the meeting

PUBLIC PARTICIPATION

Members of the public wishing to attend virtually will be able to listen to and view all discussion by the Township Board and all official materials for this meeting prepared for the Township Board will be included in the meeting packet and available to the public on the Township website www.cascadetwp.com. Individuals will be permitted to speak during public comment periods in accordance with the Township Remote Public Meeting Procedure Policy.

If you would like to contact the Cascade Township Board about any matter, on the agenda or otherwise, please do so via email at the addresses below a minimum of 8 hours prior to the meeting. If you wish comments to be read into the public record during the public comment period, you must indicate so and draft communication that can be read in the allotted 3-minute timeframe.

Supervisor Grace Lesperance: glesperance@cascadetwp.com

Clerk Sue Slater: sslater@cascadetwp.com

Treasurer Ken Peirce: kpeirce@cascadetwp.com

Trustee Jim Koessel: jkoessel@cascadetwp.com

Trustee Timmy Noordhoek: tnoordhoek@cascadetwp.com

Trustee Tom McDonald: tmcdonald@cascadetwp.com

Trustee John Shipley: jshipley@cascadetwp.com

Manager Ben Swayze: bswayze@cascadetwp.com

**AGENDA
CASCADE CHARTER TOWNSHIP
REGULAR BOARD MEETING**

Wednesday, May 12, 2021

7:00 P.M.

HYBID FORMAT

Wisner Center

2870 Jacksmith Drive SE, Grand Rapids 49546

AND

Via video conference software Zoom

Expected Meeting Procedures

1. During public comments you may speak on any item not noted on the agenda for a public hearing.
2. Please limit comments to 3 minutes per person and the Board may or may not choose to respond.
3. Please limit your comments to a specific issue.
4. Please turn OFF cellular phones.

Article 1. Call to Order, Roll Call

Article 2. Pledge of Allegiance to the Flag

Article 3. Approval of Agenda

Article 4. Presentations

1. Presentation from Doug Van Essen – Current status and imminent actions regarding PFAS in Cascade Township

Article 5. Public Comments-Anything on the Agenda not scheduled for a public hearing. (limit comments to 3 minutes)

Article 6. Approval of Consent Agenda

- a. Receive and File Minutes
 1. Township Board Minutes – 4/28/21
 2. Infrastructure Committee – 3/03/21
 3. Public Safety Advisory Committee – 3/31/21
- b. Receive and File Reports
 1. Cascade Inspection Services Report – April 2021
- c. Receive and File Education Requests
 1. Adam Magers – FDIC Fire Department Instructors Conference – Indianapolis IN – August 5-6, 2021
 2. Jennifer Genter – 2021 IAAO Conference – Chicago IL, August 29-Sept 1, 2021
- d. Receive and File Communication
None

Article 7. Financial Actions

None

Article 8. Unfinished Business

None

Article 9. New Business

- 044-2021 Review and Consider the Robinson Dental Development Agreement**
- 045-2021 Review and Consider the Resolution Approving the Brownfield Redevelopment Authority's Submission of an EGLE Brownfield Grant and Loan Application for Robinson Dental (*Roll Call*)**
- 046-2021 Consider Award of a bid for Township Strategic Plan**
- 047-2021 Consider Appointment to the Citizens PFAS Advisory Committee**
- 048-2021 Consider Appointments to the Planning Commission**
- 049-2021 Consider a Letter of Interest for 2965 Wycliff Drive Property (refundable)**

Article 10. Public Comments – Any comments...whether it is on the Agenda or not. (limit comments to 3 minutes)

Article 11. Manager Comments

Article 12. Board Member Comments

Article 13. Adjournment



CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7140

Date: May 7, 2021
To: Cascade Charter Township Board
From: Supervisor Grace Lesperance
Subject: **PRESENTATION—Doug Van Essen, Silver & Van Essen, PC**

Attorney Doug Van Essen, litigation partner at Silver & Van Essen, PC, will be present at the May 12th Township Board of Trustees meeting. Mr. Van Essen will present information and answer questions regarding the current status and imminent actions associated with the next phase of PFAS-remediation.

As you may be aware, Mr. Van Essen successfully represented both Plainfield and Algoma Townships in PFAS remediation litigation resulting in the extension of municipal water to impacted residents at no expense to those residents or the local unit of government.

To date, impacted Cascade residents have exercised great patience. It is my intent to now move forward with our remediation process in an expedited manner as we enter this next phase.

This should go up at the front of the packet.

**MINUTES OF THE
CASCADE CHARTER TOWNSHIP
REGULAR BOARD MEETING**

Wednesday, April 28, 2021

HYBRID FORMAT

Wisner Center

2870 Jacksmith Dr SE

AND

Virtual Zoom Meeting

7:00 P.M.

- Article 1.** Supervisor Lesperance called the meeting to order.
Present: Supervisor Lesperance, Clerk Slater, Treasurer Peirce, Trustees Koessel, McDonald, Shipley and Noordhoek.
Absent: None
Also Present: Township Manager Swayze, Assistant Township Manager Fast, DDA/Economic Development Director Korhorn, and those listed on the supplement.
- Article 2.** Supervisor Lesperance led the Pledge of Allegiance.
- Article 3.** **Approval of Agenda**
Motion was made by Trustee Koessel and seconded by Trustee Shipley to approve the Agenda. Motion carried unanimously.
- Article 4.** **Presentations**
1. Trustee Noordhoek gave an update on the Fire Station project: It will be comprised of 3 parts. Bidding for architectural design, bidding for contractors, and bidding for owner's rep-so that Cascade Township can maintain oversight. He stated Requests for Proposals had gone out this week: Manager Swayze stated they have not yet been sent pending Board approval.
 2. Manager Swayze reviewed the lockdown/mask orders which come from the State of Michigan, and the updated state guidelines in effect until June 30.
- Article 5.** **Public Comments**
1. Judy Kenny-5600 Alaska Ave. SE-was concerned about the possibility of the Thornapple River SAD potentially increasing by 10% each year bringing the cost for residents to \$9500 vs \$4500 without increases. Granted, it likely would not increase every year.
 2. Scot VanSolkema-2570 Orange Ct SE-is in favor of Cascade Township purchasing the "church on the hill" IF they sold 2800 Thornapple River Dr.
 3. Carol Tiemeyer-3201 Behler Dr SE-thinks Cascade Township should not purchase the "church on the hill" because it's too expensive at \$800,000; there's a playground nearby at Pine Ridge School and we need to keep the Fire Station our top priority as was determined by the community survey.
- Article 6.** **Approval of Consent Agenda**
- a. Receive and File Minutes
 1. Township Board Minutes – 3/24/21 (Corrected)
 2. Township Board Minutes – 4/14/21

Township Board Minutes

April 28, 2021

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- 3. DDA Meeting Minutes – 3/30/21
- 4. Personnel & Finance Committee – 3/10/21
- 5. Public Safety Advisory Committee – 3/17/21
- b. Receive and File Reports
 - 1. Downtown Development Authority Annual Report –2021
 - 2. Cascade Historical Society Annual Report - 2021
- c. Receive and File Education Requests
 - 1. Stephanie Fast – Human Resources in Organizations – Grand Valley State University
- d. Receive and File Communication
 - None

Motion by Clerk Slater, seconded by Trustee McDonald, to approve the consent agenda with the following clarifications: numbering error for 3/24 caused a numbering error for 4/14 minutes: in new business-36 becomes 37, 37 becomes 38, 38 becomes 39. Supervisor Lesperance clarified that for the 3/24 minutes the item regarding bus service was only for 28th Street line. Motion carried unanimously.

Article 7. Financial Actions

- a. Consider Approval of March 2021 Payroll, Payables and Transfers
 - b. Consider Approval of March 2021 Financial Reports
- Motion was made for approval by Trustee Koessel, seconded by Treasurer Peirce. Motion carried unanimously.

Article 8. Unfinished Business

025-2021 Consider Kent County Designated Assessor Interlocal Agreement (This Item Must Be Removed from the Table)

Motion by Trustee Koessel, seconded by Trustee Shipley to remove item from table. Motion carried unanimously. Manager Swayze noted we are required by the state to have this agreement which he explained in detail. Motion to approve by Trustee McDonald, seconded by Trustee Koessel. Motion carried 6-1. Opposed-Trustee Shipley.

031-2021 Consider Resolution Approving Brownfield Redevelopment Authority Amended By-Laws (This Item Must Be Removed from the Table) (Roll Call)

Motion by Trustee Koessel, seconded by Trustee McDonald to remove item from table. Motion carried unanimously. Trustee Noordhoek commented he was not satisfied with the amended by-laws yet and made a motion to re-table, seconded by Trustee Shipley. Motion denied 5-2 by roll call vote. No votes-Trustees Koessel and McDonald, Treasurer Peirce, Clerk Slater, Supervisor Lesperance. Yes votes-Trustees Noordhoek and Shipley. Discussion followed involving Attorney Matt Zimmerman on ZOOM. Motion to approve resolution by Trustee McDonald, seconded by Trustee Shipley approving Brownfield Redevelopment Authority Amended By-laws with the condition Township can amend in the future and has authority over expenditures. Motion carried 6-1 by roll call vote. Opposed-Trustee Noordhoek

033-2021 Consider Interurban Transit Partnership (The Rapid) Transportation Services Contract for Route 5 (33rd/36th Street) Clerk Slater noted the streets/directions are incorrect on Exhibit A map. Motion to approve by Trustee Koessel, seconded by Trustee Shipley. Motion carried unanimously.

Article 9. New Business

- 040-2021 Review and Consider the Robinson Dental Brownfield Grant/Loan Application**
Motion was made by Trustee Koessel to recuse himself from discussion, seconded by Trustee McDonald. Motion carried unanimously. David Stegink-Envirologic Technologies, and Mike Sharp-Sharp Construction, were present on ZOOM to provide further detail.
Motion for approval by Clerk Slater, seconded by Trustee McDonald. Motion carried unanimously (6-0 Trustee Koessel recused).
- 041-2021 Review and Consider the Proposal for Consulting Services – Brownfield Redevelopment Authority**
Motion for approval by Trustee McDonald, seconded by Treasurer Peirce. Motion carried unanimously.
- 042-2021 Consider Award of a bid for Township Legal Services**
Mike Homier from Foster Swift was present to answer questions. Motion for approval effective immediately to award bid to Foster Swift by Treasurer Peirce, seconded by Trustee Koessel. Motion carried unanimously.
- 043-2021 Consider Outdoor Gathering Permit for Watermark Properties**
Motion for approval by Trustee Koessel, seconded by Trustee McDonald. Motion carried unanimously.

Article 10. Public Comments

1. Suzanne Ward-2052 Tall Pines Dr-spoke about the article she distributed regarding facemasks. She introduced Tammy Clark.
2. Tammy Clark-an environmental health and safety professional spoke extensively about the illegality of Gov. Whitmer’s executive orders.
3. Craig Meurlin-6333 Thornhills Ct SE-was pleased the Board decided to hold ultimate authority to revise BRA by-laws and approve expenditures. Asked the Board to watch carefully the expenses incurred by Fishbeck as consultant to be sure Cascade’s interests are represented. He feels Fishbeck, being “owner oriented,” may not have Cascade’s interests foremost and we must diligently pay attention-for example, to upcharges for subcontractors and other items for which they charge additional 10% each time.
4. Jeff Dionne-2984 Thornapple River Drive-inquired how BRA works. Manager Swayze explained it is on a case by case basis application and there is a state database on EGLE listing known contaminated properties in the Township.
5. Mike Luyckx-639 Alta Dale SE-follow-up in support of Tammy Clark’s comments and to give consideration to other professional opinions.
6. Mary VanderVeen-7550 Alaska Ridge-spoke about earlier CARES act funding going for necessary equipment during the pandemic, she heard more is going to be available and hopes for possible help with internet coverage in her neighborhood.

Article 11. Manager Comments

He gave an update on the PFAS grant-it is near the top of the list. Infrastructure Committee meets next week to discuss next steps for the project.

He just received a legal opinion on the Thornapple SAD-the roll must be certified by the Supervisor; that was not done but will be completed soon.

He noted there were additional emails to the Board regarding the “church on the hill” property; residents were commenting on social media. As a matter of policy we read comments into the record if requested. He read emails from Mary DeRoche, Trish Hielkema, Bryce McMahon-all in favor, and Steven Underwood-opposed. The rest of the emails were printed and will be included in the supplements for this meeting.

Article 12. Board Member Comments

Treasurer Peirce stated we should invite Dr Fauci to come speak.

Trustee McDonald spoke about our process for creating parks in the Township-we have a process in place.

Supervisor Lesperance thanked Mr Meurlin for his comments and appreciates his opinion as a retired attorney.

Article 13. Adjournment

Motion was made by Trustee Shipley and seconded by Trustee McDonald to adjourn. Motion carried unanimously.

Meeting adjourned at 9:13 pm.

Sue Slater
Clerk

Approved by:

Grace Lesperance, Supervisor

Susan B. Slater, Clerk

CASCADE CHARTER TOWNSHIP
INFRASTRUCTURE COMMITTEE MEETING
March 3, 2021 at 9:00am
Held via Zoom Remote Conferencing Software &
Large Conference Room at Township Hall
2865 Thornhills SE, Grand Rapids, MI 49546

Members Present: Supervisor Lesperance, Trustee McDonald, Trustee Shipley

Others Present: Township Manager (TM) Ben Swayze, Director of Inspections (DOI) Brian Wilson; Community Development Director (CDD) Steve Peterson, Fishbeck Engineers Mike Berrevoets and Greg Whittle

Call to Order: Trustee Shipley called the meeting to order at 9:00 a.m.

Business: The Infrastructure Committee discussed the following items:

1. Minutes of the 1.6.21 Meeting

TM Swayze explained that per the committee policy, the committee is responsible for approving the minutes of the previous meeting.

Motion by Trustee McDonald, supported by Supervisor Lesperance to approve the minutes of the January 6, 2021 meeting. Motion carried.

2. Township Servers Replacement

DOI Wilson reviewed the memo prepared for the committee. The Township servers are on a 4-year replacement cycle. The application server, which locally hosts our BSA applications, does not have a cloud-based alternative. DOI Wilson noted that there is an updated price for the application server, \$15,700. The Exchange server does, DOI Wilson reviewed the pros and cons of each alternative. Our IT consultant has indicated that this will probably be the last physical exchange server we will be able to buy, in the future we will be forced to move to a cloud-based exchange server. Over the next 4 year the Township will save money by again hosting our own server. Discussion ensued.

Motion by Trustee McDonald, supported by Supervisor Lesperance to recommend the Township Board approve the Township server replacement proposal. Motion carried.

3. Buildings & Grounds Equipment

CDD Peterson reviewed the provided memo regarding the replacement of Buildings and Grounds equipment. It was noted that all of these equipment replacements are currently budgeted. The bids were obtained through the state bidding program. The old Bobcat will be transferred to the Fire Department, the other equipment will be traded in. Discussion ensued.

Motion by Trustee McDonald, supported by Supervisor Lesperance to recommend the Township Board approved the Buildings and Grounds equipment purchases as presented. Motion carried

4. Updated on the 2021 Pathways Extension

CDD Peterson and the Fishbeck engineers gave an update on the pathway extensions:

- The Township is still in negotiation with the Watermark group regarding the Cascade Road pathway extension to Watermark Drive. They have several issues we are trying to accommodate, but would not describe the negotiations as cooperative.
- Laraway Lake – setting up meeting with homeowners to discuss the needed easements.
- Burton Street Bridge – Homeowner on the west side of the bridge has not agreed to the needed easement, so additional redesign is needed. Poor soils have led to additional potential costs. Will have an updated estimate that the next IC meeting

No action, discussion only

5. 2021 Gypsy Moth Contract

TM Swayze reviewed the results of the fall 2020 Gypsy Moth survey. The survey has shown that while significant spraying is still required, the program is working and the spray area has been significantly reduced from what had to be sprayed in 2018 and 2019. The recommended spray area for 2020 is 755 acres, which is an increase of 19 acres from 2019 but a reduction of 1,134 acres from 2018. 2020 was the final year of the 3-year contract for spraying. It is anticipated that the price per acre for 2021 will be similar to the 2020 rate, but the Township has not received a formal contract proposal yet. Discussion ensued. TM Swayze indicated most of the local municipalities that have sprayed in the past are continuing to spray, however Caledonia Township has still not joined the program.

Motion by Trustee McDonald, supported by Trustee Shipley to recommend the Township Board approved the 2021 Gypsy Moth spray program as presented. Motion carried

6. 2021 Local Road Program

TM Swayze reviewed the proposed work orders for the 2021 Local Road program. The work orders include the Beard Farm subdivision as well as several single local roads off of Cascade Road. The work orders also include the Centennial Park roads and Formost Industrial Plat roads. The Finance & Personnel Committee has recommended that the Township Bond for part of this work in conjunction with the Fire Station #1 project. Discussion ensued.

Motion by Trustee McDonald, supported by Supervisor Lesperance to recommend the Township Board approved the 2021 Local Road program as presented. Motion carried

Adjournment: Motion by Trustee McDonald, supported by Supervisor Lesperance to adjourn the meeting. Motion carried. Meeting adjourned at 9:47 am

Approved by the Infrastructure Committee – 5.5.21

**CASCADE CHARTER TOWNSHIP
GOVERNANCE COMMITTEE MEETING**

March 31, 2021 at 9:00am

Held via Zoom Remote Conferencing Software &
Small Conference Room at Township Hall
5920 Tahoe Dr. SE, Grand Rapids, MI 49546

Members Present: Trustee Koessel, Trustee Noordhoek, Clerk Slater

Others Present: Township Manager (TM) Ben Swayze

Call to Order: Meeting was called to order at 9:00 a.m.

Business: The Governance Committee discussed the following items:

1. Approval of the January 27, 2021 Meeting Minutes

TM Swayze explained that per the committee policy, the committee is responsible for approving the minutes.

*Motion by Trustee Koessel, supported by Trustee Noordhoek to approve the minutes.
Motion carried.*

2. Township Strategic Plan Proposals

1. TM Swayze reviewed the process up to this point for requesting proposals for the Township Strategic Plan. The Township has received 5 proposals from the RFP for the Township Strategic Plan that was issued in February. The proposals that were received were:

- BerryDunn - \$34,500
- CIB Planning - \$38,624
- Lew Bender - \$29,500
- Management Partners - \$43,990
- McKenna - \$18,390

TM Swayze reviewed the criteria that was listed in the RFP for evaluation of the received proposals. Discussion ensued.

Trustee Koessel indicated that he thought the proposals were generic in nature. He noted that BerryBunn was based out of Maine and had no experience in Michigan. Management Partners was the most expensive and had limited public engagement. McKenna was the lowest price and local, but their experience did not specifically include Strategic Plans. Trustee Koessel relayed his thoughts on Lew Bender and the previous Township Strategic Plan. Clerk Slater indicated that she had done reference checks on McKenna and they were positive. Indicated she has heard good things about Lew Bender. Trustee Noordhoek indicated he was not impressed with the firms or the proposals and thought it

would not be a good investment. He thought the Township would be better served by utilizing internal resources to update the previous plan, which had several items that were not completed. Additional discussion ensued. Trustee Koessel and Clerk Slater indicated they would like to interview Lew Bender.

Motion by Trustee Koessel, supported by Clerk Slater to interview Lew Bender. Motion carried 2-1 with Trustee Noordhoek dissent. Motion carried.

3. Rules of Engagement and/or Rules of Procedure for Township Board

TM Swayze explained that at the previous meeting the Committee reviewed various documentation regarding a possible Rules of Engagement or Rules of procedures document for the Township Board. TM Swayze reviewed two documents that were developed by Bloom Sluggett law firm, who has served as special counsel for the Township in the past, a guide to developing minutes and template for standing meeting rules and procedures. TM Swayze noted that the rules and procedures document is currently a generic template, it has not been updated to reflect the intentions or practices of Cascade.

Discussion ensued. The following topics were reviewed:

- Appointment of the Chair should the Supervisor not be in attendance. Trustee Koessel and Clerk Slater agreed with the draft document naming the Clerk the Chair should the Supervisor not be present. Trustee Noordhoek indicated he thought the appointment should be made at the meeting in accordance with the statute. Committee asked Ban to research what would happen in a Chair is not appointed at the meeting (3-3 vote)
- Need further clarification on 2(d) – can public hearing time be limited.
- Public comments limited to 3 minutes – Trustee Koessel and Clerk Slater though the limit was fine and reflected the traditional practice of the Township, Trustee Noordhoek though more time should be allowed.
- 5(a) needs to be updated with the Township order of business – committee OK with current practice.
- Need to have a section on the development of the agenda.
- Research needed on the process for adding items to the agenda.
- Research needed on if the Township can require written comments or name/addresses for public comment.

No action, discussion only

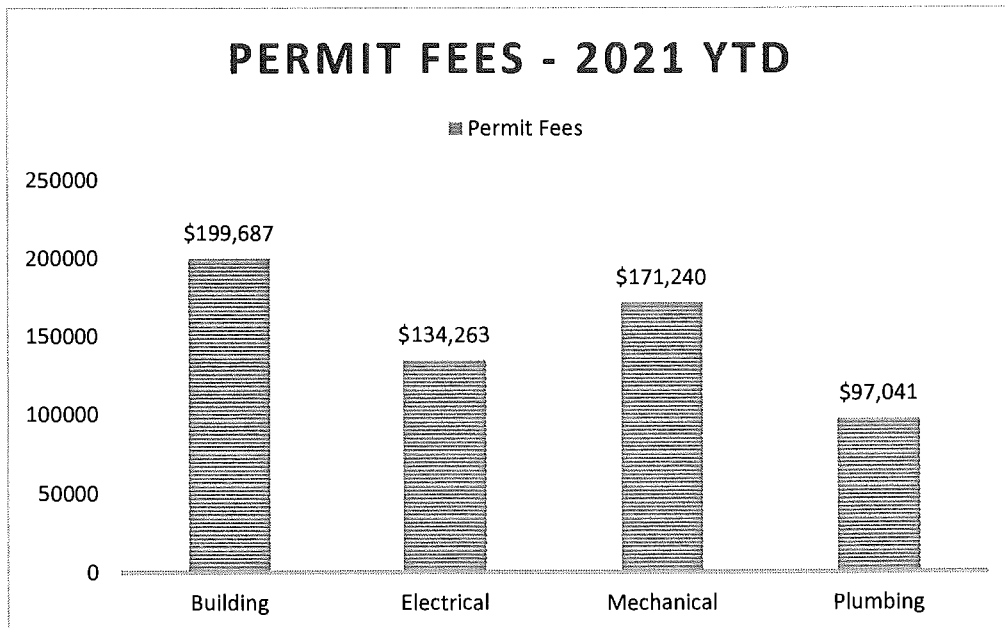
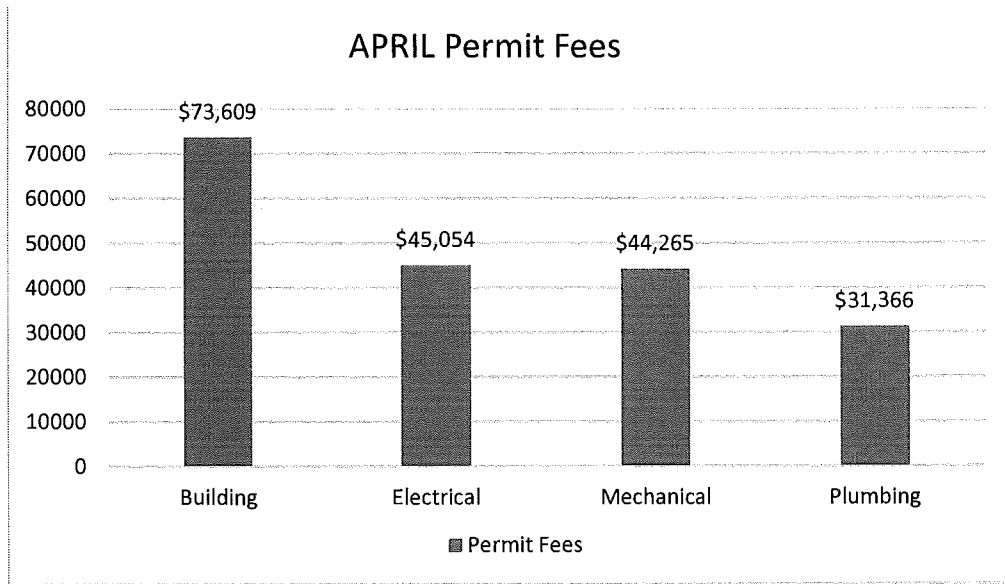
Adjournment: Meeting adjourned at 10:14 am

Approved by the Governance Committee – 4.28.21

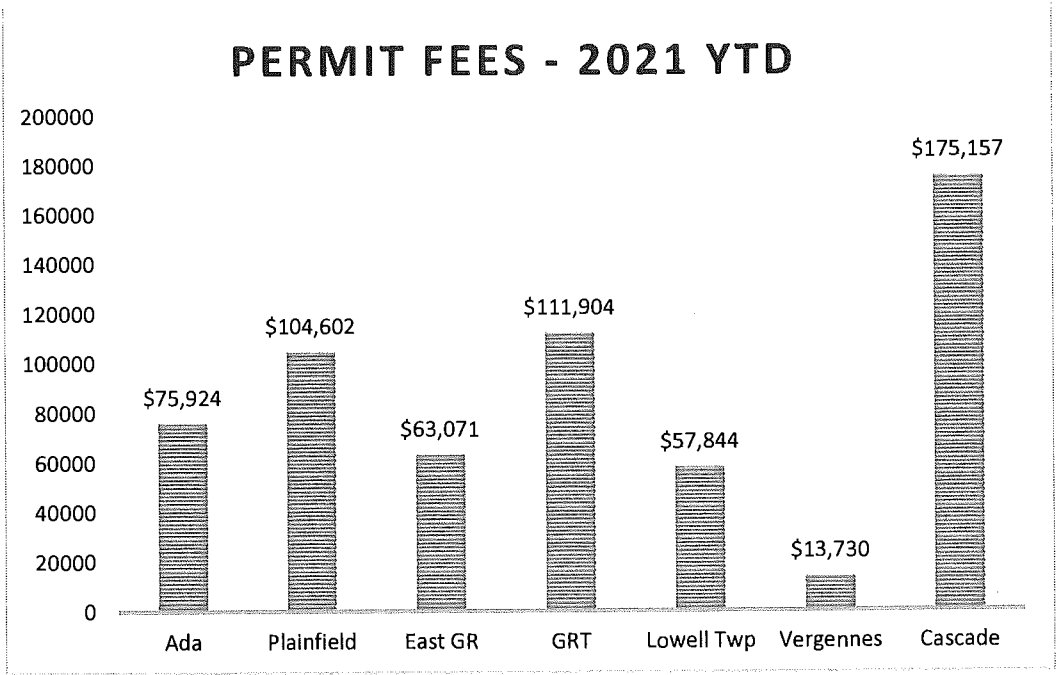
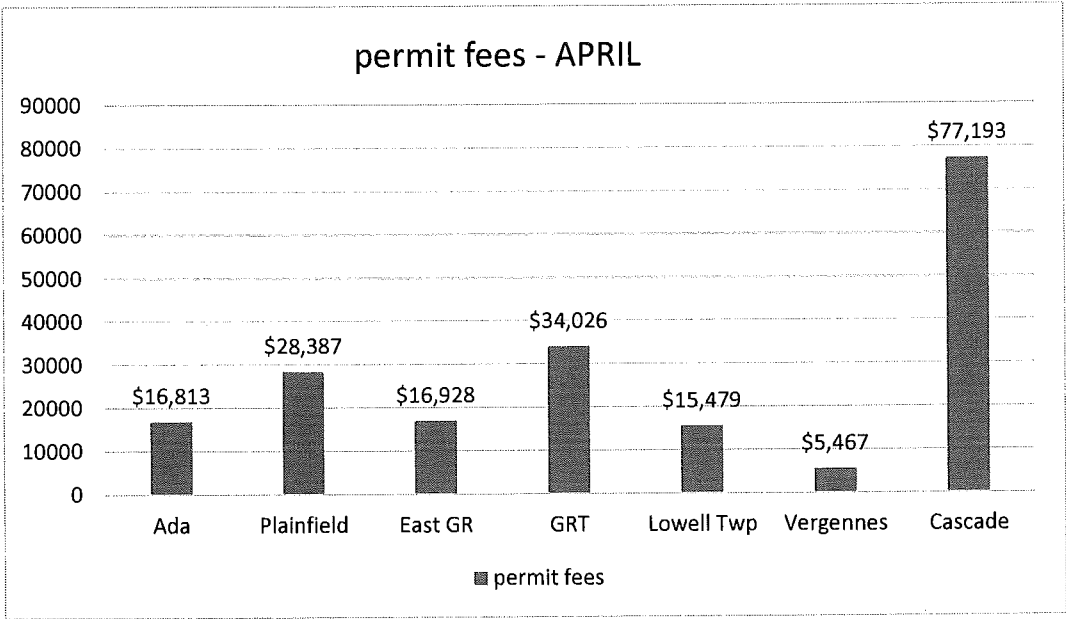
Cascade Inspection Services

APRIL 2021

Permit Fees by Type



Permit Fees by Municipality



Township	#of Per Building	#of Per Electrical	# of Per Mechanical	# of Per Plumbing	Total Permits	Total Fees				
PREV YTD TOTAL	381	\$126,078.00	543	\$89,209.00	955	\$126,975.75	444	\$65,675.00	2323	\$407,937.75
APRIL										
Cascade	70	\$40,411.00	37	\$22,953.00	66	\$8,628.35	35	\$5,201.00	208	\$77,193.35
Lowell Twp	19	\$8,862.00	13	\$2,062.00	15	\$2,050.00	10	\$2,505.00	57	\$15,479.00
Ada	37	\$6,929.00	22	\$2,228.00	46	\$5,680.00	17	\$1,976.00	122	\$16,813.00
Vergennes			14	\$2,019.00	10	\$1,215.00	10	\$2,233.00	34	\$5,467.00
GR Twp	49	\$12,317.00	28	\$2,982.00	42	\$9,895.00	32	\$8,832.00	151	\$34,026.00
EGR	40	\$5,090.00	33	\$3,883.00	37	\$5,324.00	21	\$2,631.00	131	\$16,928.00
Plainfield			65	\$8,927.00	102	\$11,472.25	46	\$7,988.00	213	\$28,387.25
					0					\$0.00
MONTH TOTAL	215	\$ 73,609.00	212	\$ 45,054.00	318	\$ 44,264.60	171	\$ 31,366.00	916	\$194,293.60

YTD	596	\$ 199,687.00	755	\$ 134,263.00	1273	\$ 171,240.35	615	\$ 97,041.00	3239	\$ 602,231.35
TOTAL -2020	1628	\$ 803,244.00	2017	\$ 307,137.85	3410	\$ 403,536.80	1616	\$ 212,701.00	8671	\$ 1,726,619.65
TOTAL -2019	1675	\$ 631,143.50	2288	\$ 347,205.00	3478	\$ 406,781.95	1469	\$ 206,608.00	8910	\$ 1,591,688.45
TOTAL -2018	1705	\$ 920,876.00	2116	\$ 380,754.00	3585	\$ 456,603.00	1654	\$ 238,664.00	9060	\$ 1,996,897.00
TOTAL-2017	1758	\$ 753,389.00	2210	\$ 376,979.00	3273	\$ 412,867.25	1485	\$ 219,324.00	8726	\$ 1,762,559.25
TOTAL-2016	1475	\$529,552.24	1992	\$310,463.00	3217	\$383,718.00	1404	\$190,762.00	8088	\$ 1,414,495.24
TOTAL-2015	1510	\$ 665,025.51	1948	\$ 327,865.00	3070	\$ 385,822.30	1361	\$ 216,089.00	7889	\$ 1,594,801.81
TOTAL-2014	1354	\$ 615,191.80	1780	\$ 297,971.00	2860	\$ 359,989.90	1257	\$ 196,553.00	7251	\$ 1,469,705.70
TOTAL-2013	1241	\$644,712.00	1667	\$288,442.06	2583	\$334,045.70	969	\$142,474.00	6460	\$ 1,409,673.76
TOTAL-2012	1,122	\$511,272.00	1,349	\$188,766.99	2,134	\$247,625.30	835	\$118,335.00	5,440	\$ 1,065,999.29
TOTAL-2011	949	\$410,550.75	990	\$148,549.50	1585	\$189,180.10	753	\$111,023.00	4277	\$ 859,303.35
TOTAL-2010	850	\$309,779.00	1330	\$162,994.00	1644	\$188,927.25	625	\$94,790.00	4449	\$ 756,490.25
TOTAL-2009	712	\$222,039.00	875	\$125,848.00	1313	\$149,101.75	554	\$74,397.00	3463	\$ 571,382.75
TOTAL-2008	848	\$582,100.75	1043	\$147,674.00	1348	\$164,271.30	697	\$91,695.00	3933	\$ 951,266.55
TOTAL-2007	1032	\$336,749.55	1069	\$137,857.00	1447	\$151,002.60	778	\$98,270.00	4326	\$ 723,879.15
TOTAL-2006	1181	\$481,673.30	1547	\$215,121.00	2147	\$243,076.90	1243	\$162,020.00	5173	\$ 940,523.41
TOTAL-2005	1032	\$419,355.30	1369	\$191,694.00	1874	\$211,234.15	1111	\$144,926.00	5386	\$ 967,209.45

	JAN	FEB	MARCH	APR	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	TOTAL
Township							2021						
Ada Twp	\$27,459.00	\$13,375.00	\$18,276.75	\$16,813.00									75,923.75
Permit Fees													-
Special Insp													75,923.75
Ada Total	\$27,459.00	\$13,375.00	\$18,276.75	\$16,813.00									\$104,602.25
Plainfield	\$24,049.00	\$20,106.00	\$32,060.00	\$28,387.25									-
Permit Fees													-
Special Insp													-
Plainfield Total	\$24,049.00	\$20,106.00	\$32,060.00	\$28,387.25									104,602.25
East Gr	\$15,550.00	\$10,726.00	\$19,866.50	\$16,928.00									63,070.50
Permit Fees													-
Special Insp													-
East Gr Tot	\$15,550.00	\$10,726.00	\$19,866.50	\$16,928.00									63,070.50
GR Twp	\$20,454.25	\$20,362.00	\$37,061.50	\$34,026.00									111,903.75
Permit Fees													-
Special Insp													-
GR Twp tot	\$20,454.25	\$20,362.00	\$37,061.50	\$34,026.00									111,903.75
Lowell Twp	\$13,434.00	\$12,372.00	\$16,559.00	\$15,479.00									57,844.00
Permit Fees													-
Special Insp													-
Lowell Tot	\$13,434.00	\$12,372.00	\$16,559.00	\$15,479.00									57,844.00
Vergennes	\$3,779.00	\$1,491.00	\$2,993.00	\$5,467.00									13,730.00
Permit Fees													-
Special Insp													-
Verg Total	\$3,779.00	\$1,491.00	\$2,993.00	\$5,467.00									13,730.00
Permit Fees													-
Special Insp													-
Subtotal	\$104,725.25	\$78,432.00	\$126,816.75	\$117,100.25									427,074.25
Cascade	\$21,135.00	\$23,150.00	\$53,678.75	\$77,193.35									175,157.10
Total w/ Cas	\$125,860.25	\$101,582.00	\$180,495.50	\$194,293.60									602,231.35
			2021 YTD	\$602,231.35			2020 YTD	\$ 319,503.50					DIFFERENCE
													\$282,727.85
GRAND TOTAL PERMIT FEE CHART													

CASCADE CONSOLIDATED FEES

YEAR 2021

MONTH	Building		Electrical	Mechanical	Plumbing	TOTAL
	Comm.	Residential				
JANUARY	\$1,005.00	\$4,853.00	\$6,552.00	\$5,952.00	\$2,673.00	\$21,035.00
FEBRUARY	\$2,345.00	\$6,482.00	\$4,979.00	\$6,810.00	\$2,534.00	\$23,150.00
MARCH	\$23,045.00	\$8,099.00	\$5,506.00	\$9,662.75	\$7,366.00	\$53,678.75
APRIL	\$31,617.00	\$8,794.00	\$22,953.00	\$8,628.35	\$5,201.00	\$77,193.35
MAY						
JUNE						
JULY						
AUGUST						
SEPTEMBER						
OCTOBER						
NOVEMBER						
DECEMBER						
YEAR END TOTAL	\$58,012.00	\$28,228.00	\$39,990.00	\$31,053.10	\$17,774.00	\$175,057.10
PERMIT # FOR MONTH	16	54	37	66	35	208
PREV PERMIT TOTAL	25	83	97	186	96	487
PERMIT TOTAL FOR YR	41	137	134	252	131	695
YEAR TO DATE	2021	\$175,057.10				
YEAR TO DATE	2020	\$84,768.50				
OVER	\$90,288.60					

CASCADE SINGLE FAMILY HOMES

Number of Permits	APRIL	YTD 2021	2020	2019	2018
New Residential Homes	2	14	55	38	43
VALUE - RESIDENTIAL	\$ 713,411.00	\$ 5,548,029.00	\$ 36,322,102.00	\$ 18,187,545.00	\$ 28,327,352.00

Cascade Twp -Permit Report by Category/ Fe

4/1/2021 12:00:00 to 4/30/2021 12:00:00

Permit	Applicant	Address	Issue Date	Project Value	Permit Fee
Res. Single Family					
PB21000453	T BOSGRAAF HOMES	I4769 OAK HARBOR DR SE	04/07/2021	415,000	959.00
PB21000562	BUFFUM BUILDERS	LI4884 PRAIRIE RIVER DR SE	04/21/2021	298,411	793.00
				713,411	1,752.00
2	Permits	Value Total		713,411	1,752



Cascade Charter Township Seminar/Conference Attendance Request Form

This form must be filled out if the employee is requesting Township payment or reimbursement for the employee's attendance to a seminar or conference.

Conditions:

1. Cascade Charter Township will reimburse employees for approved registration for work related seminars and conferences. Individual seminars and conferences must be related to the employee's current job duties or a foreseeable-future position in the organization in order to be eligible for
2. Some seminars/conferences that an employee may attend may be unrelated to their particular job or government in general, and are therefore not covered by this assistance policy.
3. Any request that requires an overnight stay or expenditure over \$1,000 requires Township Board approval before the seminar/conference is attended.
4. Under extenuating circumstances, the Township Manager may approve an overnight stay or expenditure over \$1,000 for a conference or seminar prior to Township Board approval. The request must be made before attendance to a seminar/conference. The Township Board will be informed of request at their next scheduled meeting.

This form must be completed by the employee and approved by the Township Manager and/or Township Board before the seminar/conference is attended.

Name: Adam Magers Application Date: 4-28-21

Name of Proposed Seminar/Conference: FDIC Fire Department Instructors Conference

Seminar/Conference Date(s): August 5-6 2021

Location of Seminar/Conference: Indianapolis, IN

Description of Seminar/Conference: *(may also be attached)*

FDIC is the largest Fire Conference in the world. Will be researching vendors and equipment at the conference to assist architects with station 1 design/build.

How will the Seminar/Conference benefit the employee and the township?

Will need to have specs/company info/size/weight/dimensions/quotes of integral equipment needed for station 1 design. Much of this equipment changes every year and this conference allows fire personnel to speak with reps and see the actual equipment. Examples we will need to research: Turnout gear extractors/dryers, station alerting systems, apparatus exhaust removal systems, decon equip, turnout storage solutions, etc. Architects/builders will need to complete station 1 plan.

Would like to bring a couple fire personnel as well. (TBD)

Cost of the Seminar/Conference:

Registration \$ 100.00

Lodging \$ 300 x 2

Travel \$ _____

Account # 206336726000

Applicant: _____
Signature

Approvals:

Department Head: _____
Signature

4-28-21
Date

Township Manager: _____
Signature

5-6-21
Date

Clerk: _____
(Signature Indicates Township Board Approval)

Date

➤ Original to Personnel File

➤ 1 Copy to Applicant

➤ 1 Copy to Accounting



Cascade Charter Township Seminar/Conference Attendance Request Form

This form must be filled out if the employee is requesting Township payment or reimbursement for the employee's attendance to a seminar or conference.

Conditions:

1. Cascade Charter Township will reimburse employees for approved registration for work related seminars and conferences. Individual seminars and conferences must be related to the employee's current job duties or a foreseeable-future position in the organization in order to be eligible for
2. Some seminars/conferences that an employee may attend may be unrelated to their particular job or government in general, and are therefore not covered by this assistance policy.
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This form must be completed by the employee and approved by the Township Manager and/or Township Board before the seminar/conference is attended.

Name: Jennifer Genter Application Date: 4/27/2021

Name of Proposed Seminar/Conference: 2021 IAAO Conference - Embracing Change

Seminar/Conference Date(s): August 29 - September 1

Location of Seminar/Conference: Hyatt Regency Hotel, Chicago, IL

Description of Seminar/Conference: *(may also be attached)*

2021 IAAO Conference & Exhibition / This year's theme is "Embracing Change". This will be a great topic to focus on with all the stretching and flexing we have done this past year.

How will the Seminar/Conference benefit the employee and the township?

IAAO is the International Association of Assessing Officers. This conference is a great platform to discover some of the best practices available not only across our country, but globally. The educational sessions are top notch, along with the networking opportunities and exhibits with vendors to demonstrate tools and products available that help our profession and township succeed. This year I have been asked to moderate some of the education sessions. This will not only build my network professionally, but help with the growth of putting my out in front of my peers to speak publically even if to only introduce our presenters and moderate questions. I'm excited for the education, opportunity and growth.

Cost of the Seminar/Conference:

Registration \$ 645.00

Lodging \$ 900.00

Travel \$ 200.00

Account # 101-257-724-000

Applicant: 
Signature

Approvals:

Department Head: 
Signature

4/27/2021
Date

Township Manager: 
Signature

5-6-21
Date

Clerk: _____
(Signature Indicates Township Board Approval)

Date

➤ Original to Personnel File

➤ 1 Copy to Applicant

➤ 1 Copy to Accounting

HYATT®

GLOBAL CARE & CLEANLINESS COMMITMENT



OUR COMMITMENT

I hope this finds you and your loved ones safe and in good health.

At Hyatt, our purpose—to care for people so they can be their best—is at the center of everything we do, including our path forward as we look toward a COVID-19 recovery. We want to help you once again experience the joy of getting together—with a focus on safety first, wellbeing always for your meetings and events.

Hyatt is taking comprehensive steps to implement new guidance, procedures and practices and reimagine the hotel experience for our customers, guests and colleagues. I am pleased to share some additional actions Hyatt is taking to care for you during this time.

Mark Hoplamazian
President and Chief
Executive Officer
Hyatt Hotels Corporation

To us, the most important element of opening the doors of Hyatt hotels is doing it with your safety in mind. We have introduced a multilayered Global Care & Cleanliness Commitment that builds on Hyatt's existing rigorous protocols and includes:

- Trusted medical and industry advisors to help Hyatt think beyond cleanliness and advance care across the entire hotel experience
- Cleaning, disinfection and infectious disease prevention accreditation by the Global Bi-risk Advisory Council (GBAC) for all Hyatt hotels globally
- Dedicated Hygiene & Wellbeing Leader at each hotel to enforce new sanitization protocols and colleague resources

CONSULT



Cleveland Clinic

Working group of
trusted medical
and industry advisors

ACCREDIT



Cleanliness
accreditation

IMPLEMENT



Dedicated Hygiene
& Wellbeing Leader

DELIVERING CARE

Collaborating across the industry

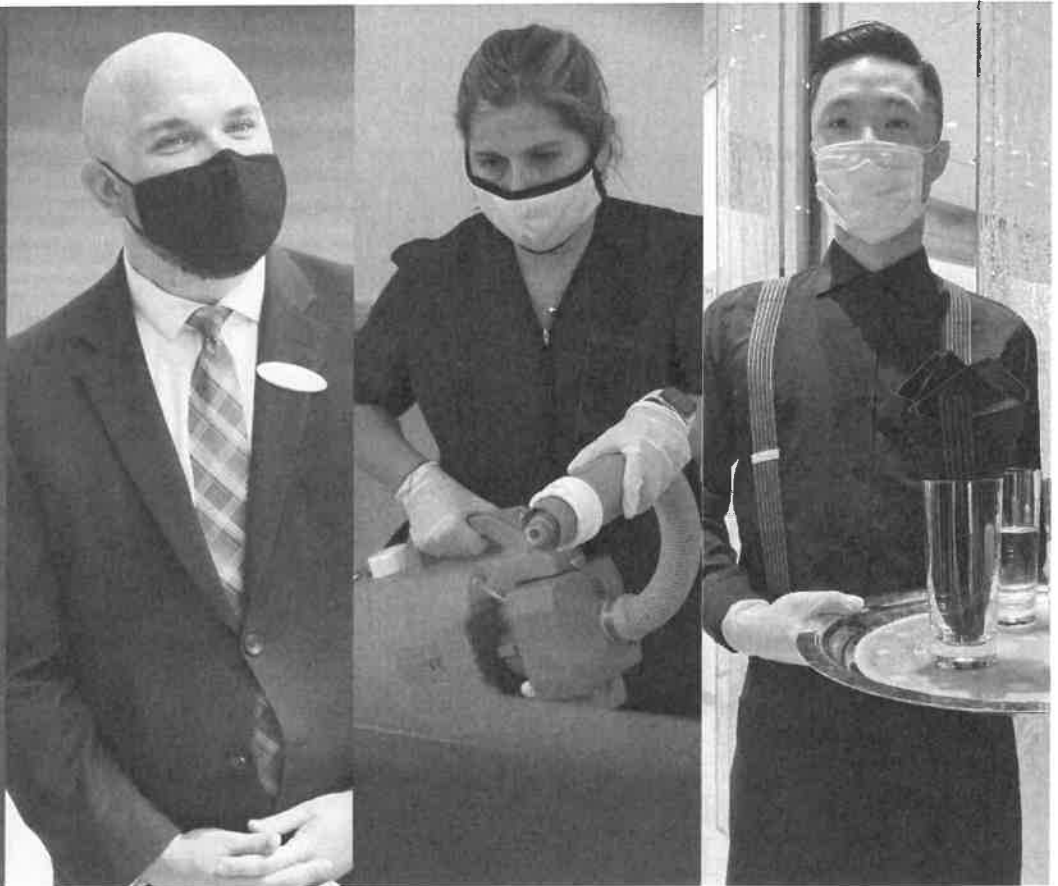
We have teamed up with medical experts from organizations like the Cleveland Clinic and the Global Biorisk Advisory Council to make sure our guests and colleagues feel confident that everything we do is with their safety and wellbeing as top priorities.

New technologies

As the COVID-19 pandemic continues to evolve, Hyatt remains committed to working with industry leaders on new measures, technology and experiences that care for guests and colleagues.

Listening to our guests and customers

We seek to understand what's most important to our guests, and know that flexibility and peace of mind are essential at this time. We're delivering personal care in everything we do throughout a guest's travel journey.

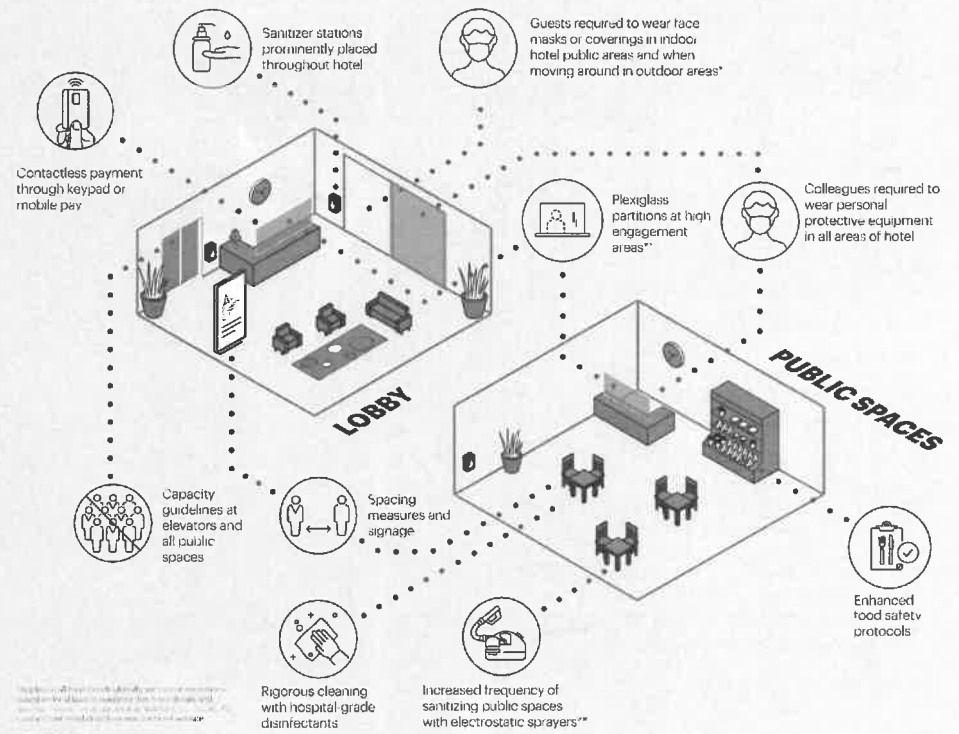


CLEANLINESS & SAFETY

Additional measures are being taken in an effort to ensure your safety, such as touch-free options, more frequent sanitization with hospital-grade disinfectants, and exploring and testing the use of electrostatic sprayers.



LOBBY & PUBLIC AREAS



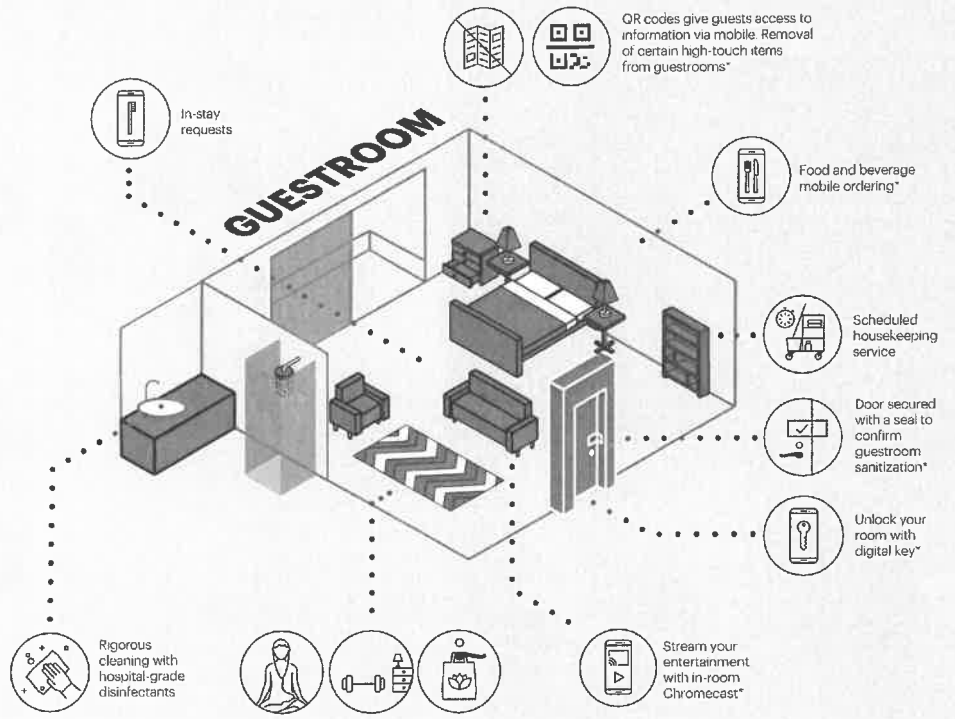
CLEANLINESS & SAFETY

We prepare every guestroom with care before your arrival.

Guestroom décor and amenities have been modified to remove extraneous, high-touch items, while we still provide the high-quality experience for which the Hyatt brand is known.



GUESTROOMS



*Use varies by hotel

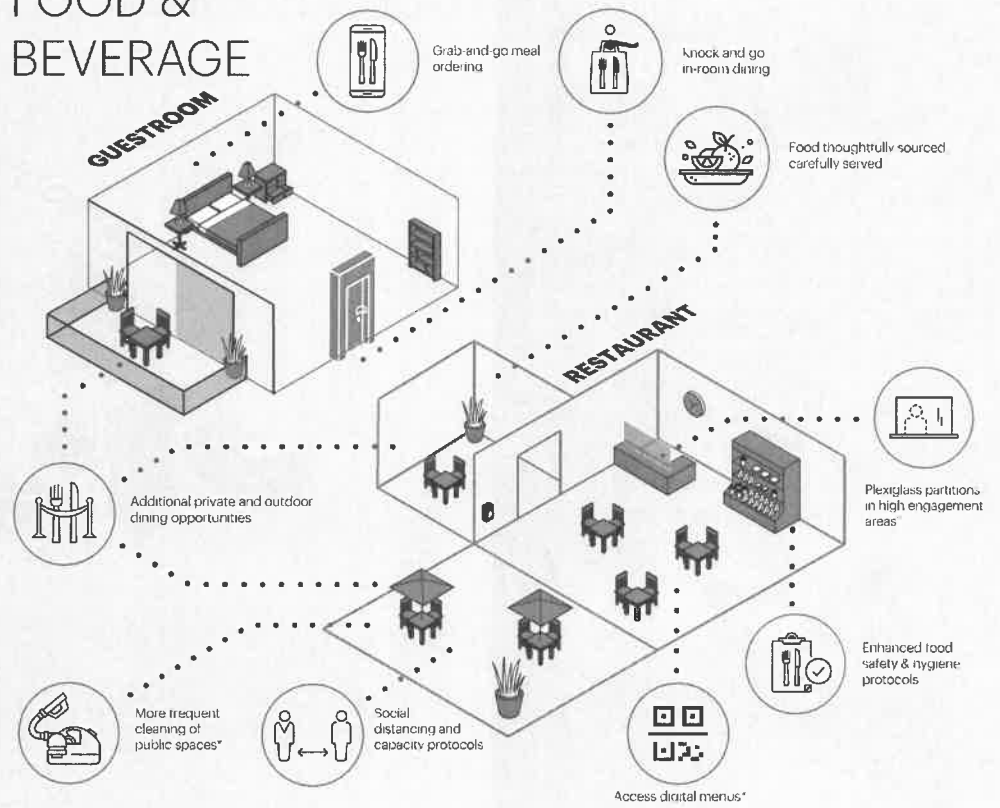
CLEANLINESS & SAFETY

Exceptional food and beverage experiences have always been core to Hyatt and a crucial part of the excitement of travel.

Now, we are bringing together all the senses to deliver reimagined experiences in unique spaces like private dining in premium suites, social distancing in restaurant outlets, and new dynamic outdoor spaces.



FOOD & BEVERAGE



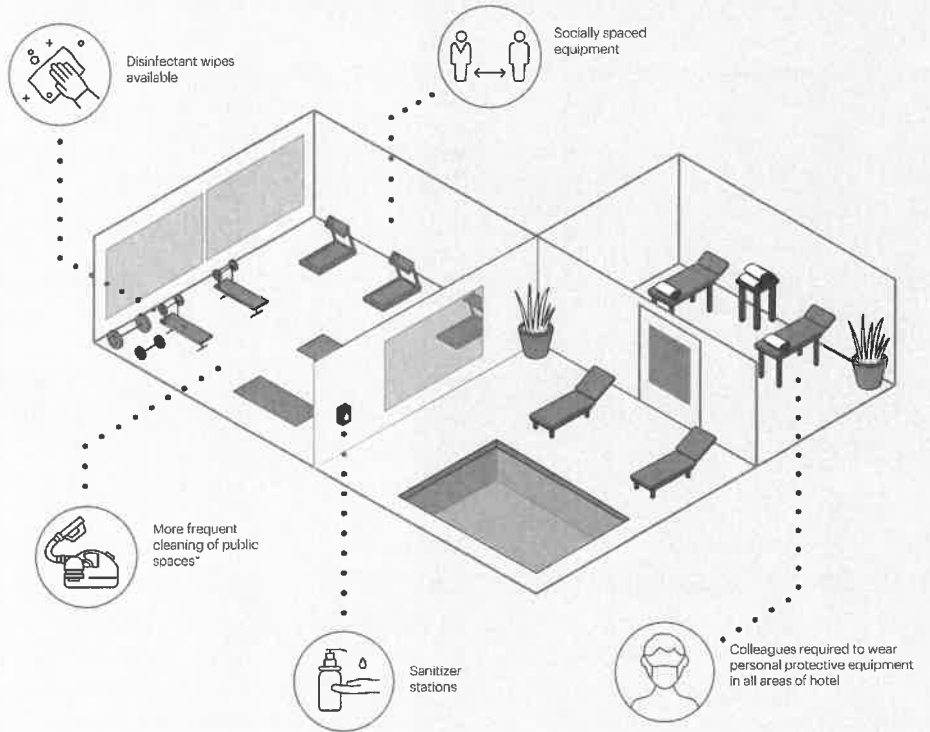
*Use varies by hotel

CLEANLINESS & SAFETY

The true fulfillment of Hyatt's purpose of care is wellbeing. Guests can enjoy enhanced fitness and wellbeing amenities at certain hotels featuring:

- In-room: Exhale On Demand TV content, fitness equipment delivered to the guestroom (weights, exercise bands, yoga mats), or spa kits and treatments available for delivery
- Outdoor: Where possible, hotels have created outdoor workout spaces
- Fitness Center, Spa and Pools: Proper protocols and signage asking guests to maintain proper social distancing

FITNESS CENTER & SPA



*Use varies by hotel



CLEANLINESS & SAFETY

The wellbeing of our colleagues is at the heart of our business and core to advancing our care for you.

We enhanced colleague training, and every hotel has appointed a designated Hygiene & Wellbeing Leader to reinforce our cleanliness standards.



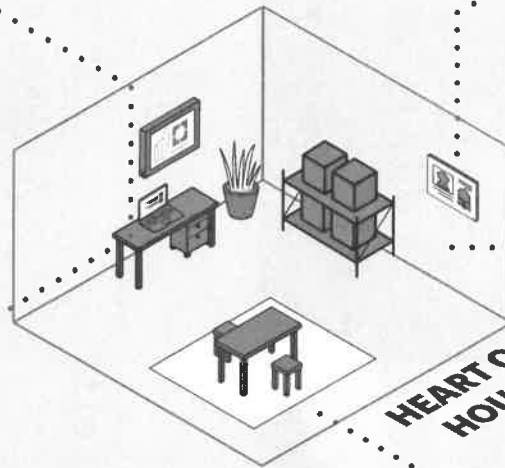
CARING FOR OUR COLLEAGUES



Designated Hygiene & Wellbeing Leader at every hotel



Cleanliness accreditation at all hotels



Enhanced training programs for all colleagues



Frequent colleague wellness and wellbeing surveys



Colleagues required to wear personal protective equipment in all areas of hotel

WELLBEING WHERE YOU ARE

Our commitment also focuses on a more holistic sense of wellbeing including digital experiences designed to help you feel, fuel and function from the comfort and convenience of your guestroom, home or transit in-between.



feel

How you feel, your emotional + mental wellbeing



Virtually connect with Hyatt colleagues until we can be together again
hyatt.com/together



KBYG - Know Before You Go messaging to share key information



Curated meditations from Headspace in the World of Hyatt app



fuel

How you fuel + power your body, inclusive of things like food and sleep



Reimagined banquet service



Food thoughtfully sourced, carefully served



Additional private and outdoor dining opportunities

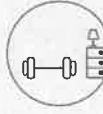


function

How you move + function in your work, life and play



Safe distancing in meetings



Fitness equipment and spa kits delivered to your room



In-room workouts with Exhale On Demand



MEETINGS & EVENTS

From vast convention spaces to flexible meeting configurations and stunning venues perfect for special gatherings, we are proud of our diverse meeting and event facilities worldwide. Though we offer distinct spaces by hotel and brand, we commit to remaining consistent in care and cleanliness protocols across our global portfolio. We continue to work with industry and medical experts and collaborate with our valued customers to evolve operational guidance in an effort to keep you and your attendees safe. Your Hyatt Sales and Event Planning contacts are available to explain the nuances that will be in place in the specific city and country of the Hyatt hotel or resort hosting your next event.



Cleanliness

Every meeting is designed with the highest standards of cleanliness and social distancing measures in mind.



Wellbeing

The Landmark Menu of wellbeing solutions is utilized to help attendees feel, fuel and function at their best.



Technology

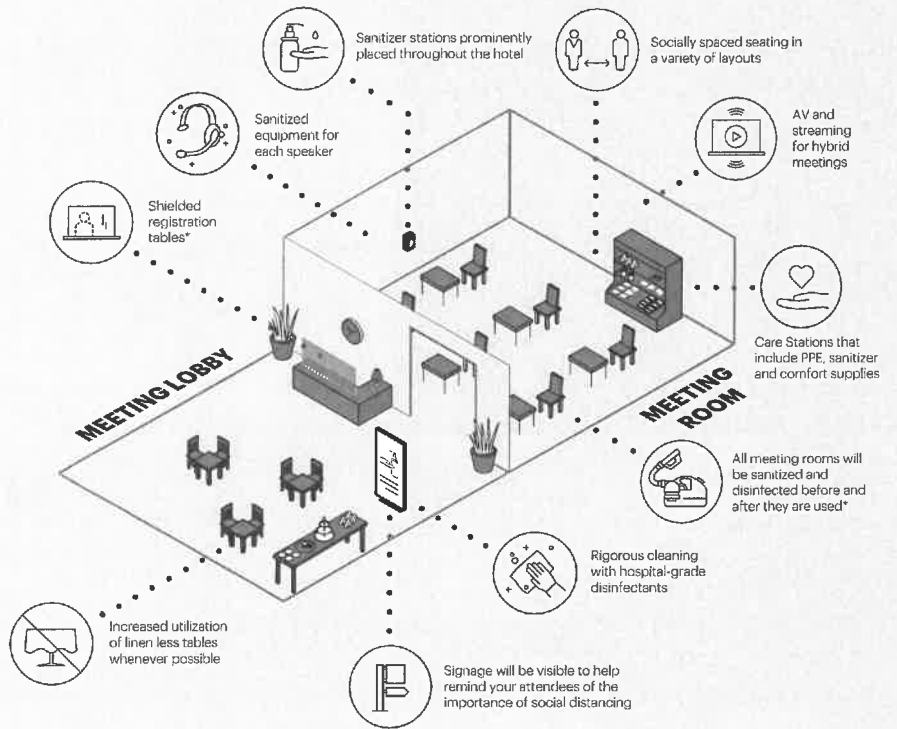
Our exclusive tools and apps help meeting planners create safe and effective events. hybrid meeting solutions provide flexibility regardless of where attendees are located.



MEETINGS & EVENTS

We have teamed up with medical experts from organizations like the Cleveland Clinic and the Global Biorisk Advisory Council to ensure that meeting planners and attendees alike feel confident that everything we do is with their safety and wellbeing as our top priorities.

CLEANLINESS AND SAFETY



*Use varies by hotel

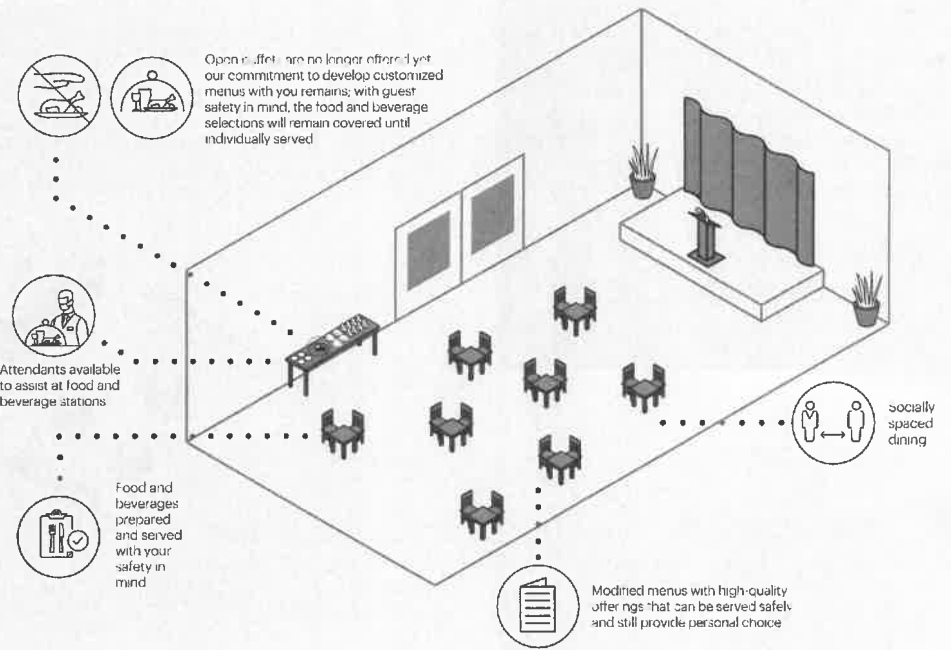


MEETINGS & EVENTS

We know how important food and beverage is to an event and we are focused on making sure your attendees have an experience that is both safe and enjoyable. We have modified our menus with a renewed focus on offerings that can be served safely while still providing your guests with personal choice and high-quality meals, snacks and beverages.



FOOD & BEVERAGE

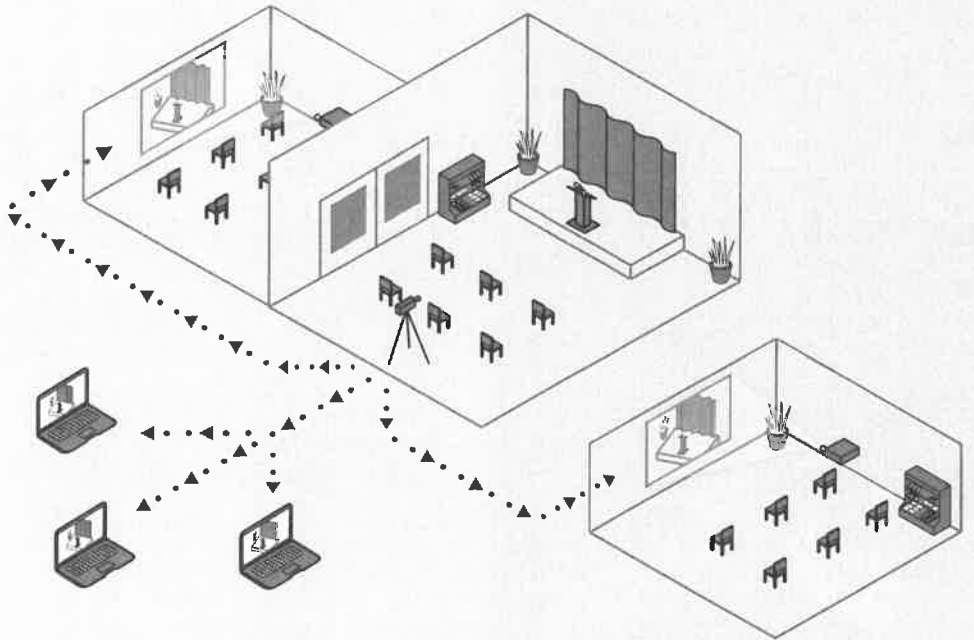


MEETINGS & EVENTS

Hybrid meetings can help overcome the reduced meeting capacity challenge by allowing you to broadcast content to several meeting rooms in one hotel or allow you to hold meetings across multiple hotels and other locations, making your group feel like they are all together.

- Seamless solutions provided to make it easy for planners
- Cost-effective options using various venues instead of one large space
- Flexibility to stream to other hotels or remote locations

HYBRID EVENTS



MEETINGS & EVENTS

We are focused on ways to use technology during every phase of your program so you can implement successful events in this new normal. Consider our sales and events colleagues as an extension of your team.



MEETING PLANNER TECHNOLOGY SOLUTIONS



Sales Phase

Envision Database: centralized database that allows our colleagues to better understand your needs

Virtual Hotel Tour: to allow you to experience the hotel from your home or office

Meetings On Demand: book and plan your meeting anytime, anywhere with real-time availability and pricing

Electronic Signature & Payment: make deposits and process payments electronically



Planning Phase

HyRes: simplify your reservations process by uploading your rooming list or using a customized website for your attendees

Collaborative Diagramming: to ensure proper social distancing

KBYG - Know Before You Go: everything your attendees need to know to stay informed



Event Phase

Hyatt Planner Portal: industry-leading tool designed to allow you to manage and access key information about your event whenever it is convenient for you

Event Concierge App: manage event requests with instant communication with the Hyatt operations team through your mobile device

Food Thoughtfully Sourced, Carefully Served: our food philosophy focused on healthy people, a healthy planet and healthy communities

Personal Preference Menus: catering to your guests' individual tastes with a restaurant-style experience where the entree can be selected at the start of service



Post-Event Phase

Group Bill: award-winning group bill provides a consolidated invoice for easy review and reconciliation

Post-Event Survey: so we can listen and learn

GLOBAL SUITE OF DISTINCTIVE BRANDS

Our brands are designed to feature a unique set of signature elements for a variety of stay and meeting occasions, while delivering on World of Hyatt's promise to provide meaningful loyalty program benefits.

We offer three collections of brands to meet our customers and guests where they are. Some individuals require the comforts of home and the familiar to be at their best. Others crave the inspiration and excitement that comes from being surrounded by the unexpected.

Timeless Portfolio

Hotels in the timeless portfolio are rooted in traditions of impeccable service and thoughtful amenities. We deliver a consistently elevated experience, so our guests can accomplish whatever they set out to achieve on their travels.



Boundless Portfolio

Hotels in the boundless portfolio are reflective of today's culture—shaped by the people and places that surround it. We embrace our guests' dynamic lifestyles, offering experiences that allow them to learn, grow and expand continuously.



Independent Collections

Hotels in the independent collections are one-of-a-kind and true to each destination. From storied hotels and vibrant neighborhood locales to immersive retreats, each property enriches the modern traveler's experience in new and exciting ways.



COMPELLING OFFERS



Promotions for meetings, social events and celebrations for when you are ready to be together again. Offerings include World of Hyatt Bonus Points, master bill credits, and more. Visit [hyattmeetings.com](https://www.hyattmeetings.com) to learn more.



Added value for World of Hyatt members with program adjustments, benefit extensions, and offers available throughout your travel journey. Visit [worldofhyatt.com](https://www.worldofhyatt.com) to learn more.



Work from Hyatt offers to transform your remote office routine into a memorable working vacation. Visit [hyatt.com/workfromhyatt](https://www.hyatt.com/workfromhyatt) to learn more.



Enhanced change and cancellation policies to provide further flexibility in your travel decisions. Visit [hyatt.com](https://www.hyatt.com) to learn more.



WORLD
OF
HYATT.

LESS CONTACT, MORE CARE

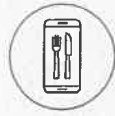
We're bringing more flexibility and peace of mind to your stay, from check-in to dining and more.* Our World of Hyatt digital amenities can help ensure that care remains at the heart of your stay—so that contactless always means thoughtfulness.



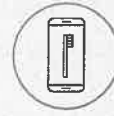
Contactless check-in and checkout, access to stay details and hotel bill



Unlock your room with digital key



Food and beverage mobile ordering



In-stay requests



Stream your entertainment with in-room Chromecast



Access digital menus



Manage event requests with your mobile device through the event concierge app



Industry-leading group bill provides a consolidated invoice for easy review and reconciliation



Contactless payment through keypad or mobile pay

*Availability varies by hotel

WORLD
OF
HYATT.



hyatt.com/care-and-cleanliness

WORLD
OF
HYATT.

TIMELESS PORTFOLIO

PARK HYATT

MIRAVALE

GRAND
HYATT

HYATT
REGENCY

HYATT

HYATT ZILARA
HYATT ZIVA

HYATT
PLACE

HYATT
HOUSE

UrCove

HYATT
RESIDENCE
CLUB

BOUNDLESS PORTFOLIO

ANDAZ

ALILA

THOMPSON
HOTELS

HYATT
CENTRIC

Caption
HOTELS

TR

DESTINATION
BY HYATT

JOY
HOTELS

INDEPENDENT COLLECTIONS

Safety and cleanliness procedures implemented at each hotel may be adjusted in consideration of local practices, government requirements and guidance, and the situation where the hotel is located. World of Hyatt app digital amenities are available at participating hotels. Hyatt®, World of Hyatt®, and related marks are trademarks of Hyatt Corporation or its affiliates.

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TOWNSHIP BOARD MEMORANDUM

To: Cascade Charter Township Board

From: Sandra Korhorn, DDA/Economic Development Director *SKK*

Subject: Review and Consider the Robinson Dental Development Agreement

Meeting Date: May 12, 2021

Included in the packet is a development agreement for the Robinson Dental project. The Brownfield Redevelopment Authority is the applicant for a Michigan Department of Environment, Great Lakes and Energy (EGLE) Brownfield Redevelopment Grant (\$453,577) and Loan (\$313,078) to assist in the cleanup and redevelopment of the Robinson Dental site. In order to secure the financial assistance from EGLE, the Township Board must resolve to accept the grant and loan and pledge its revenue sharing as security for the loan.

The development agreement protects the Township should the developer not follow through on the project or the TIF capture is not adequate to cover the loan amount. The agreement essentially secures the EGLE Loan.

The BRA asked for an additional guarantee in the amount of the grant to repay the grant money if the project is not completed. Included in the development agreement is a paragraph with a personal guarantee from the Robinson's to reimburse grant expenditures. Susan Wenzlick from Fishbeck worked with the Robinson Dental team and they are comfortable with the personal guarantee and the language in the agreement.

The BRA board approved the Development Agreement moving forward to the Township Board for review and consideration with the stipulation the agreement included a personal guarantee to repay the grant.

DEVELOPMENT AND REIMBURSEMENT AGREEMENT

THIS BROWNFIELD PLAN DEVELOPMENT AND REIMBURSEMENT AGREEMENT (the "Agreement"), is entered into on _____, 2021 between the Cascade Charter Township Brownfield Redevelopment Authority, a Michigan public body corporate established pursuant to Act 381 of the Public Acts of 1996, as amended ("Act 381"), whose address is 2865 Thornhills Avenue SE, Grand Rapids, MI 49546-7192 (the "Authority") and Coco Properties, LLC ("Developer"), whose address is 8117 Ashwood Drive SE, Ada, MI 49301.

RECITALS

WHEREAS, the Authority and Cascade Charter Township (the "Township") have determined that brownfield redevelopment constitutes the performance of an essential public purpose which protects and promotes the public health, safety, and welfare; and

WHEREAS, the Township has established the Authority and proposes to adopt a Brownfield Plan (the "Plan"), pursuant to the provisions of PA, 1996, Act 381, being MCL 125.2651, et seq., (the "Act"); and

WHEREAS, Act 381 permits the use of the real and personal property tax revenues generated from the increase in value (the "Increment") to brownfield sites resulting from their redevelopment to pay or reimburse the payment of costs of conducting Eligible Activities (these costs are referred to as "Eligible Costs") and, unless Developer is a liable party for the site contamination, permits the reimbursement to Developer of Eligible Costs it has incurred; and

WHEREAS, Developer owns property in Cascade Charter Township located at 5749 28th Street SE, Cascade Charter Township, MI (the "Property") and legally described on the attached Exhibit A; and

WHEREAS, the Property has been included in the Plan and qualified as an "eligible property" under the terms of the Act; and

WHEREAS, Developer intends to redevelop the Property by investing approximately \$3.8 million to clean up the site and construct a new dental office; and

WHEREAS, the investments are expected to create full-time employment jobs at this location and will increase the property tax base within the Township (the "Project"); and

WHEREAS, the Project will require the Developer and Authority to incur Eligible Costs associated with certain Eligible Activities regarding the excavation, transportation and disposal of contaminated soil, environmental assessments, and project management of brownfield redevelopment activities which may require the services of various contractors, engineers, environmental consultants, attorneys and other professionals; and the Eligible Costs shall not exceed \$835,260; and

WHEREAS, the Cascade Township Brownfield Redevelopment Authority has applied for a Michigan Department of Environment, Great Lakes and Energy (EGLE) Brownfield Redevelopment Grant (\$453,577) and Loan (\$313,078) to assist in the cleanup and redevelopment of the site; and

WHEREAS, in order to secure the financial assistance from EGLE, the Township Board has resolved to accept the grant and loan and has pledged its revenue sharing as security for the loan; and

WHEREAS, the parties are entering into this Agreement to establish the procedure for the reimbursement from Tax Increment Revenues ("TIR") under Act 381 and the disbursement of funds from the EGLE Grant and Loan.

NOW THEREFORE, in consideration of the mutual covenants, conditions, and agreements set forth herein, the parties agree as follows:

1. **Recitals**. The above recitals are acknowledged as true and correct, and are incorporated by reference into this paragraph.

2. **The Plan**. The Brownfield Redevelopment Plan ("the Plan"), as it relates only to this Property, approved by the Authority and adopted by the Township Board is attached as Exhibit B and incorporated as part of this Agreement. To the extent provisions of the Plan or this Agreement conflict with Act 381, Act 381 controls.

3. **The Grant and Loan**. The Cascade Township Brownfield Redevelopment Authority has accepted an EGLE Brownfield Redevelopment Grant in the amount of \$453,577 and Loan in the amount of \$313,078 dedicated to the benefit of this project and subject to a Contract between the Cascade Township BRA and EGLE and implemented in accordance with an EGLE-approved Grant/Loan and Act 381 Work Plan.

4. **Term of Agreement**. Pursuant to the Plan, the Authority shall capture that amount of TIR generated from real and personal property taxes allowed by law on the Eligible Property, beginning in 2022 until the earlier of:

4.1 Full reimbursement of the Developer's Eligible Costs for those Eligible Activities set forth in Paragraph 7, which shall not exceed \$68,605 and when the Local Brownfield Revolving Fund (LBRF) capture is complete; or

4.2 30 years.

5. **Evidence of Ownership**. Prior to the execution of this Agreement, Developer shall provide to the Authority each of the following: (a) evidence satisfactory to the Authority that the Developer has acquired fee simple title to the Property, which evidence shall include (without limitation) a copy of a recorded deed to the Property in favor of the Developer; and (b) a copy of a commitment for owner's title insurance with respect to the Property (the "Commitment"), which Commitment shall show the Developer as record owner of the Property, shall reflect that all material conditions to the issuance of a policy thereunder have been satisfied, and shall otherwise be in form and substance satisfactory to the Authority.

6. **Grant and Loan Guarantees**. To secure the EGLE Loan, the Authority and the Township will require a Letter of Credit to the benefit of both the Township and the Authority. The Initial Letter of Credit amount will be \$313,078, the maximum loan amount. Upon completion of Eligible Loan Activities, the Letter of Credit amount may be adjusted to the actual costs incurred against the Loan. This and any subsequent adjustments to the Letter of Credit amount shall require

approval by the Township Board, whose approval will not be unreasonably withheld. The Authority shall diligently make loan repayments. After annual loan payments are made, the developer may request an adjustment in the amount of the Letter of Credit to equal that of the remaining loan principal and interest. Upon either full payment of the loan or accumulation of sufficient TIR by the Authority to fully repay the loan, the developer may request termination of the Letter of Credit.

The provisions of Paragraph 6 shall remain in effect until the Authority has fully repaid the EGLE Loan which shall be no more than 15 years following implementation of the Loan.

In the event that EGLE requires reimbursement of money spent from the EGLE grant, whether because the Project is not completed, costs were found to be ineligible, or any other reason, the Developer personally guarantees that it will reimburse EGLE and relieve the Township and the Authority of any such obligation.

7. Eligible Activities. The Developer shall diligently pursue completion of the Eligible Activities summarized in the Plan and/or Grant and Loan Work Plans and/or Act 381 Work Plan(s). The Authority shall reimburse the Developer for Eligible Costs incurred prior to or after the date of the inclusion of this project in the Plan.

8. Reimbursement Source. During the term of this Agreement, the Authority shall reimburse the Developer for its Eligible Costs, as limited under this Agreement, from all applicable non-school and school (if approved) TIR collected from the real and personal property taxes on the Property, from EGLE Grant funds, and/or from EGLE Loan Funds as appropriate to the specific activity conducted.

9. Reimbursement Process.

9.1 Grant and Loan Eligible Activities Reimbursement Request: On at least a quarterly basis for the duration of the grant / loan contract, the developer shall submit a summary of costs incurred consistent with Grant or Loan Work Plans and/or Act 381 Work Plans. The request shall include the dates, complete description of the work, proof of payment and detailed invoices for the costs involved for each Eligible Activity. The Developer shall cooperate with the Township BRA and its consultants to prepare appropriate documentation for EGLE. Not less than on a quarterly basis, and after Authority staff review and approval by EGLE, and only after receipt of funds from EGLE, the Township shall disburse funds for approved costs from the grant and loan.

9.2 Tax Increment Finance Cost Reimbursement Request: Within one year after Developer has completed the Project (the point that an occupancy permit is issued), Developer will submit all reimbursement requests for Eligible Activities to the Authority to be paid for with TIR. The Developer will also provide sufficient documentation of the Eligible Costs incurred including the dates, complete description of the work, proof of payment and detailed invoices for the costs involved for each Eligible Activity and a written statement certifying to the Authority that all such costs are "Eligible Costs". Failure to provide the above noted information when due, or within the time permitted by the Authority, may result in foregone reimbursement, to the developer by the Authority, for eligible costs that have not been requested within the timeframe described above.

9.3 Authority Staff Review: The Authority Staff shall review the request made in Paragraph 9.2 within sixty (60) days after receiving it. If Authority Staff determines that the documentation submitted by the Developer is not complete, then Developer shall cooperate in the Authority's review by providing, within thirty (30) days of the Authority's request, any additional documentation of the Eligible Costs as deemed reasonable and necessary by the Authority in order to complete its review. Within forty-five (45) days following the receipt of such supplemental information, the Authority shall determine whether the costs are eligible for reimbursement. If the Developer wishes to challenge that determination, it shall provide written notice to the Authority within fifteen (15) days of the determination, and the issue shall be brought to the Authority within forty-five (45) days thereafter for a final determination. The Developer shall not have any further appeal rights to challenge the final determination of the Authority and shall not be entitled to any claim or cause of action against the Township or the Authority as a result of any determinations made in good faith regarding whether or not any cost submitted by the Developer constitutes an "Eligible Cost," and hereby grants the Township and the Authority and their respective officers, agents and employees, a complete release and waiver of any claims or causes of action as a result of the foregoing.

9.4 Reimbursement: For costs submitted pursuant to Paragraph 9.2 and approved pursuant to Paragraph 9.3 the following process of reimbursement will be followed. After summer and winter taxes are captured and collected on the Property, the Authority shall biannually reimburse approved Eligible and Administrative Costs to the Developer from TIR generated from the Property in accordance with the Plan, to the extent that taxes have been captured and are available in that fiscal year. The Authority shall receive one hundred percent (100%) of TIR until fully reimbursed for its cost of Eligible Activities, unless otherwise designated by the Authority. After the Authority is fully reimbursed for its costs, the Developer shall receive one hundred percent (100%) of TIR up to its cost of Eligible Activities. In the event that there is insufficient TIR available in any given year to reimburse all of the Developer's Eligible Costs, as described in Paragraph 7, then the Authority shall reimburse the Developer only from available TIR. Once the Authority is fully reimbursed for its Eligible Costs, the Developer shall receive the available TIR, less Administrative Costs, during the term of this Agreement, until all of the amounts for which submissions have been made have been fully paid to the Developer, or the repayment obligation expires, whichever occurs first. The Developer shall not be entitled to receive any interest on amounts for which reimbursement is requested under this Agreement. The Developer shall not be entitled to reimbursement under this Agreement unless the Developer has timely and completely paid its real and personal property taxes including all penalties, interest and other amounts due in relation thereto when due. For purposes of this Agreement, to be timely paid, taxes must be paid before the date on which they can no longer be paid without penalties or interest. The repayment obligation under this Agreement shall expire upon the earlier of the full payment by the Authority to the Developer of all amounts due the Developer from the TIR or thirty (30) years from the date of initiation of the Plan.

9.5 Method of Reimbursement: The Authority will reimburse the Developer for Eligible Costs as follows:

Checks shall be payable to: Coco Properties, LLC

Delivered to the following address: 8117 Ashwood Drive
Ada, MI 49301

By certified mail.

10. Adjustments. The parties acknowledge that adjustments regarding the amount of TIR paid to the Developer may occur under any of the following circumstances:

10.1 Audit or Court Ruling: In the event that a state agency of competent jurisdiction conducting an audit of payments made to the Developer under this Agreement or a court of competent jurisdiction determines that any portion of the payments made to the Developer under this Agreement is unlawful, the Developer shall pay back to the Authority that portion of the payments made to the Developer within thirty (30) days of the determination made by a state agency or the court as the case may be. However, the Developer shall have the right, before any such repayment is made, to appeal on its or the Authority's behalf, any such determination made by a state agency or court as the case may be. If the Developer is unsuccessful in such an appeal, the Developer shall repay the portion of payments found to be unlawful to the Authority within thirty (30) days of the date when the final determination is made on the appeal. The Developer shall be responsible for payment of all of the Township's and Authority's legal fees associated with any determination of whether a cost for which reimbursement is requested constitutes an "Eligible Cost" and all of the Township's and Authority's legal fees associated with the review or determination of such issues by any state agency or court.

10.2 Property Tax Appeal: In the event the developer, or any other owner of real estate on the Property, files an appeal with the Michigan Tax Tribunal, related to the taxable value of parcels of property included in the Brownfield Plan, the Authority shall do the following:

- a. The Authority will remit Tax Increment Financing Reimbursement payments based upon the lowest taxable value being sought pursuant to the appeal;
- b. Any Tax Increment Revenue that is collected but not remitted as a result of a tax appeal shall be held in a separate account of the Authority until the pending appeal is adjudicated;
- c. Once any tax appeals are adjudicated, the Authority will either return the escrowed funds to the local unit in compliance with any tax appeal rulings, or will make payments pursuant to Section 7 of this agreement.

10.3 Reduction of Property Assessments: If the Authority:

- a. incurs Costs on behalf of the Developer with respect to the Project, Site or Application, and
- b. the Developer initiates, participates in or supports any proceeding or process which results in a reduction of the tax increment capture for the Project from that projected and along the same term as contained within the Plan, the Developer indemnifies and will fully reimburse the Authority within thirty (30) days of notification from the Authority as to the amount and the due date for all Costs as defined within the Plan, expenses or reduction in revenue from what was projected as the tax increment capture.

11. Responsibilities of Developer. In consideration of the inclusion of the Property into the Plan and the resulting financial benefits, which it expects to receive, Developer agrees to the following:

11.1 Project: The project involves new construction on the property to create an 8,519 square foot dental office, parking lot, landscaping, access drive and other related

improvements to the property. The proposed redevelopment is anticipated to create additional full-time jobs. Private funds invested into the project are anticipated to be \$3.8 million.

Under no circumstances shall the Authority have any responsibility or liability for remediation or redevelopment of the Property, or for conducting any "eligible activities" at the Property, except for its obligations under this Agreement to administer the EGLE brownfield grant and loan and to provide funds to the extent available as permitted in Paragraph 9 hereof with respect to payments from TIR. All environmental activities and site improvements will comply with applicable federal, state and local laws, rules and regulations, including building and zoning codes. Subject to matters beyond the reasonable control of Developer (e.g., matters of force majeure, acts of God, labor and material interruption or delay, and receipt of necessary governmental approvals) construction shall be substantially completed to the point that a temporary occupancy permit may be issued within twelve (12) months of this Agreement.

11.2 Employment Opportunities. Make every reasonable effort to work with the Township and community employment agencies to hire County residents for new employment opportunities created by the Project, and to encourage the local contracting of construction and site related work.

11.3 Ordinances. Develop the Property, including landscaping and all other improvements required for the Project, in compliance with all local ordinances, site plan reviews and this Agreement. The redevelopment of the Property shall be subject to all zoning approvals. This Agreement does not obligate any governing municipality to grant any such approvals.

11.4 Project Sign. Place on the site during redevelopment a development sign approved by the Authority and as required by other supporting agencies to promote the Project and the Authority's and other agencies' participation in it.

11.5 Promotion and Marketing. Permit the Authority to cite or to use any renderings or photographs or other materials of the Project as an example of private/public partnership and brownfield site redevelopment.

11.6 Cooperation. Assist and cooperate with the Authority in providing information that the Authority may require in providing necessary reports to governmental or other agencies, including, but not limited to, information regarding the amount of Developer expenditures and capital investments, jobs created, and square footage developed or rehabilitated with respect to the Project.

11.7 Payment of Authority Legal and Professional Fees. To the extent the following costs and fees are not paid to the Authority from TIR, the Developer shall reimburse the Authority for its legal and professional fees and disbursements incurred in connection with the review, approval and administration of the brownfield plan for this Project, including any further amendments thereto; the preparation and negotiation of this Agreement, as it may be amended from time to time; and all documents and matters related thereto, including future expense. Developer shall reimburse the Authority for such expenses within thirty (30) days from the date that the Authority sends an invoice and request for payment to Developer, provided Developer shall be eligible for reimbursement for such expenses to the extent permitted by law from TIR.

12. Responsibilities of the Authority. In consideration of the preceding commitments of Developer the Authority further agrees to the following:

12.1 Agency Contacts. Provide Developer with appropriate service/employment agency contacts for the identification of County residents to interview for potential employment;

12.2 Cooperation. Cooperate and use its best efforts to obtain any governmental approvals required to close the transaction contemplated by this Agreement.

13. Developer's Representations, Warranties, and Covenants. The Developer hereby makes the following representations, warranties and covenants:

13.1 Eligible Property. The Property is "eligible property" as defined in Act 381 and is eligible for the capture of TIR pursuant to Act 381.

13.2 Eligible Costs. The Developer will only submit for reimbursement such costs that it has reasonably determined are "Eligible Costs" within the meaning of Act 381.

13.3 Due Authorization. The representatives signing this Agreement are duly authorized by the Developer to enter into this Agreement.

14. Events of Default. Each of the following shall constitute an event of default:

14.1 Any representation or warranty made by the Developer in this Agreement proves to have been incorrect or incomplete in any material respect when made or deemed to be made.

14.2 The Developer fails to observe or perform any covenant or agreement contained in this Agreement for thirty (30) days after written notice thereof shall have been given to the Developer by the Authority.

14.3 The Developer abandons or withdraws from the redevelopment of the Property or indicates its intention to do so.

14.4 The Developer fails to pay any funds within thirty (30) days of the date due which are required to be paid to the Authority pursuant to this Agreement, including but not limited to its real and personal property taxes as set forth in Paragraph 9? hereof.

14.5 The Developer terminates its existence.

14.6 Any material provision of this Agreement shall cease to be valid and binding on the Developer or shall be declared null and void; the validity or enforceability of such provision shall be contested or denied by the Developer; or the Developer denies that it is bound by this Agreement.

15. Remedies upon Default. If any event of default as defined above shall occur and be continuing for thirty (30) days after written notice of default from the Authority, the Authority shall have the right, but not the obligation, to terminate this Agreement effective immediately and the Developer shall be responsible for all costs which the Authority has incurred in connection with

the Property and this Development Agreement, and shall be responsible for all Eligible Costs, without contribution from TIR collected by the Authority from taxes levied on the Property.

16. Legislative Authorization. This Agreement is governed by and subject to the restrictions set forth in the Act. In the event that there is legislation enacted in the future which alters or affects the amount of TIR subject to capture, Eligible Properties, or Eligible Activities, then the Developer's rights and the Authority's obligations under this Agreement may be modified accordingly by agreement of the parties.

17. Freedom of Information Act. Developer stipulates that all Petitions and documentation submitted by Developer shall be open to the public under the Freedom of Information Act, Act No. 442 of the Public Acts of 1976, being Sections 15.23 to 15.24 of the Michigan Compiled Laws and no claim of trade secrets or other privilege or exception to the Freedom of Information Act will be claimed by Developer as it relates to this Agreement or Petitions and supporting documentation.

18. Plan Modification. The Plan and this Agreement may be modified to the extent allowed under the Act by mutual agreement of the parties.

19. Notices. All notices and other communications required or permitted under this Agreement shall be in writing and shall be deemed given when delivered personally, or one day after being sent by overnight courier, or three days after being mailed by registered mail, return receipt requested, to the following addresses (or any other address that is specified in writing by either party):

If to Developer:

Coco Properties, LLC
Attn: Dr. Elizabeth Robinson
8117 Ashwood Drive SE
Ada, MI 49301

If to the Authority:

Director
Cascade Charter Township Brownfield Redevelopment
Authority
2865 Thornhills Avenue SE
Grand Rapids, MI 49546-7192

With copy to:

20. Indemnification. Developer shall defend, indemnify, and hold harmless the Authority, to also include the Township, and any of its past, present and future members, officials, employees, agents or representatives from all losses, demands, claims, judgments, suits, costs and expenses (including without limitation the costs and fees of attorneys or other consultants) arising from or related to the capture and use of TIR paid to Developer as a reimbursable payment under this Agreement, or made in excess of the amount of TIR the Authority is determined by the State or court to be allowed by law to use for that reimbursement.

21. Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Michigan.

22. Binding Effect/Third Parties. This Agreement is binding on and shall inure to the benefit of the parties to this Agreement and their respective successors, but it may not be assigned by

any party without the prior written consent of the other party. The parties do not intend to confer any benefits on any person, firm, corporation, or other entity that is not a party to this Agreement.

23. Waiver. No failure of either party to complain of any act or omission on the part of the other party, no matter how long this same may continue, is considered as a waiver by that party to any of its rights hereunder. No waiver by either party, expressed or implied, of any breach of any provision of this Agreement is considered a waiver or a consent to any subsequent breach of this same or other provision.

24. Authorization. Each of the parties represents and warrants to the other that this Agreement and its execution by the individual on its behalf are authorized by the board of directors or other governing body of that party.

25. Entire Agreement. This Agreement supersedes all agreements previously made between the parties relating to the subject matter. There are no other understandings or agreements between them.

26. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.

27. Definitions.

“Brownfield Plan or Plans” is defined by Section 2(e) of Act 381;

“Eligible Activities” is defined by Section 2(o) of Act 381;

“Eligible Property or Properties” is defined by Section 2(p) Act 381;

“Tax Increment Revenues” is defined by Section 2(ss) of Act 381.

Witnesses:

**Cascade Charter Township Brownfield
Redevelopment Authority**

_____ By _____

_____ Title _____

_____ Date _____

Coco Properties, LLC

_____ By _____

_____ Title _____

_____ Date _____

DRAFT

DRAFT

DRAFT

TOWNSHIP BOARD MEMORANDUM

To: Cascade Charter Township Board

From: Sandra Korhorn, DDA/Economic Development Director *SKK*

Subject: Review and Consider the Resolution Approving the Brownfield Redevelopment Authority's Submission of an EGLE Brownfield Grant and Loan Application for Robinson Dental

Meeting Date: May 12, 2021

At the April 28 board meeting, the township board approved the grant/loan application for the Robinson Dental project. As part of the grant/loan application, the Township Board must now approve the attached resolution stating it supports the Cascade Township Brownfield Redevelopment Authority's (BRA) application for a Michigan Department of Environment, Great Lakes, and Energy (EGLE) Grant in the amount of \$453,600 and Loan in the amount of \$313,100 for cleanup and redevelopment of contaminated property at 5749 28th Street.

The resolution will be submitted with the final application for the grant/loan.

RESOLUTION APPROVING THE BROWNFIELD DEVELOPMENT AUTHORITY'S
SUBMISSION OF AN EGLE BROWNFIELD GRANT AND LOAN APPLICATION FOR
ROBINSON DENTAL

PURSUANT TO AND IN ACCORDANCE WITH THE PROVISIONS OF
PART 196 OF PUBLIC ACT 451 OF THE PUBLIC ACTS OF THE STATE OF
MICHIGAN OF 1994, AS AMENDED

RESOLUTION # OF 2021

At a Regular Meeting of the Township Board of Cascade Charter Township, Kent County,
Michigan, May 12, 2021.

PRESENT:
ABSENT:

MOTION BY:
SUPPORTED BY:

WHEREAS, the Cascade Township Board supports the Cascade Township Brownfield Redevelopment Authority's (BRA) application for a Michigan Department of Environment, Great Lakes, and Energy (EGLE) Grant in the amount of \$453,600 and Loan in the amount of \$313,100 for cleanup and redevelopment of contaminated property at 5749 28th Street, SE, in Cascade Township (the "Property"); and

WHEREAS, EGLE provides grants and loans to communities through its Brownfield Redevelopment Grant and Loan program to encourage reuse of brownfield properties by funding environmental response activities; and

WHEREAS, Coco Properties LLC (the "Developer") is seeking an EGLE Grant and Loan to remove the contamination at the Property and reuse it as a dental office; and

WHEREAS, the project will improve the Property's environmental condition and remove a threat to public health and safety; create new jobs; and increase the Property's taxable value; and

WHEREAS, the proposed development is consistent with Cascade Township's master plan and zoning; and

WHEREAS, the Property is unlikely to be reused without the Township's support and brownfield redevelopment incentives, and would otherwise remain contaminated and vacant; and

I, the undersigned, the duly qualified and acting Clerk of Cascade Township, Kent County, State of Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Cascade Township Board at a Regular Meeting held on the 12th day of May, 2021, the original of which resolution is on file in my office.

IN WITNESS WHEREOF, I have hereunto set my official signature, this ____ day of May, 2021.

Susan B. Slater
Clerk, Charter Township of Cascade



CASCADE CHARTER TOWNSHIP

5920 Tahoe Dr. SE, Grand Rapids, Michigan 49546

Date: May 12, 2021
To: Supervisor Lesperance & Cascade Township Board
From: Benjamin Swayze, Township Manager
Subject: Cascade Township Board Strategic Plan

FACTS:

As part of the 2021 Cascade Township Budget, funds have been budgeted to develop a new 4-year strategic plan for the Township Board. It is anticipated that the strategic plan will incorporate elements of the Township Master Plan, Township Parks and Recreation Plan, Downtown Development Tax Increment Financing Plan, Township Needs Assessment and Facilities Study and other mid and long-range planning documents of the Township. The selected consultant will work with the Township Board to ensure the Strategic Plan accurately reflects a common vision and direction for the community. The Strategic Plan will be an integral tool utilized by the Township Board and staff to ensure proper alignment with the Township Board's vision for the cascade community and staff's work to achieve said vision. Additionally, Departments' work plans, budgets, staff assignments capital projects and efforts will be developed around the strategic plan.

In January the Township Board approved the issuance of the RFP for Township Legal Services. The RFP was issued in February, and proposals were due in March. The Request for Proposals was sent directly to known municipal consulting firms as well as being placed on the RFP section of the Township website. The Township received a total of 5 proposals, which are detailed below. Proposals received included:

· BerryDunn	\$34,500
· CIB Planning	\$38,624
· Lewis G. Bender	\$29,500
· Management Partners	\$43,990
· McKenna	\$18,390

Attached for your review is:

- RFP to select a consultant for a Township Board Strategic Plan
- Township Strategic Plan Bids from All Respondents

ANALYSIS & CONCLUSIONS:

The strategic plan can be an invaluable tool for the Township. There are many different perspectives, models and approaches that can be utilized to develop a strategic plan, and the RFP was designed to allow the consultant to pick the best model and process they recommend given their understanding of the Township. Because of that, we saw many different approaches outlined in the proposals. The Governance Committee was responsible for the initial evaluation

of the proposals. As stated in the RFP, the committee focused on the following items when evaluating the proposals:

1. Verification of the basic information provided by the firm including, but not limited to, entity name, principals, incorporation, licensing and references.
2. Completeness of the proposal
3. Responsiveness to all elements outlined in the request for proposal.
4. Project proposal and the likelihood it will satisfactorily address the needs of the Township in regards to the scope of services.
5. Experience and qualifications of the Respondent and all team members identified.
6. Experience and results in performing the services desired by the Township.
7. Cost proposal that is advantageous to the Township.

The Governance Committee chose to conduct interviews with BerryDunn, Lewis G. Bender and McKenna to learn more about those respondents and the process they would utilize to facilitate the strategic plan in Cascade Township. After conducting those interviews, the Committee is recommending that the Township Board select McKenna to facilitate the Strategic Plan for the Township. The Committee felt that given McKenna's track record of completing successful projects in other municipalities, their robust plan for public input, their familiarity with Cascade Township and the West Michigan region, their positive references and their competitive cost proposal they were the best choice for the Township. Committee members Slater, Koessel and Noordhoek will relay additional reasoning to the Township Board at the meeting.

FINANCIAL CONSIDERATIONS:

The cost proposal from McKenna is \$18,390. The Township has budgeted funds for this project across several funds in the 2021 FY budget. No budget amendments will be necessary.

RECOMMENDED ACTION:

To award the bid for Township Strategic Plan to McKenna

**CASCADE CHARTER TOWNSHIP
REQUESTS FOR PROPOSALS
Township Strategic Plan**

Cascade Charter Township hereby requests proposals from qualified firms interested in providing assistance for a ***Township Strategic Plan*** for the Cascade Charter Township Board.

Proposals shall be due March 12, 2021 at 4 p.m. Please mark the sealed envelope as "Cascade Township Strategic Plan." A complete Request for Proposal document may be obtained at:

Cascade Charter Township
ATTN: Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546
Phone: 616-949-1500

Or on the Web at:
<http://www.cascadetwp.com/>



Cascade Township Request for Proposals 2021 Township Strategic Plan

Cascade Charter Township hereby requests proposals from qualified firms interested in providing assistance to the Cascade Township Board in creating a strategic plan for the township.

These specifications describe the conditions, requirements and responsibilities accepted by consultants when bidding on providing these services to Cascade Charter Township (Cascade *or* the Township).

I. INTRODUCTION

1.1 Background

Cascade is a full-service Charter Township that offers the following services:

- Township Administrative Services
- Clerk
- Treasurer
- Assessing
- Community Development (Planning, Zoning, Economic Development)
- Buildings and Grounds
- Parks, Pathways and Cemeteries
- Emergency Services (Fire, Medical, Accident)
- Building Inspections (Including contracted services with neighboring communities)
- Library (In partnership with Kent District Library)
- Police (In partnership with the Kent County Sheriff's Department)
- Water/Sewer (In partnership with The City of Grand Rapids)
- Downtown Development Authority

This **Request for Proposal** is intended to solicit and secure proposals from consultants with experience working with diverse interests within municipalities of a size similar to Cascade. The Township seeks services to assist the Township Board in engaging all Township stakeholders in creating a 4-year strategic plan. During this process the Township Board wishes to engage as many stakeholders as possible, including Township residents, elected and appointed officials, Township Staff and Township Businesses. It is anticipated that the strategic plan will incorporate elements of the Township Master Plan, Township Parks and Recreation Plan, Downtown Development Tax Increment Financing

Plan, Township Needs Assessment and Facilities Study and other mid and long-range planning documents of the Township.

This team approach will allow the Township staff and elected officials to more successfully plan Township programs, projects and budgets to achieve the shared vision.

The selected consultant will work with the Township Board to ensure the Strategic Plan accurately reflects a common vision and direction for the community. The Strategic Plan will be an integral tool utilized by the Township Board and staff to ensure proper alignment with the Township Board's vision for the cascade community and staff's work to achieve said vision. Additionally, Departments' work plans, budgets, staff assignments capital projects and efforts will be developed around the strategic plan.

1.2 Minimum Qualifications

Proposals will be accepted from firms who meet the following minimum qualifications. Individuals or consultants that do not meet these minimum qualifications shall be deemed non-responsive and will not receive further consideration.

A. Standard Insurance Requirements:

1. Commercial General Liability Coverage: Commercial General Liability Coverage including products/completed operations, contractual liability, and personal injury. This insurance shall be on a commercial insurance, occurrence form. The certificate must contain, as an endorsement, the following language: "Cascade Charter Township, Michigan, its elected officials, officers, employees, boards, commissions, authorities, voluntary associations, and any other units operating under the jurisdiction of the Township and within appointment of its operating budget, including Cascade Charter Township, are named as additional insured and said coverage shall be considered to be the primary coverage rather than any policies and insurance or self-insurance retention owned or maintained by Cascade Charter Township". The limit amount for this insurance shall be not less than \$1,000,000 per occurrence and \$2,000,000 aggregate.
2. Workers Compensation Coverage: At a minimum, Workers Compensation Insurance as required by State of Michigan law, Michigan statutory coverage, or evidence of an exemption for sole proprietors or a State issued exemption for corporations, partnerships or LLCs who have three or less employees. Employer Liability limits of \$500,000 each accident, \$500,000 disease policy limit and \$500,000 disease each employee.
3. Automobile Liability Coverage: The Automobile Liability Coverage

shall cover all owned, non-owned, and hired automobiles with a limit of not less than \$1,000,000 combined single limit each accident.

4. Professional Liability Insurance: A policy in an amount not less than \$1,000,000 per claim.
5. Cancellation: Cancellation clause of insurance not less than thirty (30) days.
6. Proof of Insurance: The Township reserves the right to require complete, certified copies of all required insurance policies at any time.

- B. The successful bidder will be required to enter into a professional service contract with the Township.

1.3 Funding

Any contract awarded as a result of this Request for Proposal is contingent upon the availability of funding, as determined by the Township Board.

1.4 Period of Performance

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about March 15, 2021 and conclude on or before August 30, 2021. However, timing is flexible in response to pandemic protocols.

II. GENERAL INFORMATION FOR CONSULTANTS

2.1 Project Administrator

The Project Administrator is the sole point of contact for this procurement. All communication between prospective bidders and the Township upon receipt of this RFP shall be with the Project Administrator, as follows:

Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546

Telephone: (616) 949-1500
E-mail: bswayze@cascadetwp.com

Prospective bidders are to rely on written statements issued by the Project Administrator.

Any other communication will be considered unofficial and non-binding on the Township. Communication directed to parties other than the Project Administrator may result in disqualification of the prospective bidder.

2.2 Estimated Schedule of Procurement Activities

- Issue request for proposals February 23, 2021
- Proposals due March 12, 2021
- Governance Committee evaluates proposals Week of March 15
- Township Board approves contract March 24, 2021
- Project Begins March 29, 2021
- Project Concludes (...on or before) August 31, 2021

2.3 Submission of Proposals

Responding firms are required to submit one (1) physical copy of their proposal, which must have original signatures, and one (1) electronic copy. The proposal, whether mailed or hand delivered, must arrive at the Cascade Township Hall no later than 4:00 p.m., local time, on Friday March 12, 2021.

Proposals must include all information as outlined in Section 4 of this document.

The proposal is to be sent to the Project Administrator at the address noted in Section 2.1, above. The envelope should be clearly marked “Cascade Township Board Strategic Plan” and addressed to the attention of the Project Administrator.

Bidders who mail proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the Project Administrator. Respondents assume the risk for the method of delivery chosen. The Township assumes no responsibility for delays caused by any delivery service. Electronic proposals may be transmitted using electronic media such as email transmission, but one physical copy is still required to be delivered to the Township.

Late proposals will not be accepted and will be automatically disqualified from further consideration. All proposals and any accompanying documentation become the property of the Township and will not be returned.

2.4 Proprietary Information and Public Disclosure

Materials submitted in response to this competitive procurement shall become the property of the Township. All proposals received shall remain confidential until the deadline for submission of bids or proposals has expired, as defined by Michigan statute (MCL 15.243 (1)(i), the Freedom of Information Act).

2.5 Revisions to the RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be reduced to writing and submitted to all prospective bidders known to the Township. For this purpose, the published questions and answers and any other pertinent information will be considered an addendum to the RFP and will be provided to prospective bidders.

The Township reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

2.6 Acceptance Period

Proposals must provide 60 days for acceptance by Township from the due date for receipt of proposals.

2.7 Responsiveness

All proposals will be reviewed by the Project Administrator to determine compliance with administrative requirements and instructions specified in this RFP. Failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive. The Township also reserves the right, at its sole discretion, to waive minor administrative irregularities.

2.8 Most Favorable Terms

The Township reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms that the respondent could propose. There will be no best and final offer procedure. The Township does reserve the right to contact a respondent for clarification of its proposal.

The Respondent should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some of or the Respondent's entire proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation of the Township.

2.9 Costs of Proposal

The Township will not be liable for any costs incurred by the Respondent in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

2.10 No Obligation Contract

This RFP does not obligate the Cascade Township Board to award a contract for services specified herein.

2.11 Rejection of Proposals

The Township reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP.

2.12 Failure to Comply

The Respondent is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

2.13 Commitment of Funds

The Cascade Township Board or their delegates are the only individuals who may legally commit the Township to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.14 Signatures

The proposal must be signed and dated by a person authorized to legally bind the Respondent to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship.

III. SCOPE OF WORK

3.1 General Scope of Work

The intent of this study is to assist the Township Board in creating a 4-year strategic plan. The Township is aware that there are a variety of perspectives, models and approaches available to develop a strategic planning document. Therefore, the successful firm should be able to discern which model or models will best enable Cascade Township to complete its organizational and programmatic goals. The Township is open to considering unique and creative processes for this project, but any project should include the following items at a minimum.

- 1. Public Input** – Coordinate and lead a public input process to include all stakeholders of the Township
- 2. Listening & Input** – Conduct Township Board and staff input sessions to develop an understanding of the key challenges, opportunities and constraints facing the Township

3. **Existing Planning Document Review** – Review the state of all current Township planning documents, which shall be a key piece of the Township Strategic Plan.
4. **Draft Strategic Plan & Design** – Based on information and data collected and reviewed, develop a draft strategic plan to include:
 - a. Review and development of SWOT Analysis
 - b. Review and development of a Vision Statement, Mission statement, priorities, goals and outcome measures.
 - c. Development of broad workplan to achieve stated priorities, goals and objectives
5. **Review & Validation** – Obtain input and comment from the Cascade Township Board and staff to ensure appropriate reflection of all interests associated with the successful development of the plan.
6. **Document Finalization** – Finalize the Township strategic plan and provide a document suitable for electronic and physical distribution.

3.2 Public Input Opportunities

The Cascade Township Board is committed to gathering as much public input as possible during this process. Bidders are encouraged to include as much public input opportunity as possible through several different channels (open house, survey, charrette, etc...). Proposals should reflect the current pandemic climate and can/should be flexible based on the everchanging pandemic response

IV. PROPOSAL CONTENT

Bidders are encouraged to be creative in their project submissions, however each proposal must contain, at a minimum, the following information:

4.1 Business Organization

State the full name and address of your organization and, if applicable, the branch office, consultants, or other subordinate elements that will provide or assist in providing the service. Include phone number(s), email address(es) and respondent's website address.

4.2 Executive Summary

Summarize the respondent's strong points and how experience, particularly with similar responsibilities, will benefit the stakeholders. Include a brief description of the scope, staffing and dates.

4.3 Project Proposal

Describe in narrative form, the methods proposed for creating the plan. Identify deliverables with emphasis on the stated scope and intent of the project, including tasks and timelines. Emphasis on clarity and detail of the proposal is an important consideration in evaluation of the responses. Proposal must identify a timeline for this project, including proposed beginning date, length of time to conduct each phase and completion date.

4.4 Public Input

Describe in detail the methods and processes you will utilize to collect and analyze public input during the process.

4.5 Project Staffing

Provide a chart with the staff you are committing to the solicitation. Show lines of authority and communication and provide a brief role description with responsibilities for each person as they relate to the solicitation. Provide resumes for each person assigned to the project.

4.6 Pricing Methodology

Provide a price methodology with attention to detail and understandability that includes a properly designed and implemented all-inclusive response. The Respondent shall include all associated costs to successfully complete the project including travel, printing telephones expenses, etc...

4.7 Authorized Negotiations

Include the names and telephone numbers of those persons in your organization authorized to negotiate the proposed contract with the Township.

4.8 References

Provide a minimum of three (3) relevant references preferably of similar scope and complexity. Include the names of the projects, location, completion date, project cost and specific challenges; identify project team members and references for each project including telephone numbers and email addresses.

Provide permission for the Township to contact any municipality or individuals, whether offered as references or otherwise, to obtain information that will assist the Township in evaluating the Proposal. The Township retains the right to use such information to make selection decisions. Submittal of a proposal is an agreement that the Township may contact and utilize such information.

4.9 Additional Information

The respondent may also include any additional information and/or comments believed to be pertinent but not specifically requested elsewhere in the document.

IV. EVALUATION CRITERIA

5.1 Evaluation Subcommittee

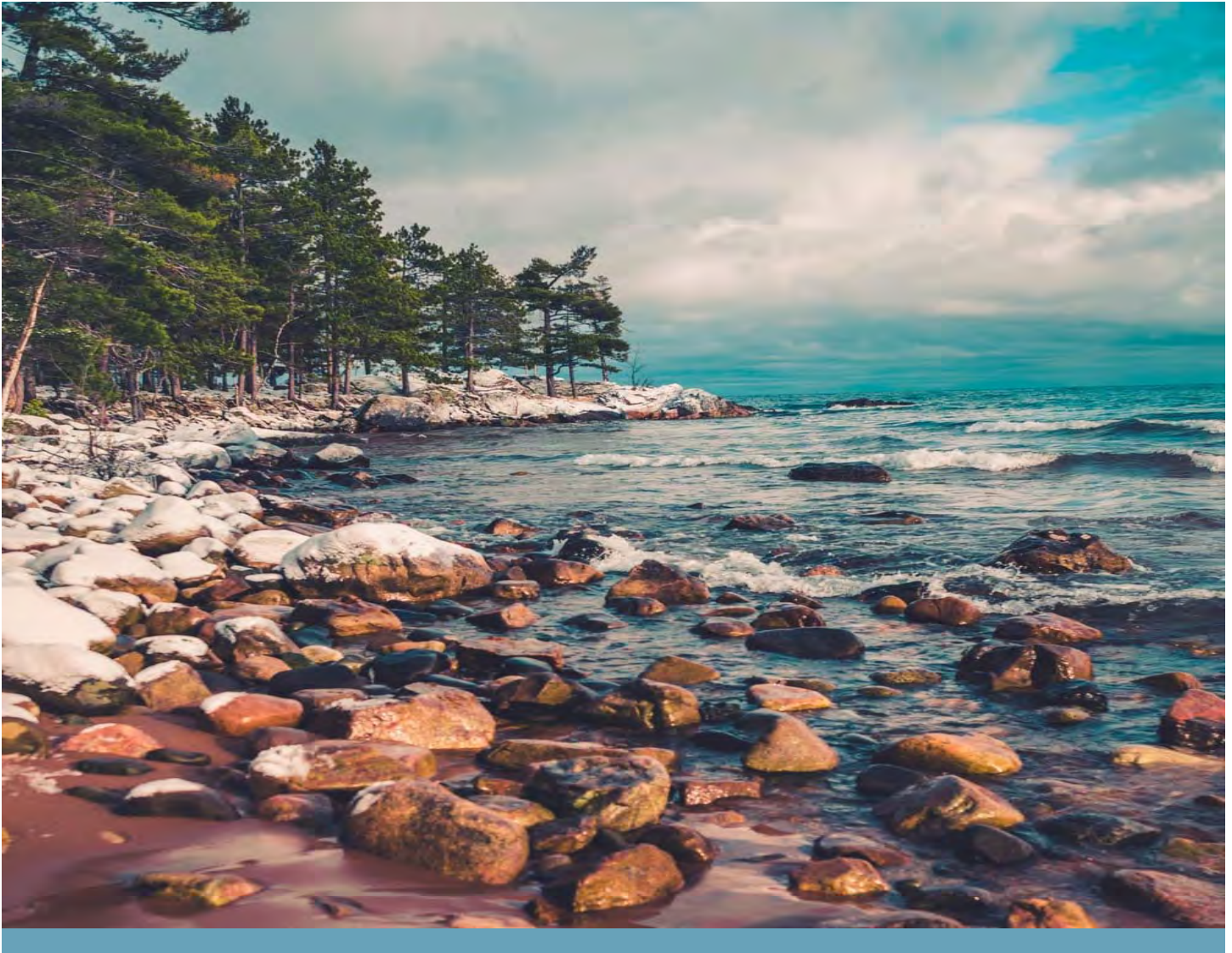
The Governance Committee of the Cascade Township Board will be responsible for evaluating the submitted proposals and submitting a recommendation of project award to the full Township Board for consideration. Though there is no formal evaluation criteria, the Governance Committee will focus on the following items when evaluating the proposals:

1. Verification of the basic information provided by the firm including, but not limited to, entity name, principals, incorporation, licensing and references.
2. Completeness of the proposal
3. Responsiveness to all elements outlined in the request for proposal.
4. Project proposal and the likelihood it will satisfactory address the needs of the Township in regards to the scope of services.
5. Experience and qualifications of the Respondent and all team members identified.
6. Experience and results in performing the services desired by the Township.
7. Cost proposal that is advantageous to the Township.

5.2 Subcommittee Recommendation

The Governance Committee will be responsible for making recommendations on the choice of a proposal to the full Cascade Township Board. The Cascade Township Board remains the sole body responsible for awarding a contract. The Cascade Township Board reserves the right to request additional information from the firms including, but not limited to, formal interviews and/or firm presentations. Should firms be requested to present to the Governance Committee or the Cascade Township Board, they will receive a minimum of seven (7) days' notice.

Submission of a proposal indicates acceptance by the firm of the conditions contained in the Request for Proposal.



A PROPOSAL TO PROVIDE

Township Strategic Plan Services

TO BENEFIT

Cascade Charter Township

BerryDunn

2211 Congress Street
Portland, ME 04102
207-541-2200

Seth Hedstrom

Project Principal
shedstrom@berrydunn.com

Michelle Kennedy

Project Manager/Lead Facilitator
mkenedy@berrydunn.com



March 12, 2021

Mr. Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546

Dear Mr. Swayze:

On behalf of Berry Dunn McNeil & Parker, LLC (BerryDunn), I am pleased to submit this proposal in response to Cascade Charter Township's (the Township's) Request for Proposal (RFP) for Township Strategic Plan Services. We have read the request, and understand the contents and terms and conditions therein. Our proposal is a firm and irrevocable offer valid for 60 days from the submission deadline of March 12, 2021.

BerryDunn is a nationally recognized independent management and information technology (IT) consulting firm 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 47-year history.** We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including several in the State of Michigan (the State)—and in Canada.

With a dedicated practice area that exclusively services county, municipal, and public-education clients, we have an in-depth understanding of the operational, strategic, and budgetary aspects that directly affect our clients and their broader stakeholder groups. As a result of our extensive experience, we are able to support our clients in solving some of their biggest challenges—and in capitalizing on opportunities to improve—by developing comprehensive strategic plans that pave the way for the future.

As a principal in BerryDunn's Local Government Consulting Practice Area, I am authorized to bind, negotiate, and commit our firm and our resources. Should you have any questions regarding our proposal or updates on the evaluation process, please feel free to contact me directly.

Sincerely,

A handwritten signature in black ink, appearing to read 'S Hedstrom'.

Seth Hedstrom, PMP[®], LSSGB | Principal
Local Government Consulting Practice Area
t/f: 207-541-2212 | e: shedstrom@berrydunn.com

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Berry Dunn McNeil & Parker, LLC (BerryDunn)

- **Address:** 2211 Congress Street, Portland ME 04102
- **Primary Contact:** Seth Hedstrom, Project Principal, shedstrom@berrydunn.com 207-541-2212
- **Website:** berrydunn.com

1. Business Organization

1.1 Introducing BerryDunn

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 53 principals and 26 owners, **we have experienced sustained growth throughout our 47-year history.**

We employ more than 500 staff members—including more than 200 in our Government Consulting Group. Our team members bring valuable perspective from their **extensive project experience for more than 300 state, local, and quasi-governmental agencies**, as well as their prior experience serving state and local government agencies. This experience provides them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to your internal divisions and the constituents you serve.

Our firm provides a full range of professional services including:

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

Figure 1: Local Government Consulting Practice Area



Figure 1 illustrates the overall organization of BerryDunn's Local Government Consulting Practice Area. 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.

2. Executive Summary

2.1 Understanding the Township's Needs



Widely recognized as one of the best places to live in the State, the Township is a family-friendly community with highly rated public schools, charming amenities—including two rivers, many restaurants, boutique shops, a stellar library, and tree-filled parks—and convenient access to Grand Rapids.

Thanks to strong leadership and an involved community, the Township has already completed a Township Master Plan, Township Parks and Recreation Plan, Downtown Development Tax Increment Financing Plan, Township Needs Assessment and Facilities Study, and other mid- and long-range planning documents. Now, the Township seeks the help of a consultant to complete a comprehensive Strategic Plan, which will detail a common vision and direction for the community, while leveraging prior efforts.

This is an ideal time to undertake such a project because many residents and small businesses are looking for ways to recover from the COVID-19 outbreak. Additionally, this effort will support the goals of the Township's newly elected Board supervisor, Ms. Grace Lesperance, as well as other new Board members. As written by Ms. Lesperance in the Township's winter newsletter,

“By actively listening to your priorities and concerns, we will try to ensure that all decisions we make are focused on what is in the best interests of our residents and community. Establishing effective two-way communication with all residents will be a top Township priority for 2021.”

The Township's desired strategic planning process will reflect the Township's priority to establish effective two-way communication and will be facilitated in a way that helps to ensure that all stakeholders are heard and all voices are valued, thereby helping Township staff align their work with the community's vision and priorities.

2.2 How We Can Help the Township

As the Township evaluates potential partnerships for this initiative, we ask that it considers BerryDunn's key attributes that follow:

1 Our decades of relevant strategic planning experience

BerryDunn's Local Government Consulting Practice Area is dedicated to serving the public sector and provides a wide variety of services, informing and enhancing our ability to serve 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 facilitated more than 30 strategic planning processes and our project team is composed of subject matter experts (SMEs) who have firsthand experience serving on relevant projects. Our project team members will contribute their expertise, as well as their prior experience serving in leadership positions within local government, to provide optimal value to the Township during this complex and detailed process.

2 Our results-driven and actionable strategic plans

The Township can be confident that our collaborative approach will result in an actionable Strategic Plan due to our data-driven Environmental Scan and our focus on developing performance metrics and outcome measures. Our Environmental Scan will provide a clear picture of the Township's current state, describe emerging trends and opportunities, and produce a shared understanding for all those involved in the strategic planning process. Our Environmental Scan will be composed of qualitative and quantitative data, collected from stakeholder interviews, Community Forums and surveys, and our review of relevant documents, including:

- Strategic initiatives
- Budget narratives and summaries
- Organizational charts
- Performance data
- Financial and demographic trends
- Strengths, weaknesses, opportunities, and threats (SWOT) Analysis outcomes
- The Township Master Plan
- The Township Parks and Recreation Plan
- The Downtown Development Tax Increment Financing Plan
- The Township Needs Assessment and Facilities Study
- Miscellaneous mid- and long-range planning documents

We will also develop performance metrics and outcomes that will help the Township to more effectively monitor, track, and report its progress, helping to ensure that Strategic Plan goals and objectives are achieved efficiently, effectively, and in alignment with the existing planning efforts, identified needs, and future trends.

3 Our strong skills communicating with a diverse range of stakeholders

We developed our communication approach to accommodate broad and diverse stakeholder groups—including elected and appointed officials, supervisors, front line staff, businesses, and the public. We also provide flexibility in times that require consideration for public-health precautions. We recognize that the Township seeks to engage as many stakeholders as possible in the strategic planning process, and we understand that each of the Township's stakeholder groups will require communications to be conducted with a specific level of care and attention to detail. Therefore, we have tools to conduct work remotely until we can safely conduct strategic planning efforts in person. The Township will find our use of Social Pinpoint—a

customizable, online engagement platform—to be a critical resource in remote facilitation. This comprehensive tool will be used to keep stakeholders informed and involved in the process, and will help to ensure the Township’s strategic planning process is inclusive of all perspectives and reflects a shared vision.



Our position as the best-value option for the Township

We understand that present times require scrutiny when considering the use of external professional services versus in-house staffing, as well as when comparing the use of individual contractors versus firms with a team approach. As a full-service provider with a team approach, we offer the Township stability, collective qualifications and experience, tools and methodologies, and a proven track record for successfully conducting strategic planning initiatives. We pride ourselves on being advocates for our clients, and encourage the Township to speak with our references about the numerous times we have directly contained costs through either thoughtful planning for cost avoidance or proactive issue resolution.

2.3 Relevant Experience

Strategic Planning

BerryDunn has been providing services similar to those requested by the Township for more than 30 years. Through this experience, we have assisted public-sector clients with a variety of organizational development services, including:

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

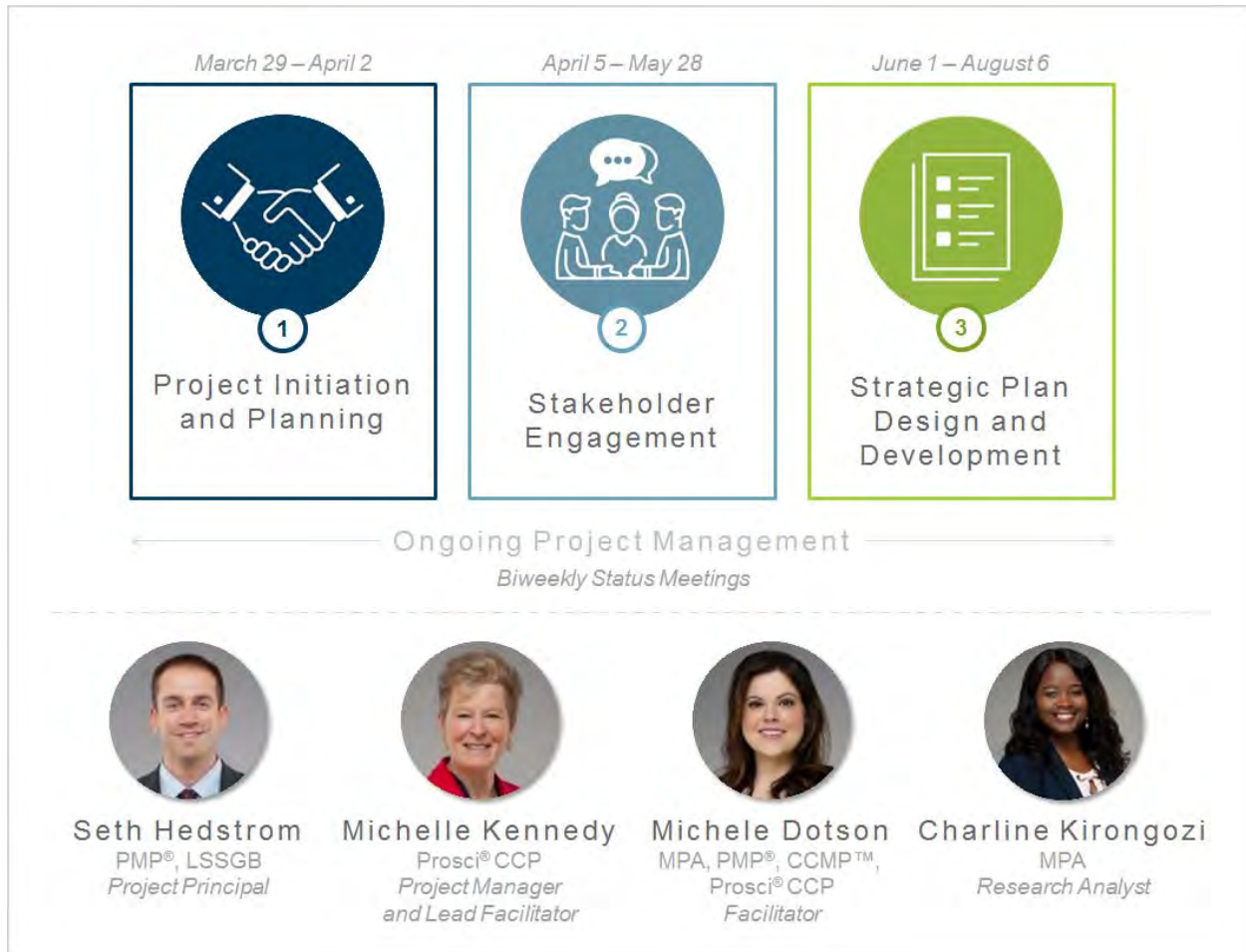
Below, we provide a representative list of clients for whom we have recently performed similar services. We will leverage our experience and lessons learned from this background in our work with the Township.

- Americorps of Oregon and Washington
- Association of Oregon Counties
- City of Beaverton, Oregon
- City of Milton, Georgia
- City of Portland, Oregon
- City of SeaTac, Washington
- City of Tacoma, Washington
- City of Westminster, Colorado
- City of Woodinville, Washington
- Columbia River Land Trust, Oregon
- Lake County, Illinois
- Local Government Personnel Institute
- Marion County, Oregon
- Oregon Department of Community Colleges and Workforce Development
- Oregon Department of Education
- Oregon Department of Human Services
- Oregon Employment Department
- Oregon Harbor of Hope
- Oregon MS Society
- Oregon Secretary of State
- Portland Development Commission
- Portland State University
- Providence Health System – Center on Aging
- San Mateo County, California

- McHenry County, Illinois
- Metro Parks Tacoma, Washington
- Oregon Cultural Trust
- Oregon Department of Administrative Services
- Tualatin Hills Parks and Recreation District, Oregon
- Washington State Traffic Safety Commission
- Worksystems, Inc.

2.4 Scope, Staffing, and Dates

Below is a graphic to brief the Township on our work plan scope, planned project staffing, and timeline to conduct the requested work effort.



3. Project Proposal

3.1 Methods for Developing the Township’s Strategic Plan

Our project team will engage the Township Board, elected and appointed officials, staff, businesses, community, and other stakeholders in ways that will maximize creativity and innovation, and inspire collaboration and consensus for achieving its vision. We will help to develop a Strategic Plan that you can reasonably implement with support and commitment from the Township’s stakeholders. A quality Strategic Plan defines the organization’s reason for being, establishes a compelling vision, sets measurable objectives, and, most importantly, lays out the desired the impact on and value-add to the community, businesses, employees, and other stakeholders.

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 Township’s environment. Our project team will use the Institute of Cultural Affairs’ (ICA’s) Technology of Participation (ToP®) facilitation methodology to help ensure the Township’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.

Encouraging Crossing Boundaries and Strengthening Interdependencies

Strategies are broad 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 these 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 Township if the group is having difficulty achieving consensus.

Figure 2: Values Encouraged by Structured Participation



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 Township's decision-making. Our project team has facilitated written clear, compelling strategic plans for more than 30 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.

3.2 Work Plan Details

On the following pages, we provide detail of our work plan to engage a broad and comprehensive group of the Township's stakeholders in developing a unified vision and strategic initiatives by way of a Strategic Plan. The Township's Strategic Plan will set realistic achievable targets for the Township's ongoing evolution for the next four years. Our overall project approach and work plan is focused on engaging a broad range of stakeholders, including Board members, staff, community members, residents, business owners, and others that will take part in the Township's strategic planning process. The community visioning methods we will use received a national award for public engagement from the National Association of Counties.

Below we outline our work plan to efficiently and effectively guide the Township and its stakeholders through the strategic planning process. We developed the timeframe for each phase based on our experience conducting similar projects and the assumption that **the Township's project will begin on March 29, 2021**. With that in mind, **we anticipate that the strategic planning effort will conclude by August 6, 2021**. We also recognize that there are variables that could affect this timeline; therefore, we are happy to expedite or elongate the process as needed and refine our work plan details and timeline to accommodate those factors.



Phase 1. Project Initiation and Planning

March 29 – April 2

1.1 Facilitate a project planning and discovery session. We will conduct an initial project planning and discovery session with the Township's project team to identify project milestones and expectations for stakeholder and public engagement in the strategic planning process. 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 Township, as well as our approach to scope, risk, and resource management. As part of this session, we will identify stakeholder individuals and groups to include in the community engagement process. We will also review possible formats for the final Strategic Plan document. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

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



Phase 1. Project Initiation and Planning

March 29 – April 2

Examples include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Organizational charts and staffing detail
- Budget summaries
- Demographic, economic, and community data and forecasted trends from the U.S. Census and the U.S. Bureau of Labor Statistics
- The Township Master Plan
- The Township Parks and Recreation Plan
- The Downtown Development Tax Increment Financing Plan
- The Township Needs Assessment and Facilities Study
- Other mid- and long-range planning documents

1.3 Finalize the Project Work Plan and Schedule. Based on the information gathered from our initial project planning and discovery session, as well as from those details enclosed in this proposal, we will finalize 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 address which stakeholders to include and agreed-upon procedures between BerryDunn and the Township 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 teleconference with the Township's project team to review the drafts and solicit feedback. This teleconference will introduce the Township's project team to our document review process and provide an opportunity for the Township to share input on a critical step in the process. We will incorporate the Township's feedback and finalize the documentation before distributing it to the Township in final form.

› *Deliverable 1 – Project Work Plan and Schedule*

1.4 Conduct Biweekly Status Meetings. Our project manager and lead facilitator, Michelle Kennedy, will conduct Biweekly Status Meetings with the Township's project manager on an ongoing basis throughout the strategic planning process. These updates will be reviewed via teleconference, as needed, and will be used 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 reports to highlight any work products and approaches that will contribute to deliverable development.

› *Deliverable 2 – Biweekly Status Meeting Updates*



Phase 2. Stakeholder Engagement

April 5 – May 28

2.1 Develop the Township’s Social Pinpoint site. Given the current remote environment, we will utilize tools and technology that will help to encourage collaboration with the Township and its stakeholders. One of these tools, Social Pinpoint, will be customized to reflect the exact goals, needs, objectives, and background for the Township’s strategic planning project and leveraged to encourage community engagement. We will work in collaboration with the Township to help ensure its landing page is built thoughtfully and speaks to the community’s culture. Additionally, within this landing page, Township stakeholders will have access to an external survey, idea wall, and other engagement tools that will help gather information related to the Township’s current environment.

2.2 Develop interview, listening session, and survey protocols and questions, and schedule engagement activities. In order to further understand how the Township’s leaders, staff, and community stakeholders view the current environment and issues of strategic importance—and to gather additional information for the strategic analysis—our project team will develop questions and protocols to help guide interviews, listening sessions, and surveys. We will review the questions and protocols with the Township’s project team to build consensus and solicit feedback before updating them to final.

Some of the topics we will address in the interviews, listening sessions, and surveys are:

- What current and/or emerging trends have the biggest influence on where the Township’s efforts and resources should be focused?
- What are the potential scenarios that the Township should be prepared for in the coming 2, 5, and 10 years?
- What is the most pressing problem or concern facing the Township?
- What is the Township’s long-term vision for the lives of its residents?
- What are the most important and/or critical community needs the Township can address in the near future?
- What opportunities could more effectively leverage the Township’s existing plans, efforts, resources, and capacity to achieve better outcomes for residents and businesses in terms of the Township’s programming, service delivery, and investments across the community?
- What does the Township 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 Township’s project team to schedule these interviews and listening sessions with Board members, staff, and other appropriate stakeholders.

2.3 Develop and distribute stakeholder surveys, and analyze results. Using previously developed questions as the basis, we will create stakeholder surveys—one for internal stakeholders and one for external stakeholders. The surveys’ layout will include an introduction to explain the project background, goals, and objectives, as well as a set of survey questions to help assess the Township’s current environment. While the surveys will remain active and open for participation, we will provide the project team with updates on the number and percentage of participants that have responded to the survey and, if



Phase 2. Stakeholder Engagement

April 5 – May 28

necessary, prepare a follow-up email reminding participants of the importance of completing the survey to encourage increased involvement. The surveys will be distributed in a variety of channels, including email, the Township's website, and the Township's Social Pinpoint site.

2.4 Review and analyze existing documents and data. We will review the documents and data collected in Task 1.2 to help us produce an Environmental Scan that will inform community and stakeholder engagement activities.

2.5 Conduct interviews and listening sessions. To gain working knowledge of the Township, we will conduct interviews and listening sessions with the Township's leaders, staff, community members, business owners, and other stakeholder groups deemed appropriate in both one-on-one and group settings to inform the development of the Environmental Scan. During these interviews and listening sessions, we will address topics to help us understand the current environment, unmet needs of the community, strategic opportunities to carry out the Township's mission, and improvements to programming and service delivery.

2.6 Develop community forum messaging. To help ensure that we achieve broad community involvement in the strategic planning process, we will work closely with the Township's senior management and communications team to develop marketing materials that compel community forum strategic planning participation. We will also make ourselves available for any ongoing discussion that needs to happen with said resources to help ensure that developed materials reflect the impact the community can make on this process and urges participation in the process.

2.7 Synthesize information gathered and develop an Environmental Scan. We will synthesize our findings and information gathered into a highly visual and compelling slide deck to inform the Community Forum. The presentation will provide an overview of the Township's current environment. We will review this slide deck with the Township's project team to solicit feedback before updating it to final.

2.8 Develop the Community Forum Script. We will design the format for the Community Forum that will include the Board, department heads, staff, and other stakeholders. Building the design will be a highly collaborative process that will help ensure it reflects the unique culture of the community, its current environment, and its vision for the future. After developing the Community Forum Script, we will review it with the Township's project team to solicit feedback before updating to final.

- › *Deliverable 3 – Environmental Scan*
- › *Deliverable 4 – Community Forum Script*

2.9 Prepare for and conduct the Community Forums. We will prepare for and facilitate the Township's Community Forums based on the previously developed Community Forum Script to gather information that will guide the strategic planning process. The outcomes of



Phase 2. Stakeholder Engagement

April 5 – May 28

the Community Forums will be documented and incorporated into SWOT Analysis in Phase 3 to help the guide the Township in developing and implementing strategic initiatives over the next five years.



Phase 3. Strategic Plan Design and Development

June 1 – August 6

3.1 Prepare and conduct a SWOT Analysis. We will conduct a SWOT analysis of the current environment, identifying emerging community trends, and opportunities for future focus and investment to achieve desired results. We will review our analysis with the Township's project team before updating it to final and including it in the Environmental Scan.

› *Deliverable 5 – Updated Environmental Scan and SWOT Analysis*

3.2 Design and facilitate the Board strategic planning session. We will design a Board strategic planning session that will serve as an opportunity to guide the Township's development of its vision, mission, values, and strategic goals; goals, objectives, and actions for making progress; and objectives and performance measures. We will set the context for these planning sessions using the Updated Environmental Scan and SWOT Analysis, which will provide all participants with a shared understanding of the Township's current environment, the trends that are affecting the Township, and its opportunities for the future. The meeting design will focus on building consensus and further refining the strategic priorities identified, as well as on refining the Township's vision and key results.

3.3 Develop the Cascade Charter Township Four-Year Strategic Plan. We will draft the Cascade Charter Township Four-Year Strategic Plan in an agreed-upon format for the final document. The document will include the Township's vision, mission, values, strategic goals, and policies, as well as actions to support them. We will review the drafted Cascade Charter Township Four-Year Strategic Plan with the Township's project team to solicit feedback before updating to final.

› *Deliverable 6 – Cascade Charter Township Four-Year Strategic Plan*

3.4 Conduct project closeout. Once the strategic planning effort is complete, we will perform closeout activities, including providing the Township with documentation developed and collected during the process, and conducting lessons learned and knowledge-sharing activities. By conducting this task, the Township will rest assured that it is equipped to continue to progress toward its vision and to successfully implement that plan even after the project is complete.

4. Public Input

4.1 Facilitating High Participant Engagement



We understand that the Township is seeking a strategic planning process that engages participants to provide a shared sense of responsibility for what the group decides together. To achieve optimal ideas for inclusion in the Strategic Plan, we will use values-based planning combined with participatory activities that are part of the ToP® methodology, to inspire creative ideas from those in the process.

The **ToP® methodology** is designed to help ensure all voices are heard and consensus is gained quickly. We augment our facilitation with various applications that further facilitate group participation. For example, we use UMU and Everywhere Polling to allow participants to rank their ideas in the moment, tele-town halls for quick topic-specific input, and Social Pinpoint to allow residents to effortlessly join discussions virtually and share what matters most to them.

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 comprehensive tool has several features that we will use frequently and as needed throughout the project, as illustrated in Figure 3.

With this tool, we will easily be able to set-up a landing page and sub-pages for the Township to capture the essence of Cascade and its staff, residents, business owners, and other stakeholders, providing opportunities for participants to contribute to the Township's values and future vision. 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 will take place.

Social Pinpoint Usage Examples: We recently developed a fully customized Social Pinpoint site to support the City of Westminster, Colorado's strategic planning effort, as well as the City of Milton, Georgia:

- Live Westminster Social Pinpoint site linked [here](#)
- Live Milton Social Pinpoint site linked [here](#)

As a result of using Social Pinpoint as a landing page for Milton's strategic planning project, for example, in just two weeks Milton drummed up 2,000 site visits from 672 unique users since the site's launching; Milton's Social Pinpoint site also received 190 survey responses and 32 visioning

Figure 3: Social Pinpoint Features



ideas, samples depicted in Figure 4 below. Use of this tool is proving to be a valuable asset to Milton's engagement process, especially in a remote environment.

Figure 4: Social Pinpoint Community Engagement Samples

Please share your ideas and suggestions for the future Milton.

Residential Growth

Business Development

Preserving Character

Parks & Recreation

Building Connections

Effective Government

In the Deerfield area, Create a trailhead and connect to existing greenway I trails.

2 months ago Like +3Dislike

Purchase more land for pocket parks and trails in the Deerfield area. Connect sidewalks to communities and shopping around Deerfield to encourage walking access and making this overdeveloped area more attractive.

2 months ago Like +2Dislike

Enough is enough. Let the Crabapple area be where Milton small businesses areas it would be lovely to have access

4 months ago

In comparison to other parts of the country, there's relatively little adoption of solar in Georgia. Milton could encourage the use of solar in our community & stretch taxpayer dollars at the former Milton Country Club. Southern-facing hillsides unusable for recreation (because of the grade) and far out of view of adjoining homeowners may be usable for low-profile, discreet ground mounts. Rooftop solar on the clubhouse or a solar patio could provide shade & power for the pool.

3 months ago Like +3Dislike

Add more events hosted by Milton for Milton residents/families. Examples could be a 5K run, cookies with Santa, touch a truck event, chili cook-off, etc. These have been popular in other areas I have lived and help make the community unique.

3 months ago Like +3Dislike

Milton has enough high density housing growth should be limited to lots of 1+ evaluate the plans for the Arnold Mill ensure that the roads and infrastructure that level of density. The congestion at claustrophobic and should be avoided possible. Keep the rest of Milton rural character of Milton is the only thing seen from Roswell, Alpharetta, and Johns C

2 months ago

Add more sidewalks and walking paths Milton. Use funds to purchase green spaces parks and pathways. Best way to feel community is to be more connected.

3 months ago

The extent of new construction of buildings near

As with so many comments I've read, the city is getting over developed and with it, increasing traffic.

How about municipal broadband like has? The pandemic has increased the

Take a brief survey

1.) Rank your favorite aspects of Milton, with 1 being your favorite and 10 your least favorite:

Move items here.

- Outdoors/natural beauty
- Ease/quality of transportation (roads, etc.)
- Commercial, shopping, and restaurant scene
- Schools
- Parks
- Trails
- Crime, safety, and security
- Sense of community/belonging
- Accessible, efficient, and effective government.
- Low density of residential neighborhoods

2.) Rank your biggest concerns with Milton - with 1 being your highest concern and 9 being your least concern.

Move items here.

- Taxes
- Overdevelopment
- Traffic

Close

Envision our future

Envision Milton's Future

In an ideal world, how do you think Milton *should* look and feel different 5 years from now?

Facebook
 Twitter
 LinkedIn
 E-mail

Your comment ...

500 characters left

Agree to terms and conditions Submit

View Comments (0) ▾

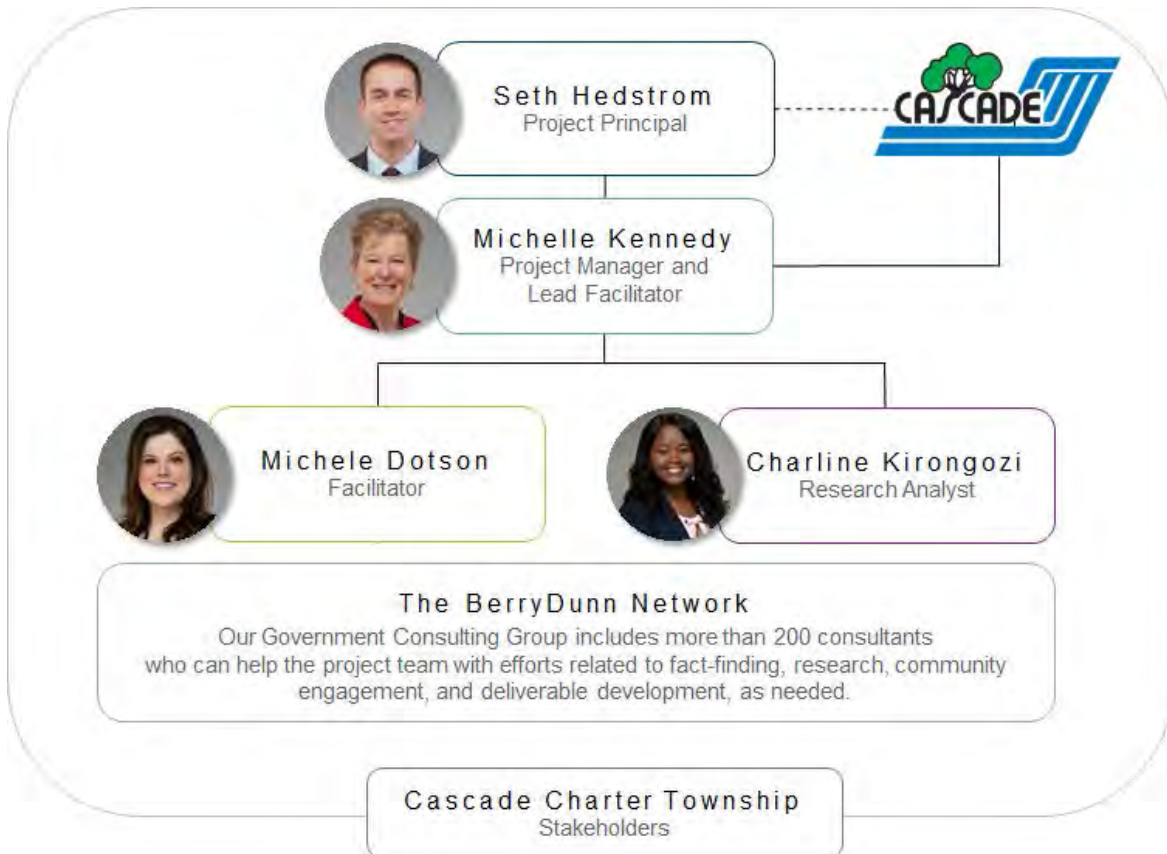
Close

5. Project Staffing

5.1 Project Team Overview

To best serve the Township, we have carefully assembled a comprehensive project team, illustrated in Figure 5, with the necessary expertise to best accommodate the goals and objectives for this strategic planning project.

Figure 5: Project Team Organizational Structure



Client Testimonial

Below, we present a client testimonial for the Township's review that we believe speaks well to our project team's qualifications and delivery as it relates to providing high-quality strategic planning consulting services.

“

BerryDunn consults with an incredible amount of energy and enthusiasm for the work. They are excellent facilitators and strategically work to achieve the best outcomes possible. They are system thinkers about how to approach a given topic, so that the final products are well-constructed, realistic and viable.

Cheryl Twete, Community
Development Director
City of Beaverton, Oregon

5.2 Roles, Responsibilities, and Qualifications

Below, we provide detail our project team's relevant experience, roles, and responsibilities as they relate to the Township's strategic planning project. **Our project team members' full resumes are provided in Appendix A.**



Seth Hedstrom, PMP®, LSSGB
Project Principal

Seth is a principal in BerryDunn's Local Government Consulting Practice Area and brings extensive experience in project management. He has managed more than 50 enterprise process and technology planning projects over the course of 12 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, Seth 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.

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

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



Michelle Kennedy, Prosci® CCP
Project Manager and Lead Facilitator

Michelle is a senior consultant in BerryDunn's Local Government Consulting Practice Area and has more than 30 years of government-sector management and consulting experience in organizational development, including strategic and business planning, leadership development and executive coaching, organizational assessments, organizational change management, 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 30 public-sector organizations.

As the **project manager and lead facilitator**, Michelle will:

- › Build and maintain a productive relationship with the Township
- › Participate in meetings with leadership
- › Serve as primary point of contact with the Township
- › Lead our work and perform day-to-day project
- › Design the facilitation approach to the strategic planning process
- › Lead the development of the Township's Social Pinpoint site
- › Conduct interviews and focus groups
- › Co-facilitate strategic planning sessions

- management and staff oversight
- › Develop project deliverables
- › Develop and maintain the Project Work Plan and Schedule
- › Present findings and recommendations to the Township
- › Provide subject matter expertise
- › Lead the analysis and development of project deliverables



Michele Dotson, MPA, PMP®, CCMP™, Prosci® CCP
Facilitator

Michele is a senior manager in BerryDunn’s Local Government Consulting Practice Area and has been with BerryDunn for six years. She also has five years of prior municipal government experience. Her well-rounded perspective on local government operations informs her holistic approach to client engagements, balancing the business objectives of each project with strategies for gaining stakeholder buy-in for organizational changes. A Prosci® Certified Change Practitioner (CCP) and a Certified Change Management Professional™, Michele contributes her expertise in managing change for over 30 local government organizations.

As the **facilitator**, Michele will:

- › Build and maintain a productive relationship with the Township
- › Participate in meetings with project leadership
- › Provide subject matter expertise
- › Conduct benchmark and best practices research
- › Conduct interviews and focus groups
- › Assist in the development of surveys
- › Assist in the design and facilitation approach to the strategic planning process
- › Co-facilitate the strategic planning sessions
- › Assist in the development of project deliverables



Charline Kirongozi, MPA
Research Analyst

Charline is a consultant in BerryDunn’s Local Government Consulting Practice Area and focuses on assisting public-sector clients with project support. She joins BerryDunn with two years of prior public-sector experience and several years of field experience supporting and conducting research, collecting data, organizational reporting, performing gap analysis, and developing recommendations. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in. She brings in-depth knowledge and involvement with strategic planning, change management, and relationship-building through her strong communication, leadership, and project management skills.

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

- › Actively engage and support the project team
- › Review and analyze the Township’s existing data and documents
- › Assist with community engagement activities
- › Assist in developing the Township’s Social Pinpoint site
- › Support the facilitators in documenting and reporting the artifacts, work products, and outcomes of strategic planning meetings

6. Proposed Cost

We are pleased to propose the following fee schedule based on our proven approach and methodologies, extensive experience successfully conducting projects of this nature, and our strong desire to partner with the Township. Table 1 presents our proposed cost by phase for the Township’s consideration. Our measure for satisfying a deliverable is the Township’s signed acceptance. That said, the Township will not incur any additional costs associated with the process of reaching deliverable acceptance beyond those hours presented.

Table 1: Proposed Cost by Phase

Phase	Hours Estimate	Not-to-Exceed Cost
Phase 1. Project Initiation and Planning	20	\$3,800
Phase 2. Stakeholder Engagement	110	\$20,800
Phase 3. Strategic Plan Design and Development	56	\$9,900
Project Total	186	\$34,500

7. Authorized Negotiations

Below, we provide contact information for Seth Hedstrom who is authorized by BerryDunn to negotiate a contract with the Township.

Seth Hedstrom, PMP[®], LSSGB | Principal
Local Government Consulting Practice Area
t/f: 207-541-2212 | **e:** shedstrom@berrydunn.com

8. Client References

Below, we provide several relevant references for clients with projects of similar scope and complexity to that of the Township for review and consideration. We grant permission to the Township to contact any of these references, or any other client previously mentioned, to obtain information that will assist it with evaluating our proposal further and guide it in making selection decisions.



City of Beaverton, Oregon

Strategic Plan Development
09/2014 – present | \$55,740

Project Team Members: Michelle Kennedy

Ms. Cheryl Twete
Community Development
Department
ctwete@beavertonoregon.gov
503-246-2422

Provided coaching, leadership development and strategic planning facilitation to executive managers and teams within the City's Community Development Department (CDD). Our project manager and lead facilitator, Michelle Kennedy, is currently facilitating an update of the CDD's strategic plan, performance measures, and progress reporting tools. The CDD's strategic plan will align with the City's Community Vision, Civic Plan, Urban Redevelopment Plan, and Mayor and Council priorities. Michelle wrote the original plan and the plan includes the vision, mission, values, description of the current state, long-term goals, two-year actions, performance measures, and a matrix that cross-walks CDD strategic goals with Community Vision goals and Civic Plan strategies. Two of the challenges with this project were:

1. Completing the City's Strategic Plan during the early stages of the pandemic

We overcame this challenge by leveraging various facilitation strategies and strong communication throughout the process. We also leveraged proven tools and technologies to help ensure a sound strategic planning process.

2. Developing a progress reporting tool that would be workable for each of the divisions within the department.

We overcame this challenge by meeting one-on-one with each of the division directors to gather their specific ideas for strategic plan action steps and progress reporting and developing initial draft documents for the full team to review in a Zoom session.

Michelle has also provided strategic planning facilitation for the Mayor's Office programs.



Lake County, Illinois

Strategic Planning
03/2007 – 05/2017 | \$240,000

Project Team Members: Michelle Kennedy

Ms. Jennie Vana
(former) Chief
Communications Officer
jvana@metrostrategiesinc.com
630-534-6400 x114

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



Lake County, Illinois

Strategic Planning

03/2007 – 05/2017 | \$240,000

Project Team Members: Michelle Kennedy

Ms. Jennie Vana
(former) Chief
Communications Officer
jvana@metrostrategiesinc.com
630-534-6400 x114

Board and County Administrator in drafting a vision, mission, values, and strategic goals; and assisting staff in designing an on-line survey to obtain public feedback on the proposed vision and goals. The most challenging part of this multi-year engagement was getting 21 Board members—with sometimes widely divergent interests—to reach consensus on a focused set of strategic priorities. The Board was always closely divided along party lines, which added to the complexity. When the group struggled to agree, Michelle applied facilitation tools to overcome the challenge of subjectivity and help the Board members discover their common interests in the community. An example of one of those tools used to achieve consensus was a set of cost-benefit criteria that was used to help the Board members score their potential strategies. The Board worked in small teams and each team's highest scoring strategies were selected for inclusion in the plan, thereby avoiding the need to bring strategies to a vote. Michelle wrote the original plan and facilitated updates to the plan in 2009, 2011, 2013, 2015 and 2017.



City of Milton, Georgia

Strategic Planning

08/2020 – present | \$53,400

Project Team Members:

Seth Hedstrom, Michelle Kennedy,
Michele Dotson, Charline Kirongozi

Mr. Steve Krokoff
City Manager
steven.krokoff@cityofmiltonga.us
678-242-2571

Currently helping the City conduct its strategic planning process. Phases in this process include project initiation and planning, an Environmental Scan, community visioning, and strategic plan development. Most of this project is taking place 100% remotely and is utilizing tools, such as Social Pinpoint, to boost information sharing and community engagement efforts. The City Council Strategic Planning Retreat and team building with executive leadership was conducted on-site. Also part of this engagement is an emphasis on preservation related to its reputable high quality of life and current and anticipated growth. The most challenging aspect of this engagement was increasing the racial and ethnic diversity of the City's community engagement effort. Milton is becoming a more diverse community and the City wanted to engage the participation of residents who has been under-represented or not invited to participate in the past. BerryDunn worked with the City to identify new individuals and organizations and conducted persistent outreach efforts to make sure these voices were an integral part of the planning process. The final plan has an updated vision and mission for the City, a new set of organizational values developed by the Council and City staff, strategic priorities, current and future state descriptions of each priority, strategic goals, short term objectives and outcome measures.

Disclaimer: BerryDunn recommended the format, developed the content, and supported the graphic artist in developing the Strategic Plans presented. BerryDunn did not conduct the graphic design work.

MILTON



STRATEGIC PLAN 2021-2025

DRAFT





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Goal #2: Enhance Commercial Nodes	00
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Timeline: The Strategic Plan Process	00



MAYOR'S MESSAGE



MAYOR

Joe Lockwood

The City of Milton has come a long way since its founding in 2006, when I became mayor. And I cannot wait to see where it goes from here.

This Strategic Plan can be instrumental in laying out ways we can make our community's dream for a better future a reality. But one document alone won't get us there. Our success depends on the details and execution of each initiative born from this Plan. It depends on the diligence and intelligence of City staff members who will drive the actions. And, more than anything, it depends on citizens who help make Milton so special by giving our government direction and support. They are the front-and-center in everything we do – including the creation of this Strategic Plan.

Our citizens deserve a government that constantly looks to improve their lives, reflect their ideals, and plan ahead so Milton's tomorrow is even better than today. That's what this Strategic Plan is all about. Yet it is a starting point, not an endpoint. Our City government will keep listening to our residents, keep coming up with ideas, and keep making progress.

Sincerely,
Mayor Joe Lockwood

CITY COUNCIL



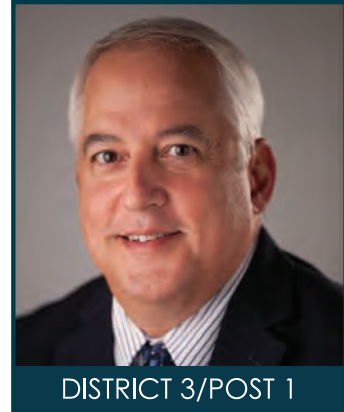
DISTRICT 1/POST 1

Peyton Jamison



DISTRICT 2/POST 1

Laura Bentley



DISTRICT 3/POST 1

Joe Longoria



DISTRICT 1/POST 2

Carol Cookerly



DISTRICT 2/POST 2

Paul Moore



DISTRICT 3/POST 2

Rick Mohrig

INTRODUCTION FROM CITY MANAGER



Steven Krokoff

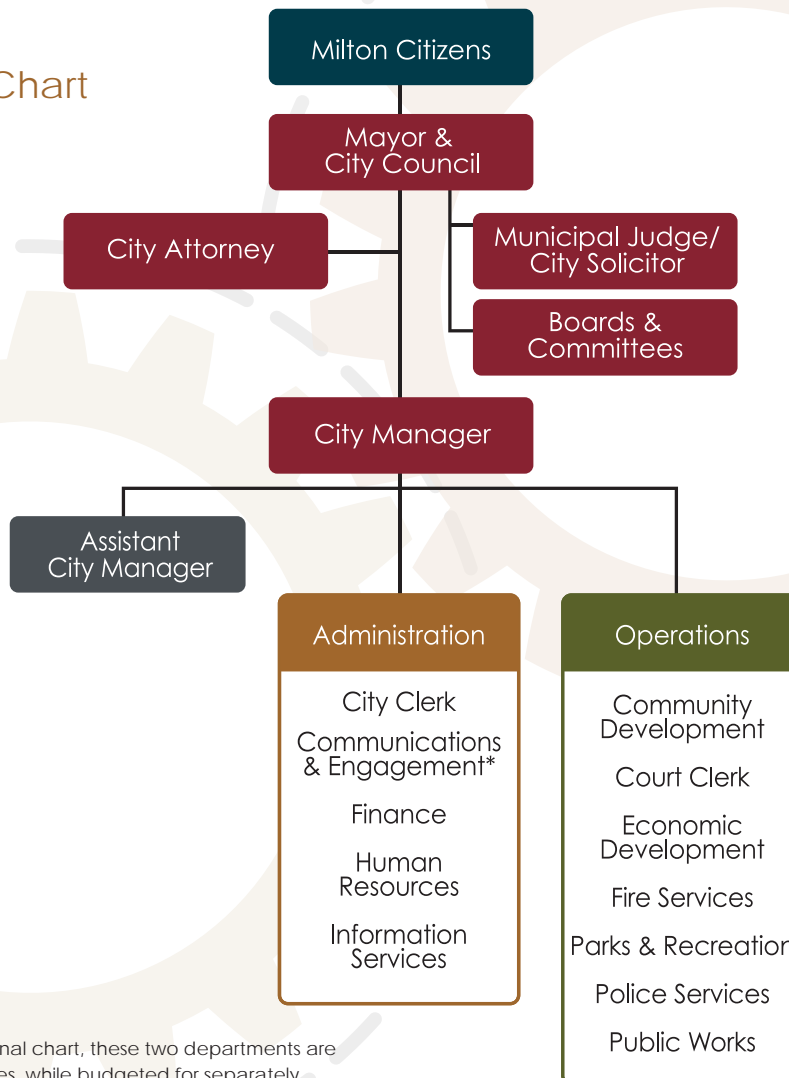
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Sincerely,
Steve Krokoff

Organizational Chart



*For purposes of the organizational chart, these two departments are combined for reporting purposes, while budgeted for separately.



PLAN AT A GLANCE

MISSION

We take pride in our responsibility to protect and improve the high quality of life for those we serve.

VISION

Milton will be a city recognized for its exceptionally high quality of life, strong sense of place and community, and dedication to preserving our rural heritage.

VALUES

Together We Thrive

The whole is greater than the sum of its parts. Inclusive collaboration, courageous engagement, diversity of opinion, and a purposeful commitment to continuous personal, professional, and team growth lead to outstanding results.

It's All About Our Rural Heritage

Every step we take protects our rural heritage and culture.

Service Is Our Obsession

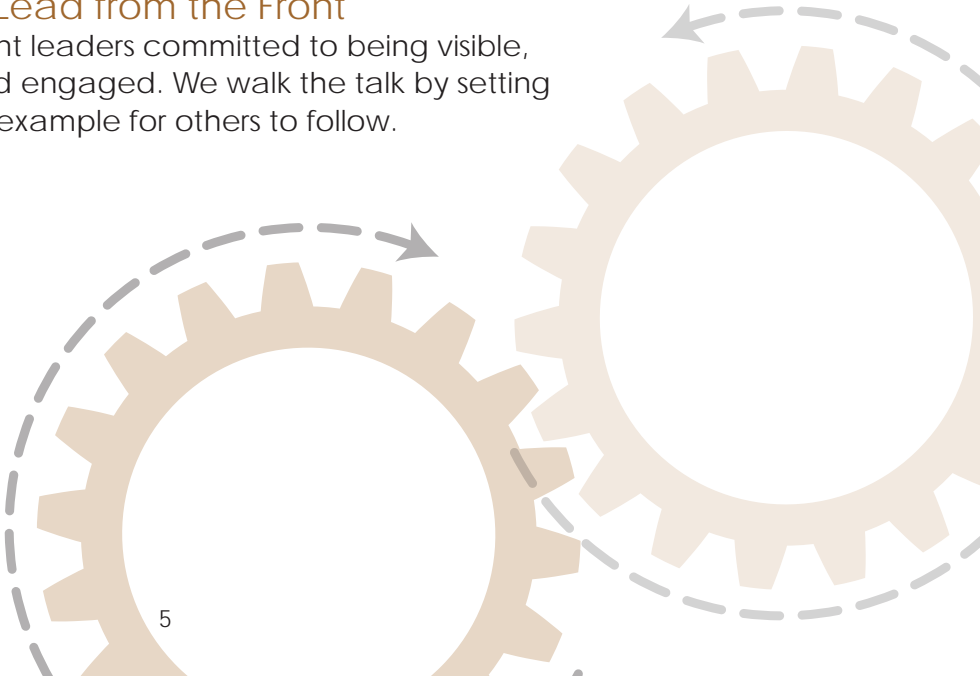
Every interaction is an opportunity to show off our commitment to find solutions. We delight the people we serve by going the extra mile to exceed expectations.

Own It, Deliver It

We pursue every opportunity with enduring determination, every project with urgency, and every challenge with creativity. We have an unparalleled sense of pride in and ownership of our accomplishments.

Lead from the Front

We are servant leaders committed to being visible, accessible, and engaged. We walk the talk by setting the example for others to follow.



STRATEGIC PRIORITY 1

Ensure Milton's Sustainability and Resiliency

Current State

Milton provides a **forward-thinking approach** to economic development, critical event preparedness, day-to-day community safety, environmental sustainability, and its transportation network employing an effective and fiscally responsible service delivery framework. A **motivated and flexible staff** has promoted sustainability in many ways. Financially, the City employs a **conservative pay-as-you-go** system. Environmentally, the City has earned **Green Communities** recognition. From a public safety perspective, Milton has established a service and **outreach-oriented fire department**, boasts routinely **low crime** rates, maintains **safe roadways**, and has a strong track record responding to **critical events** (including managing four **federally-declared** disasters and several smaller incidents over the past 15 years). The foundation for this success has been a **clear vision for the City** established by elected officials, an engaged citizenry, and a highly professional workforce who leverage their individual experiences, knowledge, and diligence to make Milton a vibrant, noteworthy community.

Future State

The City recognizes that sustainability and resiliency are a function of all departments, elected officials, and external stakeholders. They work in concert to form a **cooperative ecosystem** in which **mutually reinforcing government and private sector** activities contribute to a vibrant and safe community. Milton envisions a future that builds on this strong foundation to provide nation-leading sustainability and resilience fostered by an engaged government focused on **community partnerships**, **creative funding** methods, and deliberate **efficiency**. We maximize our available resources by building teamwork capacity and through effective government processes. This approach takes full advantage of Milton's commercial nodes – furthering Milton's strong regional reputation as an **outstanding place to do business** – while preserving and enhancing the **rural core** of the city. It also is powered by a **community-reflecting workforce**; utilizes technology, training, and planning to enhance **critical incident management** abilities; ensures that public safety is engaged in the development process, thereby preparing it to meet future community needs while maximizing its day-to-day resiliency; and maintains sound transportation planning/maintenance, energy-efficiency, and solid waste programs that enhance the **environmental and social sustainability** of Milton's unique character.



Ensure Milton's long-term financial sustainability

OBJECTIVES

1. Further diversify the City's revenue sources to reduce reliance on property tax revenues and diminish the effects of economic fluctuations
2. Enhance the commercial tax base with businesses that fit into a cohesive, community-driven vision for Milton
3. Establish a financial metrics comparison relative to similar municipalities

OUTCOME MEASURES

- **Objective 1:** Chart percentage of revenue across different categories, aiming for a higher percentage (relative to total revenues) derived from non-property taxes year over year
- **Objective 2:** Develop a 5-year financial plan
- **Objective 3:** Assess the following, aiming for year-over-year stability and/or improvements:
 - Number of new jobs added (trended over a 10-year period)
 - Unemployment rate (as measured against comparable cities)
 - Streamlined/reduced permitting time (as measured against comparable cities and by customer satisfaction)
 - Occupancy rates (as measured against comparable cities)
- **Objective 3:** Occupational tax process and fee structure updates completed by December 31, 2022



Ensure Milton's readiness and preparedness to respond to disasters as well as unusual or critical events

OBJECTIVES:

1. Develop cross-disciplinary systems that can respond to unanticipated emergencies, including specialized training and the leveraging of suitable technology
2. Identify and plan for natural and manmade disaster mitigation opportunities and recovery needs
3. Develop, with Milton's partner cities, a seamless integrated plan (including training) to respond to hostile events

OUTCOME MEASURES:

- **Objective 1:** 100 percent of identified City staff members receive basic ICS training by December 31, 2021
- **Objective 1:** Complete identified advanced emergency management training for appropriate staff members by December 31, 2023
- **Objective 2:** Conduct advanced level emergency management drills for five consecutive years starting in 2021
- **Objective 2:** Show improvement on interdepartmental cooperation according to HSEEP model, evaluated in 2021 and again in 2025 (year 1 and year 5 of this Plan)
- **Objective 2:** Forge five new community partnerships that will support the City in response and recovery by 2025
- **Objective 2:** Produce a different resilience-themed community education campaign each quarter during the full course of this Strategic Plan
- **Objective 2:** Fully implement a continuity of operations plan (COOP) by the end of 2022
- **Objective 3:** Establish and train an Incident Management Team with Milton, Roswell, Alpharetta, and Fulton County Schools representatives by 2023 while showing improved inter-entity cooperation according to HSEEP model, as evaluated in 2023 and 2025 (year 3 and year 5 of this Plan)





Protect and preserve Milton’s environment through sound land use, environmental stewardship, green infrastructure, and sustainable practices

OBJECTIVES:

1. Identify opportunities to improve the management of solid waste collection that aligns with sustainable best practices
2. Prioritize and fund environmental initiatives that will make Milton a better place today and tomorrow

OUTCOME MEASURES

- **Objective 1:** Increase recycling alternatives – in terms of ease of recycling and the types of items that can be readily recycled – for Milton residents, as measured year-over-year
- **Objective 2:** Improve in Green Communities certification from bronze to silver by the end of this Plan
- **Objective 2:** Year-over-year increases in the amount of environmental signage and kiosks in greenspaces, parks, and other City properties
- **Objective 2:** Forge a partnership with Georgia Audubon to conduct a “bird audit” and make recommendations for a bird-focused environmental initiative
- **Objective 2:** Establish a baseline EPA mileage average for City vehicles by the end of 2021 and consistently improve that number year-over-year within the City vehicle fleet
- **Objective 2:** Increase the number of electronic vehicle charging stations on public and private property in Milton, with 5% growth by the end of this Plan



Maintain a secure community in which people can live, work, and play safely

OBJECTIVES:

1. Deliver effective, efficient emergency and nonemergency services to minimize fatalities, severe injuries, and loss
2. Identify and prioritize notable risk-threat hazards in Milton, develop a strategy to reduce their potential harm, implement this strategy, then evaluate its impact
3. Establish a sustainable Safety Crisis Intervention Team (SCIT) within the Police Department to collaboratively, efficiently, and effectively respond to crises
4. Rebrand the Milton Fire Department’s Community Paramedicine program – expanding its scope, mission, and service to citizens
5. Create a joint fire-police task force (in partnership with outside providers) to respond to critical events, address non-emergency social services, and take a holistic look at community needs

OUTCOME MEASURES:

- **Objective 1:** Explore accreditation for Milton’s Fire Department through the Center for Public Safety Excellence by December 31, 2021
- **Objective 1:** Reduce wait times for emergency response services in the Milton Fire-Rescue Department by meeting the “first alarm assignment” benchmark to 50% of the time by the end of this Plan
- **Objective 1:** Improve response times to emergency calls in all zones by 10% by the end of this Plan 0(relative to 2021)
- **Objective 1:** Develop and deploy annual scenario-based de-escalation and crisis intervention training for all Milton police officers by December 31, 2022
- **Objective 2:** Conduct an initial hazards analysis by December 31, 2021, then reassess annually to increase by 5% year-over-year target police/fire public education programs aimed at resiliency/prevention
- **Objective 3:** Establish a functional Safety Crisis Intervention Team (with 100% CIT-trained staff) by December 31, 2023



- **Objectives 3 and 5:** Identify several police officers per shift for advanced training on crisis training and mental health services by December 31, 2023
- **Objective 4:** Develop an expanded, repurposed operational mobile health response unit (tentatively to be called Milton C.A.R.E.S) by December 31, 2022
- **Objective 4:** Conduct an initial assessment of community needs that might be served by a mobile health unit by December 31, 2021; develop a comprehensive policy within the Fire Department to address those needs (including health and safety engagement) by December 31, 2022
- **Objective 5:** Create a joint fire-police task force and conduct initial drill/training by the end of this Plan



Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner

OBJECTIVES:

1. Alleviate traffic congestion to reduce travel time and traffic speed throughout Milton
2. Improve conditions for walking and cycling throughout the city

OUTCOME MEASURES

- **Objectives 1 and 2:** Completed Local Road Safety Plan with executable strategies by December 31, 2021
- **Objectives 1 and 2:** Improve stakeholders' satisfaction with transportation in Milton as measured by a regularly conducted survey
- **Objective 1:** 5% year-over-year decrease in vehicular-related property damage (using 2021 as a baseline given abnormally reduced traffic in 2020 due to COVID-19 pandemic)
- **Objective 1:** 5% year-over-year decrease in vehicular-related personal injury and fatal crashes (using 2021 as a baseline given abnormally reduced traffic in 2020 due to COVID-19 pandemic)
- **Objective 1:** Deploy a bicycle safety initiative by December 31, 2022
- **Objective 1:** Level of effectiveness of intersections does not decrease below level D in the Comprehensive Transportation Plan over each of the next five years
- **Objective 1:** Establish plan to analyze and develop a means to reduce "red lines" (as seen in widely used mapping software, like Waze) in Milton traffic by December 31, 2023; begin implementing such a plan by December 31, 2024
- **Objective 2:** Create a baseline on the extent of "walkability" in Milton by contracting for a walkability study by December 31, 2022
- **Objective 2:** Establish plans for connection to Big Creek Greenway established by December 31, 2021



Cultivate a diverse, engaged, and healthy workforce dedicated to service and excellence

OBJECTIVES:

1. Provide continuous development of all Milton staff so that skills and competencies are strengthened, work quality increases, and the City becomes a learning organization
2. Create an inclusive work environment where a diverse group of employees and contracted service members create a team that are considered full partners in the delivery of high-quality programs and services
3. Strengthen the on-boarding and leadership competencies of those serving on City boards and commissions, as well as in volunteer leadership roles
4. Attract and retain a first-rate workforce that is more closely reflective of the community's diversity and prepared to lead into the future
5. Enhance the wellness program to support City of Milton employees' physical and emotional fitness and well-being



OUTCOME MEASURES:

- **Objectives 1 – 5:** Conduct engagement and satisfaction surveys for City employees (measured through a customized climate/culture survey or the Gallup Q12) to create baseline measures, followed by incremental year-over-year improvements
- **Objective 1:** Year-over-year increases in the percentage of employees achieving their documented professional growth objectives
- **Objective 1:** Establish a baseline in 2021, then annually increase the percentage of employees seeking training and mentorship for career advancement
- **Objective 2:** Conduct survey to establish baseline, then create and accomplish year-over-year goals that attest to contracted service providers having a positive work environment and providing quality services
- **Objective 3:** Establish an on-boarding plan for all board and commission members, as well as those in other volunteer leadership roles by December 31, 2021
- **Objective 4:** Reduce accidents and workers compensation claims by analyzing baseline data from 2020, then implementing plans to reduce the number of incidents, year-over-year, through the end of this Plan
- **Objective 4:** Year-over-year progress toward goal of making City of Milton's workforce more reflective of the community's demographics
- **Objective 5:** Year-over-year increases in the percentage of Milton staff taking advantage of benefits (and to what degree)
- **Objective 5:** 20% year-over-year increases in wellness program offerings available to City staff



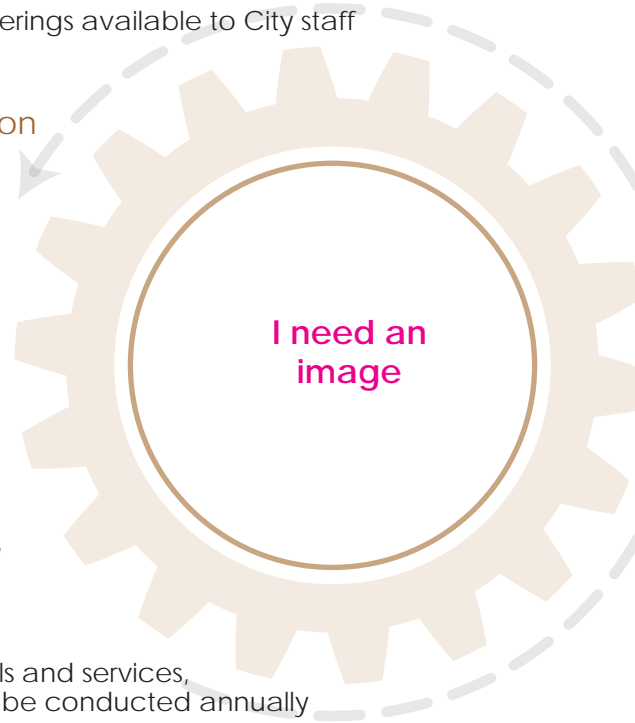
Enhance the effectiveness of the City's information technology to promote efficient operations and customer-oriented service delivery

OBJECTIVES:

1. Increase the reliability of technology support to the organization through technology service reporting, domain migration, and the enhancement of a disaster recovery plan
2. Establish a plan to create an intranet for City employees by December 31, 2021
3. Enhance the system for inventory management and lifecycle replacement of the City's hardware by December 31, 2021
4. Increase transparency through digital accessibility to City records, resources, and services

OUTCOME MEASURES:

- **Objective 1:** Increase in City staff satisfaction with technology tools and services, as measured through a customized work climate/culture study to be conducted annually
- **Objective 1:** Complete domain migration to miltonga.gov by June 30, 2021
- **Objectives 1 – 4:** Earn a major national IT award (through GovTech, ICMA, Gartner, or Center for Digital Government Innovation Award/GCN) by December 31, 2025
- **Objective 2:** Complete an intranet plan by December 31, 2021
- **Objective 2:** Have a fully functioning intranet by December 31, 2022
- **Objective 3:** Institute IT Glue (or something similar) for inventory management and lifecycle planning by December 31, 2021
- **Objective 4:** Establish a fully functioning Laserfiche public portal by December 31, 2021
- **Objective 4:** Re-establish publicly available GIS mapping by June 30, 2021
- **Objective 4:** Increased community satisfaction with the City's website, as measured periodically through the ICMA National Citizen Survey
- **Objective 4:** Increased ratings on municipal website transparency as measured through a generally accepted measurement tool, with 2021 set as the baseline and a follow-up assessment in 2023



STRATEGIC PRIORITY 2

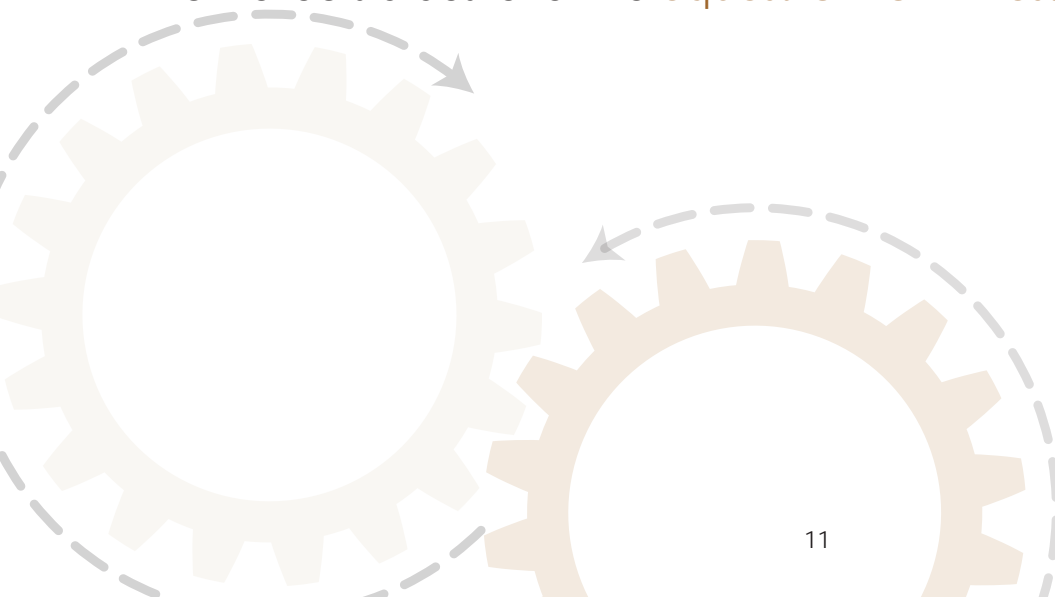
Continue Smart Land Planning to Keep Milton Unique

Current State

The City of Milton is distinguished as an **iconic rural community** developed around a crossroads-style town center with **low-intensity commercial nodes**. This agrarian character has been achieved by maintaining an **aesthetic balance** of well-maintained subdivisions scattered amongst the open and rolling hills of quaint equestrian farms. Residents enjoy a rural, **peaceful setting** without compromising easy access to high-end shopping, quality professional services, and excellent restaurants. This has resulted in **high land values**, which entices large lot land-owners to consider selling to the subdivision development community. Over time, this **threatens to disturb the balance** of subdivisions to equestrian farms and large lots threatening to erode the rural, **visual character** central to Milton's brand.

Future State

The City of Milton is a **thriving community** steadfastly committed to its long-term comprehensive land use plan. Our dedication to smart **development** is evident in areas identified for specific growth and incorporating **design elements** that reflect our rural, peaceful nature and charm. Milton's special character – as reflected in its bucolic pastures, modern rustic architecture, and walkable commercial districts – **is identifiable** as soon as you enter the city. The City's **equestrian brand** is integrated into the commercial nodes to re-emphasize Milton's sense of place and unique identity. Milton is nationally recognized as a "location of choice" for small and medium equestrian hobbyists, which reflects a desire for the **equestrian farm lifestyle**.





Establish Milton as the location of choice for equestrian hobbyists and preserve the farm lifestyle that contributes to the City's unique sense of character and place

OBJECTIVES:

1. Explore the establishment of equestrian character area zones around Milton
2. Identify and encourage equestrian lifestyle, heritage, and visitor experiences
3. Establish a national marketing campaign to promote Milton's equestrian lifestyle
4. Establish Birmingham Park as an equestrian destination
5. Offer incentives and increase/reduce regulations that make it easy to build and maintain a farm
6. Attract complimentary goods and services for equestrian/agricultural operations to Milton

OUTCOME MEASURES:

- Objectives 1 – 6: Milton is listed/recognized nationally as one of the top places for recreational/hobby equestrian hobbyists by December 31, 2024
- Objectives 1 – 6: Establish baseline of agricultural properties segmented by size and set achievable goals by December 31, 2021
- Objectives 1 – 6: Establish a baseline of satisfaction within the equestrian/agricultural community for goods, services, support, and available experiences by December 31, 2022



Enhances the city's commercial nodes and character areas while maintaining the rural charm that makes Milton special

OBJECTIVES:

1. Stop sprawl from eroding Milton's distinctive rural look and feel
2. Interweave the City's architectural standards with its land use plan to preserve Milton's unique character
3. Integrate equestrian branding into the City's commercial nodes through signage, names, gateways, and architectural elements to emphasize Milton's sense of place and identity

OUTCOME MEASURES

- Objective 1: Increases year-over-year in the percentage of large lot subdivision as a percentage of overall subdivisions created during a given period
- Objectives 1 – 3: Increased citizen satisfaction with the City's land use policies and decisions (as measured periodically by the ICMA National Citizen Survey)
- Objectives 1 – 3: Milton becomes a regional leader in land development practices as evidenced by positive publicity in regional publications by December 31, 2022



MILESTONES

This Strategic Plan is scheduled to extend five years, charting a step-by-step course for Milton to get from where it is now to where it wants to be. Yet it took considerable time to come together through dozens of interviews, thorough analysis of countless documents, laying out detailed plans, and much more.

Here are milestones along the way...



SPRING/SUMMER 2020
City searches for consultant for “strategic planning services”

AUGUST 3, 2020
Council OKs contract with Maine-based BerryDunn to partner with City

SEPT. 17-OCT. 5
City employees take survey to assess current state of Milton, look to future

SEPT. 21
Council approves FY2021 budget with \$200,000 for Strategic Plan initiatives



SEPT. 28-OCT. 30
Diverse group of community ‘stakeholders’ interviewed

NOV. 17-DEC. 14
‘Social Pinpoint’ site – including survey and “Ideas Wall” – open to public

DECEMBER 1-3
Interactive virtual ‘Community Visioning Forums’ held with engaged residents

JANUARY 5, 2021
Mayor, Council members attend off-site work session focused on Strategic Plan



FEBRUARY 8-19
City leaders work out specific goals, objectives aimed at moving Milton forward

MARCH 8
City Manager Steve Krokoff presents draft plan to, solicits feedback from Council

MARCH 15
Council vote taken on final version on Milton’s 5-year Strategic Plan



Current Environment for Community Development Department (CDD)

Beaverton is rapidly changing. As of 2016, Beaverton is home to more than 95,000 people. The city added 18,000 residents since 2000 and anticipates an increase of an additional 18,000 new people over the next two decades. Beaverton's demographics also continue to change. The city is becoming younger, more diverse, and more entrepreneurial. Diversity has dramatically increased. There are 94 languages spoken in the Beaverton School system and one in four people who live here were born outside the United States. These increases both in sheer numbers of people and the varied backgrounds and histories of Beaverton residents are significant drivers of change in civic planning.

The city has also grown physically. Since 2006, the city has added more than 625 acres through voluntary annexation, including more than 540 acres of undeveloped land through expansion of the Urban Growth Boundary in 2012. An intensive public planning process for this area resulted in adoption of the South Cooper Mountain Community Plan in 2015. There are additional opportunities for the city to expand further to accommodate growth over the next twenty years.

As the state and metropolitan area recovered from the Great Recession, Beaverton experienced a surge in new development. Current permit activity has reached levels equal to or exceeding the pre-recession ten-year average. Demand for development review and permitting continue to increase, especially in four key areas: 1) redevelopment in the downtown core, 2) new development at South Cooper Mountain, 3) new development at Peterkort Property and 4) multiple news schools, facility renovations and upgrades as part of the Beaverton School District capital bond program.

As a largely built-out first tier suburb with a limited supply of shovel-ready vacant land, accommodating projected growth in Beaverton over the next 20 years will be challenging. The community has rapidly changing demographics and a growing need for affordable housing and a more robust multimodal transportation system (including pedestrian, bicycle, transit, and freight). At the same time, there is strong demand for development that protects and enhances the area's natural resources and amenities.

The vision for the city is: a community that fosters innovation, actively supports existing and future businesses, and is attractive to employers and employees in a variety of different industries. Beaverton's central location within the region, access to a variety of transportation options, and diverse population present a wealth of opportunities for current and future businesses.

CDD's Role in the Long-Term Vision for Beaverton

The Mayor and City Council provide clear vision and direction for the future of our community through four main planning documents.

Through the adoption of the community-driven **Beaverton Community Vision Action Plan**, a clear set of priorities has been established. The plan identifies five community-inspired goal areas. Each goal area has several "targets" that fulfill the goal, and associated with each target are specific programs and projects that fulfill the target. In all, the plan identifies 104 specific projects and programs.

The plan's five goal areas and their associated targets are listed below.

1. **Build Community**

- Foster and promote a common sense of community identity.
- Enhance and diversify the city's dining, shopping and entertainment portfolio.
- Improve "look and feel" citywide.
- Support and expand signature community events, celebrations and attractions.

2. **Vibrant Downtown**

- Create a recognizable, vibrant, walkable mixed-use downtown.
- Establish and grow Beaverton's identity as a premier destination for arts and culture.

3. **Improve Mobility**

- Improve traffic flow and maintain a first-class road system.
- Make Beaverton pedestrian and bicycle friendly.
- Enhance regional and local transit options and facilities.

4. **Public Services**

- Maintain a safe and resilient community.
- Foster a top-tier public education system.
- Invest in quality care and services for seniors.
- Act to reduce homelessness and poverty.
- Preserve and grow the library's role as a diverse community learning center.
- Promote and facilitate healthy lifestyles and community wellness.

5. **Enhance Livability**

- Be a national leader in sustainable practices and programs
- Foster a diverse and vibrant economy
- Maintain a first-class, state-of-the-art parks and recreation system.
- Foster a dynamic, comprehensive workforce development system.
- Create walkable neighborhoods with convenient and safe access to amenities and services.
- Expand housing stock and access for all income levels.
- Promote healthy, managed growth and development.

The Community Development Department plays a lead role on 34 of the 104 actions in the Beaverton Community Vision action plan. These are listed in Appendix A.

CDD plays a central role in carrying out the strategies in **Beaverton's Civic Plan**. The Civic Plan provides a realistic set of strategies for fulfilling many of the goals identified through the Community Vision action plan. The Civic Plan calls for:

- Improved roadway, bike and pedestrian network
- More plaza and open spaces
- Active support for job creation
- Transforming the downtown area
- Creating vibrant neighborhoods

CDD also serves as the lead implementer of the **Central Beaverton Urban Redevelopment Plan (BURA Plan)**, as well. This Plan, which draws from other adopted plans and policies, creates a powerful implementation tool to leverage public investment with the private sector, acquire property, construct infrastructure and invest in private businesses and development.

In addition, the Mayor and **City Council** lay out annual priorities at the beginning of each calendar year to guide the budget process to address particular project/program priorities in the near term. During the 2016/17 timeframe, council's priorities for CDD include affordable housing, land acquisition, active transportation plan and opening of an inclement weather shelter.

The Community Development Department 2017-19 strategic plan lays out the goals and short-term actions CDD will undertake to achieve the over-arching goals and strategies that make up the Beaverton Community Vision, Beaverton's Civic Plan, BURA Plan, and other adopted plans as Annual Council Annual Priorities. (To see how the goals and actions of this Strategic Plan align with those of the Community Vision and Civic Plan, see Appendix B.

About Us

CDD is a department of six divisions, all of which work closely together to further the city's goals with the skills and talents. Matrix-management and cross-divisional efforts are regularly deployed to achieve the highest quality end results and efficiencies. CDD relies on and works closely with other city departments, as well.

CDD Mission, Vision and Values

CDD is a department of six divisions: administration, building, economic development, development, planning, and transportation planning. Each division is staffed with skilled and talented individuals who work closely together within and across their division to further the city's goals and efficiently achieve high quality results. CDD also relies on and works closely with other city departments and divisions.

Mission

Beaverton's Community Development Department plans and facilitates a healthy, vibrant, prosperous, and complete community.

Vision

Our vision is for Beaverton to become a sustainable, inclusive, and highly connected urban community with diverse job opportunities, economic prosperity, and affordable housing choices for all residents, an effective multi-model transportation system, and a beautiful, dynamic and economically vital downtown.

Values

Customer Service: Be responsive to our customers and to each other and accountable for our individual and collective performance and actions by taking ownership in all that we do.

Collaboration: Honor our inter-dependence with other city departments and with external stakeholders through open and effective communication.

Consistency: Implement City Council-adopted policies and regulations in a fair, predictable, and consistent manner.

Diversity: Produce better outcomes by providing equal opportunity, a platform for all voices to be heard, and drawing upon the wisdom and skills of the diverse people in our community.

Professional Growth: Commit to the growth and excellence of our employees through professional development and best practices.

Solutions-orientation: Be proactive, optimistic, and innovative in resolving problems, overcoming challenges, and producing meaningful outcomes for our customers and the community.

Sustainable Balance: Cultivate a balanced approach that addresses and integrates economic, social, environmental and cultural considerations.

Innovation: Solution-oriented approaches that use best practices to proactively shape our community and reflect the city's vision.

Strategic Goals and Actions

Goal 1: Engage with the community to deliver a compelling and achievable service coordination strategy.

Current State

The city is comprised of 19.6 square miles. Its unique “hodge-podge” boundaries can make it challenging for residents, businesses, and service providers to know if they are within Beaverton city limits, in unincorporated Washington County, or a surrounding city and where they should go to obtain services.

Beaverton’s assumed Urban Service Boundary (USB) is larger than its incorporated city limits, bounded by Portland to the east, Tigard to the south and Hillsboro to the west. The USB is assumed because agreements to its location are either out of date or non-existent, plus the USB does not include recently acknowledged Urban Reserve Areas for the Portland Metro Region. The city works with the State Department of Land Conservation and Development, Metro, Washington County and others to address urban growth to ensure that urbanization, urban services and development are delivered in an efficient manner.

The current Urban Planning Area Agreement (UPAA) between Washington County and the City of Beaverton was signed in 1989. With almost 30 years of changes in the State’s planning program, an update to this agreement is overdue. The county and city need fresh strategies to move towards State and Metro policy goals articulating that urbanized areas are to be located in cities.

Urban Service Agreements (USAs) are another type of agreement pertaining to provision of urban services within the city’s incorporated limits and USB. In ORS 195.065(4) “Urban service” is defined to mean sanitary sewers, water, fire protection, parks, open space, recreation, streets, roads and mass transit. Beaverton’s last USA was an interim agreement (2004-2014) with Washington County to bridge time for the execution of a new USA with the County and all applicable urban service providers. No new USA has been established.

Urban Service providers within the city’s assumed USB include:

- Sanitary Sewers: Clean Water Services
- Water: Tualatin Valley Water District, Raleigh Hills Water District, and West Slope Water District
- Fire Protection: Tualatin Valley Fire & Rescue
- Parks: Tualatin Hills Park & Recreation District and Metro
- Open Space: Tualatin Hills Park & Recreation District and Metro
- Recreation: Tualatin Hills Park & Recreation District and Metro
- Streets, Roads, and Mass Transit: Oregon Department of Transportation, Washington County Transportation, Washington County Urban Road Maintenance District, TriMet, and surrounding cities.

Other service providers that do not fall within the ORS 195.065(4) definition:

- Storm Drainage: Clean Water Services
- Law Enforcement: Washington County Enhanced Sheriff's Patrol, Oregon State Patrol, and surrounding cities through cooperative agreements
- Schools: Beaverton School District, Hillsboro School District, and Portland Public Schools

The City needs to establish a pathway for engaging other public agencies and community-based organizations in determining how community needs will be met and in developing a coherent and compelling annexation strategy that will meet the infrastructure needs of currently unincorporated areas. Much of this work begins with the Land Use Element of the City's Comprehensive Plan.

A well-conceived annexation strategy will help assure orderly growth, reduce duplication of service, give suburban residents, businesses, professionals, and community leaders a voice and more direct role in community affairs and prevent the further fragmentation of local governmental authority among a large number of jurisdictions and special districts. This goal also supports the city's economic development strategy by increasing Beaverton's ability to attract desirable commercial development and laying the foundation for new industry to develop in the city, which will lead to new jobs and revenues.

2017-18 Actions

- 1a. Update the Urban Service Boundary and work toward executed agreements with affected jurisdictions.
- 1b. Develop an Urban Service Coordination Strategy to prescribe the most effective and efficient long-term methods of providing each service inside the city's UGB and jurisdictional boundaries.
- 1c. Develop a communications and outreach strategy to discuss community needs and to open discussion about annexation if needs are not being met.

Performance Measures

- Urban Service Boundary (USB) agreements with Hillsboro and Tigard: negotiations continuing or complete with execution pending.
- Urban Planning Area Agreement (UPAA) with Washington County: negotiations continuing or complete with execution pending.
- Urban Service Agreements (USAs) with urban service providers: negotiations continuing or complete with execution pending for at least two urban service providers.
- With Washington County, develop an outreach strategy for review by the Washington County Board of Commissioners and the Beaverton City Council.

Goal 2: Create a cohesive urban downtown that provides an attractive place for people to live, work, and play.

Current State

Revitalization of Central Beaverton is a core priority of the city and residents. Through the Beaverton Community Vision Action Plan and Civic Plan, the community has identified Central Beaverton as the civic, cultural and economic heart of the community. Significant progress has been made in the past few years, but much more work remains to leverage private reinvestment with public investments to create the vibrant heart of our community.

Today, portions of Central Beaverton continue to languish, with underutilized buildings and properties, an absence of new investment, and a deficiency of pedestrian-friendly amenities and businesses. Much of this area lacks a “sense of place” — characterized by qualities that attract new shops and restaurants that, in turn, attract customers and new residents creating a cycle of economic vitality.

To capitalize on these opportunities within Central Beaverton, voters approved the city’s \$150 million urban renewal plan in 2011. The Beaverton Urban Redevelopment Agency’s (BURA) Five Year Action Plan lays out a course for how the city moves forward in using its accruing tax increment revenue to:

- create an active, mixed-use downtown,
- address traffic congestion,
- support infrastructure projects,
- make downtown more friendly for bicyclists,
- provide incentives for business investment, and
- create and retain family-wage jobs.

CDD’s efforts in the past few years include supporting initiatives by the Beaverton Downtown Association, expanding the storefront grant program that assists businesses to transform their facades and partnering with the Washington County Visitor’s Association for wayfinding signs. Property acquisition has been a high priority and four sites have been acquired or are under control. Public/private partnerships have leveraged \$20 million of development activity in mixed-use residential projects.

The Mayor and Council made a crucial decision in 2012 to relocate City Hall from Griffith Drive to The Beaverton Building at The Round. By investing in this distressed area and coordinating with SKB, the city helped launch the rebirth of The Round and began implementation of the Creekside District Master plan. Current initiatives for redevelopment of the Westgate site and The Round include: proposed Beaverton Center for the Arts, a business-class hotel, a mixed-use public parking structure and mixed-use/income housing. Combined, these projects and efforts will significantly invigorate the downtown core. As these projects at Beaverton Central and Old Town move forward it will set the stage for further redevelopment in the area and facilitate the creation of a true downtown in the heart of the community.

2017-18 Actions

- 2a. Launch the Downtown Team so that all issues affecting Downtown are coordinated and all the right partners have input.
- 2b. Create a unified downtown identity through connectivity between Creekside and Old town, build-out of Creekside, public art, streetscape and wayfinding improvements.
- 2c. Acquire strategic properties downtown for redevelopment to create essential connectivity between Old Town and Creekside and distinct design characteristics to both areas (“Two Experiences, One Downtown”).
- 2d. Build consensus with the business community, members of the public, the courts, law enforcement, and elected officials that paid parking is a goal the city should pursue.
- 2e. Develop a parking strategy for downtown that includes a new parking garage in the Creekside District, a shared parking program for private parking facilities, parking enforcement, and payment infrastructure.
- 2f. Implement the downtown restaurant strategy and identify necessary incentive tools.
- 2g. Update the intergovernmental agreement with Tualatin Hills Parks and Recreation District to reflect joint and common goals and a clear scope of work for investments and projects in the Downtown area.
- 2h. Evaluate Development Code regulations for Downtown, including establishing special districts, creating tailored design standards, and removing barriers to development through continuation of the Development Review Process improvement project.

Performance Measures

- Growth in assessed value
- Total housing units developed
- Total affordable, regulated housing units developed
- Square footage of mixed-use commercial space
- Total eating and drinking establishments
- Private investment in existing eating and drinking establishments
- Acres of surface parking
- Total public/private vertical parking spaces
- Total multi-story buildings
- Total dollars of private/outside funds invested
- Commercial rent rates

Goal 3: Strengthen Beaverton's economic base and be the go-to location for tech business growth and innovation in the region.

Current State

Beaverton's economy has a strong history of innovation and entrepreneurship. It has played a major role in the growth of companies in a diverse range of industries, including Oregon's "Silicon Forest." Beaverton has the second highest level of venture capital investments in the state and one of the longest running and most recognized incubator spaces in the State of Oregon. Other strengths include a well-educated and increasingly diverse workforce, a top-flight school district, and a large supply of flex office space. However, as a mature first tier suburb, the city is lacking in vacant land for large-scale development; therefore, Beaverton will need to accommodate the bulk of future economic growth through redevelopment or intensification of use of existing properties.

As Beaverton continues to grow and urbanize, the vision for the city is one of an area that fosters innovation, actively supports existing and future businesses, and is attractive to employers and employees in a variety of industries. Beaverton's central location, access to a variety of transportation options, and diverse population present a wealth of opportunities for current and future businesses.

The city has continued its efforts to foster economic growth through the creation of several economic development tools, including the Beaverton Economic Development Strategy (adopted in 2011, with an update in 2016), Beaverton Urban Renewal Plan (approved by voters in November 2011), the Beaverton Marketing Plan (2015), the Beaverton Enterprise Zone (established in 2012), and the Beaverton Brownfields Program (established in 2013).

The city's commitment to innovation and entrepreneurship can be seen through its strategic partnerships with organizations and service providers that cover the full diversity of new and expanding businesses in Beaverton. For example, the second cohort of five companies has taken residence at the Oregon Technology Business Center (OTBC) as part of the Westside Startup Challenge. The city is in its second year of funding Impact Beaverton, a small business support initiative, which is housed at the Beaverton Area Chamber of Commerce. Finally, the city has seeded the first year of a brand new collective of companies as part of a Digital Health Collaborative, providing a place for a range of companies focused on health care technology to concentrate and grow in Beaverton.

CDD is currently preparing a master plan for the Western Avenue Employment Area, a significant portion of which falls within the urban renewal boundary and the city's Enterprise Zone. This area plays an important role in our local and regional economy as it contains the largest concentration of industrial land in the city and is home to more than 200 businesses and 4,000 employees. However, there are some underutilized properties within the plan area that have been slow to redevelop despite proximity to key areas of the city. This planning process will assist in determining how this key employment center will grow and change over time.

2017-2018 Actions

- 3a. Provide programs and services that support existing businesses and attract new businesses by actively marketing the city's strengths (educated workforce, central location, strong school district, relative affordability, multimodal transportation system, and established industry clusters).
- 3b. Prioritize business recruitment efforts on small to medium- sized businesses that can thrive within Beaverton's existing land supply and help small businesses succeed as Downtown grows
- 3c. Foster innovation and entrepreneurship and encourage high value employment uses in the city.
- 3d. Support the needs of existing businesses for community amenities most desired by traded sector companies, including food carts, breweries, locally- owned restaurants, locally-based industry events, and increased transportation options.
- 3e. Implement Western Avenue Employment Area Master Plan through transportation investments, Development Code amendments, and other initiatives proposed in the final master plan.

Performance Measures:

- Amount of employment square footage added to the city
- Diversity of businesses which lead to an active Downtown
- Unemployment rate
- Number of jobs retained within the city
- Number of new jobs created (benchmarked to region)
- Number of new business licenses and renewals (show as trend over time)
- Citywide office and industrial vacancy rates
- Earned media hits
- Number of businesses touched by the Economic Development Division

Goal 4: Provide the development community with excellent development review service – with the benefit of full electronic systems and high-caliber customer service.

Current State

Development review plays a significant role in the city's ability to create a diverse and attractive place to live and work. New development and redevelopment can improve the city's tax base, provide opportunities for housing and urban renewal, and create new employment. Beaverton's land development approval process has become increasingly complex and challenging for applicants to navigate.

In general, the process is criticized as being unpredictable and taking too long. Over the years, the city has implemented many practices to improve customer relations and has also streamlined process steps. Despite these improvements, aspects of the process continue to be frustrating for customers and staff. Other local jurisdictions in the metro area have increasingly integrated their land-use, site development and building permit processes into a single workflow and turned to online permitting solutions to save time, improve customer service, and track data more efficiently.

For the most part, Beaverton has not capitalized on these available advancements. From a business process standpoint, development review is carried out in three highly inter-dependent and yet very separate "value streams." From a technology standpoint, the city is not utilizing industry-best tools and software, and existing electronic capabilities are not optimized because all staff does not utilize them, they are not available to all staff or have not been fully implemented.

In April 2015, the city embarked on project to implement Lean methods and begin making improvements to the development review process that will help reduce timelines, increase consistency and predictability, and allow greater application of automation technology. In 2016 CDD began implementing Phase 2 recommendations of the project, with the highest priority on improving the customer service culture and identifying a strategic technology solution that will support the city's long-term vision of a paperless, fully online permitting system.

Phase 3 will focus on enhancing communication with customers, implementing electronic plan submittal and document review, making additional service improvements in the Permit Center, and improving communication and coordination between plans reviewers and field inspectors.

2017-2018 Actions

- 4a. Continue phase 2 Development Process Review improvements and develop a work plan for implementing Phase 3 improvements.
- 4b. Increase use of technology by proceeding with RFP process and selection of a vendor (following Council approval).
- 4c. Clarify, problem-solve and provide education to customers so that projects move through the development review process more smoothly and with fewer issues. This includes:
 - Continue to work on speed and accuracy of review.
 - Cleaning up code issues, particularly in engineering code.
 - Address lack of standardization of Beaverton's process with other jurisdictions (CWS, Washington County, special districts).
 - Better communication and coordination between plans reviewers and field inspectors.

Performance Measures:

- Percentage of site development plan review comments returned within 4 weeks
- Percent of building inspections completed within 24 hours of request
- Percentage of applications reviewed within set timelines for each application type
- Number of review cycles required for final approval of each application type
- Percentage of customers satisfied with the helpfulness of development review staff
- Percentage of customers satisfied with the availability of development review staff
- Percentage of customers satisfied with the predictability of the development review process
- Percentage of customers satisfied with the timeliness of the development review process

Goal 5: Continue the transition from an auto- dominated community to a safe multi-modal transportation environment and reduce traffic congestion.

Current State

As Beaverton continues to grow, so does the demand for roads, road improvements, and transportation alternatives. The central downtown area was the first to be officially platted and is characterized by a traditional, Cartesian grid pattern of streets. Once the original grid pattern was established, subsequent street creation and extension patterns varied greatly. For instance, East Beaverton residential areas developed with a series of long local streets. In contrast, south Beaverton developed at a time when residents wanted to be protected from through traffic. The result is a maze of short, circuitous, dead-end streets that were also designed to limit through traffic. However, the overuse of dead-end streets to curb through traffic resulted in excessive reliance on collectors and arterials to navigate north and south. The road system west of Murray Boulevard was initially designed to serve farming needs. It has proven to be inadequate in accommodating the travel needs of more recent residential and commercial development.

Recently, the city began to prioritize investments in transit-oriented development and revitalization to help catalyze retail amenities and housing and transportation choices, including an extensive network of bicycle and pedestrian trails. An expanded network of bike paths and a “last mile” shuttle system is being established to better-connect population and employment centers. Within city limits Beaverton has improved the road system to increase throughput and implemented traffic signal, road detection and added turn pockets to improve flow through major intersections. The city has also executed critical safety improvements, including pedestrian-friendly intersections and signalized mid-block crossings, better access to public transit facilities, and an extended sidewalk system.

The biggest challenge for addressing Beaverton’s transportation and mobility needs is funding to undertake substantial improvements, such as large road projects and expansion of the pedestrian and bicycle network. CDD is focusing efforts to become a bigger “player at the table” in regional transportation decision-making and funding. The vision is to strategically fund projects that will:

- 1) emphasize pedestrian and bicycle-friendly alternatives that will take pressure off main arterials and connect with transit, particularly light rail stops; and
- 2) work on North-South automobile commuter routes that will reduce congestion.

For example, the city is working with the Westside Transportation Alliance, Washington County and TriMet looking at a shuttle service to help people get to transit or workplace if they don’t have their own transportation and live in a transit poor environment. Another priority is a transportation safety action plan that will identify crash sites, causes and low-cost solutions to reduce accidents.

2017-2018 Actions

- 5a. Fill sidewalk gaps, install bikeways and extend paths and trails to major destinations and transit connections.
- 5b. Provide last-mile solutions for areas that aren't currently served well by mass transit.
- 5c. Remain integrally involved in local transportation funding discussions so Beaverton can acquire more resources and align with other jurisdictions to achieve common goals and interests.
- 5d. Collaborate with Development and Planning on the interface between streetscape and built environment to create an attractive destination for businesses to locate and for people to work and live

Note: CDD works closely with the Public Works Department on project implementation and system planning.

Performance Measures:

- Lane mile increase in bike lanes
- Percentage increase in annual pedestrian crossings installed.
- Percentage increase in bicycle and pedestrian commuters as compared to total motor vehicle and transit commuters
- Linear feet of sidewalk gaps completed on a per annum basis
- Total number of bicycle network construction improvement projects completed by functional class and LTS rating
- Total increase in city collected revenue/funding to support transportation projects on a per annum basis
- Total number of Safe Routes to School projects completed as identified in approved Beaverton School District Safety Action Plans
- Improvement in travel times during a.m. and p.m. commute hours
- Stabilize or improve peak spread times during a.m. and p.m. peaks on local arterials

Goal 6: Continue on the path of being a high-performing organization – with systems that support long-term strategic purpose and procedures that are accomplished on a daily basis with ease.

Current Focus

The application of Lean methods and practices to improve and streamline the Development Review process in CDD provided a major breakthrough for process owners: none of them had full knowledge of all components of the process until the current state map was completed. Prior to this, staff were not aware of all the steps involved within each division's part of the process or even all the points in the process where communication, coordination, and collaboration between the separate divisions should be happening but isn't. This breakthrough in development review highlighted the need for similar focus on documenting and streamlining processes and procedures throughout the department.

CDD is now embarking on a department-wide effort to document procedures, create project charts and communication plans, develop templates and tools to work more efficiently, and institute more discipline in status reporting. These efforts are advancing in alignment with the following principles:

- **Value- driven purpose:** Focus the work on what customer's value to ensure that we deliver the right products and services when and where needed.
- **Process improvement:** Improve the work so we can innovate and respond rapidly to changing needs and demands.
- **People development:** Build the capability in every employee to solve problems and continually improve processes in order to create an environment for sustained improvement.
- **Leadership behaviors** - Demonstrate principle-based behaviors, so leaders can support and develop the people and processes that deliver value to customers.
- **Organizational culture** – Create a culture that encourages respect, creativity, and innovative problem solving, and empowers employees to take ownership of their processes and results.

2017-2018 Actions

- 6a. Enhance and improve use of existing technology tools, with particular emphasis on web presence, navigability, and refreshed content.
- 6b. Improve administrative assistance to divisions and documentation of processes in every division.
- 6c. Improve management reporting and retool the weekly management meetings to gain greater focus on performance and better execution on strategy.
- 6d. Continue customer service improvements that began in development review and move them forward both internally and externally throughout CDD.
- 6e. Develop (in cooperation with the Mayor's Office) a methodology for planning public engagement efforts that:
 - works for all CDD divisions;
 - leverages efforts across divisions and departments;
 - helps staff lead engagement efforts that are the right size and use the right tools;

- effectively reaches a diverse set of stakeholders; and
- results in meaningful input.

Performance Measures

- 50 percent of processes documented, improved and updated to reflect current or improved practice
- Implement department-wide project management and reporting standards
- Implement modifications to web and intraweb to facilitate access to CDD information; track usage and evaluate effectiveness.
- Implement methodology for public engagement

Goal 7: Ensure the City has a variety of housing options in all neighborhoods to serve residents of all incomes, with special focus on increasing affordable housing.

Current State

A vibrant downtown is key to a strong community, and housing is a critical component of the effort to create an economically vital and livable downtown. The Community Vision, Civic Plan, Central Beaverton Urban Renewal Plan, and Creekside Master Plan and Implementation Strategy identify the importance of increasing the number of residential units and providing a range of housing options in the downtown core. Housing serving a range of incomes is a citywide priority and supports urban vitality.

Housing is considered affordable when residents pay no more than 30% of their gross household income towards housing costs. These costs include household-related expenses such as a mortgage, taxes, insurance, and utilities for owner-occupied homes or rent plus utilities for rental housing. A household that pays more than 30% of its gross household income is considered cost-burdened. Beaverton, similar to other cities in the Region, needs to add significant additional affordable housing to meet current and future demand. The city's housing market has experienced significant increases in home prices and rental costs since the end of the 2008-2009 recession. As of 2015 nearly half of all renter households in Beaverton were considered housing cost burdened, and the lack of affordable housing was the most frequently mentioned topic in the city's 2014 Housing Survey.

Seniors in the community have been vocal about their desire to age in place, either in their existing homes or within or near their neighborhoods, but have been impacted by rising housing costs and property taxes and existing housing types that might not meet their future needs. People of color and lower-income households that have historically settled in central cities have begun to move to first tier suburbs.

Beaverton is home to an increasing number of lower-income households which is impacting the city's poverty rate and income profile. For example, between 2010 and 2015, the poverty rate in Beaverton increased from 10% to 15%. Poverty is more than just a housing issue, and will result in an increased demand for lower-cost housing options with proximity to transit, social services, educational opportunities and living wage jobs. Given anticipated demographic trends, it is imperative to provide fair and equitable housing opportunities to Beaverton residents and to couple our housing efforts with economic development programs, such as workforce training, to help working adults grow their skills and incomes.

The city's Housing Strategies Report identified a significant mismatch between the city's current housing supply and the current housing needs of its residents. In general, there is an unmet demand for additional ownership units at a range of price points and housing types. The city's current unmet housing needs are especially pronounced for very low income renter households and high income homeowner households.

In addition, a number of housing types have increased in popularity in the metropolitan region over the last several decades as the population has aged, demographics and household composition have changed, vacant land has become less abundant, and housing affordability has become a major issue. The Housing Strategies Report identified the city's needs for a variety of housing types for all income ranges, both for the current population and to accommodate projected growth over the next 20 years. The three main areas for significant new residential development include:

1. South Cooper Mountain, which is expected to begin delivery of the area's 3,500 planned new units in 2017;
2. Peterkort Project in North Beaverton, which is expected to be a major mixed-use development with up to 2,000 housing units; and
3. Downtown/Old Town area with significant redevelopment activity at higher density than is currently developed.

The Civic Plan placed a major emphasis on stimulating development in the Central City and stabilizing the neighborhoods in and around Central Beaverton through housing rehabilitation and renovation programs. A critical mass of residents in this area will attract more services and amenities to the area, consistent with the Beaverton Community Vision's goal to "Create a Vibrant Downtown." Additional housing options for a range of income levels in Central Beaverton will help to ensure that equitable housing opportunities are available for current and future residents.

2017-2018 Actions (dependent on addition of Housing Manager FTE)

- 7a. Identify innovative and collaborative solutions to Beaverton's housing crisis and implement a housing policy that emphasizes affordable housing, including affordable home ownership.
- 7b. Develop an anti-displacement strategy.
- 7c. Determine whether current SDC fees support the city's goals for affordable housing and recommend changes, if necessary.
- 7d. Create a sustainable housing program, with long-term funding strategies to establish unit production goals.
- 7e. Produce Housing Annual Report to complement updated Housing Five Year Action Plan.
- 7f. Facilitate mixed use residential development downtown, including home ownership units.
- 7g. Initiate a study of Infill Housing in medium and high density zoning districts to ensure that development of housing at increased densities responds appropriately to the surrounding neighborhood.

Performance Measures

- Total number of housing units built or rehabilitated
- Total affordable, regulated housing units built, preserved or rehabilitated
- Percentage of households that pay 30% or less of income on housing
- Total number of moderate income units built or rehabilitated (80-120 AMI)
- Percentage increase in assessed property value
- Percentage of population at or below federal poverty level

Appendix A: CDD Community Vision Action Items

Department-wide

1. **Expand neighborhood and district branding.** Create neighborhood and district branding and add signage and public art to help promote unique places.
9. **Support food carts.** Maintain an equitable policy to allow food carts and other mobile eateries in strategic locations, and provide support for siting and developing citywide (with follow up education/promotion provided by Chamber).
12. **Involve neighborhoods in improvement planning.** Involve the community in decisions and activities associated with capital planning and neighborhood improvements.
46. **Strategically widen roads, add signals and turn lanes.** Strategically widen key roads and add smart signals and turn lanes to the network where appropriate.
47. **Implement solutions to reduce highway, road congestion.** Identify and implement solutions that reduce congestion on state highways and arterial roads including the use of alternative routes where feasible.
49. **Create safe routes to schools.** Adopt and implement safe routes to school programs.
50. **Expand paths and trails and connect to major destinations.** Work with THPRD to expand local paths and trails, add amenities and build connections to key destinations including employment centers, retail areas, neighborhoods, parks and the regional trail system.
52. **Use signals and traffic calming to improve safety.** Use signals and traffic-calming strategies to improve safety in pedestrian zones, and design future roadway updates with an emphasis on safe and friendly pedestrian access.
53. **Install bikeways along major commuter routes.** Continue to install safe and friendly bikeways along major commuter routes and near schools as defined in local and regional active transportation plans. (Partner Note: Develop separate off-street bike ways or boulevards where feasible)
55. **Produce updated bike route maps.** Produce and promote up-to-date bike route maps.
62. **Create several unique districts.** Create several unique downtown districts: e.g. Creekside (with daylighted creeks); Town Square; Old Town; and Cedar Hills.
63. **Add benches, restrooms, bike racks and fountains.** Add benches, restrooms, bike racks and drinking fountains to key locations downtown as feasible.
64. **Continue to expand storefront improvement program.** Implement and promote further participation in a coordinated storefront improvement program.
65. **Create pedestrian-friendly zones.** Create pedestrian-friendly zones downtown and produce and promote downtown walking maps.
66. **Implement parking management strategies.** Implement parking management strategies.
67. **Redevelop blighted properties.** Implement a redevelopment strategy to facilitate the renewal of blighted properties and repurposing or relocation of structures.
68. **Help small businesses succeed as downtown grows.** Create targeted support strategies to help small and existing businesses succeed as downtown grows and property values increase.
69. **Develop a dining, shopping and entertainment strategy.** Update codes to allow for 18-hour mixed uses downtown, and develop a recruitment and marketing plan to expand dining,

shopping and entertainment (e.g. international district, brewery blocks and pop-up restaurants).

70. **Increase downtown housing options.** Add a variety of downtown housing options, with an emphasis on transit-oriented design, to increase mixed-use vibrancy.
71. **Develop an arts and culture center.** Develop a destination arts and culture center through a private-public partnership.
88. **Connect parks and green spaces with trails/bike routes.** Use parks, green spaces and open spaces to form a “string of pearls” that connects bicycle and pedestrian routes throughout Beaverton neighborhoods and districts (preferably trails with lighting).
89. **Assist and connect local businesses.** Expand the Chamber’s Business Walk program to help identify local business needs and develop strategies that remove barriers to business and employment growth.
90. **Market local business advantages and support programs.** Market the unique advantages and existing support programs that make Beaverton a great place to start and grow businesses, and promote participation in business development and training programs.
91. **Track industry trends and develop job creation strategies.** Track target industry trends and develop strategies to support supply chain businesses and create or retain high wage jobs, and pursue diversification to facilitate employment growth in a variety of fields at all wage levels.
92. **Assemble real estate to support economic growth.** Assemble a real estate portfolio to support and facilitate economic growth.
93. **Make it easier for small business to bid on city work.** Adopt and promote city purchasing policies and programs that expand opportunities for MWESB and Veteran contractors and suppliers.
94. **Expand networking, resources for multicultural business.** Expand business resource networks to help connect and grow multicultural businesses.
95. **Foster innovation and entrepreneurship with investment.** Foster a culture of innovation and entrepreneurship by expanding business incubators, accelerators and investor groups.
96. **Promote participation in internships, apprentice programs.** Promote participation in the Business Education Compact, Future Connect and similar public-private education programs that provide internships, pre-apprenticeships and career pathway options for kids interested in higher education and skilled-trades.
100. **Add shopping and entertainment near neighborhoods.** Facilitate dining, shopping, entertainment and recreation in and around neighborhoods.
101. **Create balanced housing options at all price levels.** Develop a housing strategy and action plan to ensure balanced housing options for all needs including executives, families, seniors and a diverse workforce.
102. **Integrate affordable housing in multiple neighborhoods.** Integrate affordable housing into diverse area neighborhoods (as opposed to clustering) and develop strategies to facilitate micro-housing on existing home lots.
103. **Site high-density development near transit and services.** Site high-density development near transit and services.
104. **Adopt strategies to address displacement in neighborhoods.** Adopt proactive strategies, projects, and investments to support neighborhood stability.

Development Division

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Economic Development Division

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Planning Division

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Transportation Division

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Appendix B: Alignment of CDD Strategic Goals with Beaverton Community Vision Action Plan and Civic Plan

CDD Strategic Plan Goals	Community Vision Goals	Civic Plan Strategies
1. Engage with the community to deliver a compelling and achievable service coordination strategy.	Build Community Enhance Livability	Creating convenient, vibrant neighborhoods
2. Create a cohesive urban downtown that provides an attractive place for people to live, work, and play.	Vibrant Downtown Enhance Livability Build Community	More plaza and open space Transforming the downtown area
3. Strengthen Beaverton's economic base and be the go-to location for tech business growth and innovation in the region.	Build Community Enhance Livability	Active support for job creation
4. Provide the development community with excellent development review services – with the benefit of full electronic systems and high caliber customer service.	Quality Public Services	
5. Continue the transition from an auto-oriented community to a safe, multi-modal transportation environment and reduce traffic congestion.	Improve Mobility Enhance Livability Vibrant Downtown	Improved roadway, bike and pedestrian network Transforming the downtown area
6. Continue on the path of being a high performing organization – with systems that support long-term strategic purpose and procedures that are accomplished on a daily basis with ease.	Quality Public Services	
7. Ensure the city has a variety of housing options in all neighborhoods to serve residents of all incomes, with special focus on increasing affordable housing.	Vibrant Downtown Enhance Livability	Creating convenient, vibrant neighborhoods

Disclaimer: BerryDunn recommended the format, developed the content, and supported the graphic artist in developing the Strategic Plans presented. BerryDunn did not conduct the graphic design work.

LAKE COUNTY STRATEGIC PLAN

Investing in People and Our Communities



OUR MISSION

Deliver exceptional, financially sustainable services that promote a safe and healthy community while enhancing economic vitality.

Lake County Strategic Plan

Adopted 2017

Updated: 2008, 2010, 2013, 2015



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Our Mission

Deliver exceptional, financially sustainable services that promote a safe and healthy community while enhancing economic vitality.

Our Vision

Lake County is a place where people, families and businesses thrive and its government is recognized as an innovative leader and model of excellence so present and future generations enjoy the highest quality of life.



Our Values

Lake County government carries out its mission and conducts its responsibilities adhering to the following values:

Leadership

Provide leadership in communicating, interacting and cooperating with residents, businesses, other governments, and stakeholders leading to innovative regional collaboration, increased efficiency and cost savings, and improved quality of life.

Fiscal Responsibility

Uphold fiscal integrity, make performance-driven decisions based on future impacts, manage priorities, leverage partnerships for more efficient use of resources, and maintain sustainable and prudent financial operations. This includes: a balanced budget, strong reserves, and AAA financial rating, with a commitment to transparency, honesty, reliability and accountability.

Exceptional Service

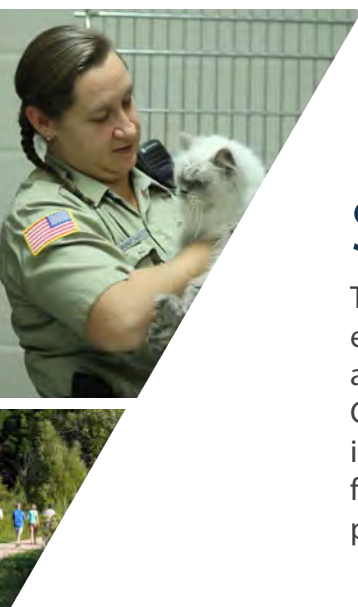
Deliver cost-effective, efficient, responsive and high quality services, placing a high value on professionalism and courtesy that enhances the value of government services to residents and builds public trust and confidence.

Operational Excellence

Promote and cultivate a culture that encourages and fosters continuous improvement, exploration and adoption of new techniques, technologies, and operational efficiencies that maximize outcomes and advance positive, progressive change.

Environmental Stewardship

Encourage the adoption of environmentally sustainable policies and practices by residents, businesses, and County staff.



STRATEGIC INITIATIVES

The County's team of dedicated and responsive professionals strives to deliver efficient, cost-effective, accountable, and fiscally sustainable services. Lake County is advancing several internal projects and regional initiatives that support the Lake County Board's adopted values, strategic goals, and actions in this plan. These initiatives also help drive efficiencies and productivity, create a culture of innovation, foster interdepartmental and regional collaboration and partnerships, as well as produce positive, measurable results.

REGIONAL LEADERSHIP

Addressing the Mental Health Crisis through Collaboration

Studies reveal there is a greater chance of success when different groups collaboratively organize around outcomes, especially when tackling social issues. To address the growing problem of mental health and strengthen services across the county, Lake County is committed to advancing sustainable community-level change through the Mental Health Coalition by focusing on data-sharing and evidence-based practices to address the gaps and develop a connected sustainable continuum of care for this vulnerable population.

Advancing Regional 911 Consolidation

Lake County, in partnership with the Lake County Emergency Telephone System Board (ETSB), will continue to advance efforts to study the feasibility of regional consolidation of Emergency Telephone System Boards (ETSB) and Public Safety Answering Points (PSAP) to increase efficiency and reduce costs.

FISCAL RESPONSIBILITY

Using Data to Drive Decisions

Lake County is committed to using data to drive financial and policy decisions and maximize efficiencies and cost-savings. To advance our value of delivering cost-effective services, Lake County will consistently conduct operational and financial analyses, make enhancements, and leverage opportunities. For example, Lake County will continue to conduct comprehensive operational assessments in departments to identify areas for efficiency and streamlining of operations both internally and cross-departmentally. The Land Team will also continue to explore opportunities to enhance integration across land departments to create efficiencies and improve service delivery.

Property Tax Communication

Continue to improve communication, enhance transparency, and raise taxpayer awareness and understanding of property taxes.

Capital Planning

Lake County will utilize a strategic and collaborative approach, as well as strong processes and systems for capital planning and facilities management to assess capital assets and prioritize capital projects/requirements that balance the capital needs across the organization.

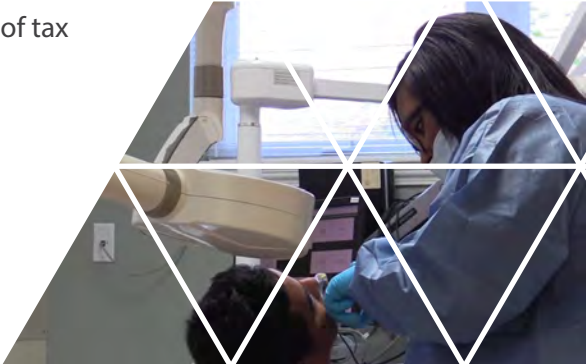
Leveraging Shared Services to Gain Efficiencies

Lake County will continue to explore ways to collaborate and coordinate with other units of government through our shared services initiative to improve efficiency, generate greater economies of scale, and achieve cost savings. For example, Lake County will pursue joint purchasing opportunities, including jointly bidding for salt, as well as other goods and services. Lake County will also leverage opportunities to share services with municipalities, such as for plan review and inspection services.

EXCEPTIONAL SERVICE AND OPERATIONAL EXCELLENCE

Investing in Technology

The County Board is committed to investing in technologies to deliver products and services in an efficient, cost-effective and secure manner, as well as increase transparency. For example, Lake County is a leader in the area of online maps, consistently leveraging new tools to increase transparency and make it easier for the public to access information. Lake County is also investing in new technology that better integrates permitting functions across County departments, and integration of tax systems to improve overall efficiency and customer service. It also presents shared service opportunities with municipalities.





GOAL: PROVIDE PUBLIC SAFETY AND ADVANCE AN INTEGRATED, DATA-DRIVEN JUSTICE SYSTEM

STRATEGIC STATEMENT: Create safe communities through an integrated, data-driven justice system, including law enforcement that embraces a guardian mindset to build public trust, and other innovative programs that reduce crime, recidivism, family violence, and substance abuse.

1 Strategy 1: Provide justice facilities to adequately meet long-term needs.

Action A: Continue implementation of facility master plans, including renovation and additions to the Sheriff's Administration, County 2/Highway Patrol, jail and 911, as well as renovation and modernization of the existing court annex, juvenile justice center, and courthouse.

Action B: Develop sustainable funding strategies to implement facility maintenance, renovation and infrastructure systems updating.

2 Strategy 2: Realign/shift resources from enforcement to prevention to reflect decreases in the crime rate, emerging trends in community policing and an integrated approach to treating the core causes of criminal activity and delinquent behaviors.

Action A: Analyze, evaluate, and make recommendations on addressing the gaps between current allocation of resources and the needs of the community.

Action B: Develop a consensus-based process that reprioritizes and reallocates resources based upon the gap analysis.

Action C: Collaborate with justice and community partners to share, analyze and understand data with the objective of reducing the number of persons admitted to the jail, and jail length of stay (pre-trial), while maintaining public safety.

3 Strategy 3: Regularly evaluate and implement enhanced technologies to provide effective service and enhance data sharing and integration throughout the justice system.

Action A: Work collaboratively within the public safety partnership to address interoperability.

Action B: Implement e-ticketing, e-filing, and data sharing with internal and external stakeholders (i.e. municipal, state).

Action C: Explore grant-funding sources to fund implementation of justice information systems that are integrated, including case management and comprehensive reporting tools.

Action D: Implement Intensive Case Management and report outcomes to achieve the same or better justice sooner.

Action E: Identify and implement improvements to data sharing and integration so that the County can report on outcomes and impacts of prevention and treatment programs.

Action F: Continue to advance opportunities for regional 911 consolidation.

4 Strategy 4: Evaluate and identify adult and youth criminal justice and diversion programs that address social, mental, emotional and behavioral health issues that lead to criminal behavior.

Action A: Collaborate with Workforce Development and other community service providers to provide effective programs focusing on job training, employment skills and opportunities, safe housing, transportation and other support services that assist ex-offenders in establishing and maintaining a crime-free life.

Action B: Provide after-care and re-entry programs and procedures that incorporate treatment and monitoring of ex-offenders.

Action C: Further develop a “deflection and diversion” crisis response model for addressing mental health issues that includes housing, mobile response, training for law enforcement and first responders, and a crisis intervention system.

Action D: Maintain and develop enhanced law enforcement programs targeted to reduce violence and prevent gang development and activity.

5 Strategy 5: Develop programs, education, and outreach focused on mental, emotional and behavioral health, misuse of drugs, prevention of gangs, and prevention of other criminal activity, in direct alignment with the relevant strategies and actions under the County’s “Build Healthy, Resilient, and Inclusive Communities” Strategic Goal.

Action A: Research grant opportunities and develop programs to address illicit drug use in Lake County.

Action B: Evaluate and develop improved methods to provide sustainable mental, emotional, and behavioral health services through collaboration with service providers in the community.

Action C: Promote and lead information-sharing initiatives amongst law enforcement to address gang-related crime.

Action D: Continue to research grants and develop local funding partnerships for enhanced treatment in specialty courts.

6 Strategy 6: Provide comprehensive training to enhance and reinforce the shifting role of law enforcement from “warrior” to “guardian” of the community.

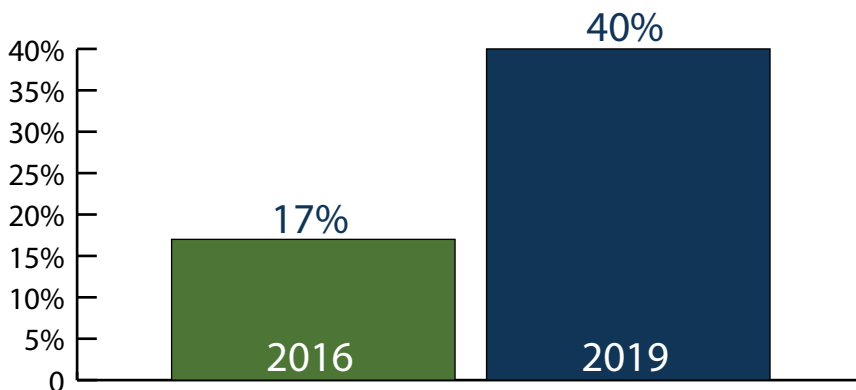
Action A: Train all officers and first responders in community outreach, voluntary compliance, de-escalation techniques, and force as a last resort.

Action B: Develop metrics for specific crimes and delinquent behaviors that will allow the County to measure the outcomes/impacts of policing and first response when carried out in this manner.

PERFORMANCE METRIC

Work with local law enforcement agencies to train 40% of Lake County law enforcement officers in certified crisis intervention team training (CIT) by 2019.

Certified Crisis Intervention Team Training



Baseline: In 2016, 17% of Lake County law enforcement officers were certified in crisis intervention team training, including 88 of 197 Lake County Sheriff's Officers.



“Before the Crisis Intervention Training, I would go to calls and see that someone had a mental health issue, but I had no idea what we could do for them. Now, we’re able to communicate with people a lot better, and they’re noticing on the street that we’re doing things differently. We’re changing how we do business.”

- Lake County Sheriff's Deputy Katie Gordon



GOAL: ENHANCE ECONOMIC OPPORTUNITIES

STRATEGIC STATEMENT: *Leverage the assets of the county – the Lake County Workforce Ecosystem, skilled talent, diverse communities, and effective infrastructure – to drive balanced growth, revitalization, economic opportunities, and jobs.*

Workforce Ecosystem: A concept used to describe the partnership between local workforce stakeholders such as the Lake County Workforce Development Department, the College of Lake County and Lake County Partners, who work together to ensure that local businesses have ready access to the talent that they need to thrive. Stakeholder organizations/individuals that also play a role in the Workforce Ecosystem: Workforce Investment Board, elected officials, Chicago Metropolitan Agency for Planning (CMAP), Metra, Pace Suburban Bus, Chambers of Commerce, Illinois Tollway Authority, Illinois and Lake County Divisions of Transportation, Municipalities, School Districts, etc.

Comprehensive Economic Development Strategy Targeted Industries: Medical Instruments, Health Care, Bio Pharma, Professional/ Technology Services, Entrepreneurial Development and Arts/Entertainment/Culture

1 Strategy 1: Enhance the economic climate and economic readiness of Lake County.

- Action A:** Support targeted business outreach strategies to efficiently connect employers in key industries thereby enabling them to tap into training and continuing education programs and access a reliable pipeline of new talent.
- Action B:** Utilize business intelligence and market research to enhance and align workforce development strategies with projected local industry job growth and share this information with local stakeholders.
- Action C:** Engage all stakeholders including organizations, educational institutions and public bodies in the Workforce Ecosystem and ensure that they are effectively aligned to cooperatively serve the business community.
- Action D:** Ensure retention and foster growth of the county's private employers to harness Lake County's human capital potential.
- Action E:** Understand and meet the needs of emerging demographic groups, such as young professionals by continuing to make significant investments in the Leadership Lake County initiative.
- Action F:** Align economic opportunities with county and municipal infrastructure investment strategies, and continue to invest in transportation projects each year to help sustain a high-quality of life and ensure continued economic development.

2 Strategy 2: Increase collaboration and cooperation with other units of local government to cultivate integrated economic development and redevelopment.

- Action A:** Work with target communities to encourage new and innovative development methods and offer assistance with data and information on retention and redevelopment opportunities.
- Action B:** Lead a countywide initiative to continuously evaluate and pursue a competitive incentives framework.
- Action C:** Support local and regional economic development through the use and analysis of data.
- Action D:** Engage and convene economic development leaders and stakeholders, including chambers of commerce and local high schools, to share business intelligence, discuss best practices, and promote collaboration to advance economic and workforce development initiatives.
- Action E:** Focus on development and redevelopment opportunities that maximize the utilization of existing infrastructure.
- Action F:** Identify barriers to retention and redevelopment and assess the resources available for stimulating redevelopment.

3

Strategy 3: Pursue a strategic communication program aimed at retaining and attracting business, stimulating investment, and establishing Lake County's prominence as a desirable place to work and live.

Action A: Work with Lake County Partners, the county's economic development organization, to ensure consistent and mutually reinforced messaging through communication outlets such as websites, newsletters, social media channels, reports, and meetings.

Action B: Build awareness of economic development initiatives and Workforce Ecosystem partnerships to inform businesses of the tools and resources available to assist with expansion, training, and talent needs.

Action C: Communicate success stories that address issues and trends gathered through business intelligence and illustrate effective outcomes of the Workforce Ecosystem partnerships.

Action D: Understand how the State of Illinois' decisions are specifically impacting our local economy, and develop communications strategies that seek to counteract business concerns by quantifying and emphasizing Lake County's many strengths.

Action E: Foster relationships with members of the media to drive the development of story angles and ideas that highlight important economic and workforce development activities, opportunities, topics, and news.

Action F: Collaborate with economic development entities and the Workforce Ecosystem to produce and promote high-caliber workshops, summits, and special events that encourage and enhance local economic opportunities and stimulate jobs.

Action G: Connect with stakeholders and leverage relationships with community leaders to align local economic development goals with available sites, including the retail industry, infrastructure needs and long-term viability.

4

Strategy 4: Support economic development initiatives to attract visitors through a partnership with Visit Lake County.

Action A: Encourage pursuit of high potential markets to widen reach of visitors through utilization of advertising, social media marketing, website content and solicitation of meetings and events to generate new revenue for the County and its communities.

Action B: Support Visit Lake County's advocacy for destination enhancing product development and new signature events, like Lake County Restaurant Week.

Action C: Identify opportunities to collaborate with Lake County Partners on messaging and branding to attract and retain young professionals and millennial visitors through promotion of arts and culture, unique dining experiences, evening entertainment, and outdoor recreation.

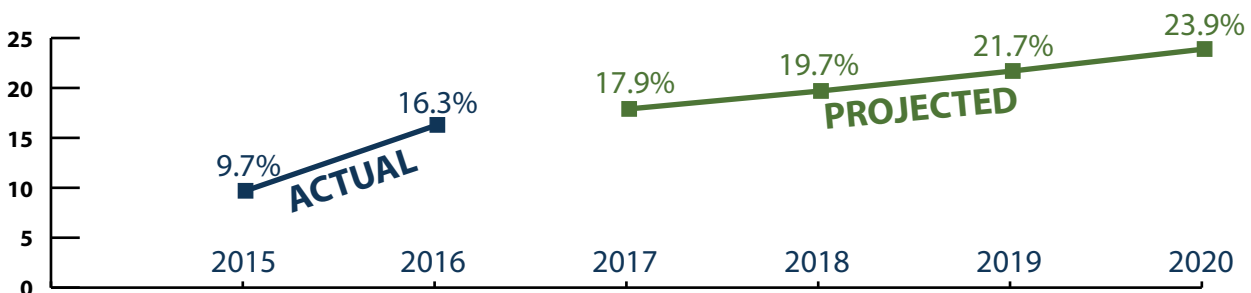


Jeff Hollenstein
Lead Teacher- NCCHS Careers Pathway

"We realized what we were doing wasn't working. We weren't meeting the needs of our students and getting them ready for college and the careers of today and tomorrow. Our Careers Pathway program is helping students to be more engaged in their curriculum by giving it a career focus. We also looked at regional workforce needs, including healthcare, information technology, manufacturing and engineering, so we're preparing students for success and helping build a talent pipeline for Lake County's businesses."

PERFORMANCE METRIC

Business Engagement Rate: Percentage of targeted businesses in Lake County that Workforce Ecosystem partners have face-to-face interactions with each year.





GOAL: IMPROVE TRANSPORTATION

STRATEGIC STATEMENT: Advance the development of State, Regional, County, and municipal transportation systems that provide for safe, efficient, and flexible movement through an integrated network of road, rail, public transit, and non-motorized (bicycle, pedestrian) modes of travel.

1 Strategy 1: Develop and implement transportation solutions that provide alternatives to single occupied vehicles.

Action A: Continue the County's efforts in expanding the system of non-motorized travel options available to Lake County residents.

Action B: Encourage Pace to implement the short, mid, and long-term recommendations of the 2012 Lake County Transportation Market Analysis.

Action C: Work with Pace to implement regional traffic signal priority projects.

Action D: Develop and implement "first mile-last mile"¹ linkages (the gap at the start and end of every trip that's difficult for traditional transit operators to service in a cost-effective way) between transit locations and businesses, hospitals, retail, parks, and home to increase ridership.

¹"First mile-last mile" is a term used to describe the movement of people from their origin to a transit stop and from a transit stop to their final destination. These first mile-last mile linkages are traditionally challenging to provide service in an efficient/effective way. Studies show that people are only comfortable walking ¼ mile to reach their destination.

2 Strategy 2: Leverage and maximize the use of new and emerging technologies and applications to enhance the operational capabilities of the transportation systems in Lake County and the region.

Action A: Continue to market and increase the public awareness of PASSAGE.

Action B: Continue to employ the latest technological advances in Intelligent Transportation Systems to expand the capabilities of PASSAGE, including data-sharing with private companies, such as Google and Waze.

Action C: Investigate opportunities to expand the County's Transportation Management Center/PASSAGE system into a Regional Intelligent Transportation System to improve regional travel operations.

Action D: Follow the emerging trend of connected vehicles and continue to research and implement opportunities for the County to prepare its infrastructure to communicate with connected vehicles on the highway system.

3 Strategy 3: Advance regional consensus on transportation solutions by collaborating with state and regional agencies, as well as local communities.

Action A: Advocate and work closely with the Illinois Department of Transportation (IDOT), municipal, township and State elected officials to add capacity to state highway corridors based on the priorities identified in the Lake County State Highway Consensus Plan.

Action B: Continue to work with the Illinois State Toll Highway Authority (Tollway), the Chicago Metropolitan Agency for Planning (CMAP), IDOT, and other stakeholders to advocate for implementation of the Central Lake County Corridor (Route 53/120 or its alternatives).

Action C: Provide leadership, coordination and technical assistance to support the Lake County Coordinated Transportation Services Committee (LCCTSC) in implementing forthcoming recommendations identified by the Lake County Paratransit Market Analysis study.

Action D: Advocate for enhanced highway freight and transit movement on IDOT and ISTHA projects.

4 Strategy 4: Partner with regional leaders in a “call to action” for a permanent and sustainable funding source to meet the region’s transportation system maintenance and capacity needs.

Action A: Work with Lake County’s state and federal delegation and participate via NACo and other national groups on the reauthorization of federal funding appropriations for State and local transportation projects.

Action B: Work the Illinois General Assembly legislative process, in cooperation with other entities, to create a performance based distribution of state highway construction dollars.

Action C: Work with transportation stakeholders and other appropriate organizations to advocate for a more stable method for funding transportation that will provide for a reliable local funding stream and a robust state capital improvement program. Utilize the County’s state legislative lobbyist in this effort.



“Before the Rollins Road Gateway Project, we had a huge traffic congestion problem at a major intersection. Now that the project is complete, we are not only seeing traffic move, but we’re also seeing new businesses move into this area. As a business owner who travels from one side of this county to the other, I look forward to seeing more investments like this to improve our future.”

- Casey Torrey, President of the Round Lake Area Chamber of Commerce

5 Strategy 5: Work collaboratively with State, regional and local agencies and County residents to reduce the number of fatal and serious injury crashes on Lake County roadways.

Action A: Work with the Lake County Sheriff, local law enforcement and other agencies to develop a safety campaign, with an emphasis on addressing distracted driving, to reduce fatal and serious injury roadway crash types.

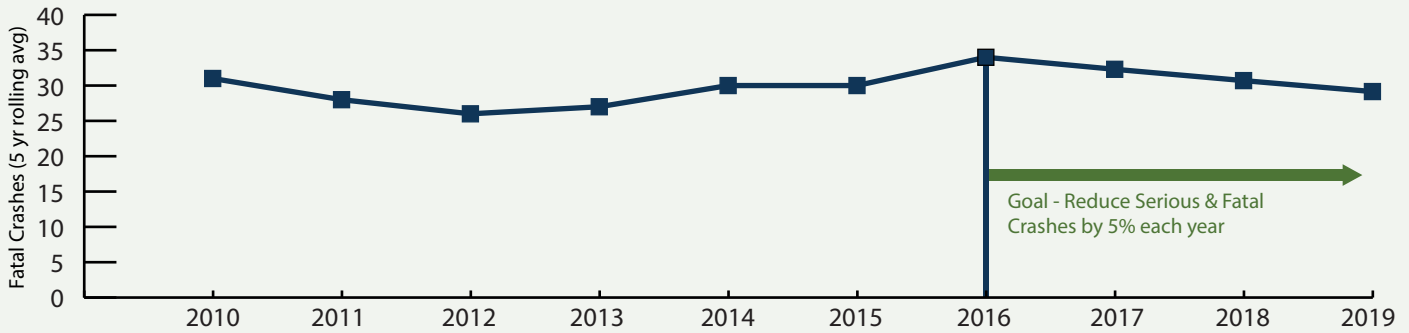
Action B: Increase use of available data to continue to design and build transportation improvements that enhance safety (i.e. modern roundabouts).

Action C: Create facilities for pedestrians and bicyclists by continuing to implement Lake County’s Policy on Infrastructure Guidelines for Non-Motorized Travel Investments.

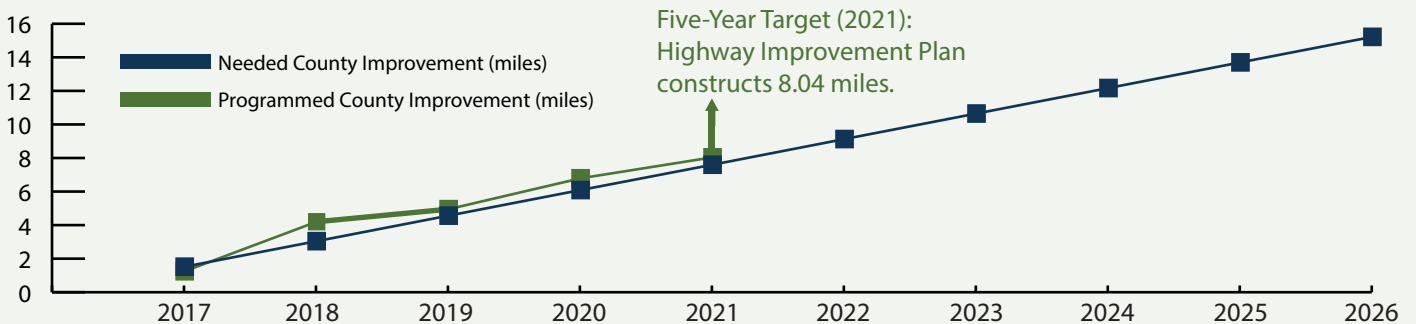
Action D: Continue to integrate roadway, safety and traffic data management sources to develop solutions that will improve safety on roadways.

PERFORMANCE METRIC

Traffic Safety: Reduce fatal and serious injury traffic crashes by 5% a year on the Lake County Highway System.



Traffic Congestion: Complete 15 miles of highway capacity improvements on the Lake County Highway System by 2026.





GOAL: PROMOTE A SUSTAINABLE ENVIRONMENT

STRATEGIC STATEMENT: *Preserve the health of our natural resources, air quality, and our drinking water through the widespread use of environmentally sustainable management practices, effective stormwater management, and the enhancement and rehabilitation of lakes and other ecological systems.*

1 Strategy 1: Implement renewable and conservation-related energy technologies, and incorporate green practices in the delivery of County programs and services where cost effective.

- Action A:** Evaluate and implement new ways to procure products and services that promote green operational practices.
- Action B:** Draft, adopt, and implement policies and ordinances that support emerging energy alternatives county-wide to encourage renewable energy technologies in appropriate locations.
- Action C:** Continue to review County policies and practices and consider sustainability, along with business factors, and where appropriate, implement more sustainable alternatives.

2 Strategy 2: Raise awareness about green and sustainable practices by leveraging existing tools and partnerships to encourage residents, businesses, and other governments to change behaviors and practices.

- Action A:** Reduce pollutants in surface water (streams, lakes, and wetlands) and groundwater by educating and raising awareness about watersheds and their importance in maintaining a safe supply of high quality drinking water.
- Action B:** Conduct targeted community outreach to increase the amount of residential hazardous waste collected.
- Action C:** Increase the volume of textiles collected by informing residents about drop off sites throughout the county.
- Action D:** Raise awareness about the County's sustainability programs and activities through public information efforts utilizing multi-media formats.

3 Strategy 3: Implement long-term solutions for increasing waste diversion through recycling and composting, reducing the toxicity of our waste, and developing long-term disposal options that have a positive impact on energy usage, reducing key pollutants and greenhouse gases.

- Action A:** Continue to implement the recommendations from the 60% Recycling Taskforce.
- Action B:** Work with SWALCO, municipalities, private waste management and recycling companies, and other stakeholders to implement measures and minimize barriers to reduce total waste, increase waste diversion from the landfills, and encourage composting and recycling.
- Action C:** Support SWALCO's efforts to raise awareness regarding the establishment of food scrap diversion programs in Lake County, and examine the feasibility of establishing a pilot food scrap diversion program on one of the Lake County campuses.
- Action D:** Promote sustainable waste management practices, and identify and develop solutions to eliminate or mitigate barriers to waste diversion and recycling within County facilities.
- Action E:** Work with SWALCO, and other stakeholder groups, in their regional and state-wide advocacy roles to support legislation that re-instates viable electronic recycling programs and assists in creating end-markets for compost material.

4 Strategy 4: Protect and preserve natural resources and ecological systems by promoting and supporting stewardship and enhancement, green infrastructure development and maintenance, and avoiding adverse environmental impacts.

Action A: Implement natural resource protection and enhancement plans.

Action B: Continue to partner with stakeholders to reduce the level of pollutants released into surface water, groundwater, sanitary sewers, and storm drains.

Action C: Evaluate and promote alternative land use policies and practices – including green site design innovations to enhance the county’s natural resources and ecological systems.

Action D: Encourage the use of Green Infrastructure (GI) including: site-specific, best management practices that absorb and infiltrate precipitation where it falls; an interconnected network of open spaces, habitat enhancement, and natural areas; water conservation and other recognized GI practices.

Action E: Support economic development strategies that help grow a green economy and green jobs based on market-driven demands.

Action F: Improve air quality by establishing a schedule for building energy audits, fleet management, and by researching, and implementing, where feasible, practices to reduce pollutants and exploring methods to measure the County’s carbon footprint.

Action G: Implement and report on the Sustainability Chapter of the Lake County Regional Framework to encourage sustainable development practices.

Action H: Advance sustainable agriculture and local food initiatives.



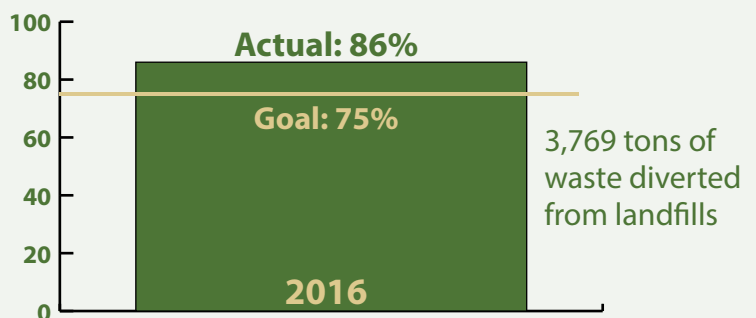
In 2016, the County Café in the Lake County Courthouse & Administrative Complex started using eco-friendly products, including disposable utensils, plates, cups, and other paper supplies that are compostable, biodegradable, and/or able to be recycled. These products replace Styrofoam products that do not biodegrade and can't be recycled.

5 Strategy 5: Provide a reliable and sustainable supply of safe drinking water to residents.

Action A: Implement and report on water conservation measures and their impacts on usage.

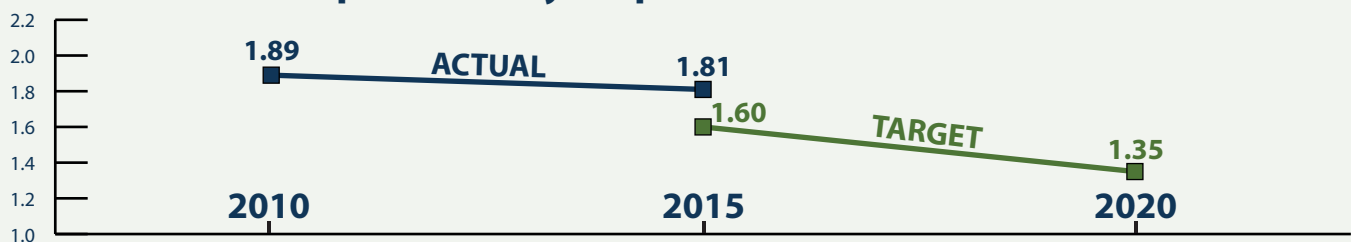
PERFORMANCE METRIC

75% of all construction and demolition debris is recycled for covered projects in unincorporated areas of Lake County.



Construction and Demolition Debris Recycling for Unincorporated Lake County

SWALCO Per Capita Per Day Disposal Rate





GOAL: BUILD HEALTHY, INCLUSIVE, AND RESILIENT COMMUNITIES

STRATEGIC STATEMENT: *Improve health for all Lake County residents by assuring the places where they live, work and play have the critical elements required to make communities, safe, healthy, inclusive, and vibrant.*

1 Strategy 1: Improve policy, systems, and environmental design to promote improvement in health outcomes for all Lake County residents through the understanding of social determinants¹ of health.

Action A: Leverage Live Well Lake County (LWLC)² and the Lake County Community Health Improvement Plan (CHIP)³ to assist in focused policy, system, and environmental interventions aimed to improve the health of all county residents.

Action B: Increase the number of municipalities in Lake County with safe routes for walking and biking related initiatives through LWLC Walking Action Team and Go Lake County initiatives.

Action C: Expand holistic community-wide understanding of the role that social determinants of health, such as education, workforce, housing, health and economic outcomes play in the well-being of Lake County residents.

Action D: Continue to leverage and expand communication tools, information sharing and other resources to assist service agencies to treat the whole person.

Action E: Enhance personal preparedness through outreach, training and workshops provided by emergency preparedness teams in Lake County.

Action F: Cultivate disaster-resilient communities through joint planning, training, and exercising with partner organizations in the public and private sectors.

¹ Social Determinants: "Conditions in the places where people live, learn, work and play - such as education, socioeconomic status, employment, access to healthcare, physical environment, and social support networks - that affect a wide range of health risks and outcomes."

² Live Well Lake County is a community partnership created in 2011 to help assess and identify ways to improve health conditions for Lake County residents. For more information on LWLC please visit www.LiveWellLakeCounty.org.

³ The CHIP is the plan to improve health outcomes of county residents based on the community health assessment conducted by LCHD/CHC staff and approved by LWLC steering committee. To learn more about the CHIP please visit <http://www.livewelllakecounty.org/improvement-plan>.

2 Strategy 2: Increase access to behavioral health services in Lake County and reduce the stigma of behavioral health-related conditions.

Action A: Increase awareness of and access to behavioral health services (joint development of substance abuse and mental health treatment planning and coordinated case management) based on identified population need.

Action B: In collaboration with community partners, launch a public awareness campaign focused on reducing stigma of behavioral health-related conditions.

Action C: Support data sharing initiatives of service providers in Lake County to create an increased understanding of population demand for behavioral health services, availability of providers in Lake County, potential shifts in demand based on market trends, and coordinated efforts of service providers.

Action D: Empower the Lake County Mental Health Coalition to evaluate gaps in meeting the needs of the chronically homeless and those experiencing mental health conditions and recommend strategies for addressing any gaps.

3

Strategy 3: Increase access to workforce development programs and availability of affordable housing across Lake County.

Action A: Leverage public and private partnerships while utilizing workforce resources and grants to assist with the implementation of affordable housing initiatives to increase home ownership amongst county residents.

Action B: Invest in and improve the supply of affordable, decent, safe and sanitary housing available for all Lake County residents.

Action C: Increase complete street policy adoption and seek to improve walkability and access to public transportation for all Lake County residents.

4

Strategy 4: Foster a culture in Lake County that embraces diversity, seeks to understand our differences and leverages the power of diverse perspectives and people in order to shape a brighter future for our communities.

Action A: Promote human dignity, equality and mutual respect through public awareness and community dialogue with a focus on reducing discrimination and social stigma experienced by people with behavioral health issues.

Action B: Collaborate with partners to promote effective communication with residents and stakeholders to heighten awareness of diversity and inclusion issues and share best practices.

Action C: Promote diversity, inclusion, and equity in Lake County training and leadership development programs, and improve recruitment strategies to reach and attract more diversity in candidates.



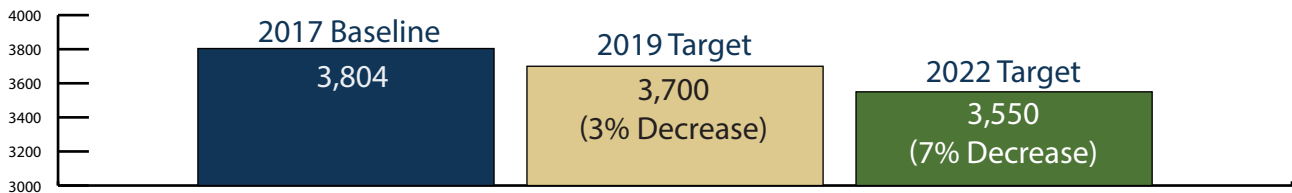
Improving Health Requires A Holistic System of Care

"I didn't know where to go for help. Without the help of Beatrice, I don't think I could have made it." Beatrice is a bilingual nurse with the Family Case Management program at the Health Department. Genesis refers to her as her guardian angel. When Genesis became pregnant, Beatrice connected her to resources where Genesis could obtain a crib, car seat, clothing, stroller, diapers and other essential items. She also connected her with the right programs to obtain other important things, such as affordable housing and free or inexpensive food and clothing.

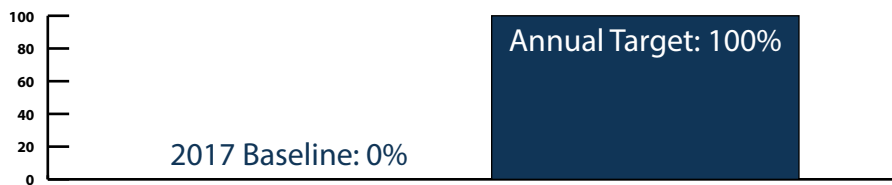
Genesis Zarraga, Lake County resident

PERFORMANCE METRIC

Number of households experiencing two or more of the negative housing conditions: cost burden, no kitchen facility, no bathroom facility, overcrowded conditions

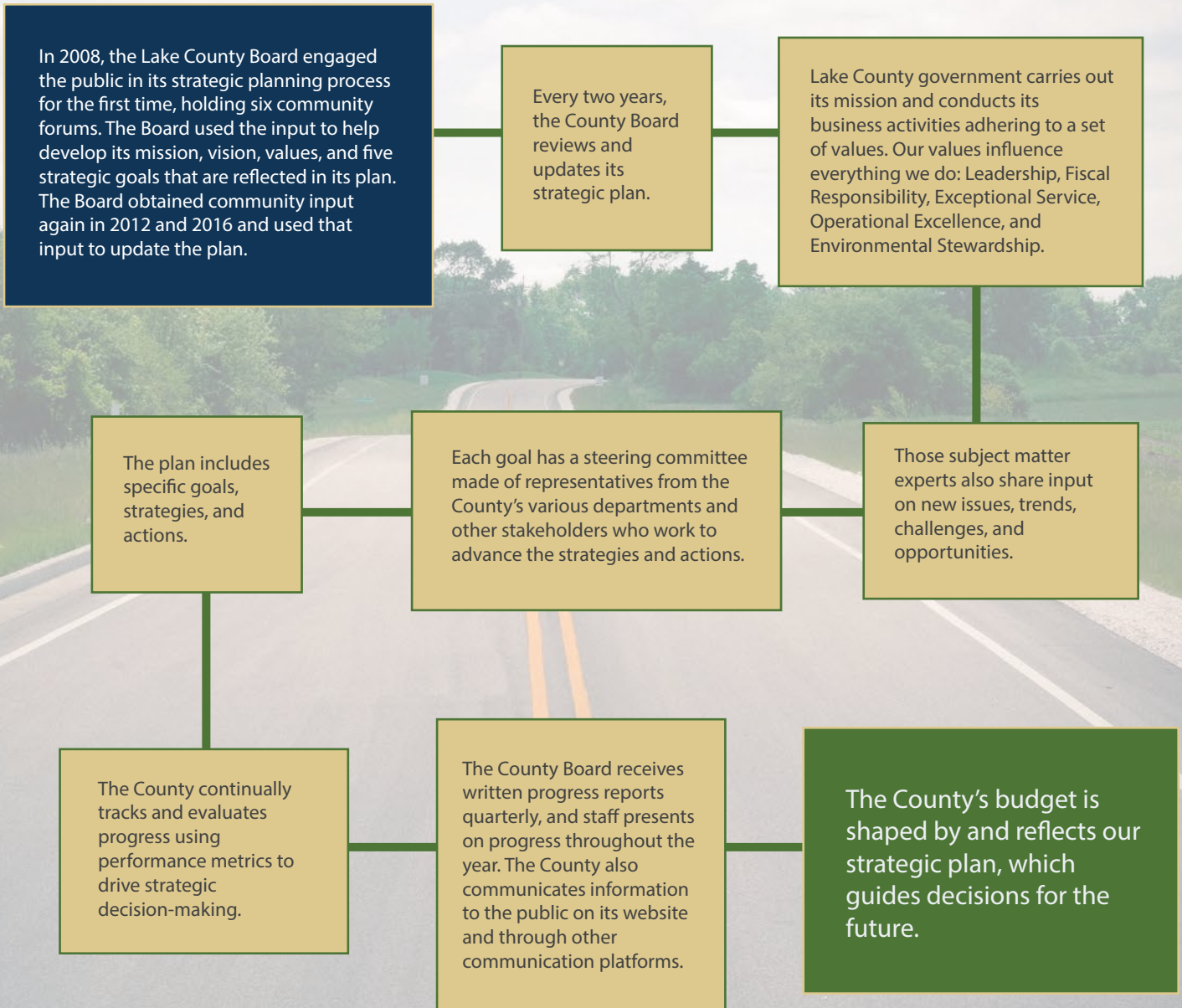


Assess 100% of new clients for social determinants of health at their first visit to the Lake County Health Department/Community Health Clinics



Strategic Plan Road Map

The County Board adopts a strategic plan that is used to help guide the future of the County, and influence budget and policy decisions.





Lake County Government
18 North County Street
Waukegan, IL 60085

Web: lakecountyil.gov



WESTMINSTER
COLORADO

2021-2022 Strategic Plan

Environmental Scan



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.

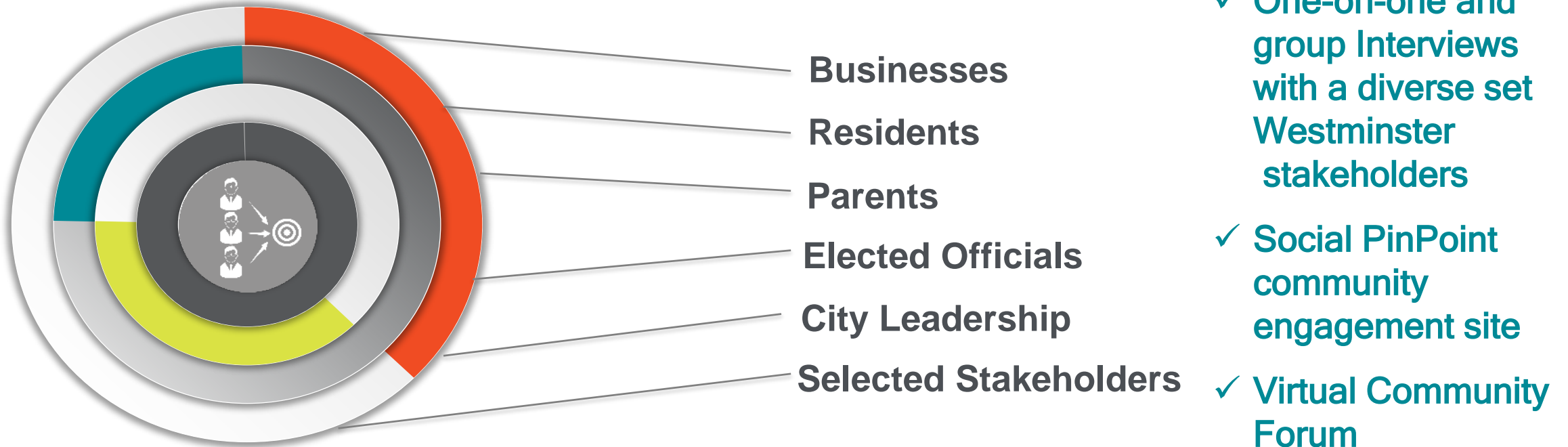
Environmental Scan Approach: Data and Document Review

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.



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



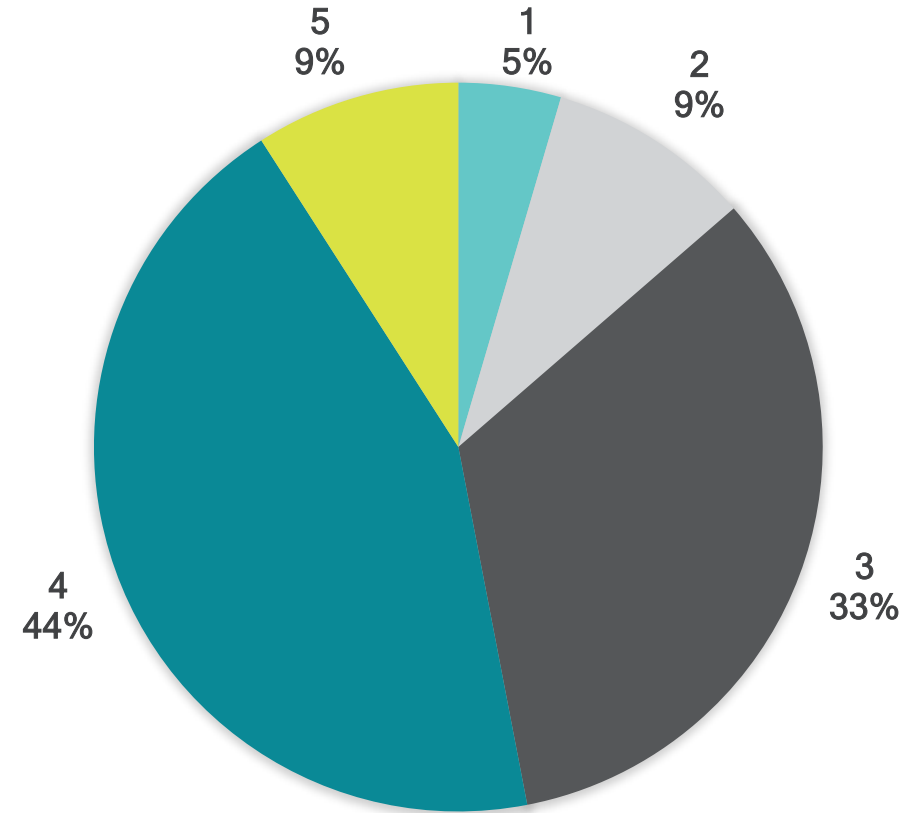
Westminster residents generally give positive marks to the overall quality of life in the City.

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

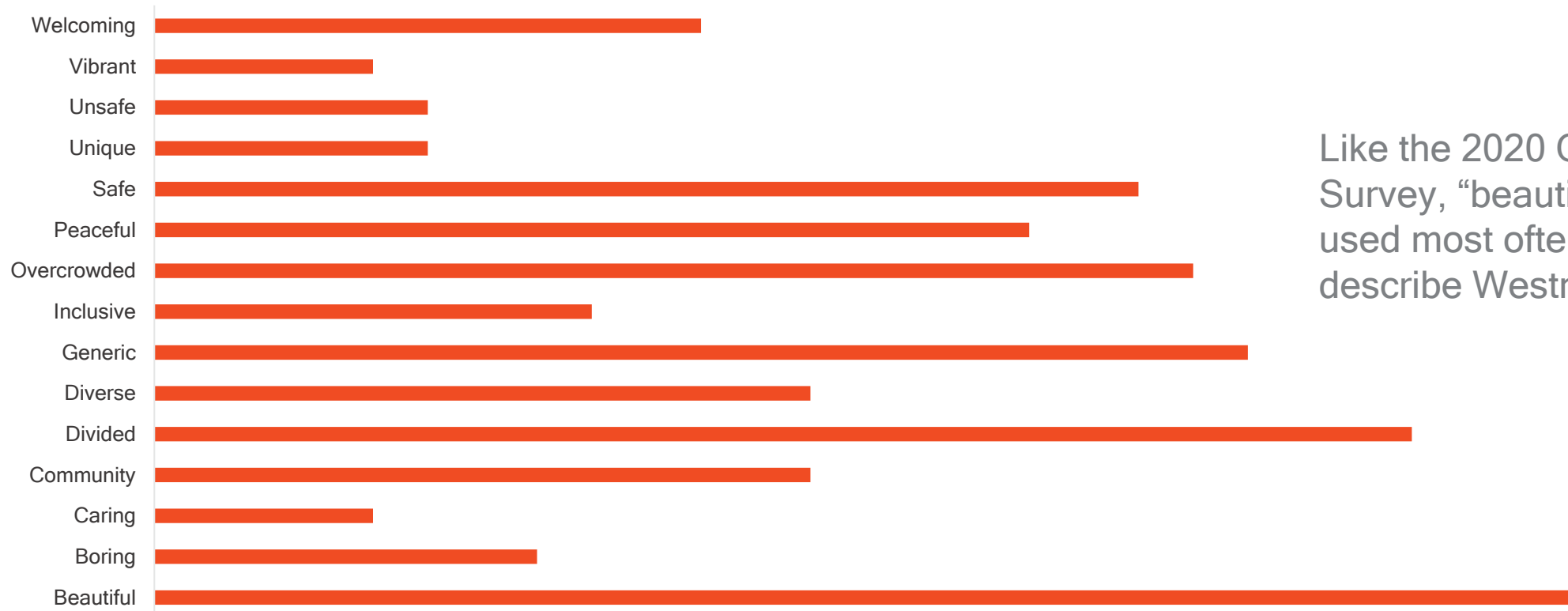


93% agree that “Beautiful parks and open space” describes Westminster

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

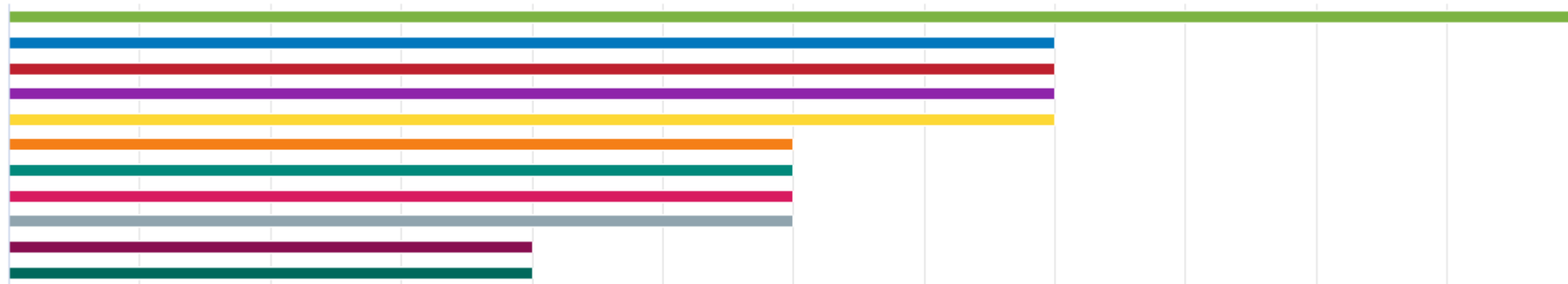
Community Characteristics



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

Community Characteristics

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



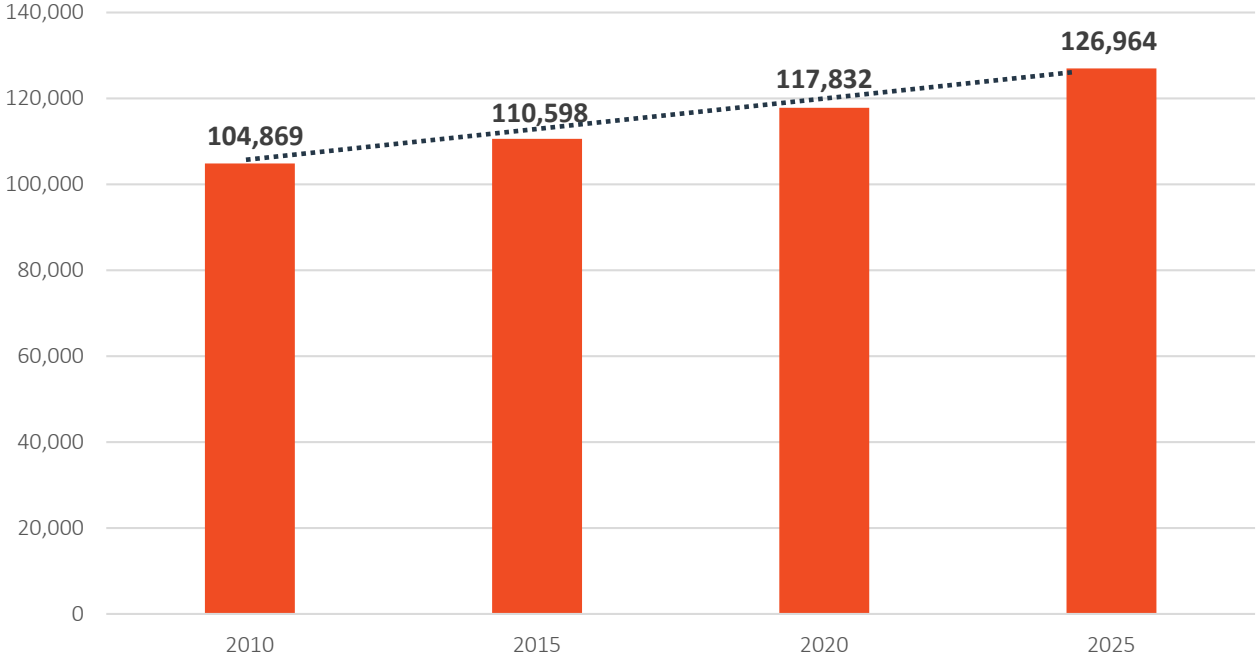
- Parks, Trails and Open Space
- Ease/quality of mobility (streets, bike lanes, bus, etc.)
- Restaurants and entertainment
- Recreation facilities and programming
- Crime, safety, and security
- Commercial and shopping

- Schools and educational opportunities
- Availability of good job opportunities
- Sense of community/belonging
- Cultural opportunities and events
- Variety of housing types of residential neighborhoods

Source: 2021 Social Pinpoint Community Survey

About Westminster

Westminster Population



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



\$76,142

Median Household Income



\$340,900

Median Home Value

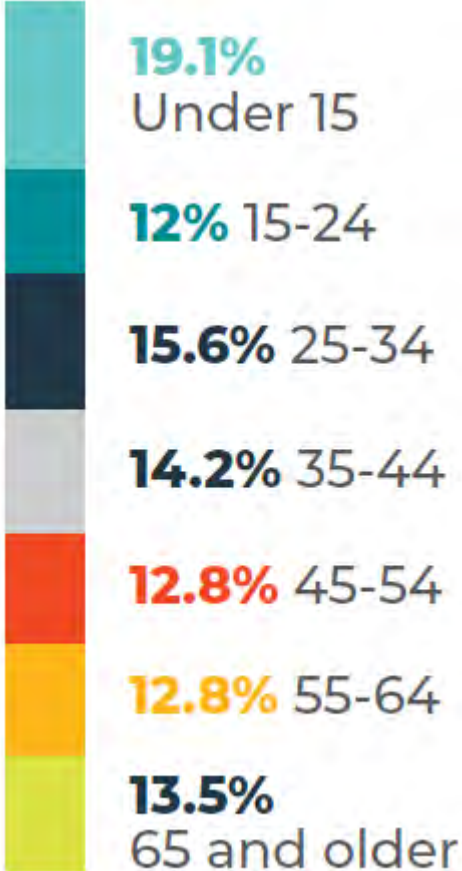
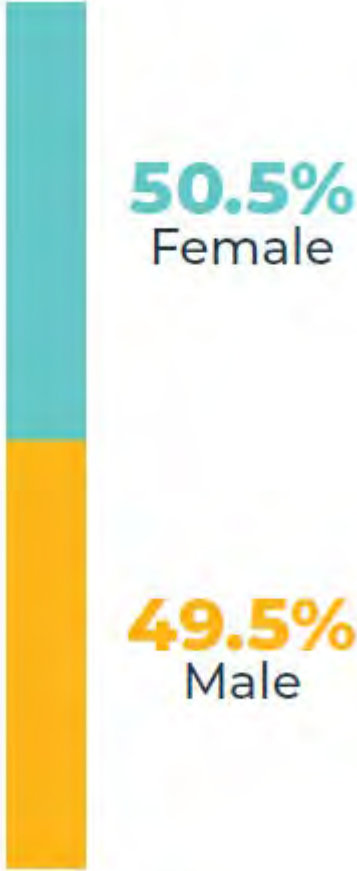
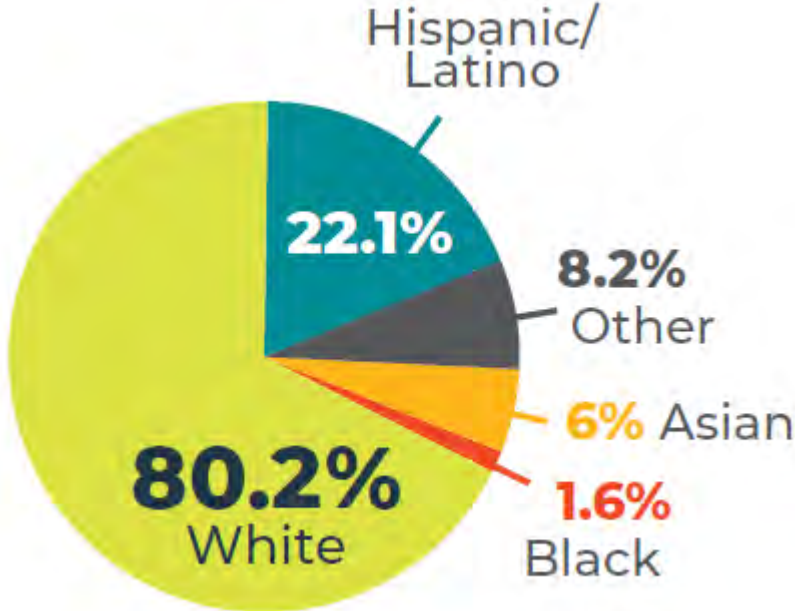


92%

High School Graduate or Higher



Westminster Population



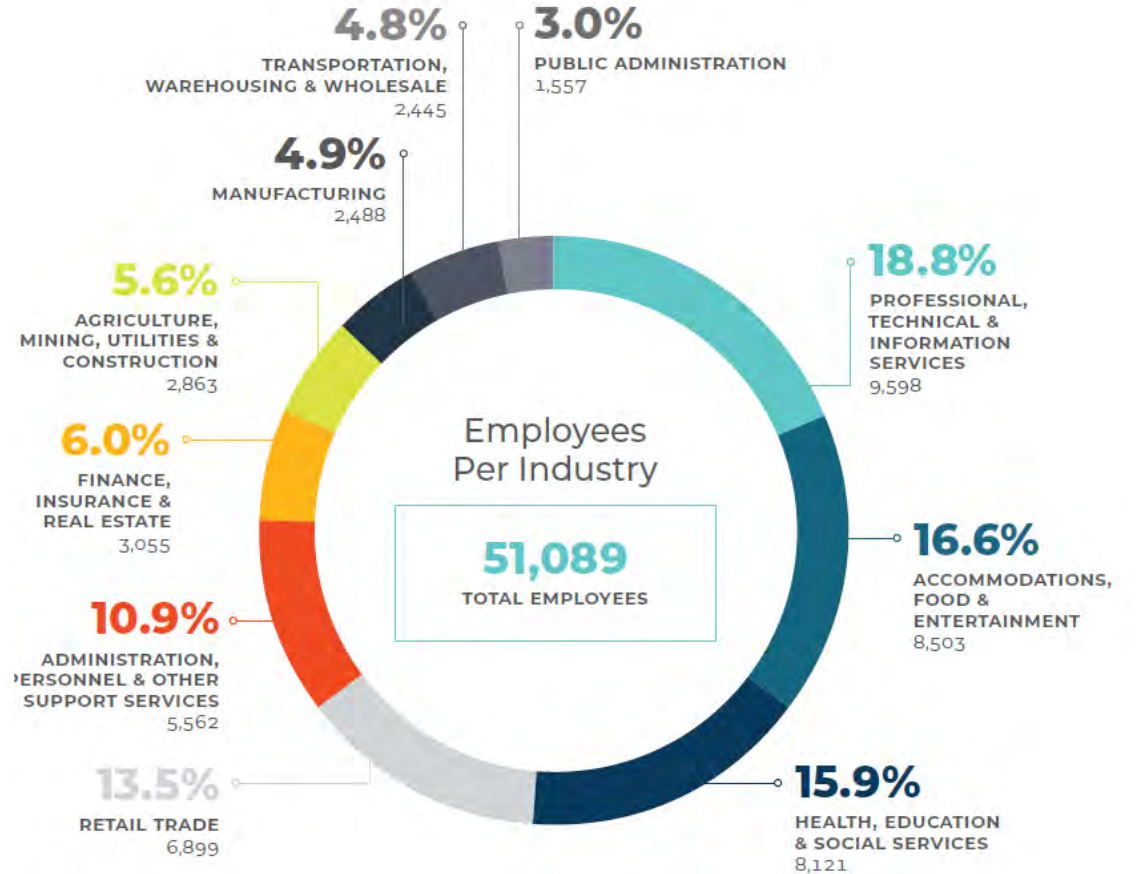
Source: 2019 American Community Survey, U.S. Census Bureau

Employment and the Economy

EMPLOYED RESIDENT POPULATION BY OCCUPATION



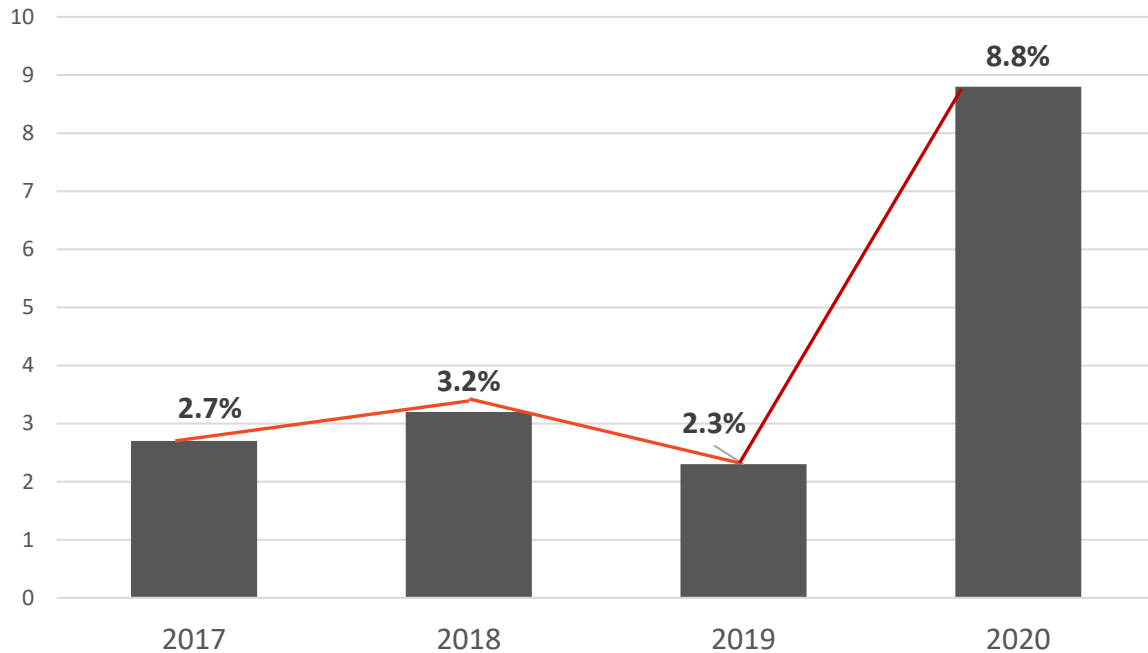
Source: U.S. Census Bureau, Community Analysis, December 2019



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

Employment and Economy

Unemployment Rate



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

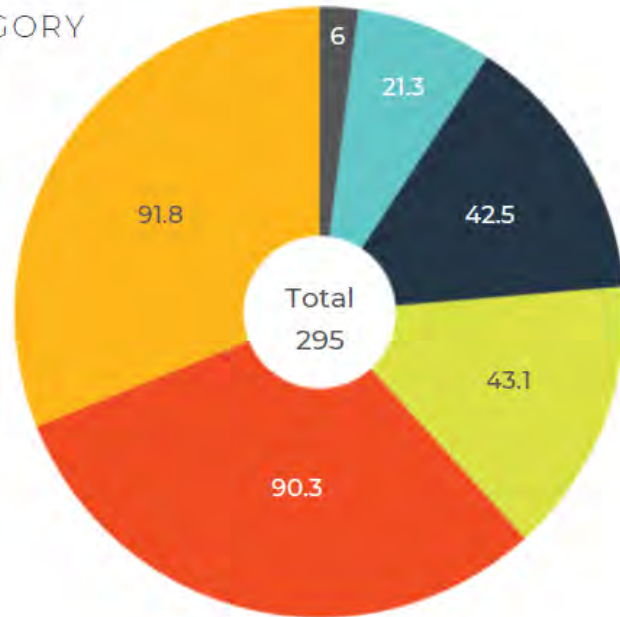
2020 Sales Tax Rate Comparisons

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

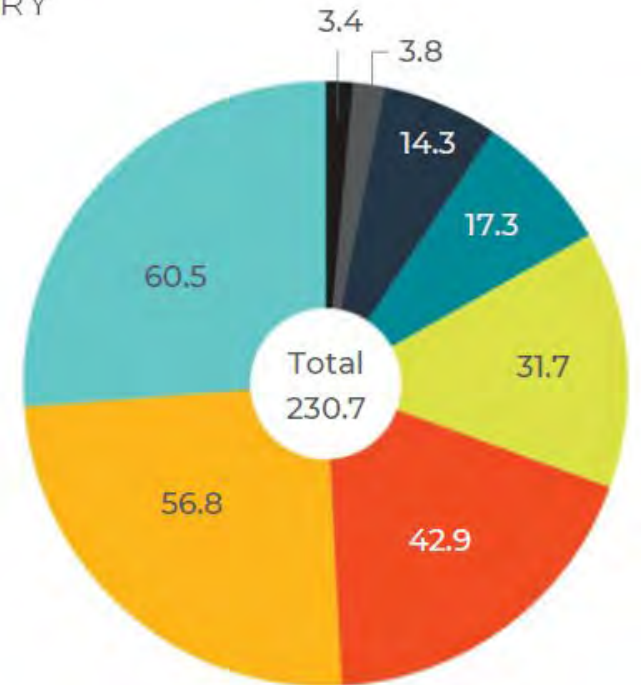
2019 REVENUES BY CATEGORY
\$(MILLIONS)

- Property Taxes
- Use Taxes
- Grants
- Other
- Sales Taxes
- Charges for Services



2019 EXPENSES BY CATEGORY
\$(MILLIONS)

- Other
- Economic Development
- Community Development
- Public Works
- Culture & Recreation
- Public Safety
- Utility
- General Government



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.



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

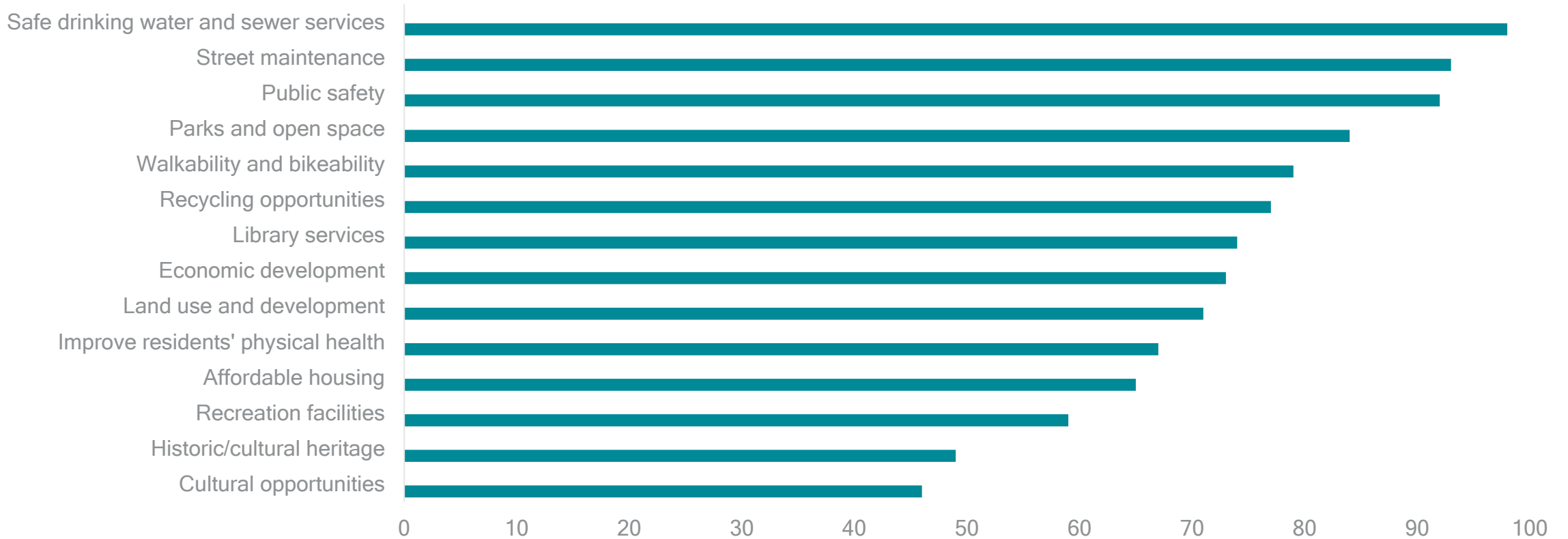
All individual stakeholder input and survey responses were compiled, analyzed, and coded by theme.

- ▶ 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

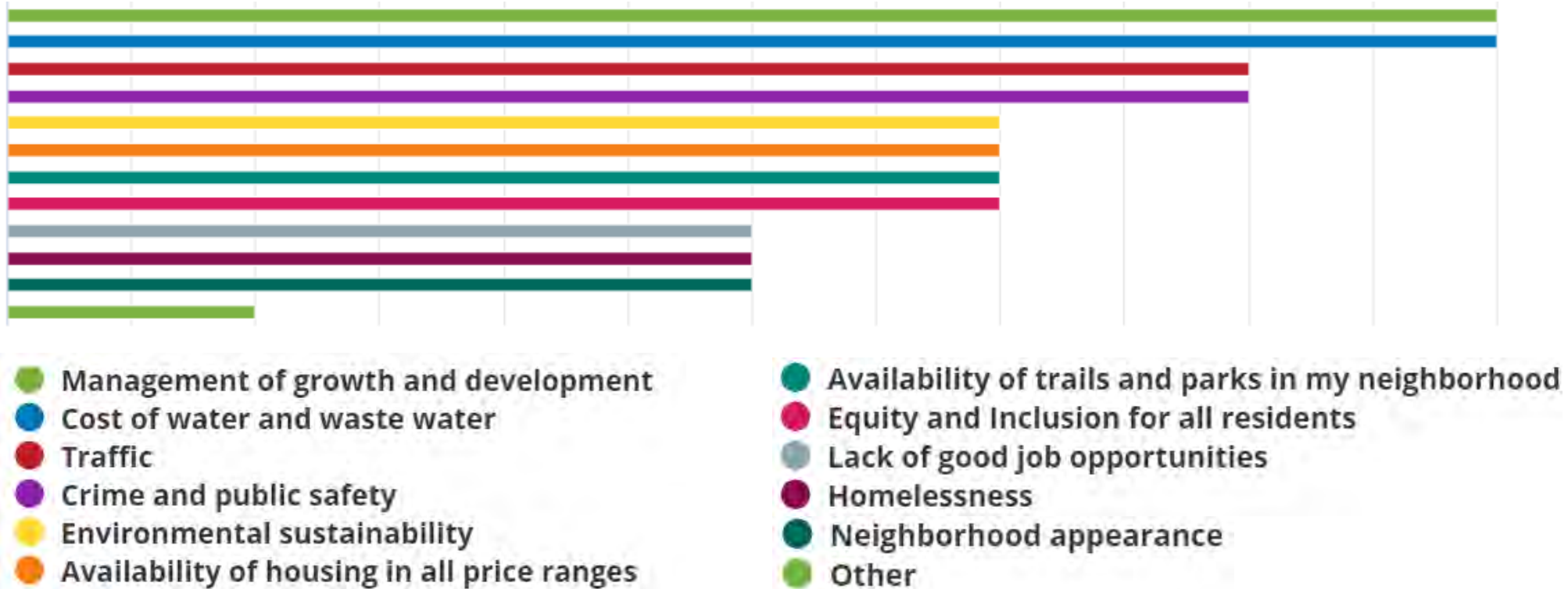
Percent identified as “essential” or “very important”



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

Biggest Concerns

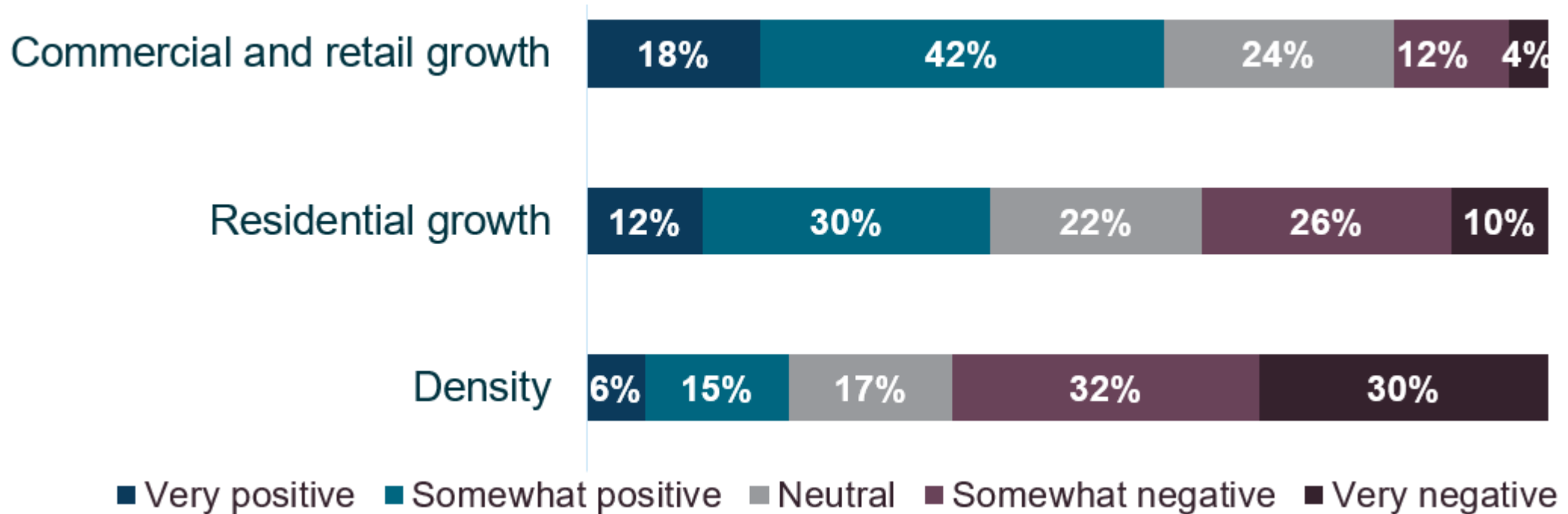
Rank your biggest concerns with Westminster:



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

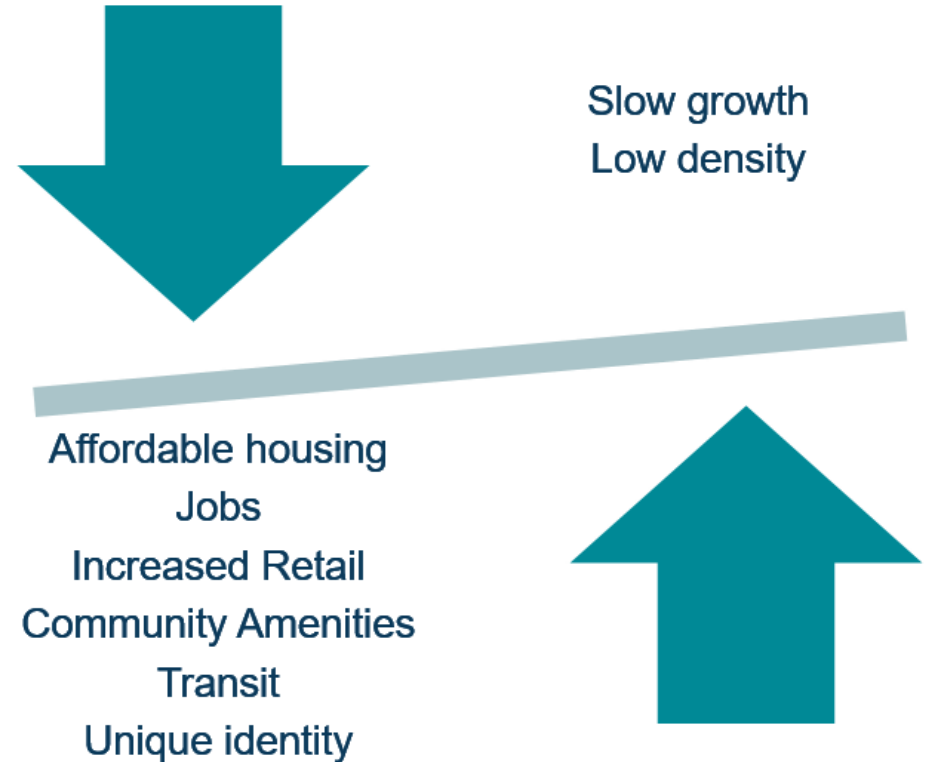
Open ended question:
Affordable housing
was the #1 way the City
could improve community
quality of life
(1 in 5 residents)

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



Ensure the City
provides ample
affordable/
workforce housing

“The Front Range Dilemma”



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

Concerns of Businesses

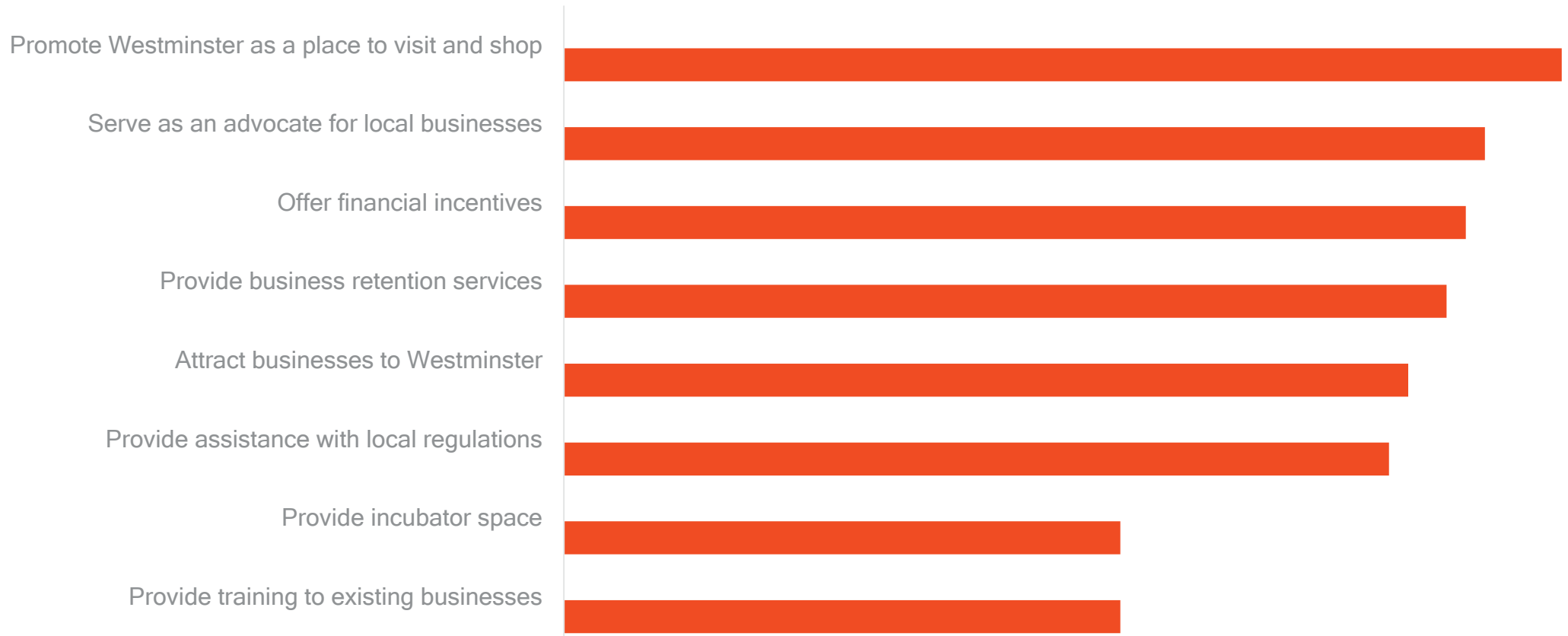
- Lack of downtown “epicenter” with amenities that compete with neighboring cities
- Lack of diversity in Westminster’s economic base
- Competitive disadvantages
 - Sales and use taxes
 - Inadequate affordable labor force
 - Building requirements and ordinances not always friendly to business
- Traffic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



Source: 2021 Stakeholder Interviews

Concerns of Businesses

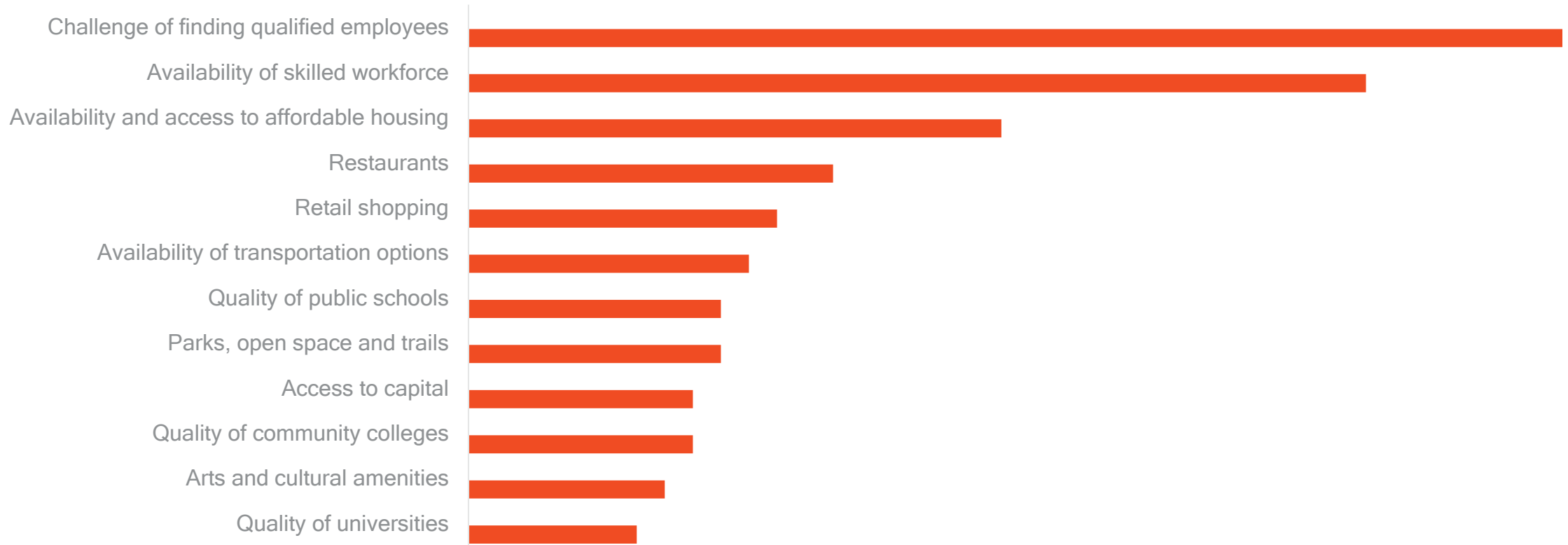
Prioritize services the City is providing or could provide to foster growth in the business community:



2020 Business Survey, Left Brain Concepts, Inc.

Concerns of Businesses

Issues that Impact Company Operations



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 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

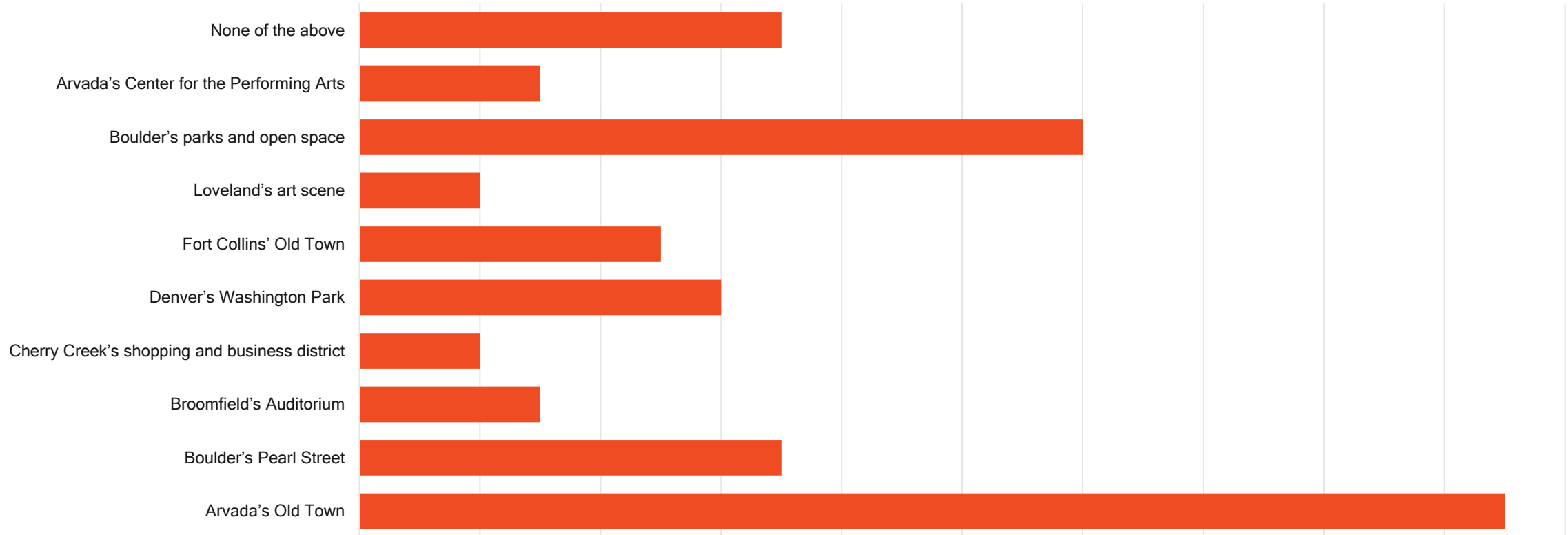
What types of businesses would you most like to see in Westminster?



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
 - Reduce development
- 3 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.

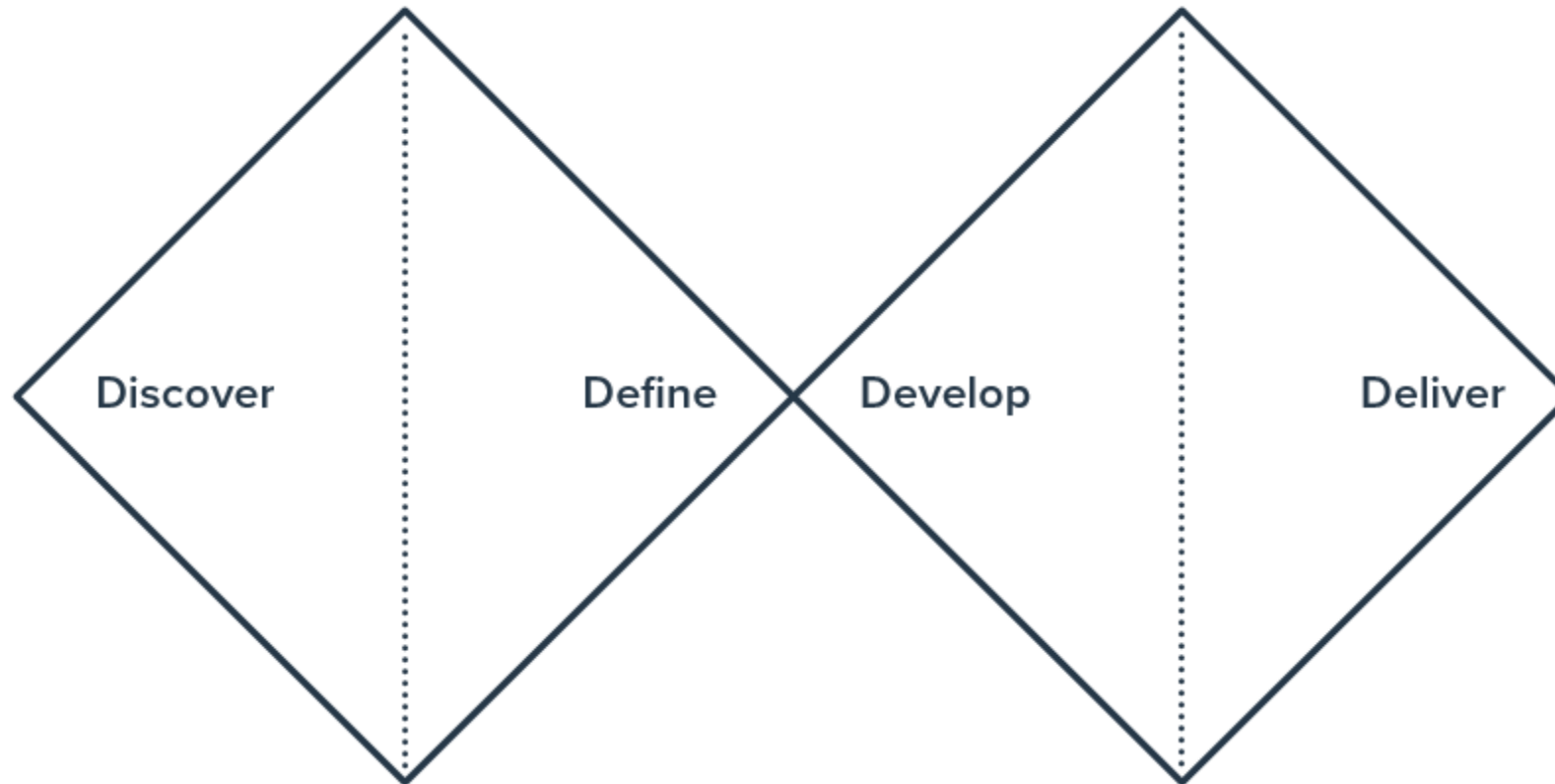
6
Teams &
Focus Areas

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?



Appendix A. Project Team Member Resumes



Seth Hedstrom, PMP[®], LSSGB

Principal

Seth is a principal in our Local Government Consulting Practice Area and lead of our Finance and Administration Practice. He

brings 12 years of public-sector experience focusing on assisting local government clients with organizational needs assessments and process improvement services, which includes analysis of the current state, recommendations for the future state, and planning the actions required to make the recommended improvements.

Relevant Experience

Project Management: Seth has managed organizational needs assessment and process improvement projects for some of BerryDunn's largest local government clients, including the City of Cambridge, Massachusetts.

Organizational Assessments: Seth has been involved in numerous 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.

Select Clients:

City of Bismarck, ND
City of Bloomington, MN
City of Edina, MN
City of Gahanna, OH
City of Milton, GA
City of Richland, WA
City of Sioux Falls, SD
City of South Jordan, UT
Gallatin County, MT
Ottawa County, MI
Saginaw County, MI
Village of Oak Park, IL

Education:

Diversity and Inclusion Certification, Cornell University

BS, Business Management, Babson College

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

Lean Six Sigma Green Belt Certified (LSSGB)

Memberships/Presentations:

Associate Member, Government Finance Officers Association (GFOA)

ERP System Implementation Best Practice Considerations, Government Accounting and Single Audits Conference, September, 2020



Michelle Kennedy, Prosci® CCP

Senior Consultant

Michelle is a senior consultant in our Local Government Consulting Practice Area 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, 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 30 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. She leverages her certification in the Prosci® change management methodology and facilitation methodology certifications to provide value to her clients.

Select Clients:

City of Beaverton, OR
City of Milton, GA
City of Tacoma, WA
Lake County, IL
Marion County, OR
McHenry County, IL
Oregon Department of Education
Oregon Department of Human Services
Oregon Harbor of Hope
Oregon Workforce Investment Board
Oregon Secretary of State
Washington State Traffic Safety Commission
Portland Development Commission
Portland State University
Marion County, OR
Washington-Oregon
Americorps

Education:

BA, Journalism/Mass Communication, Iowa State University
Certified in the Hogan Leadership Assessment System®, the Myers Briggs Type Indicator®, and the ICA ToP Facilitation Methodology
Prosci® Certified Change Practitioner

Memberships/Presentations:

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



**Michele Dotson, MPA,
CCMP™, PMP®, Prosci®
CCP**

Senior Manager

Michele is a senior manager in our Local Government Consulting Practice Area. She brings 10 years of public-sector experience, of which five years were spent working within local government. Her greatest strengths are in the areas of city administration, budget, finance, communications, marketing, and citizen engagement. Her well-rounded perspective on local government operations informs her holistic approach to project management and change management, balancing the business objectives of each project with the benefits of gaining buy-in from all of its stakeholders.

Relevant Experience

Change Management: As a Prosci® Certified Change Practitioner and ACMP Certified Change Management Professional™ who has led change management efforts for system selection and implementation projects alike, Michele brings an understanding to each project of how change management can enhance an organization's ability to achieve project goals. Michele's knowledge of current change management research and lessons learned from previous engagements allows her to assist BerryDunn clients in preparing for, managing, and reinforcing change.

Project Management: Michele has served in the project manager and/or engagement manager capacity for a number of local government clients. In these roles, Michele had primary responsibility for engagement success, tracking project milestones; mitigating open risks and issues; developing project deliverables; and providing oversight of change management, testing, and training operations.

Local Government Experience: As a management and budget analyst for several municipalities, Michele's primary responsibilities included advising on process review and policy development; providing budgetary operational oversight of city departments; acting as a liaison to community organizations on behalf of the Mayor and City Manager; leading community engagement efforts; and leading change management activities for a three-year ERP selection and implementation project.

Key Clients

City of Allen, TX
City of Arlington, TX
City of Bloomington, MN
City of Boulder, CO
City of Brighton, CO
City of College Station, TX
City of Glendale, AZ
City of Lawrence, KS
City of Milton, GA
City of Surprise, AZ
Coconino County, AZ
Louisville/Jefferson County
Metro Government, KY
Minnehaha County, SD
Pitkin County, CO

Education and Memberships

Master of Public Administration (MPA), University of Kansas
BA, Communications, International Relations, Texas Christian University
Project Management Professional® (PMP®), Project Management Institute®
Prosci® Certified Change Practitioner
Certified Change Management Practitioner, Association of Change Management Professionals (ACMP)
Member, ACMP; Member, Government Finance Officers Association of Texas (GFOAT)



Charline Kirongozi, MPA

Research Analyst

Charline is a consultant in our Local Government Practice Area with two years of public-sector experience. She focuses on assisting public-sector clients with research and current environment analysis support. She joins BerryDunn with experience supporting and conducting field research, data collection, organizational reporting, and gap analysis and recommendations.

Experience

Project Management and Support: Charline has experience as an immigration paralegal, which heavily involved preparing, reviewing, and filing visa petitions, advocating and communicating on behalf of her clients, and overseeing the flow of information, processes of the cases, and adhering to the policies set forth by immigration officials.

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

Public-Sector Research and Analysis: Charline worked on the behalf of the City of Worcester, MA to establish best practices for sustainability of the Worcester/Green Worcester Working Group (Group). Through this work, she led her team through the research of over 30 cities. She reported biweekly status reports/updates, presented findings, identified risks, and made recommendations to the Group. Because of her efforts, Charline received an award from the Massachusetts Chapter of the American Society for Public Administration for best Capstone Project Presentation.

Select Clients:

City of Allen, TX
City of Brighton, CO
City of DeSoto, TX
City of Lawrence, KS
City of Mansfield, TX
City of Milton, GA
City of Worcester, MA
City-County Information
Technology Commission, WI
Galveston County, TX
Hamilton County, IN
Louisville/Jefferson County
Metro Government, KY
Monroe County, FL

Education:

BA, Political Science, Clark
University
MPA, Clark University

Cascade Township Strategic Plan

CIB Planning



March 12, 2021

Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546

Subject: Cascade Township Strategic Plan

Dear Mr. Benjamin Swayze:

It is with much enthusiasm that the team of CIB Planning submits this proposal to work with Cascade Township to assist with the facilitation and development of a Strategic Plan. Our combined experience in economic development planning, public involvement, marketing, and implementation work with communities over a broad geographical area should prove invaluable for this effort. Equally important, our firm provides technical assistance and community training for the MEDC Redevelopment Ready Communities (RRC) Program.

We understand that stakeholder engagement is an important aspect of all successful projects. Our team will build a comprehensive engagement plan to work with the Township that establishes new relationships, strengthens existing relationships, and fosters engaging conversations across the community that will establish a vision for prosperity across your community.

These conversations must first be informed by data. We will look specifically at economic data, internal (staff and Board), demographic data as well as infrastructure data. This provides us with a framework for successful implementation of the final Strategic Plan, a plan which the community can support and be proud of.

Our firm provides the wide range of expertise and innovation necessary to undertake the planning process. The resulting Strategic Plan will be the culmination of data driven policies and action items, vetted by the stakeholder engagement process that Cascade Township can utilize for years to come.

If you should have any further questions, please contact us at 810-734-0000.

Sincerely,

CIB Planning

A handwritten signature in black ink that reads 'Carmine P. Avantini'.

Carmine P. Avantini, AICP
President

Firm Information

The focus of CIB Planning is to provide exceptional planning and development services to communities of all sizes throughout Michigan. The planning professionals at CIB began their careers in the public sector and continue to work with local governments daily. This connection helps ensure that the plans, ordinances, and recommendations they make are both visionary and practical. Moreover, we pride ourselves as a firm that can not only provide day-to-day solutions to planning and development issues, but also bring a level of leadership that will build community consensus on key topics. This is evidenced by the long-term relationships we have with client communities; the longest being 27 years.

CIB Planning frequently partners with other consultants to provide the highest quality service and level of expertise.

The Core Team



CIB Planning is an exciting planning and development consulting firm managed by Carmine Avantini, one of the founding partners of LSL Planning, and Justin Sprague. The firm has over

75 years of experience providing innovative planning and development solutions to communities in Michigan and the eastern United States. In addition to traditional community planning, CIB Planning specializes in downtown development, economic development, ongoing DDA & CIA assistance, marketing and branding and project implementation.

For over 38 years, Carmine Avantini, AICP, has provided innovative solutions to community planning, housing, zoning, and development

challenges. Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.



Justin Sprague serves as Principal and Vice President at CIB Planning where he is responsible for traditional planning and zoning services, economic development support services and private sector

development services including site selection, incentive negotiations and navigating the municipal development process. He was recently Director of Business Development at the Flint & Genesee Chamber of Commerce, where he was responsible for business attraction/retention efforts, large site redevelopment, and municipal collaboration projects. While at the Chamber, Justin was responsible for promoting large acreage former industrial sites including Buick City and the former Delphi East site in Flint. He has also worked closely with the City of Wixom to support redevelopment at the former Ford Motor Company's, Wixom Assembly. The three sites combined are greater than 1000 acres of challenged, former heavy industrial uses that have all seen successful redevelopment including Lear Corporation at Buick City and several new retail and commercial facilities in Wixom. Justin will serve as the primary client point of contact for contract, administrative and billing matters.



Elena Moeller-Younger is Principal and the Director of Marketing and Strategic Planning for Community Image Builders Marketing (CIB Marketing). She will be involved in the facilitation and public engagement process as well as the

strategic plan development.

Elena leads the marketing, branding, development, and implementation of clients' community image strategies. She focuses on assisting municipal clients in developing a unique brand and communications plan to attract new investment to the community in the form of industry, housing, and tourism. She also oversees internal marketing and brand development for CIB Planning and assists with proposals, web content, social media, marketing materials and other related business development functions. Prior to her work with CIB Marketing, Elena was the Marketing Manager for CFE Media (Content for Engineers) based in Chicago, where she was responsible for the development, execution and marketing for the webinar and online education programs, and managed the comprehensive marketing program for Plant Engineering, Consulting-Specifying Engineer, Control Engineering and Oil & Gas Engineering magazines, websites, and events.



Kelly McIntyre, Principal and Director of Planning at CIB Planning specializes in community planning, zoning, public involvement, and planning administration. She has been involved in zoning re-

writes for Ironwood, Munising, Vassar, Wixom, Oak Park, Mayville, and Wixom.

Kelly works with municipalities to identify needs, resources, and problems and to make decisions on goals, policies, priorities, plans, programs, and methods of implementation to create a healthy, livable community. Whether "visioning" with a community, leading a development meeting, or drafting a master plan, Kelly can tap into her years of private and public sector experiences. Kelly has been involved in zoning re-writes for Ironwood, Munising, Vassar, Wixom, Oak Park, Mayville, and Wixom.

Prior to joining CIB, Kelly was the Community Planning and Economic Director for the City of South Lyon; the Deputy Director for the non-profit state chapter of American Planning Association-Michigan Association of Planning; the Staff Planner for the cities of Brighton and Novi, Michigan; and a consultant for LSL Planning Inc., Royal Oak, Michigan; Land Ethics, Annapolis, Maryland; and Dexter, Michigan.

Experience with Similar Communities

In addition to our current ongoing planning and economic development work for the City of Portage, City of Wixom, City of Fenton, City of South Lyon, Village of Fowlerville, and Shelby Township, the CIB Planning team has significant experience with other similar communities throughout Michigan including the City of Romulus, City of Grand Blanc, City of Wayne, City of Owosso, Charter Township of Flint, Charter Township of Vienna, Charter Township of Grand Blanc (DDA), Union Township, the City of Negaunee, and the I-69 Thumb Region. Additionally, CIB Planning is the lead technical consultant (with support from SmithGroup) for the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities program.

Approach

At every stage of every project, CIB Planning with this creative team employs a phased approach to problem-solving. The following progression outlines a typical project cycle and describes the close working relationship we strive to develop among all the project's partners, which is essential to a successful outcome.

1. **Discovery.** The initial phase of any project is research—gathering all information, from the well-documented to the anecdotal to the atmospheric, that might guide and inspire our thinking. In this early phase, we also consider the specific metrics and parameters that will define the process for each unique project and client.

2. **Exploration.** Collaboration brings the team together to articulate and explore the entire spectrum of concepts that emerge from our research. This group includes the client, strategic partners, and all the designers at the studio. Applying a wealth of talent at the outset enriches all the thinking that follows.

3. **Consolidation.** During the consolidation stage, key concepts that surfaced in the investigatory phases are rendered in an extensive visual exploration. A full spectrum of ideas is introduced and considered, without bias toward any specific styles or design elements. Guided by strategic objectives and the matrices of information shaped from the research, the design team considers every possibility.

4. **Realization.** Working from a position of informed intuition, a range of concepts and ideas will emerge; and some will transition and solidify into an optimal strategy. In this final phase, we work with our manufacturing and engineering partners to ensure the product produced lives up to the promise of its concept. In the end, a successful project delivers an innovative solution that reflects the contribution of everyone involved in the process.

Stakeholder Engagement

We have employed dozens of approaches for managing public engagements that are tailored to the size and composition of the involved community groups. A core value of all our approaches is that they are transparent, elicit valuable input, identify impediments, and build consensus among all parties.

For large planning efforts, effectively facilitating large groups is vital to success. Workshops with many participants often mean that a diversity of perspectives will be present. We emphasize providing a range of activities that allow all participants to comfortably express their views and to feel that they are being heard. Ensuring that all voices are recognized can be complemented by activities that bring everyone together to build a common understanding of the issues and opportunities at hand. Some of the activities we employ during public engagement meetings include:

- Brainstorming
- Post-it commenting
- Dot-voting
- Priority setting/allocation games
- Visual preference voting
- Reflective writing and idea sharing

- Small group discussions with participant note takers
- Small groups “Reporting Out” to the whole group
- Sequencing topic “Stations” (i.e., musical chairs approach)

In addition to orchestrating the workshops, we facilitate the overall public engagement process and ensure that everything runs smoothly by employing several organizational methods, including:

- Providing comment sheets at all public meetings for participants to write in thoughts they have about the content of the workshops or the process itself
- Assisting the client in making workshop results available to the entire community
- Providing community notices or publishing a newsletter about outcomes as well as upcoming engagement opportunities
- Analyzing workshop results and providing a statistical analysis where appropriate
- Developing online surveys, “workshops-in-a-box,” or takeaway activities that participants can share with their friends, families, and neighbors.

If executive orders are still in place that limit group gatherings or in-person meetings due to COVID-19, then we can arrange optional virtual meetings for remote discussions. Virtual facilitations can accomplish the same results as an in-person group meeting and can be utilized through an interactive discussion as long as an attendee has access to a smart phone, computer or other device that is connected to the internet.

Scope of Services

Based upon the Request for Proposals, our planning team anticipates using the following steps to the project. We offer this approach based on similar experience elsewhere, but we are also aware of the fact that each project is unique, and adjustments may need to be made after we can learn more about project expectations and other foundational work. We are also more than willing to explore changes to the approach as the planning process unfolds and as Cascade Township sees opportunities to adjust.

It is understood that the core deliverable is a Strategic Plan with a focus on stakeholder engagement including conversations with the Township Board, Department Directors, the public and other stakeholders within the community. These components and our specific technical approach and project plan complete tasks and subtasks are as follows:

1. Project Kickoff and Stakeholder Engagement Plan

Upon commencement of this project, the planning team will work with the Cascade Township to develop the ground rules for community engagement, begin to identify partnerships and stakeholders to engage and create a meeting outline which will identify meeting times, locations, and purpose.

It will be critical to complete this process prior to stakeholder engagement to ensure the planning team and the Township have clear expectations of the project roles and responsibilities as well as consensus on the prescribed scope of services so all objectives can be met.

2. Community Data Collection and Analytic Review

The Planning team will review all relevant previous studies in preparation of an assessment of current economic conditions. This will include a full review of the Township Master Plan, Township Parks and Recreation Plan, Downtown Development Tax Increment Financing Plan, Township Needs Assessment and Facilities Study, and other mid and long-range planning documents to develop a strong understanding of the community as noted within the RFP.

The economic analysis will include studies of labor force and employment, worker flow (commuter patterns), employment by industry and occupation, major employers and industry clusters, revenue leakage, and market share by industry. We will also study the profiles of working households, including tenure, income, migration, and lifestyle preferences. We will triangulate the results of this work to identify market strengths that can be leveraged for growth; and gaps and niches that could represent untapped opportunities. Observations will be summarized and used to formulate strategies for economic growth in the Township.

Our work will be founded on empirical, quantitative data, including primary and secondary sources.

3. Targeted Stakeholder Engagement Meetings including SWOT and Vision Sessions

We anticipate engaging targeted stakeholder groups across the county such as business leaders, elected officials, municipal staff, non-profits advocating for or providing community resources, faith leaders, colleges and universities, K-12 school districts, talent and workforce agencies, and others identified by the Township.

The visioning sessions will be facilitated discussions focusing on identifying the strengths, weaknesses, opportunities, and challenges associated with the following core topic areas:

Place/Quality of Life

- Community
- Housing/neighborhoods
- Parks and recreation
- Corridors of key significance
- Retail/commercial
- Work opportunities
- Marketing
- Brand identity
- Analytic trends



Business/Economic Development

- Business retention program
- Business support services
- Needs identification
- Business attraction program
- Communication and collaboration
- Investment opportunities
- Analytic trends
- Development review process



Infrastructure

- Walkability
- Safe routes to schools
- Staff experience/training/succession planning
- Facility and fleet needs
- Asset management planning/capital improvement planning
- Interdepartmental collaboration activities



Working with staff and the Township Board, we will identify the means of leading these discussions and engagement exercises that best fit the character and location of the workshop. We will work with staff to best tailor outreach, facilitation, and follow up to get the most useful input across the community.

4. Targeted Working Group Sessions and Strategy Development

The planning team will reconvene with the Township Board upon completion of the community engagement portion of the project. These sessions will begin to identify common themes and ideas that can be utilized to generate the mission statement, vision statement, core values, goals and objectives, and following action items. It is anticipated that this will occur over two meetings, one for ideation and the other to present action steps and projects and to begin to identify responsible partners.

5. Implementation Strategy

The implementation strategy will be the culmination of the entire planning process. This strategy will provide narrative around the data gathering and analytical process, including the action plan, as well as the following;

1. An overview of when the proposed strategies should be started and completed.
2. Key individuals, departments, elected leaders, and stakeholders both internal and external who will “champion” projects and strategies to ensure completion.

Lastly, the strategy will include metrics and best practices or “key performance measures” to measure successes. The planning team will also include steps and recommendations for connecting the strategy to other planning efforts underway.

6. Final Report Out

The planning team will meet with the Township Board upon completion of the project to give a final overview presentation and final comment before the client formally adopts the strategic vision.

Schedule for Delivery

Our approach anticipates a late March/early April Project kickoff and expects the project to be completed within four months. This can be refined with the client to accommodate timing needs and desires.

	Apr	May	June	July	Aug
1. Kickoff, Stakeholder Engagement Plan					
2. Community Data Collection and Analytic Review					
3. Stakeholder Engagement Meetings, SWOT, and Vision Sessions					
4. Working Group Sessions and Strategy Development					
5. Implementation Strategy					
6. Final Report					

Budget

We propose a lump sum fee for the project, inclusive of any travel and materials. We would seek to manage team time and methods of participation to be as economical and effective as the project outcomes require.

1. Kickoff and Stakeholder Engagement Plan	\$7,380
2. Community Data Collection and Analytic Review	\$9,216
3. Stakeholder Engagement/SWOT/Vision Sessions	\$7,264
4. Working Group/Strategy Development	\$4,664
5. Implementation Strategy	\$6,740
6. Final Report	\$3,360
Total	\$38,624

Hourly Fee Schedule:

Carmine Avantini, AICP	\$146.00
Justin Sprague	\$132.00
Elena Moeller-Younger	\$128.00
Kelly McIntyre	\$128.00
*Hourly rates and professional classification are subject to change on a yearly basis.	

Optional Tasks

A. Brand Identity \$5,500

As a first step in the brand development process, data will be collected from the targeted stakeholder groups answering questions like the following:

1. For what does Cascade Township want to be known?
2. What thoughts and feelings does Cascade Township want to evoke when people are exposed to the name?
3. How can Cascade Township stand out from the crowd and be more competitive?
4. Why would someone be attracted or drawn to your community?

This process will inform the brand promise. The brand promise is at the core of the brand and the reason the brand exists for the customers you serve. A brand promise is a value or experience a community's stakeholders can expect to receive every single time they interact with that community. The more a community can deliver on that promise, the stronger the brand value in the minds of all stakeholders.

The second step in the brand development process is to determine target audiences, the group of "buyers" and end users to whom we will direct marketing efforts. Those audiences typically share similar characteristics including geography, buying power, demographics, and incomes. Precisely identifying target audiences is critical when creating a marketing plan.

From this process, brand messaging including an elevator pitch with brand descriptors, will be developed and a new visual brand identity will be created to represent Cascade Township. The new visual brand identity will support strategic communications in print, online, via signage, and other modes of communication.

Relevant Experience



Redevelopment Ready Communities (RRC)

As a technical assistance consultant for MEDC's RRC Certification program, CIB has helped many Michigan communities plan for new investment and reinvestment, identify assets and opportunities, focus limited resources, attract and retain businesses, and streamline development approval processes. CIB's team integrates economic development strategies with place branding & marketing strategies to build customized,

thorough, and creative step-by-step plans for communities of all sizes.

RRC Economic Development, Branding & Marketing Strategies CIB was selected as the technical consulting team when the City of Romulus, Flint Charter Township, the City of Hart, the City of Wayne, and the City of Portage initiated the RRC process over the past year and a half. The team built economic development and economic development marketing plans and implementation strategies. The implementation plan and recommended marketing tactics were customized to fit the needs of each unique community. Additionally, and with the assistance of SmithGroup and Gibbs Planning Group, the team created redevelopment plans for the Genesee

Valley Mall conversion into a mixed-use center with retail, housing, office, and entertainment in Flint Township. Currently the team is undergoing a similar project in Portage, Michigan for the Crossroads Mall redevelopment. Other communities that have benefitted from economic development plans through the RRC process with CIB includes the City of Grand Blanc, the City of Laingsburg, and the City of Swartz Creek. Based on the outstanding work that has been performed, the MEDC selected team members Carmine Avantini and Justin Sprague to lead RRC Best Practices training sessions including Best Practice Two: Zoning, Best Practice Three: Development Review Process, and Best Practice Five: Community Development.

Flint Township

CIB Planning has worked in partnership with Flint Township for many years, and most recently, the CIB team was selected by the MEDC to assist in the Redevelopment Ready Community Certification (RRC) process. The CIB team built an economic development and economic development marketing plan for the community.

Additionally, in partnership with SmithGroup LLC and Gibbs Planning, the team hosted a full-day public engagement workshop to facilitate a vision session for the Genesee Valley Mall redevelopment plan that incorporates mixed use residential, commercial, and retail spaces.

The vision for the multi-phased plan is to integrate workforce housing that will provide a walk-able, urban lifestyle for residents. Once completed, it will accomplish the greater goal of improving economic vitality in the area.



Flint Township is within 100 miles of over 70% of Michigan's population and is home to the state's third largest airport, making accessibility a major economic advantage. CIB Planning worked with the Township's steering committee to identify additional assets and developed key messages and strategies to leverage and market the township to developers, site selectors, investors, regional partners, and media.

CIB Planning has a strong relationship with the municipal leaders in Flint Township and is consistently tapped to provide continual assistance with planning, market analysis, and DDA assistance.

Shelby Township



CIB works with Shelby Township in an on-going capacity and has developed both their master plan and established its Downtown Development Authority (DDA) Plan. Just before the Recession and shortly thereafter, the taxable base value for the DDA District dropped below the original amount and no new increment was being captured. Instead, the DDA Board had to borrow money from the general fund to support minimal activities.

CIB Planning was retained by the DDA to update the Plan and re-set the base taxable value. Recognizing an opportunity to provide for more creative use of tax increment, we created a program that would allow future tax capture to be committed to specific projects.

CIB has also developed the Shelby Township Master Plan that was adopted in 2018. CIB Planning has successfully used a similar approach in other communities and provided a powerful tool to incentivize projects that would not be feasible without such assistance.

References

We invite you to contact our current and past clients to learn more about their experience with the consulting team and successful completion of creative and innovative projects.

<p>Lynn Markland, City Manager City of Fenton 301 S. Leroy St. Fenton, MI 48430 (810) 629-2261 lmarkland@cityoffenton.com</p>	<p>CIB has been providing ongoing planning services to the City of Fenton for over 26 years. As a result, Fenton has seen coordinated and targeted retail growth along the US-23 corridor and an unprecedented downtown revitalization with projects such as Crust, the Cornerstone Building, Red Fox Outfitters, the Horizon Building, and The 111 Building.</p> <p>Duration: Since 1994</p> <p>Status: Ongoing</p>
<p>Michelle Parkkonen Manager, RRC Michigan Economic Development Corporation 300 N. Washington Square Lansing, MI 48913 (517) 599-8796 parkkonenm@michigan.org</p>	<p>CIB Planning along with SmithGroup have managed technical assistance for the Redevelopment Ready Communities program for communities across the state. We lead training, craft economic development and marketing strategies, master plans, zoning ordinances, and site-specific redevelopment strategies.</p> <p>Status: ongoing since 2014</p> <p>www.miplace.org</p>
<p>Lynne Ladner, Manager, City of Hart 407 State St. Hart, MI 49420 (231) 873-2488 lladner@cityofhart.org</p>	<p>CIB Planning worked with the City of Hart’s steering committee to identify economic development goals and objectives for the community. The feedback gained from meetings and insight from community research informed the economic development strategy and the branding and marketing strategy.</p>

Carmine P. Avantini, AICP



For over 38 years, Carmine has provided innovative solutions to community planning, housing, zoning, and development challenges.

Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.

Carmine is also active in the preparation and implementation of several redevelopment strategies and projects including the Wixom Village Center Area (VCA); the Downtown Fenton Redevelopment Plan including removal of the pedestrian mall and re-opening of the street; the Maxfield Training Center (MTC) redevelopment project in Downtown Farmington; the Pointe South Redevelopment plan in Jasper County, South Carolina; and redevelopment of the former Ford Wixom Assembly Plant into a mixed-use commercial, industrial, office and R&D center.

Prior to starting CIB, Carmine was a co-founder of LSL Planning, the Director of Planning and Community Development for Utica, NY, Executive Director of the Herkimer County, NY, Development Corporation and City Planner for Rome, NY. He also worked as a Project Manager with CRM Commercial Properties where he was responsible for the redevelopment of two different former industrial complexes into mixed-use facilities.

Implementation & Redevelopment

- City of Farmington (MI) DDA Plan
- City of St. Clair (MI) Riverview Plaza Revitalization Plan
- City of Wayne (MI) Downtown Redevelopment Plan and Master Plan
- City of Fenton (MI) Downtown Plan, Implementation & Façade Improvement Program Update
- City of Westland (MI) Central City Parkway Plan
- City of Wixom (MI) DDA Plan & VCA Design Guidelines
- City of Grand Blanc (MI) DDA Plan & Redevelopment Implementation
- City of Novi (MI) Fox Run Senior Housing Community PUD (Private)
- City of Novi (MI) Adell Mixed Use Site Rezoning (Private)
- City of Wixom (MI) Ford Plant Site Redevelopment
- City of Taylor (MI) NSP Implementation
- City of Wixom LDFA Plan Update
- Northwest Georgia & Southeast Tennessee Regional Sustainability Grant Project
- Grosse Ile (MI) DDA Plan & Business Park Redevelopment Plan Jasper County (SC) Point South Redevelopment Plan
- Meridian Township (MI) DDA Plan Update & Village of Shelby Funding Strategy

- MEDC Redevelopment Ready Communities Technical Assistance
- City of Luna Pier (MI) Economic Development Strategy
- Shelby Township (MI) DDA Plan Update & Project Implementation

Community Planning

- Accelerate Regional Prosperity & CEDS Plan
- City of Farmington (MI) Master Plan
- City of Fenton (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Swartz Creek (MI) Master Plan & Ongoing Services
- City of Lapeer (MI) Master Plan, Zoning Ordinance
- City of Wixom (MI) Master Plan, Zoning Ordinance, Vision 2020 Plan & Ongoing Services
- City of Imlay City (MI) Master Plan & Ongoing Services
- City of Cedar Springs (MI) Master Plan, Ongoing Services & Image Building Program
- City of South Lyon (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Owosso (MI) Master Plan
- Delhi Township (MI) Cost of Community Services Study
- Mundy Township (MI) Corridor Improvement Authority Plan
- Rogers City (MI) Downtown Plan & Public Involvement
- Shelby Township (MI) Master Plan Update
- Village of Spring Lake (MI) Special Zoning Projects
- Village of Lexington (MI) Master Plan
- Southeast Tennessee/Northwest Georgia Regional Sustainability Project

Education

- Bachelors in Political Science, with Honors, University of Buffalo
- Masters in Community Planning, High Honors, University of Cincinnati

Professional Associations

- American Institute of Certified Planners (AICP)
- Vice President, Michigan Association of Planning
- American Planning Association
- National Charrette Institute (NCI)
- Form Based Code Institute (FBCI)
- Fenton Education Foundation, Board of Directors



Justin Sprague

For over 18 years, Justin has provided innovative solutions to planning and community development challenges.

Justin Sprague serves as Vice President for CIB, where he is responsible for municipal planning and zoning, economic development, corporate incentives and location support, downtown development, corridor improvement and regional economic development planning.

Prior to joining CIB, Justin was Director of Business Development at the Flint & Genesee Chamber of Commerce where he was responsible for business attraction projects throughout Flint & Genesee County, business retention, brownfield redevelopment, downtown investment projects, and municipal collaboration projects focused around economic development.

Economic Development Experience

- I-69 Thumb Region (MI) "Accelerate" Economic Development
- Strategy & Prosperity Plan Buick City Redevelopment (Flint, MI) Genesee County Freight Forecast, 2012 (Genesee County, MI) Genesee County Industrial Building Demand Analysis (2015) Shiawassee County Industrial Property Inventory and Analysis (2005)
- Economic Development Strategy (City of Laingsburg) Region 6 Housing Implementation Strategy (2018) Economic Development Strategies for Swartz Creek, Laingsburg, Grand Blanc, Romulus, Flint Township, Hart, Vienna Township, Grand Blanc Township, City of Portage
- City of Hamtramck (MI), Build MI Place (City Owned Property Marketing and Disposition Process)
- City of Inkster (MI), Build MI Place

Planning and Zoning

- City of Owosso, Ongoing Planning & Zoning Services
- Village of Fowlerville, Ongoing Planning & Zoning Services
- Imagine Flint, City of Flint Master Plan (team member)
- City of Caro, Master Plan and Zoning Ordinance
- Village of Bancroft, Master Plan and Zoning Ordinance
- Village of Dryden, Master Plan
- City of Lapeer, Master Plan
- Caledonia Township (Shiawassee County) Mater Plan, Zoning Ordinance and zoning support services
- City of Flint DDA, Buckham Alley Placemaking Plan and River Bank Park Phase I
- City of Flint, Chevrolet Avenue Bridge Place Making and Context Sensitive Design
- City of Flint, ongoing planning and zoning support services
- City of Clio, Master Plan, Zoning Ordinance and zoning support services
- City of Bay City, Uptown at Rivers Edge Development Concept Bay Area Housing, Neighborhood Preservation Plan (MAP Award Winner, 2009)

- City of Mt. Pleasant, Parking Study Pinconning Township, Master Plan
- City of Coleman, Master Plan City of Chesaning, Master Plan and Zoning Ordinance

Corporate Incentive Projects

- Miller Industries Corporate HQ (Fenton Township)
- Creative Foam Corporation (Fenton and Mundy Township)
- Enihcam (Fenton Township)
- Crust, A Baking Company (Fenton)
- Laird Technologies (Grand Blanc Township)
- SpenTech USA (Flint)
- Horizon Group (Fenton)
- SignArama (Flint Township)
- Lodgco (Mundy Township)
- Lear Corporation (Flint)

Education

Bachelors in Resource Planning, University of Michigan—Flint

Boards and Committees

- Planning Law Committee
- MAP Scholarship Committee

Professional Associations

- Michigan Association of Planning
- American Planning Association
- Michigan Economic Develop Organization



Kelly McIntyre

For more than 20 years, Kelly has worked to listen, understand, educate and coalesce citizens' and communities' needs and desires for the use and implementation of land.

Kelly specializes in community planning, zoning, public involvement, and planning administration. She works with municipalities to identify needs, resources and problems and to make decisions on goals, policies, priorities, plans, programs, and methods of implementation to create a healthy, liveable community. Whether "visioning" with a community, leading a development meeting, or drafting a master plan, Kelly is able to tap into her years of private and public sector experiences.

Kelly has significant experience in grant writing and management. She secured grants from People and Land grants, Michigan Department of Environmental Quality, Michigan Department of Transportation, Safe Routes to Schools, and Michigan State Housing and Development Authority. Kelly was instrumental in the preparation and publication of Green Communities and Redevelopment Readiness articles and accompanying workshops across the state. She developed, coordinated, and managed a basic training series for local officials in Michigan's Cities of Promise program.

Prior to joining CIB, Kelly was the Community Planning and Economic Director for the City of South Lyon, the Deputy Director for the non-profit state chapter of American Planning Association-Michigan Association of Planning, the Staff Planner for the cities of Brighton and Novi, Michigan, and consultant for LSL Planning, Inc., Royal Oak, Michigan and Land Ethics, Annapolis, Maryland and Dexter, Michigan.

Community Planning and Zoning

- City of Oak Park Zoning Ordinance
- City of Swartz Creek Zoning Ordinance
- City of Ironwood Zoning Ordinance
- City of Vassar Zoning Ordinance
- Village of Mayville Zoning Ordinance
- City of Munising Zoning Ordinance
- Beaufort County (SC) Comprehensive Plan
- City of Berkley (MI) Visioning Plan
- City of Brighton (MI) Staff Planner
- City of Montrose (MI) Ongoing Services
- City of Novi (MI) Staff Planner
- City of Wixom (MI) Ongoing Services and Zoning Ordinance updates
- City of Swartz Creek (MI) Ongoing Services
- City of South Lyon (MI) Planning Director, Zoning Ordinance & Ongoing Services
- Dundee Township (MI) Master Plan
- Southampton (NY) Comprehensive Plan
- Village of Chelsea (MI) Master Plan
- Village of Dundee (MI) Master Plan & Ongoing Services

- Village of Goodrich (MI) Ongoing Services

Implementation & Redevelopment

- People and Land redevelopment Read communities Publication and Workshops
- MDOT Safe Routes to School Publication, Planning Guidelines, and Transportation Workshops
- MSHDA Cities of Promise Basic Training for Local Elected and Appointed Planning Officials

Education

Bachelor's in philosophy, University of Maryland, College Park

Master's in Community Planning, University of Maryland, College Park

Professional Associations

- American Institute of Certified Planners (123222)
- American Planning Association
- Michigan Society of Association Executives



Elena Moeller-Younger

Elena Moeller-Younger is the Director of Marketing and Strategic Planning for CIB, where she leads the marketing, branding, development and implementation of clients' community image strategies.

For over 16 years, Elena has served as a marketing professional in the manufacturing, media and publishing industries. As the Director of Marketing and Strategic Planning at CIB, Elena focuses on assisting municipal clients developing a unique brand and communications plan to attract new investment to the community in the form of industry, housing, and tourism. She also oversees internal marketing and brand development for CIB and assists with proposals, web content, social media, marketing materials and other related business development functions.

Prior to her work with CIB, Elena was the Marketing Manager for CFE Media (Content for Engineers) based in Chicago, where she was responsible for the development, execution and marketing for the webinar and online education programs, and managed the marketing program for Plant Engineering, Consulting- Specifying Engineer, Control Engineering and Oil & Gas Engineering magazines, websites, and events. Her previous roles also include marketing manager for Reed Business Information, interactive marketing manager for American Marketing Association, and marketing and public relations specialist for Spartan Motors. Elena graduated with a BA in Communications with a minor in Public Relations from Michigan State University.

Economic Development Marketing Experience

- Region 6 Housing Strategy Phase 2
- City of Hart (MI), Economic Development Marketing Strategy
- City of Romulus (MI), Economic Development Marketing Strategy
- Flint Township (MI), Economic Development Marketing Strategy
- Grand Blanc Township DDA (MI), Marketing and Branding Strategy
- Vienna Township BDA (MI), Marketing and Branding Strategy
- City of Wayne (MI), Economic Development Marketing Strategy
- City of Portage (MI), Economic Development Marketing Strategy
- City of Hamtramck (MI), Build MI Place (City Owned Property Marketing and Disposition Process)
- City of Inkster (MI), Build MI Place

Selected Accomplishments: Marketing Manager, CFE Media & Technology (Chicago)

- Planned, executed and oversaw the product development, project management, advertising, promotional, and reporting activities for digital products including webcasts/virtual events, websites, media kits, awards programs, in-person events, email newsletters, product offers; and print products including monthly print issues and print supplements for the engineering audience and advertising clients.
- Served as lead product manager for webcast program, averaging 50+ events annually, with an average of 600 viewers per event.
- Managed and execute a multi-channel marketing plan for CFEEdu, the company's learning management system.

A Proposal for Facilitation of a Community Based Strategic Planning Process for Cascade Charter Township 2021

Submitted by:

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March 2, 2021

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Cascade Charter Township Community Based Strategic Planning Proposal: Executive Summary

The following proposal embraces the Cascade Township Board's goal to conduct a team-oriented planning process that focuses on stakeholder and resident involvement.

The proposal incorporates several important elements into the strategic planning process:

- **Board-Manager Team Workshop.** Early in the process, it is proposed that the Board and Township Manager participate in a team development workshop focusing on their mutual expectations. A strategic plan is only as strong as the team involved in the implementation and follow-through.
- **Four-Step Strategic Planning Process.** This proposed process involves four steps.
 1. **Data and document review and the development of a SWOT.** The proposal involves a thorough review of relevant documents relating to the Township and the strategic planning process. This review includes discussions with elected and appointed leaders in developing the SWOT analysis
 2. **SWOT and Initial Board Four Year Mission and Vision.** The Board will review and discuss the SWOT and create an initial mission and vision document. This information will be set aside until after the resident and stakeholder sessions.
 3. **Public and Stakeholder Input Process.** (Discussed below)
 4. **Final Board Strategic Plan and Follow Up.** In a final day-long workshop, the Board and Senior Staff will review the preceding documents and inputs and develop final decisions regarding the strategic plan.
- **Emphasis on Input from Township Residents and Key Stakeholders.** There isn't a survey, study, or charette that does a better job of reflecting residents' views than direct involvement of the elected leaders of the Township. This process asks Members of the Board to serve as facilitators of an evening meeting with residents. After an initial plenary session led by the Supervisor and Lewis Bender, Members of the Board will facilitate breakout visioning sessions with groups of residents. The notes from these sessions will serve as part of the public input to the strategic plan.

In a separate process, stakeholders will be asked to discuss their vision for the Township through a series of Zoom calls. The Board and Senior Staff will be invited to participate in these discussions.

Lewis G. Bender, Ph.D., is Professor Emeritus with Southern Illinois University at Edwardsville. His forty-plus year has been focused on public sector organizations. During his tenure at Central Michigan University, he served as Director of the Center for Governmental Research. During his twenty years with Southern Illinois University at Edwardsville, he led a staff of faculty, professional staff, and students in applied research and service unit working with local governments throughout the St. Louis, Missouri metropolitan area. The unit conducted numerous applied studies, including; public surveys, strategic plans, team workshops, wage and classification studies, and local government needs assessments. As indicated in the attached curriculum vitae, Dr. Bender has conducted numerous strategic planning processes for Michigan and Illinois Townships and Cities.

Proposal Transmittal Page

Business Organization

Lewis G. Bender, Sole Proprietor, Consultant

Mailing address:

P. O. Box 330,
LeRoy, MI 49655

Home Office Address

10041 E. Sharell Drive
Luther, MI 49655

Office phone: 231-797-5536 Cell phone: 618-792-6103

Email: lewbender@aol.com Website: www.lewbender.com

Submitted by:



Lewis G. Bender, Ph.D. Sole Proprietor, Planning Consultant
March 2, 2021

-
- General Scope of Work was reviewed, understood, and addressed in the proposal.
 - Public Input
 - Listening and Input
 - Existing Planning Document Review
 - Draft Strategic Plan & Design
 - Development of broad workplan
 - Review and validation
 - The document includes a final draft to be reviewed, finalized, and presented by the Staff and Board.
 - The strategic plan is an on-going working document to be reviewed monthly, at seven months and at thirteen months after adoption.
 - Executive Summary is included in the proposal.
 - Public Input is addressed in the proposal.
 - Project Staffing – There will be no additional staffing. Lewis Bender will be solely responsible for this project.
 - Public Input is described in the proposal.
 - Pricing Methodology is explained in the proposal
 - Authorized Negotiations – Lewis Bender is solely responsible for negotiations.
 - References are included in the proposal, and the Township has permission to contact anyone listed.
 - Proof of Minimum Qualifications for Insurance will be provided if the proposal is accepted.
 - Period of Performance is addressed in the proposal.

A Proposal for Facilitation of a Community Based Strategic Planning Process for Cascade Charter Township 2021

Introduction and Overview

The elected leaders of Cascade Charter Township seek a strategic planning process that embraces a team approach involving them and the community's residents and key stakeholders. As inferred in the request for proposal, the elect leaders desire a process that encourages participation and "buy-in" from people across the community.

The following proposal is a process that places the elected leaders in a pivotal role in discussing the future of Cascade with their constituents. As facilitators for the public input session, Members of the Board will be discussing directly with Cascade Citizens their views and vision for the Township's future. In addition, Members of the Board will also be invited to discuss (via Zoom meetings) the views and opinions of key community stakeholders and leaders.

Other communities (see references) that have used this approach have been very pleased with citizen turnout and the planning process's final outcomes. In each of the two public strategic planning gatherings in Fenton, Michigan, the number of residents attending was 130 to 150. Plainfield, Illinois, experience similar numbers in its' public sessions.

It is anticipated that Covid restrictions will prevent an in-person citizen gathering in the spring. Summer is not a good time to hold such a public gathering. Therefore, in order to maximize citizen turnout, it will be necessary to extend the strategic planning process to the end of September.

Purpose of a Facilitated Process

The purpose of this process is three-fold:

1. Assist the Supervisor, Clerk, Treasurer, Trustees, Township Manager, and Senior Staff in their efforts to establish strategic direction and goals for Cascade Charter Township.
2. Create a facilitated environment that allows participants (community leaders and residents) to explore and discuss ideas in a task-oriented, fair, respectful, and balanced manner.
3. Present the documentation which adequately reflects the significant deliberations and decisions of the planning groups.

The Proposed Process

Team Approach: Mutual Expectations of the Leadership Team

Decades of facilitating strategic planning processes with numerous municipalities support the view that a strategic plan is only as strong as the unanimity and cohesiveness of the team charged with follow-through and implementation. This proposed strategic planning process begins with a discussion by the elected leaders and the Township Manager regarding their mutual expectations and roles in governance.

The demands on local governments have continued to increase over the past four decades. Yet resources, including Staff and funding, remain proportionally flat. As this elected and appointed team begins the important process of determining the future for Cascade Township, it is suggested that Dr. Bender conduct a workshop with the Supervisor, Clerk, Treasurer, Trustees, and Manager that addresses four essential questions:

- What should be expected of the Supervisor, Clerk, and Treasurer?
- What should be expected of the Trustees?
- What should be expected of the Township Manager?
- What does the team need to do differently to be more effective?

Note these questions do not assume that the team is not operating at a high level of performance. Rather, this assumes that all teams can find ways to improve. This step is particularly important in a strategic planning process that is heavily focused on public and stakeholder input.

Township Participants: Supervisor, Clerk, Treasurer, Trustees, and Manager

- Time Required: 4 Hours
 - Consultant Time: 1 Day
 - Completion Date: End of April 2021
-

Four-Step Strategic Planning Process

Upon completion of the elected-appointed team expectations workshop, it is proposed that the strategic plan follow four interconnected steps.

Step 1: Data and Documents Review, SWOT Development

Conduct a review of the Master Plan, Parks and Recreation Plan, Downtown Development Tax Increment Financing Plan, Township Needs Assessment and Facilities Study and other previous studies, Board decisions, budgets, and any relevant historical or current document impacting the strategic plan. This step will include interviews with the Supervisor, Clerk, Treasurer, Manager, Senior Staff, and other relevant persons. The outcome of this review will lead to a document outlining the overall strengths, weaknesses, opportunities, and threats (SWOT) supporting and challenging the Township.

Township Participants: Supervisor, Clerk, Treasurer, Township Manager, Senior Staff, and other identified persons.

- Time Required: Varies
- Consultant Time: 3 Days
- Completion Date: Early May 2021

Step 2: SWOT and Initial Board Four Year Vision

As the elected leaders and representatives of the Township, it is essential that the initial four-year vision of the Board be identified and discussed. In this four-hour (evening?) workshop, the Board will review and discuss the SWOT analysis. The Board will discuss their initial thoughts regarding the four-year vision of the Township.

This initial Board shared vision will be set aside and not brought forward until after the public/stakeholder process is completed. In the final Board strategic planning workshop, this document will be used as an initial point of comparison of the Board and public/stakeholder visions. (In this facilitator's experience, there is rarely much difference in the Board and the public's respective visions.)

Township Participants: Supervisor, Clerk, Treasurer, Trustees, and Manager (Senior Staff could be invited as a source of information for this workshop.)

- Time Required: 4 Hours
- Consultant Time: 1 Day.
- Completion Date: End of May 2021

Step 3: Public and Stakeholder Input

This step is a key component of this process and involves a.) Key Community Stakeholders and b.) Residents of Cascade Township.

a) Key Community Stakeholders

With the assistance of the Board, Manager, and Senior Staff, Key Stakeholders will be identified. Given the vagaries of COVID restrictions and in the interests of time, Zoom and telephone interviews will be arranged for most of these respondents. In certain situations, in-person interviews can also be arranged. Members of the Board and the Manager will be informed of the interview schedule and be invited to participate. The stakeholders' and key leaders' responses will be recorded in a written document for review by the Board and Senior Staff.

b) Residents of Cascade Township and the Board

This approach focuses on the Members of the Board facilitating and leading breakout discussions with residents about the four-year Vision of Cascade Township. This facilitated approach has met with great success in other communities. Residents are invited to spend an evening with the Board. The Township will provide food and childcare. After a welcome by the Supervisor and an overview of the process by Dr. Bender, residents break out into discussion sessions lead by Members of the Board. Staff assists with recording thoughts on flip charts. The groups return to a plenary session, and the results are shared with everyone. (Note: Due to Covid and Summer, this may not occur until early September)

Step 3, continued:

Township Participants: a) Identified Key Community Stakeholders, Township Board Members, Manager and Senior Staff who wish to participate. B) Township Residents, Supervisor, Clerk, Treasurer, Trustees, Manager, and Senior Staff.

- Time Required: a) Stakeholder interview times will vary up to an hour each. B) Residents meeting 3-4 hours in the evening.
- Consultant Time: a) Stakeholders Input 3 Days. b) Residents Meeting 1 Day
- Completion Date: a) Stakeholders Input End of June 2021. b) Residents Meeting Early September.

Step 4: Putting it All Together with the Final Board Strategic Plan and Follow Up

Soon after the public session, it is suggested that the Board be joined by Senior Staff to review, compare and discuss the respective elements from the SWOT to the stakeholder and residents' ideas. The outcome for this final workshop will be a strategic plan that includes:

- The Board's Final Four-Year Vision for the Township (Board)
- The Top Goals that Support the Board's Vision (Board)
- Key Objectives for each Board Goal (Board and Senior Staff)
- One-Year Tasks that can be completed for each Goal (Board and Staff)

This facilitator does not encourage discussions regarding a listing of priorities. They do not work. Rather this planning approach emphasizes **tasks** to be completed within the first year and then subsequent years.

After the facilitator sends the draft strategic plan to the Manager, it is recommended that he and senior Staff develop a final draft for submission to the Board for approval. The final draft may include timelines, costs, and personnel.

A viable strategic plan is an on-going working document involving the Board and Staff. It is suggested:

- Monthly Board Discussion. Minimally one or more items, such as progress reports, should be discussed with the Board each month.
- Seven Month Review. The Board and Senior Staff should dedicate a meeting to focusing on the strategic plan's status seven months after adoption. The focus on the One-Year Tasks is particularly important at this juncture.
- Annual Update. Thirteen months into the Plan, the Board and Senior Staff should review the plan. Make necessary adjustments and identify the next set of One-Year Tasks.

Township Participants: Supervisor, Clerk, Treasurer, Manager, and Senior Staff

- Time Required: 6-8 Hours
- Consultant Time: 2 Days
- Completion Date: End of September

Tasks to be Completed

The facilitator will complete the following tasks:

- Consult with the Supervisor, Manager, designated leaders, and involved persons regarding the specific purposes, agenda, and logistics of the process.
 - Facilitate the meetings in a manner that permits the Supervisor to be free of the responsibilities of running the meetings in a manner that encourages the positive and creative exchange of ideas.
 - Offer advice regarding processes and methodologies to the participants.
 - Move the process forward efficiently and effectively.
 - Provide a working electronic draft of the strategic plan that can be reviewed for final publication by the Staff and Board.
 - Provide a final electronic strategic plan with supporting documents to the Township Manager.
-

Project Cost

The total cost for facilitation services involving pre-consultations, on-site facilitation, and preparation of meeting notes is \$29,500. This amount includes expenses (mileage and lodging) associated with travel from Luther, Michigan. One-half of the cost (\$14,750.) will be due at the start of the project, with the balance (\$14,750.) upon completing the project.

Project Cost Breakdown

The total project cost of this process includes:

- Eleven (11) days of consultant time at \$2500. per day (\$27,500)
- Two thousand dollars (\$2,000.) for travel, lodging, and clerical costs

Facilitator

Dr. Lewis Bender will serve as the sole facilitator and analyst of this process. He has a long history of work with municipal and other local governments. He has conducted numerous strategic planning processes and teaches graduate-level classes on the subject.

He is Professor Emeritus of Public Administration at Southern Illinois University at Edwardsville (SIUE). He taught various classes in supervision and leadership for the Department of Public Administration and Policy Analysis.

Previously at SIUE, he was the Director of Regional Research and Development Services, responsible for the university community and public service outreach and applied research endeavors. Professor Bender has been deeply involved in community-based applied research, organizational goal setting and planning, and approaches to organizational development throughout his career.

His educational background includes B.S. in History from Grand Valley State University, Allendale, Michigan (1971); Master's degree in political science, Wayne State University,

Detroit, Michigan (1973) and Ph.D. in Political Science, University of Georgia, Athens, Georgia. (1977)

A specialist in training and organizational development for business and government, he conducts seminars and workshops for management, supervisors, support staff, and customer service employees – anyone who needs to be effective in communicating. Dr. Bender is well known for his candid approach and casual style. He has worked with organizations across the U.S. and Canada.

Prior to his appointment to SIUE, Dr. Bender served as the Director of the Center for Governmental Research at Central Michigan University.

Relevant Strategic Planning References

Note: Current clients are charged \$2500 per day or a partial day for consulting. Dr. Bender's past price structure was \$ 2,000 per day. As with this proposal, past clients have been charged on a per-day basis plus travel and other expenses.

**Ms. Sarah Dvoracek, City Manager
City of Evart, Michigan
(231) 734-2181**

The City of Evart strategic plan was a Council-Senior Staff based plan. It did not involve citizen or stakeholder input. The Plan involved two days of facilitation with the Council and Staff. The planning process developed a five-year vision, goals, objectives, and one-year tasks. It was conducted and completed in Fall 2019.

**Mr. Bill Fountain, Supervisor
Hartland Charter Township
(810) 923-6016**

Hartland Township completed a Board based strategic plan in the Fall of 2016. The process was similar to the process described in the City of Evart description. There have been a couple of subsequent annual follow-up meetings.

**Mr. Mark Gifford, City Manager
City of Big Rapids, Michigan
(231) 250-8177**

The Big Rapids strategic planning experience is very similar to the City of Evart experience. Their plan was completed in Winter 2019. Since then, Big Rapids has conducted one annual follow-up meeting with Dr. Bender. These annual meetings have two purposes: 1. Identify progress over the past year. 2. Identify the One-Year tasks for the following year.

References continued:

Mr. Lynn Markland, City Manager
City of Fenton, Michigan
(810) 287-2432

Fenton has conducted two community-based strategic plans in the last ten years. The first community-based plan was held in Spring 2012. The second was held in Spring 2018.

Both processes involved a significant involvement by the public. Similar to the proposed process for Cascade Township, the Mayor and Council promoted the event weeks prior to the public meeting. They attended service group meetings (Lions, Kiwanis, etc.), and the event was publicized on the City's website and other publications.

The events each drew approximately 150 citizens and stakeholders. It was held at the local Middle School. In both processes, the Council and Manager met before the public event and developed a SWOT and their shared Five-Year Vision for the Community. This was set aside for the public meeting. The original Council Vision was then compared with the public input views and visions to create the final document. The final strategic planning workshop by the Council revealed very little difference between the Council and public/stakeholder views.

The final plan involved the Shared Five-year Vision, Major Goals, Key Objectives in each Goal Area, and One-Year Tasks to be completed. Dr. Bender does not share the costs of projects. The client, of course, is free to do so.

Ms. Tracy Miller, Manager
Delhi Charter Township
(517) 490-5411

Delhi Charter Township completed a Board-Senior Staff strategic plan in Spring 2017. The process was as described in the City of Ewart experience. Delhi had plans to conduct a community-based strategic planning process in 2020 similar to what is proposed for Cascade Township. However, the Covid pandemic has forced a delay in plans.

Mr. Brian Murphy, Administrator
Village of Plainfield, Illinois
(815) 436-7093

Plainfield conducted one community-based strategic plan in Spring 2016. The Plainfield experience is very similar to the City of Fenton process. The turnout was significant, and the results of the public input were remarkably close to the Village Board's initial vision.

Abbreviated Curriculum Vitae

Lewis G. Bender

P. O. Box 330

Leroy, MI 49655-0330

Office: (231) 797-5536 Cell (618) 792-6103

Website www.lewbender.com E-mail lewbender@aol.com

EDUCATIONAL BACKGROUND:

- Ph.D. in Political Science, August 1977
University of Georgia, Athens, GA
Dissertation Title: Georgia Area Planning and Development Commissions:
Local Perceptions of Their Role in the Federal System.
 - M.A. in Political Science, August 1973
Wayne State University, Detroit, MI
 - BS in History, March 1971
Grand Valley State University, Allendale, MI
-

WORKSHOPS

TEAM EFFECTIVENESS WORKSHOPS INCLUDE

- Improving Team Effectiveness
- Your Personality, Your Team's Personality, and the Impacts
- Effective Interpersonal Communication
- Performance Appraisal Processes That Make Sense
- Effective Team Involvement: The Art of Responsible Followership
- Creating Stronger Board/Director Understandings and Communications
- Achieving Work/Life Balance

TEAM CHALLENGES WORKSHOPS INCLUDE

- Generational Differences: You are not Training and Motivating You
- Problem Employees and The Games They Play
- Dealing with Gossip in the Workplace
- Trends that are Changing the Workplace and Our Lives
- The Agony and Ecstasy of Meetings

OTHER WORKSHOPS/SERVICES

- Pandemic Response Planning For Local Government Re-Prioritizing Goals
- Strategic Planning for Public Sector and Nonprofit Organizations
- Creative Problem-Solving and Decision-Making
- Train the Trainer
- Meeting and Event Facilitation
- Performance Appraisal Processes That Make Sense
- Effective Team Involvement: The Art of Responsible Followership
- Creating Stronger Board/Director Understandings and Communications

RECENT PROFESSIONAL EXPERIENCE

- December 2005 – Present, Professor Emeritus, Department of Public Administration and Policy Analysis, Southern Illinois University Edwardsville. Consultant, Facilitator, and Trainer.
- April 1999 – 2005- Professor, Public Administration, and Policy Analysis and Internship Coordinator. Courses offered include public policy analysis, strategic planning, law enforcement administration, organizational development, public personnel administration, and intergovernmental relations.
- August 1987 – April 1999 - Director, Regional Research and Development Services, Southern Illinois University at Edwardsville. Responsible for the administration and direction of a previously merged applied research and outreach unit. Primary duties included: (1) leadership of permanent Staff of 15 persons and temporary Staff of approximately 14 persons, (2) administration of budget, (3) outreach to state and local governmental units, (4) coordination with University administration, faculty, and Staff, (5) proposal development, (6) developing, administering and implementing research/study grants and contracts, and (7) conducting various workshops (teambuilding, planning, and personnel management).
- May 1983 - August 1987, Director, Center for Governmental Research, Central Michigan University. Responsible for the development and administration of an applied research center in conjunction with the activities of an MPA program.
- September 1982 - August 1987, Professor, Department of Political Science, Central Michigan University, Associate Professor September 1982 to April 1987. Courses taught: Public Personnel Administration, Budgeting, Intergovernmental Relations, Public Policy, Program Development, Implementation, and Evaluation.
- Spring 1980 - August 1982, Coordinator, Master of Public Administration Program, Eastern Michigan University. Responsible for the development and administration of a newly formed MPA program. Responsibilities included: recruitment, admissions, program revision, and advisor to 105 graduate students.
- June 1978 - August 1982, Assistant Professor, Department of Political Science, Eastern Michigan University. Taught undergraduate and graduate courses in American Government, State and Local Government, Public Policy Analysis, Intergovernmental Relations and Organizational Theory.

MILITARY AND CITATIONS

- Marine Corps, 1966-68
- Naval Commendations with Combat "V"
- Purple Heart
- Southeast Asia Campaign Ribbons

ANNUAL TRAINING INSTITUTES

Serves as the planner, facilitator, and instructor for weeklong programs, conducted annually.)

- 2002 – Present, Illinois Public Service Institute, sponsored by the American Public Works Association; Illinois Chapter and Chicago Metro Chapter, Effingham, Illinois
- 1995 – 2009, Law Enforcement School Liaison Program Institute, sponsored by Mid Michigan Community College, Mt. Pleasant, Michigan.

- 1993 - 2006 – Instructor, Michigan Law Enforcement Executive Leadership Institute, sponsored by Mid Michigan Community College, Mt. Pleasant, Michigan.
- 1993 - Present – Michigan Public Service Institute, sponsored by American Public Works Association, Michigan Chapter, Mt. Pleasant, Michigan.
- 1990 - 2015 – Michigan Municipal Treasurers Institute, sponsored by the Michigan Municipal Treasurers Association, Mt. Pleasant, Michigan.
- 2010 – Present – Michigan Association of Municipal Clerks, Institute and Master Academy, sponsored by the Michigan Association of Municipal Clerks and Central Michigan University
- 2015 – Present – Midwest Advanced Public Service Institute, sponsored by American Public Works Association Michigan and Illinois Chapters

RECENT TRAINING ENGAGEMENTS:

- Michigan Risk Management Association (Zoom Classes – 2020)
- Training Force USA (Zoom Classes 2020 and 2021)
- Wexford County Sheriff's Office, Michigan (2020)
- Livingston County Sheriff's Office, Michigan (2020)
- Highland Park Illinois Police Department (2021)
- Florida Department of Law Enforcement (2020)
- Southern Illinois Law Enforcement Commission (2020)
- Muskegon County Sheriff's Office (2019)
- City of Tarpon Springs Police Department, Florida (2019)
- Grand Rapids Police Leadership Academy (2019)

Strategic Planning Experience

- Winter 2020 – City of Grand Blanc, Michigan Strategic Planning
- Winter 2020 – City of Fenton, Michigan Strategic Planning Update
- Winter 2020 – City of Big Rapids, Michigan Strategic Planning Update
- Fall 2019 – City of Evart, Michigan Strategic Planning
- Fall 2019 – City of Plymouth, Michigan Strategic Planning
- Fall 2019 – Village of Plainfield, Illinois Strategic Planning
- Summer 2019 – Mutual Aid Box Alarm System Divisions 4 & 5 SRT Hainesville, Illinois – Strategic Planning
- Summer 2019 – Bath Township, Michigan Library – Strategic Planning
- Summer 2019 – St. Joseph County, Michigan – Strategic Planning
- Spring 2019 – Livingston County, Michigan – Strategic Planning
- Spring 2019 – Plainfield, Illinois – Strategic Planning
- Spring 2019 – Warrenville, Illinois – Strategic Planning
- Spring 2019 – Clinton County, Michigan – Strategic Planning
- Winter 2019 - City of Plymouth, Michigan-Strategic Planning Update
- Winter 2019 – City of Marshall, Michigan-Strategic Planning
- Winter 2019 – City of Saline, Michigan-Strategic Planning
- Winter 2019 – City of Big Rapids, Michigan-Strategic Planning

- Winter 2019 – City of Lowell, Michigan-Strategic Planning
- Winter 2019 – City of Tarpon Springs Police Department, Florida-Strategic Planning Update
- Fall 2018 – Canton Township, Michigan-Strategic Planning Update
- Fall 2018 – Village of East Dundee, Illinois-Strategic Planning
- Spring 2018 - City of Fenton, Michigan-Strategic Planning
- Spring 2018 – City of Lowell, Michigan-Strategic Planning and Team Building
- Spring 2018 – Roscommon County, Michigan-Strategic Planning
- Spring 2018 – Lake County Sheriff's Department, Illinois-Strategic Planning and Team Building
- Winter 2017 and Winter 2018 – Marquette County Housing Commission, Michigan-Strategic Planning
- Winter 2018 – City of Plymouth, Michigan-Strategic Planning and Team Building
- Winter 2018 - Summer 2017 Fall 2015 –Tarpon Springs Police Department, Florida-Strategic Planning and Team Building
- Spring 2017 – Delhi Township, Michigan-Strategic Planning
- Spring 2017 – Muskegon County, Michigan-Strategic Planning
- Winter 2017 – Delta Township Library, Michigan-Strategic Planning
- Fall 2016 -Hartland Township Hartland, Michigan-Strategic Planning and Team Building
- Fall 2016 – Hudsonville, Michigan-Strategic Planning
- Spring 2016 – Village of Algonquin Department of Public Works, Illinois-Strategic Planning
- Spring 2016 – Village of Plainfield, Illinois-Strategic Planning
- Spring 2016 -, Michigan Academy of Family Physicians Foundation-Strategic Planning
- Spring 2016 – City of Davison, Michigan-Strategic Planning
- Spring 2016 – Monroe County Library, Michigan-Strategic Planning
- Winter 2015 -, Michigan Association of Drain Commissioners-Strategic Planning
- Winter 2015 - Caledonia Township, Michigan-Strategic Planning
- Fall 2015 – Apple Canyon Property Owners Association, Illinois-Strategic Planning
- Summer 2015 - City of Marquette Housing Authority Marquette, Michigan-Strategic Planning
- Spring 2015 - Van Buren County Board, Michigan-Strategic Planning
- Spring 2015 - St. Louis County Police Department Missouri-Strategic Planning
- Fall 2014 Fall 2015 City of Saline, Michigan-Strategic Planning
- Fall 2014 Fall 2015 City of Fenton, Michigan-Strategic Planning and Team Building
- Summer 2014 Woodlands Library Cooperative-Strategic Planning
- Winter 2014 Engineering Enterprises Incorporated Chicago, Illinois-Strategic Planning
- Winter 2013 Dewitt Charter Township, Michigan-Strategic Planning
- Spring 2013 Van Buren County Board, Michigan-Strategic Planning
- Spring 2013 Kalamazoo County Board, Michigan-Strategic Planning
- Spring 2013 Clinton County Board, Michigan-Strategic Planning
- Summer 2013 Village of Plainfield, Illinois-Strategic Planning
- Summer 2013 City of O'Fallon, Illinois-Strategic Planning

- Fall 2013 County Road Association Self Insurance Fund, Michigan-Strategic Planning and Team Building
- Spring 2012 City of Fenton, Michigan-Strategic Planning
- Spring 2012, Michigan Chapter American Public Works Association-Strategic Planning
- Fall 2012 City of Grand Blanc, Michigan-Strategic Planning
- Fall 2012, Michigan Government Finance Officers Association-Strategic Planning
- Spring 2011 Cascade Charter Township, Michigan-Strategic Planning
- Spring 2011 City of Cedar Springs, Michigan-Strategic Planning
- Summer 2011 Village of Geneva, Illinois-Strategic Planning
- Fall 2011 Gaines Charter Township, Michigan-Strategic Planning
- Winter 2010 Spring 2015 Spring 2014-Grand Valley Metropolitan Council Grand Rapids, Michigan-Strategic Planning
- Spring 2010-Oakway Fire Consortium Birmingham, Michigan-Strategic Planning
- Summer 2010 Summer 2013-Michigan Municipal Treasurers Association-Strategic Planning
- Fall 2009-Barrington Area Council of Government Barrington, Illinois-Strategic Planning
- Fall 2009-Michigan Chapter of the American Public Works Association-Strategic Planning
- Fall 2009 Fall 2012-Village of Wauconda Police Department, Illinois-Strategic Planning and Team Building
- Summer 2009 – 2015 -Michigan Association of Municipal Clerks-Strategic Planning
- April 2009-City of Midland, Michigan-Strategic Planning
- Summer 2007-Homeland Security Region III Bay City, Michigan-Strategic Planning
- Summer 2007-Homeland Security Region I Lansing, Michigan-Strategic Planning
- Winter 2005 – City of Alma, Michigan-Strategic Planning
- Winter 2004 2005 2006 2009 – Summit Pointe Community Mental Health System Battle Creek, Michigan-Strategic Planning and Team Building
- Winter-Spring 2006-Alumni Association of Southern, Illinois University Carbondale, Illinois-Strategic Planning
- Winter 2006 – City of Maplewood Missouri-Strategic Planning
- Fall 2005 – Chamber of Commerce of Maplewood Missouri-Strategic Planning
- Fall 2005 –, Illinois Network of Child Care and Resource Referral Association Bloomington, Illinois-Strategic Planning and Team Building
- Spring 2004 – Big Brothers and Big sisters of Sangamon County Springfield, Illinois-Strategic Planning
- Spring-Summer 2000 – Winter 2004, Michigan Commission on Law Enforcement Standards Board Staff-Strategic Planning
- Winter 2002/Spring 2004 Strategic Planning and Team Building Development for Iroquois Memorial Hospital Watseka, Illinois-Strategic Planning and Team Building
- Fall 2000/2001 Cadillac Police Department Cadillac, Michigan-Strategic Planning
- Spring 2001 Council-Manager Planning Workshop City of Mt. Pleasant, Michigan-Strategic Planning
- Fall 2000 City of Sandusky Council-Manager Retreat-Strategic Planning
- Spring-Fall 2000/Fall 2001 Bay County Management Information System Bay County, Michigan-Strategic Planning

- Spring 2000 Iroquois Memorial Hospital Board Chicago, Illinois-Strategic Planning
- Spring 2000 Police Corps of Western, Illinois University Winter 2000 Southern, Illinois Law Enforcement Commission Strategic Direction for Officer Training Belleville, Illinois-Strategic Planning
- Winter 2000/Winter2001 Madison County Community Development "Continuum of Care 2000" – Homeless Strategy for Madison County, Illinois-Strategic Planning

Team Building and Training Experience

- Summer 2020 – City of Rockford Michigan Team Building
- Summer 2020 – Muskegon County Road Commission Team Building
- Summer 2020 – Village of Douglas, Michigan Team Building
- Summer 2020 – City of Marshall, Michigan Team Building
- Summer 2020 – City of Linden, Michigan Team Building
- Summer 2020 – Hamburg Township - Team Building
- Winter 2020 – Lowell Michigan Fire Authority -Team Building
- Winter 2020 – City of Lowell Michigan - Team Building
- Winter 2020 – City of Coldwater Michigan -Staff Team Building
- Winter 2020 – City of Birmingham Michigan Commission - Team Building
- Winter 2020 – Fox Metro Water Reclamation Elgin Illinois - Team Building Training
- Fall 2019 – Larkin Charter Township Michigan Team Building
- Fall 2019 – Village of Bayside Wisconsin - Training and Team Building
- Fall 2019 – Hamburg Department of Public Works Michigan - Team Building
- Fall 2019 - Muskegon County Road Commission Michigan -Team Building
- Fall 2019 – Deuchler Engineering Corporation Aurora Illinois - Team Building
- Fall 2019 – City of Joliet Illinois -Team Building
- Fall 2019 – Village of Hoffman Estates Illinois -Team Building
- Fall 2019 – Highland Park Police Department Illinois -Team Building
- Summer 2019 – Deuchler Structural Engineering Aurora Illinois – Team Building
- Summer 2019 – City of Tarpon Springs Florida Fire Department – Team Building
- Summer 2019 – City of Warrenville Illinois - Team Building
- Summer 2019 – City of Hamburg Michigan – Team Building
- Summer 2019 – City of Lowell Light and Power Michigan – Team Building
- Spring 2019 – Marquette County Road Commission Michigan – Team Building
- Spring 2019 - Delta County Road Commission Michigan – Team Building
- Spring 2019 – Dickinson County Road Commission Michigan – Team Building
- Spring 2019 – Road Commission of Montcalm County Michigan - Team Building
- Spring 2019 – Joliet Illinois – Team Building
- Spring 2019 – Muskegon County Sheriff's Department – Team Building
- Winter 2019 – City of Mt. Pleasant Streets Department Michigan - Team Building
- Winter 2019 – Huron Clinton Metro Parks-Team Building
- Winter 2019 – City of Coldwater Michigan-Team Building
- Winter 2019 – City of Clare Police Department Michigan-Team Building
- Winter 2019 – Muskegon County Board of Commissioners-Team Building
- Fall 2018 – City of Joliet Department of Utilities Illinois-Team Building

- Fall 2018 – Highland Park Police Department Illinois-Team Building
- Fall 2018 – County Road Association Self Insurance Fund Michigan-Team Building
- Fall 2018 – Clare Michigan Police Department Michigan-Team Building
- Summer 2018 – Village of Carol Stream Illinois-Team Building
- Summer 2018 – City of Tarpon Springs Florida-Team Building
- Summer 2018 – City of Owosso Michigan-Team Building
- Summer 2018 – Lake County Road Commission Michigan-Team Building
- Summer 2018 – Huron Clinton Metro Parks Michigan-Team Building
- Summer 2018 – Leon County Sheriff's Department Tallahassee Florida-Team Building
- Spring 2018 – Van Buren County Road Commission Michigan-Team Building
- Spring 2018 – Carol Stream Illinois-Team Building
- Spring 2018 – City of Highland Park Police Department Illinois-Team Building
- Spring 2018 – Traverse City Light and Power Michigan-Team Building
- Spring 2018 – Sanilac County Road Commission Michigan-Team Building
- Spring 2018 – City of Lowell Michigan-Strategic Planning and Team Building
- Spring 2018 – Village of Oswego Department of Public Works Illinois-Team Building
- Spring 2018 – Highland Park Police Department Illinois-Team Building
- Spring 2018 – Lake County Sheriff's Department Illinois-Strategic Planning and Team Building
- Winter 2018 – City of Plymouth Michigan-Strategic Planning and Team Building
- Winter 2018 – City of Big Rapids Michigan-Team Building
- Winter 2018 – Canton Township Michigan-Team Building
- Winter 2018 - Summer 2017 Fall 2015 –Tarpon Springs Police Department Florida-Strategic Planning and Team Building
- Fall 2017 Summer 2016 – Sanilac County Sheriff Department Command Team Building-Team Building
- Winter 2017 – City of Lowell Michigan-Team Building
- Winter 2016 - Village of Oswego Department of Public Works Illinois-Team Building
- Winter 2016 – City of Delevan Police Department Wisconsin-Team Building
- Winter 2016 – Carol Stream Department of Public Works Illinois-Team Building
- Winter 2016 – Village of Arlington Heights Illinois-Team Building
- Winter 2016 – Great Lakes Casting Ludington Michigan-Team Building
- Winter 2016 – Traverse City Light and Power Traverse City Michigan-Team Building
- Fall 2016 -Hartland Township Hartland Michigan-Strategic Planning and Team Building
- Fall 2016 – Mecosta County Sheriff Command Team Building-Team Building
- Fall 2016 – Delta County Road Commission-Team Building
- Summer 2016 – Mid Michigan Community College Leadership Team Building-Team Building
- Winter 2015 - Grand Ledge Michigan-Team Building
- Winter 2015 - Lake County Illinois Sheriff's Department of Corrections-Team Building
- Fall 2015 – City of Marshall Michigan-Team Building
- Summer 2015 – Lake County Illinois Sheriff Department-Team Building
- Fall 2014 Fall 2015 City of Fenton Michigan-Strategic Planning and Team Building
- Winter 2014 Antrim County Road Commission Michigan-Team Building

- Spring 2014 City of Portage Michigan-Team Building
- Fall 2013 County Road Association Self Insurance Fund Michigan-Strategic Planning and Team Building
- Spring 2011 City of Marshall Michigan-Team Building
- Winter 2010-City of Walker Fire Department Walker Michigan-Team Building
- November 2009-Southern Illinois Law Enforcement Commission Belleville Illinois-Team Building
- Fall 2009 Fall 2012-Village of Wauconda Police Department Illinois-Strategic Planning and Team Building
- January 2008-City of Fenton, Michigan-Team Building
- August 2008-City of Fenton Downtown Development Authority Fenton Michigan-Team Building
- Summer 2007-Village of Barrington Illinois-Team Building
- Summer 2007-City of Cadillac Management Team Building Cadillac Michigan-Team Building
- Spring 2007-Mid Michigan Community College Board of Trustees Harrison Michigan-Team Building
- Winter 2004 2005 2006 2009 – Summit Pointe Community Mental Health System Battle Creek Michigan-Strategic Planning and Team Building
- Fall 2005 – Illinois Network of Child Care and Resource Referral Association Bloomington Illinois-Strategic Planning and Team Building
- Winter 2006 – Board of Trustees Mid Michigan Community College Harrison Michigan-Team Building
- Winter 2006 – Village of Vernon Hills Police Department Vernon Hills Illinois-Team Building
- Winter 2002/Spring 2004 Strategic Planning and Team Building Development for Iroquois Memorial Hospital Watseka Illinois-Strategic Planning and Team Building
- Summer 2000 Riverside Memorial Hospital Door County Wisconsin-Team Building
- Spring 2000 American Public Works Association Illinois Chapter Springfield Illinois-Team Building



Proposal for
Strategic Plan
Cascade Charter Township



March 12, 2021

Management
Partners



Management Partners
1730 Madison Road
Cincinnati, Ohio 45206
(513) 861-5400
www.managementpartners.com
jnewfarmer@managementpartners.com



March 12, 2021

Mr. Benjamin Swayze
Township Manager
Cascade Charter Township
2865 Thornhills SE
Grand Rapids, MI 49546

Dear Mr. Swayze:

Cascade Charter Township provides full services to over 15,000 people. The Township Board is interested in developing its first strategic plan that will assist the Board in aligning its vision with other Township plans and assist the staff in allocating resources to successfully meet the Board's goals.

Management Partners has a wealth of experience assisting local governments of various sizes with the preparation of strategic plans and helping with implementation planning once the plan is complete. We envision a process that involves gathering information from elected officials, Township staff and the community; helping staff conduct an environmental scan to identify opportunities and potential impediments that could affect the organization; reviewing Township plans, studies, and data; articulating the organization's priorities; and identifying goals, objectives, and outcome measures. Once there is consensus about the strategic plan elements, we will assist the Township in engaging additional community input by providing the draft strategic plan on Cascade's website. After the strategic plan is finalized, we will prepare a Draft Implementation Action Plan to help ensure timely results.

This proposal is written with the intent to conduct interviews and a workshop in person. However, given the current public health crisis, we are prepared to conduct as much of this project as needed remotely. Our firm has used video conferencing to connect with clients since 2013, and our work has continued uninterrupted since the beginning of the pandemic using a range of solutions, including Zoom, Microsoft Teams and Facebook Live.

We are local government experts who have worked with leaders for 26 years to help them improve the way their governments function. We are focused on results and have a bias for action.

Our team is excited about the potential of this project and we look forward to discussing our approach and credentials with you in more detail. Management Partners meets the minimum qualifications outlined in the RFP. Please let me know if there is any other information we can provide.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Newfarmer".

Jerry Newfarmer
President and CEO

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BUSINESS ORGANIZATION

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

Founded: 1994

Offices: Cincinnati, Ohio; San Jose and Costa Mesa, California

Associates: 100+, including 22 former city/county managers

Clients to date: 900+ local governments in 42 states

Projects completed: More than 1,700

Services offered:

- Strategic and Business Planning
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Service Sharing and Service Consolidation
- Management Services
- Executive Recruitment
- Financial Planning, Budgeting and Analysis

The work for Cascade will be conducted from our Cincinnati office:

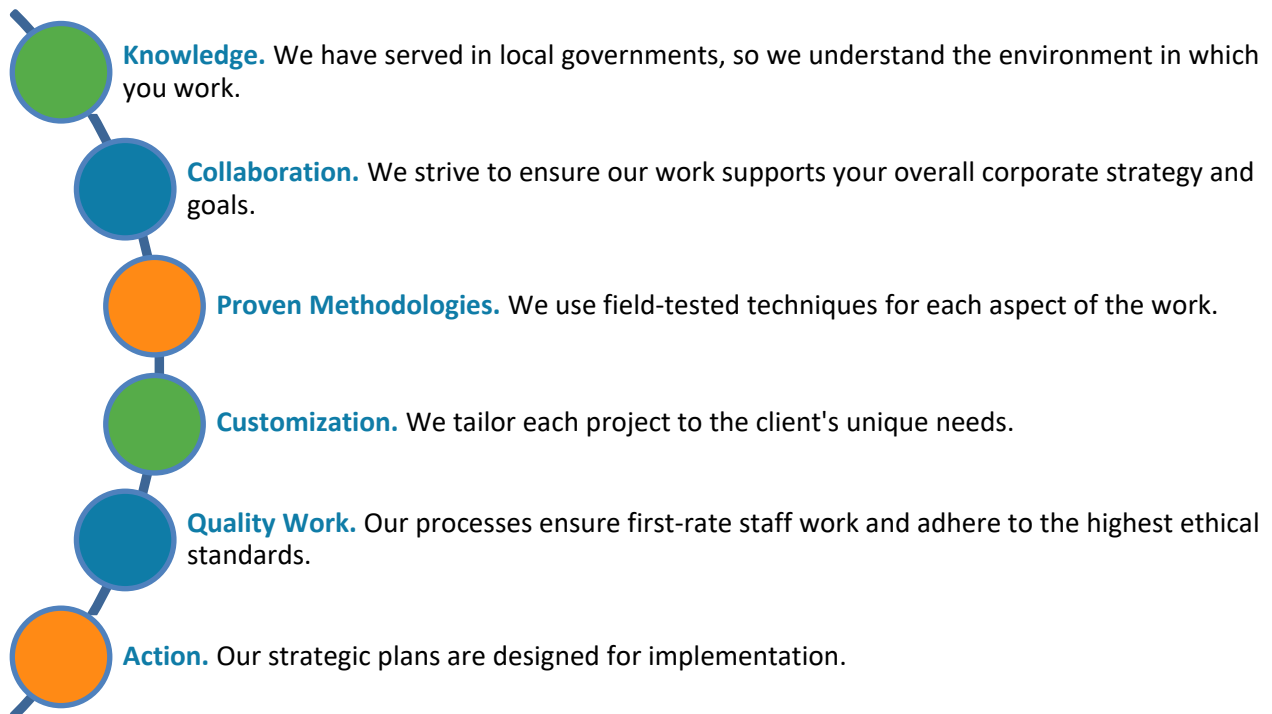
1730 Madison Road, Cincinnati, Ohio 45206

(513) 861-5400

inewfarmer@managementpartners.com

managementpartners.com

Our many repeat clients tell us they choose us because of the principles on which our work is built:



EXECUTIVE SUMMARY

Management Partners has a strong history of helping local governments develop strategic plans. We have facilitated the development of over 50 strategic plans in the last few years. Our team of Jacquelyn McCray, Mike Casey, Jan Goldstein and Claire Coleman have worked together multiple times. Jacquelyn and Mike are former local government employees, which means they understand some of the issues the Township may face and the desires of the community.

Management Partners will develop an agenda and begin a careful listening phase beginning with the kickoff meeting. We will design and deploy an online community survey and staff survey and analyze the data from them when completed. We will develop workshop materials (which typically include an agenda, workbook, and PowerPoint slides) and facilitate the retreat. We then draft the strategic plan based on the results of the interviews, surveys and existing Township plans, and the results from the workshop. We will vet the draft plan with the Board and the community prior to finalizing the plan. Once final, we provide the Implementation Action Plan template to the leaders of the Township.

During the workshop, our role is to lay the groundwork for the participants to determine the goals for the strategic plan and to assist participants in defining their expectations for making the goals a reality. We will help maintain an open and safe environment for small and large groups of participants to share their thoughts. We will document the ideas, thoughts, and elements of the strategic plan that have been developed. Our role is not to provide the language for the strategic plan or Implementation Action Plan, but to listen to the ideas of participants about strengths, challenges and opportunities and distill this information into key themes.

Our projects are performed on time and on budget, and our references will attest to this fact. We will adhere to the timeline mutually agreed upon for the contract. We will commit to providing a final strategic plan and implementation plan by the end of August, assuming we begin by the end of March.

PROJECT PROPOSAL

Approach

We make a commitment to quality and timely performance with each client we serve.

Management Partners has extensive experience with similar work and is prepared to assist the leaders of Cascade Charter Township with all elements of the scope of work as identified in the RFP. Our approach emphasizes engagement and partnership with Cascade leaders, staff and the community, taking into account the distinctive circumstances of the organization and community. This approach will ensure a meaningful vision, mission, values, goals, and strategic priorities are articulated to inform budget development as well as the use of resources in the coming years.

Strategic planning is fundamental to successful work planning. It enables the goals of the organization to be aligned with the annual budget processes and helps use resources intelligently. Periodic review and updating of a strategic plan ensures that current realities (internal and external) are taken into consideration and appropriately factored into the operations of the organization.

We have provided the following key components of strategic planning as an overview of the elements that Cascade might wish to consider for inclusion in the process.

A **vision** is a clear and concise statement of where the organization wants to be in the future. Setting a vision is a fundamental element of the strategic planning process. All goals, objectives and strategies are directed toward achieving an established vision for the future.

A **mission statement** states the purpose of the organization and guides the prioritization of opportunities. It defines what the organization stands for and what it will do. The mission provides the framework for day-to-day actions of an organization and its employees.

The **priorities** are based on the vision and mission of the organization. Priorities govern the actions and behaviors of policy makers and employees to effectuate the mission and vision of the organization.

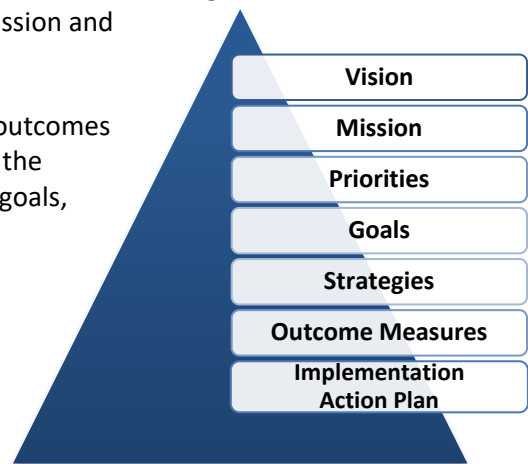
Goals are closely aligned with the vision and state the desired outcomes to be achieved. Goals provide the “why” of the specific actions the organization will take. Typically, a strategic plan has four to six goals, which may be achieved over several years.

Strategies are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Generally, several strategies are established for each goal.

Outcome measures express the results that are desired.

Indicators (often called metrics) should answer the question: ***How will we know if we are successful at achieving what we set out to do?***

An **implementation action plan** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and objectives are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are suited



to periodic check-in about progress, changes or challenges. An example of an implementation action plan template is shown below.

Goal:					
Strategy 1:					
Key Tasks	Fiscal Year to Start/Complete	Resources (Staff, Funding, Other)		Lead Manager/ Team Members	Milestones
		Currently Available	Needed		

Reporting on progress in implementing the strategic plan is a key element. As part of the process, a reporting structure and timeline is created. It can range from a quarterly update of each goal and strategy, to a semi-annual review, once as part of the budget process and again in six months, with adjustments made to reflect changing conditions and accomplishments.

Proposed Work Plan

We would be pleased to refine the following framework to address your specific interests.

Based on our experience and our understanding of the needs of the Township as outlined in the RFP, we have prepared the following detailed plan of work that will result in a strategic plan document suitable for electronic media and print, and draft Implementation Action Plan.

The result of the strategic planning effort is that the Board and staff will align its current efforts with a focused strategic vision, mission, and goals, as well as a plan for prioritizing and executing them. This will ensure that Township leaders are pursuing goals with intention and purpose and will provide a way to measure achievement of the goals. This shared vision will create consensus among those tasked with moving Cascade forward and reduce or eliminate effort spent on work that falls outside of the Township’s agreed-upon vision.

Cascade staff and leaders will have an important role in preparing the strategic plan, including developing goals and strategies. We will provide expert advice, facilitation and preparation of the strategic plan document.

Activity 1 – Start Project

We will begin by meeting with you, the project manager, and any other key staff you designate. During the kickoff meeting, we will discuss your objectives, the overall process, detailed schedule, and each of the major tasks. This initial planning meeting will afford the opportunity to share information, establish communication protocols and refine the schedule and approach so it is comfortably integrated with staff’s other work demands during the project.

<p>Deliverable</p> <ul style="list-style-type: none"> Project schedule and work plan
--

Activity 2 – Gather Data and Analyze Information

Next, we will gather information by conducting interviews, developing and deploying online surveys, and reviewing various documents. Each is described below.

- **Conduct Interviews.** We will interview each member of the Board and each department head. The purpose of the interviews will be to obtain input for the strategic plan. They will also assist us in developing the online community survey (described below). Examples of interview questions are:
 - What are the strengths, weaknesses, opportunities and threats (SWOT) facing the Township?
 - What is your vision for Cascade?
 - How should the Township’s mission be expressed?
 - What core values should be discussed for Cascade?
 - What goals would you like to see the Township strive for during the next 5 to 10 years?

At the conclusion of the interviews, we will prepare a summary of the major themes.

- **Review Relevant Documents.** We will review the Township’s Master Plan, Parks and Recreation Plan, Downtown Development Tax Increment Financing Plan, Township Needs Assessment and Facility Study, and other mid- and long-range planning documents. We will also review other background materials to understand existing priorities, and other planning initiatives underway that will be important factors and context for developing the strategic plan.
- **Design and Administer Online Staff Survey.** Cascade employees will have important observations and suggestions that will be helpful in creating the strategic plan. Management Partners will design a confidential online survey to seek their input about vision, mission, values, goals and objectives.
 - We will ask you to send the link to all employees. It will be important to provide computer access (or hard-copy surveys) for any staff that do not normally have access, so they are encouraged to participate.
 - Once the survey is closed, we will summarize the survey results.
- **Design and Administer Online Community Survey.** Seeking input from Cascade community members and businesses will also be important in developing the strategic plan. We will design and administer a confidential online survey to obtain their input. Questions will elicit their vision for Cascade and priorities for the future.
 - We will ask you to send a link to the survey to a wide variety of individuals for whom there are email addresses (e.g., committee members, recreation class participants, volunteers and others), and also place a link on the Township’s website (and any other locations the Township identifies as helpful for dissemination).
 - Once the survey is closed, we will summarize the results and prepare a document containing the key themes, including charts and graphs showing respondents’ answers.

We will analyze this information once gathered, as it will be important input into creating the workbooks containing the draft materials to be used in the workshop (described below).

<p>Deliverable</p> <ul style="list-style-type: none"> ▪ Employee survey ▪ Community survey

Activity 3 – Provide Guidance for Environmental Scan

During this activity, Township staff will prepare an environmental scan with advice from Management Partners. An environmental scan will provide important information for discussions in the workshop described in Activity 4. Types of information that could be gathered for the environmental scan include the following:

- Demographic trends and projections,
- Budget information (revenue and expenditure trends over the past five years and any available financial forecasts),
- Existing services provided and how they have changed over the past several years,
- Service demand drivers,
- Infrastructure needs profile, and
- Regional and state mandates and issues of importance to Cascade.

We will provide examples of environmental scans to staff. After staff prepare the scan, we will review it and provide feedback. We suggest Township staff compile and present the information during the workshop.

Deliverable

- Sample environmental scan

Activity 4 – Prepare for and Facilitate Strategic Planning Workshop

Next, we will facilitate a workshop with the Board members, you, and others as desired to review the information gathered in the previous activities and create the vision, mission, values, goals and strategies. To prepare for the workshop, the following tasks will be completed.

- **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshop, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.
- **Prepare draft agenda and workshop materials.** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. To ensure the time during the workshops is used most productively, we are likely to ask participants to complete work in advance of the session.

The agenda will likely include the following components, subject to discussions with project leaders:

- Review and discuss the results of stakeholder input,
- Review and discuss the environmental scan,
- Draft vision, mission, and values statements,
- Identify goals and strategies, and
- Identify outcome measures.

Our strategic planning workshops are engaging and interactive and are designed to ensure full participation. We often use a combination of facilitation techniques including small and large group discussions and typically change small groups at least once during the workshop to mix the participants. Because we are former local government practitioners, we are attuned to helping workshop participants clarify issues. We understand how to address sensitive issues in a neutral, non-confrontational manner.

Deliverable

- Draft and final agenda and workshop materials

Activity 5 – Prepare Strategic Plan

During this activity, Management Partners will prepare a draft strategic plan document. It will be visually pleasing, using photos supplied by the Township to illustrate goals and highlight some of Cascade’s assets. We will review the draft with the Board and make modifications based on the feedback we receive.

It is likely to contain the following components:

- Description of the process, including how data were gathered;
- Vision, mission, values;
- Priorities;
- Multi-year goals;
- Several strategies for each goal;
- Outcome measures for each goal; and
- Reporting and accountability mechanisms for the strategic plan.

The next activity will solicit community comments about the draft strategic plan. We will prepare a draft strategic plan to be distributed on the Township’s website for community comment. At the end of the comment period, we will review the community comments with the Board.

A final strategic plan document will be prepared and provided electronically, suitable for physical distribution.

Deliverable

- Draft and final strategic plan
- Summary of community comments about the draft strategic plan

Activity 6 – Support Implementation

Upon completion of the strategic plan document, Management Partners will prepare a draft Implementation Action Plan. The Implementation Action Plan will serve as an executable roadmap that details the specific steps needed to accomplish each of the strategies included in the plan. For implementation to occur in an orderly and effective manner, we will help staff identify the following elements:

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

Deliverable

- Implementation Action Plan

Suggested Project Timeline

Management Partners is prepared to begin the project one week after the Township Board approves the contract. We can provide the completed strategic plan and implementation plan within 21 weeks. If we begin March 29, we will complete the project by August 20.

Activity	Schedule
1 – Start Project	March 29 to April 9
2 – Gather Data and Analyze Information	March 29 to May 7
3 – Provide Guidance for Environment Scan	April 5 to April 23
4 – Prepare for and Facilitate Strategic Planning Workshop	May 3 to May 28
5 – Prepare Strategic Plan	May 31 to August 20
6 – Support Implementation	August 9 to August 20

PUBLIC INPUT

As mentioned in activities 2 and 5, we recommend soliciting community involvement twice during the strategic planning process. The first will be from a survey offered through several channels including:

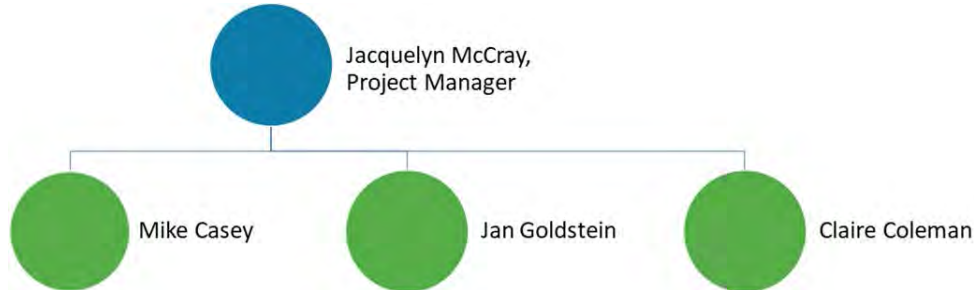
- Sending direct email to groups such as school parents, volunteers, recreation participants, Friends of the Library, volunteer committees, foundations, and commission members;
- Placing the survey on the Township’s website; and
- Providing hard copies of the survey in the library.

After the draft strategic plan is developed and approved by the Board, Management Partners will develop a second survey asking for comments about the draft plan. The solicitation will be through the same channels as used previously.

Additional public input methods such as offering the survey in Spanish and facilitating town meetings are costly. Management Partners can gather the needed opinions and information using surveys only, however, we are willing to use other methods as well. We would be pleased to provide other options and detail the cost for those, if desired.

PROJECT STAFFING

Our core team of associates assigned to this project all possess relevant experience, including many years of public service and consulting expertise.



Jacquelyn McCray will serve as project manager. Her role is to provide strategic direction, set context, provide useful insights to the Township, and facilitate the strategic planning process and workshop. She will be supported by Mike Casey, Jan Goldstein, and Clair Coleman. Mike and Jan will assist with interviews, survey questions and review, and support and facilitation of the strategic planning workshop. Claire will provide support analyzing documents, the environmental scan, the surveys, and preparing deliverables.

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

Jacquelyn McCray, Ph.D., AICP, Partner

- Professional planner with **extensive experience helping local governments create strategic plans and community visions**, reform and improve development review processes, analyze organizations and workflows, develop performance measures, and analyze peer benchmarking data.
- Expertise in process improvement and reengineering of local government development review processes and procedures; **excellent interview and facilitation skills; ability to engage employee and stakeholders in focus group meetings.**
- Worked as budget analyst, project manager and **land-use manager with the City of Cincinnati**; served as **vice chairperson and member of the Cincinnati City Planning Commission for nine years.**
- Jacquelyn has **assisted the following organizations to develop strategic plans**: City of Rochester, Minnesota; City of Boulder City, Nevada; Village of Port Chester, New York; Town of Bladensburg, Maryland; City of Newport, Rhode Island; City of West Palm Beach, Parkland, Margate, Port Orange and Lakeland, Florida, Cass County and Ingham County, Michigan; City of Morgantown, West Virginia; the Mansfield Downtown Partnership, Mansfield, Connecticut; Montgomery, Ohio; the Louisville, Kentucky Health Department; the Town of Mansfield, Connecticut; Hamilton County, Ohio Department of Job and Family Services; Lake County, Illinois; and The Advance, a Division of the General Board of Global Ministries of the United Methodist Church.
- Member of the American Institute of Certified Planners (AICP).



Mike Casey, Partner

- **More than 35 years of experience** in local government management.
- Has served as a **city or county manager** in Oregon, Colorado and Virginia, and has held other management positions in Missouri, North Carolina and Iowa.
- Over the span of his career, has assisted public and private organizations in developing strategic business plans, recruiting senior managers, **creating and managing operating and capital budgets**, improving project management capacity, analyzing organizational performance and **evaluating service consolidation options**.
- Served as a regional vice president for the International City/County Management Association.



Jan Goldstein, Senior Manager

- Has over 20 years of experience in local government, in senior management or consulting
- Experienced in facilitating strategic planning, **process analysis and improvement**; long-range planning; training, shared services reviews, organization analysis, executive recruitment, financial analysis, development review.
- Strong experience conducting **interviews and facilitating** workshops that include elected officials, stakeholders, staff and front-line employees.
- Recent **strategic planning clients** include Davie, Florida; Madison, Connecticut; Rochester, Minnesota; and Tinley Park, Illinois.
- Specific expertise in fleet, facilities, contract management, and parking operations and revenue control management.



Claire Coleman, Senior Management Analyst

- Conducts **analyses and research on financial**, organizational, and operational projects for clients. Her analytical training includes **financial modeling** and regression analysis.
- Supports organizational assessments, peer comparison studies, and department merger analyses.
- Worked on government transportation contracts for a hospitality company and in business development at a software startup.
- Recent clients include the California cities of Alameda, Campbell, East Palo Alto, El Cerrito, Fairfield, Sacramento, Santa Clara, Victorville, Mission Viejo, Manteca, San Leandro, Santa Cruz, Scotts Valley, Tracy, Vallejo, Napa, Moorpark; Newcastle, Washington; Boulder City, Nevada; and Norman, Oklahoma.
- **BA in Economics** and Russian Studies from Oberlin College. Wrote her thesis on post-Soviet national **income tax policies** and their impact on labor markets. She speaks Russian, Slovak, and Spanish.



PRICING METHODOLOGY

Management Partners anticipates devoting 213 hours of our staff time to complete the plan of work described above. The total cost of this project is \$43,990, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

AUTHORIZED NEGOTIATIONS

I, Jerry Newfarmer, as President and CEO of Management Partners, am authorized to negotiate the contract. I can be reached at (513) 861-5400.

EXPERIENCE AND REFERENCES

We help cities across the U.S. assess their processes and organization. Our projects are delivered on time and on budget with quality results.

Management Partners specializes in providing quality strategic planning and facilitation to local government clients. In addition to the references below, our website, managementpartners.com, has information about our past clients, which includes hundreds of jurisdictions in 42 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, makes Management Partners well qualified to successfully complete this work for Cascade.

Our Experience Conducting Strategic Planning

We are proud to have assisted a wide range of organizations with strategic planning and are experienced working with small and large jurisdictions, as illustrated by the list of recent clients below.

- Alameda, California
- Benicia, California
- Berkeley, California
- Beverly Hills, California
- Bladensburg, Maryland
- Boone County, Kentucky
- Boulder City, Nevada
- Brentwood, California
- Butler County, Ohio
- Cass County, Michigan
- Cypress, California
- Davenport Institute, California
- Davie, Florida
- Deerfield Beach, Florida
- Delray Beach, Florida
- East Contra Costa Fire Protection, California
- El Segundo, California
- El Cerrito, California
- Florence, Kentucky
- Green Township, Ohio
- Heber Public Utility District, California
- Hillsborough, California
- Laguna Beach, California
- Lake Forest, California
- Lake Worth, Florida
- Livermore Pleasanton Fire Department, California
- Madison, Connecticut
- Martinez, California
- McFarland, Wisconsin
- Modesto, California
- Monte Vista Water District, California
- Montgomery, Ohio
- Newport, Rhode Island
- Parkland, Florida
- Pleasanton, California
- Port Chester, New York
- Port Orange, Florida
- Rochester, Minnesota
- Roswell, Georgia (underway)
- San Pablo, California
- San Rafael, California

- Santa Barbara County, California
- Soquel Creek Water District, California
- South San Luis Obispo Sanitation District, California
- Tracy, California
- Tustin, California
- Union City, California
- Ventura County GSA, California
- West Palm Beach, Florida
- Wheaton, Illinois (underway)
- Wilton Manors, Florida (underway)
- Worthington, Ohio

In addition to strategic planning, the firm has extensive experience helping improve both the efficiency and effectiveness of all local government services. We have assisted jurisdictions with organizational staffing and improvement projects in virtually every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

References

We are happy to provide contact information for any former client and have selected several to highlight.

Cass County, Michigan ⇒ Strategic Planning

Management Partners prepared a strategic plan for Cass County that involved conducting interviews with each County Commissioner, elected official and department head, conducting a community survey and employee survey, providing advice about an environmental scan, and facilitating a strategic planning session with all Commissioners, elected officials and department heads. The resulting strategic plan contains a vision, mission, values, goals, strategies, and success factors for each goal. We also provided an implementation action plan as a blueprint for action.

Dates: November 2017 – April 2018
Cost: \$27,990
Project Team: Amy Paul, **Jacquelyn McCray**, Sam Lieberman
Contact: Mr. Terry Ausra, District 1 Commissioner
120 North Broadway, Cassopolis, MI 49031
(269) 445-4420 terrya@cassco.org

Village of McFarland, Wisconsin ⇒ Strategic Planning

Management Partners assisted the Village of McFarland Board in identifying the elements of a strategic plan that could be vetted through an extensive public comment period and process. After administering a broad community survey and facilitating two workshops with the Board, staff and community members, Management Partners prepared a memorandum summarizing the draft vision, mission, values, and goals for the future (of which there were six) and strategies for implementation. In preparing for the strategic planning workshops, Management Partners interviewed Village Board Members and department directors; designed, distributed, and tabulated community and employee surveys; conducted two community input sessions; and assisted Village staff in the development of an environmental scan.

Dates: May – October 2019
Cost: \$26,500
Project Team: **Jacquelyn McCray**, **Mike Casey**, Sam Lieberman, Kristin Youngmeyer, Lisa Phan
Contact: Mr. Matt Schuenke, Village Administrator
5915 Milwaukee Street, McFarland, WI 53558
(608) 838-3153 matt.schuenke@mcfarland.wi.us

City of Boulder City, Nevada ⇨ Strategic Planning

Management Partners was retained by the City of Boulder City to plan and facilitate their new strategic plan. We developed and helped the City deploy a community survey and employee survey. We then analyzed the results of each and compared the results of the community survey to one that had been done six years before. We also planned and facilitated four community engagement sessions throughout the City to provide input about the plan. Next, we two facilitated sessions with Council members and senior staff to identify the vision, mission, values and goals as well as strategies and success factors. Once the strategic plan was approved by Council, we facilitated a workshop with senior staff to develop an Implementation Action Plan. This deliverable provides a blueprint for ensuring the goals and strategies are realized.

Dates: July – December 2018
Cost: \$69,995
Project Team: Amy Paul, **Jacquelyn McCray**, Kristin Youngmeyer
Contact: Mr. Bryce Boldt, Director of Administrative Services
 401 California Avenue, Boulder City, NV 89005
 (702) 293-9203 Bboldt@bcnv.org

City of Florence, Kentucky ⇨ Strategic Plan

Management Partners assisted Florence’s Mayor, Council, City Coordinator and executive staff with the development of a strategic plan. The purpose of the plan was to guide and focus the work of the staff over the next five years through a potential change in elected leadership. An inclusive process consisting of interviews with staff and two community engagement sessions, supplemented with an assessment of current and future environmental conditions, was used to prepare for a visioning workshop and a separate strategic planning workshop. The workshops included the City’s elected officials and management team. The results were five strategic goals and priorities addressing infrastructure, economic development, quality of life, financial stability, and community partnerships. The priorities were further supported by the development of citywide mission and vision statements and organizational values. Management Partners prepared an Implementation Action Plan that details the activity steps needed to complete each strategy.

Dates: January 2019 –January 2020
Cost: \$37,500
Project Team: Amy Paul, **Jacquelyn McCray**, Sam Lieberman, Kristin Youngmeyer
Contact: The Honorable Diane Ewing Whalen, Mayor
 8100 Ewing Boulevard, Florence, KY 41042
 (859) 647-8177 diane.whalen@florence-ky.gov



ADDITIONAL INFORMATION

We are including a link to the final strategic plan developed by Management Partners for the Village of McFarland, Wisconsin below.

- [McFarland Strategic Plan](#)

CONCLUSION

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for Cascade Charter Township. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

ATTACHMENT A – PROJECT TEAM RESUMES

JACQUELYN MCCRAY, PH.D., AICP

Jacquelyn McCray, Partner, has been a key staff member on myriad projects creating strategic plans, facilitating community engagement, and analyzing development review processes, performance measurement and organizational review. She is particularly adept at strategic planning, process improvement, benchmarking, performance management, training and development, and focus group facilitation. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn has nearly three decades of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. She is a member of the American Planning Association and the American Institute of Certified Planners (AICP).

Relevant Projects

Jacquelyn has assisted organizations in future search, mission and vision setting, the identification of critical environmental indicators, and in crafting goals and objectives in the completion of strategic planning projects. Specifically she has assisted the following cities and organizations to develop strategic plans: City of Florence, Kentucky; Village of McFarland, Wisconsin; City of Rochester, Minnesota; City of Boulder City, Nevada; Butler County Transportation District, Ohio; Village of Port Chester, New York; Town of Bladensburg, Maryland; City of Newport, Rhode Island; City of West Palm Beach, Parkland, Margate, Port Orange and Lakeland, Florida, Cass County and Ingham County, Michigan; City of Morgantown, West Virginia; the Mansfield Downtown Partnership, Mansfield, Connecticut; Montgomery, Ohio; the Louisville, Kentucky Health Department; the Town of Mansfield, Connecticut; Hamilton County, Ohio Department of Job and Family Services; Lake County, Illinois; and The Advance, a Division of the General Board of Global Ministries of the United Methodist Church; and others.

Experience

20+ years in local government consulting, and nine years in local government service

Expertise

Strategic and business planning, facilitation, process improvement, organizational development, development review.

Education

Jacquelyn completed her doctoral studies at Antioch University in Leadership and Change. She also holds a bachelor's degree in urban planning and a master's degree in public administration from the University of Cincinnati.

Other

Jacquelyn served as a member and vice chairperson of the Cincinnati City Planning Commission for nine years.

J. MICHAEL CASEY

Mike Casey joined Management Partners in 2006 as a partner. He has more than 35 years of management experience in local government and the private sector, and is a recognized regional and national leader in industry professional organizations.

Relevant Experience

As a consultant, Mike has assisted public and private sector organizations, including the cities of Boston; New Orleans; San Diego, Louisville, Kentucky; and Fulton County, Georgia. He has also assisted cities and counties in recruiting leaders whose skills and experience were well-suited to their specific requirements.

Mike served as city or county manager in Grants Pass and Gresham, Oregon; Mesa County, Colorado; and Middleburg, Virginia. He also worked in local government management positions in Independence, Missouri; Winston-Salem, North Carolina; and Des Moines, Iowa.

Expertise

Mike is passionate about helping organizations and communities articulate and achieve their goals. He has practical experience in the difficult process of building communities and managing for short-term, as well as long-term, results.

He has direct experience in obtaining cost-effective results for service delivery at both the community and regional level. In the Portland, Oregon, metropolitan area, he was instrumental in delivering fire protection services across community boundaries to a significant portion of the metropolitan area. In Louisville, he evaluated the effectiveness of the merged Emergency Medical Services operation to identify improvements.

Education

Mike graduated from Coe College with a double major in history and political science and he earned a master's degree in public administration from Pennsylvania State University, where he was the Cappazola Fellow. He also holds a Certificate in Local Government Management from Harvard University.

Other

He has served as president of the Oregon City Management Association, as regional vice president for the International City/County Management Association, and as fellow of the American Leadership Forum.

JAN GOLDSTEIN

Jan Goldstein, Senior Manager, has over 20 years of experience in local government, in senior management or consulting. During her work with Management Partners she has been the project manager or a team member for organization reviews, process improvement projects, strategic planning, management system reviews, shared services studies, and fee studies.

Relevant Projects

Facilitated focus groups, strategic planning and process improvement workshops for Aurora, Colorado; Baton Rouge, Louisiana; Bernalillo County, New Mexico; Charlotte, North Carolina; Clearwater Florida; Harris County, Texas; Independence, Missouri; Madison, Wisconsin; Rochester, Minnesota; and Schaumburg, Illinois.

Experience

Consulting engagements include shared services reviews, organizational assessments, facilities assessments, executive recruitment, and process improvement projects. She has experience and expertise identifying best practices. She worked with clients to offer creative solutions within the constraints of the agencies' operations and budgets.

Prior to her work with Management Partners, Jan worked with municipalities, hospitals, universities and airports to incorporate innovative techniques that resulted in enhanced business practices and increased productivity.

Accountable for overseeing every aspect of operations for a federally funded non-profit, including strategic planning, finance, community relations, federal, state and local compliance, fundraising, asset management, human resources, and marketing. She developed documentation and implemented streamlined processes to create staff efficiencies, allowing more time for additional employee responsibilities.

As a department director with the Indianapolis Airport Authority, she successfully planned for long-range department development, including providing training and progressive programs for personnel. She worked with her staff to develop policies and procedures, creating a department with a national reputation for employee training, retention, promotion, and honesty.

Expertise

Skilled in facilitating workshops and focus groups, training, strategic and long-range planning; process analysis and improvement, and writing operations and personnel manuals. She has expertise in fleet, facilities, contract management, and parking operations and management, including revenue control.

Education

Received a Bachelor of Science and Master of Science in education from Indiana University. She has been a presenter at international conferences and has published articles in several publications.

Other

Past president and long-time member of Rotary International. Director and officer on several non-profit boards.

CLAIRE COLEMAN

Claire Coleman, Senior Management Analyst, joined Management Partners in February of 2019.

Expertise

As a senior management analyst, Claire conducts analyses and research on financial, organizational, and operational projects for clients. She has supported organizational assessments, peer comparison studies, and department merger analyses. Her analytical training includes financial modeling, regression analysis, and proposal development.

Experience

Claire brings a combination of private sector, government contracting, and public sector experience to Management Partners. Prior to joining the team, she worked on Hornblower Cruises & Events' winning proposals to operate the New York City ferry system and the ferries to Alcatraz National Park. She also worked in business development at a software startup where she sourced new business opportunities and helped implement solutions for clients to improve employee communication and engagement.

Education

Claire holds a BA in Economics and Russian Studies with a minor in Politics from Oberlin College. She wrote her thesis on experimental national income tax policies and their impact on labor markets in post-Soviet Central Europe. She speaks Russian, Slovak, and Spanish.

Management Partners



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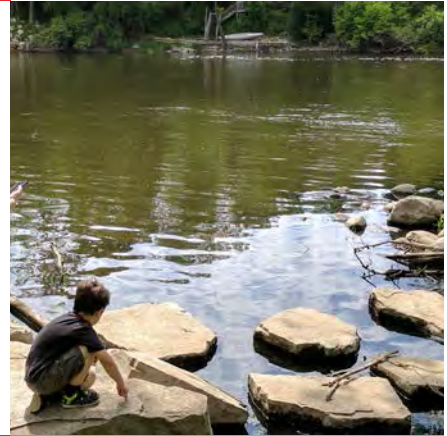
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MCKENNA

PROPOSAL TO PREPARE

Township Strategic Plan

CASCADE CHARTER TOWNSHIP,
KENT COUNTY, MICHIGAN



MARCH 12, 2021

Communities for real life.



MCKENNA

March 12, 2021

Mr. Benjamin Swayze
Township Manager
Cascade Charter Township
2865 Thornhills Drive SE
Grand Rapids, MI 49546

Subject: Partnership for Strategic Plan Success

Dear Mr. Fink,

McKenna is excited to be considered to assist Cascade Charter Township with a robust analysis and engagement effort to set the course for the next four years through a Strategic Plan. With our long track record of collaborating with communities to development consensus visions, we think you'll find our team to be the most qualified, most energetic, and most forward-thinking. Planning is a hopeful and visionary endeavor, and our team takes to heart Daniel Burnham's adage to "*aim high in hope and work.*"

At McKenna, we pride ourselves on our slogan – "Communities for Real Life." Our professionals don't just write plans and move on – we have a long track record of helping communities implement their visions on a day-to-day basis. And that's what a Strategic Plan is – a way to take the vision on the page and turn it into action and results through the daily hard work of Township leaders.

In order for the Strategic Plan to succeed, it needs to be accompanied by a transparent and inclusive public engagement process to ensure that the voices of residents – not consultants – drive the action program and priorities.

We are proposing a 100% Grand Rapids-based team and an efficient process to successfully complete the Strategic Plan by August 31, as described in the RFP. The McKenna team has the right kind of experience and the proven approach Cascade needs to help work through this challenging but rewarding process; we know how to navigate complex processes in successful communities that push for continued excellence.

If you have any questions regarding our proposal, or if you need additional information, please feel free to contact me at (616) 204-1936 or ckhorey@mcka.com.

Sincerely,

McKenna

John Jackson, AICP
President

GRAND RAPIDS
124 East Fulton Street
6th Floor, Suite B
Grand Rapids, Michigan 49503

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Communities for real life.



Township Strategic Plan

CASCADE CHARTER TOWNSHIP, KENT COUNTY, MICHIGAN

SUBMITTED MARCH 12, 2021 BY

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Executive Summary



PROJECT TEAM

Our project team of professionals from McKenna brings diverse expertise to the Cascade Township Board Strategic Plan, from varied experience in developing and implementing master plans, DDA and TIF plans, corridor plans, nonmotorized plans, redevelopment plans, and much more. The public engagement expertise of our professionals will ensure the priorities of Township stakeholders guide the preparation of the Cascade Township Board Strategic Plan.

SCHEDULE

Completion within 4 months of contract execution, as specified in the Request for Proposals.

FEE

Not-to-Exceed Fee: \$18,390, which includes the services and deliverables in the attached scope of work.

We can work with you to customize our proposed scope of work to eliminate, add or modify elements, with our overall fee being adjusted accordingly.

MEETINGS

Our team will prepare for and attend the following meetings, which may take place virtually, or in-person, depending on Covid-19 protocols and participant preferences:

- Kickoff Meeting with the Township Board and Township Staff
- 6 Visioning Sessions (with the Township Board, Planning Commission, DDA, and Township Staff)
- 2 Draft Review Meetings with the Township Board and Township staff
- Document finalization and adoption by the Township Board

Additional meetings requested by the Township will be invoiced hourly at the rates included in this proposal.

Company Overview



McKenna’s office in Downtown Grand Rapids – in the Loraine Building near Veterans Park. Our work spaces reflect McKenna’s commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

Our primary professionals for 2021 Township Board Strategic Plan will be based out of our Grand Rapids office, just 20 minutes from Cascade Charter Township. Christopher Khorey, AICP and Danielle Bouchard, will be the primary contacts, reachable at the phone number below and ckhorey@mcka.com or dbouchard@mcka.com.

McKenna currently provides project services to more than 85 communities and private land investors in Michigan, Ohio, Kentucky, Indiana, and Illinois. Anticipating and responding to change is a major distinction of McKenna’s practice. McKenna’s innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of roughly 30 planners, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

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MCKA.COM



Areas of Service

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management

Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings



On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional & Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



Why Is A Strategic Plan Needed?



The Township's Comprehensive Plan was just recently adopted in 2020. Working in tandem with the Comprehensive Plan, the Township also has a variety of important documents that help to guide public policies, future land uses, parks and recreation, and economic development in the Township.

As significant as these documents are to the Township, it is equally as important to adequately organize and prioritize projects, funding sources, partnerships, and stakeholder roles and responsibilities for successful implementation.

1. REFLECTING ON PAST SUCCESS

In the beginning stages of developing the Cascade Township Board Strategic Plan, McKenna will work alongside Township stakeholders to identify projects that have been listed in the Township's various planning documents and inventory each project status. Further, this initial analysis will help to build and provide background content within the Strategic Plan that will highlight recent successes and the Township's commitment to ensure that these plans are not created to just sit on a shelf.

2. EVALUATING PROJECT VIABILITY

Sometimes, at the time of project planning or development, certain hinderances to project implementation may not yet be known. At this stage, McKenna will continue conversations with the Township Board and Staff to evaluate which projects are important to carry forward, and which projects may need some additional detail or changes.

3. PROVIDING TACTICAL DIRECTION

At the very core of a Strategic Plan is the direction of project prioritization and organization. The overall purpose of the Cascade Township Board Strategic Plan is to organize, identify, evaluate, and prioritize the actionable content noted in the Township's important planning documents. Ultimately, the final deliverable for the Cascade Township Board Strategic Plan is to consolidate and prioritize these elements into a comprehensive and actionable document providing a strategic direction for the Township over the next four years.

Work Program



We have designed the following work plan for Cascade that will engage the public and create a dynamic strategic plan that builds upon the Township's existing assets and positions the Township for sustainable success for the 4-year duration of the Plan. Additionally, the 2021 Strategic Plan will also be developed to set the stage for the next 4-year plan.

Our work plan consists of seven steps:

- Task 1 – Kick-off and Strategic Issues**
- Task 2 – Identify, Quantify, and Analyze**
- Task 3 – Public Participation and Community Outreach**
- Task 4 – Goals, Objectives, and Metrics**
- Task 5 – Consolidation, Prioritization, and Direction**
- Task 6 – Adoption**

TASK 1. KICKOFF & STRATEGIC ISSUES

Project initiation consists of tasks and processes necessary to get the project up and running. These include:

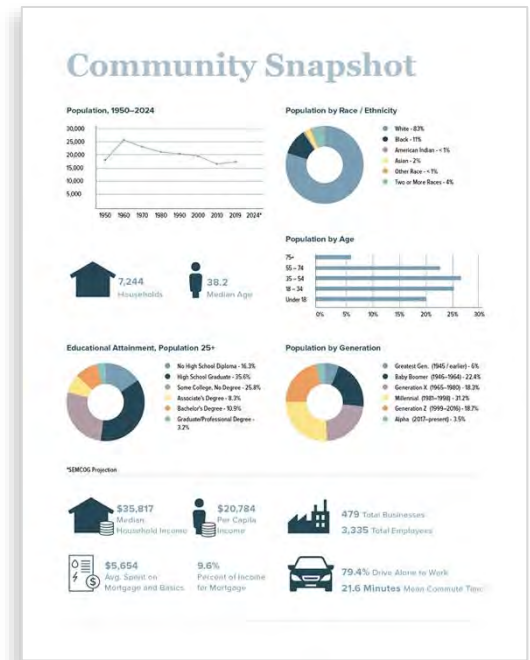
1. **KICK-OFF AND STRATEGIC ISSUES MEETING.** We will meet with the Township Board and Township Staff (and other Township stakeholders if desired) to review the work plan and finalize a structure for review and management of the plan process to:
 - establish a working relationship;
 - reach an understanding of expectations;
 - answer questions;
 - make mutually agreed upon adjustments in the work plan;
 - identify preferred method of communication (i.e. email, telephone, etc.) and;
 - discuss the Township's vision, overarching challenges, and other issues

At the kick-off meeting, we will also finalize procedures for public input and the framework for public workshops, public exhibits, press releases and mechanisms for public input; and will identify stakeholder groups.

Finally, the Kickoff Meeting will include a preliminary discussion of primary strategic issues of importance to the Township that will be critical for review and analysis during the planning process. Key stakeholders will be identified, those whom the Township Board and Staff will want to make special efforts to consult.

TASK 2. IDENTIFY, QUANTIFY AND ANALYZE

1. **EXISTING CONDITIONS ANALYSIS.** This section will be the analysis of existing conditions. In particular, we will review the following:
 - a. **Township Document Analysis** – As an integral part of the Strategic Plan, McKenna will begin the process with an in-depth review and analysis of the Township’s Master Plan, CIP, Parks and Recreation Plan, Stormwater Plan, DDA and TIF Plan, and any other applicable documents.
 - b. **Population, Housing and Economics** – McKenna will utilize the Township’s most recent data from the 2020 Comprehensive Plan, as well as any 2020 Census Data that may become available during the Strategic Planning process pertaining to population, housing, and economics to summarize key themes and how these trends relate to the 4-year Strategic Plan. McKenna can also provide information on local market and consumer trends for Cascade Charter Township.
 - c. **Community Facilities** – In order to inform the strategic planning process, McKenna will work with Township officials and outside entities to compile the most current and complete community facilities data regarding school districts, public safety, utilities, parks and recreation, roads, and transit.
 - d. **Infrastructure** -- The Township’s infrastructure plans will be reviewed and evaluated. Projects relating to infrastructure in the Strategic Plan may pertain to the following:
 - Public water and sewer
 - Storm-water
 - Streets, alleys and major structures (bridges, overpasses, etc.)
 - Information technology infrastructure (broadband/wireless)



4.2 MASTER PLAN 2016 MERIDIAN TOWNSHIP MICHIGAN

Meridian Township is a community that continues to grow in the heart of Mid-Michigan. The demographic and housing data tells the story of a community that has large numbers of established older residents as well as younger, transient adults. The Township has put effort into providing services and recreational opportunities for all to enjoy.

Demographics

Moving forward, the Township is aware of a need for work-force housing. As the demographic data shows and the housing market analysis confirms, there is high demand in the Greater Lansing region for walkable communities that are well suited to growing families and young professionals. Coupled with the Township's goals and objectives to focus growth in several key areas within its boundaries, this data provides a framework from which to formulate a plan for long-term successful development.

Cedar Grove Family Park, Meridian Township

COMMUNITY PROFILE 4.3

Aging Population

The population reached an all-time high in 2014, with an estimated population of just over 40,000. As the population grows older as a whole, it is extraordinarily important to plan for amenities, recreational opportunities, and housing types that will support an older population.

The median age of residents is 39.1 years old, up from 35.4 years old in 2000. Nearly 30% of the population is between 50 and 70 years old.

Table 6. Age of Population – Meridian Township, 1980-2014

Samples of existing conditions and community snapshot analysis.

TASK 3. PUBLIC PARTICIPATION AND COMMUNITY OUTREACH

We propose a multi-part public engagement process that has proven successful in many of our past planning efforts. The public will have a variety of opportunities to comment on ideas presented in the Plan. The process described below is structured to gain input from throughout the community in a relatively short period of time, while respecting the schedules of the busy professionals and community members with whom we will be collaborating.

The purpose of the collaborative process is to identify strengths, weaknesses, opportunities and threats, and to prioritize the Township’s most important assets to build upon and issues to overcome. This identification, validation and prioritization process will occur during the collaboration workshop.

- FIRST COMMUNITY PRIORTIZATION SURVEY.** A survey offers a “non-meeting” opportunity for residents to share their thoughts. McKenna will create an easy-to-use on-line survey instrument, designed to elicit a wide sampling of community input on issues in a manner that permits citizens to feel involved in the process without investing too much time. We will also create a “landing page” with an easy-to-remember URL like “cascadepriorities.com” to house the survey. Hard copies of the survey form can be prepared for the Township to make available (via direct mail or at public places for pick-up) to those members of the public who are more comfortable with a non-computer-based survey.

The purpose of the first survey is to put the compiled action items from the Township’s planning documents in front of the public in a simple format, and then allow them to rank or score action items, in order to inform the Strategic Plan.

- STRATEGIC PLAN WORKSHOPS (SWOT ANALYSIS).** We proposed to hold six workshops, as described in the RFP, with the Township Board, Planning Commission, DDA, Township Staff, Business Leaders, and community stakeholders. These workshops could be held virtually, in-person, or in a hybrid fashion, depending on Covid-19 protocols and participant preferences.

We also anticipate making the workshops open to the public, and allowing interested members of the general public to participate in the “community stakeholders” workshop, in order to ensure all voices are heard.

The organizing principal of each workshop will be a SWOT analysis, which will then be cross-referenced with action items in the planning documents to determine which actions are the most immediately feasible, and which will take more lead time, partnerships, or changes in macro trends. Along with the results of the survey, these recommendations will serve as the basis for developing the goals, objectives, metrics, and direction – as well as the prioritization of the action items.

- SECOND COMMUNITY PRIORTIZATION SURVEY.** Once the action items have been prioritized by Township officials, McKenna will create a second survey, which will both inform the public about the prioritization determined by the officials, and allow the public to give input before the prioritization is finalized.



Community outreach

TASK 4. GOALS, OBJECTIVES, AND METRICS

McKenna will review the Township's existing goals and modify them as necessary based upon the existing conditions analysis, recently completed projects, results of the survey and workshops, and other input received. Using that as a foundation, we will refine the goals and objectives for the 2021 Strategic Plan.

Goals are general in nature and, as they relate to planning, are statements of ideals toward which the Township will strive. **Objectives** are more specific policies, and are intended to present a means to attain the stated goal. **Metrics** are the tangible and quantifiable strategies utilized to measure the success of each objective. Metrics should be **actionable and measurable**.

The goals, objectives, and metrics will be separated into categories and prioritized in terms of how they will contribute to the realization, continual evaluation, and support for subsequent project prioritization.

TASK 5. CONSOLIDATION, PRIORITIZATION, AND DIRECTION

After completing the several stakeholder meetings, survey results analysis, and setting the Strategic Plan goals, objectives, and metrics, McKenna will continue to refine the Plan content and develop the final document deliverable. This task will utilize the key themes and projects identified in the existing conditions analysis and consolidate each of the Township's planning documents into one comprehensive and action-oriented document. This final document will contain:

- A summary of the Township's recent project implementation efforts and successes;
- The goals, objectives, and metrics identified in Task 4;
- A general overview of the Township's existing conditions, population, regional context, housing, and economy;
- A general overview of the public survey and community engagement results and;
- An in-depth project narrative and matrix spanning over the next 4 years that details:
 - Priority projects
 - Initiation and completed dates
 - Funding sources and project budgets
 - Primary responsibilities
 - Necessary partnerships
 - Other elements as deemed necessary

The content of this task will be reviewed and adjusted accordingly given the input from the Township Board, Township Staff, and other important stakeholders.

TASK 6. ADOPTION

McKenna will assist the Township with the adoption of the 2021 Township Board Strategic Plan as follows:

1. **DISTRIBUTION OF DRAFT PLAN.** McKenna will prepare the draft Plan, including all elements described above and present it for final review by the Township Board, Township Staff, and other stakeholders. Based on the input and direction received, we will revise the draft and submit it to the Township Board for adoption.
2. **FINAL REVIEW AND ADOPTION.** Upon conclusion of the draft review McKenna will review all comments received and, if deemed necessary, make modifications to the draft. McKenna will attend the Township Board adoption meeting provide a Plan overview, answer any public inquiries, and any other items.

References

McKenna has a long working history in communities large and small throughout the Midwest, and we pride ourselves not only on helping communities plan their futures, but helping them execute their visions as well. Below, we present three communities where our ongoing relationship has led to tangible improvements in quality of life. Our track record of success gives us the confidence that we are the best, most qualified firm to work with you on the 2021 Township Board Strategic Plan. We hope that you will contact our references.

CLIENT / PROJECT	REFERENCE
VILLAGE OF WEBBERVILLE, MICHIGAN <ul style="list-style-type: none">• Master Plan 2012/2017/2019 (\$20,000)• Parks and Recreation Plan 2012/2017 (\$10,000)• Parks Improvements Planning and Design (2012-2021 Ongoing) (\$30,000)• Street/Sidewalk Improvement Design (2014-2021 Ongoing) (\$50,000)• Safe Routes to School Grant (2014) (\$10,000)• General Planning and Economic Development Services (2012-2021 Ongoing) (\$150,000)• Zoning Ordinance Updates (2012-2021 Ongoing) (\$30,000) <p>Key McKenna Team Members: Christopher Khorey, AICP, Danielle Bouchard</p>	Hon. Brad Hitchcock Village President 115 S. Main Street, PO Box 389 Webberville, MI 48892 (517)-521-3984
VILLAGE OF OXFORD, MICHIGAN <ul style="list-style-type: none">• Master Plan 2011/2016 (\$40,000)• Parks and Recreation Plan 2016 (\$8,000)• Street/Sidewalk Improvement Design (2016-2020 Ongoing) (\$30,000)• General Planning and Economic Development Services (2012-2021 Ongoing) (\$200,000)• Zoning Ordinance Updates (2012-2021 Ongoing) (\$50,000) <p>Key McKenna Team Members: Christopher Khorey, AICP, Mario Ortega, AICP</p>	Joe Madore City Manager 22 W. Burdick, PO Box 94 Oxford, MI 48371 (248) 628-2543
CITY OF GRANDVILLE, MICHIGAN <ul style="list-style-type: none">• Parks and Recreation Plan 2019 (\$15,000)• MDNR Trust Fund Grant 2020 (\$12,000)• Zoning Ordinance Updates (2020-2021) (\$30,000) <p>Key McKenna Team Members: Christopher Khorey, AICP, Danielle Bouchard</p>	Matt Butts Assistant City Manager 3195 Wilson Ave SW Grandville, MI 49418 (616) 531-3030

Project Professionals

We propose an experienced team familiar with and ideally matched to Cascade’s needs in efficiently updating the Township Board’s Strategic Plan. Our combined expertise with community planning and knowledge of the issues facing cities today will allow us to provide Cascade with a complete and innovative Strategic Plan that meets your desires.

Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy streets
- Active living, active transportation
- Place making
- Parks and open space
- Economic development
- Livable communities
- Environmental preservation
- Land use and conservation
- Traffic and intersection analysis, especially to determine minimal lane needs, circulation and multi-modal mix
- Context-sensitive design solutions

We customize our work to reflect local economies, environments and politics, and our approach to all projects is sensitive to history, size, scale, population, demographics and diversity of people and place.

For the Cascade Township Strategic Plan, we propose a “lean” team of just two professionals. Leading the strategic planning process will be Christopher Khorey, AICP (West Michigan Manager) and Danielle Bouchard (Associate Planner), both of whom are based in our Grand Rapids office, just a short drive from Cascade.

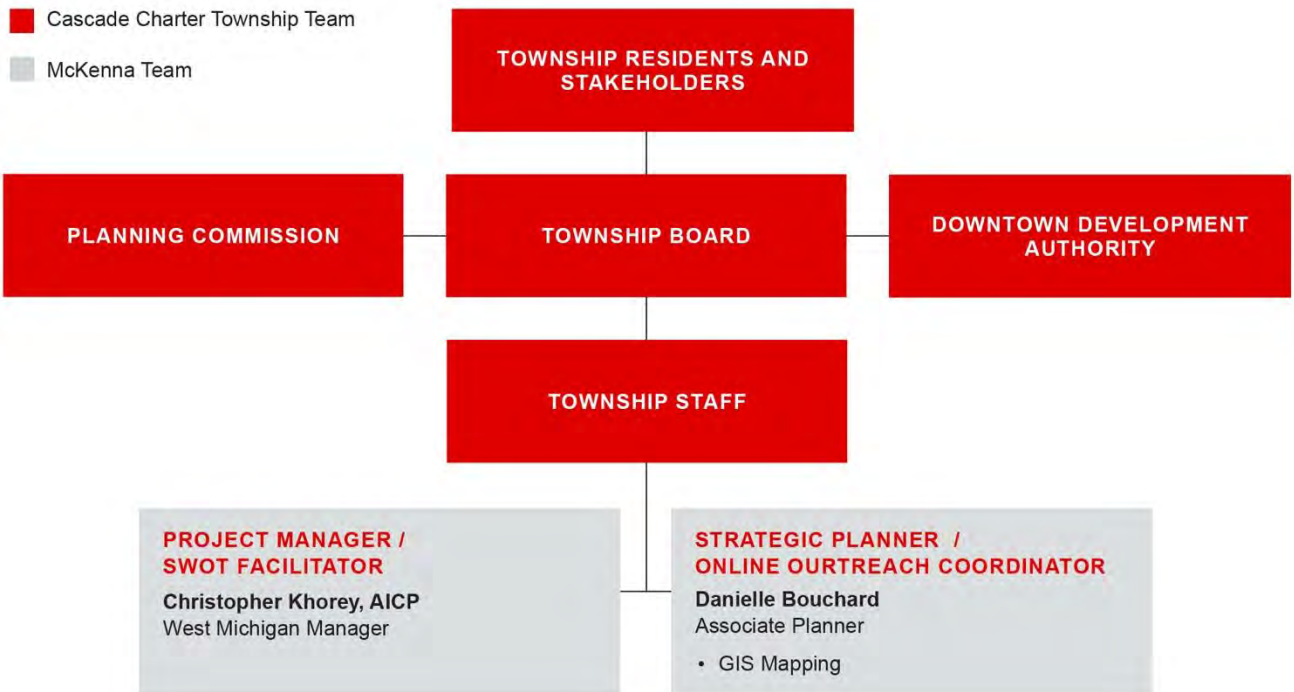
Chris will serve as the Project Manager and day-to-day contact for the Township. He will also facilitate the SWOT workshops.

Danielle will serve as the Strategic Planner, responsible for aggregating data and information from previous plans and assisting with the prioritization of action items. She will also create and manage the online engagement content.

An organizational chart of team members is on the next page, followed by resumes for all team members.



Organizational Chart





Christopher D. Khorey, AICP

SENIOR PRINCIPAL PLANNER
WEST MICHIGAN MANAGER

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Award for Excellence in Student Publications
University of Pennsylvania

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning
Congress of New Urbanism

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan.

Market Analysis

Completes successful market analyses—including target market analyses, for residential, commercial, recreation needs, and office development—in suburban communities, older industrial cities, and small towns. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

Zoning

Prepares zoning ordinance and map amendments, including form-based codes and lean zoning, for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

Redevelopment Planning and Management

Develops neighborhood plans for CDBG target areas. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.



PROFESSIONAL EXPERIENCE

Development Review

Provides ongoing development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.

Wireless Services

Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations; assistance on assessments, leases and proposed buyouts.

Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

Neighborhood Stabilization and Land Banking

Conducted analysis of land bank program in declining industrial city, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

Transportation

Provided consulting assistance on safety and operations for transit agencies in several major metropolitan areas; coordinates planning processes and grant applications for transportation enhancements, non-motorized pathways, and streetscapes.

PUBLICATIONS

“Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan.”
University of Pennsylvania, May, 2010



Danielle Bouchard

ASSOCIATE PLANNER

EDUCATION

Bachelor of Science (with honors)

Urban and Regional Planning with Minor in Geographic Information Systems
Eastern Michigan University

PROFESSIONAL EXPERIENCE

Mapping/Geographical Information Systems

Developed property site maps. Researched, updated, and developed mapping applications for non-motorized transportation plan. Inventoried and developed mapping for farmland preservation projects.

Zoning Administration and Continuing Planning Services

Served as the planner and zoning administrator for communities throughout Michigan, including rural Townships, small towns, and large suburbs.

Transportation Planning

Developed a county-wide multi-modal transportation plan. Implemented and managed various non-motorized transportation projects. Developed an informational marketing website framework with corresponding interactive story maps for non-motorized transportation projects. Administered State grant award for regional non-motorized transportation project. Researched and developed framework for public transit study. Researched and developed reporting on metropolitan planning organization transportation planning processes.

Grant Writing, Administration, and Fundraising

Developed and processed annual Michigan Department of Transportation grants for various regional programs. Researched grant opportunities and submitted applications to fund a variety of projects. Processed and administered Michigan Department of Natural Resources Trust Fund grants. Secured a multitude of private sector donations. Planned and implemented speaker training events for planning professionals. Secured volunteers for community projects.

Environmental Planning and Sustainability

Created comprehensive water conservation plan. Assisted in implementation of various environmental advocacy projects in the City of Detroit.

MEMBERSHIPS

Michigan Association of Planning
American Association of Planning

Timeframe Flow Chart

We will work out a mutually-acceptable schedule for preparing the 2021 Township Board Strategic Plan with you. Following is our proposed timeline of tasks and meetings, estimated to take 5 months, as requested in the RFP.

STEP	MONTH				
	April	May	June	July	August
1. Kick-off and Strategic Issues	•	•			
2. Identify, Quantify, and Analyze		•	•		
3. Public Participation and Community Outreach		•	•		
4. Goals, Objectives, and Metrics			•		
5. Consolidation, Prioritization, and Direction			•	•	
6. Adoption					•
MEETINGS / WORKSHOPS					
Township Staff Workshop		•			
DDA Workshop		•			
Planning Commission Workshop		•			
Business Leaders Workshop			•		
Community Stakeholders Workshop			•		
Township Board Workshop			•		
Township Board Meetings					•

Pricing Methodology

FEE

We propose to complete the Strategic Plan on an hourly basis, with costs not-to-exceed **\$18,390**. Our not-to-exceed amount is based on the work tasks and estimated hours described below. Hourly rates include all costs for production, communications, technology, and other expenses. Hourly estimates include travel time, although round trip travel time from our Grand Rapids office is approximately 30 minutes.

TASK	TEAM HOURS		
	Khorey	Bouchard	
1. Kick-off and Strategic Issues Meeting (including preparation and travel)	3	3	
2. Existing Conditions Analysis	8	24	
3. First Community Prioritization Survey, including report on results.	4	16	
4. Strategic Plan Workshops (6), including preparation and travel	24	8	
5. Second Community Prioritization Survey, including report on results.	8	24	
6. Goals, Objectives, and Metrics	4	8	
7. Consolidation, Prioritization, and Direction	8	24	
8. Final Revisions and Adoption Process	8	8	
	Total Hours:	67	115
	Hourly Rate:	\$120	\$90
	Not-to-Exceed Fee:	\$8,040	\$10,350
	Total Not-to-Exceed Fee:		\$18,390



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/03/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MCNISH GROUP INC 35355490 26622 WOODWARD AVE SUITE 200 ROYAL OAK MI 48067	CONTACT NAME:	
	PHONE (248) 544-4800 (A/C, No, Ext):	FAX (248) 544-4801 (A/C, No):
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Hartford Casualty Insurance Company	
	INSURER B : Hartford Fire Insurance Company	
INSURED MCKENNA ASSOCIATES, INC. 235 E MAIN ST NORTHVILLE MI 48167	NAIC# 29424	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	
	NAIC# 19682	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE		ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS	
A	<input checked="" type="checkbox"/>	COMMERCIAL GENERAL LIABILITY	X		35 SBA RU2022	01/01/2021	01/01/2022	EACH OCCURRENCE	\$2,000,000
		<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
		General Liability						MED EXP (Any one person)	\$10,000
		GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC							GENERAL AGGREGATE	\$4,000,000
	OTHER:							PRODUCTS - COMP/OP AGG	\$4,000,000
A	<input checked="" type="checkbox"/>	AUTOMOBILE LIABILITY			35 SBA RU2022	01/01/2021	01/01/2022	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
		ANY AUTO						BODILY INJURY (Per person)	
		ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/>						BODILY INJURY (Per accident)	
		HIRE AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/>						PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/>	UMBRELLA LIAB EXCESS LIAB	<input checked="" type="checkbox"/>		35 SBA RU2022	01/01/2021	01/01/2022	EACH OCCURRENCE	\$1,000,000
		DED <input checked="" type="checkbox"/> RETENTION \$ 10,000						AGGREGATE	\$1,000,000
B	<input type="checkbox"/>	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A	35 WEC PN2013	01/01/2021	01/01/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	\$1,000,000
		If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE -EA EMPLOYEE	\$1,000,000
								E.L. DISEASE - POLICY LIMIT	\$1,000,000
A	<input type="checkbox"/>	EMPLOYMENT PRACTICES LIABILITY			35 SBA RU2022	01/01/2021	01/01/2022	Each Claim Limit	\$5,000
								Aggregate Limit	\$5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER**CANCELLATION**

FOR INFORMATIONAL PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Susan L. Castaneda</i>

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/30/2020

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IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Professional Concepts Insurance Agency, Inc. 1127 South Old US Highway 23 Brighton MI 48114-9861	CONTACT NAME: certs@pciaonline.com PHONE (A/C No. Ext): (800)969-4041 E-MAIL ADDRESS: certs@pciaonline.com	FAX (A/C No): (800)969-4081
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: XL Specialty Ins. Co.	NAIC # 37885
INSURED McKenna Associates, Inc City of Hamtramck 235 East Main Street, Suite 105 Northville MI 48167	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER: 20-21

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$	
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/> N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$	
A	Professional Liability			DPR9966891	10/1/2020	10/1/2021	Each Claim \$ 1,000,000 Aggregate \$ 2,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

FOR INFORMATIONAL PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Mike Cosgrove/SUNNY

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CASCADE CHARTER TOWNSHIP
2865 Thornhills SE Grand Rapids, Michigan 49546-7140

Date: May 7, 2021
To: Cascade Charter Township Board
From: Supervisor Grace Lesperance

Subject: Appointment to Citizen PFAS Advisory Committee

I offer the following resident/property owner for appointment to the Cascade Charter Township Citizen PFAS Advisory Committee:

Ben Greemann. Mr. Greemann is a Mortgage Banker for Greemann Capital. He grew up in Ada and has lived in Cascade for over fifteen years. He enjoys fishing the Thornapple River. I appreciate his willingness to serve on this important Committee and his dedication to ensuring Cascade residents have clean drinking water.



CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7140

Date: May 7, 2021
To: Cascade Charter Township Board
From: Supervisor Grace Lesperance
Subject: **2021 Planning Commission Appointments**

As this Board is aware, three Planning Commission seats expired December 31, 2020. To date, these seats still require formal Board appointment. MCL 125.3815. The three members occupying those seats, whose term expired December 31, 2020, are members Rissi, Johnson, and Noordyke. All three members have graciously continued to hold office until a successor has been appointed, pursuant to their statutory right. MCL 125.3815(15)(2).

To ensure this Board's compliance with MCL 125.3815(15), I offer the following residents for appointment to the Planning Commission for the three terms which expired December 31, 2020:

Scott Rissi (reappointment)

Chris Noordyke (reappointment)

Craig Meurlin (new appointment)

These appointments are based on the need for both experience and a fresh perspective. The reappointments of members Rissi and Noordyke ensure that the Planning Commission maintains its necessary experience and continuity of leadership, while the appointment of Craig Meurlin brings some fresh perspective.

Mr. Meurlin is a 28 year resident of Cascade. He has worked with a wide range of industries and has significant management and real estate experience. Mr. Meurlin moved to the area in 1993 to serve as Amway Corporation's General Counsel. Prior to joining Amway, he was a partner at Jones Day, a global law firm. Most recently, Mr. Meurlin worked as a partner at Warner, Norcross & Judd, with whom he is still affiliated as a retired Of Counsel. Mr. Meurlin served in the US Army, both during college (as a member of the ROTC) and after law school (as a First Lieutenant in the Army Reserve after a period of active-duty service). I appreciate Mr. Meurlin's willingness to serve the community.

I also appreciate member Johnson's service on the Planning Commission.

Conflict of Interest Disclosure

A conflict of interest occurs when an employee's outside interests (for example, financial or personal interests) interfere with Cascade Townships interests or the employee's work related-duties.

Engaging, directly or indirectly, in conduct that is disruptive, disloyal or damaging to Cascade Township is strictly prohibited.

Accepting any gratuity, remuneration, payment, loan or other benefit from any customer or potential customer, vendor, or competitor of Cascade Township of such value that it could be construed as an attempt to influence the employee against the best interests of Cascade Township. Modest hospitality is an accepted courtesy of a business relationship (employees may generally accept meals and novelty gifts, such a pens, pencils, calendars, and other gifts of nominal value customarily exchanged by persons in the regular course of business).

Selecting suppliers based on personal or former business relationships rather than on the merits of their products or services is prohibited.

This Conflict of Interest Form should indicate whether the employee has an economic interest in, or acts as an officer or a director of, any outside entity whose financial interests could potentially interfere with Cascade Township interests or the employee(s) work-related duties. The employee should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by.

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest (your reporting should specify nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of any other employer(s) and any businesses you or a family member own):-

I have no conflict of interest to report.
 I have conflicts of interest to report.

Primary Employment: I am the founder and co-owner of Thornapple Inc (AKA Thornapple Lawn Care) A lawn care, snowplowing, & irrigation company based in Lowell Township serving Kent County.

My Wife (Hazel Rissi) currently is employed by TCF Bank on the mortgage side.

Hazel also recently was asked to serve on the Cascade Thomapple River Association board. A non-profit 501 C7 corporation. (www.cascadeThornapple.org)

As a former board member of the CTRA I occasionally volunteer to help with certain projects, but I am not on the board at this time.



Scott Rissi
4-8-21

Conflict of Interest Disclosure

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I have no conflict of interest to report.

I have conflicts of interest to report.

Chris Noordyke

4/7/21

Member Johnson
(1st)

Conflict of Interest Disclosure

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- I have no conflict of interest to report.
 I have conflicts of interest to report.

 4-E-21
Phillip E. Johnson

Member Johnson
(2nd)

Conflict of Interest Disclosure

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This Conflict of Interest Form should indicate whether the employee has an economic interest in, or ace as an officer or a director of, any outside entity whose financial interests could potentially interfere with Cascade Township interests or the employee(s) work-related duties. The employee should also disclose any personal, business, or volunteer affiliations that may give rise to a real or apparent conflict of interest. Relevant Federally and organizationally established regulations and guidelines in financial conflicts must be abided by.

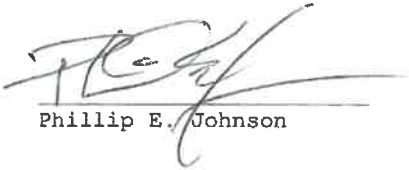
Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest (your reporting should specify nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of any other employer(s) and any businesses you or a family member own).

I have no conflict of interest to report.

I have conflicts of interest to report.

Although I do not believe the following present conflict of interests, I have included in the interest of full disclosure. #1 has previously been disclosed on my initial application for appointment.

- 1.) Retired employment from the Gerald R. Ford International Airport in 2017.
- 2.) Currently employed with Prein&Newhof which has an agreement with the Gerald R. Ford International Airport to provide engineering services. I am not an engineer and do not work on this contract.


Phillip E. Johnson

4-24-21
Date

no conflict of interest to report.

ver, I did want to mention two instances in which I would recuse myself acting upon:

I remain Of Counsel at Warner, Norcross + Judd, LLP. In this role, I have no financial interest in the firm (no capital, no residual interest), nor do I receive anything of value (other than the needed incidents for any continuing practice (e.g., phone, use of a laptop, and shared secretarial support) unless I actually bill and collect from clients for work I personally perform. There are no origination fees, or referral fees of any kind. If I bring in some work and ask another lawyer to assist, I get paid a portion of the amounts collected for my hours - nothing from the work of the other lawyer assisting me.

I would also recuse myself from matters involving Amway Corporation and either the DeVos or Van Andel families. I worked, either directly as SVP of General Counsel or as an outside lawyer for Amway for more than 10 years and in my roles had significant almost daily contact with the first and second generation members of both families. I receive nothing of value from any family member or Amway Corporation itself (or any of its affiliates), but to participate in a matter involving them directly would take on an appearance of impropriety that would be damaging to the reputation for impartiality of the Township Planning Commission.

Jim Meek



CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7140

Date: May 7, 2021
To: Cascade Charter Township Board
From: Supervisor Grace Lesperance
Subject: **Letter of Interest for 2965 Wycliff Drive Property (Refundable)**

As you know, significant public interest exists regarding the Township acquiring this property for public use as a park. The Township was recently contacted by two of the three property owners. Both sellers are residents of Cascade, and would love to see the property used as a community green space/park. However, they also have had significant interest from potential buyers, and currently have a strong offer from a developer. Given the public interest and their connection to Cascade, they contacted the Township and are willing to enter into an agreement, in which the Township puts down a 100% refundable deposit of \$10,000 in exchange for the sellers giving us a certain amount of time to conduct due diligence regarding potential acquisition of the property.

I believe this parcel represents a unique opportunity due to its direct proximity to not only the pathway system and multiple neighborhoods, but also the Thornapple riverfront at Tassel park. In addition to serving as recreational green space, this property has significant potential as a much-needed pathway trail head. All of these passive and inter-related uses were previously identified by the parks committee.

There is a shortage of these types of neighborhood green spaces throughout Cascade, and as the Township continues to be impacted by rapid growth, these opportunities will become increasingly limited. As we hear from many members of the community regarding open and green spaces, "when they're gone, they're gone."