

SCOPE OF WORK FOR:

VILLAGE OF PEWAUKEE STRATEGIC PLAN UPDATE

Updated: March 20, 2019

SUBMITTED TO:

VILLAGE OF PEWAUKEE, WISCONSIN



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PROJECT APPROACH

TPMA follows a vision of incorporating a uniquely well-rounded and balanced approach to our work of guiding the Village through the strategic planning process.



Our Project Team does not view this project as solely research and analysis or as a planning exercise. Rather, we will judge our work by the clear action plans we develop with the Village by conducting three activities – what we call our three A’s:

- **Analysis** – incorporate research and analysis of quantitative and qualitative data to understand current activities and historical trends to inform the planning process.
- **Alignment** – review current assets, challenges, and opportunities to determine objectives with measurable goals and defined action items.
- **Action** – build internal consensus around the plan; identify and pursue resources to support implementation.

It is important to emphasize that these three activities are interdependent. For example, the discussions built into Analysis are for more than just information gathering – they also seek opportunities to validate research, align priorities and resources, and solicit and explore potential opportunities for improvement and collaboration within the Village of Pewaukee.

Our Project Team views our clients as partners and takes pride in working with them to move items from paper to tangible results. We have been particularly successful at translating completed research, analyses, and planning efforts into implementation activities tailored to the assets and opportunities of each client, and we will utilize this strength to maximize value in the Village of Pewaukee. We will work with the Village to set priorities and action steps to affect positive change for the Village, its citizens, businesses, and visitors.

PROJECT METHODOLOGY

Phase I - Analysis

Task 1 - Literature Review of Historical Planning Efforts (Originally Task 2)

In coordination with the Village Administrator, TPMA will review and synthesize relevant plans and studies related to engineering and infrastructure; real estate – including sites and buildings; housing; community services; public safety; finance; legal; community development; transportation; economic development; workforce development; and regional studies that will affect the development of the Strategic Plan. We will emphasize key data points from these reports and plans as they relate to the strategic planning effort for this project.

Timeline: Months 1 & 2 / January - February 2019

Task 2 - Village of Pewaukee Environmental Scan (Originally Task 3)

It is important to integrate regional, state, and national conditions and best practices in local government with a holistic understanding of the existing conditions, historical characteristics, and current context of the Village. This will be completed to develop an effective and contemporary Strategic Plan for the Village of Pewaukee. The Project Team will synthesize these variables through the development of a Village of Pewaukee Environmental Scan. The Scan will integrate the assessment of external trends and best practices, the plans that will be analyzed in the Literature Review, and relevant data and resources including, but not limited to:

- History of the Village of Pewaukee;
- Social and development patterns;
- Land use and development policies;
- Urban, suburban, and rural character;
- Housing characteristics;
- Target industries;
- Culture and diversity;
- Natural environment;
- Institutions;
- Fiscal conditions;
- Socioeconomic and workforce data;
- cursory commercial and office sites & buildings assessment;
- Workforce resources; and
- Village economic development policy and programming

Deliverable: Village of Pewaukee Environmental Scan

Timeline: End of March

Task 3 - On-site #1: Project Initiation and Initial Engagement (Originally Task 1)

TPMA understands that the Village of Pewaukee Strategic Plan Update will require planning, research, analysis, and community and leadership-driven solutions to guide the Village of Pewaukee's government over the next 3-5 years. To be effective, it is important to build a strong relationship between our Project Team, the Village President and Village Board, and the Village Administrator as we mutually plan and execute the strategic planning process. Therefore, the

Project Team will facilitate a pre-project call and subsequently travel to the Village of Pewaukee to launch the project through an On-site Project Initiation.

3.A. Pre-Project Initiation Strategy Call

TPMA will coordinate a conference call with the Village Administrator to prepare for the On-site Project Initiation. During this call, we will review the agenda and expectations for the Project Initiation meetings. TPMA will lead a discussion on the expectation for ongoing engagement and we will confirm the logistics for the Project Initiation visit.

We envision regular engagement with the Village Administrator throughout the strategic planning process. To ensure this, TPMA will work with the Village Administrator to develop a Communication Plan that specifies regular points of interaction, including biweekly coordination calls, working conference calls, presentations, and others as specified in the project scope or requested by the Village Administrator, President, or Board.

3.A.i. Identifying and Engaging Key Stakeholders

Our Project Team will design a stakeholder engagement process that is aligned with the expectations of the Village President, Board, and Administrator. We can scale the appropriate level of partner and community engagements to meet these needs and will work with the Village Administrator on how this engagement process should be planned and executed. TPMA will work with the Village to identify and designate the means for engaging internal and external stakeholders through interviews, workshop conversations, and community meetings.

3.A.ii. Data Collection Protocols

TPMA will work with the Village Administrator to develop clear protocols in scheduling, preparing for, conducting, and following up on all stakeholder engagement activities. Protocols will be important to establish a consistent process when obtaining the qualitative data that will help guide the development of the Strategic Plan. Protocols also will support logistics by ensuring that interviews, workshops, and meetings stay on topic and on time.

3.B. On-site Project Initiation: Interviews with the Village Staff

TPMA will facilitate an On-site Project Initiation with the Village Administrator to discuss:

- Defining success for the project;
- Confirming the scope of work;
- Project schedule;
- Initial and ongoing engagement;
- Assessing the Village's existing mission, vision, and statement of values; and
- Obtaining relevant Village, County, and regional plans and data

Throughout the discussion, TPMA also will be able to identify any additional relevant research questions that could help inform the Village of Pewaukee Strategic Plan. TPMA will interview the Village Administrator separately as well as conduct individual interviews with Department Heads to obtain the project's first qualitative data and Staff Leadership perspectives.

TPMA has interviewed individual, non-leadership, staff members on previous projects. Obtaining their confidential and anonymous perspectives tends to help inform staff and elected leadership on what is working well and what operational improvements should be considered. We encourage

the Village to consider this and, if interested, we can discuss the expanded scope and pricing in more detail if we are selected for the project.

3.C. On-site Project Initiation: Interviews with the Village Board

TPMA will coordinate with the Village Administrator to schedule individual one-on-one interviews with the Village President and Village Board Members to obtain elected leadership perspectives. As part of a sound strategic planning methodology, candid and confidential interviews help to ensure all perspectives are integrated into the strategic planning process and are representative of the collective desires of the Board. Further, interviews will help Board Members prepare to emphasize key points during the group strategic planning workshops.

We will organize interview questions and answers from our discussions with the Village Administrator, Department Heads, Village President, and the Village Board using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis model. A SWOT Analysis is an internal strategic planning framework that collects qualitative data by assessing strengths and weaknesses, with a focus on turning these variables into aligned goals and actionable strategies that reflect the aspirations of the Board and Staff Leadership and that have measurable results. A SWOT Analysis has a strong focus on accountability; and, thus, is a great model for connecting leadership perspectives with a strategic planning process. The SWOT Analysis will be used as a reference document to build upon for the group Board strategic planning workshops and other possible engagements.

3.D. On-site Community and Business Tour of the Village of Pewaukee

One of the best ways to understand the assets of a community is by experiencing it. There is great value in exploring existing village centers, business corridors, and meeting the community and business leaders that drive economic, social, and cultural growth in the Village of Pewaukee. We see great value in allotting additional time to experience the Village and in engaging the community.

TPMA will coordinate with the Village Administrator to identify opportunities to see the Village of Pewaukee's important assets first-hand and briefly engage with business and community leaders. Additionally, we will want to see Village facilities – as they relate to Village operations. Our Project Team will document existing conditions such as traffic and infrastructure; the public realm; educational institutions; industrial, office, and commercial sites; healthcare facilities; housing; real estate opportunities; natural resources; Village facilities, and other important elements that contribute to the strategic planning process.

Deliverable: SWOT Analysis

Timeline: End of April/Early May

3.E Online Community Survey

TPMA will develop an online survey to be distributed through Village of Pewaukee media channels to engage as many community members as possible. Questions will mirror those asked during interviews with key stakeholders in order to get a broader perspective on the key strengths, weaknesses, challenges, and opportunities within the Village.

Deliverable: Community Survey

Timeline: May

Phase II - Alignment

Task 4 - Preparation for the Public Input Forum and Village Board Strategic Planning Workshops

TPMA will stay closely aligned with the Village Administrator as we jointly prepare for the Public Input Forum and the two (2) strategic planning workshops with the Village Board. We will ensure that all data, process, agendas, presentation, and logistics – such as venue and refreshments – align with the expectations of the Village Administrator and the Village President and Board. TPMA will develop a check list for the Public Input Forum and strategic planning workshops, coordinate prep calls with the Village Administrator, organize a dry run of the Forum and strategic planning workshops, and arrive early to have a final in-person coordination meeting with the Village Administrator. TPMA has extensive experience in planning and executing intensive public and leadership strategic planning sessions.

Timeline: April – May

Task 5 - On-site #2: Public Input Forum

After the first on-site for the project initiation, interviews, and community tour, TPMA will travel to the Village of Pewaukee to facilitate a Public Input Forum and to guide the Village Board through separate strategic planning workshops. TPMA will coordinate with the Village Administrator to facilitate an on-site Public Input Forum presenting the strategic planning project, prior plans and results, the Environmental Scan, and engage with the public to integrate their priorities into the strategic planning process. The presentation will encourage participation from all members of the Village to help inform and engage diverse perspectives for the development of the Strategic Plan. The presentation will include visual and spoken presentations of data, trends, and analysis from the process to date.

Further, TPMA will develop focus group activities to engage the public in the process, which will further produce qualitative data for integration into the Strategic Plan. This opportunity enhances community buy-in, ownership, and sustained support for implementation.

Timeline: End of May

Task 6 - On-sites #2: Village Board Strategic Planning Workshops

TPMA will guide the Village Board through three strategic planning workshops. TPMA is flexible and happy to accommodate the Village Administrator, Village President, and the Village Board if a change in the frequency of workshops is requested. However, we recommend hosting all workshops during one on-site in order to streamline the process. We will prepare fact sheets with relevant data and prior planning documentation that will support the strategic planning conversations. Additionally, we will provide an agenda, PowerPoint presentation, printouts, notepads, and pens. Most importantly, TPMA will be prepared to guide the Village Board through the strategic planning workshop agendas. We will organize the workshops into three segments focused on the themes of *Information*, *Ideation*, and *Implementation*.

Our deliberate process will produce the following elements that will be prioritized in the Strategic Plan:

- Mission Statement, Vision Statement, and Statement of Values;
- Goals, Objectives, and Strategies;
- Implementation Matrix (Timeline, Responsible Parties, & Costs); and a
- Key Performance Indicator Framework

Information

While still on-site from the Public Input Forum, TPMA will launch the first Village Board workshop by presenting the topics related to Information. These will include the preliminary results of the SWOT Analysis – derived from the interviews, the Environmental Scan, and key highlights from the Literature Review. Further, we will present a summary of the Village’s assets – both literally (objective assets) and those that we subjectively see as advantageous to the Village. To help guide the conversation and the ultimate continuous improvement of the Village, we also may present a subjective list of potential liabilities. We will engage the Village Board to obtain their perspectives on objective and subjective data regarding the topics of Information.

Ideation

The second workshop will continue with a focus on Ideation – the creative, yet realistic, development of the Village Board’s priorities. Ideation will start with an engagement of the Village Board to establish or confirm the Village’s Mission Statement, Vision Statement, and Statement of Values. Engaging questions will be focused and organized to develop the Goals, Objectives, and Strategies that will be essential to the development of the Strategic Plan.

Implementation

The third workshop will focus on Implementation, which will include accountability; key performance indicators; and the process for the renewal or reinvention of the Village’s next Strategic Plan. TPMA will launch the third strategic planning workshop with a review of the Information and Ideation workshops, make any final adjustments, and confirm the Strategic Plan elements to transition the workshop to a discussion around implementation.

We firmly believe that a Strategic Plan must be one that is built upon consensus, is adopted – yet flexible as appropriate, but most importantly has ownership and demands accountability. TPMA will work with the Village to construct an Implementation Matrix along with a living Key Performance Indicator Framework. Further, we seek to empower the Village to maintain and update the Strategic Plan throughout the years after adoption. Therefore, we will ensure that the Strategic Plan is built for moderate updates and is easily connected to future planning.

TPMA will document all conversations, follow up on outstanding questions, support the Village Project Leadership on any easily accessible research related to the strategic planning, and use the qualitative data produced from the strategic planning workshops to draft the Strategic Plan.

Deliverable: Mission, Vision, & Statement of Values; Goals, Objectives & Strategies; Timeline, Responsible Parties & Costs; Monitoring Success & Key Performance Indicators; and Considerations for the Next Planning Process

Timeline: On-site: End of May; Draft Deliverable: Mid-June

Phase III - Action

Task 7 - Draft Village of Pewaukee Strategic Plan

TPMA will integrate all research, sub-deliverables, and direction from the strategic planning workshops, to develop a navigable and action-oriented draft Village of Pewaukee Strategic Plan. The Strategic Plan will include objective and qualitative research; operational enhancements; funding, management, staff, and partner alignment; and aligned goals, objectives, and strategies that will meet the expectations of the Village Board and the community.

Deliverable: Draft Village of Pewaukee Strategic Plan (inclusive of all sub-deliverables)

Timeline: End of June

Task 8 - Public Comment Period and Village Leadership Refinement Session

TPMA will work with the Village Administrator to provide opportunity for public comment on the draft Strategic Plan. TPMA recommends a multitude of public comment opportunities including, but not limited to, submitting a press release explaining that there is a draft of the plan, hosting the draft plan on the Village's website and allowing for virtual comment – possibly using an online survey, and making several hard copies available at Village Hall. TPMA is prepared to coordinate any of these public comment opportunities.

Additionally, TPMA will provide the Village President, Board, Administrator, and relevant Department Heads – as directed – appropriate and ample time to read, review, and request edits to the draft Strategic Plan. To facilitate the review process, TPMA will lead an engaged refinement session by conference call or virtual presentation with the Village President, Board, Administrator, and Directors to discuss the draft and to prepare to adjust as requested.

Timeline: Early July

Task 9 - On-site #3: Presentation of the Final Village of Pewaukee Strategic Plan to the Village Board

TPMA will integrate Village President, Board, Administrator, Department Head, and public feedback into the development of an impactful, action-oriented, and living Village of Pewaukee Strategic Plan. The Strategic Plan will include an Implementation Matrix and KPI Framework, which guides action and the sustainable practices needed to maintain momentum throughout the months and years. Additionally, TPMA will provide a system for the renewal and update of the Village's Mission, Vision, Statement of Values, Goals, Objectives, and Strategies.

TPMA will travel on-site and facilitate a public presentation of the Strategic Plan to the Village Board. The presentation will include a summary of the Strategic Plan; important factors for implementation; and a focus on keeping leadership, staff, and the public engaged as key stakeholders to ensure the successful realization of the Strategic Plan's goals. Our Project Team will offer high-level recommendations for communicating the launch of the Strategic Plan to both internal and external audiences. Examples of these might include high-level recommendations for a press release, traditional and social media, and continued public and partner engagement.

Deliverable: Final Village of Pewaukee Strategic Plan (inclusive of all sub-deliverables)

Timeline: End of July

Project Deliverables

TPMA confirms that the Project Team will provide the following project deliverables:

- Mission Statement
- Vision Statement
- Statement of Values
- Environmental Scan
- SWOT Analysis
- Goals, Objectives & Strategies
- Timeline, Responsible Parties & Costs
- Monitoring Success and Key Performance Indicators
- Considerations for the Next Planning Process

WORK PLAN & TIMELINE

TPMA anticipates a five-month project with a start date in early 2019. We are flexible and able to start when the Village is ready. The table below shows the anticipated timing for the project phases and tasks, with an asterisk (*) denoting on-site meetings. Our Team is willing to discuss the scope of work, scalability, and best uses of resources to achieve project objectives.

Project Timeline	March	April	May	June	July
Phase I – Analysis					
Task 1 – Literature Review of Historical Planning Efforts					
Task 2 – Village of Pewaukee Environmental Scan					
Task 3 – On-site #1: Project Initiation and Initial Engagement		*			
Phase II – Alignment					
Task 4 – Preparation for the Village Board Strategic Planning Workshops					
Task 5 – On-site #2 Public Input Forum			*		
Task 6 – On-site #2: Village Board Strategic Planning Workshops			*		
Phase III – Action					
Task 7 – Draft Village of Pewaukee Strategic Plan					
Task 8 – Public Comment Period and Village Leadership Refinement Session					
Task 9 - On-site #3: Presentation of the Final Village of Pewaukee Strategic Plan to the Village Board					*