

PROPOSAL

LEADERSHIP AND STRATEGIC PLANNING for 2017

**Chair and County Board
Scott County
January 2017**

Program Outcomes

➤ **VISION, GOALS, PLAN (5 YEAR), and, MISSION FOR THE SCOTT COUNTY**

- Vision 2032: A Vision Statement with defined, value-based principles that describe the preferred future in 15 years for the Scott County
- Goals for 2022: Four to six Goals with measurable objectives which become major focus areas for the Scott County
- Plan 2017 – 2022: A Plan to realize the Vision, to enhance the Mission and to achieve the Goals with an analysis of major challenges and opportunities and specific deliverable actions
- Mission: A Mission Statement that defines what should be the primary purposes of the Scott County with operating guidelines and service priorities

➤ **STRATEGIC DISCUSSION ON CRITICAL ISSUES**

- Critical Issues: key issues shaping the Scott County future
- Strategy: desired outcomes, potential partners, activities, timeframe

➤ **ACTION AGENDA FOR 2017**

- Policy Agenda for 2017: A Top “10” list of Top and High Priority policy related actions for the Chair and County Board to address during the next year
- Management Agenda for 2017: A Top “10” List of Top and High Priority management or administrative actions for the next year
- Major Projects for 2017: A list of key projects to be completed or requiring significant work for the next year
- Action Outlines 2017: For prioritized actions including activities/milestones, timeframe, responsible party/team
- Guidelines for Budget and Capital Projects: direction, priorities

➤ **MAKING THE STRATEGIC PLANNING PROCESS WORK FOR THE SCOTT COUNTY**

Institutionalizing the process in the governance process and the organization

- Progress Matrix or Status Reports
- Marketing the Plan to the Community
- Incorporation into Policy Reports, Budget Plan Development, Program Development, Project Planning

Program Outline

ACTIVITY 1: Strategic Planning Activity Outline for the Scott County

The consultant will consult with the Chair/County Administrator to finalize purposes, work products, activities, and time frames.

ACTIVITY 2: Chair, County Board and County Administrator Background Interviews

The consultant will interview the Chair, each member of the County Board, the County Administrator, County Attorney and others. The purposes of each interview are to:

- Gain background on the Scott County and the community
- Discuss their vision for the future, mission of Scott County, goals for 2022
- Identify and discuss issues today and opportunities on the horizon
- Focus on key topics for the Workshop

During the interview, the questions are likely to explore the following information:

1. During the past year, what are the major successes for the Scott County?
2. What did not get accomplished this past year or is in progress and needs to continue for the next year?
3. As you talk with residents, what are their messages to you about issues today and their desires for the future?
4. What are Scott County's primary strengths, weaknesses, opportunities and threats?
5. As you look to the future, what are the major challenges facing the Scott County?
6. Success for the Scott County in 2032 means . . . ?
7. What do you believe are the most important 5-year goals for the Scott County?
8. During the next year, what are the specific, major issues that you feel need to be addressed by the Scott County?
9. What suggestions do you have for increasing the effectiveness of the Chair and County Board?
10. What other topics do you feel need to be addressed during the workshop?

Additional questions are likely to be added to this list based upon further discussion.

ACTIVITY 3: Interview Analysis and Preparation of Leader's Guide 2017 – a Working Document for Heads

The consultant will analyze the interview data and prepare a summary of:

- Vision 2032 Rough Outline Draft: Statement with defined principles
- Working Draft Goals for 2022 with Objectives
- Potential Targets for Action 2017
- Mission Rough Outline Draft: Purpose of County Government with defined principles and core services

These drafts will be placed in a Leader's Guide – A Working Document for Management Team that will be used and modified during the Strategic Planning process.

ACTIVITY 4: Strategic Planning Session 1 for Management Team

A one-day Leadership and Strategic Planning Workshop will be held. The purpose of this session is to:

- Provide background on Strategic Planning
- Review accomplishments from the past year
- Focus on Vision, Mission and direction for the Scott County
- Identify topics for Chair and County Board Workshop
- Develop 5-year Plan with initial ideas for deliverables

The specific agenda will be developed and submitted to the County Administrator. The Workshop should be flexible, adjusting to your needs, and should be fun in order to maximize the learning experience.

ACTIVITY 5: Preparation of Leaders' Guide 2017 for Chair and County Board

The Consultant will analyze the interview data and prepare a summary of:

- Vision 2032 Rough Draft: Statement with defined principles
- Mission Rough Draft: Purpose of County Government with defined principles
- Working Plan with Draft Goals for 2022, Objectives, Challenges and Opportunities
- Potential Targets for Action 2017

These drafts will be placed in a Leader's Guide – A Working Document that will be used and modified during the Chair and County Board Workshop.

ACTIVITY 6: Leadership and Strategic Planning Workshop I for Chair and County Board

A 1½ – 2 days Leadership and Strategic Planning Workshop will be conducted for the Chair and County Board. The specific agenda will be developed based upon the interviews. A typical outline for a Leadership and Strategic Planning Workshop follows:

1. Keys to County Success: Effective Leadership and Teamwork
2. Realities for 2017: for Counties, for Scott County
3. Strategic Planning Model the Scott County
4. Performance Report 2016
5. Scott County's Vision 2032
6. Scott County: Mission and Core Services
7. Goals for 2022
8. Plan 2017 – 2022: Initial Draft

ACTIVITY 7: Strategic Planning Workshop II for Management Team

A one-day Strategic Planning Workshop is suggested for the Management Team. This workshop will focus on:

- Vision 2032: Review, Reality Test
- Goals 2022: Review, Reality Test
- FOR EACH GOAL
 - Outcome-based Objectives: Review
 - Value to Residents: Review
 - Challenges and Opportunities with Short Term Priority
 - Actions 2017 with Initial Priority
- Scott County's Mission and Service's: Review
- Action Outlines 2017: Development (with Key Issues, Activities/Milestones, Time Frame, Responsible Party)

ACTIVITY 8: Citizen Summit (Optional)

In many counties, the Chair and County Board desire to have public input prior to finalizing the strategic plan. The problem has been that at County Hall meetings or neighborhood meetings the discussion is dominated by the negativist and/or the attendance is small. In working with various counties, we have refined an effective process for citizen input – called “Citizen Summit”.

A “Citizen Summit” is scheduled to provide meaningful citizen input for the Strategic Planning Process. It is usually held in the evening from 6:00 – 9:00 p.m. The Chair and County Board members invite 7 – 10 individuals to attend. I encourage the inclusion of high school students. A written invitation is prepared by County Staff and sent to each individual with a RSVP requested. I also encourage Chair and each Board member to call the individuals that they invite. The County Administrator's office compiles a list of participants, finalizes arrangements and location.

This meeting process is designed to allow public input by written comments, small focus group discussion or large focus group discussion. The topics focus on: Reasons for Living in Scott County, Actions to Enhance their Quality of Life, Major Issues for the Next Year; Opportunities for the Community, and Messages to the Chair and County Board. The outcomes from this meeting are specific information from Citizen Input and dialog between the Chair and County Board with the Community.

ACTIVITY 9: Leadership and Strategic Planning Workshop II for the Chair and County Board

Leadership and Strategic Planning Workshop II (2 – 4 hours) will be held for the Chair and County Board. The purposes of this Workshop are:

- Plan 2017 – 2022: Refinement and Finalization
- Action Agenda 2017: Policy Agenda 2017 – Top Priority, High Priority; Management Agenda 2017 – Top Priority, High Priority
- Action Outlines on Key Issues: 2017
- Actions to Make the Strategic Planning Process Work for Scott County

ACTIVITY 10: Final Reports for the Chair, County Board and County Administrator

As a follow-up to the workshop, the following reports will be prepared for the Chair, County Board and County Administrator:

- Strategic Plan 2017 – 2022 - 2032
- Executive Summary 2017 – 2022 – 2032 (small booklet)
- Action Agenda 2017 with Monthly Calendar
- Leader's Guide 2017 – Final Report
- Plan in Brief 2017 (1 page/2-sided, laminated)
- Performance Report 2016

These reports become working documents for the next year.

STRATEGIC FRAMEWORK

VISION 2032

“Desired Destination for Scott County”

PLAN 2022

“Map to Scott County’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Scott County”

BELIEFS

“How Scott County Should Operate”

STRATEGIC FRAMEWORK BASIC ELEMENTS

VISION

**“What We Want to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN

**“Our Road Map for 5 Years – How to Realize Our Vision with
Achievable Goals Defined Through: Objectives, Meaning to
Our Residents, Challenges and Opportunities, Actions 2017,
Major Projects 2017 and Actions on the Horizon.”**

EXECUTION

**“Actions to Implement the Plan – A Work Program for Next Year
with a “To Do” List for Chair, County Board and Management – To
be Completed with Accountability for the Results.”**

MISSION

**“Purposes of County Government – Determined in Service
Businesses Defined in: Operating Elements, Business Successes,
Challenges and Opportunities and Service Improvements 2017.”**

BELIEFS

**“Our Core Beliefs Which are the Foundation for Our County
Government – Creating a Corporate Culture of Action and
Accountability, the Primary Value, As Defined in Performance
Standards to Guide Behaviors and Actions.”**

HOW WE CONDUCT OUR BUSINESS

Consultant Resume and Qualifications

Lyle J. Sumek, President
Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, Florida 32137-3373
(386) 246-6250

Academic

A.B. in Public Administration, San Diego State College, 1967
M.S. in Public Administration, San Diego State College, 1968
Ph.D. in Public Administration, University of Southern California, 1977

Local Government

Management Intern, City of San Diego, 1965
Management Assistant, City of San Diego, 1965 – 1968
(Fire Department, Public Works Department, City Manager's Office)

University Teaching

Instructor, University of Southern California, 1970 – 1972
Assistant Professor, Northern Illinois University, 1972 – 1973
Associate Professor and Assistant Dean (Boulder Campus),
University of Colorado, 1973 – 1979

Consulting Services

President, Sumek Associates, Inc. (a Colorado Corporation), 1979 – 1991
President, Lyle Sumek Associates, Inc. (a Florida Corporation), 1991 – Present

Publications

Numerous Publications on Leadership, Strategic Planning, Team Building and
Aligning the Corporate Culture – High Performance Organization Accountable
for the Results

References

City of Dothan, Alabama

Mike West, City Manager
126 N Saint Andrews Street
Dothan, AL 36303
(334) 615-3125

City of Dubuque, Iowa

Michael C. VanMilligen, City Manager
50 W 13th Street
Dubuque, IA 52001
(563) 690-6036

Tuolumne Utilities District

Tom Haglund, General Administrator
18885 Nugget Boulevard
Sonora, CA 95370
(209) 532-5536

City of Bettendorf, Iowa

Decker Ploehn, City Administrator
1609 State Street
Bettendorf, Iowa 52722
(563) 344-4007

City of Fort Lauderdale, FL

Lee Feldman, City Manager
100 N Andrews Avenue
Ft. Lauderdale, FL 33301
(954) 828-5959

Town of Normal, IL

Mark Peterson, City Manager
100 E Phoenix Avenue
Normal, IL 61761
(309) 454-9501

City of West Sacramento

Martin Tuttle, City Manager
1110 W Capitol Avenue
West Sacramento, CA 95691
(916) 617-4512

City of Clive, Iowa

Dennis Henderson, City Manager
1900 NW 114th Street
Clive, IA 50325
(515) 223-6220

City of Sugar Land, Texas

Allen Bogard, City Manager
2700 Town Center Boulevard North
Sugar Land, TX 77479
(281) 275-2700

City of Virginia Beach, Virginia

Dave L. Hansen, City Manager
2401 Courthouse Drive
Building 1, Room 234
Virginia Beach, VA 23456-9001
(757) 385-4242

More references are available upon request.

Fee Estimate

Leadership and Strategic Planning

Scott County

January 2017

ESTIMATED BILLING TIME:

Number of days scheduled is flexible and is based on the needs of the County.

- ACTIVITY 1** Strategic Planning Outline for the Scott County
- ACTIVITY 2** Chair and County Board, County Administrator, Background Interviews
(1 hour per person, in person or by phone, billed at actual time)
- ACTIVITY 3** Interview Analysis and Preparation of Leader’s Guide 2017 – A Working Document for Management Team
- ACTIVITY 4** Strategic Planning Session I for the Management Team
- ACTIVITY 5** Interview Analysis and Preparation of Leader’s Guide 2017 – A Working Document
- ACTIVITY 6** Strategic Planning Session I for Chair and County Board
- ACTIVITY 7** Strategic Planning Workshop II for Administrators
- ACTIVITY 8** Citizen Summit (Optional)
- ACTIVITY 9** Leadership and Strategic Planning Workshop II for Chair and County Board
- ACTIVITY 10** Final Reports

Total Estimated Time _____ 8-12 Days

** Cancellation/unavailability of individuals may result in additional charges*

CONSULTATION FEES:

Individual consultation _____ \$ 250.00 per hour
 _____ \$2,000.00 per day on-site
 (8 hours)

The typical cost is \$16,000 - \$26,000 to completion + expenses + products.

EXPENSES: _____ Additional Costs

Including, but not limited to:

- *Airline Tickets*
- *Travel/Auto Expenses*
- *Telephone Usage/Fax Usage Fee (billed at \$12.00/hr.)*
- *Assessment Instruments*
- *Accommodations and Meals*
- *Typing, Duplication, Binding, Shipping*
- *Products:*
 - *Strategic Plan (coil bound)*
 - *Executive Summary (booklet)*
 - *Action Agenda 2017*
 - *Leader's Guide Summary Report*
 - *Plan in Brief*

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES
THAT THIS RESOLUTION HAS BEEN FORMALLY
APPROVED BY THE BOARD OF SUPERVISORS ON

DATE

SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

February 23, 2017

APPROVING AGREEMENT WITH LYLE SUMEK ASSOCIATES, INC FOR
LEADERSHIP AND STRATEGIC PLANNING FOR 2017

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

Section 1. That the proposal from Lyle Sumek Associates, Inc. for Leadership and Strategic Planning for the Board of Supervisors and Scott County Staff in the amount of \$250.00 per hour individual consultation, \$2,000 per day on-site consultation fees, and expenses be approved.

Section 2. That the County Administrator is hereby authorized to sign said agreement on behalf of the Board.

Section 3. This resolution shall take effect immediately.