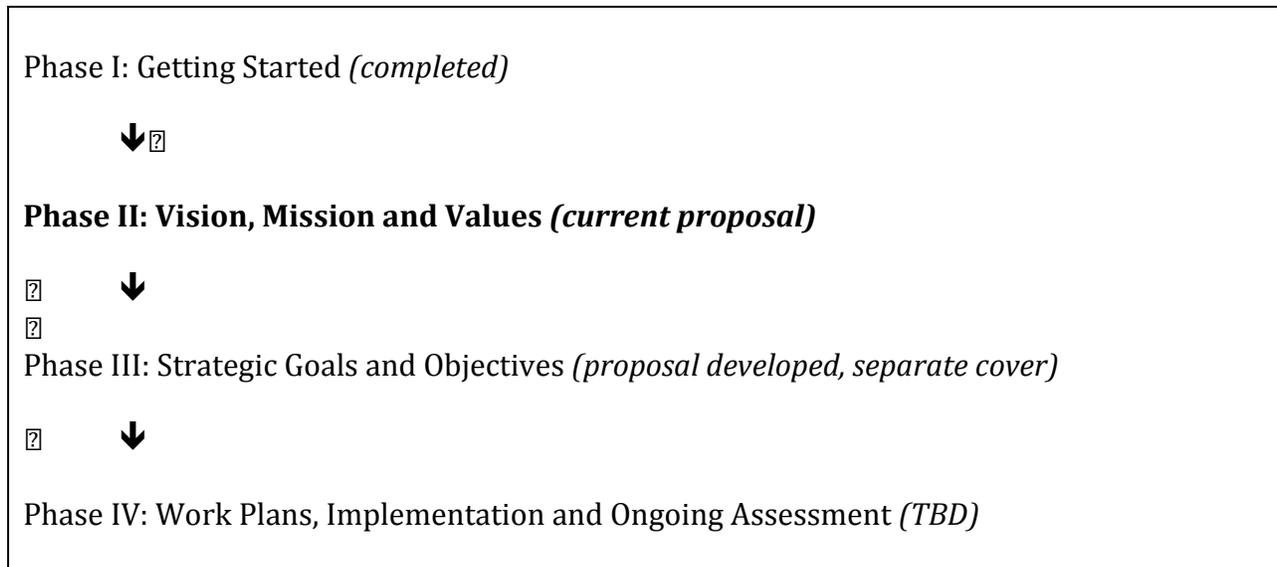


**Proposal for City of Milpitas Strategic Planning Process**  
***Phase II: Vision, Mission and Values***

**Background**

The City of Milpitas secured the services of Shawn Spano, PhD, President and Senior Consultant with the Public Dialogue Consortium ([www.publicdialogue.org](http://www.publicdialogue.org)), to initiate a citywide strategic planning process. As a result, a framework was developed for conducting the strategic planning process in four phases (see diagram below). Phase I: Getting Started was completed in July 2013. The current proposal is for Phase II: Vision, Mission and Values. A separate proposal for Phase III: Strategic Goals and Objectives has also been developed.



**Summary of Phase I: Getting Started**

This phase was designed to engage City Council and the Executive Management Team in helping to shape the Strategic planning process. Phase I activities included:

- Strategic Plan launch presentations to City employees, City Council and the Executive Management team
- One-on-one interviews with each of the Executive Management Team members
- One-on-one interviews with four City Council members
- An all-day Strategic Planning meeting with the Executive Management Team
- Ten planning meetings with the City Manager and Executive Management Team

**Key outcomes accomplished in Phase 1:**

- City Council and Executive Management Staff have a shared understanding of the strategic planning process and are, for the most part, invested in it.

- The community groups, organizations and individuals who will be engaged in Phase II were identified
- The employee engagement team members who will convene in Phase II were identified.
- The results of Phase I were used to develop this proposal for Phase II of the project.

**Key deliverables from Phase I:** Document detailing the four phases of the entire Strategic Planning process; materials (agenda, slides, etc.) and notes for launch presentations; interview protocol for executive Management Team and Council one-on-ones; detailed interview summary from Executive Management Team one-on-ones; materials (agenda, slides, etc.) and summary notes from Executive Management Team detailed; handout describing the Employee Engagement Team process.

### **Proposal for Phase II: Vision, Mission and Values**

The purpose of Phase II is to elicit input from a broad spectrum of Milpitas community members and all of the City employees, and to work with the City Manager, Executive Management Team and City Council to use that input to develop a Vision, Mission and set of underlying Values that will help guide the City and establish a foundation for Phase III: Strategic Goals and Objectives. The primary product of this phase will be a Vision, Mission and Values document that is captured and communicated in a format that is compelling, meaningful and visually appealing (i.e. text and graphics).

A less tangible, though equally important outcome of Phase II results from the process of engaging the community and employees in open and honest communication about the future of Milpitas. Asking stakeholders for their input, while acting authentically to integrate their views into the process, will help create lasting partnerships and trusting relationships. Moreover, we believe that community members and City employees will be more committed to the Strategic Plan and willing to help implement it to the extent that they see themselves involved in developing it.

What follows is an outline of the tasks and activities proposed for Phase II, along with a list of deliverables and a projected timeline.

#### **Task 1: Community Engagement**

- Develop engagement questions and format for face-to-face interactions, including template for collecting and uploading data.
- Prepare PDC public dialogue facilitators to conduct face-to face engagements, and collect and upload data.
- Compile contact information for community groups, organizations and individuals; schedule and conduct engagements at their “home” locations.
- Conduct at least “one community forum” at City Hall; open to all members of the public, using the same questions and format for other community engagement events.

- Develop an online tool for eliciting community input, using the same questions as the face-to-face engagements.
- Consultants meet with City Council and Executive Management Staff to provide updates on community engagement activities, and to elicit input on next steps.

**Deliverables for Task 1:** Community engagement packet (questions, format, data collection template, etc.); raw data from the face-to-face engagements and online tool.

**Timeline:**

- August - September 2013: Develop materials and schedule face-to-face engagements and community forum.
- October 2013 - February 2014: Conduct community engagement events.

**Task 2: Employee Engagement**

- Develop employee engagement questions and format for face-to-face interactions, including template for collecting and uploading data.
- Train Employee Engagement Team (EET) to conduct face-to-face engagements, and collect and upload data.
- Conduct an all-employee meeting to introduce the EET members to the organization and to prepare employees for the small group discussions.
- EET members partners with PDC senior consultants and associates to conduct employee engagement sessions with all City employees.
- Develop an online tool for eliciting employee input, using the same questions as the face-to-face engagements.
- Consultants meet with City Council and Executive Management Staff to provide updates on employee engagement activities, and to elicit input on next steps.

**Deliverables for Task 2:** Employee training engagement packet (questions, format, data collection template, etc.); raw data from the face-to-face engagements and online tool; agenda and meeting materials for all-employee meeting.

**Timeline:**

- August - September 2013: Develop materials and begin scheduling employee engagement sessions
- October 2013 - February 2014: Conduct employee engagements sessions

**Task 3: Data Analysis and interpretation**

- Conduct qualitative analysis on the raw data collected from the community and employee engagements and online tools.
- This involves coding the data, identifying patterns and themes, and identifying similarities and differences between and among the different groups.

**Deliverables for Task 3:** Raw data from the community and employee engagements; and preliminary results from the analysis in the form of draft themes and value categories.

**Timeline:**

- February - March, 2014: Conduct data analysis and produce draft themes, value categories

**Task 4: Preparation of Draft Vision, Mission and Values**

- Develop text of draft Vision, Mission and Values document
- Meet with City Council and Executive Management Team to review draft and elicit feedback

**Deliverable for Task 4:** Draft document prepared for Council and Executive Management Team review, with plan for final graphics and layout.

**Timeline:** April 2014

**Task 5: Preparation of Final Vision, Mission and Values Document**

- Finalize the draft document, incorporating the feedback and suggestions from Council and the Management Team.

**Deliverable for task 5:** Final Vision, Mission and Values document

**Timeline:** May 2014

## Professional Rates & Anticipated Fee Proposal

### *Professional Rates*

<b>Hourly</b>	<b>Role</b>	<b>Team Member</b>
\$200	Project Team Lead	<i>Shawn Spano, PDC President &amp; Senior Consultant</i>
\$100	Project Team Assistant	<i>Jennifer Mair, PDC Executive</i>
\$150	Project Team Senior Consultant	<i>Linda Blong, PDC Senior Director</i>
\$50	Public Dialogue Facilitators	

### *Anticipated Fees per Task/Deliverable*

#### **Task 1: Community Engagement** **Projected Fees \$26,750**

Project Team Lead	55 hrs	\$11,000
Project Team Assistant	55 hrs	\$5,500
Project Team Senior Consultant	35 hrs	\$5,250
Public Dialogue Facilitators	100 hrs	\$5,000

#### **Task 2: Employee Engagement** **Projected Fees \$19,750**

Project Team Lead	55 hrs	\$11,000
Project Team Assistant	35 hrs	\$3,500
Project Team Senior Consultant	35 hrs	\$5,250

#### **Task 3: Data Analysis and Interpretation** **Projected Fees \$15,000**

Project Team Lead	50 hrs	\$10,000
Project Team Assistant	20 hrs	\$2,000
Project Team Senior Consultant	20 hrs	\$3,000

#### **Task 4: Draft Vision, Mission and Values** **Projected Fees \$15,000**

Project Team Lead	50 hrs	\$10,000
Project Team Assistant	20 hrs	\$2,000
Project Team Senior Consultant	20 hrs	\$3,000

#### **Task 5: Final Vision, Mission and Values** **Projected Fees \$15,000**

Project Team Lead	50 hrs	\$10,000
Project Team Assistant	20 hrs	\$2,000
Project Team Senior Consultant	20 hrs	\$3,000

**TOTAL PROJECTED FEES** **\$91,500**

## Key Personnel

### *The PDC Project Team*

All PDC team members have extensive experience relevant to the particular roles in which they will be serving this project.

**Shawn Spano, Ph.D.** will serve as Project Team Lead. Shawn is President and Senior Consultant with the Public Dialogue Consortium. Shawn has over 16 years of experience working with city government and public organizations, including multi-year projects with three different municipalities. Shawn is a specialist in designing and facilitating public forums, meetings, training workshops and off-site retreats with leaders, executive staff, elected officials, middle managers, commissions and boards, and local residents.

Shawn is a Professor in the Communication Studies Department at San José State University. He teaches courses and conducts research in dialogue facilitation and public communication. He recently served as the principle investigator on a Ford Foundation grant given to SJSU to develop a Difficult Dialogues Initiative on campus. Shawn was selected “SJSU Outstanding Professor” in 2000, and has published numerous articles and chapters, including the book, *Public Dialogue and Participatory Democracy*.

Shawn’s client list includes the City of San José, City of Cupertino, City of Fremont, City of San Carlos, City of Mountain View, Town of Los Gatos, City of Pismo Beach, Joint Venture: Silicon Valley Network, Santa Clara County Registrar of Voters, The Health Trust, Silicon Valley Commonwealth Club, and the Community Coalition for End of Life Care. Shawn also has corporate experience as a consultant with Apple Computer, e-Bay, Yahoo, Network Applications (NetApp) and Printroom.

**Jennifer Mair, M.A.** will serve as Project Team Assistant. Jennifer is the Executive Director, team consultant and facilitator with Public Dialogue Consortium. She joined PDC in 2009 to assist in organizational planning and development, and to work for quality public engagement in our communities. Jennifer teaches Communication Studies at Skyline College just south of San Francisco, CA where she organizes and hosts student dialogues. In addition to her M.A. in Communication Studies, she completed the award winning Dialogue Deliberation and Public Engagement Certificate Program at Fielding University in January 2011.

**Linda Blong, Ph.D.** will serve as Project Team Senior Consultant. Linda works with the PDC to design and facilitate training workshops, citizen engagement processes and public meetings with elected officials, administrative staff and local residents. She comes to this position with extensive experience as co-leader and faculty in the Dialogue, Deliberation and Public Engagement Certificate Program at Fielding Graduate University. In that role

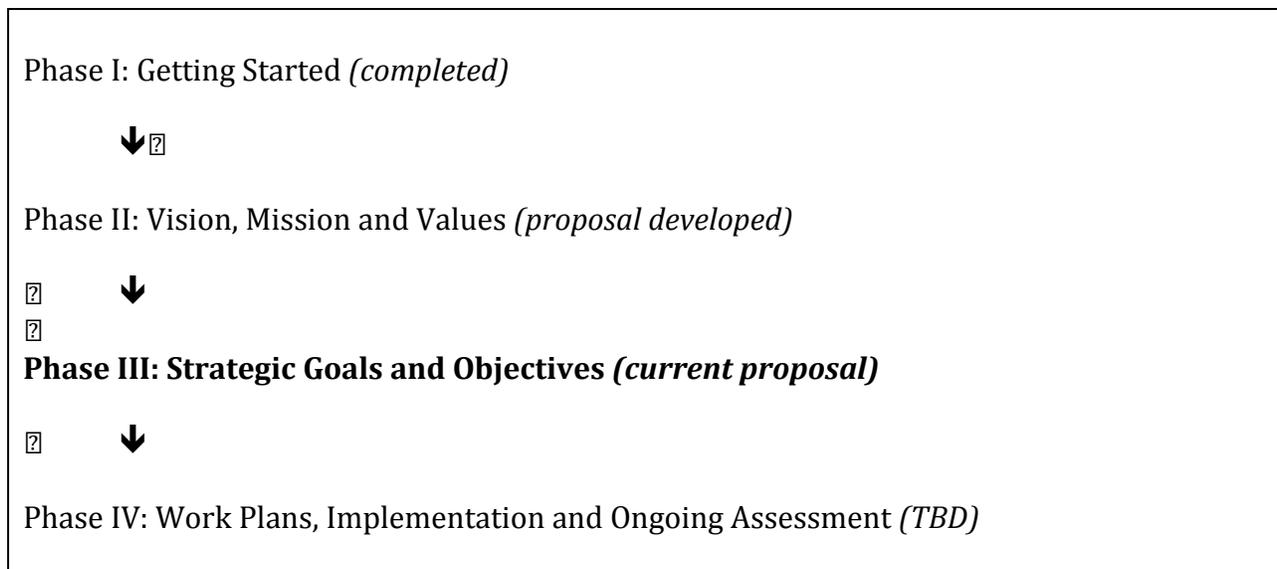
she helps direct and teach the 17 week certificate program aimed at developing the mastery of mid-career specialists in public dialogue and deliberation. Her interests in applied public communication were formed when she was student in the certificate program at Fielding Graduate University, culminating in her doctoral research study, “Making Public Deliberation: A Study of Moderator Episode Work at National Issues Forums.”

Linda is also a Senior Project Specialist at the Napa County Office of Education where she provides content and process expertise for California’s State Professional Development Grant. She is currently working with a team to advise the California Department of Education on the development of a statewide technical assistance system to address the needs of districts working to improve their policies, procedures, and practices in problem areas related to California’s State Performance Plan indicators. Before that, she served for 10 years as the Director of Projects with California Institute on Human Services at Sonoma State University.

**Proposal for City of Milpitas Strategic Planning Process**  
***Phase III: Strategic Goals and Objectives***

**Background**

The City of Milpitas secured the services of Shawn Spano, PhD, President and Senior Consultant with the Public Dialogue Consortium ([www.publicdialogue.org](http://www.publicdialogue.org)), to initiate a citywide strategic planning process. As a result, a framework was developed for conducting the strategic planning process in four phases (see diagram below). Phase I: Getting Started was completed in July 2013. A separate proposal for Phase II: Vision, Mission and Values has been developed. This proposal is for Phase III: Strategic Goals and Objectives



**Desired Results of Phase II: Vision, Mission and Values**

Phase II is designed to elicit input from a broad spectrum of Milpitas community members and all of the City employees, and to work with the City Manager, Executive Management Team and City Council to use that input to develop a Vision, Mission and set of underlying Values. The results of Phase II will be used to establish foundation for Phase III.

**Proposal for Phase III: Strategic Goals and Objectives**

The purpose of Phase III will be to involve the Executive Management Team and other managers, supervisors and employees in developing *citywide* goals/objectives and strategies. What is envisioned at this point is a relatively small number of goals that emanate from the vision, mission and values. Each of the goals will have multiple objectives that outline the specific parameters of the goals, how they will be achieved and the metrics used to measure success.

What follows is an outline of the tasks and activities proposed for Phase III, along with a list of deliverables and projected timeline. Note that the timeline for Phase II overlaps with Phase III. That is, work on developing the Strategic Goals and Objectives will begin concurrently as the Vision, Mission and Values are being drafted.

**Task 1: Engage with Executive Management Staff and Others Managers**

- Conduct multiple meetings with executive staff, and other managers and supervisors to develop, review and revise the strategic goals and objectives.
- Develop a matrix for developing and recording the component parts of the goals and objectives document (i.e. owner, sponsor, development team, resources, etc.).
- Develop meeting materials (agendas, format, decision-making structure, etc.) for the Executive Management Staff and Manager’s meetings.

**Deliverables for Task 1:** Goals and objectives matrix, and meeting materials and meeting notes.

**Timeline:**

- December 2013: Develop matrix and meeting materials.
- January – April 2014: Conduct Executive Management and manger’s meetings.

**Task 2: Preparation of Draft Strategic Goals and Objectives**

- Develop text of draft Strategic Goals and Objectives.
- Meet with Executive Management Staff and manger’s to review and revise draft (see Task 1 above).

**Deliverable for Task 2:** Draft document prepared for review and revision by Executive Management Staff, mangers and City Council.

**Timeline:** March - April, 2014

**Task 3: Updates with City Council**

- There will be periodic updates with City Council to inform them about the work that Executive Management Staff and mangers have done on the goals and objectives, and to elicit reactions and feedback to the draft goals and objectives.

**Deliverable for Task 3:** Meeting materials for Council updates; notes from Council meetings.

**Timeline:** January - April, 2014.

**Task 4: Employee Engagement Meeting(s)**

- Utilizing the Employee Engagement Team, all City employees will be informed about the work that Executive Management Staff and mangers have done on the goals and

objectives, and to elicit their reactions and feedback on the proposed goals and objectives document. This will be accomplished at one all-employee meeting, or a series of smaller meetings.

- Train Employee Engagement Team to conduct face-to-face meeting(s), and collect and summarize input on the proposed goals and objectives.

**Timeline:**

- March 2014: Develop materials for Employee Engagement Team training and all-employee meeting(s).
- March - April 2014: Conduct Employee Engagement meeting(s)

**Task 5: Preparation of Final Strategic Goals and Objectives**

- Finalize the draft Goals and Objectives document, incorporating the feedback and suggestions from the Executive Management Staff, managers, employees and Council. Integrate the Vision, Mission and Values from Phase II into the Goals and Objectives document, with text and graphics.
- The final Strategic Plan document, with the Vision, Mission, Values, Goals and Objectives all included, will be launched with Council, Managers, employees and community members in a public recognition event.

**Deliverables for task 5:** Final Vision, Mission and Values document; materials for public recognition event.

**Timeline:** June 2014

# Professional Rates & Anticipated Fee Proposal

## *Professional Rates*

<b>Hourly</b>	<b>Role</b>	<b>Team Member</b>
\$200	Project Team Lead	<i>Shawn Spano, PDC President &amp; Senior Consultant</i>
\$100	Project Team Assistant	<i>Jennifer Mair, PDC Executive</i>
\$150	Project Team Senior Consultant	<i>Linda Blong, PDC Senior Director</i>
\$100	Graphic Design Specialist	

## *Anticipated Fees per Task/Deliverable*

<b>Task 1: Management Staff Engagements</b>		<b>Projected Fees \$15,000</b>
Project Team Lead	50 hrs	\$10,000
Project Team Assistant	20 hrs	\$2,000
Project Team Senior Consultant	20 hrs	\$3,000
<b>Task 2: Draft Strategic Goals and Objectives</b>		<b>Projected Fees \$10,500</b>
Project Team Lead	40 hrs	\$8,000
Project Team Assistant	10 hrs	\$1,000
Project Team Senior Consultant	10 hrs	\$1,500
<b>Task 3: Updates with City Council</b>		<b>Projected Fees \$6,500</b>
Project Team Lead	20 hrs	\$4,000
Project Team Assistant	10 hrs	\$1,000
Project Team Senior Consultant	10 hrs	\$1,500
<b>Task 4: Employee Engagement Meeting(s)</b>		<b>Projected Fees \$6,500</b>
Project Team Lead	20 hrs	\$4,000
Project Team Assistant	10 hrs	\$1,000
Project Team Senior Consultant	10 hrs	\$1,500
<b>Task 5: Final Strategic Plan</b>		<b>Projected Fees \$9,500</b>
Project Team Lead	30 hrs	\$6,000
Project Team Assistant	10 hrs	\$1,000
Project Team Senior Consultant	10 hrs	\$1,500
Graphic Design Specialist	10 hrs	\$1,000
<b>TOTAL PROJECTED FEES</b>		<b>\$48,000</b>