

A Proposal For

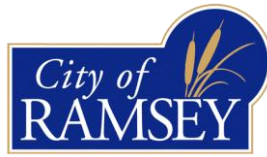


Strategic Planning Process

Presented to: Kurt Ulrich, City Administrator

Prepared by: Mike Felmlee, CEO the Prouty Project

Date: January 8, 2015



Hi Kurt, great talking with you a couple of weeks ago before the holidays! I have put together the following proposal based on our brief conversation. I have also read the various strategic planning documents about the City of Ramsey that John LeTourneau sent to me. And finally, I appreciated the recent articles in the StarTribune regarding the rebranded COR project and your new post office kiosk inside Coborn's Grocery Store. I would love to talk more with you after you've had an opportunity to review and critique our proposal.

Here's what I heard from you the other day:

- Your last strategic planning process facilitated by Anita Duckor resulted in a solid foundation and framework to create "A New Day...A New Beginning" for the City of Ramsey. Fortunately, many of the issues you faced around trust at that time have been resolved. Thus, you indicated you are in a much better position today and can build on the good work you've done in the past.
- You really consider the work for 2015 and beyond a "Refresh" of the prior work. Because of the progress you've made in understanding roles and responsibilities, deliverables for elected officials and staff, and clarity of goals and objectives, you do not envision the process to take as long as the last one.
- You would like to leverage the survey results from your various stakeholders (e.g., residents, business, citizens, etc.) in the process.

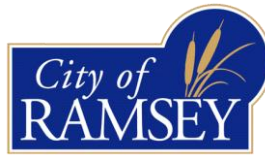
I've summarized our proposal for how we can partner with you into the following five sections:

1. Our Approach and Experience
2. Overview of Proposed Work
3. Investment and Terms
4. Prouty Project Biographies
5. References and Partial Government and Non-Profit Client List

"Strategy is about stretching limited resources to fit ambitious aspirations."

~ C.K. Prahalad





Our Approach and Experience

- We are a boutique management consulting firm specializing in strategic planning.
- We exist to creatively STRETCH leaders to achieve bigger goals, bolder strategies, and better collaboration.
- We strive to create an environment where all participants actively engage in the process and enjoy themselves. We incorporate movement, music, and laughter into everything we do.
- We live by the Oliver Wendell Holmes quote:
“A mind stretched by a new experience can never go back to its old dimensions.”
- Our values are at the core of everything we do for our clients.

Giving Back

We give back to the world by contributing our time, talent, and treasure.

Right Right Way

We exhibit laser-like attention to detail coupled with a dose of surprise and elegance.

Energy

We bring a high level of energy to everything we do.

Adventurous Spirit

We are willing to try new things and “stretch” every day.

Team

We work hard to understand, appreciate, and be helpful to everyone in the firm.

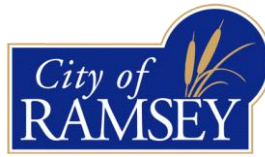
Creativity

We are constantly designing new client experiences, processes, and solutions.

Openness

We openly share all Prouty financial data, compensation, and performance feedback.





Our Approach and Experience (continued)

In working with us, we think it's important that you understand some of our core beliefs. For example:

- We are not a three-ring notebook strategic planning firm. We don't generate lots of paper in the process because we know it doesn't get read or acted upon. Thus, we will help you create a high-level, one-page strategic plan (with 3 year goals and 12-18 month strategies) supported by detailed monthly action plans that everyone in the organization will understand and be able to articulate.
- We believe you are the experts in your business and we are experts in helping you create strategy; in that order. We know leading an organization can be lonely at times. We will provide a nice sounding board for you during and after the creation of your plan. Like you, we're in it for the long term. Where there are gaps in knowledge, we bring in experts to provide additional expertise. But in the end, it's your call, because you know what's best for your organization.
- We start every relationship with a clean sheet of paper to collaboratively design the process. We'll help stretch your thinking by providing multiple perspectives to broaden your view of the environment, challenge your strategic assumptions, and create meaningful dialogue.
- We believe working together should be fun, engaging, and experiential.
- As you'll see in the strategic planning process overview on the following page, we start with these simple, but revealing questions:
 1. Where are you today (current reality)?
 2. Where do you want to be tomorrow (desired future)?
 3. How are you going to get there (strategic plan)?

And, to help ensure that the strategic plan gets implemented, we've added two more:

4. How will you know if you are being successful (metrics)?
5. How will you assess and celebrate your progress along the way (accountability reviews)?

Strategic Planning Process Overview

Five strategic questions:

1. Where are we today?



Stakeholder survey / interviews / focus groups

Core Values and Mission

Environmental Scan

Market analysis

SWOT analysis

2. Where do we want to be tomorrow?



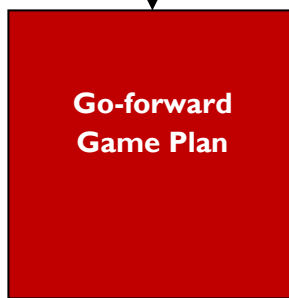
Vision

3-5 Target areas

Art of strategic thinking

Scenario planning and risk assessment

3. How are we going to get there?



3-5 Year Goals

Financial forecast (FTE / capital)

Strategic priorities

4. How will we know we've been successful?



Action plans and success metrics



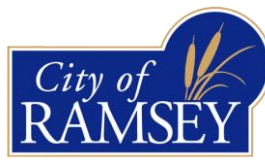
Operating budgets

5. How will we assess and celebrate our progress?



Accountability reviews (qtrly)

Metrics reviews (qtrly)



Overview of Proposed Work

Here is a possible strategic planning process for you to consider:

Phase 1—Planning and Design (January/February):

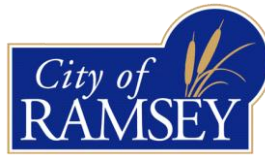
- Prouty to meet with you to finalize the process, discuss the impact of external factors and internal operations on the session design and determine what data points still need to be gathered.
- Prouty to survey City of Ramsey staff and commission members and other participants (about 40 people) to get their insights and perspectives about the future of the City of Ramsey.

Phase 2—Strategic Planning Session(s) (February/March):

- Prouty to facilitate two, half-day strategic planning sessions to answer the following key strategic questions:
 - Where are you today (current reality)?
 - Where do you want to be tomorrow (desired future)?
 - How are you going to do to get there (strategic plan)?
- Specific deliverables will include:
 - An assessment of your current reality: Update your SWOT analysis and Environmental Scan utilizing your survey of participants and the other surveys completed by residents, businesses and citizens.
 - An affirmation of the City of Ramsey's mission, vision, and purpose.
 - Creation of a one-page strategic plan to include: Key measures and 3-year strategic goals and objectives.

Phase 3—Strategic Plan Review and Approval (March):

- Prouty to help finalize a draft of the strategic plan.
- Present strategic plan to the council for their final review and approval.



Investment and Terms

The elements of your investment are as follows plus out of pocket expenses which we expect to be minimal:

Planning:

- Planning and design (co-creation to establish clear targets):
- Electronic surveys (relevant stakeholders...about 40 people)
- Two, half-day strategic planning sessions
- Draft of high-level strategic plan report

Planning Estimate

\$13,000 - \$15,000

Facilities (Creative Think Tank & Strategic Leadership Lab):

- Best in class conference center grade facilities in Eden Prairie, MN
- Perpetual refreshments and snacks (soda, water, coffee, tea).

Facilities Estimate

\$Waived

Catering

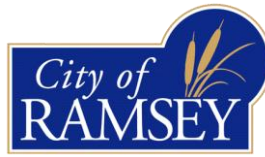
- Coordinated catering for continental breakfast and lunch from a variety of local restaurants.

Catering Estimate

Est. \$25-\$35/person/day

Estimated Total:

\$13,750 - \$15,750



Terms

The Prouty Project proposes the following terms with the understanding that you may wish to include additional terms pursuant to your policy requirements:

- The fees outlined in this proposal will remain valid through December 31, 2015 unless an extension is mutually agreed upon.
- The fees include time and materials for the design, development, and delivery as outlined above. Other out-of-pocket expenses will be billed as incurred.
- Fees quoted are based upon the assumptions of the deliverables outlined. Any additional requests or changes will be gladly accommodated at adjusted prices.
- The project will be invoiced at one-half of the investment upfront and the remainder billed on a monthly basis through project completion. Invoices are payable upon receipt.



Biographical Sketches



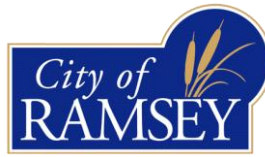
MIKE FELMLEE, CEO

Mike works with management teams, boards of directors, and staff groups to facilitate strategic planning, team, leadership development, and executive retreats. He joined the Prouty Project team as a partner in 2000 and was named CEO in 2005. Mike has 28 years of financial and operational management experience in the healthcare, manufacturing, and public accounting industries. Over the past three years, he has worked with more than 40 boards of directors in both the private and public sectors. Prior to joining the Prouty Project, he spent 12 years as a senior financial leader at Mayo Clinic Rochester, three years as a financial controller for a \$100M manufacturing company, and eight years as a CPA with PwC in its Minneapolis and New York City offices.



ANDREA WEST, Client Services Associate

Andrea provides consulting support and client relationship management for Mike Felmlee and the Strategic Planning Practice Area. She has 14 years of marketing, PR, and event planning experience. Before joining the Prouty Project, Andrea ran the PR department for GdB in Minneapolis, where she designed and led campaigns for clients ranging from Fortune 500s to start-up companies. Prior to that, she was a senior associate at Exponent PR, specializing in food and nutrition clients. Andrea earned her M.B.A. from Virginia Tech and her B.A. in Communication from St. Olaf College.



Description of Similar Projects and References

The Prouty Project is well versed in working with government, nonprofit entities and boards of directors. Below you will find examples of similar engagements, formal references and a partial list of non-profit clients.

Similar Projects

- A five-month strategic planning process involving a high profile public / private partnership. We worked with a strategic planning committee comprised of a subset of members from its board, foundation, and senior leadership. We helped them reaffirm their mission and craft a compelling and exciting vision and plan for the future.
- A strategic planning process with a non-profit organization that was in the process of naming its next Executive Director. The two founders were intimately involved in the board operations and in the day-to-day operations of the business. Integral to the success of this effort is the ability of the founders and board to build a sustainable organization and effectively transition the founders into new roles and responsibilities.
- An engagement with a charter school to create a long-term vision and shorter term strategic plan to increase their math and reading test scores. Integral to the success of this effort is their ability to focus on what really matters and to align and unify the faculty and administration.

Formal references include:

Thomas H. Weaver, CEO

Achieve Services Inc.

1201 - 89th Avenue NE, #105

Blaine, MN 55434

(763) 783-4910

tweaver@achieveservices.org

Jeff Chelesvig, President and CEO

Des Moines Performing Arts

221 Walnut Street

Des Moines, IA 50309

(515) 246-2301

jchelesv@civiccenter.org

Connie J. Braziel- Deputy Director

Minnesota Zoo

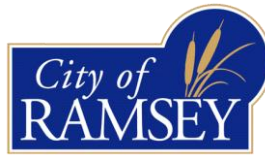
13000 Zoo Boulevard

Apple Valley, MN 55124

(952) 431-9303

connie.braziel@state.mn.us





Partial Client List

We have had the privilege to work with numerous government and nonprofit organizations over the years. Examples include:

A Better Chance - Achieve Services - Aeon - American Refugee Committee - Anu Family Services - Big Brothers Big Sisters of the Greater Twin Cities - Books for Africa - Boy Scouts of America - Bridging - Center for Global Health and Social Responsibility - Center for Victims of Torture - Children's HeartLink - Circus Juventas - CommonBond Communities - Compatible Technologies International - Cookie Cart - Council of Agency Executives - Couples to Couples League - Cultural Jambalaya - DARTS - Emergency Foodshelf Network - Families With Children From Asia - Free Enterprise Institute - Girl Scouts River Council - Hands of Freedom - HIRED - Hope for the City - Ingham Okoboji Lutheran Bible Camps - ISOPO - James J. Hill Reference Library - Jeremiah Program - Junior League of Minneapolis - Learning Works - Loaves & Fishes - Lutheran Social Services - MEDA - Minnesota Humanities Center - Minnesota Public Radio - Minnesota Partnership for Action Against Tobacco - MN Registry of Interpreters for the Deaf - MN Zoo, Northwest Youth Development - Raptor Center - Rochester Area Economic Development, Inc. - Ronald McDonald House - SHIFT - SkillsUSA - Soldiers to the Summit - Starbase Minnesota - Volunteers of America - WIND Neighborhood Development Center - Youthprise

