

ADDENDUM #1

Strategic Planning Service for Traverse City Michigan

Submitted questions with responses

Does the city have a current Strategic Plan? When was the last Strategic Plan completed?

No, the City does not currently have a strategic plan.

Does the City currently have a set of SMART goals?

The City currently does not have a set of SMART goals.

What is the preferred timeline for the project? Start and end dates

The preferred start date would hopefully be this summer. There is no preferred end date. That would be mutually agreed upon between the consulting team and the City after the selection process is completed.

Do you expect the plan to focus more on internal operations and alignment with city services, or community desires/needs and alignment with city services?

The objective is to review both the internal operations as well as the community desires\needs to assure that they are compatible with city services.

Does the city have a good working relationship and contacts with the Grand Traverse Band of Ottawa and Chippewa Indians and/or other Indigenous populations? Do you expect engagement activities to include a special focus on the unique needs of these populations? Will these populations be represented on the city's Strategic Planning Committee?

The City has a positive working relationship and several partnerships with the Grand Traverse Band. There have been no discussions concerning a special focus on the Indigenous population. The membership of the planning committee has not been established.

Are there other planning initiatives underway in or around the city that should be considered as we develop methodology to avoid duplicative data collection and/or stakeholder fatigue?

The City has no other planning initiatives at this time.

Does the City expect community engagement to take place in person, virtually, or a combination?

Most likely a combination.

Will the City be available to support engagement activities? Contacts, scheduling, venues, etc.?

Yes

What prompted the need for this plan at this time?

A new City Manager was recently selected and the development of a strategic plan is one of her priorities that was endorsed by the city Commission.

What does success look like at the end of the engagement? Is the city seeking a plan that delivers granular action items to measure against specific KPIs AND an inspirational vision and potential rebranding for the city at a macro level based on project learnings?

Since this is a new process for the City, there is no firm definition of success. That will be part of the discussion in the selection process of a consultant.

We were hoping that you might be able to provide a range (even if it is a wide range) as a deeper understanding of the budget will be critical to understanding how deep and broad we will be able to go with respondents in both qualitative and quantitative research efforts. Because the RFP outlines covering a diverse and representative community, and one that ensures statistical significance, understanding of budget range would be helpful to our proposal efforts.

No budget has been established for the strategic planning process however this is a major priority for the new city Manager and the City Commission and therefore adequate financial resources will be allocated once a consultant is selected.

Who will be the internal coordinator of the project working with the chosen firm on a day-to-day basis to manage progress, scheduling, meetings, etc.? We assume there will be an individual dedicated to making themselves available to us for this engagement. Additionally, who is the expanded team that will need to be present at key presentation and engagement moments? It will be helpful to understand how extensive the list of involved parties will be.

The internal coordinator will be city Manager or their designee. The members of the expanded team have not yet been identified.

What are the expectations around public engagement? Is the engagement limited to the survey and early step insight work?

There are no pre-determined expectations concerning public engagement. That discussion will occur after the submission of proposals and dialogue with City Staff. Consulting firms are welcomed to develop a plan as part of the proposal.

Who (people or team) will be providing interim approvals to mark significant steps in the process as “complete”? Who are the key decision makers and enablers of progress?

An internal team will be developed with the City Manager providing leadership, direction and guidance. There will also be dialogue with the City Commissioners.

Is the city open to exploring proposals for a portion of the steps noted in the RFP?

The preference is for one consulting firm to be selected to develop the entire strategic plan for the City.

Will the chosen firm be granted access to all city census, demographic, population, etc. data the city has from the most recent time periods?

Yes

Does the City use outcomes-based budgeting?

No

As far as the statistically valid survey, is it preferred that a Michigan institution provide this service?

No

Knowing the seasonal nature of the tourism season in Traverse City, would it be preferential to pursue local business engagement in the shoulder season?

Most local business would certainly prefer engagement in the shoulder seasons.

What is the duration of the requested consultant support for strategic plan progress monitoring and reporting? Six months, one year, two years, for the entire cycle of the plan?

That decision will be made once the proposals are reviewed, however the preliminary objective is to hopefully form a partnership with a consulting firm that will endure the entire cycle of the plan.

What are the City's current performance management, performance measurement, and periodic reporting processes, if any, in place that inform the community about recent planning outcomes?

Currently there is no formal process. Updates on various city projects are provided at the Commissioner' meetings and the City's website. This is one of the reasons that the City is requesting proposals with the goal of having systems in place to accurately measure performance management.