



1720 Riverview Drive
Kalamazoo, Michigan 49004
Tele: (269) 381-8080
Fax: (269) 381-3550
www.kalamazootownship.org

BOARD OF TRUSTEES SPECIAL MEETING AGENDA

5:30 p.m. Monday, July 31, 2017

The Board of Trustees of the *Charter Township of Kalamazoo* will meet in a “**Special Board Meeting**” to be held at 5:30 p.m., on Tuesday, July 31, 2017, in the *Charter Township of Kalamazoo* Administrative Offices, 1720 Riverview Drive, Kalamazoo, Michigan 49004-1099 for the purpose of discussing and acting on the below listed items and any other business that may legally come before the Board of Trustees of the *Charter Township of Kalamazoo*.

1. Consideration of request to approve contract with Peter Dams for facilitation of strategic planning sessions.
2. Presentation on medical marijuana by advocates for medical marijuana
Denise Pollicella, ESQ. and Matthew Abel, PLC
3. Public comment

Posted: July 28, 2017



Dexter A. Mitchell, Manager
Charter Township of Kalamazoo

Kalamazoo Township Board meetings are open to all without regard to race, color, national origin, sex, or disability. Individuals with disabilities requiring special assistance must contact the Township, giving five business days notice by writing or calling: Ronald E. Reid, *Charter Township of Kalamazoo* Supervisor, 1720 Riverview Drive, Kalamazoo, MI 49004-1099. Telephone: (269) 381-8085.



July 25, 2017

VIA EMAIL

Donald D. Martin, Supervisor
Dexter A. Mitchell, Manager
Kalamazoo Charter Township
1720 Riverview Drive
Kalamazoo, Michigan 49004

Supervisor@ktpw.org
Manager@ktpw.org

SUBJECT: STRATEGIC PLANNING PROPOSAL

Dear Gentlemen:

Thank you for your invitation to conduct a strategic planning update for Kalamazoo Township. The attached proposal outlines the process we discussed on July 20 and is based on the methodology we employed in 2015.

I trust you will find the attached complete and satisfactory. Please do not hesitate to call if we can modify the scope of work in order to make this proposal better suit your expectations.

Respectfully submitted,

Dams & Associates, Inc.

A handwritten signature in blue ink, appearing to read "Peter Dams", is written over the printed name.

Peter Dams, Ph.D.
President

Proposal for Strategic Planning

A. Scope

Based on recent personnel changes, the Board of Trustees is seeking to update the current strategic plan for Kalamazoo Charter Township, created in the spring of 2015. You indicated that the current plan is serving you well and was instrumental to Kalamazoo Township being designated a Township of Excellence by the Michigan Township Association – congratulations!

This proposal outlines a process that will refresh your current roadmap for the next two to three years with clearly articulated goals and strategies. The process is based on the approach we employed in 2015 and consists of a pre-planning meeting, one half-day retreat with the full board, and three follow-up work meetings.

B. Strategic Planning Process

The process of updating your strategic plan is just as important as the final plan itself; our facilitation style, therefore, is highly interactive. All participants will have many opportunities to contribute and provide input. Our planning exercises are designed to involve quieter participants and draw them into the discussion.

Retreat planning activities will include:

- Affirming your current mission, vision, and core values;
- Review strategic accomplishments since 2015;
- Conduct a SWOT analysis (strengths-weaknesses-opportunities-threats);
- Conduct a gap analysis;
- Develop strategies that close the gaps; and
- Review current measures of success.

In 2015, you created compelling mission, vision, and core values. We will affirm these guiding principles at the onset of the retreat to ensure everyone starts from the same vantage point. The SWOT analysis will consist of a discussion of the Township's current strengths and opportunities for improvement.

The gap analysis will set the stage to establish meaningful, growth-oriented strategies. We will also review your current measures of success (performance indicators).

As we discussed on the phone, it is your expectation to conduct the board planning retreat on the morning of Saturday, August 26, at the Northwood Fire Station.

To allow as much dialogue as possible during the retreat – and to avoid spending much time on word-smithing – we propose to work again with a small Planning Team, consisting of you and two or three additional board members. The Planning Team will meet before the planning retreat to review the process, discuss possible topics that would get us off focus, clarify logistics, and ensure that you are comfortable with the process. We will also review your current strategic plan to ensure that this format continues to meet your expectations.

After the retreat, the Planning Team will meet for three two-hour work sessions to complete the strategic plan. This includes fine-tuning the brainstormed strategies, identifying target completion dates as well as strategy owners. During the final work session, we will review the draft plan against the results of all retreat activities to ensure threats and gaps are being addressed in the new plan.

C. Project Summary

The project will consist of the following planning milestones:

<u>Planning Milestone</u>	<u>Participants</u>
<u>Pre-Planning Meeting</u> (1.5 hours) <ul style="list-style-type: none">• Prepare the Planning Retreat	Planning Team
<u>Strategic Planning Retreat</u> (4 hours) <ul style="list-style-type: none">• Affirm guiding principles• Review strategic accomplishments• Conduct SWOT and gap analyses• Brainstorm strategies to close gaps	Board of Trustees Township Manager
<u>Create the Strategic Plan</u> (Three 2-hour work sessions) <ul style="list-style-type: none">• Fine-tune strategies and tactics• Determine target completion dates and strategy owners• Review draft plan against planning activities and make final adjustments	Planning Team

D. Deliverables

Deliverables will consist of the updated Strategic Plan and agendas for all planning sessions. We will submit these agendas to your office for duplication.

Your final strategic plan will not only list your guiding principles and long-term goals. With the Planning Team, we will work out the following details necessary to support a smooth rollout and implementation and allow you to monitor progress toward plan achievement:

1. Assign a target completion date to each strategy. This supports allocation of resources and establishes deadlines designed to increase the probability that the desired outcomes will be achieved by that date.
2. Determine owners for each strategy. Thus, performance expectations are clear from the moment the team completes the final plan. Nobody is left wondering who will be doing what and by when.

The final document will also include a detailed record of all planning activities to support future strategy reviews and facilitate onboarding of future trustees and staff.

We will forward the final plan document to you in the form of two (2) bound color copies and one compact disc containing the plan in MS Word and PDF formats.

E. Proposed Project Fees

Based on the above outlined process, we anticipate a total engagement of 27 hours for an overall consulting fee of \$7,560.00.

These costs include all planning preparation, review of background material, and setting up the retreat facility. Additional work beyond the outlined scope, such as additional planning meetings or services, will be invoiced per the hourly rate of \$280.00. *We will always seek your permission before incurring additional cost!*

Round-trip travel from our office of one hour or more will be invoiced at 50% of the hourly rate plus the current IRS mileage rate (roundtrips to Township offices and the Northwood Fire Station will not incur travel cost). Should project meetings or retreats coincide with travel to other clients on the same day, we will prorate the travel cost.

*This proposal will remain in effect for a period of sixty (60) days
from the date of the proposal.*

F. Terms and Conditions

1. Payment Schedule

- a. Payments will be invoiced according to the following schedule. Unless other arrangements are made in advance, invoices will be payable upon receipt.

<u>Project Phase</u>		<u>Invoice Amount</u>
Begin Engagement	~30%	\$2,200.00
Completion of Retreat	~30%	2,200.00
Strategic Plan Delivered	~40%	3,160.00
<hr/>		
Total Consulting Fees	100%	\$7,560.00

2. Cancellation

- a. The phased approach to this project allows you to experience the process and see the results. If, at any time, you feel you are not receiving the appropriate value, you may cancel future phases and terminate the project.
- b. Kalamazoo Charter Township or Dams & Associates may terminate this project with ten (10) days' written notice.
- c. Completed work will be invoiced at the standard hourly rate of \$280.00.

3. Intellectual Property

- a. As part of this project, Dams & Associates may utilize pre-existing intellectual property, including written materials, techniques, authored works, concepts, or ideas. Existing intellectual property contributed by Dams & Associates remains the property of Dams & Associates and will be referenced as such in reports.
- b. All derivative work or new work incorporating pre-existing materials that are adapted from previously developed or copyrighted work by Dams & Associates shall remain the property of Dams & Associates.

- c. Intellectual property provided by Kalamazoo Charter Township shall remain the property of the Township. Any new intellectual property created as a result of this project constitutes a work for hire and will be owned by Kalamazoo Charter Township.

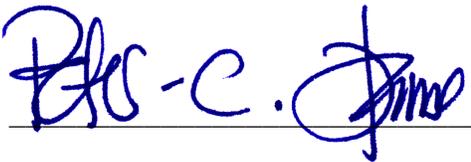
4. Confidentiality Agreement

- a. Dams & Associates shall not disclose to any third parties information assigned by Kalamazoo Charter Township as confidential except as specifically permitted in writing by the Township.

**Accepted for
Kalamazoo Charter Township**

**Accepted for
Dams & Associates, Inc.**

By: _____

By:  _____

Printed Name: _____

Printed Name: Peter Dams, Ph.D.

Title: _____

Title: President

Date: _____

Date: July 25, 2017

We look forward to working with you on this important planning process!

Client Portfolio

Public Sector

Allegan County CMH
Calhoun County Board of Health
Central County Transportation Authority
City of Battle Creek
City of Portage
Kalamazoo County Transportation Authority
Kalamazoo Community Mental Health and Substance Abuse Services
Kalamazoo County Government
Kalamazoo Township
Michigan Department of Human Services
Michigan Universities Self-Insurance Corp.
Michigan Works!
Network 180 (Kent County CMH)
Regional Prosperity Initiative - Southwest Michigan (Region 8)
Southwest Michigan Behavioral Health
Washtenaw County Government
Washtenaw County Criminal Justice Collaborative Council

Corporate

Celink
Gordon Food Service
Kalsec, Inc.
Kushner & Company
Meijer, Inc.
MPI Research
Pfizer Global Manufacturing
Southwest Michigan First
Stryker Instruments
Stryker Medical
The Studio
Therapeutic Pathways
Western Michigan Aviation

Education

Ferris State University
Kalamazoo Valley Community College
Saginaw Valley State University
Shawnee State University
The Montessori School
Western Michigan University
Western Michigan University Alumni Association
Woodlawn Preschool

Client Portfolio – continued

Nonprofit

AccessVision	Kalamazoo Center for Youth & Community
Advocacy Services for Kids (ASK)	Kalamazoo Infant Mortality Community Action Initiative
Allegan County United Way	Kalamazoo Loaves & Fishes
Alpine Learning Group Autism Center	Learning Network of Greater Kalamazoo
Association of Professional Behavior Analysts	Leila Arboretum Society
Battle Creek Junior Theatre	Melmark, Inc.
Battle Creek Youth Orchestra	Michigan Nonprofit Association
Behavior Analyst Certification Board	MRC Industries
Boys & Girls Clubs	Neonatal Abstinence Syndrome Prevention and Treatment Project, Kalamazoo County
California Association for Behavior Analysis	Potawatomi Resource Conservation and Development Council
Catholic Family Services	Poverty Reduction Initiative
Child Care Resources	Public Media Network
CityLinC Ministries	Residential Opportunities Incorporated
GFM The Synergy Center	United Way of Greater Battle Creek
Great Start Collaborative	United Way of Greater Kalamazoo
Greta Berman Arbetter Kazoo School	West Michigan Glass Art Center
Humane Society of South Central Michigan	Wings Home
Interfaith Strategy for Advocacy & Action in the Community (ISAAC)	Wings of Hope Hospice
	YMCA of Greater Kalamazoo