

Strategic Planning Project Orientation

City of Columbia, MO

Agenda

1. Introductions and Firm Overview
2. Project Overview
3. Project Approach and Methodology
4. Questions and Answers
5. Next Steps

Firm Overview



Inspiring Organizations to Transform and Innovate

BerryDunn has an in-depth understanding of the operations, business processes, and systems required to provide services to the public, partnering agencies, and internal stakeholders.

This understanding was gained through our work with more than 625 state, local, and quasi-governmental clients across the country, as well as through our team members' prior work in various roles across state and local government.



Community Development and Utility Operations



Parks, Recreation, Libraries



Enterprise Digital Transformation



Enterprise Organizational Development



Technology Management



Health and Community Services



Justice and Public Safety

BerryDunn Team



Seth Hedstrom
PMP®, LSSGB
Project Principal



Maddison Powers Spencer
MPA
Project Manager and Facilitator



Michelle Kennedy
Prosci® CCP, ODCC
Facilitator



Caitlin Phillips
PMP®, CCMP®
Facilitator



Lukasz Stykowski
MPP, LSSGB
Research Analyst

Project Approach Overview



Phase 1: Project Planning and Management



Phase 2: Engagements, Data Gathering, and SWOT Analysis

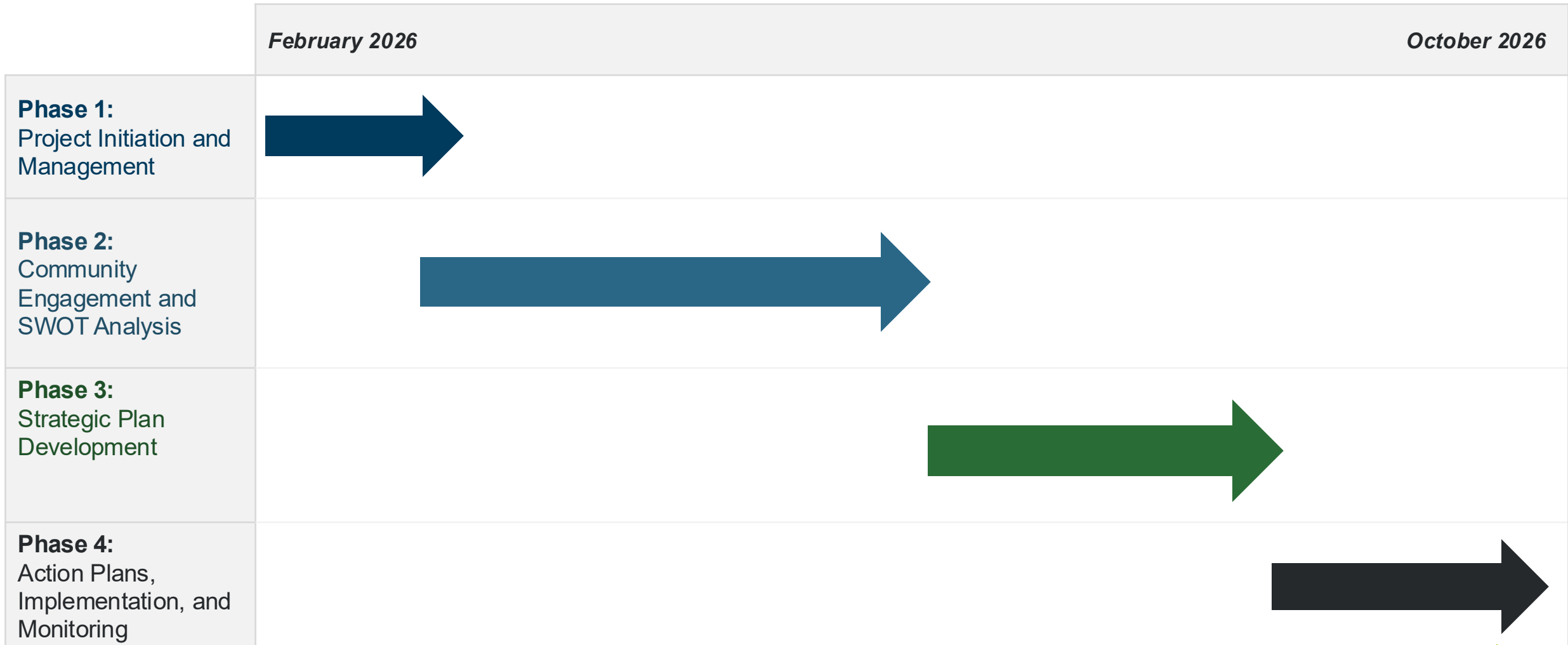


Phase 3: Strategic Plan Development



Phase 4: Action Plans, Implementation, and Monitoring

Anticipated Schedule



What is a Strategic Plan and why is it important?

Strategic plans help communities and public sector organizations:

- **Plan for the future**
- **Set clear goals and priorities to allocate resources effectively**
- **Maintain focus to make progress on issues of most importance to community members**

Why does the City need a Strategic Plan?

- Help set a clear direction for its future by outlining goals and objectives
- Help prioritize use of resources and help ensure resources are allocated to best meet new goals and objectives
- Focus City efforts on the areas identifies as most critical to achieving its desired outcomes and adapt its plans as circumstances change

What is a Strategic Plan?

STRATEGIC PLAN



WHAT the City will
prioritize and focus on



A **DYNAMIC DOCUMENT**
that guides decision
making



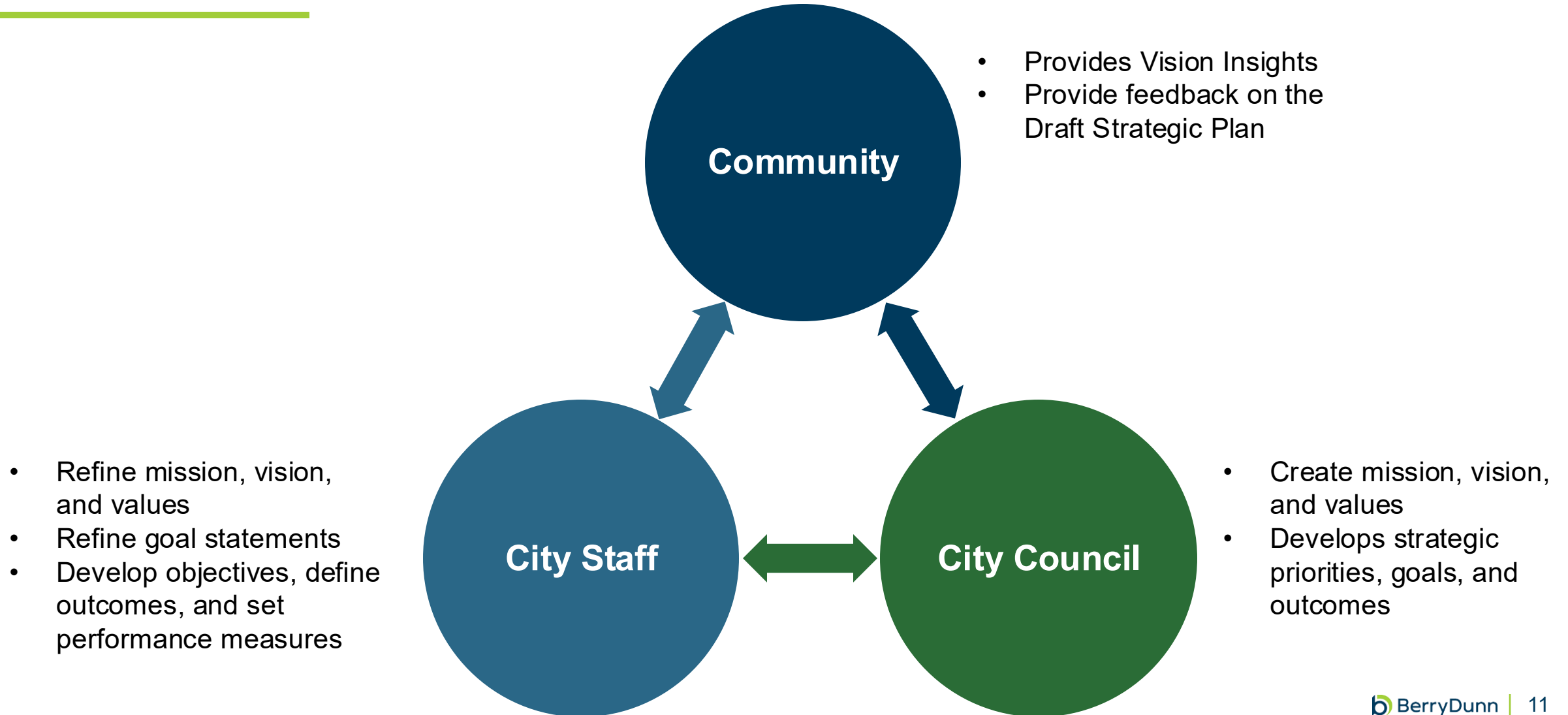
A **TOOL** for government
transparency and
accountability

HOW the City carries out its strategy to reach the vision,
priorities, and goals is defined in the **Implementation Plan**

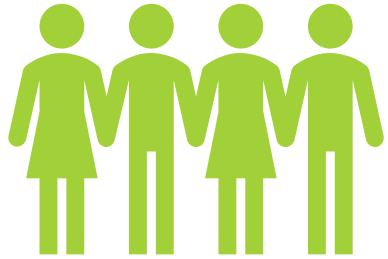
Strategic Plan Elements



Roles in the Strategic Planning Process



What Sources Inform the Strategic Planning Process?



Direct interactions with the Council, community, and employees in one-on-one or group interviews, written responses, and four community forums



Social Point Strategic Planning website including a survey, ideas wall, and discussion forum



City and regional demographic and economic data



Current City plans, budget, and policy documents



City Council and Staff Plan Development Sessions

Project Overview

Phase 1: Project Planning and Management

Months 1 – 2

Deliverable 1

Project Work Plan and Schedule

Deliverable 2

Biweekly Project Status
Meetings

*Commencing immediately and
continuing for the duration of the
project.*

Phase 2: Engagements, Data Gathering, and SWOT Analysis

Months 2 – 6

Deliverable 3

Strategic Plan Communication
Strategy

Deliverable 4

Initial Environmental Scan and
SWOT Analysis

Deliverable 5

Updated Environmental Scan
and SWOT Analysis

Phase 3: Strategic Plan Development

Months 6 – 8

Deliverable 6

Initial City of Columbia Strategic
Plan Draft

Deliverable 7

Final City of Columbia Strategic
Plan

Phase 4: Action Plans, Implementation, and Monitoring

Months 7 – 9

Deliverable 8

Implementation and Action Plan



Phase 1: Project Planning and Management

Establish a clear foundation for the project by conducting initial planning, gathering relevant documents and data, developing and finalizing a detailed project work plan and schedule, and managing ongoing coordination through biweekly status meetings.

Key Tasks

- Prepare for and conduct an initial virtual project planning meeting.
- Request and compile documents and data.
- Develop a Project Work Plan and Schedule.
- Conduct Biweekly Project Status Meetings.

Deliverables

- D1 Project Work Plan and Schedule
- D2 Biweekly Project Status Meetings

Phase 2: Community Engagement, Data Gathering, and SWOT

Engage the community and stakeholders, gathering and analyzing qualitative and quantitative data, and synthesizing insights into an environmental scan and SWOT analysis to inform the City of Columbia's strategic direction.



Key Tasks

- Review and analyze City-provided documents and data.
- Develop a robust communications strategy.
- Develop a stakeholder engagement strategy.
- Develop a project kickoff presentation and project orientation.
- Prepare and facilitate strategic planning project kickoff session.
- Develop and administer internal participant web survey.
- Conduct interviews with internal and external City stakeholders.
- Develop and administer the City's Social Point site.
- Synthesize information gathered and develop and Initial Environmental Scan and SWOT analysis.
- Design, develop, and conduct community forums.
- Provide the collection, analysis, and reporting of all quantitative and qualitative data collected to the City of future reference.

Deliverables

- D3 Strategic Plan Communication Strategy
- D4 Initial Environmental Scan and SWOT Analysis
- D5 Final Environmental Scan and SWOT Analysis



Phase 3. Strategic Plan Development

Develop a structured strategic planning process by designing and facilitating planning sessions, refining objectives and performance measures, and developing clear implementation tools. This effort culminates in the delivery of a draft and final Strategic Plan and initiation of the implementation plan.

Key Tasks

- Develop the meeting design and agendas for strategic planning sessions 1 and 2.
- Facilitate strategic planning session 1.
- Facilitate strategic planning session 2.
- Finalize objectives and performance measures.
- Develop and finalize the Implementation Plan template.
- Develop and present the Initial City of Columbia Strategic Plan Draft.
- Develop the Final City of Columbia Strategic Plan.

Deliverables

- D6 Initial City of Columbia Strategic Plan Draft
- D7 Final City of Columbia Strategic Plan



Phase 4. Action Plans, Implementation, and Monitoring

Develop a structured strategic planning process by designing and facilitating planning sessions, refining objectives and performance measures, and developing clear implementation tools. This effort culminates in the delivery of a draft and final Strategic Plan and initiation of the implementation plan.

Key Tasks

- Conduct follow-up work sessions with the Executive Leadership Team.
- Create a communication and community engagement plan.
- Develop a recommended cadence for strategic plan updates and a system for ongoing monitoring of performance measures and KPIs.
- Conduct project closeout activities.

Deliverables

- D8 Communication, Implementation, and Action Plans

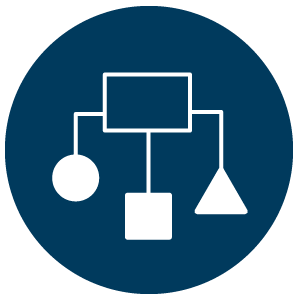
Overall Approach



Expert facilitators bring a **complete toolbox of communications and consensus-building techniques**, putting participants at ease and valuing their input.



Experience working with several local government organizations in development and implementation of strategic planning efforts.



BerryDunn's **project management methodology provides the framework, processes, guidelines, and techniques** to increase success and therefore provides value to the project.



Prosci® **change management methodologies are embedded into our processes from day one**, setting the City and its stakeholders up for success.

Example of Final Strategic Plan

STRATEGIC PRIORITY Infrastructure

OUR GOAL

Build and maintain infrastructure to provide safe and reliable services.

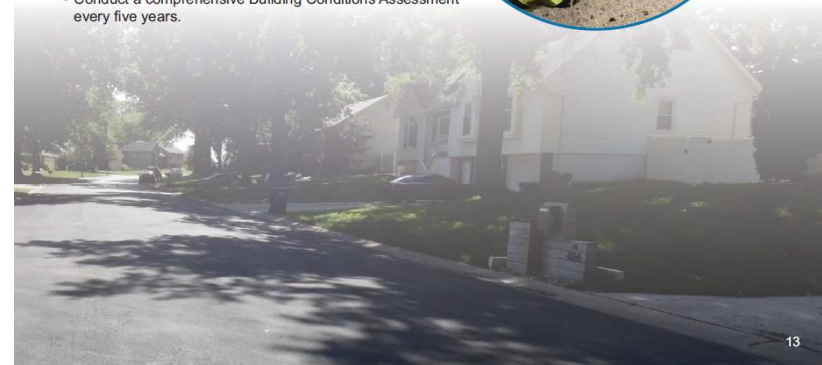
OBJECTIVES

- Prepare a 20-year preventive street maintenance plan to establish a proactive approach to pavement repair, pothole prevention, and maintenance.
- Create a Street Capital Improvement Plan to prepare for future growth and funding opportunities.
- Prepare a water system study of the City's water system to address aging infrastructure and future capacity needs.
- Prepare a sewer system study to assess current conditions, evaluate system capacity, identify needs, and support regulatory compliance.
- Design and construct Sni-A-Bar Plan improvements to meet the Environmental Protection Agency (EPA) requirements.
- Partner with Missouri Department of Transportation (MoDoT) on traffic mitigation projects to reduce congestion on 7 Highway.
- Monitor and stay current with evolving technologies to effectively provide services.
- Encourage approaches to sustainability and green energy when updating City facilities and buildings.
- Development of Southwest Park to address service gaps in southern Blue Springs.
- Prepare a stormwater maintenance plan to improve drainage capacity, reduce flood risk and enhance water quality.
- Develop a comprehensive plan to maintain buildings to help ensure long term functionality, safety and relevance.



PERFORMANCE MEASURES

- Complete Preventive Pavement Maintenance Program plan for CIP 2025.
- Complete Street Capital Improvement Plan in FY 2025 – 26.
- Complete water system study in 2026.
- Select a design firm for the sewer system study in 2025.
- Complete design improvements for the sewer system in 2028.
- Complete bond election for sewer system in 2026.
- Hold quarterly meetings with MoDoT.
- Design and construct Sni-A-Bar Plan improvements by December 2030.
- Create a technology equipment replacement plan by December 2026.
- Design and issue bonds for Southwest Park by December 2026.
- Complete Southwest Park by December 2028.
- Prepare stormwater maintenance study by December 2026.
- Complete Mechanical Parking Maintenance Plan by December 2026.
- Complete Interior Finishes Replacement Plan by December 2028.
- Conduct a comprehensive Building Conditions Assessment every five years.



Questions and Answers





Thank you!

Maddi Powers Spencer

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC

480.482.3014

Maddi.Powers@berrydunn.com

Cate Philips

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC

817.521.7484

cphilips@berrydunn.com