

PROJECT APPROACH

Zimmerray Studios, in collaboration with Lucchesi Galati and Strategic Solutions (consultant team), offer this project approach as a starting point for dialogue. We have conformed with the scope of services and required deliverables as detailed in the Request for Proposals. The team has adjusted the scope slightly from the RFQ documents to provide what we believe to be the necessary work and deliverables given our understanding of the project and budget.

We propose a highly interactive and collaborative process with the City that includes regular meetings with the Planning Committee. This will ensure that the City has input and approval on every step of the process and understands the content of all meetings. We assume the Project Manager and/or members of the Planning Committee will attend all public meetings.

Two areas regarding the scope of work should be pointed out for your review. We are proposing not to develop or administer a specific project website. We will be able to provide data for the City to include in the existing or a new City developed website. The second area is that we are proposing to conduct a Random Digit Dial (RDD) Telephone Survey in lieu of a website survey (indicated in Task 1.3 of this Proposal).

Phase 1 - Assess Community Needs and Assets

Task One - Kick Off Meetings: This task includes two separate Kick-Off Meetings. The first meeting will be conducted with the Planning Committee and will cover the following:

- Introduce team
- Confirm scope, approach, and schedule
- Define the goals and objectives of the Strategic Planning effort, confirm how the strategic plan will be utilized by the City, and understand what is driving the City to undertake the planning effort at this time

- Confirm key stakeholders
- Confirm the key areas to be assessed within the community
- Define the purpose of the baseline community telephone survey
- Receive relevant data from the City pertaining to the strategic planning effort including previous surveys, departmental goal statements and business plans, City demographics, and current and previous versions of the City's strategic plans

The second Kick-Off Meeting will be held with the City Council and introduce the consultant team, discuss the scope of work and project approach, meeting dates, milestones, and deliverables for the strategic plan.

Task Two - Develop Community Telephone Baseline Survey: Working closely with the Planning Committee, the team will define the focus of the baseline survey. Together we will develop a survey instrument that will satisfy the needs of the baseline survey goals and objectives. Care must be taken in developing a scientific and statistically valid process that will ensure that the data can be generalized and is usable and defensible. As such, the team will develop questions that avoid bias, poor wording, and inappropriate categories, and review with the Planning Committee prior to implementation.

Task Three - Implement Community Telephone Survey: The City of Boulder City, along with many other regional and municipal government entities, currently operate in a shrinking resource environment. In order to maintain optimum service levels for the public, enhance awareness, and promote new and existing programs as resources diminish, an emphasis must be placed on efficiency and value. To that end, scientific quantitative and qualitative research methodologies will support proactive decision-making processes between our team and the Strategic Planning Committee. The research is intended to provide valuable insights with respect to the community's general perceptions and

satisfaction of municipal programs and services, prioritization of programs and services with respect to importance and performance, and identification of measurable quality of life indicators that can be assessed over time.

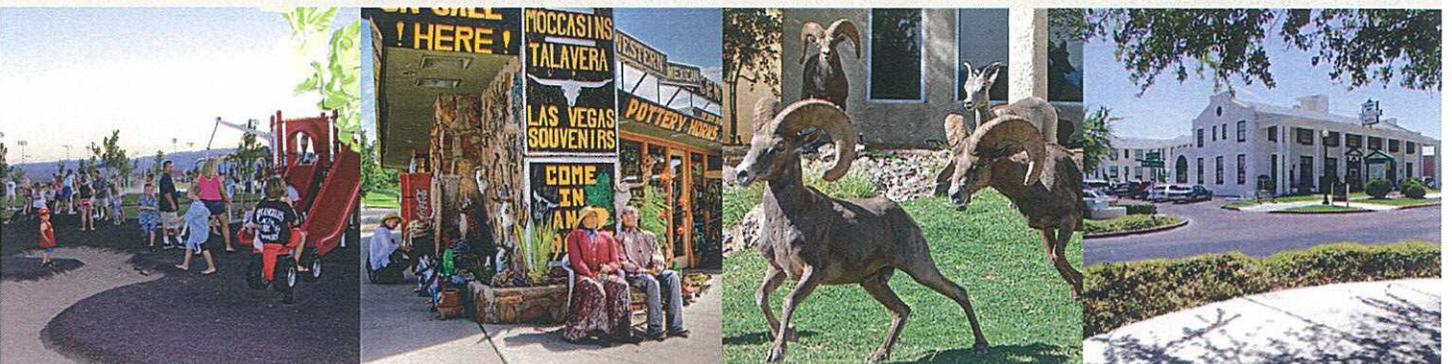
The overall goal of the community baseline survey is to determine areas for further analysis and exploration with respect to the strategic planning process, ascertain appropriate communication mechanisms to reach target audiences based on survey findings, and establish core areas for in depth evaluation based upon the survey data. In other words, baseline survey will function as a critical step in the needs assessment process, arming our team and the Strategic Planning Committee with primary, scientific data as we embark on subsequent tasks.

A Random Digit Dial (RDD) telephone survey of Boulder City residents is a quantitative research tool that allows for statistically significant data to be extrapolated to the general study population. Rigorous community surveys are perhaps the most scientific and defensible methodology for identifying, describing, and understanding the community's opinions, perceptions, and needs. Some of the benefits of conducting telephone-assisted community surveys include the ability to reach respondents who are typically difficult to access, thereby minimizing non-response bias; heightened data reliability through mitigating respondent self-selection; and administration of higher order statistical analysis to provide comprehensive cross-tabulations of data within socioeconomic and demographic subgroups.

The research design for the community baseline survey includes the procurement of a random sample, or sample frame, of the study universe—in this instance, Boulder City residents. Responses to questions asked during the survey will allow data to be generalized to the Boulder City population within a defined confidence interval and margin of error. Our team will conduct a random digit dial telephone survey with a final sample size of 375 completed interviews, allowing our team to generalize the dataset to the general population within a 5% margin of error at the 95% level of confidence.

The City of Boulder City will benefit from a scientifically defensible and reliable comprehensive community baseline survey to reassess previously held conceptions about the general public's awareness, understanding, and perceptions of municipal programs and services. The current economic recession has changed attitudes, behaviors, and mindsets in ways that have and will continue to impact how the City of Boulder City does business. In many ways Boulder City residents, as they've been understood in the past, have re-evaluated their spending habits, made lifestyle concessions, and shifted their resource priorities. Telephone survey data also allow for the measurement of attitudinal shifts in perception and behavior over time, allowing the City of Boulder City to scientifically demonstrate the effectiveness of the strategic plan, desired outcomes, and core quality of life indicators.

This data can be posted on the City's website for the community's benefit.



Task Four - Stakeholder Interviews: The team will conduct interviews with key stakeholders identified during the Kick-Off Meeting. It is important to conduct these interviews prior to holding neighborhood meetings to help shape the content of the meetings. These interviews should include the City's appointed and volunteer committees such as the Planning Commission, Parks and Recreation Commission, Charter Commission, Civil Service Commission, Airport Advisory Commission, Greens Committee, and Allotment Committee. In addition, other related organizations such as the Clark County School District, Bureau of Reclamation, National Park Service, Western Area Power Administration, Boulder City Chamber of Commerce, and faith-based organizations will also be interviewed. A record of the meetings will be published and incorporated into the Findings Report.

Task Five - Conduct Neighborhood

Meetings: The consultant team will conduct one set of neighborhood meetings within each planning area. We suggest that the meetings be conducted on a Thursday evening or Saturday afternoon to maximize participation within the community. The meetings will begin with a presentation of the purpose of the Strategic Planning process, the methodology to be employed, key meeting dates, and milestones. In addition, City Vision, Mission, and Guiding Principles will be reviewed. The consultants will solicit feedback regarding several key areas which were developed with the Planning Committee. These areas will include both City-wide and specific neighborhood areas of interest. Comments will be collected and categorized. A record of the meeting will be published and incorporated into the Findings Report.

Task Six - Synthesis/Prepare Findings Report:

The comments from the RDD Survey, the Key Stakeholder Interviews, and the Neighborhood Meetings will be analyzed, synthesized, and incorporated into a report. This Findings Report will include an executive summary, narrative and

chart analysis of the results; meeting summaries; and copy of the Baseline Survey Instrument.

Task Seven - SWOT Analysis: Using the Findings Report as a basis of information, the consultant team will work closely with the Planning Committee in a workshop to identify Strengths, Weaknesses, Opportunities, and Threats around the focus areas. For every weakness or threat identified, corresponding strategies or potentials to address the issue each will be identified. The consultant team firmly believes that there are other opportunities that may surface which are not directly related to strengths, weaknesses, and/or threats and therefore suggest the exploration of these opportunities on their own in addition to developing strategies and opportunities that may arise from discussion around a particular threat or weakness. We understand that this specific scope of work has been written to avoid the vagueness of the City's previous strategic plan and are confident our approach will obtain specific, measurable, action-oriented, realistic, and timed goals and strategies.

Task Eight - Community Meeting: The consultant will facilitate two community meetings to share the findings with the community-at-large. We suggest one meeting on a Thursday evening and one meeting on a Saturday afternoon. The meeting will share the research findings, solicit feedback, and share the next steps in the process. A record of the meetings will be published for future inclusion in the Strategic Plan.

Task Nine - City Council Presentation: Based on the Findings Report, the SWOT analysis, and the community meeting, the consultant team will present findings to the City Council for comment.

Phase 2 - Identify Outcomes (Defining the Future State)

Task One - Merge SWOT and Identified Outcomes: The consultant team will then merge the SWOT analysis and the identified outcomes.

Working closely with the Planning Committee, the outcomes will be discussed and finalized. In addition, metrics will be discussed and areas for further research will be identified.

Phase 3 - Define Indicators to Measure Outcomes

Task One - Research: The consultant team will research success factors and identify metrics to be used to keep the strategic plan on task. Best practices will be used to develop measures that will identify how to implement the key components of the strategic plan.

Task Two - Finalize Metrics: Working closely with the Planning Committee, the consultant team will review the research and best practices regarding metrics. Together the metrics and measures will be finalized using the SWOT analysis and community feedback as a basis of information.

Phase 4 - Define Strategies and Partners

Task One - Gap Analysis: Using the outcomes as the desired future state for the City, and the City Services Asset Inventory, the consultant team will conduct a gap analysis between the present state and future state. A "five-why's" exercise will be used to drill down to the root of the issues to help identify the sequencing of tactics needed to close the gap. This gap analysis will be developed in conjunction with the Planning Committee.

Task Two - Set Strategies: Based on the gap analysis and the tactics identified in the "five-why's" exercise, the consultant team will conduct a Planning Committee workshop to set the strategies to achieve the desired outcomes for the City. The strategies will identify timeframes, milestones, required resources—both financially and staffing—and strategic partners that will be needed to accomplish the goals.

Phase 5 - Develop Strategic Plan (Draft Report)

Task One - Prepare Draft Report: The consulting team will prepare a Draft Strategic Plan Report. The report will include an executive summary, summary of community involvement, SWOT analysis, strategic goals and priorities, and action plan. The Draft Strategic Plan will be reviewed with the Planning Committee and comments will be incorporated. In addition, tracking tools will be prepared for the City to use to keep the plan up to date and on track.

Task Two - City Council Presentation: The consultant team will present the Draft Strategic Plan to the City Council for review and comment.

Phase 6 - Complete Strategic Plan (Final Report)

Task One - Finalize Report: Based on the comments received from the City Council, the consultant team will finalize the Strategic Plan Report and deliver to the City.

