

AGENDA
Codington County Board of Commissioners
Codington County Court House, 14 1st Ave SE, Watertown SD
Commission Chambers, Room #114
9:00 a.m., Tuesday, December 28, 2021

1. Pledge of Allegiance
2. Call for public comment. Public comment may be submitted via telephone at 605-882-6248 or 605-882-6297
3. Conflict of interest items
4. Action to approve the December 28, 2021 agenda
5. Action to approve the December 21, 2021, minutes of the Board of Codington County Commissioners
6. Michelle Burkhart, SD Dept. Legislative Audit, opening audit conference
7. Action to approve a Strategic Planning consulting agreement with SLM Consulting
8. Action to allocate Commissioners Contingency Funds to budgets for compliance
 - a. County Park - \$1,405.77
 - b. Planning Board - \$964.60
 - c. Road & Bridge - \$101,032.01
9. Action to designate surplus cash
10. Action to approve claims for payment
11. Action to approve automatic budget supplements
12. Action to approve personnel changes
 - a. Appoint Emergency Management Director
13. Action to approve travel requests
14. Public Notices – a possible quorum of Commissioners could be in attendance at:
15. Old Business
16. New Business
17. Open
 - a. Public Comments
 - b. Commission Comments
18. Action to enter into Executive session per SDCL 1-25-2
 - (1) Discussion of personnel issues
 - (2) Consulting with legal counsel or reviewing communications from legal counsel regarding proposed or pending litigation or contractual matters
 - (3) Preparing for contract negotiations with employees or employee's representatives
 - (4) Discussing information listed in SDCL 1-27-1.5 (8) and 1-27-1.5 (17) (safety or disaster)
19. Action to adjourn until 9:00 a.m., Tuesday, January 4th, 2022; at the Codington County Court House

Codington County does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in employment or the provision of service.

**Official Proceedings
County of Codington, Watertown, South Dakota
Codington County Court House
14 1st Ave SE**

December 21, 2021

The Codington County Commissioners met in regular session at 9:00 a.m., Tuesday, December 21, 2021, at the Codington County Court House. Commission members present were: Lee Gabel, Charlie Waterman, Myron Johnson, Troy VanDusen and Brenda Hanten; Chair Hanten presiding. Commissioner Gabel led the pledge of allegiance.

CALLS FOR PUBLIC COMMENT AND CONFLICT OF INTEREST ITEMS

Chair Hanten called for public comments to be taken up during the open portion of the meeting; none were offered. There were no conflict-of-interest items to note.

AGENDA APPROVED

Motion by VanDusen, second by Gabel, to approve the December 21, 2021 agenda as posted; all voted aye; motion carried.

MINUTES APPROVED

Motion by Johnson, second by Waterman, to approve the minutes of the December 14th, 2021 meeting of the Codington County Commissioners; all voted aye; motion carried.

MONTHLY REPORTS

Facilities Manager, Steve Molengraaf, updated the Board. The Extension Center Facility continues to be used for auction sales and various meetings; parking violations continue to be a problem for large events at the facility; the handicapped door opener has been installed in Expo 1 and additional outlets have been installed in the sale ring. A request for proposals for Court House roof repairs is being prepared. A local Weed Board meeting was held on 12/15; the annual meeting of the Weed Dept. and Township officials is scheduled for 2/23/2022; annual weed reports are being prepared to send to the Dept. of Ag.; and the State Weed Commission meeting is scheduled for 2/16/2022. The camera and fob system project in the Detention Center has been completed; Johnson Controls has met with the Facility Manager regarding boilers and chillers that will need to be replaced in the next couple of years. **Highway Supt., Rick Hartley**, updated the Board. The three new motor graders were delivered on 12/2, have been outfitted and are currently in use; the rip rap project on County Road 23 (442 Ave) has been completed, a 25 MPH speed limit has been implemented on a 500' stretch of the road; and graveling of roads will soon come to an end due to weather conditions.

MEMORIAL PARK CAMPGROUND RESERVATION POLICY

Facilities Manager, Steve Molengraaf, met with the Board to discuss changing the reservation policy at the Memorial Park Campground. Discussion was held regarding the termination of the current policy to allow reservations to be made a year in advance, with certain exceptions, and going to a 95-day policy instead. Mr. Molengraaf will prepare a written policy for the Board's action at a future meeting.

2021 ZONING OFFICE YEAR-END REPORT

Zoning Officer, Luke Muller, reviewed a year-end report, including the following: Building permits issued – 107 with estimated value of construction - \$17,791,547; new residences – 31; and fees from building permits - \$34,402.00. There were 4 special meetings of the Board of Adjustment/Planning Commission; 40 variance/conditional use permit applications processed; and fees from special meetings and variances, conditional use, and rezoning applications in the amount of \$3,400.00.

Codington County, 21 December 2021

ZONING SERVICES CONTRACT

Zoning Officer, Luke Muller reviewed a letter of agreement, for zoning services in 2022, in an amount not to exceed \$30,650.00, which includes mileage costs, between Codington County and the First District Association of Local Governments. Motion by Gabel, second by Waterman, to authorize Chair Hanten to sign the letter of agreement between Codington County and the First District Association of Local Governments for administrative and technical assistance to the Codington County Planning Commission and County Commissioners in the area of zoning, beginning January 1, 2022 through December 31, 2022; all voted aye; motion carried.

MOES KORTH ADDITION PLAT RESOLUTION

Zoning Officer, Luke Muller, presented to the Board and reviewed the Moes Korth Addition Plat. The Board took the following action:

RESOLUTION #2021-39

A Resolution to approve the platting of the Moes Korth Addition in the County of Codington, South Dakota

BE IT RESOLVED by the County Commissioners of Codington County, South Dakota, as follows:

That an examination has been made of the plat entitled:

Moes Korth Addition, located in the Northeast Quarter (NE1/4) Section 29-T119N-R52W of the 5th Prime Meridian, in the County of Codington, South Dakota; and it appearing to the Board of County Commissioners that the arrangement of streets and alleys and the area within its jurisdiction have not been interfered with by the said plat and survey, and that the County Planning Commission of the said County has recommended approval of the said plat, and it also appearing that the plat and survey accompanying the same has been executed according to law.

NOW, THEREFORE, said plat is hereby approved and the County Auditor of Codington County, South Dakota, is hereby authorized to endorse on the said plat a copy of the Resolution and to certify to the same thereon.

The above and foregoing resolution was moved for adoption by Commissioner VanDusen, second by Commissioner Johnson; all voted aye; whereupon the Chair of the Board of County Commissioners declared the same to be duly passed and adopted.

Dated this 21st day of December, 2021, at Watertown, Codington County, South Dakota

Brenda Hanten

Commission Chair, Codington County, South Dakota

STATE OF SOUTH DAKOTA

§

COUNTY OF CODINGTON

I, the undersigned, the duly appointed, elected, qualified, and acting County Auditor of Codington County, South Dakota, do hereby certify that the foregoing is a true and correct copy of Resolution 2021-39, adopted by the Board of County Commissioners of Codington County, South Dakota.

Dated this 21st day of December, 2021, at Watertown, Codington County, South Dakota.

Codington County, 21 December 2021

Cindy Brugman

County Auditor, Codington County, South Dakota

HUMAN SERVICE AGENCY APPROPRIATE REGIONAL FACILITY FUNDING

The Board held a discussion regarding the possibility of contributing funding towards the Human Service Agency's Appropriate Regional Facility building project. Chair Hanten recommended contributing \$50,000.00 to this project based on available funding in 2021. Motion by VanDusen, second by Gabel, to appropriate \$50,000.00, to the Human Service Agency Appropriate Regional Facility, utilizing 2021 budgeted funds; all voted aye; motion carried. The Board noted in order for this project to move forward and become a reality other regional entities will need to also provide funding for the project.

EMERGENCY RENTAL ASSISTANCE (ERA) GRANT AWARD AGREEMENT

Motion by Gabel, second by Johnson, to approve sub-recipient federal grant funding agreements between Codington County and the SDHDA. Welfare Director, Sara Foust, advised the Board these agreements will provide ERA 1 and ERA 2 funding to assist South Dakota households that are unable to pay rent and utilities due to the COVID-19 pandemic. Grantees may use the funds to provide assistance to eligible households through existing or newly created rental assistance programs. Upon vote of the Board; all voted aye; motion carried.

EXECUTIVE SESSION

Motion by VanDusen, second by Gabel, to enter into executive session at 10:00 a.m., to discuss a personnel issue; all voted aye; motion carried. The Board returned to regular session at 10:10 a.m. No action was taken following executive session.

Commissioner VanDusen was excused following executive session.

HOLIDAY OFFICE CLOSURES

The Board noted that per previously adopted policies, all County offices will be closed as follows in observance of the Christmas and New Year's holidays: Closing at 12:00 noon, Thursday, December 23rd; closed all day Friday, December 24th; and closed all day Friday, December 31st.

SALARY CLAIMS

Motion by Waterman, second by Gabel, to approve December salary claims; all voted aye; motion carried: Commissioners: 10,595.04 total salaries. Auditor: 24,507.96 total salaries. Co. Treasurer: 34,723.61 total salaries. States Attorney: 35,977.43 total salaries. Gov. Buildings: 20,348.26 total salaries. Dir. Equalization: 48,290.77 total salaries. Reg. of Deeds: 26,404.19 total salaries. Veterans Service: 12,977.42 total salaries. Sheriff: 108,257.22 total salaries. Co. Jail: 133,876.86 total salaries. Welfare: 11,734.74 total salaries. County Nurse: 5,484.90 total salaries. Ag. Bldg.: 10,418.06 total salaries. Co. Extension: 11,140.84 total salaries. Weed: 4,536.25 total salaries. Planning Board: 546.01 total salaries. Road & Bridge: 109,304.40 total salaries. Emergency Management: 14,065.97 total salaries. Crime Victim: 8,340.02 total salaries. W.I.C.: 5,012.84 total salaries. Total 636,542.79. Breakdown of withholding amounts which are included in the above: S.D. Retirement 60,802.62; S.D. Retirement 86.37 spouse option; S.D. Supplemental Retire. 3,570.00 suppl. retire.; Sanford 82,545.69 ins.; Reliance Standard Life Insurance 739.23 life ins.; Delta Dental 6,151.28 ins.; Avesis 845.84 ins.; Nationwide Retire. Sol. 25.29 suppl. retire.; AFSCME Council 65 526.90 employee union dues; AFLAC 4,268.47 ins.; John Hancock 5,240.00 suppl. retire.; AFLAC 927.46 ins.; Watertown United Way 60.00 employee contributions; Office of Child Support 435.00 employee payments; Sioux Valley Credit Union 25,156.00 employee payments; SDRS Supplemental Retirement 4,055.00 Roth retirement; Teamsters Local Union 120 458.00 employee union due; Codington County Deputy Sheriff's Association 120.00 employee union dues; ReliaBank Dakota 45,650.36 federal withholding; ReliaBank Dakota 72,421.86 social security.

CLAIMS

Motion by Gabel, second by Waterman, to approve for payment the following list of claims; all voted aye; motion carried: Bituminous Paving Inc. 28111.20 rep; Butler Machinery 993758.83 equip; Credit Collections Bureau 2957.22 svc; DynoTune Speed & Performance 2860.00 equip; SDACC 5294.00 dues; SDACO 2514.05 dues; South Shore Gazette 889.90 pub; T&M Autobody 11507.30 rep; VISA Reliabank 1988.22 sup/trav/misc; Watertown City Finance 22317.68 surcharge 911 Oct; Watertown Public Opinion 1062.80 pub.

ADJOURNMENT

There being no further business to come before the Board a motion was made by Johnson, second by Gabel, to adjourn at 10:20 a.m., until 9:00 a.m., Tuesday, December 28th, 2021; all voted aye; motion carried.

ATTEST:

Cindy Brugman
Codington County Auditor

Codington County does not discriminate on the basis of color, national origin, sex, religion, age, or disability in employment or the provision of service.

Published once at the total approximate cost of \$ _____



CONSULTING AGREEMENT

This Consulting Agreement is made and effective this ___ day of _December 17, 2021 (the "Effective Date") by and between **SLM Consulting, LLC**, a South Dakota limited liability company with its principal office located at 4604 S Twin Ridge Road, Sioux Falls, South Dakota 57105 (hereinafter "**Consultant**"), and ___ Codington County Welfare Office _____ a [an] ___ County Government Agency _____ organized and existing under the laws of the state of ___ South Dakota _____, with its principal office located at _____ 125 S Broadway, Watertown, SD 57201 _____, (hereinafter "**Company**").

RECITALS:

The Company desires to engage Consultant to render consulting services; and

The Company and Consultant wish to memorialize the terms and conditions upon which Consultant is engaged to provide consulting services to the Company; and

NOW THEREFORE, for and in consideration of the mutual covenants contained in this Agreement, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. SERVICES AND NATURE OF RELATIONSHIP

1.1 Engagement. The Company hereby retains Consultant and Consultant hereby accepts such appointment and agrees to perform the services described under **Exhibit A** (the "Services") of this Agreement pursuant to the terms and conditions of this Agreement. Company agrees to furnish any facilities, personnel and equipment necessary to facilitate Consultant's Services.

1.2 Method of Performing Services. Consultant will determine the method, details, and means of performing the Services furnished under this Agreement. Consultant agrees to do each of the following with respect to the Services: (i) devote as much time, energy, and ability as may be necessary to provide the agreed upon Services in a timely and productive manner; (ii) exercise independent judgment and control over the provision of the Services; (iii) provide the Services pursuant to the highest professional and ethical standards and in accordance with accepted industry standards; and (iv) communicate promptly and accurately with the Company regarding progress of the Services.

1.3 Consultation. Consultant agrees to be available for consultation with Company, upon Company's reasonable advance notice with regard to such consultation, and agrees to meet all deadlines, as agreed upon between Consultant and Company, with respect to Consultant's performance of the Services.

1.4 Consultant Status. Consultant acknowledges and agrees that, in performing Services under this Agreement, Consultant will serve as an independent contractor. Consultant agrees that Consultant is not and will not become an employee of the Company during the term of Agreement. Consultant agrees that the Services performed under this Agreement will not entitle

Consultant to any rights or benefits afforded to the employees of the Company, including benefits as worker's compensation insurance, health insurance, sick leave, retirement benefits or any other employment benefit.

1.5 Payment of Taxes. Consultant agrees that it is solely responsible for paying when due all taxes, including income, sales, use and other taxes, as a result of or in connection with the compensation paid by the Company to Consultant for Services rendered under this Agreement. The Company will issue applicable federal, state or other tax forms or reports to Consultant with respect to the compensation paid pursuant to this Agreement. Consultant agrees to indemnify and hold Company harmless from and against any and all liability for such taxes.

2. TERM AND TERMINATION

2.1 Term. This Agreement will become effective as of the Effective Date and, except as provided under Section 2.2, terminate upon completion of the Services set forth in **Exhibit A**.

2.2 Termination. This Agreement may be terminated by the either party (i) without cause and without liability, by giving 30 days written notice of termination to the other party, or (ii) by written notice of termination to the party committing a material breach from the other party. "Material breach" means any (i) a breach of the Agreement by a party that has failed to be cured within ten days after receipt of written notice by the other party, (ii) the death or physical or mental incapacity of any key person performing the services on Consultant's behalf, or (iii) the insolvency, liquidation or bankruptcy of a party.

2.3 Effect of Termination. Upon the effective date of termination of this Agreement, all legal obligations, rights and duties arising out of this Agreement will terminate, except Consultant will be entitled to any accrued compensation owed under Section 3 through and until the effective date of termination.

3. FEES AND EXPENSES

The Company will compensate Consultant for Services rendered pursuant to this Agreement as follows:

3.1 Rates/Fees. The Company agrees to compensate Consultant for the Services provided under this Agreement for an aggregate fee of \$10,000, paid out in monthly payments upon receipt of invoice.

3.2 Expense Reimbursements. The Company agrees to reimburse Consultant for reasonable travel expenses incurred by Consultant in performing Services pursuant to this Agreement.

3.3 Timing of Payments. Consultant will provide the Company with a statement describing Services performed, fees owed and expenses to be reimbursed, and taxes charged under this Agreement following completion of the Services. The Consultant will invoice the Company monthly. The Company will pay Consultant the amount shown on the statement within 30 days after receipt.

3.4 Costs, Expenses and Subcontractors. Consultant, where necessary and reasonable, may seek out and utilize the assistance and Services of other individual, companies,

or firms to properly perform the duties and obligations required under this Agreement, and Consultant's fees set forth under Section 3.1 will be included therein.

4. ADDITIONAL COVENANTS

4.1 Confidential Information. Except as required in the performance of Consultant's obligations under this Agreement, is in the public domain, specifically required by law, or, with the prior written consent of the Company, Consultant will hold confidential and will not in any manner disclose, use for personal benefit, or directly or indirectly use for the benefit of any other person, Confidential Information (defined below) that has come or will hereafter come into Consultant's possession. "Confidential Information" means all information of a confidential or non-public nature concerning the Company existing or proposed business activities, including without limitation, its operations, processes, methods and experience incidental to Company's business, including without limitation business and technical information, financial information, accounting data, marketing techniques and materials, business plans, pricing, product or service information, personnel information, customer information, vendor or supplier information, technology, intellectual property, trade secrets, ideas, discoveries, inventions, patents, techniques, designs, plans and specifications

4.2 Ownership. SLM Consulting, LLC agrees that all data, materials, works of authorship, technologies, analysis, discoveries and inventions whether new or enhanced and expanded, whether patentable or not, conceived, developed, invented or made by SLM Consulting, LLC during the term of this Agreement which grew out of SLM Consulting, LLC's Services performed for Codington County (collectively the "Works") will belong to Codington County and not to SLM Consulting, LLC; provided, however, Coding County grants to SLM Consulting, LLC a non-exclusive, worldwide, revocable, royalty free license to the Works developed or created under this Agreement. SLM Consulting LLC will receive acknowledgement as the author in the final report and will add the report to their portfolio of work for future marketing. Any shared names, contact information, or historical information is provided for the sole purpose of this project and is considered confidential by both parties

4.3 Reasonable and Continuing Obligations. The parties agrees that each party's obligations under Section 4 are obligations that will continue beyond the date this Agreement terminates and that such obligations are reasonable and necessary to protect the Company's or Consultant's, whatever the case may be, business interests. Each party additionally will have the right to take such other action as the party deems necessary or appropriate to compel compliance with the provisions of this Section 4 (including, without limitation, seeking a court order for specific performance).

4.4 Compliance with Regulations and Protected Health Information. Consultant will comply with all federal, state, and local laws and regulations as may apply or as may be applicable to this Agreement and all transactions and activities contemplated or to be performed hereunder including, but not limited to, the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as amended from time to time. To the extent that communications between Company and Consultant under this Agreement are covered by the Standards for Privacy of Individually Identifiable Health Information as prescribed by HIPAA. Consultant agrees to:

a. Not use or disclose any protected health information ("PHI" as defined by HIPAA) other than as permitted or required by this Agreement or as required by law.

b. Use appropriate safeguards to prevent use or disclosure of the PHI other than as provided for by this Agreement.

c. Mitigate, to the extent practicable, any harmful effect that is known to Consultant of a use or disclosure of PHI by Consultant in violation of the requirements of this Agreement.

d. Report to Company any use or disclosure of PHI not provided for by this Agreement of which Consultant becomes aware.

e. Ensure that any agent to whom Consultant provides PHI received from, or created or received by Consultant on behalf of Company, agrees to the same restrictions and conditions that apply to this Agreement with respect to such information.

5. WARRANTIES; LIMITATION OF LIABILITY

Consultant warrants to Company that the Services performed under this Agreement will be done in good faith, in a professional manner and in the best interest of the Company. Consultant disclaims all other warranties, express or implied. Company agrees consultant will have no liability for special or consequential damages, lost profits, or any direct or indirect damages.

6. INSURANCE

Consultant will procure and maintain all insurance applicable to the operation of Consultant's business.

7. GENERAL PROVISIONS

7.1 Indemnification. Each party agrees to indemnify, defend and hold harmless the other party and the other party's directors, managers, officers, shareholders, members, employees, contractors and agents from and against any and all claims, damages, liabilities, losses, fines, judgments, costs and expenses, including reasonable attorneys' fees, arising from or related to: (a) the nonperformance or breach of this Agreement by the party, or (b) any negligence, recklessness or intentional misconduct of the party.

7.2 Notice. Notices and all other communications will be in writing and will be deemed to have been duly given when personally delivered, mailed by United States registered or certified mail to the party's address set forth in this Agreement, or emailed to the party's email address listed in this Section 7.2. Either party may change their address by providing notice to the other party consistent with the terms of this section.

Consultant's contact email address: Sandra Melstad, sandra@slmconsultingllc.com

Company's contact email address:

7.3 Assignment/Subcontracting. This Agreement, and all duties and obligations hereunder are personal in nature, and Consultant may not assign this Agreement, or any portion hereof, voluntarily or involuntarily by operation of law, without the Company's prior written consent. Notwithstanding this Section 7.3, the Consultant may enter into a subcontract for the

performance of any Services under this Agreement, or any portion thereof, without the consent of the Company; provided, however, Consultant will assume full responsibility for the acts or omissions of subcontractors. The Company may not assign this Agreement to any party without the written consent of Consultant, which written consent will not be unreasonably withheld.

7.4 Governing Law. This Agreement and all matters relating to the meaning, validity or enforceability thereof and the performance of the Services hereunder will be governed by the laws of the State of South Dakota, exclusive of its conflict of laws rule.

7.5 Entire Agreement and Modification. This Agreement supersedes any and all agreements, either oral or written, between the parties with respect to the rendering of consulting Services by Consultant for the Company. Any modification of this Agreement will be effective only if it is in writing and signed by the party to be charged.

7.6 Severability. If any term, provision, covenant or condition of this Agreement is deemed or becomes illegal, null, void or against public policy, or is held by a court to be illegal, null or void or against public policy, the remaining provisions of this Agreement will remain in full force and effect and will not be affected, impaired or invalidated. The term, provision, covenant or condition that is so invalidated, voided or held to be unenforceable will be modified or changed by the parties to the extent possible to carry out the intentions and directives set forth in this Agreement.

7.7 Successors and Assigns. Except as restricted herein, this Agreement will be binding on and will inure to the benefit of the parties and their respective heirs, legal representatives, successors and permitted assigns.

7.8 Waiver. No waiver of any provision or consent to any action will constitute a waiver of any other provision or consent to any other action, whether or not similar. No waiver or consent will constitute a continuing waiver or consent or commit a party to provide a waiver in the future except to the extent specifically set forth in writing. Any waiver given by a party will be null and void if the party requesting such waiver has not provided a full and complete disclosure of all material facts relevant to the waiver requested. No waiver will be binding unless executed in writing by the party making the waiver.

7.9 Counterparts. This Agreement may be executed in counterparts, each of which will be deemed an original but together will constitute but one and the same instrument.

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IN WITNESS WHEREOF, the parties have entered this Agreement effective as of the Effective Date hereof.

SLM CONSULTING, LLC

(Name of Company)

By: _____
Sandra Melstad
Its: Manager, CEO

By: _____
Its: _____
Title

EXHIBIT A

Services to be Provided by Consultant and Date of Completion

PROJECT SCOPE

OVERVIEW

Project Scope

SLM Consulting, LLC proposed to support Codington County Welfare Director to engage multi-sector partners and stakeholders, including social service providers, to develop a community-wide strategic plan for social service agencies to address welfare needs in Codington County through improved communication, support, and service delivery. SLM Consulting will provide hands-on support a collaborative process to convene stakeholders and the community, facilitate strategic planning, and foster action guided by guiding principles and planning goals of Codington County Welfare.

High-Level Requirements

- Available data, including needs and gaps in community health and safety, to support strategic planning.
- Planning meetings with Welfare Director and appropriate stakeholders.
- Meeting space to hold in-person meetings.
- Preferred communication methods with Welfare Director and stakeholders.

Proposed Deliverables

- Identify resources to support strategic planning.
- Meet weekly/bi-weekly with Codington County Welfare Director and relevant stakeholders.
- Develop and implement strategic planning process outlined in draft plan and in collaboration with Codington County Welfare Director and stakeholder.
 - Facilitate 2-3 strategic planning sessions in person (1/2 day planning sessions, depending on availability of stakeholders).
 - Meeting 1:
 - Orientation of planning process to participants, including goals of planning process.
 - Develop/review mission, vision, and values.

- Review survey findings regarding available data, services, etc.
- Conduct gap analysis to determine value of existing data and additional needs.
- Seek input from stakeholders on community health and safety issues.
- Meeting 2
 - Review data and information.
 - Complete SWOT analysis.
 - Determine key strategic issues and prioritize strategic issues for plan.
 - Discuss strategies to address priority issues.
- Meeting 3
 - Develop strategic plan based on input from subcommittees identification of objectives, activities, and evaluation measures.
 - Develop logic model to inform plan.
- Evaluate strategic planning process through survey, develop report and communicate findings to steering committee and stakeholders.

Implementation Plan

SLM Consulting, LLC will support implementation of the strategic planning process in accordance with project deliverables and timeline.

Timeline

- Pre-Planning: Mid-late December depending on timeline for project initiation.
- Hold in person meetings with stakeholders: January/Early February, Mid/End of February, Mid-March
- Evaluate strategic planning process: Upon completion of strategic planning process (End of March/early April)

Strategic Planning Process*

Use an established framework to guide strategic planning, such as Life Course Model and/or BARRHI Framework

Activity	Person(s)	Method/ Activity	Timeline
Pre-Planning			
Identify and define stakeholders, including community members who need to be included in strategic planning process. Utilize existing committee to identify additional stakeholders, community members impacted by issues (target population), and other relevant decision makers to inform strategic planning process. Communicate with committee via e-mail/survey to build a contact list for additional outreach.	Steering Committee, SLM Consulting	Survey/E-mail	Mid-late December

Invite stakeholders to participate in strategic planning process, including an outline a proposed planning timeline, deliverables, and implementation.	Steering Committee	E-mail	Mid-late December
Establish an internal and external communications plan with stakeholders and community, e.g., how will communicate about process, findings, implementation, etc.	Steering Committee		Mid-late December
Determine available data to inform strategic planning. Conduct environmental scan of internal data and solicit input from stakeholders on available data.	Steering Committee, Stakeholders	Environmental Scan of existing resources	Mid-late December
Develop process and timeline needs that aligns with stakeholder's availability.	Steering Committee, SLM Consulting		Mid-late December
Develop and finalize project plan.	Steering Committee, SLM Consulting		Mid-late December
Develop Mission, Vision, and Values			
Determine type and level of stakeholder engagement.	Steering Committee, SLM Consulting	Stakeholder Analysis Tool	Jan./Feb.
Develop organizational/initiative value statements, guiding principles, mission, and vision		In-person meeting	Jan./Feb.
Environmental Scan			
Determine the value of existing data available from internally and externally.	Steering Committee, Stakeholders	In-person meeting	Jan./Feb.
Collect additional data/information as needed.	Steering Committee, Stakeholders	Survey, Focus Groups, Secondary data	Jan./Feb.
Collect data regarding current practice, knowledge, cultural norms, issues specific to community health and safety to inform strategic plan. Data can be collected through various methods: <ul style="list-style-type: none"> • Conduct a service mapping activity, gathering information on the types of resources (services and supports) available to the target population. • Assessment of key stakeholders, partners, and community members, such as survey of assess the current environment specific to community health and safety, such as a SWOT (This could be provided prior to initial meeting with stakeholder to provide a preliminary overview of the environment). 	Stakeholders, SLM Consulting	Survey and/or in-person activities	Jan./Feb.
Summarize data and information.	Steering Committee, SLM Consulting		Jan./Feb.
Analyze Results and Select Strategic Priorities			

Complete SWOT analysis to identify opportunity to make impact regarding issues.	Steering Committee, Stakeholders	In-person/ Survey	February
Identify cross-cutting themes, emerging issues, and key strategic issues.	Steering Committee, Stakeholders		February
Prioritize and select strategic issues.	Steering Committee, Stakeholders	Prioritizing Setting Methods and Tool, completed via Survey – Discussed at in person meeting	February
Develop Strategic Plan			
Conduct an orientation on strategic planning for participating stakeholders.	Steering Committee, Stakeholders	In-person meeting	Feb./March
Develop strategies, goals, objectives, and activities to address priority issues. (This can be done by sub-committees meet individually and work on and bring back to the larger group for review and discussion)	Steering Committee, Stakeholders	Workgroup Meetings, In-person large meeting	Feb./March
Identify outcomes, indicators, and measures of areas of interest. Determine what achievement is anticipated, what will indicate whether it has been attained, and what specific information will demonstrate the outcome was realized.	Steering Committee, Sub-Committee, Stakeholders, SLM Consulting		Feb./March
Create logic model to link planned activities to initiative goals and objectives and to anticipated outcomes and lead to improvements in service delivery and the well-being of children and families.	Steering Committee, Stakeholders, SLM Consulting	In-Person	Feb./March
Create strategic planning document.	Steering Committee, Stakeholders, SLM Consulting		Feb./March
Develop Evaluation Plan			
Establishing a Process for Monitoring, Implementation and Evaluation to track progress.	Steering Committee, Stakeholders, SLM Consulting		Feb./March

**Proposed strategic planning process. SLM Consulting works with client to develop and refine process and timeline to ensure deliverables and goal of the process are met.*

Budget

<hr/> <u>PERSONNEL</u>	<hr/> <u>TOTAL</u>
<ul style="list-style-type: none">• Facilitate strategic planning process that aligns with deliverables, including but not limited to facilitating three in-person meetings, facilitate virtual meetings, survey of stakeholders, e-mail communication with steering committee and stakeholders, and evaluation of process.• Analysis of data collected and development of a report.	\$9200
<hr/> <u>SUPPLIES</u>	<hr/> <u>TOTAL</u>
<ul style="list-style-type: none">• Printing for in-person meeting resources.• In-kind to support planning process:<ul style="list-style-type: none">○ Zoom○ Survey Monkey○ Adobe Professional○ NVivo	\$325
<hr/> <u>TRAVEL</u>	<hr/> <u>TOTAL</u>
<ul style="list-style-type: none">• Travel to Watertown<ul style="list-style-type: none">○ 3 Trips @ .42/mile, per-diem	\$350
<hr/> <u>INDIRECT COSTS</u>	<hr/> <u>TOTAL</u>
<ul style="list-style-type: none">• 5%	\$475
<hr/> <u>TOTAL COSTS</u>	<hr/> <u>\$10,000</u>