

MINUTES
Foundation Planning Task Force
Search Sub-Committee
April 26, 2017, 7:30 p.m.
Mayor's Conference Room

Sub-Committee Members Present

Martha Halko
Katherine Collin Vicki Smigelski
Jeanine Gergel Phyllis Dykes

Not Present: Daniel Cohn, George Hillow

Others Present

Shannon Strachan, Executive Assistant to Mayor

1. The meeting began at approximately 7:30 p.m.
2. The members had a brief discussion regarding how it came to be that additional consultant prospects were referred and invitations to submit proposals were sent. Updates to interview questions were discussed and a general confirmation that the focus would be to retain one of the four (4) candidates for Phase 1 of the RFP first. It was agreed that Jeanine Gergel would again act as the lead to facilitate the interviews.
3. The sub-committee interviewed the following consultant: Randell McShepard 7:45 – 8:40 p.m. (Proposal Attached)
4. After the interview, a general discussion was had amongst the members and it was determined that Randell McShepard would be an excellent candidate for facilitator. It was further determined that between the four candidates, only one recommendation for Phase 1 would be made to the Task Force and that would be Randell McShepard.
5. The group was polled and recommended that May 9th be the next meeting of the Full Task force. Shannon Strachan was asked to invite Randell McShepard to the full Task Force meeting to be held on May 9, 2017 and to advise the full Task Force of the selected date.
6. Meeting was adjourned at approximately 9:20 p.m.



Shannon Strachan, Interim Secretary

Date

5-16-17

Proposal for Facilitation and Planning Services
for the
Foundation Planning Task Force - City of Lakewood

Submitted by Randell McShepard

This proposal is submitted in response to the March 10, 2017 Request for Proposal for the Foundation Creation Planning Project (New Lakewood Wellness Foundation).

Responses to the key questions and areas of interest raised in the RFP are outlined below:

***Consultant Experience and Qualifications**

I have worked as an independent consultant for 23 years, serving over 70+ different organizations ranging from social service agencies and community development corporations to municipalities and civic organizations. My areas of expertise include strategic planning, group facilitation, visioning, project management and community outreach.

A sample of clients include the following: Cleveland Neighborhood Progress, Famicos Foundation, Goodrich-Gannet Neighborhood Center, The Campus District, City of Shaker Heights, Fairfax Renaissance Development Corporation, Greater Cleveland Partnership, Cuyahoga Arts and Culture, West Side Catholic Center, City of Cleveland, Flats Forward and Joseph's Home.

I have dual Bachelor Degrees in Psychology and Communications from Baldwin Wallace University and a Masters of Science Degree in Urban Studies from Cleveland State University.

My experience with a conversion foundation was as a nine-year board member of the Sisters of Charity Foundation of Cleveland, the last two years of which I served as Board Chair. I have also served on 30 non-profit boards and have been involved as a co-founder for 3 of them.

***Consulting Services and Scope of Involvement**

The meetings will be facilitated by Randell McShepard, and will focus on the vetting of information, identification of key themes, setting of priorities for the task force, establishing key deliverables and communicating those deliverables to the community. If required, additional facilitator support (independent contractor) will be enlisted, although unlikely in phase 1. It is anticipated that outside legal counsel would be needed for phase two, particularly as associated with the formation of by-laws and the options for the tax structure of the organization.

***Approach for the Scope of Work and Timeline**

The scope of work would begin with a visioning process with the Foundation Planning Task Force. This would include dialogue pertaining to the following: 1) What does the Wellness Foundation hope to accomplish? 2) Who will the Foundation serve and to what end? 3) How will success be evaluated? 4) What are the necessary strategies to engage the community? Once the Planning Task Force has determined its larger aims and set a general direction for the initiative, the next step would entail building consensus among the Mayor's office, City Council and the community at-large. This would entail briefing each of the stakeholder groups with the vision for the project, and making tweaks and adjustments that are representative of the community's feedback. This process will also establish the framework for the Phase 2 work, including the sub-committee structure. **(Anticipated Timeline: 5 Months)**

For Phase 2, the Foundation Planning Task Force will delve into the governance structure and accompanying documents such as by-laws and articles of incorporation. The task force will also evaluate the pros and cons of the four different options for organizational structure (by-laws) that were shared at a previous meeting, and will engage in dialogue detailing the implications of the organization's tax structure. Once decided upon, the task force will share their plan with the regulators to receive feedback and resolve any areas of concern. Once consensus is reached with the regulators, the task force will then coordinate community forums to share the draft outline of the new organization and to hear and respond to suggestions and concerns. Once the final edits are made, an official public event announcing the new organization and its strategies will be scheduled and coordinated.

As aforementioned, it is expected that this process will require legal advice on the various organizational and tax structure scenarios and the implications of each. Legal counsel will also be needed to assist with the formation of by-laws and articles. This process alone might very well require 3-4 meetings. The final decisions about organizational structure will serve as a critical juncture in the process, as it will clarify the final recommendations for the operating model that will be presented to the community. **(Anticipated Timeline: 10 Months)**

***Deliverables and Milestones Timeline**

Phase 1 (May – October, 2017)

- Mid-May (Initial meeting with the task force)
- June (Visioning meetings with task force)
- July/August (Consensus building w/ community and stakeholders)
- August (Consensus building revisions)
- September/Mid-October (Finalize working framework for Phase 2)

Phase 2 (November 2017 – August 2018)

- November – March (Governance structure determination)
- March –April (Task Force plans shared with regulators)
- May (Finalize plans with regulators)
- June/July (Community forums)
- August (Project completion and launch of Lakewood Wellness Foundation)

***Demonstrated knowledge of health and wellness in Lakewood and understanding of the charge of the Task Force**

While I have not spent enough time in Lakewood to consider myself fully knowledgeable of the “health and wellness” environment, it is clear from the materials shared about the overall process that Lakewood is determined to keep health at the forefront of the city’s priorities. The formation of the master agreement with the City of Lakewood, the Lakewood Hospital Association and the Cleveland Clinic clearly demonstrates the importance that the city places on health and wellness. Relatedly, the establishment of the Wellness Foundation is another example of the city’s commitment to this topic. Mayor Summers was quoted as saying that “the new foundation will be yet another tool to be used to reach our goal of becoming the healthiest community in Northeast Ohio.” This statement says a lot about where Lakewood sees itself headed in the coming years.

The Lakewood Hospital Association also has an impressive vision for the future health care system in Lakewood, which includes promoting a culture of health in Lakewood; keeping physicians in Lakewood to live and work; coordinating health services across programs and providers; and helping to make health care easier to navigate. These priorities also appear to be in synch with the community’s feedback shared through a survey process.

It is safe to say that health and wellness is critically important to all stakeholders in Lakewood and that there will be broad community support for programs and activities that strengthen the city in this regard!

Cost Proposal for Phase 1

Total Fee: \$22,000 (Includes all facilitation fees and materials for lead consultant)

Proximate Cost for Phase 2

Consultant Fee: \$15,000 (includes facilitation fees and additional subcontractor fees)

Legal Counsel Fees: \$15,000 (rough estimate)

***Client Examples/Reference Projects and Contact Information**

Flats Forward – Flats Forward was a new organization that was founded as a result of a facilitated strategic planning process. The Flats Oxbow community development organization was closed and there were many opinions about the future of the Flats and how it should be organized and managed. Over a 9-month period, critical meetings were organized and facilitated between six stakeholder groups in the Flats (industrial, commercial, maritime, entertainment, recreational and resident). These groups reached consensus and agreed to begin a new organization (Flats Forward) that is currently operating very well and playing a big role in the revitalization of the Flats.

Lee-Harvard Community Partnership – The Lee-Harvard Community Partnership is a result of a year long resident-led visioning and planning process to determine the proper organizational structure for community and economic development services in the Lee-Harvard neighborhood. This process is now entering its next phase which includes finalizing agreements with a fiscal agent, hiring a staff person and launching three task forces that will initiate and complete projects. Over 60 residents from all walks of life have actively participated in the process.

**County Government Reform – Although this was not a consulting engagement, it is worthy of mention. I served as the Co-Chair of the Public Engagement Committee for Cuyahoga County Government Reform and was responsible for planning and facilitating 38 public forums throughout the County. I also served on the 8-member Executive Committee for the County Reform effort. The meetings throughout the year were very spirited and well attended. In the end, the process was successful and all objectives were successfully met.

Contacts: (Each of whom have hired R. McShepard for consulting/facilitation services)

Joe Cimperman (re: Flats Forward)
Executive Director
Global Cleveland
Joe@globalcleveland.org
(216) 472-3282

Karen Gahl Mills
Executive Director
Cuyahoga Arts and Culture
(216) 515-8303

Colleen Gilson
Vice President, CDC Services
Cleveland Neighborhood Progress
Cgilson@clevelandnp.org
(216) 453-0489