

Strategic Planning Services for Public Health Sauk County

Clarifying Questions and Answers

1. Is there a desire to have an external-facing document and a separate internal-facing report?
Yes.
2. Given the proposed four-month project tenure, is the date range for the Strategic Plan 2026-2030 or 2026-2032? (5-7 years)?
That depends on action steps created through this process. We are flexible for a 5-7 year plan.
3. Do you wish to revisit the current Mission-Vision-Values statement?
Yes.
4. You state that you wish a SWOT (Strengths-Weaknesses-Opportunities-Threats) exercise conducted on page 9 of the RFP, Section 3.31 Methodology. Your prior Strategic Plan for 2022-2025 was based on an internal SOAR analysis (Strengths-Opportunities-Aspirations-Results).
 - a. Is there an issue if we propose a SOAR analysis (more revealing and allows comparison)?
That would be fine, we are open to utilizing SWOT, SOAR or an alternate analysis tool.
 - b. Do you wish to include stakeholders for input using a SOAR analysis to compare to that of staff?
Yes.
5. How many external stakeholders do you envision involving in the strategic plan inputs?
We would like client/community member input as well as other county departments with whom we regularly collaborate.
6. Would this input be in the form of key informant interviews, a survey, and/or listening sessions with stakeholders and residents?
Key informant interviews and listening sessions/focus groups would be preferred.
7. Do you wish the Objectives framed in SMARTE language (Specific-Measurable-Achievable-Relevant-Time Based-Equity Oriented)?
We want our objectives to be measurable and actionable in ways that address root causes of the issues identified in this process. We are open to SMART goal or other formats.
8. For the three CHIP priorities (Housing-Mental Health-Substance Use) do you propose specific goals?
No, these priorities are being addressed by work groups that have established priorities.
9. Do you have a current performance management plan reflecting the 2022-2025 goals?
Yes.
10. Do you have a current quality improvement plan reflecting the 2022-2025 goals?
Yes.
11. Do you have a current evaluation plan/logic model reflecting the 2022-2025 goals?
Yes.

12. Regarding operational effectiveness, do you wish to examine and/or benchmark both the four programs and the three key support functions?
Yes.
13. We understand that you would like to aim to complete the project by December 2025. Is there any flexibility in your project timeline given the challenges of engaging stakeholders during the fall/winter holiday season?
Yes.
14. Do you have a preference for a local vendor?
Not necessarily.
15. Do you prefer in-person vs. virtual engagement or a hybrid of in-person and virtual engagement?
Hybrid is preferred.
16. From our history working with Sauk County, we understand that there has been a change in leadership. Could you share what is otherwise driving your need/request for a Strategic Plan?
Our current plan goes to the end of 2025 and we are required to have one.
17. What is the funding source for this project?
This project is funded by tax-levy.
18. Is funding and sustainability a concern for the organization?
Yes.
19. Does PHSC envision holding a strategic planning retreat as part of this process? If so, do you have a preferred timeframe or duration for this event?
If a retreat is a key step in the proposal, we would be open to one including some staff and Board of Health members. Time and duration are flexible and dependent on budget.
20. How many PHSC staff members would be directly involved in the strategic planning process? Will there be a dedicated steering committee?
Yes, the leadership team (9 staff members) will be the steering committee. We would like input from as many staff as possible depending on time and budget.
21. What level of staff engagement do you expect throughout the process (e.g., all staff involved in certain phases, leadership only for specific decisions)?
See question 20 above.
22. What is your expectation regarding in-person versus virtual facilitation for different components of the strategic planning process?
We anticipate a hybrid process. We would prefer in-person for key informant interviews/listening sessions/focus groups in the community.
23. Beyond PHSC staff, which specific external stakeholders should be engaged in the strategic planning process (e.g., Board of Health, county leadership, community partners)?
Board of Health, Aging Disability and Resource Center, Human Services, and community members, current or past clients would be our priorities.
24. What stakeholder engagement has already occurred through the CHA/CHIP process that we should be aware of to avoid duplication?
Community surveys, key informant interviews and focus groups took place in 2024.
25. Could you elaborate on your expectations for the "Performance Measurement Framework" deliverable? Are you looking for specific key performance indicators, a balanced scorecard approach, or another specific framework?

We are looking for updated goals, objectives and measures that can be tracked monthly or quarterly.

26. What internal capacity does PHSC have for implementing and monitoring the strategic plan once developed?

We have dedicated FTE to update the PM dashboard, conduct QI projects, and monitor the strategic plan workplan.

27. How do you envision the consultant's role after delivering the final strategic plan? Is there an expectation for implementation support or follow-up?

Our hope is that the plan will be user friendly and actionable for our staff to implement.

28. What is the current status of PHSC's mission, vision, and values statements? Do you anticipate these will need significant revision during the strategic planning process?

Our mission and vision will need little if any revision. Our values may need revising to better connect them to our work in the aftermath of the pandemic.

29. Beyond the \$50,000 budget, are there any other resources PHSC can contribute to the strategic planning process (e.g., staff time, data analysis, meeting coordination)?

Yes, we can contribute all of those.

30. Will the contractor be required to conduct any of the work for project completion in-person/on-site or are tasks able to be completed virtually?

We anticipate the need for both in-person and virtual.

31. If so, what deliverables/tasks would the contractor be required to be on-site to complete?

Key informant interviews, listening sessions, and/or focus groups.

32. What is Public Health Sauk County's previous history with strategic planning?

The last strategic plan was completed in house (2022-2025).

33. Do you have a current strategic plan? If so, can you share your current strategic plan?

Yes. It can be found on our department website at <https://www.co.sauk.wi.us/publichealth/strategic-plan>

34. How have you used your previous strategic plan(s)? What has implementation of those plans looked like? Do you see that use changing at all with this new plan?

Our current strategic plan informed our performance management goals and objectives. We would like for that to continue.

35. How relevant are previous strategies to this new strategic plan? Are you hoping to build off of or refresh previous plans or are you hoping to start fresh?

We are open to either.

36. What success have you had with previous strategic planning processes?

We were able to successfully complete a plan and implement a performance management dashboard during the pandemic.

37. What lessons learned or challenges have you experienced in previous planning processes that are important to address with this new planning process?

It was a strain on staff to conduct this in-house. The challenges resulting from the pandemic (shift to virtual, change in duties) did not allow for staff to fully engage. It was felt that some staff played an outsized role.

38. Have you previously worked with an external vendor on developing a strategic plan? If so, who were those organizations? And what was that experience like?

The most recent two plans (2016-2019 and 2022-2025) were conducted in-house.

39. What is the county's vision for how it would like to be involved in strategic planning? For example, are you looking for more of a collaborative approach that includes forming a

strategic planning committee/workgroup that will inform the elements of the plan? Or are you looking for a vendor who can develop and make strategic plan recommendations based on the environmental scan?

The county is currently undertaking its own strategic planning process. We are looking for a vendor to do a department-specific strategic plan.

40. Who do you and your staff envision playing a role in the formation of this strategic plan?

Department staff, other county departments with whom we work closely, community members, clients, and our Board of Health.

41. Is the 50K budget a firm not to exceed amount, or is there flexibility? Additionally, could you provide more insight into how the budget was determined, as it seems relatively modest for the anticipated pace and scope of work?

The \$50K amount is firm, based on available funds.

42. Could you please clarify what is driving the requested project timeline? Is there a specific deadline or external factor influencing the expedited schedule?

Our current plan is set to expire at the end of this year.

Authorized By:

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7/1/25