

February 9, 2017

Ben Martig  
City Administrator  
City of Northfield  
801 Washington St.  
Northfield, MN 55057

RE: Proposal for Strategic Planning services

Dear Mr. Martig,

In response to the City of Northfield's interest in strategic planning services, the following proposal is offered for your consideration. The proposal addresses the needs identified in our phone conversation:

- Continue a strategic planning process begun previously
- Enable the City to set organizational purpose and strategic direction
- Receive Board and Commission input into the process
- Develop a plan with clear priorities and measureable targets

As the list of references reflects, I have provided similar services to a variety of local governments—throughout Minnesota, and other parts of the country.

Thank you for the opportunity to assist the City of Northfield with this important endeavor.



Craig Rapp  
President

## **Proposal**

The following describes a multi-step strategic planning process. Optional components are offered to enable the City to design the approach that best fits with the organization's desired outcome.

### **I. Advance planning meeting/conference call with City Administrator**

Prior to initiating action, a project review meeting with the City Administrator and/or his designees will be held for the following purposes: verify expected outcomes; review mission, vision and values to determine the need for updating, discuss environmental scanning, clarify/finalize stakeholder outreach process, and discuss any unique issues to be addressed. This meeting will also be used to set project schedules, and finalize the communication process.

- a. Meeting/call with City Administrator and/or others
- b. Summary of meeting—outline of process

### **II. Environmental Scanning**

The first step in the strategic planning process is a review of the operating environment. This will be accomplished in two ways- (1) through an “environmental scan”- a systematic review of major environmental factors that affect the City's operating environment such as: financial & economic conditions (internal and external), community demographics, workforce capacity and capabilities, infrastructure condition, intergovernmental relations, citizen/stakeholder issues, and the regulatory environment; (2) A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis—accomplished via a questionnaire sent out to the strategic planning participants. Both the environmental scan and the SWOT analysis will be reviewed at the first strategy session.

#### **Activity #1 – Conduct Environmental Scan**

Staff will develop a summary of issues and conditions that affect the organization and send to the Council in advance of the first strategy session. The consultant will provide a format and examples to the staff and provide review and editorial assistance if desired.

- a. Develop and distribute Environmental scan documents
- b. Provide staff support as required

#### **Activity #2 – Administer SWOT questionnaire**

A SWOT questionnaire will be administered to all strategic planning participants. This will provide information regarding the current operating environment. The results will be aggregated to ensure anonymity and maximize candor. The data generated will be used at the first strategic planning session.

- a. Prepare and distribute questionnaire
- b. Provide staff support as required

### III. Conduct Outreach and Engagement

Depending upon the decision of the City, concurrent with the environmental scanning effort, the consultant will conduct an engagement process with community leaders and the public. This will ensure that the City Council and leadership team receives input on critical issues and priorities from members of key boards and commissions along with the community. The specific format for this effort will be determined by the City, but may include facilitated sessions or online interactions—as listed below:

- Focus groups—with the EDA and Planning Commission. These are facilitated discussions with each group to elicit their opinions on challenges and issues facing the community, and their views on priorities and key projects. Sessions will run between 1 ½-2 hours.
- Community Leader Forum—this is a facilitated large group discussion regarding community issues and strategic priorities. This would be a single meeting open to all Board and Commission members.
- Online Survey—This is a community survey, open to the public at large. Deployment to be determined by the City—but could be Facebook site, City webpage, or similar. Administration will be coordinated between City staff and the consultant. This offers citizens an opportunity to contribute their opinions and ideas.
  - a. Discuss options with City
  - b. Prepare questions
  - c. Coordinate/conduct process(es)
  - d. Summarize results

### IV. Strategic Planning Session #1- Review Environmental Scan, Board and Commission feedback- 2-hour meeting. The first step in the strategic planning process is a staff presentation of the Environmental scan document, and focus group feedback. This will establish a foundation for the development of the strategic plan.

### V. Strategic Planning Session #2- Examine Operating Environment, Identify Strategic Priorities—3-4 hour meeting

The first of two sessions with the Council and leadership team. The group will review and/or confirm organizational vision, mission, values, examine the operating environment, and establish priorities. A facilitated process using information generated by a SWOT questionnaire filled out in advance by the City Council and senior staff will yield a set of challenges and strategic priorities.

- a. Develop meeting process
- b. Review and integrate survey, environmental scan, SWOT information
- c. Facilitate session
- d. Summarize results

### VI. Strategic Planning Session #3 – Establish Desired Outcomes, Key Outcome Indicators, Performance Targets- 4-5 hour meeting

The second session will be dedicated finalizing work of the first session and to development of Outcomes, Indicators, and Performance Targets. Using a facilitated process, the Council and leadership team will develop and align these with the Strategic Priorities established in session #1.

- a. Prepare background materials
- b. Review previous session discussion/results

- c. Discuss plans/documents with the City Administrator
- d. Facilitate session
- e. Summarize results

**VII. Strategic Plan Session #4—Develop Strategic Initiatives/Action Plans – 3 hour meeting**

This session will be conducted with the management staff and will focus exclusively on developing strategic initiatives and creating detailed action plans for each strategic priority, in line with the Desired Outcomes and Targets. Action plans need to be developed in sufficient detail to establish accountability and make the effort real. The session will include a review of the strategic planning process to provide guidance on the development of effective plans.

- a. Meeting with City Administrator
- b. Prepare background materials
- c. Review previous session discussion/results
- d. Facilitate session, train group
- e. Summarize results

**VIII. Summary Report.** A summary report, detailing the process, including the draft action plan developed, will be prepared and submitted to the City.

- a. Prepare summary report

**IX. Proposed Timeline.**

The following is a projected timeline for the process:

Project begins (10 days)	- Project initiation activities
Data gathering/engagement (45 days)	- Environmental Scanning, Focus Groups
Strategic planning (30-45 days)	- Strategic Planning sessions, Initiatives
Final report (20 days)	- Final report

**Proposed Fee**

The fees for the proposed scope of work, not including travel is:

- Advance planning, environmental scan, sessions #1-4, summary report	<b>\$9,650.00</b>
- Stakeholder outreach and engagement	<b>\$1,800.00-7,500.00</b>

The cost for this activity will depend upon which option is chosen, and the distribution of work performed by the consultant and the City staff. Estimated costs for each activity

- Focus Groups (2) - \$2,700.00 (2 sessions-one day)
- Community Forum - \$3,000.00
- Online Survey - \$1,800.00

Travel between Chicago and Northfield is estimated to be \$250.00/trip.

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for the City of Northfield

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Date



February 9, 2017

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for Craig Rapp, LLC

Date

## REFERENCES

Below are selected references from recent engagements similar to the one proposed for the City of Northfield:

1. City of Brooklyn Center, MN
2. City of Crystal, MN
3. City of Minnetrista, MN
4. City of Cloquet, MN
5. City of Golden Valley, MN
6. City of Roseville, MN
7. City of Edina, MN
8. City of Bloomington, MN
9. City of Brooklyn Park, MN
10. Village of New Lenox, IL
11. City of Joliet, IL
12. Village of Shorewood, IL
13. Village of Roselle, IL
14. Village of Lombard, IL
15. City of Wheaton, IL
16. Village of Glencoe, IL
17. Village of Libertyville, IL
18. Village of Cary, IL

### Contact:

Curt Boganey, City Manager, City of Brooklyn Center – [cboganey@ci.brooklyn-center.mn.us](mailto:cboganey@ci.brooklyn-center.mn.us), (763) 569-3303

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Phil Kiraly, Village Manager, Village of Glencoe- [philipk@villageofglencoe.org](mailto:philipk@villageofglencoe.org); 847-461-1101

Kelly Amidei, Deputy Village Administrator, Village of Libertyville- [kamidei@libertyville.com](mailto:kamidei@libertyville.com) 847-918-2027

Christopher Clark, Village Administrator, Village of Cary, [cclark@caryillinois.com](mailto:cclark@caryillinois.com); 847-639-0003

### **Consultant Credentials**

**Craig Rapp, President, Craig Rapp, LLC** is a nationally recognized speaker, a former city manager, and the former Director of Consulting for the International City-County Management Association (ICMA). Mr. Rapp speaks and conducts workshops throughout the United States on a wide range of subjects such as: leading in difficult political environments, effective governance, service delivery optimization, and authentic leadership.

Mr. Rapp's thirty-five years of experience as a senior executive in the public, private and non-profit sectors includes service as city manager in three Minnesota cities, senior director at the Metropolitan Council, and vice president of a national consulting firm. The focus of his work is leadership development, strategic planning and optimizing organizational performance. He has a master's degree in public administration, a bachelor's degree in urban studies, holds a Credentialed Manager designation from ICMA, and has completed the Senior Executive Institute at the University of Virginia.