

CRAIGRAPP

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February 17, 2017

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

RE: Proposal to conduct strategic planning

Dear Ben,

Based upon our recent conversation regarding your desire to hold a strategic planning session with the Northfield Economic Development Authority (EDA), I have prepared this proposal for your consideration.

The proposal specifically addresses the following needs identified during our discussion:

- Work with the EDA and staff to develop an economic development strategic plan for the City of Northfield.
- Establish strategic priorities for the next 3 years, as well as key outcomes, performance indicators and targeted actions. This process will relate to, and be informed by other plans of the City, and specifically, the City's strategic plan.

Thank you for this opportunity to assist the Northfield EDA with this important process.

A handwritten signature in black ink, appearing to read 'Craig R. Rapp', with a stylized, flowing script.

Craig R. Rapp
President

Project Approach

- I. Activity #1 - Questionnaire- SWOT analysis. To understand the internal and external conditions that impact the EDA's operating environment, a SWOT (strengths, weaknesses, opportunities and threats) analysis will be initiated via questionnaire. The EDA and key staff will be asked to provide their opinions about the strengths, weaknesses, opportunities and threats facing the EDA, as well as identifying key strategic issues. The questionnaire will be summarized, and will be used at the first facilitated session to determine strategic challenges.
 - a. Prepare and distribute questionnaire
 - b. Review and summarize questionnaire responses
- II. Activity #2 –Strategy Session—Review environment, identify challenges, priorities— 3 hrs. A facilitated meeting with the EDA and staff will be held to establish priorities and desired outcomes. Based upon the results of the SWOT questionnaire described above, the EDA and key staff will examine the operating environment, identify challenges facing the community, establish strategic priorities, and develop a set of desired outcomes.
 - a. Prepare session materials
 - b. Facilitate session-operating environment review, identification of challenges, priorities, and desired outcomes
 - c. Summarize meeting
- III. Session #2 – Strategy Session—Establish performance indicators, targets, actions—3 hrs. This session will be dedicated to establishing performance indicators and targets, and strategic initiatives. The group will continue the efforts begun in Session #1. Primary activities will include: finalization of performance targets and key initiatives- including follow-up actions and accountabilities to be developed by staff.
 - a. Prepare session materials
 - b. Facilitate session- performance indicators, targets, initiatives
 - c. Summarize meeting
- IV. Summary Report. A report, summarizing the process will be prepared and submitted to the EDA.
 - a. Prepare summary report
 - b. Submit report to City, EDA

Fee

The fee for the proposed project is \$5,450.00, which includes all incidental expenses. If this can be coordinated with other activities of the City's strategic planning process, the total cost may be reduced by up to \$500.00.

Submitted,



Craig R. Rapp
President

Approved:

City of Northfield

CONSULTANT QUALIFICATIONS

Craig Rapp, President- Craig Rapp, LLC

Craig Rapp is a nationally recognized speaker, trainer and consultant. His background includes over 35 years experience as a senior executive in both the public and private sectors. Prior to starting his own firm, he was the Director of Consulting for the International City-County Management Association, City Manager in three Minnesota cities, Director of Community Development for the Metropolitan Council, and Vice President of a local government consulting firm. His specific areas of expertise are organizational improvement, strategic planning, and leadership development. He has a master's degree in public administration, a bachelor's degree in urban studies, and has completed the Senior Executive Institute at the University of Virginia.