

AGREEMENT

THIS AGREEMENT, made and entered this 25 day of October, 2017 by and between the BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY, acting on behalf of Northern Illinois University through its Center for Governmental Studies referred to as the "University", and the VILLAGE OF HOMER GLEN located at 14240 w. 151ST street, Homer Glen, IL 60491, hereinafter referred to as "Homer Glen", witnesseth:

1. **Scope of Work.** In consideration of the mutual promises hereafter specified, the University and Homer Glen agree to the services delineated in Attachment A, which document is incorporated by reference herein and made a part hereof.
2. **Terms of Agreement.** The term of this Agreement shall be from the date above through March 31, 2018 or the completion of the project, whichever is latest, unless the term is extended by the mutual written agreement of the parties.
3. **Compensation.** As full and complete compensation for these services, Homer Glen shall pay the University a fee in the amount of \$13,750.00 as a fixed-price contract, payable according to the following payment schedule:
 - \$6,875.00 upon contract execution
 - \$6,875.00 upon project completion
4. **Signed Counterparts.** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document. This Agreement must be manually signed and may be delivered by facsimile or email (in .pdf format) and upon such delivery the facsimile or .pdf signature will be deemed to have the same effect as if the original signature has been delivered to the other Party.
5. The parties hereto shall abide by the requirements of Executive Order 11246 and the Rules and Regulations of the Illinois Department of Human Rights, and there shall be no discrimination because of race, color, religion, sex, national origin, ancestry, age, marital

status, physical or mental handicap unrelated to ability or an unfavorable discharge from military service in the employment, training or promotion of personnel engaged in the performance of this agreement.

This Agreement constitutes the entire Agreement between parties hereto. There is no part of that Agreement not set forth herein; and no changes in or additions to said Agreement shall be valid unless in writing and signed by the parties hereto.

AS WITNESS WHEREOF, the parties have caused this Agreement to be executed as and of the day and year first written above.

VILLAGE OF HOMER GLEN

**CENTER FOR GOVERNMENTAL STUDIES
NIU OUTREACH, ENGAGEMENT AND
REGIONAL DEVELOPMENT**

By Michael S. Mertens 11/1/17
Name: Michael S. Mertens date
Title: Village Manager

By Diana L. Robinson 11/2/17
Name: Diana L. Robinson date
Title: Director

FEIN [REDACTED]
(REQUIRED)

October 12, 2017

Michael Mertens, Village Administrator
Village of Homer Glen
14240 W. 151st Street
Homer Glen, IL 60491

RE: Proposal to provide strategic planning services

Dear Mr. Mertens,

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

- Enable the Board to set organizational purpose and strategic direction
- Provide an analysis of the operating environment
- Receive public input into the process
- Develop a plan with clear priorities and measurable targets
- Provide an easy to understand document for use by the Village and community

As the list of references reflects, we have provided similar services to a variety of local governments—several near Homer Glen.

Thank you for the opportunity to assist the Village of Homer Glen with this important endeavor.

Yours truly,



Craig Rapp
President, Craig Rapp, LLC
Senior Advisor-Center for Governmental Studies

Proposal

The following describes a multi-step strategic planning process. The process is designed to accomplish the Village's desired outcomes for a multi-year plan and stakeholder engagement.

I. Project planning meeting with Village Administrator- 2-3 hour meeting

Prior to initiating action, a project review meeting with the Village Administrator and senior management team will be held for the following purposes: verify expected outcomes; explain strategic planning process, review mission, vision and values to determine the need for updating, discuss/instruct group on 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 with Village Administrator and senior management team
- 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 Village's operating environment such as: financial & economic conditions (internal and external), workforce capacity and capabilities, infrastructure condition, intergovernmental relations, citizen/client/stakeholder issues, and the regulatory environment; (2) A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis—accomplished via a questionnaire sent out to the Board and leadership team. The environmental scan will be presented to the Board prior to the first strategy session, 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 Board 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 Stakeholder Outreach and Engagement

Concurrent with the environmental scanning effort, the consultant will conduct a stakeholder engagement outreach process. This will ensure that the Village's mission, vision, values and priorities are aligned with stakeholders, and it will link to the

community survey. This effort will include a facilitated session and online interactions with key stakeholders. Stakeholders will be defined by the Village, but generally would include groups such as: the business community, seniors, athletic associations, faith groups, and schools/education. Two outreach efforts are included:

- **Community Forum**—A facilitated community discussion. Participation is open to the entire community and/or by invitation—as determined by the Village. The forum will be designed to complement and add to the information received in the community survey.
- **Online Survey**—completed by representatives of Village-identified stakeholders, and administered by the consultant. This offers specific groups a broader opportunity to contribute their opinions. Alternatively, this could be used to target a specific group such as advisory boards or community leaders.
 - a. Discuss options with Village
 - b. Prepare background materials
 - c. Facilitate sessions
 - d. Conduct process
 - e. Summarize results

IV. Strategic Planning Session #1- Examine Operating Environment, Identify Strategic Priorities—3-4 hour meeting

This session will include the Board and leadership team and will focus on reviewing or confirming organizational purpose, examining the operating environment, and establishing priorities. The group will review of the Village's mission, vision and organizational values, and will update them if necessary. A facilitated process involving the Board and leadership team will yield a list of organizational challenges and a set of 4-6 strategic priorities. The group's effort will be informed by the results of the community survey and the information generated by the environmental scan and SWOT questionnaire.

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

V. Strategic Planning Session #2 – 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 Board 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 Village Administrator
- d. Facilitate session
- e. Summarize results

VI. Strategic Plan Session #3—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 Village Administrator
- b. Prepare background materials
- c. Review previous session discussion/results
- d. Facilitate session, train group
- e. Summarize results

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

- a. Prepare summary report

Proposed Fee

The all-inclusive fee for the proposed scope of work is:

- Project planning, environmental scan, sessions #1-3, summary report	\$8,250.00
- Stakeholder outreach and engagement	
• Community Forum	\$3,000.00
• Online Survey	\$2,500.00
TOTAL	\$13,750.00

Approval:


_____ Date


_____ 10/12/2017

_____ Date
Greg Kuhn, Assistant Director, Public Management and Training
Center for Governmental Studies

REFERENCES

Recent strategic planning projects in Illinois led by Craig Rapp:

1. Village of Lemont
2. Village of New Lenox
3. Village of Oswego
4. Village of Shorewood
5. Village of Roselle
6. Village of Winfield
7. Village of Libertyville
8. Village of Antioch
9. City of Wheaton
10. Village of Lombard

Contact:

George Schafer, Village Administrator, Village of Lemont- gschafer@lemont.il.us; 630-257-1590

Kurt Carroll, Village Administrator, Village of New Lenox- kcarroll@newlenox.net; 815-462-6400

Daniel Di Santo, Village Administrator, Village of Oswego- ddisanto@oswegoil.org; 630-551-2340

Roger Barrowman, Village Administrator, RBarrowman@vil.shorewood.il.us; 815-725-2150

Jeff O'Dell, Village Administrator, Village of Roselle, jodell@roselle.il.us, 630-671-2808

Scott Curt Barrett, Village Manager, Village of Winfield- CBarrett@villageofwinfield.com; 630-933-7115

Kelly Amidei, Deputy Village Administrator, Village of Libertyville- kamidei@libertyville.com 847-918-2027

Jim Keim, Village Administrator, Village of Antioch- jkeim@antioch.il.gov; 847-395-1000

Mike Dzugan, City Manager, City of Wheaton – MDzugan@wheaton.il.us; 630-260-2033

Niehaus, Village Manager, Village of Lombard- NiehausS@villageoflombard.org; 630-620-5705

CONSULTANT CREDENTIALS

Craig Rapp, President, Craig Rapp, LLC and Senior Advisor- Center for Governmental Studies is a nationally recognized speaker, facilitator and consultant. Mr. Rapp speaks and conducts workshops throughout the United States on a wide range of subjects such as: leading in difficult political environments, alternative service delivery, and authentic leadership.

The focus of his practice is leadership development, strategic planning and optimizing organizational performance. He has more than thirty years of experience as a senior executive in both the public and private sectors, including service as city manager in three cities, senior director at a regional council, and Director of Consulting for the International City-County Management Association. He has a master's degree in public administration, a bachelor's degree in urban studies, and is a graduate of the Senior Executive Institute at the University of Virginia.

About NIU Outreach and NIU Center for Governmental Studies

NIU Outreach was launched in 2002 to enhance connections between Northern Illinois University and the communities it serves. NIU Outreach is a center of excellence that emphasizes *engagement*, that is, partnerships that anticipate and support the *present and future* needs of the northern Illinois region. Working together with individuals, groups and organizations, NIU Outreach creates solutions by leveraging university and regional resources. For more information on NIU Outreach, please call toll-free (866) 885-1239, e-mail NIUOutreach@niu.edu or visit www.outreach.niu.edu.

The NIU Center for Governmental Studies is a public service, applied research, and public policy development organization. Its mission is to be a leader in providing services that contribute to the economic well-being of the State of Illinois and in advancing the capacities of government at all levels, to develop policies, and to manage and evaluate their program services. The CGS also is a state data center for the U.S. Census.

CGS research and services includes work in economic and community development, association management, health care research, workforce development, educational planning and performance, social welfare, and data and mapping. Clients include municipal, county, state and federal agencies, as well as nonprofit and for-profit organizations.

The CGS was founded in 1969 and is part of the NIU Outreach Programs and Services department. For more information, please call (815) 753-1907 or visit www.cgsniu.org. The fax number is (815) 753-2305.