MEMO

TO: President and Members of Council

FROM: Town Manager

SUBJECT: Strategic Planning Proposals

DATE: April 4, 2016

Background
Alongside the powers enumerated in the Indiana and Munster Codes, Munster Town Council has a responsibility to provide policy direction and guidance to the Town's professional staff, including the Town Manager. A key passage in the 2015 Organization Review states that

> "The distinction between the Town Council and Town Manager is clear: while the Town Council is responsible for policy development and provides the community's policy direction, the Town Manager serves to implement the Town Council's policies in an efficient and effective manner."

A strategic planning exercise provides a Council with an opportunity to reflect on the long term goals of the organization and to establish consensus-based prioritization of those goals. With this information, staff will be more effective in our execution of our duties.

We have previously periodically engaged in strategic planning processes over the past decade. Internal records show that this activity has not been conducted since at least 2008.

Methodology
Last fall I became interested in conducting a Council retreat. Having just completed the Organization Review, I solicited a bid from the Novak Consulting Group for this service to gauge the cost. This spring I revisited this initiative and solicited two additional bids from reputable firms. The first was from the HPG Network operating out of Fort Wayne, Indiana. HPG has conducted these sessions for a number of other Indiana municipalities and has positive reviews. The second was from GovHR in Northbrook, Illinois.

Each firm would approach the work in a different manner. Novak is more high-touch in their methodology, speaking individually with each Councilmember and facilitating on based on the feedback and sense of the stakeholders. HPG would be more structured in their approach, relying on surveys and a set agenda. GovHR on the other hand is more academic in their approach, offering to scan existing historical documents and frame the strategic planning session in the context of our organizational evolution.

The price proposals are as follows:

	Not to Exceed:
HPG	$4,500.00
Novak Consulting	$5,000.00
GovHR	$10,650.00

Novak's proposal is unique in that it offers hourly rates for various associates if the Town of Munster would like to engage in any implementation-based activities. These rates are 10% less across the board than their normal billing rates.

All proposals are included for your review.

It is clear that all these firms are more than capable of conducting the work asked to be performed. Thus it is a matter of "rightness-of-fit" with our organization. Based on their previous work with the Town, I believe that the Novak Consulting Group is the most capable and fiscally responsible contractor proposal.

Recommendation:
Authorize the Town Manager to enter a contract with the Novak Consulting Group for strategic planning and implementation.

The Novak Consulting Group

November 9, 2015

Mr. Dustin Anderson
Town Manager
Town of Munster
1005 Ridge Road
Munster, IN

Dear Mr. Anderson,

I appreciate your interest in considering The Novak Consulting Group for facilitation services for a Town Council strategic planning retreat. We have extensive experience with precisely this type of work and would be pleased to conduct a planning session tailored to the needs of Munster.

Engagement Approach

The Novak Consulting Group believes in fully supporting the Town Council session from beginning to end – from collaboratively planning the agenda to providing a final deliverable that summarizes the retreat.

We typically begin the retreat planning process by conducting phone interviews with the Town Manager and each member of the Town Council in order to learn about their expectations for the retreat. Our experience has taught us that having an opportunity to engage in individual and confidential conversations with each member of the governing body prior to the session helps set the stage for a productive experience. It also allows each person to feel that they had a role in planning how their time will be spent during the retreat itself.

During the retreat, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen, happen. Therefore, we are flexible and in tune with the group during the process.

Following the retreat, a summary report documenting the event will be prepared for the Town.

Facilitator

The session will be facilitated by President Julia Novak. Julia is a skilled facilitator who has worked with elected and appointed officials to improve working relationships, understand roles and responsibilities, and set goals for more than ten years. She has facilitated over 100 such retreats in her time as a professional consultant.

Cost

The total cost for a one-day facilitated session as described in this proposal is $5,000. This includes all planning, facilitation, and travel/lodging expenses.

The following is a list of hourly rates for staff available to provide project assistance. Should the Town wish to engage The Novak Consulting Group on an hourly basis, these rates would be discounted 10%.

Staff	Hourly Rate
Julia Novak, President	$275
Michelle Ferguson, Organizational Assessment Practice Leader	$175
Jonathan Ingram, Associate	$150
Josh Rauch/Haley Kadish, Analysts	$85

I look forward to further conversation, and would love to work with the Town of Munster in this capacity.

Sincerely,

Julia D. Novak
President

Accepted for the Town of Munster: _____
Signature

_____
Name, Title

_____
Date

Town of Munster
Strategic Planning Proposal
2/5/2016

Objectives:

- Enhanced communication, collaboration and positive relationships between Town leaders and employees
- Development of a strategic plan that includes: internal and external environmental scans, identification of collective values, shared vision statement, mission statement, strategic priorities and high-level town-wide strategic goals that align to and support the 2015 organizational review and established operational goals
- Foster innovation, future-orientation, and agility to adapt to internal and external changes

Expected Outcomes:

- Greater collaboration and integration between town departments, leaders, and employees
- A shared vision that will engage leaders and employees with a unified future state of the Town
- A mission statement that provides a roadmap to achieve the Town's vision
- Measurable goals that will align with, support and accomplish the vision and mission of the Town
- An action plan to communicate (both internally and externally), track, measure and report on the Town's goals
- A high-performing Town of Munster

Strategic Planning Process Overview:

This proposal is intended to allow for scalability. Town leaders may choose to proceed with any or all of the items outlined in this proposal. Each step has been priced individually for this purpose. Steps may be modified at the request of Town leaders.

I. Pre-Meeting Activities

In preparation for the strategic planning meeting, it is recommended that the leadership team be equipped with an understanding of the external and internal constraints that may impact or direct their vision and strategic goals.

Internal Scan:

Town of Munster full-time employees will complete an online Quality of Work Life survey (QoWL). Results of this survey will help provide Town leadership with an understanding of both strengths and weaknesses in the work environment that may be fueling employee engagement and high performance or fostering employee disengagement and low performance. The QoWL survey is customizable to fit the unique needs for soliciting and providing information with employees. The online survey will remain open for 1 week, and survey results will be shared with town leadership at least 1 week prior to the strategic planning retreat.

Cost: $1000.00. Includes design and implementation of on-line surveys, compilation of survey results, and survey analysis.

External Scan:
Town of Munster leadership and selected external stakeholders will complete an online survey to rate external conditions including political, economic, social and technology factors that help or hinder Town performance. This input will provide leaders with a better understanding of potential opportunities and threats in the external environment that can be used in developing the Town strategic plan. Town leaders will have an opportunity to review and modify which factors are rated prior to the survey being used. Survey results will be shared with town leadership at least one (1) week prior to the strategic planning retreat.

Cost: $1000.00. Includes design and implementation of on-line surveys, compilation of survey results, and survey analysis.

II. Strategic Planning Retreat

The leadership strategic planning process will take place in one (1) full-day workshop on a Saturday in either March or early April of 2016. Participants will be determined by the Town and will include the Town Manager, town council members and the Town Clerk. HPG Network will provide Town leaders with a framework so they can identify town-wide core values, develop a vision statement, mission statement, strategic priorities and measurable goals that align with and support the operational goals established in the 2015 organizational review.

A proposed retreat agenda follows.

15 minutes	Welcome, Review of Objectives and Agenda
1.5 hours	Defining a Vision for Town of Munster • Participants will identify their individual values and the collective values of the Town of Munster • Results from the internal and external scans will be reviewed and key issues identified • Group will develop a shared vision statement
15 minutes	BREAK
1 hour	Establishing a Roadmap – Defining the Mission of the Town of Munster • Participants will develop a mission statement
15 minutes	BREAK
45 minutes	Strategic Priorities • The group will identify 3 – 5 strategic priorities that will help them achieve the shared vision and mission
30 – 60 minutes	LUNCH
2 hours	Town of Munster Goals

- Leaders will develop high-level (1) SMART goals to achieve each of the strategic priorities.

15 minutes BREAK

30 minutes Action Plan to Communicate Strategic Plan
- SMART Goals established to communicate both internally and externally on strategic plan, to track, measure and report on progress of goals

15 minutes Wrap-Up
- Debrief
- Next Steps
- Participant Evaluation

Cost: $2500.00 The cost reflected includes design of workshop materials, facilitation, travel expenses and creation of a meeting report that includes the final strategic plan documents.

About:
The HPG Network is an Indiana-based, not-for-profit organization dedicated to cultivating thriving communities. The HPG Network strengthens communities by establishing a framework for collaboration, convening local resources, and equipping stakeholders by providing the following services: municipal partnering and planning, organizational and staff development, strategic planning, process improvement, neighborhood sustainability, compliant community development programs, community convening for local stakeholders, emergency preparedness, emergency planning & exercises, project management, and educational conferences.

GovHR USA
GovTempsUSA

March 9, 2016

Dustin Anderson
Town Manager
Town of Munster
1005 Ridge Road
Munster, IN 46321

Dear Mr. Anderson:

Thank you for the opportunity to provide you a proposal to work with the Town in facilitating and developing a strategic plan.

Qualifications and Experience

GovHR USA, LLC ("GovHR") is a public sector management consulting firm specializing in executive recruitment and management consulting. The company was formed as Voorhees Associates in 2009; however, most of our Consultants also worked together previously at The PAR Group. The PAR Group was a public sector management consulting firm in business for over 30 years.

GovHR USA offers a range of services exclusively for public agencies and non-profit organizations. They include Executive Recruiting, Staffing, Human Resources Consulting, Management Consulting, and Professional Development. Our organization has a staff of twenty-one consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Michigan, Illinois and Wisconsin.

It is a pleasure for GovHR USA to provide the Town of Munster with a proposal for Strategic Planning. The following includes a biography of the consultant assigned to the engagement, copies or links to three documents prepared for local governments relating to strategic planning or organizational assessment, references, the proposed scope of services and the cost structure for this project.

Consultant Assigned to the Study

Lee Szymborski, Senior Vice President

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski's experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with $30 million in combined budgets, and more than 170 employees serving 23,000 residents. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a $14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10- community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a $16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Since joining GovHR USA in 2014, Mr. Szymborski has assisted or managed more than 25 executive searches for communities in Wisconsin, Illinois, Missouri and Massachusetts. He has done management studies for Wisconsin communities including New Berlin, Wauwatosa, Oshkosh and Portage, and has facilitated strategic planning retreats and written plans for the City of Eau Claire and the Wisconsin City/County Management Association. He has also been part of GovHR USA's classification and compensation studies in several Wisconsin and Illinois communities.

Mr. Szymborski has published articles in *Public Management* magazine, and is an adjunct instructor at Upper Iowa University – Milwaukee Center. He holds a B.A. in Political Science, and an M.S. in Urban Affairs, both from the University of Wisconsin – Milwaukee. He is a past-president of the Mequon-Thiensville Sunrise Rotary Club, where he has been an active member since 1999. Mr. Szymborski serves on the Board of Directors for the Mequon Nature Preserve. He was the 2014 recipient of the Mequon – Thiensville Chamber of Commerce's Distinguished Service Award.

References

Strategic Planning Services (2014)
Wisconsin City/County Management Association (WCMA)
WCMA Executive Director Dawn Peters
815.753.0923
WCMA Immediate Past President and Village Administrator, Waterford, WI
Rebecca Ewald
262.534.7912
Document can be found at: http://www.wcma-wi.org/DocumentCenter/View/808

Strategic Planning Services (2015)
City of Eau Claire, Wisconsin
City Manager Dale Peters
715.839.4903
Document can be found at: http://www.ci.eau-claire.wi.us/home/showdocument?id=10799

Organizational Staffing Analysis (2015)
City of Portage, Wisconsin
City Administrator Shawn Murphy
(608)742-2176
Document can be found at: http://www.portagewi.gov/vertical/sites/%7B889D2199-3A6C-48F9-AB94-DE81D288EE40%7D/uploads/2015_Portage_Staffing_Evaluation_Final_Report.pdf

Strategic Planning – A Proposed Scope

The following scope proposes the development of a three-year strategic plan. It assumes kick-off of the project within four weeks of acceptance of this proposal, with completion within 90 - 120 days.

Our understanding of the Town of Munster, located 26 miles from downtown Chicago, is that the community is a family-oriented oasis with an abundance of parks, recreational opportunities and cultural amenities. Known for its excellent school system, Munster has long attracted residents interested in a small-town lifestyle with all of the advantages of a metropolitan area. It grew rapidly in the 1970s through the 1980s, and saw another surge of growth at the turn of the 21st century. Its population growth had slowed in the last couple years, yet the Town continues to work on an aggressive list of community improvements. The median household income of Munster exceeds the State of Indiana and U.S. averages. With these factors combined, and since the Town's last strategic plan was completed in 2008, the Town of Munster is well-advised to embark on a strategic planning effort to reap the benefits of establishing an organizational roadmap in the midst of these changes.

According to one of the foremost experts in public sector strategic planning, John M. Bryson, the benefits to strategic planning include:

- Increased organizational effectiveness and efficiency;
- Improved understanding of the organization's and the community's situation, and better learning opportunities;
- Better decision making;
- Enhanced organizational capabilities where leadership is improved and the capacity for further strategic thought and action is enhanced;
- Improved communications and public relations; and
- Increased political or community support for potentially significant community initiatives.

With this in mind, the following outlines our recommended approach.

Task	Description	Method
Task 1 (Part A) – Preparation and Initial Project Meeting. Task 1 (Part B) – Review the Town of Munster's 2010 Comprehensive Plan, 2008 Strategic Plan, staff work plans, and other pertinent documents.	Meet with the Town Manager and other key stakeholders, to review expectations, anticipated participants, scope, methodology and timeline. In this same meeting, the consultant will seek to obtain a thorough understanding and review of relevant Town documents and plans prior to the strategic planning workshop and the next tasks described below. An enhanced understanding of the Town, its organization and organizational culture will best prepare the consultant to facilitate the process.	In-person meeting with the Town Manager and key staff to review the Town's 2010 Comprehensive Plan and the 2008 Strategic Plan's goals, objectives and strategic initiatives, and any budget, CIP or performance plan goals and objectives. This will enhance our understanding of written or unwritten Town goals and objectives that may have been recently achieved and/or are now part of the organization's policies or operations. This review will also identify very specific, one-time initiatives in any related plans that have been achieved and/or institutionalized, with an eye toward discouraging redundancy at the workshop.

Task	Description	Method
Task 2 – Identify Internal and External Stakeholders.	In this task, participants will be asked to identify both internal and external stakeholders. This analysis will help shape the strategic planning process as the group prepares to do a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) as discussed in Task 3.	Emailed questionnaire. Results of the stakeholder analysis emailed to Strategic Planning participants at the time they receive the SWOT analysis questionnaire described in Task 3.
Task	**Description**	**Method**
Task 3 - Environmental Scan and SWOT Analysis, i.e., reviewing the organization's conditions by looking at its internal strengths and weaknesses, as well as its external opportunities and threats.	This task will assess the Town's environment by asking participants to identify the organization's internal strengths and weaknesses, as well as the Town's external opportunities and threats. This step is key to clarifying the conditions within which the Town operates. The analysis will provide insight about the organization, and help participants – at the workshop (outlined in Task 4) – to formulate and articulate goals, objectives and strategies.	Emailed questionnaire. This task, and its format, is recommended ahead of the retreat in order to economize costs and maximize time spent on other tasks during the retreat. Results compiled, evaluated and analyzed; trends and common themes identified; report on the SWOT analysis emailed to Strategic Planning participants prior to Task 4 below.
Task	**Description**	**Method**
Task 4 - Strategic Planning Workshop	At this 6 ½ -hour workshop, the facilitator will guide the group to accomplish the following: 1. Review and develop an organizational vision and mission. 2. Review and assess results of the SWOT analysis.	Large and small group exercises and discussion about organizational purpose and values, leading to the development of a vision statement and mission statement. Once consensus is reached on vision and mission statements, the group will undertake a review of the environmental scan and SWOT analysis report provided ahead of the retreat. Seek group consensus to

	3. Goal-setting process	ensure that the SWOT analysis report reflects the group's overall assessment of the Village's environment. Through group-decision making techniques, this step will seek goal identification, classification and prioritization. Goals will be classified by their complexity and time frame in which they can reasonably be expected to be completed. At the end of this exercise, the group will: • Draft goal statements. • Develop measurable objectives for each goal. • Develop strategies or tactics for each objective. • Set priorities by deciding which strategies can be accomplished within the short term (within 18 months), and those requiring more time, (up to three years). • Decide which strategies are whose responsibilities, i.e., classify strategies as the duty of the Town Board, Town Manager, or Department Directors.
Task	**Description**	**Method**
Task 5 – Subcommittee Meeting to Refine Workshop Results	This task will refine the ideas expressed at the workshop.	Worksheets completed at the end of the workshop will most likely need further development and refinement; A sub-committee of approximately three Town representatives will work with the consultant to complete this task.

Task	Description	Method
Task 6 – Draft Report and Plan	Prepare a written summary report of the workshop's outcomes and a draft strategic plan.	Draft report sent to the Town Manager. Conference call to review the draft report with the Town Manager and key staff.
Task	**Description**	**Method**
Task 7 - Final Report and Plan	Written report submitted to the Town Board and Town Manager.	Final Report and PowerPoint presentation to the Town Board, or other preferred format mutually determined by the Town and consultant.

Cost Proposal for Services

TASK	SERVICE	HOURS/COSTS (INCLUDES TRAVEL TIME)
Task 1 (Parts A and B)	Preparation and Initial Project Meeting; Identify, Review and Evaluate the Town's relevant documents in preparation for kicking off and accomplishing Tasks 2 – 4.	20 hours
Task 2	Identify Internal and External Stakeholders	8 hours
Task 3	Environmental Scan and SWOT Analysis	10 hours
Task 4	Strategic Planning Workshop, includes Preparation, Workshop Facilitation	20 hours
Task 5	Subcommittee Meeting and follow-up to Refine Workshop Results	12 hours
Task 6	Draft Report and Plan	12 hours
Task 7	Written report submitted and presented to the Town Manager, Town Board.	8 hours
Subtotal		90 hours @ $110/hour = $9,900
Materials and Travel		$750
Total Not to Exceed		$10,650

Terms of Payment

- 25% at time of contract signing
- 75% at completion and delivery of final written strategic plan

Timetable

GovHR USA will work with the Town of Munster on a mutually agreed-to and specific timetable within the general framework of time outlined on page 3 of this proposal.

Concluding Remarks

GovHR is a public sector management consulting firm devoted to assisting only public sector entities. We believe that the consultant for conducting the strategic planning session is of the highest caliber and qualifications.

Following your review of our proposal, and if you find it acceptable, please sign the below and return to our office either via mail or fax. Our fax number is: 866-401-3100. GovHR would be most pleased to work with the Town of Munster on this important project. We appreciate your consideration of this proposal.

Sincerely,

Heidi Voorhees
President
GovHR USA, LLC

ACCEPTED BY THE TOWN OF MUNSTER, INDIANA:

BY: _____

TITLE: _____

DATE: _____