

**VILLAGE OF MAPLE PARK, ILLINOIS**  
**RESOLUTION 2018-08 Approved: May 1, 2018**

**A RESOLUTION AUTHORIZING THE VILLAGE PRESIDENT TO EXECUTE AN AGREEMENT WITH THE BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY, ACTING ON BEHALF OF NORTHERN ILLINOIS UNIVERSITY THROUGH ITS CENTER FOR GOVERNMENTAL STUDIES, HEREINAFTER REFERRED TO AS "UNIVERSITY," AND THE VILLAGE OF MAPLE PARK, HEREINAFTER REFERRED TO AS "MAPLE PARK"**

**WHEREAS** the Village of Maple Park ("The Village") is a municipality in accordance with the Constitution of the State of Illinois of 1970; and,

**WHEREAS**, Village has determined that it is to its advantage and best interest of the Village to avail itself of the services of NIU's Center for Governmental Studies in connection with its strategic plan; and,

**WHEREAS**, UNIVERSITY, is desirous of performing these services for MAPLE PARK; and,

**NOW, THEREFORE, BE IT RESOLVED** by the President and the Board of Trustees for the Village of Maple Park, DeKalb and Kane Counties, Illinois, as follows:

- Section 1.** University shall perform the necessary labor as required for to hold a series of meetings to form a strategic plan for Maple Park as set forth in the attached agreement.
- Section 2.** The Village of Maple Park has the authority to retain professional consultants for various services.
- Section 3.** This Resolution shall be in full force and effect from and after its passage, approval, and publication in pamphlet form, as provided by law.

**PASSED** by the Board of Trustees of the Village of Maple Park, Kane and DeKalb Counties, Illinois at its regular Board meeting held on May 1, 2018.

Ayes: Goucher, Dalton, Higgins, Shaver

Nays: None

Absent: Harris, Dries



Kathleen Curtis 5/7/18  
Kathleen Curtis, Village President

**ATTEST:**

Elizabeth Peerboom  
Elizabeth Peerboom, Village Clerk

## AGREEMENT

THIS AGREEMENT, made and entered this 1<sup>st</sup> day of May 2018 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 MAPLE PARK located at 302 Willow Street, Maple Park, IL 60151, hereinafter referred to as "Maple Park", witnesseth:

1. Scope of Work. In consideration of the mutual promises hereafter specified, the University and Maple Park 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 November 30, 2018 or the completion of the project, whichever is later, unless the term is extended by the mutual written agreement of the parties.
3. Compensation. As full and complete compensation for these services, Maple Park shall pay the University a fee in the amount of \$10,000.00 as a fixed-price contract, payable according to the following payment schedule:  
\$5,000.00 due upon contract execution  
\$5,000.00 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 MAPLE PARK

CENTER FOR GOVERNMENTAL STUDIES NIU  
OUTREACH, ENGAGEMENT AND REGIONAL  
DEVELOPMENT

By: Kathleen Curtis 5/7/18  
Kathleen Curtis, Village President

By: \_\_\_\_\_  
Diana L. Robinson, Director

Date: 5/7/18

Date: \_\_\_\_\_

FEIN: 36-2524762  
(REQUIRED)



ATTACHMENT A

# Strategic Planning, Stakeholder Input and Goal Identification Initiative



For the Village of Maple Park, IL

*Prepared by:*

*NIU's Center for Governmental Studies*

*DeKalb, Illinois*

*February 2018*

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Governmental Studies

Public Administration, and Regional Development



NORTHERN ILLINOIS UNIVERSITY  
Center for  
Governmental Studies  
*On the road to the future and the development of the future*

February 28, 2018

Gregory Kuhn, PhD  
Assistant Director Public  
Management and Training

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DeKalb, IL 60115

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815-753-2789  
FAX  
815-753-7278

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www.cgs.niu.edu

*Building stronger regions  
through innovation and  
collaboration.*

Kathy Curtis  
Village President  
Village of Maple Park  
302 Willow Street, P.O. Box 220  
Maple Park, IL 60151

RE: Project Proposal to Provide Strategic Planning Services

Dear Kathy, Board, and Staff:

Thank you for the opportunity to work with the Village on a strategic planning and goal setting process. We are ready to assist the Village's elected and appointed leaders and were pleased to learn that our approach fits with your aims for the project.

In response to the Village's request for a project outline for a Multi-Year Strategic Plan, the following framework and conceptual approach has been prepared for your consideration. The proposal addresses the needs identified in our recent discussions with the Village President of Maple Park:

- Enable the Village to create a long-term vision, set organizational priorities and shape its strategic direction
- Provide a framework of analysis for the governing and community environment
- Develop clear priorities and measurable goals
- Assist with action planning of the consensus goals
- Provide a communicative summary document for use by the Village Board and broader community

As our list of similar strategic planning projects in the proposal reflects, we have provided similar services to a variety of agencies and local governments in Illinois and the Midwest.

Thank you for the opportunity to be considered to assist the Village of Maple Park with this important endeavor. We would be happy to meet in person to review our proposed approach, and amplify and refine the outline for the project.

Sincerely,

Greg Kuhn, PhD  
Assistant Director,  
Public Management and Training  
NIU Center for Governmental Studies

Melissa Henriksen,  
Senior Research Associate  
Public Management and Training  
NIU-CGS

*CGS provides expertise that  
helps decision-makers  
implement efficient,  
sustainable, and cost-effective  
approaches to economic,  
social, and information  
management issues*

# **Village of Maple Park, Illinois 2018 Strategic Planning Process Framework and Process Presentation**

**February 28, 2018**

direct questions to:

Mel Henriksen, MPP  
Senior Research Associate Center  
for Governmental Studies  
Northern Illinois University

Or

Greg Kuhn, Ph.D.  
Assistant Director Public Management and Training  
Center for Governmental Studies  
Northern Illinois University

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## **Strategic Planning**

*"The art of progress is to preserve order amid change,  
and change amid order..." A.N. Whitehead*

Strategic planning, at its core, is leadership's expression of the future. Whether it be a private or public organization, the world in which all organizations operate continues to rapidly change and grow more complicated as witnessed by the changing dynamics of our region, our state, the nation, and the globe.

The following conceptual outline has been prepared as a follow-up to discussions with Village leadership to initiate a comprehensive strategic planning process for the Village of Maple Park. In response to those discussions, the Center for Governmental Studies at NIU is recommending a multi-session participative format that will enable the Village Board, senior staff, and key stakeholders, to gain insights on community views, share perspectives and ideas, and undertake an exploration of goals and priorities all within the context of current and anticipated environmental dynamics. The result will be a thorough discussion of leaders and stakeholders' views resulting in the identification of the Village's most critical strategic goals, objectives, and organizational arrangements for both the short- and long-term.

## Lead Project Coordinator and Facilitators:

Greg Kuhn, Ph.D., is Assistant Director of Public Management and Training at Northern Illinois University's Center for Governmental Studies (CGS). Dr. Kuhn is a former Village Manager who now conducts research, teaches and consults to governmental units in Illinois and across the Midwest. Dr. Kuhn completed his doctoral studies mid-career with emphases in Public Administration at the Local Government Level, Organization Development, and Public Policy at Northern Illinois University. Greg served as Village Manager in Clarendon Hills, Illinois and Asst. to the Manager in Skokie, Illinois. Greg has also provided organizational and leadership services to governments on a consulting basis as Director of Local Government Management Services at Sikich, LLP., Managing Vice-President of the PAR Group, and Senior Associate in Governmental Services at Kern-Ferry International.

Greg has taught a variety of courses at both NIU and Northwestern including graduate courses in strategic planning, leadership, human resources, budgeting and public policy. In total, Dr. Kuhn has over 35 years of public management experience as an administrator, consultant, and instructor. Greg is a specialist in strategic planning, organizational development and design, governance, and training. He has conducted over sixty strategic planning projects for public and not-profit organizations. He will be joined by other senior members of the Center for Governmental Studies and the University in the execution of the exercises and data gathering portions of the strategic planning initiative.

Dr. Kuhn would serve as co-lead project facilitator and analyst.

Melissa (Mel) Henriksen, MPP, Senior Research Associate- CGS

Mel has a diverse background including economic and community development, technical assistance, strategic and comprehensive planning, and grant writing. She has provided staff support for several projects including strategic planning facilitation, focus groups, wage and benefit studies and asset/needs assessments. Mel has co-facilitated strategic planning for elected officials, school districts, boards of directors, municipalities, foundations, and institutes of higher education. For the past eight and half years, she has managed funded projects for the Illinois Critical Access Hospital Network (ICAHN), the National Association of Development Agencies (NADO), the U.S. Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA), as well as state and local organizations focused on economic and community development and health care. Most recently, she has worked on Village and countywide economic and community development planning. These projects included coordinating surveys, community focus groups, strategic planning to identify potential challenges and solutions, and distilling themes and findings from a variety of qualitative information to share with key stakeholders.

Mel holds a Bachelor of Arts degree in Political Communication/Public Relations and a Master's degree in Public Policy from the University of Northern Iowa. Mel is a board member for the Illinois Rural Health Association and is the chair of its Research and Education and Conference Committee. In addition, she recently completed her tenure as a Kettering Foundation Research Fellow and received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities.

Ms. Henriksen will serve as a co-lead project facilitator, analyst, and collaborator.

Jeanna Ballard, MPA, Research Associate - CGS is a recent graduate of NIU's MPA Program and has joined the CGS team working with the Public Management and Training Group as a research analyst. Jeanna earned a dual MPA degree via her joint studies at both NIU and Renmin University in China. She holds an undergraduate degree in Political Science from NIU. Jeanna served as a graduate assistant in NIU's MPA program last fall, an administrative intern in Algonquin in 2014-15, intern for Kane County Health Department in 2014, and a Congressional intern in the U.S. House in 2013. She was the recipient of the James M. Banovetz Fellowship Award and NIU Outstanding Women Student Award. Jeanna will assist with the project to coordinate surveys, strategic planning exercises, distill themes and findings from qualitative and quantitative information sources important to stakeholders.

Ms. Ballard will serve as a project facilitator, analyst, and collaborator.

Other Project Staff and Support - Dr. Kuhn, Ms. Henriksen and Ms. Ballard will also be joined and assisted by other staff members of the Center for Governmental Studies and the University for certain project elements or at critical junctures of the project.

## PROJECT/ PROCESS INTRODUCTION

Strategic planning initiatives are not a new phenomenon for progressive organizations. The value of such processes continue to be recognized by leaders at the policy and administrative levels in both private and public organizations. The world in which we all operate continues to rapidly change and grow more complicated. In turn, the challenges and choices that you face in establishing policies, providing vital services, and setting priorities are likewise more complex and challenging than ten years ago, five years ago-- even two years ago.

As the community's and region's population dynamics evolve and change, the various services the Village provides to meet its mission will continue to evolve, as a more challenging electorate critiques critical public services that are needed or desired. Consider some of the trends within and beyond your borders: changing demographics, value shifts, growth, economic contraction, development and re-development, changing attitudes, tax limitations, demands for service, mandates, economies of scale, technology changes, etc. These are a representative listing of the many factors that affect the how,



what,when,where,and why's of operating the Village's programs and services in today's environment.

The reality is this--the needs and demands on the Village, and you as its leaders and decision-makers, far outstrip the available resources to tackle all of them. The answer is not to throw up your hands and guide the Village's affairs issue by issue or crisis by crisis--but rather to set aside time to methodically---..strategically.. determine where it is you want to go as a Village and put in place the priorities and actions that will allow you to get there.

According to noted writer *John Carver*, governing and leadership challenges are not so much a problem of people as it is a problem of *process*. What makes the difference between effective and ineffective leadership groups is the ability to go beyond narrow issues and focus on the long-term vision,trends,and critical functions of the organization, and then communicating those consensus visions and priorities to the staff that execute goals and fulfill the mission.

As Carver states,the heart of governance is *setting priorities,making policy,articulating the mission of the organization, and sustaining its vision*. Leaders need to commit themselves to effectiveness by learning to govern not only the Village's affairs, but to govern themselves and lead by setting directions that are clear,concise,and focused on a defined future. Responsible stewardship and leadership is the essence of the considerable responsibility citizens place in their local governments and local service agencies.

The Conceptual Outline presented below is intended as a discussion piece that will introduce the Village's leadership team to the core concepts and techniques that would be employed to undertake a holistic and futuristic examination of the Village's future. A sound strategic planning process helps to focus leadership,energize the organization,and engage stakeholders. It should be seen as an avenue to not only map out the future,but as a means to foster a sense of ownership,and boost overall effectiveness in setting the course for the Village and the community it serves.

## OVERVIEW OF A COMPREHENSIVE STRATEGIC PLANNING PROCESS

Although the word "planning" appears in the description, it must be emphasized at the outset that the result of this process is not to create a ..plan.. that sits on a bookshelf like a trophy; rather,the primary outcome is to foster strategic thinking and communication among Village Board members and senior staff. The result of this process should be a viable listing of identified and prioritized goals that align with the overall vision of the Village's short- and long-term future.

## Proposed Phases and Process

The following outline presents a general description of the key components of the planning process. A variety of steps and options are presented for consideration. No matter the eventual combination of components chosen, the core of the process will be a series of discussion exercises that will include the Village's Board members and senior staff in a final workshop and leadership retreat.

The format for all the discussion sessions outlined below is highly participative and interactive. The process relies heavily on a group discussion approach called *Nominal Group Technique* where participants are assured equal opportunities to speak and share opinions by the facilitator. During sessions, individuals will have an opportunity to generate and share individual ideas, work together as a group and in small teams to develop ideas, weigh alternatives, and further refine their thinking. As these ideas are shared and debated, the group will be working steadily toward a consensus of future directions and priorities.

The project team envisions a tri-part initiative that includes the key elements of an effective and holistic strategic planning process: Environmental Scanning, Visioning, and Goal Setting:

### Part I- Taking Stock: Listening and Learning From the Organization

- o Village Senior Staff and Village Leadership
  - Tier I-Organization Views
    - Village Board (introductory interviews)
    - Village President and Assistant (prep interview)
    - Department Heads/Management Team (2-3 hr. prep workshop)
  - Tier II-External Views
    - 2-3 focus groups and/or interviews (e.g., advisory commissions, civic leaders, residents, etc.)
- o Review of Previous Strategic Plan and Current Budget and Comprehensive Plan Data
  - Identify themes and key issues/topics

### Part II- Strategic Planning Retreat Workshop: Bringing Together Ideas to Form Leadership's Expression of the Future

- Board and Senior Staff Retreat Sessions
  - o Mission and Vision Exploration
    - What is our raison d'etre or mission?
    - What is our vision of the future?
      - 10, 15, 20 years from now?

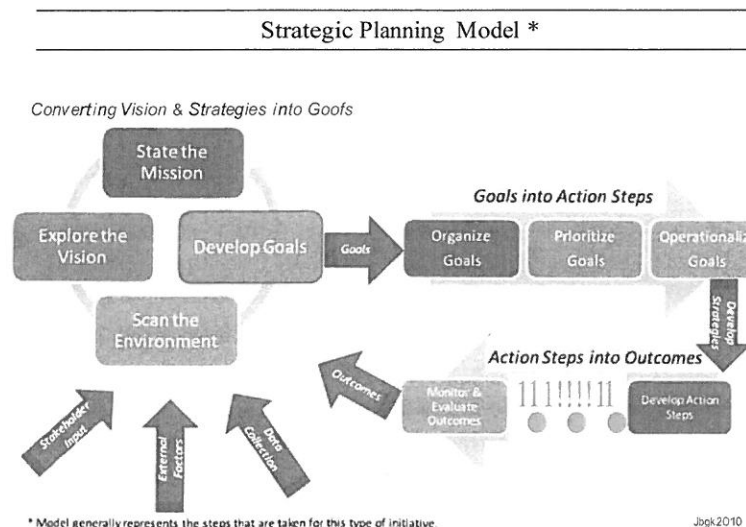
- Group SWOT Analysis
  - Identify Internal Strengths and Weaknesses
  - Identify External Opportunities and Threats
- Group Goal Identification
  - Short-term and Long-term goals
- Group Goal Classification
  - Complex or Routine
- Goal Consolidation
- Board Goal Prioritization
- Goal prioritization results sorted by time and complexity matrix

**Part III-Organizational Implementation:Management Team Action Planning**

- Converting Goals to Action
  - o Shaping the Climate for Effectiveness, Efficiency, Adaptability, and Goal Execution
- Operationalizing the Goals
  - o Structural Assignments
  - o Scheduling
  - o Action Steps/Work Plans
- Management Team Refinement and Development of an Overall Implementation Strategy

**Cycle of Planning, Action, and Scanning**

Taken as a whole, the strategic planning process that is envisioned and described here, can be represented in a model of the various steps and elements in a cycle of input, scanning, goal setting, prioritization, action planning, and re-examination. An illustration of the strategic planning cycle described is presented below:





each stakeholder's unique perspective. NOTE: *This option can be priced out separately for the Village depending on the number of focus groups needed.*

Demographic data gathering (optional analysis). Changing demographics play a crucial role in the service expectations of the community. Planning for facilities, programs, staff, and space are unavoidably linked to the socio-demographic character of a community. CGS's community and economic development analytics team will compile a data profile for the Village as a component of the strategic planning process' environmental scan. The data are from both publicly available and proprietary sources.

Option 1: Basic Demographic Profile - \$1,050

The basic profile provides information about the Village's residents, workforce, and tax base. Most of the information comes from publicly available sources.

- Current population and trend (change since 2010)
  - o Total population plus breakdowns by
    - Age
    - Race
    - Gender
    - Education level
- Commuting profile
  - o Profile of Village resident workers
    - Work location
    - Demographic (age,race,gender) profile
    - Earnings profile
    - Industry profile
  - o Profile of Village workers
    - Home location
    - Demographic (age,race,gender) profile
    - Earnings profile
    - Industry profile
- Assessed Valuation trend
  - o Residential
  - o Commercial
  - o Industrial

Option 2: Advanced Demographic Profile - \$1,950

The advanced profile adds projections of demographic data and more detailed data about businesses in the Village. The data in this section primarily comes from proprietary sources.

- All data listed in Basic Profile
- Five year projections of demographic variables
- Business profile (trends and projections)
  - o Count of businesses by industry sector
  - o Employment by industry sector

## Part II. Strategic Planning Workshop: Village Board and Senior Staff

The identification of strategic issues and goals is the aim of any strategic planning process. The process is designed to create an effective environment where leaders can spend sufficient time to identify what is truly important for the organization to accomplish given the breadth of circumstances and information (at both the policy and operational levels) that confront the Village as a vital part of the community. Identifying strategic issues can be compared to pouring your assessment of all the issues and circumstances the Village faces into a filtered funnel. What eventually emerges is a mix of clarified issues that will shape the future and demand the organization's attention. The result of the Village Leadership workshop sessions will be a viable listing of identified and prioritized goals that align with the overall vision of the Village's short- and long-term future.

### Visions of the Future

Exploration and identification of the Village's desired future condition is the launching point once the framework of the organization mission has been explored.

Each participant will be asked to articulate what he or she perceives to be the preferred future state of the Village one, three, five, and ten years down the road. What services, programs, staffing levels, capital needs, and general facets would or should be present in the Village at these intervals? Participants will be asked to jot down their ideas ahead of time and then be ready to share them with the group. This is a brainstorming exercise—any and all ideas about the Village's future are encouraged and shared.

### Environmental Scan/SWOT Analysis

This exercise is a classic component of any strategic planning endeavor. It helps the group to focus on a realistic identification of the environmental factors within and beyond the Village organization that can inhibit or assist in the achievement of the future vision.

What are the organization's strengths and weaknesses, in what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to the Village's advantage? Conversely, what trends lay

ahead that would be obstacles or hindrances? The group will be asked to discuss these issues in an open discussion format. Again, the group is not asked to focus on overcoming strengths or weaknesses, but only identify what they may be.

Given the futuristic statements of the preceding session, it is important for team members to identify and discuss what constraints and practical difficulties are likely to be encountered, or would make it difficult, to achieve the desired future state. These elements include both internal and external factors, conditions, trends, regulations, agencies, resources, etc.

Review and Reflections on the Collected Listening/Stakeholder Data. Village leaders will be presented with a synopsis of the data gathered via interviews, focus groups, or other means selected by the Village. During this session, results on what stakeholders shared about the preferred future state of the Village will be reviewed along with perceived challenges, strengths, opportunities, etc.

#### Nominal Group Goal Identification

The collaborative establishment of strategic goals and objectives is the focus of the next phase of the strategic planning retreat/workshop activities.

Each participating member will be allotted time to highlight the most important policy/program goals that he or she thinks the Village should accomplish in the next two to ten years. Some should perhaps be accomplished immediately, others may be initiated but not completed for several years. For this reason, goals will be categorized as either short- or long-term. This process will continue as long as time permits which may include some refinement or consolidation of similar goal statements.

Identification of key issues of the future (as defined and anticipated by the Village Board and senior administrative leaders) will also be part of this phase. This exercise takes advantage of the professional experience, perspective, and hands-on knowledge of the Village's key management staff. Management team members are called upon to identify and explain three to four key issues that the Village should be aware of and incorporate into their future goals and needs.

As part of this phase, the Village President, as the appointed Chief Administrator, will be asked to identify additional constraints/opportunities in the administrative apparatus of the Village as well as react to those presented by management team members and stakeholders.

#### Open Group Discussion and Classification

This phase of the discussion will serve as the forum for workshop participants to discuss, evaluate, and debate the ideas and goals offered by each participant in

the previous sessions. Participants are asked to give their opinions, evaluations, and judgments of the worthiness and value of different policy objectives.

At the end of the open discussion, participants will be asked to classify each goal according to a matrix model of complexity and time. Agreed upon criteria will be used to classify a goal as either short- or long-term and as either complex or routine. The purpose is to group goals roughly the same type together so that when prioritization occurs, the participants can avoid the problem of comparing "apples to oranges".

**Prioritization**

Following the classification exercise, the group will be asked, through a post-workshop exercise, to delineate why certain goals should be given high priority, why some should not be considered, and why some goals, although worthy, should receive low priority or be re-defined. Point values will be assigned to each goal in each quadrant by the group. The resulting consensus ranking of short- and long-term goals to achieve the future vision will be the final outcome of this phase of the process.

The final prioritized rankings will be presented in a 2x2 time and complexity matrix as illustrated below:

Goal Classification Grid  
by G. Gabris

Short-Term Routine	Short-Term Complex
Long-Term Routine	Long-Term Complex

**Part III. Implementation: Action Planning and Strategy Development Kick-off**

Once an agreed upon grid of goals and priorities is developed, the focus must move to effective approaches for implementation. Action plans, scheduling, and structural assignments will produce the necessary levels of awareness and accountability that are necessary for success. The CGS project team will work with





the group to help launch and frame the important element of implementation. The project team's efforts will be focused on 3-4 hours of group meetings to help launch the following strategies:

- o Operationalizing the Goals: What does Goal X,XI, etc., really mean from a day-to-day perspective?
- o Structural Assignments: What person or work group will be responsible for working on a particular goal?
- o Scheduling: What will be the key target dates, timelines, and follow-up schedules? How does this fit in with the overall schedule of needs and priorities in the Village?
- o Action Steps/Work Plans: How will the goals be accomplished? What resources currently exist or what resources are needed? What outside help is required? What are the approximate costs or magnitude of expense involved?

Establishing these mechanisms will result in the emergence of an overall implementation strategy that will enhance the probability of success and follow-through in the months and years to come. At the conclusion of this process, a draft tracking and action plan document will be prepared, in collaboration with the Village's assigned senior staff, that includes initial objectives, timelines, assignments and action steps envisioned for addressing specific goals in the coming two years. Once the process is initiated and a draft document is prepared, the remainder of the action planning activities will be turned over to the Village's leadership.

## Project Costs

Fees for the strategic planning initiative would result from the components selected and the number of estimated contact, preparation, analysis, and summation hours for the project.

Our estimate would place the project, for the base components described above, is \$10,000\*. The estimated costs presented here would include professional design, facilitation and analytical fees and project expenses for components, *\*exclusive of any of the optional demographic elements described and dependent on the number of focus groups/interviews requested. In addition meals and snacks provided to participants for meetings/focus groups will be arranged and paid for by the Village.*



## Proposed Timeline

The following is a projected timeline for the holistic process as outlined:

- Project Startup (30 Days) - Project Initiation Activities Including Advance Management Team Session and Interviews
- Strat Plan Workshops (15-20) - Leadership Strategic Planning Meetings
- Action Planning (15-20 Days) - Implementation Start-Up Session (s)
- Final Report (15-20 Days) - Final Report

## Approval/Acceptance:

An engagement letter between the Center for Governmental Studies and the Village of Maple Park, with a final scope of services, proposed fees, expenses and terms, will be prepared upon Village approval and acceptance of the final project framework and approach.

## REFERENCES AND REPRESENTATIVE PROJECTS

Representative strategic planning projects in Illinois led by Greg Kuhn and team, include:

1. Village of Bartlett, IL
2. City of Elmhurst, IL
3. Village of Tinley Park, IL
4. City of Park Ridge, IL
5. Village of North Aurora, IL
6. Village of LaGrange, IL
7. Village of Woodridge, IL
8. City of Des Plaines, IL
9. Village of Coal City, IL
10. McHenry County, IL

### Contacts:

Valerie Salmons, retired Village Administrator, Village of Bartlett, or Paula Schumacher, Village Administrator, pschumacher@vbartlett.org, 630-837-0800

Jim Grabowski, City Manager, City of Elmhurst, james.grabowski@elmhurst, 630-530-3010

Dave Niemeyer, Village Manager in Tinley Park, dniemeyer@tinlevpark.org, 708-444-5050 (also former City Manager, City of Des Plaines)

Joe Gilmore, City Manager, City of Park Ridge, [jgilmore@parkridge.us](mailto:jgilmore@parkridge.us).  
847-318-5216 -9440

Steve Bosco, Village of North Aurora, [sbosco@vil.north-aurora.il.us](mailto:sbosco@vil.north-aurora.il.us),  
630-897-8228

Katy Rush, Village Administrator, Village of Woodridge (retired)  
[krushconnect@sbcglobal.net](mailto:krushconnect@sbcglobal.net), 630-964-0193 (and former Manager of Riverside)

Andri Peterson, Village Manager (or Bob Pilipiszyn, retired Village Manager),  
Village of LaGrange, [apeterson@villageoflagrange.com](mailto:apeterson@villageoflagrange.com), 708-579-2318

Matt Fritz, Village Administrator, Village of Coal City, [mfritz@coalcity-il.com](mailto:mfritz@coalcity-il.com).  
815-634-8608

Peter Austin, County Administrator, McHenry County,  
[pbaustin@co.mchenry.il.us](mailto:pbaustin@co.mchenry.il.us).  
815-334-4226

Additional strategic planning initiatives in Illinois and southern Wisconsin led by Dr. Kuhn include projects for Carol Stream, West Dundee, McHenry County, Riverside, Streator, Northfield, Charleston, Barrington, Glen Ellyn, Pingree Grove, Sugar Grove, Western Springs, Berkley, Lake in the Hills, DeKalb Park District, Dixon, St. Charles, Geneva, Lake County, Livingston County, the Carol Stream Fire Protection District, the Greater Livingston County Economic Development Board, Burlington Wisconsin, Mequon Wisconsin, Catholic Central High School- Burlington Wisconsin, H.S. Dist. 99-Downers Grove, IRMA, ILCMA, IAMMA, and other not-profits and units of government.

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## QUALIFICATIONS AND MISSION OF NIU AND CGS

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### **ABOUT NIU OUTREACH AND NIU'S CENTER FOR GOVERNMENTAL STUDIES**

**NIU's Center for Governmental Studies**, founded in 1969, is a public service, applied research, and public policy development organization. Its mission is to provide expertise that helps decision-makers implement efficient, sustainable, and cost effective approaches to economic, governance, social, public policy, and information management issues.

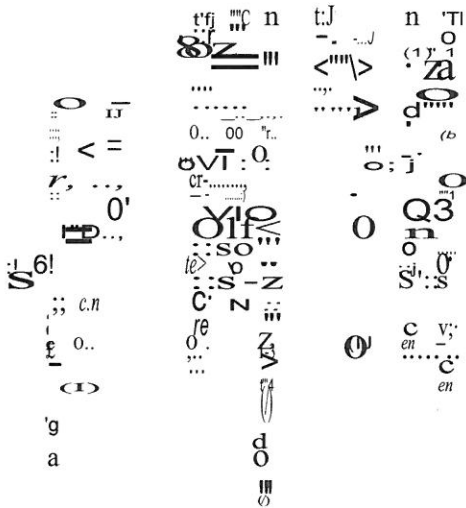
CGS' research and services includes work in community, workforce, and economic development; public management and training; association management; informatics, survey research, and health and technology engagement. Clients include municipal, county, state, and federal agencies, as well as nonprofit and for-profit organizations. For more information, please call 815-753-0914 or visit [www.cgs.niu.edu](http://www.cgs.niu.edu).

**NIU Outreach, Engagement and Regional Development** 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, including the Center for Governmental Studies, creates solutions by leveraging University and regional resources.

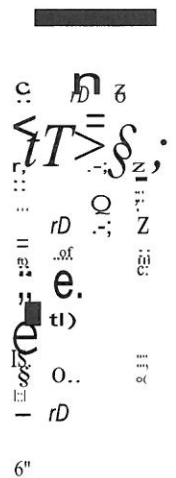
# HELPING DECISION-MAKERS CREATE AND IMPLEMENT INNOVATIVE SOLUTIONS

impartial cross-disciplinary knowledge, data-based technical expertise,  
applied research, management services, policy analysis, learning opportunities

CENTER FOR GOVERNMENTAL STUDIES- CGS.NIU.EDU



# BUILDING STRONGER REGIONS THROUGH INNOVATION AND COLLABORATION



# STRONGER REGIONS INNOVATION COLLABORATION

The Center for Governmental Studies (CGS) at Northern Illinois University provides expertise that helps decision-makers implement efficient, sustainable and cost effective approaches to economic, social and information management issues.

Founded in 1969, we assemble interdisciplinary teams from our own professional staff and across the university to work with government at all levels, non-profit organizations, school districts, community colleges, park districts, library districts, land conservation districts, land developers, health care agencies, and utilities. Our projects focus on five outcomes:

- Reinvigorating local economies
- Supporting local governments
- Promoting balanced communities
- Informing sound decision-making
- Reskilling the workforce

Visit our website at [cgs.niu.edu](http://cgs.niu.edu) to learn more.

## SERVICES PROVIDED THROUGH OUR SIX PRACTICE AREAS

COMMUNITY, ECONOMIC DEVELOPMENT AND ENVIRONMENTAL SERVICES works with local, state and federal agencies, as well as private sector clients to create an attractive local and regional investment environment, present a strong case for attracting or retaining businesses, and examine the impacts of development and policy changes. Services include:

- Comprehensive economic development studies
- Demographic trends and analysis
- Downtown development
- Economic and fiscal impact analysis
- Economic development policy and practice
- Entrepreneurship development
- Labor market studies
- Local food systems development
- Rural economic development

Contact [Trillium.Hickman@niu.edu](mailto:Trillium.Hickman@niu.edu) at (815) 753-0162 or [brichard@niu.edu](mailto:brichard@niu.edu).

INFORMATIONAL team members design, build, manage and mine databases of all sizes to help public organizations make the most of their information while adhering to the highest standards of security and confidentiality. Data services include:

- Dynamic web applications
- Ad hoc reporting
- Data preparation
- Data extracting, transforming and loading (ETL)
- Data modeling, mining and analysis
- Data integration
- Online analytical processing

Contact [Dcsling.fkr@niu.edu](mailto:Dcsling.fkr@niu.edu) at (815) 753-4790 or [dxu@niu.edu](mailto:dxu@niu.edu).

ASSOCIATION MANAGEMENT services offer administrative and financial support for organizations serving the public. Our services are a cost-effective solution to core association needs and include:

- Professional executive management
- Resource development
- Conference and meeting management
- Administrative support services
- Accounting and bookkeeping services
- Internal communications and member/constituent relations
- External Communications and Public Relations

Contact [Down.S.Peters@niu.edu](mailto:Down.S.Peters@niu.edu) at (815) 753-0923 or [dpeters@niu.edu](mailto:dpeters@niu.edu).

PUBLIC MANAGEMENT TRAINING offers Services for units of local government, state and federal agencies, and non-profits. We support policy makers and public administrators by providing:

- Strategic/action planning and SWOT analysis
- Data collection and analysis for decision-making
- Organizational development and design
- Governance and executive effectiveness
- Fiscal stress measurement
- Staff development and custom training
- Alternative service delivery and consolidation
- Compensation strategies and system review
- Succession planning and staffing
- Management practice review and performance measurement

Contact [Greg.Kuhn@niu.edu](mailto:Greg.Kuhn@niu.edu) at (815) 753-2789 or [gkuhn@niu.edu](mailto:gkuhn@niu.edu).

SURVEY RESEARCH helps public and private entities make well-informed decisions. Our professional researchers work closely with clients to design survey projects that provide actionable information to meet their organization's needs. Methodologies include:

- Telephone surveys
- Mail surveys
- Internet surveys
- In-person interviews
- Focus groups
- Mixed mode methodologies (Internet and telephone, mail and telephone)

Contact [Alli.Li.Schneiderman@niu.edu](mailto:Alli.Li.Schneiderman@niu.edu) at (815) 753-0039 or [schneiderman@niu.edu](mailto:schneiderman@niu.edu).

HEALTHCARE TECHNOLOGY ENGAGEMENT assists in implementing federal and state healthcare initiatives in Illinois by linking providers with resources through partnerships, access to subject matter experts, funding, and other tools. Programs include:

- Illinois Health Information Technology Regional Extension Center – assisting healthcare practices achieve "Meaningful Use" of electronic health records.
- Great Lakes Practice Transformation Network – helping support healthcare transformation through clinical quality improvement.
- Healthy Hearts in the Heartland – supporting practices in quality improvement & prevention for heart and stroke patients.

Contact [Lisa.Klyc.Bergeron@niu.edu](mailto:Lisa.Klyc.Bergeron@niu.edu) at (815) 753-0924 or [bergeron@niu.edu](mailto:bergeron@niu.edu).



NORTHERN ILLINOIS UNIVERSITY

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CHAMPAIGN, ILLINOIS and DeKalb, Illinois