

Memorandum



TO: Mayor Manier and City Council
FROM: Ray Forsythe, City Administrator *RPF*
DATE: August 9, 2019
SUBJECT: Council Goals and Strategic Planning Session

Council Goals have been a priority of mine since I first interviewed with the Mayor and City Council. Historically I have worked within municipal governments that have had clearly defined goals and a strategic plan. I believe this is a very effective way for the City Council and Staff to work towards common goals, strategically focused budgeting and well defined and desired outcomes. I reached out to several known entities seeking proposals for a facilitator for this process.

Attached to this email is the credentials, proposal and budget for this process from Midwest Municipal Consulting. The principle of the organization, Elizabeth Hansen and I have worked together in the past and I believe she has the abilities and knowledge to help facilitate this process for the City Council and the Executive Staff. The proposed process is concise and the stated purpose and primary objectives are what I indicated to the facilitators as important components to me in my work as the City Administrator and my relationship with the Mayor and City Council as well as City Staff.

The cost of this proposal is \$4,850 plus expenses. I have identified funds in the approved budget to cover this investment and would recommend approval from the City Council to enter into an agreement with Midwest Consulting.

I look forward to working through this process and establishing an outcome that is determined by the consensus of the Mayor, City Council and the Management Team. I recommend approval of the proposal.



Executive Recruitment
•
Board Effectiveness Training
•
Goal Setting and Strategic Planning
•
Action Planning
•
Capital Improvement Planning
•
Equipment Replacement Planning

August 4, 2019

Ray Forsythe
City Administrator
City of Washington
301 Walnut Street
Washington, IL 61571

Dear Mr. Forsythe,

It's important for every leadership team to periodically go off-site in a relaxed and positive environment to enhance communication, develop consensus on issues and opportunities, review roles, and build team spirit. This is particularly important when there are new members on the leadership team.

This engagement letter will confirm our recent conversations and provide an agreement basis for my services in connection with the city council's goal setting and strategic planning workshop. It is my understanding that the City desires meeting facilitation assistance scheduled for this fall, for which I am pleased to offer my services.

Enclosed is a proposal for a work session using a full day format that you might react to. I trust the current content and format are in line with your thinking; if not, we can alter accordingly.

Enclosed also is biographic information.

Your signature at the bottom of the proposal will confirm your acceptance of my service and payment details. Please forward a signed copy to me and I will enter an acceptable meeting date on the calendar and begin immediate preparation for your workshop.

I look forward to working with you and the City of Washington. If you have any questions regarding this proposal, please contact me at 515-391-9816.

Respectfully submitted,

Elizabeth A. Hansen

Elizabeth A. Hansen,
ICMA- CM, ICMC, SPHR-CP
President

Enc(s)

Elizabeth A. Hansen,
ICMA-CM, ICMC, SPHR-CP



Contact Information



1915 79th Street
Windsor Heights, IA 50324



515-391-9816



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midwestmunicipalconsulting.com

“Every community is unique, and we strive to provide our clients with personal attention and professional services to help strengthen their organization and focus on the future.”

Education

University of South Dakota, Vermillion, South Dakota
Master of Public Administration

Accreditation

Credentialed City Manager from the International City/County Manager’s Association
Certified Municipal Clerk in the State of Iowa
Certified Human Resource Manager from the National Society of Human Resource Management

Biography

Elizabeth Hansen, Founder and President of Midwest Municipal Consulting, L.L.C., is pursuing her passion to serve clients with organizational effectiveness training, short and long-term goal setting, strategic and action planning. Hansen and her team will also assist with capital improvement and equipment replacement planning and a variety of human resource needs, including executive professional searches filling critical leadership positions.

A native of the Midwest, Ms. Hansen has over 17 years of experience in local government management, including as City Administrator in Elk Point, South Dakota as well as Jefferson, Nevada and Windsor Heights, Iowa. Her communities benefited from her leadership and proficiency in community visioning and financial planning. These skills, abilities and experiences are vital tools to promote and develop growth in rural and small communities throughout the Midwest.

Hansen was named Manager of the Year in 2014 by the Iowa City/County Management Association, and in 2007 she became the first recipient of the organization's Emerging Leader award.

Affiliations

International City/County Manager's Assn.
Past committee and member since 2002

Iowa City/County Manager's Association
Past executive board and member since 2004

Iowa League of Cities
Past board, committee member, and
member since 2004

Professional Developers of Iowa
Member since 2016

Iowa Municipal Professional Institute
Lecturer in 2016 and 2017

National Society for Professional Human
Resource Management
Member since 2018

Central Iowa Human Resource Management
Member since 2018

Ms. Hansen's history as a City Administrator and her connections across the state of Iowa, enables her to combine the knowledge of the municipal profession to assist clients to help strengthen organizations and bring solution into focus.



**City of Washington, Illinois
City Council Goal Setting and Strategic Planning Workshop**

August 4, 2019

Introduction

Headquartered in Central Iowa, in the heart of the Midwest, Midwest Municipal Consulting, LLC represents municipalities, non-profit organizations and businesses. Our team specializes in short and long-term goal setting, strategic planning and community visioning, a variety of human resource needs, including executive professional searches filling critical leadership positions.

Is the mission of your community to provide high quality services that meet the needs of your residents? We can help build consensus to increase efficiency. You can call us to corroborate an action plan to support your growth and development. We can help you set goals or a strategic plan for implementation. We bring extensive experience and professionalism and can customize our support to meet your individual needs and concerns.

Our executives and facilitators have been community leaders; leading sessions such as these for decades. We are on the pulse of local issues and have monitored evolution to form our approaches; all to give you exceptional tools that will last for years to come. Get in touch with us to set up a consultation or use the contact form at the bottom to inquire whether our services are right for you.

What are the most important elements in the strategic planning process and outcomes that differentiates Midwest Municipal Consulting from the rest?

1. The process includes public input – your work is affected by the public interest.
2. The process includes teambuilding and clear role expectations for staff and the elected officials.
3. The process includes drafting an action plan.

Purpose

The purpose of having a leadership goal setting and strategic planning session is:

1. Organizations need to periodically assess their progress, reestablish direction, and enhance team spirit;
2. How will the mayor, councilmembers, City Administrator and department heads communicate and work together is key to the city's effectiveness;
3. It's easier to develop consensus on issues, opportunities, and goals in an offsite relaxed environment rather than the formality of the normal work environment; and
4. The leadership, goal setting, planning session is an excellent way to integrate new members on to the leadership team.

Primary objectives:

1. To provide the opportunity for all members of the cities leadership team to be part of the planning process
2. To enhance communication and develop renewed team spirit among the participants
3. To review progress being made by the city
4. To discuss changes that are likely to impact the city
5. To develop consensus on issues and opportunities facing the city (1 to 3-year perspective)
6. To develop an updated goals program for the city (1 to 3-year perspective)
7. To develop preliminary action plans for the highest priority goals
8. To review the rules above City's leadership team
9. To be an educational and enjoyable day

Contact and Services

Midwest Municipal Consulting, LLC
Ms. Elizabeth Hansen, President
1915 79th Street
Windsor Heights, IA 50324

515-391-9816 Office and Cell
Ehansen.mmc@gmail.com
www.midwestmunicipalconsulting.com

A native of the Midwest, Ms. Hansen has over 17 years of experience in local government management, including as City Administrator in Elk Point, South Dakota as well as Jefferson, Nevada and Windsor Heights, Iowa. Her communities benefited from her leadership and proficiency in community visioning and financial planning. These skills, abilities and experiences are vital tools to promote and develop growth in rural and small communities throughout the Midwest. She has a master's in Public Administration from the University of South Dakota and a bachelor's degree in Paralegal Studies from National American University in Sioux Falls, South Dakota.

Hansen was named Manager of the Year in 2014 by the Iowa City/County Management Association, and in 2007 she became the first recipient of the organization's Emerging Leader award. Ms. Hansen is also a Credentialed City Manager from the International City/County Manager's Association (ICMA-CM), Certified Municipal Clerk in the State of Iowa and Certified Human Resource Professional from the National Society of Human Resource Management (SHRM-CP).

Ms. Elizabeth Hansen serves clients by assisting with organizational effectiveness training, short and long-term goal setting, strategic and action planning. Hansen and her team will also assist with capital improvement and equipment replacement planning and a variety of human resource needs, including executive professional searches filling critical leadership positions.

Method and Tentative Agenda

Ms. Hansen brings years of experience working closely with elected officials and department directors in many city planning settings. She has assisted and been involved with small and medium-size communities, chambers of commerce and economic development councils goal setting work sessions. She also has teamed up with several professional facilitators to provide any size community, nonprofit and business with the assistance they are looking for. Her team provides energy to engage participant discussions so the presentation is not only informative, but enjoyable.

To keep the costs reasonable and within the budget of the City, Ms. Hansen will provide a questionnaire to the Mayor, each of the City Council members, and Department Directors to capture their ideas, thoughts and input ahead of the session.

Following the collection of input, the details and the agenda of the session will be confirmed by the City Administrator. The Consultant recommends a one-day Goal Setting and Strategic Planning Session. Here is a tentative meeting agenda:

- | | |
|---------------|--|
| 8:15 – 8:30 | Check-in – Informal Visiting |
| 8:30 – 8:35 | Opening Remarks – Mayor and City Administrator |
| 8:35 – 10:00 | “Working as a Team – The Challenge of Public Sector Leadership” |
| | <u>Focus:</u> |
| | <ul style="list-style-type: none">• Objectives and expectations for the session• Review of Progress• Key elements of Leadership |
| 10:00 – 10:15 | Break |
| 10:15 – 12:00 | “Working as a Team – Providing Direction” |
| | <u>Focus:</u> |
| | <ul style="list-style-type: none">• Changes that are likely to impact the City• Consensus on issues and opportunities• Updating the City’s Goals Program• The City’s Mission and Values |
| 12:00 – 1:00 | Lunch |
| 1:00-2:00 | “Working as a Team – Building Positive Working Relationships” |
| | <u>Focus:</u> |
| | <ul style="list-style-type: none">• The importance of mutual respect and trust• Elements of effective teams |
| 2:00 – 2:15 | Break |
| 2:15 – 4:15 | “Working as a Team – Preliminary Planning and Clarifying Roles” |
| | <u>Focus:</u> |
| | <ul style="list-style-type: none">• Preliminary action planning on highest priority goals• Review and discussion of preliminary action plans• Knowing and fulfilling roles |
| 4:15 – 4:30 | Summary and Wrap Up Comments |

Results

The results of the workshop are to have a consensus of the list of goals, priority projects and new initiatives and a draft action plan that provides direction to the staff and provides a communication tool to the citizenry. The report will provide a working plan, which will accomplish a direction and focused strategy to move the City forward.

Fee

The cost for a one-day workshop is \$4,850. Any additional expenses that are not included in the flat rate is for travel and transportation. Efforts will be made to keep those costs at a minimum. Payment is due 10 days upon receipt of the report and invoice.

Proposed Timeline

A project schedule is typically a 90-day process; however, the Consultant has built public input into the process. Here is a proposed timeline also considering the budget process.

DATE	TASK
August 12, 2019	City Administrator and/or Board to consider proposal and approve contract with Consultant
August 16, 2019	Approval of agenda, details and report by City Administrator
September 1, 2019	Goal Setting Questionnaires go out to City Administrator, Department Directors, Mayor and Council Members
September 23, 2019	Goal Setting Questionnaires due from City Administrator, Department Directors, Mayor and Council Members
October 4, 2019	City Administrator provides compilation of questionnaires to Consultant by October 4, 2019 Compiled list is released to the Mayor, Council and Public for 3-4 weeks to allow for public input
October 4 – November 5, 2019	Consultant to prepare for Workshop(s) City Administrator provides results of public input to Consultant by November 1, 2019
November 11, 2019	Workshop(s)
November 18, 2019	Consultant submits report City Administrator prepares Action Plan
December 2019	Board approves Report and Action Plan

An alternative timeline could also be arranged.

Approval to Proceed

If the above meets with your approval, please sign below, and return one original to me. Thank you.

Ray Forsythe, City Administrator

Elizabeth A. Hansen, President
Midwest Municipal Consulting, LLC