



COUNTY OF KENDALL, ILLINOIS
COMMITTEE OF THE WHOLE
Kendall County Historic Courthouse,
110 W. Madison Street, Yorkville, IL 60560
Thursday, April 10, 2025, at 4:00 p.m.

1. Call to Order and Pledge of Allegiance
2. Roll Call: Matt Kellogg (Chairman), Scott Gengler (Vice-Chair), Zach Bachmann, Brian DeBolt, Elizabeth Flowers, Dan Koukol, Jason Peterson, Ruben Rodriguez, Brooke Shanley, Seth Wormley
3. Approval of Agenda
4. Approval to Forward Claims to County Board Meeting
5. Committee Reports and Updates
6. New Committee Business
 - A. FY26 Budget Calendar (p.2)
 - B. [Motion Forward to County Board](#): Approval of Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants (p.4)
 - C. [Motion Forward to County Board](#): Approval of a proposal from Northern Illinois University Center for Governmental Studies for Strategic Planning and Goal Identification Proposal (p.7)
7. Old Committee Business
8. Department Head and Elected Official Reports
9. Questions from the Media
10. Chairman's Report **Appointments**

Lynn Cullick – Board of Health – 3-year term – Expires April 2028
Mark Luettich – Yorkville-Bristol Sanitary District – 3 Year Term – Expires April 2028
Steve Gengler – Public Aid Appeals (Kendall Township)- 2 Year Term – Expires April 2027
Brian LeClercq – Public Aid Appeals (Oswego Township)- 2 Year Term – Expires April 2027
Tim O'Brien – Public Aid Appeals (Seward Township)- 2 Year Term – Expires April 2027
Eric E Bernacki– Public Aid Appeals (Na-au-say Township)- 2 Year Term – Expires April 2027
Robert Walker – Public Aid Appeals (Bristol Township)- 2 Year Term – Expires April 2027
11. Public Comment
12. Action Items for County Board
13. Executive Session
14. Adjournment

If special accommodation or arrangements are needed to attend this County meeting, please contact the Administration Office at 630-553-4171, a minimum of 24 hours prior to the meeting time.



Kendall County Agenda Briefing

Meeting Type: Committee of the Whole
Meeting Date: 4/10/2025
Subject: FY26 Budget Calendar
Prepared by: Jennifer Breault, Finance and Budget Analyst
Department: Administration

Action Requested:

N/A

Board/Committee Review:

Finance 3/27

Fiscal impact:

N/A

Background and Discussion:

****FY26 Budget Highlights: ****

- June 30: Finance Committee establishes budget criteria
- July 1: Departments and Elected Offices submit budget proposals
- August 19: Deadline for budget submissions
- September 19: Budget hearings take place
- November 4: Final approval of the budget
- November 18: Approval of the levy

Staff Recommendation:

N/A

Attachments:

FY26 Budget Approval Calendar

FY26 Budget Approval Calendar

	Date	Responsible Party/Meeting	Time	Task	
JUN	6/23/2025	Admin & User Departments/Offices		Prepare salary spreadsheets/narrative sheets	
	6/26/2025	Finance Committee	4:00pm	Establish FY26 Budget Criteria and authorize FY26-FY29 Capital Budget Process	
	6/30/2025	Administration		Send FY26 Budget Criteria and Capital Plan Process (FY26-FY29)	
JUL	7/1/2025	*DHEOs		End Users enter budgets and salaries	
	7/10/2025	COW	4:00pm		
	7/15/2025	County Board Meeting	9:00am		
	7/24/2025	Finance Committee	4:00pm		
AUG	8/5/2025	County Board Meeting	6:00pm		
	8/19/2025	*DHEOs		Operations Budgets and FY25-FY29 Capital Plan Budgets due	
	8/19/2025	County Board Meeting	9:00am		
	8/22-8/27	*DHEOs and Finance Chairman		DHEOs meet with Finance Chairman and Admin:	
	8/28/2025	Finance Committee	4:00pm		
SEP	9/2/2025	County Board Meeting	6:00pm		
	9/11/2025	COW	4:00pm		
	9/16/2025	County Board Meeting	9:00am		
	9/19/2025	COW/Finance Committee	8:30am	Budget Hearings - Historic Courthouse	
	9/22/2025	Admin		Place Ad - Notice for Public Inspection of Tentative Budget on Dec 2	FY25 Tentative Budget
	9/25/2025	Finance Committee	4:00pm	Approve FY26 Tentative Budget and forward to County Board	
OCT	10/7/2025	County Board Meeting	6:00pm	Approve FY26 Tentative Budget at least 15 days prior to final action	
	10/16/2025	COW	4:00pm	Discuss FY26 Budget	
	10/21/2025	County Board Meeting	9:00am		
	10/23/2025	Human Resources		Send FY26 salaries to KC Treasurer JFferko for Total Compensation Package; Treasurer must post \$150k salary & benefits 6 days prior to Nov 6 FY25 Budget Approval	FY25 Budget Approval
	10/30/2025	Finance Meeting	5:00pm	Discuss FY26 Budget - Forward final budget to County Board	
NOV	11/4/2025	County Board Meeting	6:00pm	Approve FY26 Budget	
	11/3-11/12	Admin		Calculate Levy Increase; Run Ad - Notice of Proposed Tax Increase (less than 14 days; greater than 7 days prior to Levy Hearing)	Levy Approval
	11/13/2025	COW	4:00pm		
	11/18/2025	County Board Meeting	9:00am	Levy Hearing; Approve Levy	
	11/27/2025	Finance Meeting	4:00pm		
DEC	12/2/2025	County Board Meeting	6:00pm		
	12/11/2025	COW	4:00pm		
	12/16/2025	County Board Meeting	9:00am	Last day to certify Levy on or before the last Tuesday in December	

*DHEOs = Department Heads &
Elected Officials



Kendall County Agenda Briefing

Meeting Type: Committee of the Whole

Meeting Date: 4/10/2025

Subject: Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants.

Prepared by: Jennifer Breault, Finance and Budget Analyst, PCOM

Department: Administration

Action Requested:

Approval of Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants.

Board/Committee Review:

N/A

Fiscal impact:

\$350,000FY25 and \$350,000 FY26 to Kendall Area Transit Fund

Background and Discussion:

Kendall Area Transit is primarily supported by three key grants: 5311, the Downstate Operating Assistance Program, and 5310. The 5310 grants, funded by the Federal Transit Authority (FTA), is specifically aimed at providing services for seniors and older adults with disabilities. Kendall Area Transit applies for this grant every other year.

Staff Recommendation:

Approval of Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants.

Attachments:

Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants.

County of Kendall, IL
Resolution 25 - _____

Resolution authorizing applications for and execution of a FY2024 and FY2025 Section 5310 grant agreement under the Regional Transportation Authority's general authority to make such Grants.

Whereas, the Regional Transportation Authority (the "Authority"), is authorized make such grants as the designated recipient of the FY2024 and FY2025 Section 5310 program for Northeastern Illinois; and

Whereas, the Authority has the power to expend funds for use in connection with FY2024 and FY2025 Section 5310 projects, and

Whereas, the Authority has the power to make and execute all contracts and other instruments necessary or convenient to the exercise of its powers, and

Whereas, approval for said funds will impose certain financial and reporting obligations upon the recipient.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF KENDALL COUNTY:

Section 1. That the County Administrator, or the Deputy County Administrator in the Administrator's absence, is authorized to execute and file applications on behalf of County of Kendall with the Regional Transportation Authority for FY2024 and FY2025 Section 5310 grant for Kendall Area Transit.

Section 2. That the County Administrator, or the Deputy County Administrator in the Administrator's absence, is authorized to furnish such additional information, assurances, certifications, and amendments as the Regional Transportation Authority may require in connection with this FFY2024 and FY2025 Section 5310 grant agreement application.

Section 3. That the County Administrator, or the Deputy County Administrator in the Administrator's absence, certify that County of Kendall will provide the required local matching funds.

Section 4. That the County Administrator, or the Deputy County Administrator in the Administrator's absence, is authorized and directed on behalf of the County of Kendall to execute and deliver grant agreements and all subsequent amendments thereto between the County of Kendall and the Regional Transportation Authority for FY2024 and FY2025 Section 5310 grant, and the Secretary of the County of Kendall is authorized and directed on behalf of the County of Kendall to attest said agreements and all subsequent amendments thereto.

Section 5. That the County Administrator, or the Deputy County Administrator in the Administrator's absence, is authorized and directed to take such action as is necessary or

appropriate to implement, administer and enforce said agreements and all subsequent amendments thereto on behalf of the County of Kendall

PRESENTED and ADOPTED by the County Board, this ____ day of April 2025.

Approved:

Attest:

Matt Kellogg, County Board Chairman

Debbie Gillette, County Clerk and Recorder



Kendall County Agenda Briefing

Meeting Type: Committee of the Whole
Meeting Date: 4/10/2025
Subject: Approval of an Agreement for a Strategic Plan Facilitator
Prepared by: Christina Burns, County Administrator
Department: Administration

Action Requested:

Forward to County Board approval of an agreement with the NIU Center for Governmental Studies for Strategic Plan facilitator

Board/Committee Review:

Discussion at January 16, 2025 Committee of the Whole

Fiscal impact:

Estimated cost of \$33,400 to \$35,400 from County Board Contractual Services

Background and Discussion:

Strategic planning is a common practice with boards and organizations to help identify and clarify goals and set priorities.

After discussion at the January Committee of the Whole, staff issued a request for proposal for a strategic plan facilitator. The County received seven responses. Costs ranged from \$24,878 to \$62,500. The proposals were evaluated on their experience working with similar boards, their approach to strategic planning, timeline and overall responsiveness to the RFP. Chairman Kellogg and I interviewed the two top respondents. Based on that interview and follow up information provided, I am recommending NIU's Center for Governmental Studies (proposal attached).

The team has experience working with many different governing boards in the area, including counties. CGS is currently conducting McHenry County's strategic plan. McHenry County recommends their work. CGS's base cost is \$28,500 to \$29,900. CGS also included an optional employee survey to gain broader input from county staff with an additional cost of \$3,500. I recommend including the employee survey to gain that valuable input.

Based on CGS's availability, the project would kick off this summer and wrap up by February 2026. We are still working with CGS to finalize the contract terms for Board approval.

EXHIBIT A — PROPOSAL SUBMISSION COVER SHEET

RFP Project Name REQUEST FOR PROPOSAL STRATEGIC PLANNING FACILITATOR

Respondent Name (printed) Northern Illinois University Center for Governmental Studies

Address: 148 N. 3rd Street City, State, Zip: DeKalb, IL. 60115

Proposal Clarification Contact Person: Melissa Henriksen Telephone: 815-753-0323

Email: mhenriksen@niu.edu

State of Incorporation: Illinois Entity Type: Educational Institution

Federal Employer Identification Number (FEIN): 36-6008480

Any individual signing below hereby certifies they are an authorized representative of Respondent and that:

1. Respondent understands and accepts the requirements of this RFP and all RFP Documents. By submitting a Proposal, Respondent agrees to be bound by all requirements and terms and conditions set forth in the RFP Documents.
2. Respondent acknowledges receipt of any and all Addenda to this RFP.
3. Respondent certifies all contents of the Proposal (including any other forms or documentation, if required under the Proposal Documents), and this Proposal Submission Cover Sheet are truthful and accurate and have been prepared independently from all other Respondents, and without collusion, fraud, or other dishonesty.
4. Subject to acceptance by a majority vote of the Kendall County Board, the Respondent acknowledges that by submitting this Proposal offer and signing in the space below, the Respondent is contractually obligated to comply with all items in the RFP Documents.

Melissa Henriksen

Authorized Signature

03/05/2025

Date

Melissa Henriksen

(Printed Name and Title)

mhenriksen@niu.edu

Email Address

EXHIBIT B - Proposal Form

RESPONDENT'S NAME:

RFP PROJECT NAME: REQUEST FOR STRATEGIC PLANNING FACILITATION SERVICES

1. **PROFESSIONAL REFERENCES:** The undersigned shall provide at least three (3) professional references that can provide Kendall County, Illinois with information regarding the Respondent's experience with this type of project, and these professional references are attached to this Proposal Form.

2. **COMPLIANCE CERTIFICATIONS:** By initialing below, the undersigned hereby certifies all of the following in accordance with applicable state and federal law:

- A. **COMPLIANCE WITH ILLINOIS DRUG FREE WORKPLACE ACT:** The undersigned, having 25 or more employees, does hereby certify pursuant to section 3 of the Illinois Drug Free Workplace Act (30 ILCS 580/3) that it shall provide a drug-free workplace for all employees engaged in the performance of the work under the contract by complying with the requirements of the Illinois Drug-Free Workplace Act and, further certifies, that it is not ineligible for award of this contract by reason of debarment for a violation of the Illinois Drug-Free Workplace Act.

MH _____ (Initials)

- B. **COMPLIANCE WITH THE ILLINOIS HUMAN RIGHTS ACT:** The undersigned does hereby certify pursuant to Section 2-105 of the Illinois Human Rights Act (775 ILCS 5/2-105) that it has a written sexual harassment policy that includes, at a minimum, the following information: (i) the illegality of sexual harassment; (ii) the definition of sexual harassment under State law; (iii) a description of sexual harassment, utilizing examples; (iv) an internal complaint process including penalties; (v) the legal recourse, investigative and complaint process available through the Illinois Department of Human Rights and Human Rights Commission; (vi) direction on how to contact the Illinois Department of Human Rights and Human Rights Commission; and (vii) protection against retaliation.

The undersigned also further certifies that, pursuant to Section 2-105 of the Illinois Human Rights Act (775 ILCS 5/2-105), it has a written equal employment opportunity policy that is in compliance with all terms and conditions of the Equal Employment Opportunity provisions of the Illinois Human Rights Act.

MH _____ (Initials)

- C. **CERTIFICATION REGARDING RESPONDENT ELIGIBILITY:** The undersigned does hereby certify that it has not been barred from bidding on a public contract as a result of a violation of either Section 33E-3 (Bid-rigging) or Section 33E-4 (Bid rotating) of the Illinois Criminal Code, contained in Chapter 38 of the Illinois Revised Statutes.

MH _____ (Initials)

- D. **NON-COLLUSION AFFIDAVIT:** The undersigned's completed Non-Collusion Affidavit is attached to this Proposal Form.

This Proposal Form and all attachments are respectfully submitted this 05 day of March 2025, 2023.

Respondent's Name: Northern Illinois University Center for Governmental Studies

Mailing Address: 148 N. 3rd St. DeKalb, IL. 60115

Telephone Number: 815-753-0323 Facsimile Number: n/a

Email Address: mhenriksen@niu.edu Website: https://www.cgs.niu.edu/

Type of Business Organization: *(Check the box that applies)*

- ☐ Sole Proprietor
- ☐ Corporation
- ☐ LLC
- ☐ Partnership
- ☐ Limited Partnership
- ☒ Other: University

Signature of Authorized Representative: Melissa Henriksen

Printed Name: Melissa Henriksen

Title: _____

Assistant Director, Strategic Management, Policy and Community Development

Attested by: _____

Title: _____

NON-COLLUSION AFFIDAVIT
(Complete and Submit with Proposal Form)

STATE OF IL)
) ss
COUNTY OF DeKalb)

Melissa Henriksen, being duly sworn, says that he/she is
Assistant Director, Strategic Management, Policy and Community Development of NIU Center for Governmental Studies
(sole owner, member of firm, corporate official) (individual, firm or corporate name)
which has by the enactment of this document affirmed that he/she, in the preparation of the Proposal estimates,
has not entered into any verbal and/or written agreement with any of the other Respondents or their agents for the
specific purpose of fixing Proposal estimates to benefit him/herself or the firm he/she represents.

The undersigned Respondent further certifies that it has not been convicted of bribery or attempting to bribe an officer or employee of the State of Illinois, or any unit of government in the State of Illinois, nor has the Respondent made an admission of guilt of such conduct which is a matter of record, nor has an official, agent, or employee of the Respondent committed bribery or attempted bribery on behalf of the Respondent and pursuant to the direction or authorization of a responsible official of the Respondent.

The undersigned Respondent further certifies that it is not barred from bidding on this contract as a result of a conviction for the violation of state laws prohibiting bid-rigging or bid-rotating.

Printed Name: Melissa Henriksen
Title: Assistant Director, Strategic Management, Policy and Community Development
Signature: Melissa Henriksen

Subscribed and sworn to me this _____ day of _____, 2023.

Notary Public
(seal)

Type text here

Respondent's Professional References

As part of their Proposal package, the Respondent must provide at least three (3) professional/client references for services the Respondent has performed within the past five (5) years that are similar in size, scope, and type of

Reference #1:

Professional Reference Name: McHenry County

Contact Person's Name: Peter Austin, County Administrator

Telephone Number: 815-334-4000 Facsimile Number: _____

Mailing Address: 2200 N. Seminary Ave. Woodstock IL. 60098 Email: pbaustin@mchenrycountyil.gov

Description and date(s) of services: Strategic Planning Services in 2025

Reference #2:

Professional Reference Name: Peoria County

Contact Person's Name: Scott Sorrel, County Administrator

Telephone Number: 309-643-3028 Facsimile Number: _____

Mailing Address: 324 Main St. Peoria, IL. 61602 Email: Ssorrel@peoriacounty.gov

Description and date(s) of services: Strategic Planning Services in 2023

Reference #3:

Professional Reference Name: Village of Winnebago

Contact Person's Name: Joseph Dienberg, Village Administrator

Telephone Number: 815-335-2020 Facsimile Number: _____

Mailing Address: 108 West Main St. Winnebago, IL 61088 Email: JDienberg@winnebagoil.gov

Description and date(s) of services: Strategic Planning Services in 2025.

Strategic Planning and Goal Identification Proposal For Kendall County



March 2025

Prepared by:
NIU Center for Governmental Studies
DeKalb, Illinois



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development



Greg Kuhn, PhD

Director

gkuhn@niu.edu

Mel Henriksen, MPP

Assistant Director, Strategic
Management, Policy, and
Community Development

mhenriksen@niu.edu

**Wm. Monat Building
148 North 3rd Street
DeKalb, IL 60115**

PHONE

815-753-0323

FAX

815-753-7278

www.cgs.niu.edu

*Bridging Knowledge and
Innovation Through
Engagement for 54 years*

**NIU CGS MISSION
STATEMENT**

*To provide expertise that
helps public sector
decision-makers understand,
evaluate, enhance
and implement, effective,
sustainable and equitable
approaches to the social,
governmental, economic,
informatic and civic
challenges of our time.*

March 5, 2025

Christina Burns

County Administrator

Kendall County

807 W. John Street

Yorkville, IL 60560

RE: Proposal to provide strategic planning services

Dear Ms. Burns:

In response to Kendall County's request for proposals to facilitate a multi-year strategic planning process, the following outline and approach is presented for consideration. This approach addresses the needs outlined in the request:

- Review relevant documents, such as community surveys, annual budget reports, development plans and studies, etc.
- Identify a long-term vision, set organizational priorities, and help shape the County's strategic direction.
- Conduct an environmental scan through focus groups, interviews, and surveys with key stakeholders.
- Facilitate a strategic planning workshop with the County Board members and senior staff to create mission and vision statements and develop short- and long-term strategic goals.
- Facilitate an action planning launch session of the strategic goals.
- Provide an easy-to-understand document for use by the Board, management team, and broader community.

The list of representative projects provided demonstrates that the proposed team and the Center for Governmental Studies have successfully provided similar services to various organizations, agencies, and local governments across Illinois.

Thank you for considering this proposal to assist the County with this important initiative. A meeting can be arranged with the County's leadership team to further discuss the proposed approach, expand on the outline presented, and align on the project goals and expectations.

Sincerely,

A handwritten signature in purple ink that reads 'Melissa' followed by a stylized surname.

Melissa "Mel" Henriksen

Assistant Director

Strategic Management, Policy and Community
Development

NIU Center for Governmental Studies

Table of Contents

INTRODUCTION	1
STRATEGIC PLANNING PROCESS OVERVIEW	2
DETAILED DESCRIPTION OF PROPOSED PROJECT COMPONENTS	2
<i>Component A: Pre-Workshop – Strategic Planning Readiness.....</i>	<i>2</i>
<i>Component B: Pre-Workshop – Environmental Scanning and Taking Stock; Background and Learning from the Organization and Data.....</i>	<i>3</i>
<i>Component C: Strategic Planning Leadership Workshop(s)</i>	<i>5</i>
<i>Component D: Post-Workshop Follow-up – Goal Prioritization</i>	<i>5</i>
<i>Component E: Post-Workshop Implementation Review – Virtual Action Planning Launch</i>	<i>6</i>
FINAL REPORT	6
ESTIMATED RANGE OF COSTS	6
PROPOSED TIMELINE	7
APPROVAL/ACCEPTANCE.....	8
REFERENCES AND REPRESENTATIVE PROJECTS	9
MISSION AND QUALIFICATIONS OF NIU AND CGS	10
CGS TEAM DESCRIPTION	10
CGS PROJECT TEAM–FACILITATORS AND ANALYSTS	11

Kendall County Strategic Planning and Goal Identification Proposal

March 2025

direct questions to

Melissa “Mel” Henriksen

Assistant Director, Northern Illinois University Center for Governmental Studies

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

This proposal follows Kendall County's request for a comprehensive strategic planning process. In response to the County's needs, the Northern Illinois University Center for Governmental Studies (NIU-CGS) suggests a collaborative approach. This approach will allow the County's Board members and senior staff to work together, share insights, and explore the organization's current dynamics. The purpose is to create a shared vision for the County's future. Through this process, the leadership will discuss the most important goals, objectives, and organizational structures for both the immediate and long-term future.

INTRODUCTION

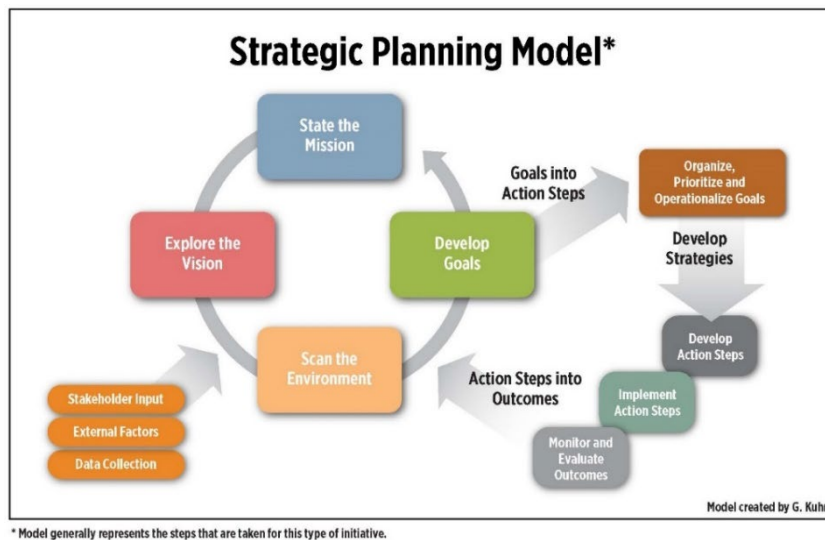
As the County's leadership is aware, strategic planning is an important process for forward-thinking organizations, and, at its core, is leadership's expression of the future. Its value is widely recognized by leaders in both private and public sectors. The world around us is changing rapidly and becoming more complex. As a result, the challenges you face in setting policies, delivering services, and making decisions are significantly more difficult than they were even one year ago. Like many organizations in the region, state and across the country, the County's population and economic conditions are constantly evolving, and the services, programs, and policies needed to fulfill its mission will continue to change. Some key trends affecting the County include shifting demographics, evolving values and needs, economic growth and contraction, development trends and changes, changing attitudes, tax limits, service demands, government mandates, economies of scale, and advances in technology. These factors all influence how, what, when, where, and why the County operates and delivers services today.

Although the word 'planning' appears in the description, it must be emphasized 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 Board members and senior staff leading to an evaluation of the current strategic plan components, including a viable review of identified and prioritized goals that incorporate the overall vision for the County's short- and long-term future.

STRATEGIC PLANNING PROCESS OVERVIEW

The framework below outlines the recommended exercises and goal-setting methods that will be used to review and set the County's strategic direction. A strong strategic planning process helps focus leadership, energize the organization, and involve stakeholders. It should be viewed not just as a way to plan for the future, but also as an opportunity to build a sense of ownership and improve overall effectiveness in guiding the County in partnership with the community.

Taken as a whole, the strategic planning process envisioned and described next can be represented in a model of the various steps and elements in a cycle of input, environmental scanning, goal setting and updating, prioritization, action planning, and re-examination of the County's progress.



DETAILED DESCRIPTION OF PROPOSED PROJECT COMPONENTS

Component A: Pre-Workshop – Strategic Planning Readiness

Virtual Project Kick-Off Meeting

To kick off the project, the facilitator(s) will hold an initial meeting with the County Administrator and other project staff chosen by the County. The meeting will cover the following topics: (1) reviewing the scope of work, including roles and responsibilities of the NIU-CGS project team and the County; (2) outlining the steps in the strategic planning process and recommending input sessions with community stakeholders and meetings with staff and members of the County Board; (3) reviewing the list of deliverables and suggested time frames for implementation; (4) evaluating the current mission, vision, and values to see if development or updates are needed; and (5) reviewing the status of any current goals (if applicable) and determining the best way to share progress during the strategic planning workshop(s).

Component B: Pre-Workshop – Environmental Scanning, Background Gathering and Learning from the Organization and Data

Environmental Scan and Background Information Gathering Overview

This pre-workshop phase is crucial for grounding the planning process, as listening is key to effective planning. The project team will use various methods to gather background data, including reviewing documents, conducting interviews, focus groups, and holding preparatory working sessions. These steps are essential for "taking stock" and understanding current policies, operations, and perspectives.

The avenues identified to gather input from organization members and leadership, as well as external stakeholders, include interviews, focus group(s), and two **optional** components – a *demographic analysis* and an *online employee input survey*. The proposed work plan highlights the key stakeholder groups that should be considered. The breadth of the listening process will influence how much data is gathered, the time required, and the cost involved, as each technique has its own strengths and time commitment.

Interviews are a one-on-one or small-group approach that allows participants to share their personal views in depth with a professional interviewer. This method is more labor-intensive but provides valuable, detailed insights. The discussions aim to build a balanced, informed understanding of the County from each stakeholder's perspective.

Focus groups offer an efficient way to gather input for a structured, yet informal discussion led by a facilitator. The group will discuss 5-6 key questions that help gather a range of ideas and insights. The goal is similar to that of the interviews: to understand the County from each participant's unique viewpoint with dynamic group discussions that provide a broader range of perspectives. The ideal size for focus groups is approximately 12-15 participants, and last approximately 60-90 minutes.

- **Suggested Interviews and Focus Groups – *Virtual and in-person options are available. Board interviews are typically conducted virtually.***

Internal: Organization Stakeholder Input

- County Administrator (1 interview, 45-60 minutes)
- County Board Chairman (1 interview, 30-45 minutes)
- County Board Members (9 interviews, 30 minutes each)
- Department Head Prep Session (2-hour session with leadership staff prior to the leadership workshop)
- Front-/Mid-line and/or Auxiliary Staff (1 focus group **OR** online survey of all County employees)

External: Community Stakeholder Input¹

- Business community (e.g., diversity across sectors and size, can use established business organization such as Chamber, CVB, or EDC) (1 focus group)
- Intergovernmental partners (e.g., Representatives from local municipalities and townships such as Oswego, Newark, and Seward Township, constitutional officers, etc.) (1 focus group)
- Community services (e.g., 708 Board, Juvenile Justice Council, KenComm, other nonprofit social service organizations (1 focus group)).

Data Analysis and Thematic Summarization of Stakeholder Input

- NIU-CGS will provide a summary of themes, key issues, and desires as expressed by stakeholder focus groups.

➤ **(OPTIONAL) Demographic Data Gathering and Analyses**

The demographic and community profile provides valuable insights into often-overlooked demographic and economic dynamics. Changing demographics significantly influence community service expectations, making them a critical factor in planning policies, programs, infrastructure, staffing, and services. The profile offers key information about the County's residents, workforce, and tax base, along with five-year projections of demographic trends. It also includes business trends and projections, industry sector breakdowns, and employment data to support strategic planning. The data is sourced from both publicly available and proprietary sources. A summary report will be provided before the workshop to inform the environmental scanning process. Below is a *sample* of the data that can be collected. Some customization is available and cost is shared in the budget section.

- Current population and trend (change since 2010)
 - Total population plus breakdowns by
 - Age, Race, Gender
 - Education level
 - Households and families
 - Income and poverty
- Commuting profile
 - Profile of County resident workers
 - Work location
 - Demographic (age, race, gender) profile
 - Industry profile
 - Profile of County workers
 - Home location
 - Demographic (age, race, gender) profile
 - Industry profile

¹ The County's RFP shared that resident input would be gathered as part of the concurrent comprehensive planning process. However, if the County would like a resident focus group as part of this process that can be added.

➤ **(OPTIONAL) Online County Employee Input Survey**

County employees possess valuable field-level insights into daily operations and the direct implementation of County policies. Their perspectives can provide meaningful input for the County Board as it considers its strategic vision, goals, and priorities for the next 3-5 years. If selected, the NIU-CGS project team will collaborate with the County's leadership to design an online employee survey assessing workplace climate, culture, and perspectives. NIU-CGS will develop the survey, manage data collection, and analyze responses. The findings will be compiled into a report, which will be presented to the County Administrator or other designated officials as part of the strategic planning workshop preparations. To ensure broad participation, the County would be responsible for distributing the survey, with NIU-CGS providing the survey link.

Component C: Strategic Planning Leadership Workshop(s)

Leadership Workshop(s) Agenda (6-7 contact hours with County Board members and senior staff)

- Mission and Visioning Affirmation and Review
 - Review, affirm, or adjust: what is our vision of the future for the County?
 - Imagine the County 5, 10, 15 years from now ...
- Stakeholder Input Review
 - Share stakeholder feedback themes
 - Focus group and interview feedback summary
 - Employee survey themes (if selected)
 - Demographic analysis (if selected)
- Environmental Scanning – Strengths, Weaknesses, Opportunities, and Challenges (S.W.O.C.)
 - Small group S.W.O.C. warm-up exercise
 - Large Group S.W.O.C. Analysis
 - Identify internal strengths and weaknesses
 - Identify external opportunities and challenges
- Group Goal Development
 - Short- and long-term goal development and discussion
 - Group goal classification – complex or routine

Leadership Workshop Options Include:

- One full weekday/Saturday (9:00 a.m. – 3:00 p.m.)
- One full weeknight (3:00 p.m. – 9:00 p.m.)
- Two half-day weeknights (6:00 p.m. – 9:00 p.m. each)

Component D: Post-Workshop Follow-up – Goal Prioritization

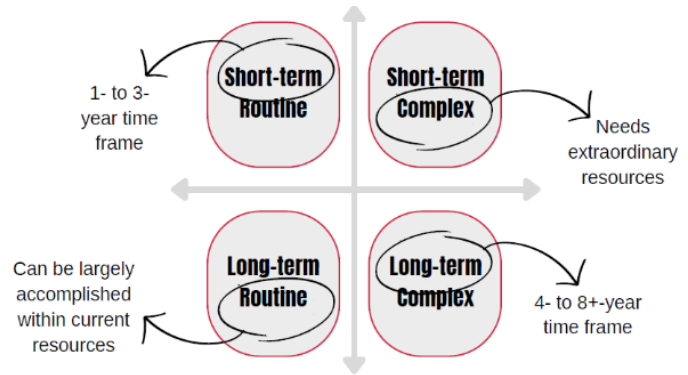
- Goal refinement and consolidation as needed with County staff and the CGS project team
- Goal prioritization process if needed or desired via online ranking exercise
- Goal ranking survey results prepared and sorted by Time and Complexity Matrix, *if applicable*

Goal Prioritization Process Overview

After the classification exercise, the County Board Members (or all workshop participants, if preferred) will be asked, through a post-workshop *online* exercise, to delineate why certain goals should be given high priority, and some, although worthy, should receive lower priority. Point values will be assigned to each goal within each quadrant of the matrix. The consensus ranking of short- and long-term will be presented in a 2x2 time and complexity matrix.

Goal Classification Matrix

By Professor G. Gabris



Component E: Post-Workshop Implementation Review – Virtual Action Planning Launch

- Presentation of tools and techniques: implementation launch in the organization
- Operationalizing the goals – clarification of goals statements
- Structural assignments and goal coordination responsibilities
- Scheduling of start dates, milestones, and status reports
- Approaches for action steps and work plans

FINAL REPORT

A final report documenting both the process and outcomes will be provided to the County staff and Board for review, comment, and approval. A standalone executive summary will also be produced. Both will be provided in electronic form.

ESTIMATED RANGE OF COSTS

The **base project** cost, including all project components (A-E) is estimated at a range of \$28,500-29,900. The estimated costs presented here would include professional and analytical fees and project expenses (including mileage or travel) for all phases of the **base project**, from inception through action planning launch, including background research, process design, environmental scanning, analyses, leadership workshop facilitation by a team of facilitators, and all related project expenses. The base cost *does not* include optional or added services requested by the County that would change the scope of services as described.

Project Phase/Element	Project Budget
<ul style="list-style-type: none"> • Component A: Pre-Workshop – Strategic Planning Readiness • Component B: Environmental Scanning and Community Input • Component C: Strategic Planning Workshop(s) • Component D: Post-Workshop Follow-up • Component E: Post-Workshop Action Planning Launch • Final Report and Design 	
Total Base Cost	\$28,500-29,900
OPTIONAL Demographic Data Gathering and Analysis	\$4,500
OPTIONAL Online Employee Input Survey	\$3,500
Total if all components selected	\$36,500-37,900

**Please note: Additional components or tasks would represent an additional research effort and will result in additional costs beyond the cost estimate presented and will be charged at a rate of \$140 per hour, for professional staff, \$60 per hour for support and technical staff, plus related expenses. CGS will advise the client before starting any additional work and secure authorization to proceed before undertaking additional assignments.*

The County will be responsible for securing and reviewing meeting sites and/or coordinating with NIU-CGS all online and in-person notices, invitations, and postings. The County will also be responsible for reviewing, securing, and funding any costs for facilities and refreshments, including technology or equipment, room rentals and setup, supplies, and/or other logistical items for all workshops and project sessions. **The County should check with its legal counsel to make sure all meeting postings and formats are consistent with any Open Meetings Act requirements and procedures.**

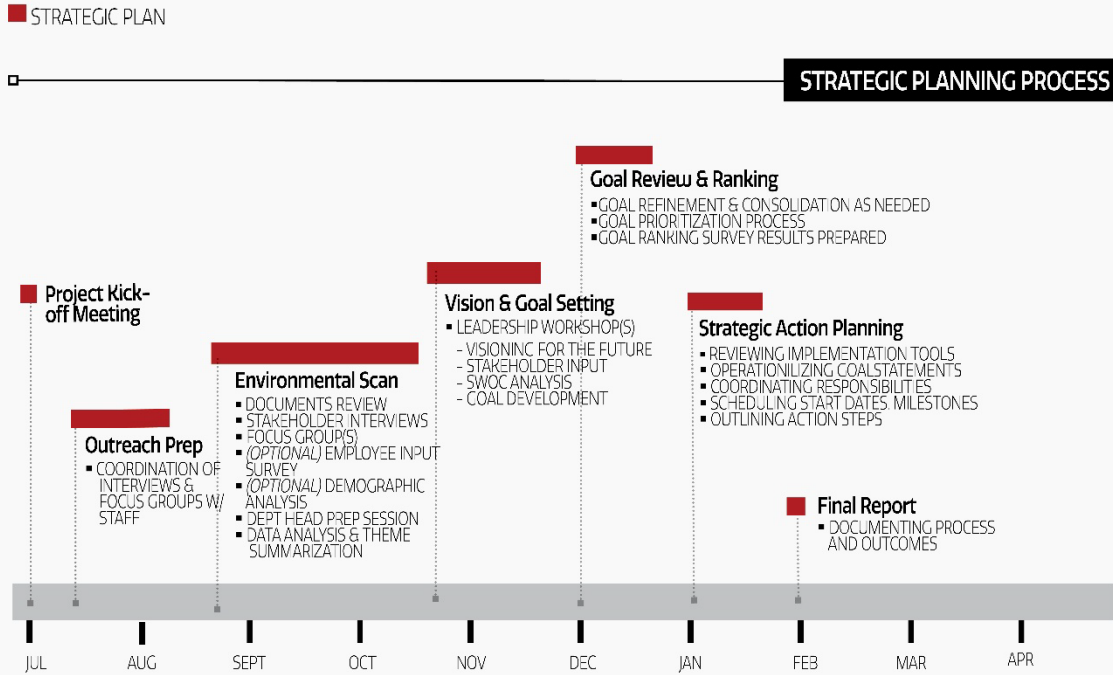
PROPOSED TIMELINE

Project Date(s) and Location – The workshops and meetings for the 2025-26 strategic plan will be held on dates that are mutually convenient for both the County’s participants and the NIU-CGS lead facilitator and project team. The anticipated start date for the project is anticipated to be July 2025.

The completion date will be dependent on the scope or services selected, the timing and sequence of the various planning components, and the scheduling of workshops that permit the gathering and analysis of stakeholder input prior to the leadership workshop. A series of pre-workshop interview and discussion session(s), a six- to seven-hour strategic planning workshop(s) with the Board and senior staff/leadership, and a two-hour follow-up session with the County Administrator and senior staff are included in the planned base-project meeting activities.

KENDALL COUNTY PROJECT TIMELINE ESTIMATES

The Project Timeline below illustrates how the Strategic Planning process will be coordinated throughout the duration of the project timeframe. In addition, certain outcomes will inform subsequent phases of the planning process.



***Estimated duration – dates are to be determined and are subject to the facilitator(s) and the County's project team's availability, progress of exercises, and return of requested data or decisions from the County. The timeline may vary based on optional and/or any additional components selected. Please note that if the statistically significant community survey is selected it will add several months to the timeline.*

APPROVAL/ACCEPTANCE

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

REFERENCES AND REPRESENTATIVE PROJECTS

Representative strategic planning projects in Illinois led by Greg Kuhn, Mel Henriksen, CGS, and team members include:

1. McHenry County
2. DeKalb County
3. Peoria County
4. Winnebago County
5. Village of Western Springs
6. Hanover Township
7. Village of Lincolnwood
8. Village of Bartlett
9. City of Elmhurst
10. Town of Normal

Contacts:

1. Peter Austin, County Administrator, McHenry County, pbaustin@mchenrycountyil.gov, (815) 334-4000
2. Brian Gregory, Former County Administrator, DeKalb County, bgregory@dekalbcounty.org, (815) 895-1630
3. Scott Sorrel, County Administrator, Peoria County, Ssorrel@peoriacounty.org (309) 643-3028
4. Joseph V. Chiarelli, County Chairman, Winnebago County, KElyea@admin.wincoil.gov, (815) 319-4234
5. Ellen Baer, Village Manager, Western Springs, ebaer@wsprings.com, (708) 246-1800, Ext. 128
6. James Barr, Township Administrator, JBarr@hanover-township.org, (630) 837-0301
7. Anne Marie Gaura, Village Manager, Village of Lincolnwood, agaura@lwd.org, (847) 745-4717
8. Paula Schumacher, Village Administrator, Village of Bartlett, pschumacher@bartlett.il.gov, (630) 837-0800
9. Jim Grabowski, City Manager, City of Elmhurst, james.grabowski@elmhurst.org, (630) 530-3010
10. Pam Reese, City Manager, Town of Normal, preece@normal.org, (309) 454-9501

Additional strategic planning projects in Illinois led by Mel Henriksen, Dr. Kuhn or undertaken by CGS include the Villages of Libertyville, Orland Park, West Dundee, Northfield, Carol Stream, Glen Ellyn, Long Grove, Deer Park, Pingree Grove, Sugar Grove, Winfield, Woodridge, Riverside, the Cities of Rochelle, DeKalb, Dixon, Geneva and St. Charles, and Streator in Illinois and Oak Creek, Monroe and Mequon, Wisconsin. Other organizations include IRMA, ILCMA, ILGFOA, IPELRA, the Naperville Park District, the DeKalb Park District, the Carol Stream Fire Protection District, the Schaumburg Fire Dept., Lake County, Livingston County, Schaumburg Township, as well as many other communities and units of government or governmental agencies.

MISSION AND QUALIFICATIONS OF NIU AND CGS



NIU's **Center for Governmental Studies**, founded in 1969, is a public service, applied research, and public policy development organization that recently celebrated 54 years of public service. Its mission is to provide expertise that helps decision-makers implement efficient, sustainable, and cost-effective approaches to economic, social, governance, public policy, and information management issues.

CGS' research and services include work in a variety of areas including community and economic development, workforce development, strategic planning, public management and training, association management, informatics, survey research, data visualization, 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.

CGS has established itself as the center of choice for civic organizations in Northern Illinois needing to gather, analyze and operationalize information from their constituents. Assistance has been provided to state and federal agencies, colleges and universities, school districts, libraries, park districts and municipalities as well as a variety of other organizations. Since its founding, CGS has provided expertise to help decision-makers throughout Illinois implement efficient, sustainable, and cost-effective approaches to public policy, public management, social, economic and information management issues. As noted above, this expertise is made available to all levels of governmental entities, private enterprises, public-private partnerships, and other types of institutions such as higher education.

As part of NIU's Division of Outreach, Engagement and Regional Development, CGS fulfills its outreach and engagement mission through public service, applied research, technical assistance, and public policy development activities that are supported by interdisciplinary teams.

CGS TEAM DESCRIPTION

The proposed project team will consist of seasoned specialists and researchers with extensive experience conducting strategic planning, data assessments, and leadership training. In addition to these core team members, other expertise within CGS will be used for various aspects of the project (i.e., project management and analysis, data research, etc.).

CGS PROJECT TEAM–FACILITATORS AND ANALYSTS



Greg Kuhn, Ph.D., Director. Dr. Kuhn is a former Village Manager who now conducts research, teaches, and consults with governmental units in Illinois and across the Midwest. Dr. Kuhn completed his doctoral studies mid-career with emphasis 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 Korn-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, earning two teaching awards at both schools. In total, Dr. Kuhn has over 43 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.



Melissa Henriksen, MPP, Assistant Director of Strategic Management, Policy, and Community Development. Ms. Henriksen has a diverse background including economic and community development, technical assistance, strategic and comprehensive planning, rural health care research and grant writing. She is a specialist in the areas of strategic planning, conducting focus groups, wage and benefit studies and asset/needs assessments, community and economic development, and rural health research. Mel has led or co-facilitated strategic planning efforts for municipalities, non-profits, school and other districts, board of directors, and institutes of higher education. For the past 17 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. These projects included coordinating surveys, community focus groups, strategic planning to identify potential challenges and solutions, demographic analysis and distilling themes and findings from a variety of qualitative information to share with key stakeholders.

Mel holds a B.A. degree in Political Communication/Public Relations and a Master's degree in Public Policy both from the University of Northern Iowa. Mel is a former Council member for the Illinois Rural Health Association and was the chair of its Research and Education and Conference Committee. In addition, she is also a former Kettering Foundation Research Fellow and received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities. Mel has been a speaker for several Civic Leadership Academy (CLA) classes and has taught courses at NIU and Kishwaukee College including strategic planning, performance management and American government.



Jeanna Ballard, MPA, Senior Research Specialist. Ms. Ballard has a varied background in strategic and comprehensive planning, technical assistance, and performance improvement studies. She has helped facilitate strategic planning workshops, focus groups, interviews, organizational design reviews, leadership development seminars, and compensation analyses. Jeanna has co-facilitated strategic planning for elected officials, non-profits, municipalities, counties, townships, park districts, libraries, council of governments, and institutes of higher education. For the past two years, Jeanna has provided staff support for funded projects for the Illinois Critical Access Hospital Network (ICAHN). Most recently, she has worked on local government strategic planning initiatives. These projects included coordinating online surveys, community focus groups, goal development sessions, identifying potential challenges and solutions, and distilling themes from a variety of quantitative and qualitative information to share with key stakeholders.

Jeanna holds a dual MPA degree via her joint studies at Northern Illinois University and Renmin University of China in Beijing. She joined the Center for Governmental Studies in 2017 and serves as an elected Representative on NIU's Supportive Professional Staff Council and is the Chair of the Advocacy Committee. Jeanna has seven years of public service experience serving in local, county, and federal levels of government and is a former Banovetz Fellow. Jeanna has also been a speaker for several Civic Leadership Academy (CLA) classes and taught courses at NIU in public service leadership and management.



Alli Hoebing, MPA, Research Specialist. Ms. Hoebing is a research specialist focusing on Association and Public Management. Alli graduated from NIU's Master of Public Administration program with an emphasis in local government administration. As an undergraduate at NIU, Alli was a member of the Pre-Law Honors Society and collegiate Mock Trial team, majoring in political science, public law, and communication.

At CGS, Alli works with both the Strategic Management, Policy, and Community Development and the Associations Management teams, including the Illinois City/County Management Association (ILCMA) and the Wisconsin City/County Management Association (WCMA), the American Planning Association's Illinois Chapter (APA-IL), and serves as the Executive Director of the Illinois Local Government Lawyers Association (ILGL). In her work with associations, Alli assists with conferences, committees, financial reports, research and analytics, and strategic planning.



Dawn Wucki-Rossbach, MPA, Public Management and Local Government Specialist. Ms. Wucki-Rossbach is a graduate of NIU's MPA program and most recently served as Interim Village Manager of Kenilworth, Illinois. Dawn has held a variety of positions during her 25-year local government management career. From 1999 to 2010 she held multiple positions in the Village Manager's office of Carpentersville including Interim Village Manager, Assistant Village Manager, and Community Development Director. She also served as the Business Manager for the Lake County Sheriff's Office, Village Administrator of Maple Park, Illinois, and Interim Public Works Director positions in three suburban communities.

Dawn has experience in personnel management, board relations, operations, risk management, strategic planning, and budgeting. Dawn's positions during her career have called on her well-rounded professional insight to direct budget and finance functions, oversee purchasing and capital budgeting, undertake grant writing, administer zoning and long-range plans, navigate union negotiations, and direct public works and utility operations. Dawn completed her undergraduate work at Augustana College, attended the Leadership Institute at Harvard Law and earned her ICMA Credentialed Manager designation in 2006.

Other Project Staff and Support - Dr. Kuhn and the project team 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.

Staff Recommendation:

Forward to County Board approval of an agreement for Strategic Facilitation with NIU's Center for Governmental Studies.

Attachments:

Proposal