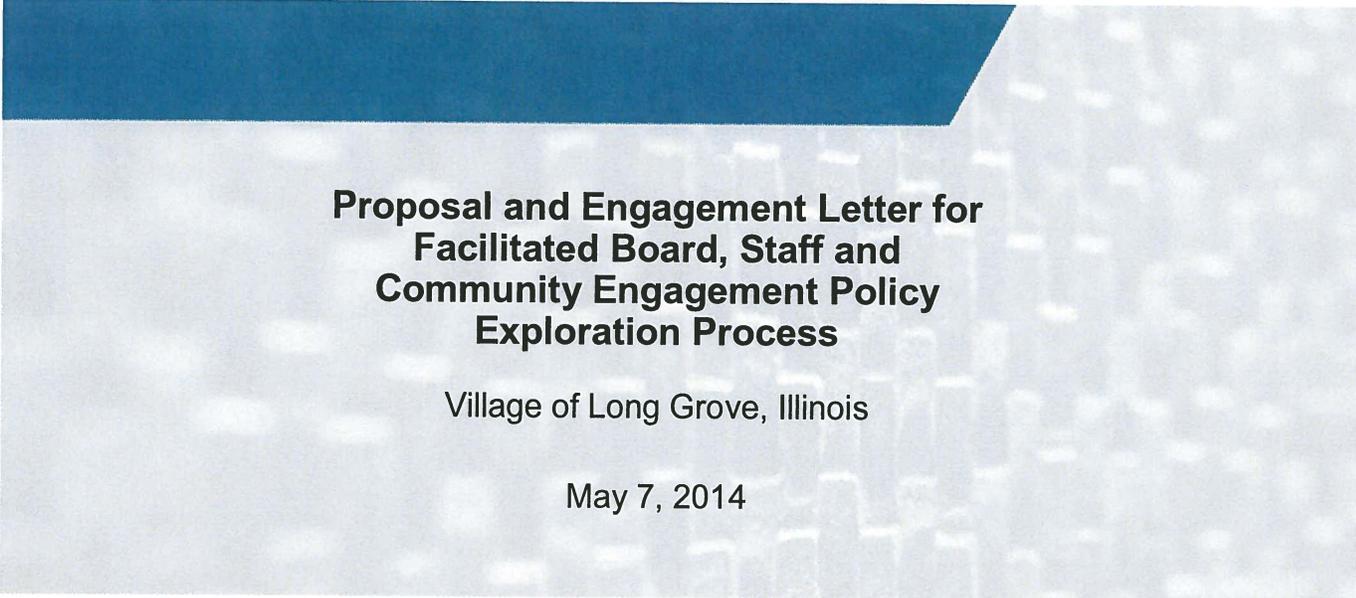


Item #2A:
Report On Infrastructure Funding
Strategic Planning Proposal From *Sikich Associates*



**Proposal and Engagement Letter for
Facilitated Board, Staff and
Community Engagement Policy
Exploration Process**

Village of Long Grove, Illinois

May 7, 2014



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May 6, 2014

Mr. David Lothspeich
Village Manager
3110 RFD
Long Grove Village Hall
Long Grove, IL 60047

Re: Proposal for Community and Board/Staff Facilitated Engagement Policy Exploration Process

Dear Dave:

Thank you for inviting us to work with the Village again and serve as facilitators for the Village of Long Grove's (the Village) Community and Board/Staff Facilitated Engagement and Policy Exploration Process. As we discussed during our background conversations, the outline suggested for this initiative would follow a modified, facilitated task force approach framed around a "nominal group technique." This approach is designed to foster participation and dialogue, and an exchange of ideas among the task force team members and would include exercises specifically tailored to the Village's policy decisions. The focus for this process would be on the Village's recent infrastructure and key policy discussions that have generated community input and discussions.

The following is a summary of our approach to these sessions and a proposed range of costs associated with our facilitation work. The timing of the sessions would be sequential, beginning with a facilitated staff review and presentation of the policy and program research that is presently underway. A final schedule of meetings, including the initial workshop, would be developed collaboratively with the Village once additional background and discovery sessions are completed. It is envisioned that the overall process would take place from late May through September of this year.

We would certainly welcome the opportunity to discuss our suggested approach with you further after you have had time to review this concept outline. Thank you for the opportunity to submit a framework to work with the Village on this important project. Should you have any questions, please don't hesitate to contact me by phone at (630) 566-8522 or by email at gkuhn@sikich.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. T. Kuhn'.

Gregory T. Kuhn, Ph.D.
Director, Government Management Consulting
Sikich LLP

PROJECT WORK PLAN

Methodology

Sikich proposes to utilize a modified focus group/task force approach to foster guided discussions and to gather quality citizen, Board, and staff input and perspectives on the key strategic policy issues surrounding the Village's decisions about its infrastructure and other key subjects. The consulting team has successfully used facilitated group discussions and the nominal group technique in multiple settings to gather strategic input and information. The focus group model provides an avenue to effectively gather input from a variety of stakeholders in structured and designed settings.

The ideal focus group design is to conduct sessions with 8-12 invited participants that represent cross-sections of the community. Our recommendation is that no more than 3-4 focus group/task force sessions be held. Sikich's consulting team will work with the Village Manager, and other individuals identified by the Village to determine the exact number and composition of these groups. At the conclusion of the group sessions, collected data would be tabulated and summarized to reveal key themes and, if applicable, important outliers.

Approach/Project Phases

Process Planning

At the out-set of the project, the facilitator will meet with the Village Manager to develop, refine, and finalize, the context of the public policy discussion now in progress on the Village's infrastructure needs. The information gathered in these preparation meetings will be used to further develop and finalize the process sequence, agendas, and workshop discussion materials. The sessions and description that follow present a conceptual framework for the community engagement initiative. All time-frames are estimates and are dependent on the initiative's launch date, scheduling of participants, completion of the workshops, and the final analyses of collected input and data.

Hold Pre-Workshop Management Team Discussion Session

In order to help the consulting team further understand the policy environment and to prepare Village staff members for their important process roles, Sikich will lead a part-day pre-workshop discussion session with the Village Manager and Department Directors. The session will provide an opportunity to present background information and updates, while further defining the policy areas to be explored.

Draft Project Schedule

Phase I: Late May, Early June 2014—Opening Policy and Brainstorming Workshop

The initial phase of the community engagement initiative will begin with a policy and brainstorming Workshop of the Village Board, Senior Village staff, and interested community members. The primary objectives of this workshop will include:

- > Introduce the workshop approach and communicate the framework;
- > Engage participants in a constructive dialogue and exchange of ideas and information;
- > Review and present current and past work that describes, frames, and explores the Village's infrastructure needs, engineering and solution alternatives, and the financial requirements for phased community-wide improvements;
- > Facilitate discussions of reflections, questions, and possibilities of most desirable potential solutions and approaches;
- > Facilitate consensus discussion of potential approaches and alternatives to further explore at future sub-topic centered facilitated workshops;
- > Review and confirmation of the "key themes" established for sub-topic research and discussion sessions.

Phase II: Mid-June, Early August 2014—Sequential Policy Exploration Workshop

The next phase of the community engagement initiative will build on the opening session and will focus on those ideas, in three to four identified policy areas, that are determined to be the most desirable by the group. Representatives of the Village Board, Senior Village staff, and topic-specific appointed community members will comprise the working groups for these facilitated exploration workshops. Conceptually, three or four modified focus group topic workshops are envisioned. The primary objectives during each of the sub-topic discussions will be to:

- > Provide the results of staff and specialists research on identified ideas and on alternatives for the policy or topic area that will be focus of each session;
- > Introduce the workshop approach and communicate the framework for the session;
- > Engage participants in a constructive dialogue and exchange of ideas and information;

- > Provide a forum for presentation of research and analysis by staff and specialists that describes the results/findings of that research and analysis,
- > Facilitate discussions of reflections, questions, and group ideas of the viability of potential solutions and approaches presented;
- > Facilitate consensus discussion of alternatives to be further explored;
- > Summarize session notes and outcomes to be communicated to the Village Board as a whole.

Phase III: Late August, Mid-September 2014—Closing Policy Alternatives and Brainstorming Workshop

The last phase of the community engagement initiative will include a policy, brainstorming, and findings workshop with the Village Board, Senior Village staff, and interested community members. In this collaborative setting, the session will review the outcomes and findings of each of the sub-group discussions in Phase II. The primary objectives during this wrap-up event will be to:

- > Provide an overview of process steps and path that resulted in the findings;
- > Provide a forum for sub-group spokespersons and staff to summarize, review, and highlight the results of their research, deliberations, and consensus recommendations;
- > Review and confirm the key themes from all the workshops;
- > Engage participants in a constructive dialogue and exchange of ideas and information about the findings;
- > Facilitate discussions, reflections, and questions, about the potential solutions and approaches that are considered most desirable;
- > Facilitate consensus discussion of alternatives and further explore these alternatives for the development of staff action plans and next-steps;

Summarize Process and Outcomes

At the conclusion of the closing policy alternatives session, Sikich and the key staff study team members will analyze input and information with the aim of finalizing consensus steps and opportunities for further, positive policy discussions. The study team will synthesize and summarize the information generated and develop and prepare preliminary listings of consensus recommendations and findings as a final summary report.

QUALIFICATIONS

Engagement Team

Sikich currently has 90 partners and more than 475 professional staff. Eight of these partners and more than fifty professional staff are devoted extensively to the Firm's local government services accounting team. The staff we propose to perform your study and analysis are members of Sikich's government management consulting team. The engagement team includes former local government professionals who retain strong ties to government networks, associations, and resources. Their years of education and training make them extremely familiar with the public sector environment and readily able to serve governments in a variety of specialized areas.

Below are brief descriptions of the engagement team. To facilitate the integration of tasks and project goals, Greg Kuhn will serve as lead facilitator/trainer and overall engagement coordinator. If required, other Sikich professional and support staff will be available and called on as needed throughout the engagement.



Gregory T. Kuhn, Ph.D.
Director, Government Management Consulting

Greg joined Sikich in 2011 to lead its Government Management Consulting team. He most recently served as Assistant Director for Public Management and Training at Northern Illinois University's Center for Governmental Studies and has more than 30 years of governmental experience as an administrator, consultant, and academic researcher. He is the former Village Manager of Clarendon Hills, Illinois and former Assistant to the Village Manager in Skokie, Illinois. In addition, he was the Managing Vice President of the PAR Group. Greg's consulting engagements for local governments has included communities ranging in size from 1,000 to 1 million. His projects range from strategic plans, financial analyses, and organization-wide studies to executive recruitments, training, and team building workshops. Greg earned his doctorate at Northern Illinois University with emphases in public administration, public policy, and organizational development. Greg continues to lecture at both Northern Illinois University's Department of Public Administration and Northwestern University's School of Continuing Studies in public policy, leadership, strategic planning, and public administration. Greg's approach to assignments focuses on progressive collaboratively developed solutions based on sound analysis and realistic implementation approaches.



Cristi Musser, MPA
Senior Consultant, Government Management Consulting

Cristi has more than 16 years of experience in all facets of local government management in both county and municipal governments in Illinois, Oregon, and California. She formerly served as the Director of Internal Services for Washington County, Oregon managing a department that served a \$100 million organization. Prior experience includes working as a Senior Analyst for Marin County, California where she had extensive experience in budget and financial analysis. She recently worked in Human Resource Management for the Village of Downers Grove, Illinois while undertaking a graduate program in public administration at Northern Illinois University. Her accomplishments include spearheading the creation of a countywide Intergovernmental Agency to provide consolidated 911 dispatch services for Washington County, Oregon; negotiating and managing a variety of medium sized outsourcing contracts; and developing and implementing internal reorganizations and process improvements for both county and municipal agencies. Her work with Sikich includes facilitating numerous community, staff, and Board focus groups and Board policy discussions.



Sarah Korhonen, MA
Analyst, Government Management Consulting

Sarah comes to Sikich from DePaul University's Social Science Research Center where she worked as a Research Associate in the College of Liberal Arts and Sciences. Her work for Sikich includes all aspects of data collection, data management, and data analysis for compensation and benefits studies. At DePaul, Sarah's work included providing consulting services and training workshops in qualitative and quantitative research methods and projects. In addition to her research analyst work she also worked as a Service Project Coordinator for Egan Urban Center's community based partners. In this capacity she designed and managed program evaluation plans, developed survey designs, collected and analyzed data, and conducted individual and focus group interviews.

PROJECT BUDGET

Project Fees and Information

Sikich's fee for the above work plan is based on a comprehensive project, which includes information and assistance provided by the Village in arranging for and providing the training site, training equipment, and related needs for the session. The projected costs for the community engagement/facilitation program as outlined in the project workplan would be \$14,500-15,850 (exclusive of travel and minor expenses. estimated at \$300-350.

The billings for this engagement will not exceed the range of fees and expenses above unless the Village specifically requests additional sessions, project components, or an expansion of scope, and the Village and Sikich LLP reach a mutual agreement as to the new scope and related fees. We invoice clients on a monthly basis, as services are provided or progress is made on the engagement.

Engagement Parameters

The Village's management acknowledges its responsibility, in fact and appearance, to make informed judgments on the results of the services described in the letter of proposal. The Village will make any decisions involving management or policy functions related to the performance of services referenced, and it accepts full responsibility for all such decisions.

The Village understands and agrees that (i) the advice provided by Sikich is based upon commonly accepted public management practices as commonly understood by government and organizational development professionals at the time of the consultation, (ii) Sikich assumes no obligation to supplement or modify its advice to the Village if any applicable policies, practices, or laws change after the date of the consultation, (iii) Sikich assumes no obligation to provide advice to anyone other than the individuals authorized to receive services hereunder, (iv) the personnel at Sikich are not attorneys licensed to practice law, (v) the advice or information provided by Sikich is not intended to replace qualified legal counsel and the Village is encouraged to seek such legal counsel and (vi) in no event shall the liability of Sikich exceed the amounts actually paid to it by the Village for rendering services hereunder. These services will not satisfy any requirements for an audit in accordance with auditing standards generally accepted in the United States of America. We are proposing this engagement as consultants rather than auditors. Therefore, we request that you do not record this as an audit engagement in your minutes and other memoranda.

Assumptions

In designing this proposal and project approach, we made the following assumptions. Any significant variance from these assumptions would alter the scope of the proposal and subsequently, our fee projection.

Sikich's Role:

- > We bring the expertise and skills critical to guide, design, and facilitate an interactive and inclusive engagement and policy exploration process. Our approach will create a positive environment for all process participants and aim to build mutual understanding.
- > We will communicate specific requirements for organizational documents/materials, scheduling, meeting space, room capacity and configuration, supplies, and wall space for all events.
- > We will be equipped with any special software required by the project approach, such as MS Powerpoint, Visio, and MS Office Project, but will provide the Village with any necessary documents in a format it can support.
- > We will treat all materials and documentation in a confidential manner.
- > We will provide feedback and periodic updates to the Village Manager and will submit draft agendas and reports for review.

The Village's Role:

- > The Village will designate a staff person to provide administrative support to include: arrange for and schedule meetings, coordinate staff, and gather requested materials. This person will also coordinate our needs regarding photocopies, supplies, easels and easel pads.
- > The Village is responsible for management decisions and functions; for designating a management-level individual with suitable skill, knowledge and experience to oversee the services Sikich is providing and for evaluating the adequacy and results of those services and accepting responsibility for them.
- > The Village is responsible for supplying various documents throughout the project, as requested by Sikich LLP. The timeliness and accuracy of the materials provided by staff will be critical to successfully completing the project as outlined.



- > The Village is responsible for issuing invitations to identified participants, as well as for any follow-up materials, communications and/or meeting notices, change of venues, etc.
- > The Village is responsible for identifying and securing meeting sites for all project exercises and workshops. The Village will review potential sites with the project's facilitators and will be responsible for costs associated with facility rentals (if necessary), refreshments, catering, and equipment. Materials required by the process and purchased by Sikich will be billed to the Village at cost.

We look forward to confirming this approach and these arrangements for the Village's workshops at your earliest convenience. We appreciate the opportunity to work with you and the Village Board on this important engagement project.

Sincerely,

Sikich, LLP

By Greg Kuhn, Ph.D.

Director, Government Management Consulting

Response:

This letter correctly sets forth the understanding of the Village of Long Grove for the 2014 Community/Board-Staff Facilitated Engagement and Exploration Process as described.

By: _____

Title: _____

Date: _____

Village of Long Grove, Illinois



EXHIBITS

Engagement Team Biographies

- > Gregory T. Kuhn, Ph.D.
- > Cristi Musser, MPA
- > Sarah Korhonen, MA

Gregory T. Kuhn, Ph.D.*Director, Government Management Consulting*

Gregory T. Kuhn, Ph.D., has nearly 31 years of experience in local government administration, consulting, and academics. Greg most recently served as Assistant Director for Public Management and Training at Northern Illinois University's Center for Governmental Studies. He began his career in the city management field having served as the former Village Manager of Clarendon Hills and Assistant to the Village Manager in Skokie. Greg also served as the Managing Vice President of Paul A. Reaume's PAR Group. During his career, Greg has managed or participated in more than 200 consulting engagements for local governments and special districts ranging in size from 5,000 to over 1 million in population as well as non-profits and state agencies. He has conducted numerous organizational management studies, personnel studies, public policy assessments, public budgeting reviews, strategic planning exercises, and designed training and team building workshops for local governments and associations around the nation. In addition to his client responsibilities, Greg teaches at the graduate level and serves as a lecturer for both Northern Illinois University's Division of Public Administration and Northwestern University's School of Continuing Studies' graduate program in Public Policy and Public Administration.



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Service Areas

Process Improvement
Governmental Strategic Planning
Organizational Analysis
Human Resource Management
Community Engagement / Facilitation
Governmental Performance Measurement
Budget and Financial Condition Evaluation
Staff Development and Training

Affiliations

American Society of Public Administration
International City/County Management Association
Illinois City/County Management Association

Education

Bachelor's Degree in Political Science, Marquette University
Master's Degree in Public Administration, Northern Illinois University
Doctorate in Political Science and Public Administration, Northern Illinois University

Cristi H. Musser, MPA*Senior Consultant*

Cristi H. Musser, MPA, has more than 16 years of experience in all facets of municipal management in both County and City Government in Illinois, Oregon, and California. She was formerly the Director of Internal Services for Washington County, Oregon managing a department that served a \$100 million organization. Her experience also includes working as a Senior Analyst for Marin County, California where she had extensive involvement in budget and financial analysis. Most recently, Cristi worked in Human Resource Management for the Village of Downers Grove.

Her accomplishments include spearheading the creation of a Countywide Intergovernmental Agency to provide consolidated 911 dispatch services for Washington County, Oregon; negotiating and managing contracts for animal control services that included County/City and both for profit and not-for-profit partnerships in Marin County, California; negotiating and managing a variety of outsourcing contracts; and developing and implementing internal reorganizations and process improvements for both County and City agencies. Her expertise also includes significant experience in human resources and labor relations especially as it relates to process improvement, shared services, and outsourcing contracts.



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Service Areas

Shared Service Contract Development
Budget and Financial Condition Evaluation
Human Resource Management
Process Improvement
Strategic Planning
Organizational Analysis

Affiliations

International City/County Management Association
Illinois City/County Management Association

Education

Bachelor's Degree in Political Science, Humboldt State University
Master's Degree Public Administration, Northern Illinois University

Sarah Korhonen, M.A.*Data Analyst*

Sarah comes to Sikich from DePaul University's Social Science Research Center where she worked as a Research Associate in the College of Liberal Arts and Sciences. Her work at the University included providing consulting services and training workshops in qualitative and quantitative research methods and projects. In addition to her research analyst work, Sarah served as a Service Project Coordinator for the University's Msgr. John J. Egan Urban Center. In this capacity she worked with community based partners in designing and managing program evaluation plans, developing survey designs, collecting and analyzing data, and conducting individual and focus group interviews.



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Service Areas

Compensation Studies
Strategic Planning

Education

Bachelor's Degree in English, North Central College
Master's Degree in Sociology, DePaul University