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**General Manager**  
Amy R. Underwood, P.E.

**Legal Counsel**  
Daniel McCormick, P.C.

*Providing a Better Environment for South Central DuPage County*

**MEMORANDUM**

**To:** Decennial Committee (Amy E. Sejnost, Jeremy M. Wang, Mark Eddington, Amy R. Underwood, Carly Shaw, Kenneth J. Rathje, Robert T. Jungwirth, Mark Scacco and Lawrence C. Cox,)

**From:** Amy R. Underwood, General Manager

**Date:** July 12, 2024

**Subject:** Organizational Service Delivery Review and Analysis Update

At the first Decennial Committee Meeting on July 16, 2024, Craig Anderson from the Northern Illinois University (NIU) Center for Government Studies (CGS) will provide a summary overview of the process of their work and next steps and then address any questions.

To refresh your memories and in preparation for the meeting, please find attached to this memo the following:

- The Decennial Committees on Local Government Efficiency Act
- The NIU CGS scope of work

**C:** DM

**Information maintained by the Legislative Reference Bureau**

Updating the database of the Illinois Compiled Statutes (ILCS) is an ongoing process. Recent laws may not yet be included in the ILCS database, but they are found on this site as [Public Acts](#) soon after they become law. For information concerning the relationship between statutes and Public Acts, refer to the [Guide](#).

Because the statute database is maintained primarily for legislative drafting purposes, statutory changes are sometimes included in the statute database before they take effect. If the source note at the end of a Section of the statutes includes a Public Act that has not yet taken effect, the version of the law that is currently in effect may have already been removed from the database and you should refer to that Public Act to see the changes made to the current law.

**LOCAL GOVERNMENT  
(50 ILCS 70/) Decennial Committees on Local Government Efficiency Act.**

(50 ILCS 70/1)

Sec. 1. Short title. This Act may be cited as the Decennial Committees on Local Government Efficiency Act.

(Source: P.A. 102-1088, eff. 6-10-22.)

(50 ILCS 70/5)

Sec. 5. Definitions. As used in this Act:

"Governing board" means the governing body of a governmental unit. If the governmental unit is a road district, then "governing board" means the governing body of the road district, as provided in Division 1 of Article 6 of the Illinois Highway Code, including, but not limited to, the highway board of auditors, the highway commissioner of a township road district, the township board of trustees, the city council, the municipal president and board of trustees, or the county board, as applicable.

"Governmental unit" means all entities that levy taxes and are also units of local government, as defined in Section 1 of Article VII of the Illinois Constitution, except municipalities and counties.

(Source: P.A. 102-1088, eff. 6-10-22; 102-1136, eff. 2-10-23.)

(50 ILCS 70/10)

Sec. 10. Formation of committee; members; vacancy; administrative support.

(a) By June 10, 2023 (one year after the effective date of this Act) and at least once every 10 years after June 10, 2023, each governmental unit must form a committee to study local efficiencies and report recommendations regarding efficiencies and increased accountability to the county board in which the governmental unit is located.

(b) Each committee's membership shall include the elected or appointed members of the governing board of the governmental unit; at least 2 residents within the territory served by the governmental unit, who are appointed by the chair of the governing board, with the advice and consent of the governing board; and any chief executive officer or other officer of the governmental unit. The committee shall be chaired by the president or chief elected or appointed official of the governing board or his or her designee. The chairperson may appoint additional members to the committee as the chairperson deems appropriate.

Committee members shall serve without compensation but may be reimbursed by the governmental unit for their expenses incurred in performing their duties.

(b-5) In lieu of the committee described in subsection (a), a highway commissioner of a township road district in a county with a population under 400,000 and the township board of the same township may form a joint committee for the purposes described in subsection (a). That joint committee shall include:

the township trustees; the highway commissioner; at least 2 residents of the territory served by the governmental unit appointed by the township supervisor with the advice and consent of the township board; at least one resident of the governmental unit appointed by the highway commissioner; and the township supervisor. The joint committee shall be chaired by the township supervisor and shall issue a joint report with 2 sections, one section for the township and one section for the road district. Except with respect to its composition and report, the joint committee shall otherwise comply with subsection (b). References in this Act to a "committee" shall also include a joint committee formed under this subsection.

(c) A committee may employ or use the services of specialists in public administration and governmental management and any other trained consultants, analysts, investigators, and assistants it considers appropriate, and it may seek assistance from community colleges and universities as necessary to prepare the report required under Section 25.

(d) If a vacancy occurs in the committee membership, the vacancy shall be filled in the same manner as the appointments under subsection (b).

(e) Each governmental unit shall provide administrative and other support to its committee.

(Source: P.A. 102-1088, eff. 6-10-22; 102-1136, eff. 2-10-23.)

(50 ILCS 70/15)

Sec. 15. Duties of a committee. The duties of a committee include, but are not limited to, the study of the governmental unit's governing statutes, ordinances, rules, procedures, powers, jurisdiction, shared services, intergovernmental agreements, and interrelationships with other governmental units and the State. The committee shall also collect data, research, and analysis as necessary to prepare the report described in Section 25.

(Source: P.A. 102-1088, eff. 6-10-22.)

(50 ILCS 70/20)

Sec. 20. Meetings. Each committee shall meet at least 3 times. The committee may meet during a regularly scheduled meeting of the governmental unit as long as: (1) separate notice is given in conformance with the Open Meetings Act; (2) the committee meeting is listed as part of the governing board's agenda; and (3) at least a majority of the members of the committee are present at the committee's meeting. Each meeting of the committee shall be public, and the committee shall provide an opportunity for any person to be heard at the public hearings for at least 3 minutes. The committee may require speakers to register. The committee shall meet in accordance with the Open Meetings Act, and the committee shall be a public body to which the Freedom of Information Act applies.

At the conclusion of each meeting, the committee shall conduct a survey of residents who attended asking for input on the matters discussed at the meeting. A survey conducted via email to all residents who attended the meeting and provided a valid email address will be sufficient to satisfy the requirements of this paragraph.

(Source: P.A. 102-1088, eff. 6-10-22; 102-1136, eff. 2-10-23.)

(50 ILCS 70/25)

Sec. 25. Report. Each committee shall summarize its work and findings within a written report, which shall include recommendations in respect to increased accountability and efficiency, and shall provide the report to the administrative office of each county board in which the governmental unit is

located no later than 18 months after the formation of the committee. The report shall be made available to the public.

For purposes of this Section, if a governmental unit is located in multiple counties, the committee may, if required, provide the same report to the county board of each of those counties.

(Source: P.A. 102-1088, eff. 6-10-22; 102-1136, eff. 2-10-23.)

(50 ILCS 70/30)

Sec. 30. Dissolution of the committee. After a committee has made the report required under Section 25 available to the public, the committee is dissolved until it is reestablished with newly appointed members under Section 10.

(Source: P.A. 102-1088, eff. 6-10-22.)

(50 ILCS 70/85)

Sec. 85. (Amendatory provisions; text omitted).

(Source: P.A. 102-1088, eff. 6-10-22; text omitted.)

(50 ILCS 70/90)

Sec. 90. (Amendatory provisions; text omitted).

(Source: P.A. 102-1088, eff. 6-10-22; text omitted.)

(50 ILCS 70/99)

Sec. 99. Effective date. This Act takes effect upon becoming law.

(Source: P.A. 102-1088, eff. 6-10-22.)

ATTACHMENT A

# Organizational Service Delivery Review and Analysis

*Concept Proposal*

PA 102-1088 Review

## Downers Grove Sanitary District

Downers Grove  
  
Sanitary District

December 12, 2023

Prepared by:  
NIU Center for Governmental Studies  
DeKalb, Illinois



NORTHERN ILLINOIS UNIVERSITY

Center for  
Governmental Studies

*Outreach, Engagement, and Regional Development*



## Downers Grove Sanitary District

# Organizational Service Delivery Review and Analysis *Concept Proposal*

December 12, 2023

Direct questions to:  
Greg Kuhn, PhD  
Director,  
Center for Governmental Studies  
Northern Illinois University

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## STUDY BACKGROUND

The Downers Grove Sanitary District is seeking to undertake a District-wide service delivery and organization design analysis to help determine the systems, resources, approaches, and positional mixes that would align with core service and operational requirements as well as strengthen strategies to utilize equipment, staff skills and other District resources in the most effective manner.

The study will provide the mandate review described in the Decennial Committees on Local Government Efficiency Act (PA 102-1088). The assessment would explore and analyze the relationships between the various Departments that comprise the District's overall operations. The challenge of any model of organization evaluation is finding the balance between the District's ability to be proactive and focused in areas where public core services are needed (internal support services as well as external customer services) and the use of financial resources in the context of providing the highest level of customer service possible as stewards of public resources. Resource deployment, service models and organizational design cannot be reduced to a simple numeric formula. Instead, design and deployment assessments require a layered analysis over several dimensions, including service expectations of the community, priorities defined by the District, and

reasonableness as it relates to budgetary impacts, service delivery models, efficiencies, and effectiveness. The proposal includes the scope of work, estimated fees, timing, and the Center for Governmental Studies' (CGS) qualifications to complete this project.

## **SCOPE**

The scope of work envisioned includes multiple tasks designed to meet the specific needs identified by the District's leadership. Review points are built into the tasks and will enable the District to refine, if needed, the scope of work to reflect needs that might arise as part of early/interim findings. This way, the final product will better reflect Downers Grove Sanitary District's unique circumstances. Each task, as presently envisioned, is described next.

To determine the optimal level of resources required to provide acceptable/desirable District services to the Community on behalf of the District's leadership the following components are recommended to be included in the analysis:

1. Review and evaluate present operations, structure, intergovernmental relationships, budgets and overall service delivery and preparations for the future.
2. Develop a comprehensive analysis of the current level, allocation, and utilization of resources and staff within divisions/units, with consideration of the community's future demographics and expectations/needs for levels of service.
3. Define strengths, needs and gaps to formulate preliminary recommendations based on the completed analysis.
4. Provide an outline of strengths and opportunities for improvement, including integration with the District's overall organizational preparedness, structure, and resource needs/projections in the organization.
5. Develop, provide, and present a summary report of the process used, the findings of the analysis, the strengths and needs of the District's organizational structure along with recommendations for potential future organizational design adjustments and methods in a final report.

The study team's efforts will be focused on gaining an understanding of the present organizational structure and an assessment of service delivery/operational approaches of the District, comparing those findings to present day models of similar organizations, and making recommendations for revisions, enhancements, and adjustments where necessary. It is hoped that the result of this review will assist the District's leadership and administrative officers in developing an organizational system that will lend itself to a higher level of effective and efficient execution and management of its operations.

CGS would approach this study as an *Organizational Analysis Study*. In its broadest sense, it is a general review of the operations, systems, alignments, and service profiles of an organization. We define and measure “organizational structures” according to the needs they are meant to fill. Our definition encompasses effectiveness and efficiency of performance with an eye toward the achievement of service delivery objectives within available resources. However, our analysis recognizes that performance should be evaluated against policy goals, available resources, and principles of management as well as the experience and methods in other organizations. Organizational service and delivery assessments are concerned with improvement. The payoff for conducting a review or study of this nature are the improvements that result from it.

Our definition of an organizational service delivery and deployment analysis is:

- *An evaluation of organizational structures, management systems, work processes and staffing arrangements aimed at assessing the quality, efficiency, and effectiveness of an organization’s performance. Assessments and measures are made in the context of the organization’s policy and operational objectives, the principles and standards of management, and the experience of like organizations.*

The following are elements included to address the needs expressed in discussions with District leadership of the goals for this service delivery and organizational structure study.

## WORK PLAN

The work plan for the components of the study as presented below are organized around a set of fundamental scope components. The Components are presented in the preferred chronological order for the analysis.

### Organizational Analysis Components

Component A. Project Planning and Service Levels Background

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#### **Organizational Inventory and Service Delivery Assessment for all Functions and Departments Using Multiple Data Gathering Points**

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**TASK:** Review the whole of the existing organizational system via document study and interviews with key administrative staff members and administrators to include all department management personnel, the General Manager, the Board, etc.

**TASK:** Collect, review, and analyze existing organizational relationships charts, budgets, position descriptions; review information and documentation for formal definitions of responsibilities and reporting relationships. Search ordinances, recommended practices and administrative-enabling documents for position content and authorizations, etc.



**TASK:** Review and collect, as appropriate, departmental input, output and throughput data including unit performance results and measures (i.e., performance data).

**TASK:** Interview/discuss desired service delivery levels with key policy makers, including District Board members and administrative and departmental leadership as another component of the first phase of the organizational analysis. Executive level performance planning sessions are not a new phenomenon for progressive organizations. As the District's population dynamics evolve and change, the various services it provides will continue to adapt to a more challenging environment confronting the community and leaders. The strategic background review and service level confirmation process will provide essential guidance to the consulting team in completing the organizational assessment as outlined in Component B below.

#### Component B. Assessing Organizational Structures, Systems, Efficiency and Effectiveness Against Service Goals and Benchmarks

The purpose of this component is to perform an organizational inventory and service delivery assessment of the District's operational departments and overall organization. The component is outlined below. Upon completion of this component, the study team would prepare preliminary findings and recommendations for the General Manager and designated departmental supervisory-level leaders, for consideration.

The principal factors considered in developing an organizational assessment include:

- Expressed service delivery priorities and outcome targets
- Organization-wide methods and procedures
- The composition and staffing framework of organizational units
- The reporting relationships among units
- The structural connections between units
- Unit information flow and control systems
- Department-wide work technologies

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#### **Conduct Position Inventory and Analysis - Key Departmental Operational and Administrative Staff**

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**TASK:** Evaluate individual staff positions via a combination of job content and existing job descriptions, the distribution of job content questionnaires as necessary by the study team, and follow-up discussions/interviews to determine job content, performance expectations, coordination & overlap points, supervisory-subordinate relationships, etc., for each position; analyze, compare, define/refine job content components of each position.

**TASK:** Develop preliminary job design frameworks for key positions that surface during the analysis including assessments of job content analysis and desired outputs, preferred, and required qualifications and training expectations.

**TASK:** Interview or observe via site visits, a sampling of staff members to determine work assignments, scheduling, manning frameworks/workloads, reporting relationships, coordination points, supervisory relations, duties, and assignments, etc.

**TASK:** Compare existing duties, tasks, and relationships to the formal structure, synthesize information and diagram existing organization structure, staffing design, and workflows within, and between, departments and/or crews, as appropriate.

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### **Synthesize Data and Observations - Develop Alternatives and Potential Re-designs**

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**TASK:** Assess the adequacy and alignment of staff against service goals, departmental systems, operating policies, and procedures in support of program execution.

**TASK:** Assess the organizational, operational, decision-making and service delivery systems of the departments to determine desirable changes in the allocation of functions, lines of responsibility, and departmental relationships of positions, noting (a) operational capacity and methods, (b) work processes, (c) adequacy of information flow, coordination, control, and (d) demands placed on the department with respect to resources, policy goals and execution of programs at expressed service levels.

**TASK:** Recommend alternative positional design or focus arrangements, functional profiles and targets that correspond to expressed service goals. Prepare alternative organizational charts, conceptual staffing requirements, work methods and operational frameworks based on similar organizational models, according to the expressed needs and service goals of the organization.

Component C. Seek to Identify System Refinements, Efficiencies and Effectiveness Enhancements Within the Organization

The purpose of this component will be to build upon the findings of the first two components that defined the appropriate services and service levels for Downers Grove Sanitary District, along with optimized organizational structures to help frame the most efficient and economical service delivery system for the District's operations and services.

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### **Organizational, Administrative and Operational Policy and Procedures Review**

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**TASK:** Observe, assess, and inventory existing systems identifying areas of improvement and revision with regards to policies and procedures with general suggestions for overall goals and objectives of the service delivery system.

**TASK:** Inventory and review existing administrative policies and procedures contained in formal or informal rules, collective bargaining agreements (CBA's), regulations, and procedures; identify areas of improvement and revision with regards to administrative policies and procedures, providing general suggestions for overall goals and objectives of administrative and policy-making approaches and procedures.

#### Component D. Consolidated Final Report of Findings and Recommendations

**Preliminary Report** - Based on our data gathering efforts including interviews, on-site observations, service delivery records and an inventory of the documents made available to the team, an assessment of the Departments' current organizational structures, service delivery systems and reporting relationships would be prepared in narrative form as preliminary findings along with accompanying recommendations.

Applying service delivery and current management principles to each of the Departments, functions and structures, the study team would develop alternative organizational designs (if applicable) that seek to identify optional resource and staffing arrangements, intra-organizational relationships, positional responsibilities, and capacities of the various units of the departments, including operational and key management functions.

In addition, an organizational flow chart for key functions or administrative systems will be prepared to accompany the narrative.

#### Component E. Meetings and status reports with Decennial Committee

**Attend Meetings/Provide Status Reports.** The purpose of this component is to acknowledge study team interactions and status reports with the General Manager and the Decennial Committee. The CGS study team will attend up to three scheduled meetings of the Decennial Committee to provide status reports on the progress of its research, site visits and analysis. The meetings referenced here would be outside of other data gathering encounters or interviews with the District's Decennial Committee/Committee members.

**Final Report** - The study team's concluding findings would be incorporated in a multi-part narrative Final Report with supporting documentation and an executive summary.

**Final Presentation** - CGS will make an administrative presentation of the study's findings to the District's designated study team and the Decennial Committee.

## UTILIZATION BUDGET and SCHEDULE of COMPONENTS

DESCRIPTION	TARGET TIME*	ESTIMATED COST
Component A. Project Planning and Service Levels Backgrounding	30 - 40 days from start*	\$2,500 +/-
Component B. Assessing Organizational Structures, Systems, Efficiency and Effectiveness Against Service Goals and Benchmarks	55 - 60 days following Comp. A.*	\$6,650 +/-
Component C. Seek to Identify Potential Efficiencies and Economies Within the Organization; Organization Refinements or Redesign Iterations	35 - 40 days following Comp. B*	\$6,650 +/-
Component D. Consolidated Final Report of Findings and Recommendations	35 - 45 days following Comp. C*	\$2,700 +/-
Project Expenses		\$950+/-
Estimated Total Project Cost*		\$ 19,450 +/-

**\*Please note** the above time and cost estimates are approximations based on the anticipated components. Final project components and costs will be determined during finalization of scope with the District. Importantly, the timeline and cost estimates are dependent on receiving cooperation and timely responses to inquiries and scheduled meetings/site visits/interviews/data, etc. from the District/client organization. Data from comparative benchmark sources or other organizational data providers is also important to the timeline and cost estimates provided. Modifications to the schedule and/or budget will be communicated when appropriate and mutually agreed upon by the District's study team lead and CGS. Additional work components or new/extended research requirements identified during the project will be considered an expansion of scope and will be reviewed with the District. Additional tasks or project elements will be billed at the blended rate of \$125 per hour for professional staff with support members at \$50 per hour.

## REFERENCES AND REPRESENTATIVE PROJECTS<sup>1</sup>

The team CGS has formed for these analyses has conducted numerous organizational studies and organizational development projects. Our team member's experience in analysis and administration dates back more than thirty years, having worked with a variety of public sector, education, and non-profit groups. A representative list of organizational analysis projects in Illinois led by Greg Kuhn and/or the Center for Governmental Studies team members include:

- Kishwaukee Water Reclamation Dist., DeKalb, IL, PA 102-1088 Organizational Review and Analysis, Mark Eddington, PE, Executive Director, 815.758.3513, [MEddington@kishwrd.com](mailto:MEddington@kishwrd.com) (study in progress)
- Village of Elburn, Organization-wide Function and Staffing Analysis and strategic planning, John Nevenhoven, Village Administrator, [jnevenhoven@elburn.il.us](mailto:jnevenhoven@elburn.il.us), 630-365-5062
- Village of Bartlett, Strategic I.T. Utilization Study, and strategic planning, [pschumacher@vbartlett.org](mailto:pschumacher@vbartlett.org), 630-837-0800, Paula Schumacher, Village Administrator
- McHenry County, Administrative Functions Analysis (^) and strategic planning, Peter Austin, County Administrator, [paustin@co.mchenry.il.us](mailto:paustin@co.mchenry.il.us), 815-334-4226
- City of Mattoon Organizational Analysis [including Public Works, Parks, and Cemetery units] Sue McLaughlin, former Administrator (now City Manager of Farmer City) (309) 928-3412
- Village of Western Springs, Engineering Services Assessment and strategic planning, Ingrid Velkme, former Village Manager, (708) 784-2169
- City of Ottawa, Organizational Inventory and General Administrative Review [grant funded study] Robert Eschbach, former Mayor, Dan Aussem, former Mayor, (815) 433-0161
- City of Elmhurst I.T. Function & Services Organizational Analysis and strategic planning, Jim Grabowski, City Manager (630) 530-3010
- Wilmette Public Works Department (^) Organizational Analysis Mike Braiman, Asst. Village Manager (847) 853-7509
- Bloomington Finance and Utilities Customer Service Departments (^) Organizational Analysis, Patty-Lynn Sylva, former Director of Finance (309) 434-2233
- Village of Bellwood, Building Department (^) Organizational Analysis Peter Tsiolis, Chief of Staff (708) 547-4045
- City of Aurora Division of Property Standards/Code Enforcement (^) Organizational Analysis, Brian Caputo, CPA, PhD, Dir. of Finance (now President, College of DuPage) (630)942-2218

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<sup>1</sup> **Please Note:** (^) projects designated with this mark indicate projects led by Dr. Kuhn, and his management analytics team, including Craig Anderson, while at Sikich LLP.

## 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 50 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 includes 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](http://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 staff is organized into various practice areas including:

- Strategic Management, Policy, and Community Development
- Data Informatics
- Survey Research and Data Visualization
- Association Management
- Workforce Development and Economic Analysis
- Governance, Training, Organizational Development

## CGS Team Description

The proposed project team will consist of seasoned specialists and researchers with extensive experience conducting strategic planning, survey research, 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.).

### Project Team - Facilitators and Analysts:

**Greg Kuhn, Ph.D., Director, Center for Governmental Studies** - 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 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. In total, Dr. Kuhn has over 40 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 nonprofit 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 study.

Dr. Kuhn would serve as project director and co-facilitator for the engagement.

**Melissa Henriksen, MPP, Assistant Director of Strategic Management, Policy Community Development, Center for Governmental Studies.** 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 led or co-facilitated strategic planning for elected officials, non-profits, school districts, Boards of directors, municipalities, foundations, and institutes of higher education. For over 13 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 city 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 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 board member for the Illinois Rural Health Association and is the chair of its Research and Education and Conference Committee. In addition, she is a former Kettering Foundation Research Fellow and recently received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities. She has also taught Introduction to American Government at Kishwaukee College.

Ms. Henriksen will serve as a project advisor and collaborator.

**Craig G. Anderson, MPA, Senior Public Management and Local Government Specialist - Center for Governmental Studies.** served as Village Manager for Wheeling, Illinois, from 1988 to early 2002, as Interim Village Manager for Long Grove, Illinois, during mid-2002, and as Village Manager for Carpentersville, Illinois, from late 2002 until his retirement in 2010. Craig began his career in the public sector with the Village of Glenview, Illinois, where he served as a Maintenance and Equipment Operator in the Public Works Department from 1973 to 1977, Administrative Assistant to the Director of Development and Public Services from 1977 to 1978, Administrative Assistant to the Village Manager from 1978 to 1980, and Assistant Village Manager from 1980 to 1988. Subsequent to his retirement, Mr. Anderson has assisted with two police services and four organizational studies, has completed three part-time interim assignments, and was employed with a consulting firm as a public management specialist on a part-time basis for approximately two years where he assisted with organizational analyses of two Building and Code Enforcement Divisions, a Public Works Department, a Finance Department and Water Utility Billing and Customer Service Division.

At the Village of Glenview, as a Maintenance and Equipment Operator, Mr. Anderson obtained and maintained certification as a State of Illinois Class C Public Water Supply Operator. As Assistant Village Manager, he served as Personnel Director, represented the Village during annual meet-and-confer sessions (salary and benefit discussions) with employee groups, and was Acting Village Manager in the absence of the Village Manager.

While Mr. Anderson was Manager in Wheeling, the Village was successful in its efforts to coordinate the realignment of Milwaukee Avenue with TIF district improvements, maintain its capital improvements program, annex significant acreage to the northwest corner of the community for retail development, and work cooperatively with the City of Prospect Heights to improve infrastructure at Palwaukee Municipal Airport. During his service as Manager in Carpentersville, the Village implemented a



revamped capital improvements program, approved a new classification and salary plan for non-represented personnel, significantly improved financial record-keeping and reporting processes, and became more active in regional cooperation efforts.

Mr. Anderson holds a Bachelor of Science (Biology) degree from Northern Illinois University (1973) and a Master of Public Administration degree from Roosevelt University (1979). He is an ICMA Credentialed Manager.

Mr. Anderson will serve as a project advisor, field agent, and collaborator.

**Joe Fennel, MPA** is the former (retired) Executive Director of the Northwest Suburban Municipal Joint Action Water Agency, where he served in the executive's role from 1997-2015. As Executive Director, Joe managed the policies, operations, and contractual commitments of a multi-jurisdictional, intergovernmental agency through the operations of a 130 MG water plant and transmission network serving a daytime population of 500,000. Joe is presently working with Burns & McDonnell Engineer as a Senior Project Manager in the Water and Municipal Services Group. Prior to his Water Commission position, Joe served for 17 years as the Director of Public Services and Utilities for the Village of Woodridge, Illinois that entailed management responsibility over the Public Services Department and its divisions that included at various times Engineering, Streets, Water and Sewer, Solid Waste, Forestry, Building & Zoning and Fleet Maintenance. Joe also held additional Public Works positions as Village of Western Springs, Illinois, and Superintendent of Public Works Village of Willowbrook, Illinois. Joe earned his bachelor's degree at Lewis College and his Master of Public Administration at NIU. Joe has also completed the Executive Development and Executive Institute programs at the University of Illinois and the University of Virginia.

Mr. Fennel will serve as a project advisor, field agent, and collaborator.

**Jim Norris, Senior Public Management and Local Government Specialist - Center for Governmental Studies.** Mr. Norris has served from 1998 to 2020 as the Village Manager of the Village of Hoffman Estates, Illinois. Previously, Jim served as the City Manager of Gladstone, Missouri, the assistant Village Manager of Schaumburg, Illinois, Palatine, Illinois and interned for the Village of Western Springs, Illinois. He is a member of the International City/County Management Association, a member and past president of the Illinois City/County Management Association and a member and past president of the Chicago Metropolitan Manager's Association.

Jim served as the Executive Board chairperson for the Northwest Suburban Municipal Joint Action Water Agency, chair of the Northwest Central Dispatch Joint Emergency Management Agency, vice- chair of the Executive Committee of the Solid Waste Agency of Northern Cook County and was on the board and a past chair of the Northwest Central Dispatch Agency. Mr. Norris has a B.A. in history from the

University of Missouri, St. Louis and received his MPA from NIU. As an Adjunct for NIU's Public Administration Department, Mr. Norris teaches PSPA 600, PSPA 412, PSPA 410, POLS 303X. Jim has previously taught in the Masters in Public Policy program at Northwestern University and the Masters of Public Affairs program at Park College.

Mr. Norris will serve as a project advisor, field agent, and collaborator.

**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, the University, and administrative or public utility specialists for certain project elements or at critical junctures of the project.