

**AGENDA**  
**Administrative-Finance Committee**  
**February 5, 2024**  
**6:00 p.m. – City Hall Conference Room**

- 1. Call to Order**
- 2. Public Comment**
- 3. New Business**
  - a. A resolution approving a memorandum of understanding between the City of Darien and the Darien Chamber of Commerce--\$35,000 Grant and Darien Fest**
  - b. Approval of chamber spring carnival at Q-Bar**
  - c. A resolution accepting a proposal from GovTemps-MGT for the development of a four-year strategic plan in the amount of \$18,100**
  - d. Budget FYE25 overview**
  - e. Approval of Minutes – December 18, 2023**
- 4. Other Business**
- 5. Next Meeting – TBD**
- 6. Adjournment**

AGENDA MEMO  
Administrative/Finance Committee  
Meeting Date: February 5, 2024

**Issue Statement**

A RESOLUTION APPROVING A MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF DARIEN AND THE DARIEN CHAMBER OF COMMERCE--\$35,000 GRANT AND DARIEN FEST

**Background/History**

In FYE 23, the city provided the Chamber with a \$35,000 grant. The intent of the grant was to cover the chamber's current membership dues of \$30,000, potential growth of 15 new Darien business memberships totaling \$33,375, and assist in miscellaneous expenses of \$1,625. Businesses outside of Darien paid the annual membership fee. The FYE 24 budget also included \$35,000 for the grant. A memorandum of understanding (MOU) between the city and chamber is attached. Based on the city's goal to bring the fest back to a local park, The MOU has been revised this year to include the Darien Fest. In summary, the intent in the MOU is to have a partnership between the city and chamber in holding the event. The language added to last year's MOU is below:

- 1 The Chamber and City agree to the following regarding Darien Fest**
  - a) The City and Chamber will co-sponsor the Darien Fest**
  - b) The fest will take place at Westwood Park. If Westwood Park is not available, another park will be chosen**
  - c) The City and Chamber agree that Darien Fest is a community event and intend on partnering with other local not for profit groups to assist with the event**
  - d) The Chamber will serve as the lead group to plan, organize, finance, carry out, and all other responsibilities as in previous Darien Fests**
  - e) In consideration of d above, the Chamber will retain profits from the fest. This excludes profits from local not for profit groups participating in the fest**
  - f) The City and Chamber will have the Darien Action Committee (or DAC subcommittee) as an advisory group to provide input for the planning of the Darien Fest**
  - g) The City agrees to take the lead in working with the Darien Park District for all required approvals to use the park**
  - h) The City will provide police services as a contribution to the event**

The city has tentative approval from the park district to hold this year's fest at Westwood Park. The park district is preparing an intergovernmental agreement allowing the fest to be held at Westwood Park. The agreement will be presented to the council for approval when it is complete. This topic was discussed at the November 14, 2023 council goal-setting meeting. At that meeting, staff advised that in the current fiscal year the council approved a grant of \$35,000 for the Chamber. The council discussed continuing the grant for another year. The council generally favored continuing the grant, but did ask for more specific examples of how the Chamber benefited from the grant. The committee will discuss this topic and make a recommendation to the city council.

**Staff/Committee Recommendation**

As directed

**Alternate Consideration**

As directed

**Decision Mode**

Staff anticipates this to be on the February 20, 2024 city council meeting for consideration.

**Memorandum of Understanding**

**Between the City of Darien and the Darien Chamber of Commerce**

- 1 The City of Darien (City) will provide a business grant to the Darien Chamber of Commerce (Chamber) of \$35,000.
- 2 The grant will be used solely to provide a one-year Chamber membership to all Darien businesses beginning with the membership renewal in 2024. Businesses outside of Darien will pay the annual membership fee
- 3 The MOU is limited to one year but may be reviewed annually during city budget discussions.
- 4 The City will monitor the chamber over the next year to determine if the new increased membership adds to the value of the chamber, including, but not limited to:
  - increased member participation
  - educational activities for members such as special event speakers addressing topics of interest
  - satisfaction of membership exposure to the consumer
  - financial stability

Monitoring the chamber over the next year does not mean the city has any authority or oversight of the chamber's operations.

- 5 The City and Chamber will look for partnerships during the grant period, such as combined mailings, business outreach, public events, business promotion and other partnership opportunities that promote the Chamber
- 6 This MOU will be in effect for 12 months upon formal approval from the City and Chamber
- 7 The Chamber is permitted to obtain advertising sponsorships, from chamber members, at city events such as the summer concert series and other events the city may hold. The chamber will retain all sponsorship fees they collect. All sponsorships/advertising material needs pre-approval from the city.
- 8 **The chamber and City agree to the following regarding the Darien Fest**
  - a) **The City and Chamber will co-sponsor the Darien Fest**

- b) The fest will take place at Westwood Park. If Westwood Park is not available, another park will be chosen**
- c) The City and Chamber agree that Darien Fest is a community event and intend on partnering with other local not for profit groups to assist with the event**
- d) The Chamber will serve as the lead group to plan, organize, finance, carry out, and all other responsibilities as in previous Darien Fests**
- e) In consideration of d above, the Chamber will retain profits from the fest. This excludes profits from local not for profit groups participating in the fest**
- f) The City and Chamber will have the Darien Action Committee (or DAC subcommittee) as an advisory group to provide input for the planning of the Darien Fest**
- g) The City agrees to take the lead in working with the Darien Park District for all required approvals to use the park**
- h) The City will provide police services as a contribution to the event**

Approved by Chamber's authorized representative: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by JOSEPH MARCHESE, MAYOR: \_\_\_\_\_ Date: \_\_\_\_\_

AGENDA MEMO  
Administrative/Finance Committee  
Meeting Date: February 5, 2024

**Issue Statement**

A motion approving May 24 – May 27 2024, as the date for the Darien Chamber of Commerce to hold the Memorial Day Carnival, and providing Police services for the Memorial Day Carnival as outlined in the AGREEMENT BETWEEN THE CITY OF DARIEN AND THE DARIEN CHAMBER OF COMMERCE – 2024 MEMORIAL DAY CARNIVAL

**Background/History**

The Darien Chamber of Commerce is once again planning a Memorial Day Carnival to be held May 24<sup>th</sup> - 27<sup>th</sup>, 2024. This event will be held in the parking lot of the QBAR, 8109 S. Cass Ave. This event will not replace or be on the level of Darien Fest, just a carnival to kick off summer. The chamber is requesting authority to conduct said carnival during the following times:

- Friday (5/24) 6:00pm-10:00pm
- Saturday (5/25) 1:00-9:00pm
- Sunday (5/26) 1:00-9:00pm
- Monday (5/27) 1:00-5:00pm

The chamber is also requesting (limited) police protection. I did advise the chamber that the level of police staffing would be determined by the police department.

While the zoning ordinance does not have specific standards for temporary land uses, the section that allows Council to authorize events such as fests and carnivals. Please see code link below and note specific text:

[Code Link: 5A-2-1-2 \(A\)\(3\)](#)

*City Council Jurisdiction: Take action on applications for temporary buildings, structures, and uses of land.*

**Staff/Committee Recommendation**

As directed

**Alternate Consideration**

As directed

**Decision Mode**

This item will be on the city council agenda for its February 5, 2024 meeting.

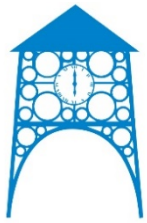
AGREEMENT BETWEEN THE CITY OF DARIEN  
AND THE DARIEN CHAMBER OF COMMERCE – 2024 MEMORIAL  
DAY CARNIVAL

The City will incur certain expenses associated with the Memorial Day Carnival conducted by the Darien Chamber of Commerce. In order to offset the City's expenses the Chamber will reimburse the City for the City's total expense including, but not limited to, employee regular and overtime wages, outside contractor costs and materials such as barricade rentals. The city will determine the necessary police staffing needed for the event. The chamber and carnival owner will provide the city with Certificates of Insurance at levels determined by the city.

APPROVED:

City of Darien \_\_\_\_\_ Date \_\_\_\_\_

Chamber of Commerce \_\_\_\_\_ Date \_\_\_\_\_



## Darien Chamber of Commerce

YOUR CONNECTION TO BUSINESS SUCCESS

Jan. 3rd, 2024

Joseph Marchese  
Mayor of Darien  
1702 Plainfield Road  
Darien, IL 60561

Dear Mayor Marchese:

The Darien Chamber of Commerce is once again planning a Memorial Day Carnival to be held May 24<sup>th</sup> - 27<sup>th</sup>, 2024. This event will be held in the parking lot of the QBAR, 8109 S. Cass Ave. This event will not replace or be on the level of Darien Fest, just a carnival to kick off summer. We hereby request authority to conduct said carnival during the following times:

- Friday (5/24) 6:00pm-10:00pm
- Saturday (5/25) 1:00-9:00pm
- Sunday (5/26) 1:00-9:00pm
- Monday (5/27) 1:00-5:00pm

We will also be requesting (limited) Police protection as this event's hours and activities are reduced. On behalf of the Darien Chamber of Commerce and the Board of Directors, thank you for your continued support.

Sincerely,

*April Padalik*

Executive Director  
Darien Chamber of Commerce  
*Your Connection to Community!*

1702 Plainfield Road  
Darien, IL 60561  
Phone: (630) 968-0004  
Email: [www.darienchamber.com](http://www.darienchamber.com)



AGENDA MEMO  
Administrative/Finance Committee  
Meeting Date: February 5, 2024

**Issue Statement**

A RESOLUTION ACCEPTING A PROPOSAL FROM GOVTEMPS-MGT FOR THE DEVELOPMENT OF A FOUR-YEAR STRATEGIC PLAN IN THE AMOUNT OF \$18,100.

**Background/History**

During the November 2023 goal-setting session, council determined that a four-year strategic plan be developed utilizing a strategic planning consultant to facilitate the process. Staff prepared an RFP, Attachment A, and solicited 3 competitive companies. Staff received 2 proposals, attached and labeled as Attachment B:

|  |          |
|--|----------|
| NIU – Center for Intergovernmental Studies | \$19,400 |
| GOVTEMPS-MGT                               | \$18,100 |

The proposed FYE25 fiscal year includes funding of \$30,000 in Account 10-4325

**Staff/Committee Recommendation**

Mayor Marchese has worked with GovTemps-MGT on strategic planning projects and highly recommends the approval of their proposal.

**Alternate Consideration**

As directed

**Decision Mode**

As directed



City of Darien  
Strategic Planning  
Request for Proposals  
Submissions due  
January 31, 2024

## 1. SUMMARY

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The City of Darien, Illinois is seeking consultant services for the development of a four-year strategic plan. All proposals should clearly define how consultants will work with the City to assist in a comprehensive and participatory planning process.

## 2. BACKGROUND

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Incorporated December 13, 1969, the City of Darien, population of 22,011, operates under a Council/Aldermanic form of government. The Mayor, City Clerk and City Treasurer are elected at-large from the entire City. Alderpersons are elected from seven wards to serve four-year terms.

For detailed information about Darien you may review the following link to our new resident welcome packet.

<https://www.darien.il.us/community/new-resident/welcome-packet-4-01-20.aspx>

## 3. SCOPE OF WORK

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The Mayor and City Council are seeking a consultant to lead the City through the process of developing a four-year strategic plan with the deliverables outlined below. The process will include engaging key stakeholders as determined by the City, and include input from the recent citizen survey. The following are the requested scope of services:

**A.     Perform a S.W.O.T Analysis (Strengths, Weaknesses, Opportunities, and Threats)**

The consultants will review information collected from the City Council and staff interviews, community survey data, local organization leaders and others to be determined. Through a facilitated process, the consultants will capture further information from the City Council to modify the SWOT analysis (if needed) and seek group consensus to ensure the SWOT analysis reflects the group's overall assessment of the City's environment.

## **B. Facilitate Goal-Setting Session**

Facilitate a process for the development of a 4-year strategic plan. The consultant shall collaborate with relevant parties to provide input for the development of a vision and mission statement, a set of priorities, as well as, an action plan focused on achieving the identified priorities during the four-year lifespan of the strategic plan. The action plan will contain the priorities, each with their associated context, goals/objectives, strategies/actions, indicators, persons or groups responsible, target dates, and estimated costs. This process shall include pre-workshop stakeholder input, 4-hour workshop, and preparation of a strategic plan document.

## 4. PROPOSAL CONTENT

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### a. Step 1 (Technical and Qualifications)

Proposals should include the following information, presented in a clear, comprehensive, and concise manner, to illustrate the firm's capabilities and technical approach to the work.

Information Required of RFP Respondents:

- i. **Firm name, business address, telephone, and other relevant contact information.**
- ii. **Description of the firm.**  
Include history, size, and statement of ability to perform the work.
- iii. **Summary of the Proposal.**  
Provide a brief summary of the proposal.
- iv. **Work Plan & Timeline.**  
Provide information about proposed activities including a timeline for completion and deliverables.
- v. **Staffing Plan, Including Resumes.**  
Identify each person who will work on the project and identify his or her role. Please provide professional background.
- vi. **References.**  
Provide the names of three references that you have worked with on similar strategic planning projects.
- vii. **Examples.**  
Provide two examples of adopted Strategic Planning documents from other communities that you have worked with on similar strategic planning projects.

### b. Step 2 (Pricing)

- i. A project budget that includes a “not to exceed” cost for professional services to complete the items identified in the scope of work. The “not to exceed” costs should be an all-inclusive cost to include all elements of this assignment, including travel, meeting facilitation, document preparation and printing costs. The budget shall also include any limitations to the scope of work.
- ii. The pricing document should also include any potential work not defined within the proposed scope of services, or not mentioned in this RFP.

## 5. SUBMISSION OF PROPOSALS

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Applicants will provide two (2) copies and one electronic copy (emailed) of the proposal. Proposals are to be submitted by January 31, 2024 to:

**City Darien  
ATTN: Lisa Klemm,  
Administrative Assistant  
to City Administrator  
1702 Plainfield Road  
Darien, IL 60561**

Applicants may send the electronic copy to [lklemm@darienil.gov](mailto:lklemm@darienil.gov)

Envelopes containing the proposal shall be marked "**FOUR Year Strategic Planning Proposal**". An estimated project timeline should also be included. **Anticipated start date of project May 6, 2024.**

## 6. EVALUATION OF PROPOSALS

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Evaluation Procedure:

City Staff will internally review the responses to the RFP and recommend one firm to the City Council for approval. The City reserves the right to establish a final award determination and to negotiate with the successful respondent in the addition or deletion of any or all tasks included within the RFP. The City of Darien also reserves the right to accept or reject any or all RFP's and to accept the RFP most advantageous to the City.

## 7. QUESTIONS REGARDING THE RFP

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Contact for questions: Lisa Klemm at [lklemm@darienil.gov](mailto:lklemm@darienil.gov)

Questions regarding the RFP must be received via email to the address above by January 26, 2024.

# Strategic Planning and Goal Identification Proposal for Darien, Illinois



Prepared by:  
NIU Center for Governmental Studies  
DeKalb, Illinois

January 2024



NORTHERN ILLINOIS UNIVERSITY

Center for  
Governmental Studies

*Outreach, Engagement, and Regional Development*



**Mel Henriksen**  
*Assistant Director*  
Strategic Management, Policy,  
and Community Development

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

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815-753-0323  
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815-753-7278

[mhenriksen@niu.edu](mailto:mhenriksen@niu.edu)  
[www.cgs.niu.edu](http://www.cgs.niu.edu)

*Building stronger regions  
through innovation and  
collaboration.*

January 18, 2024

Lisa Klemm  
Administrative Assistant to City Administrator  
City of Darien  
1702 Plainfield Road  
Darien, IL 60561

RE: Proposal to provide strategic planning services

Dear Ms. Klemm:

In response to the city's request for a proposal to facilitate a multi-year strategic planning process, the following outline and approach is offered for your consideration. The approach that follows addresses the needs identified in the RFP:

- Identifying a long-term vision, setting organizational priorities, and shaping the city's strategic direction;
- Providing an environmental analysis of the governing and community environment including a review of the city's strengths, weaknesses, opportunities, and challenges (SWOC);
- Facilitating a strategic planning workshop with the city's elected officials and senior leadership team to establish clear priorities and trackable short- and long-term strategic goals;
- Launching action planning of the consensus goals; and
- Providing a communicative summary document/final report for use by the council, staff, and broader community.

As the list of representative projects reflects, members of our proposed team, and the Center for Governmental Studies as a whole, have provided similar services for a variety of municipalities and local governments across Illinois.

Thank you for the opportunity to be considered to assist the City of Darien with this important undertaking. We would be pleased to meet further with the city's leadership team to review our proposed approach, amplify the outline presented in the attached, and confirm the goals and expectations for the project.

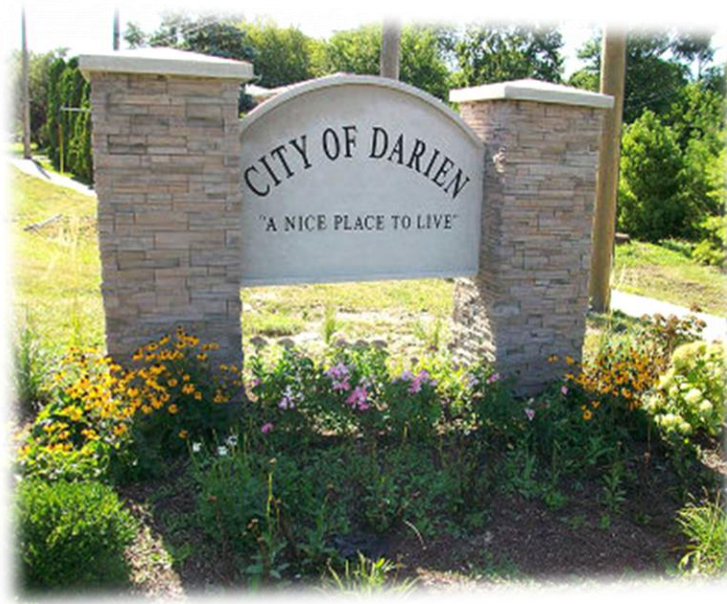
Sincerely,

Melissa "Mel" Henriksen  
Assistant Director  
Strategic Management, Policy, and  
Community Development  
NIU Center for Governmental Studies

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

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# City of Darien

## Strategic Planning and Goal Identification Proposal

January 2024

direct questions to

Melissa “Mel” Henriksen

Assistant Director

Northern Illinois University Center for Governmental Studies

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### Strategic Planning

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

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

The following proposal has been prepared in response to the city’s request for a proposal (RFP) for comprehensive strategic planning services for the City of Darien. The Northern Illinois University Center for Governmental Studies (NIU-CGS) is recommending a participative process that will enable the city’s elected officials and senior staff to collaboratively gain insights, share perspectives, and undertake an exploration of organizational dynamics generating an updated consensus view of the city’s future. The result of the process will be a thorough discussion of policy and administrative leaders’ views of the city’s most critical goals, objectives, and organizational arrangements for both the short and long term.

### INTRODUCTION

As the city’s leadership is aware, strategic planning initiatives are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by leaders at the policy and administrative levels in both private and public organizations. The world in which we all operate continues to rapidly change and grow more complicated. In turn, the challenges and choices that you face in establishing policies, providing vital services, and setting priorities are likewise more complex and challenging than ten years ago, five years ago--even one year ago. Consider some of the trends within and beyond your borders: healthcare trends, the global pandemic, changing demographics, value shifts, growth, economic contraction, tax limitations, demands for service, funded and unfunded mandates, technology changes, etc. These are just a sample of the many factors that impact the how, what, when, where, and why of operating and providing services in today’s civic environment.



## STRATEGIC PLANNING PROCESS OVERVIEW

The proposed framework presented outlines the recommended exercises and goal-setting techniques that will be employed to undertake a holistic review of the city's strategic direction. A sound strategic planning process helps to focus leadership, energize the organization, and engage stakeholders. It should be seen as an avenue to not only map out the future, but also to foster a sense of ownership and boost the overall effectiveness in setting the course for the city in partnership with the community.

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 council 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 city's short- and long-term future*.

### Strategic Planning Cycle: Scanning, Planning, and Action

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



\* Model generally represents the steps that are taken for this type of initiative.

## DETAILED DESCRIPTION OF PROPOSED PROJECT COMPONENTS

### Component A: Pre-Workshop–Strategic Planning Readiness

#### Kick-off Meeting

As part of initiating actions and launching the project, the facilitator(s) will convene a project review meeting with the city administrator and other project staff designated or desired by the city to: (1) confirm expected outcomes; (2) review status of current mission, vision, and values to determine the need or desire for any development and/or updating; (3) explore the best ways to incorporate the results of Darien’s 2023 Citizen Survey; and (4) review status of prior goals or initiatives, if applicable, and discuss how to best share progress at workshop(s). This meeting will also be used to set estimated project schedules and finalize the exercises and options included in the process.

### Component B: Pre-Workshop–Environmental Scanning

#### Stakeholder and Background Information Gathering

This pre-workshop component is an important piece designed to help ground the process as listening is vital to planning. The project team will use various techniques for gathering background data, ranging from desktop review of documents to interviews and preparatory group discussions. These steps are an important part of “taking stock” by the project team to help understand current policy and operational perspectives, perceptions, and preferences.

The avenues identified for collecting and involving stakeholders to gain the input and perspective of organization members and others beyond the city government include interviews and focus groups. The proposed work plan highlights the key organizational and stakeholder groups that should be considered for input for the city. The extent to which the listening component will be utilized will translate into the depth of data gathered, the time it will take to gather it, the analysis, and the cost associated with the collection method or technique employed. Each technique has its own strengths and outcomes.

**Interviews** are an interactive, source-focused approach that provides participants with an opportunity to share personal perspectives at a one-on-one or one-on-two level with a professional interviewer. It results in highly personalized participation and the in-depth sharing of ideas. Interviews are the most labor-intensive approach to gathering stakeholder input. A list of five to six key questions will be developed to help guide discussions. The focus of the interview sessions is to gain an initial perspective by building a balanced and informed view of the City of Darien from each stakeholder’s unique vantage point.

**Focus groups** are also an interactive approach that assures broad participation and the sharing of ideas in a non-threatening group environment created by the facilitator. Participants are led through a structured but informal discussion that will focus on five to six discussion questions that highlight key areas of insight for the process. The advantages of focus groups are the efficiency of gaining multiple insights at one time, the dynamic discussion that takes place among multiple participants, and the robust nature of the comments. Like the interview approach, the aim of the focus group sessions will be to gain a balanced and informed view of the city from each

stakeholder's unique perspective. The ideal size for focus groups is approximately 12–15 participants, with sessions lasting 60-90 minutes.

## Background Interviews and Focus Group Suggestions

*Virtual and in-person options are available*

### ➤ City Senior Staff and Leadership

#### Tier I: Organization Views

- City Administrator (one interview, 45-60 minutes)
- Mayor (one interview, 45-60 minutes)
- Aldermen, Clerk, and Treasurer (nine interviews, 30-45 minutes each)
- Department Head Prep Session (1.5 minutes to two hours)
- Front-line and Mid-line Staff (*optional*, one focus group)

### ➤ Community Stakeholder Input

#### Tier II: Community Views and Perspectives

- Civic and Intergovernmental Institutions (e.g., secular community, non-profits, school district, etc.) (one focus group)
- Business Community (one focus group consisting of small and large businesses, diversity of sectors)
- Invitational Resident (assisted by staff to include a cross section of residents including age, gender, race, geography, residential tenure, etc.) (one focus group)

### ➤ Data Analysis and Thematic Summarization of Stakeholder Input

- Provide summary of themes and key issues or desires as expressed by stakeholder focus groups

## Component C: Strategic Planning Leadership Workshop(s)

### Senior Staff and City Council Leadership Workshop Agenda

*Five to six contact hours needed, on average*

#### ➤ Mission Affirmation and Vision Review

- Affirmation: what is our raison d'être or mission?
- Review, affirm, or adjustments: what is our vision of the future for the city, the community?
  - Imagine the city, 10, 15 years from now...

#### ➤ Stakeholder Input Analysis

- Presentation of summary of themes identified by stakeholder focus groups and interviews

#### Agenda example options include:

- ✓ One weeknight (3:00 p.m.–9:00 p.m.)
- ✓ One weekday (9:00 a.m.–3:00 p.m.)
- ✓ Two weeknights (6:00 p.m.–9:00 p.m. each night), OR
- ✓ Saturday option (9:00 a.m.–3:00 p.m.)

- City leadership presents themes and ideas from Darien’s 2023 Citizen Survey
- Environmental Scanning – Strengths, Weaknesses, Opportunities, and Challenges (S.W.O.C.)
  - Part 1: Small group S.W.O.C. warm-up exercise
  - Part 2: Large group S.W.O.C. analysis
    - Identify internal strengths and weaknesses
    - Identify external opportunities and challenges
- Group Goal Development
  - Presentation of prior goals’ status or progress from prior planning initiatives by city staff (if applicable)
  - Short- and long-term goal development and discussion
  - Group goal classification

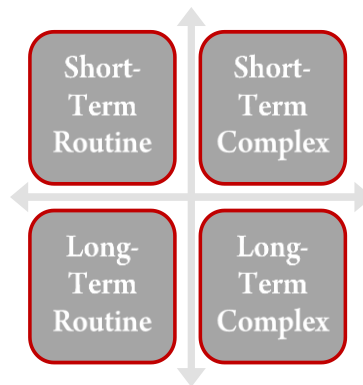
### Component D: Post-Workshop Follow-Up

#### Elected Official Prioritization

- Goal refinement and consolidation as needed and development of strategic priority areas with city staff and the NIU-CGS project team
- Elected officials’ goal prioritization process (via online ranking exercise)
  - Goal prioritization can also be done with **all workshop participants**, if preferred
- Goal ranking survey results prepared and sorted by time and complexity classification

#### Time and Complexity Goal Classification Grid

-by G. Gabris



#### Elected Official Goal Prioritization Process Overview

Following the classification exercise, the elected officials 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 classification. The resulting consensus ranking of short- and long-term goals will be the outcome of this phase of the process.

**Component E: Post-Workshop Implementation Launch**

**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 administrative leadership for approval. A standalone executive summary will also be produced. Both will be provided in electronic form and presented in person to the city council.

**ESTIMATED RANGE OF COSTS**

The base project cost, including all project components (A-E) and final report editing and design, is not to exceed the amount of \$19,400. The final cost of the project will be determined by the components selected, i.e., number of focus groups, number of workshops, etc. The estimated costs presented here would include professional and analytical fees and project expenses (including mileage and travel) for all phases, 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.

| Project Phase/Element  | Project Budget                |
|--|-------------------------------|
| <ul style="list-style-type: none"> <li>• Component A: Pre-Workshop–Strategic Planning Readiness</li> <li>• Component B: Environmental Scanning/Community Input</li> <li>• Component C: Strategic Planning Workshop(s)</li> <li>• Component D: Post-Workshop Follow Up</li> <li>• Component E: Post-Workshop Action Planning Launch</li> <li>• Final Report Editing and Design</li> </ul> |                               |
| <b>Total Base Cost</b>   | <b>Not to exceed \$19,400</b> |

*\*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 city will be responsible for securing and reviewing meeting sites or coordinating online invites if virtual meetings are required with the NIU-CGS project team. The city will coordinate with NIU-CGS all notices, invitations, postings, room setups, and refreshments for all workshops and project sessions. **The city should check with its legal counsel to make sure all meeting postings are consistent with any Open Meetings Act procedures.** The city will also be responsible for reviewing, securing, and funding

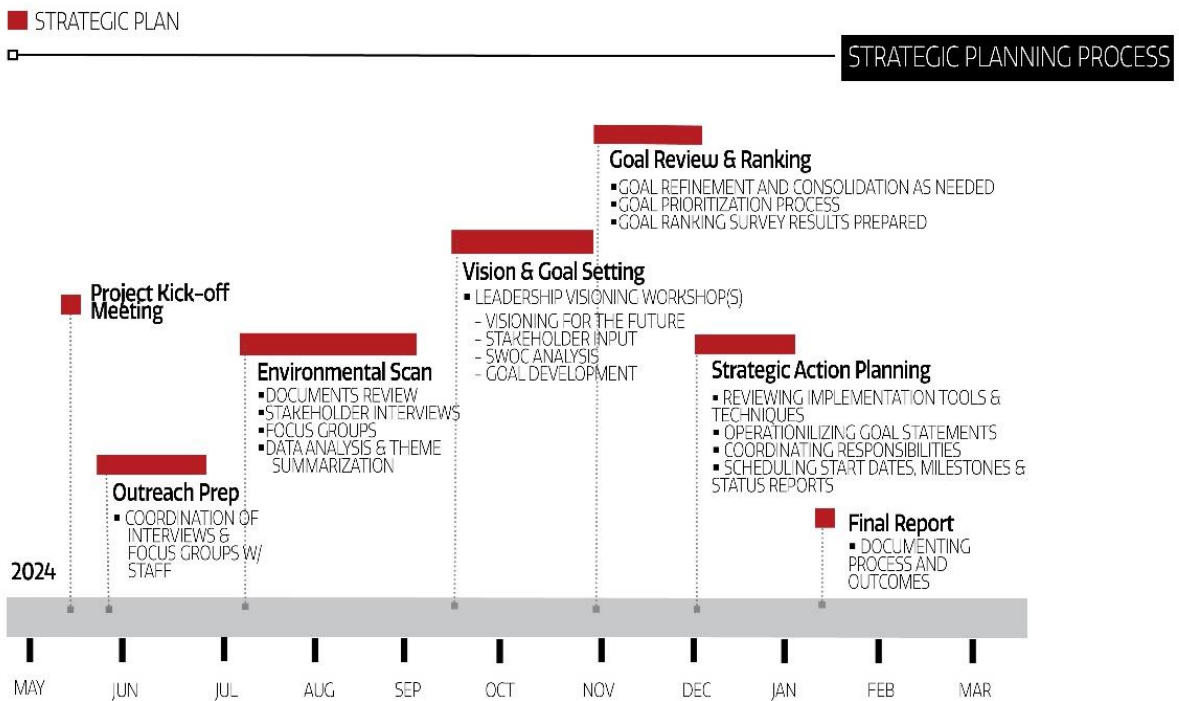
any costs for facilities and refreshments, including technology or equipment, room rentals, supplies, and/or other ancillary logistical items.

## PROPOSED TIMELINE

The workshops and meetings for the 2024 strategic plan will be held on dates that are mutually convenient for both the city’s participants and the NIU-CGS lead facilitator and project team. The anticipated start date for the project is May 2024. The completion date will be dependent on the scope of 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 discussion and environmental scanning session(s), a five- to six-hour strategic planning workshop(s), and a two-hour action planning launch session with the city administrator and staff or other leaders are included in the planned base project meeting activities.

## CITY OF DARIEN 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 city’s project team’s availability, progress of exercises, and return of requested data or decisions from the city. The timeline may vary based on optional and/or any additional components selected.



## APPROVAL/ACCEPTANCE

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

## REFERENCES AND REPRESENTATIVE PROJECTS

Listed below are representative strategic planning projects led by Greg Kuhn, Mel Henriksen, CGS, and team members. There are also links to the strategic plans you can access by clicking the name below.

1. [Oswegoland Park District](#)
2. [City of Monticello](#)
3. [Village of Elburn Parks Commission](#)
4. [City of Rochelle](#)
5. [Hanover Township](#)
6. Village of Lincolnwood
7. Village of North Aurora
8. Village of LaGrange
9. Village of Western Springs

### Contacts

1. Thomas Betsinger, Executive Director, Oswegoland Park District, (630) 554-4460, [tbetsinger@oswegolandpd.org](mailto:tbetsinger@oswegolandpd.org)
2. Terry Summers, City Administrator, City of Monticello, (217) 762-2583, [tls@cityofmonticello.net](mailto:tls@cityofmonticello.net)
3. John Nevenhoven, Village Administrator, Village of Elburn, 630-365-5062, [jnevenhoven@elburn.il.us](mailto:jnevenhoven@elburn.il.us)
4. Jeff Fiegenschuh, City Manager, City of Rochelle, 815-562-2073, [jfiegenschuh@rochelleil.us](mailto:jfiegenschuh@rochelleil.us)
5. James Barr, Township Administrator, Hanover Township, 630-837-0301, [JBarr@hanover-township.org](mailto:JBarr@hanover-township.org)
6. Anne Marie Gaura, Village Manager, Village of Lincolnwood, 847-745-4717, [agaura@lwd.org](mailto:agaura@lwd.org)
7. Steve Bosco, Village Administrator, Village of North Aurora, 630-897-8228, [sbosco@vil.north-aurora.il.us](mailto:sbosco@vil.north-aurora.il.us)
8. Andri Peterson, former Village Manager, Village of LaGrange, [apeterson@villageofhinsdale.org](mailto:apeterson@villageofhinsdale.org), 708-789-7005
9. Ellen Baer, Village Manager, Village of Western Springs, 708-246-1800 x128, [ebaer@wsprings.com](mailto:ebaer@wsprings.com)

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, Des Plaines, 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., McHenry County, Winnebago County, Lake County, Livingston County, Peoria County, Dist. 99 Downers Grove H.S., Hanover Township, Schaumburg Township, Ela 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 53 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](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 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.).



## 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 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 Assistant 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 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. 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 strategic planning initiative.

**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, schools and other districts, boards of directors, and institutes of higher education. For the past 16 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 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 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 performance management and American government.

**Jim Norris, Senior Public Management and Local Government Specialist.** 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 Master of Public Policy program at Northwestern University and the Master of Public Affairs program at Park College.

**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 undergrad 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 also works with the Associations Management team, serving as the Executive Director of the Illinois Local Government Lawyers Association (ILGL). Alli also works with the Illinois City/County Management Association (ILCMA) and affiliates, the Wisconsin City/County Management Association (WCMA), and the American Planning Association's Illinois Chapter (APA-IL). In her work with associations, Alli assists with conferences, committees, financial reports, research and analytics and strategic planning.

**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.

### **Other Project Staff and Support**

Mel 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.

# Strategic Planning Proposal

**DARIEN, ILLINOIS**

JANUARY 31, 2024



Submitted by:

MARY JACOBS  
EXECUTIVE VICE PRESIDENT

630 DUNDEE ROAD, SUITE 225  
NORTHBROOK, IL 60062

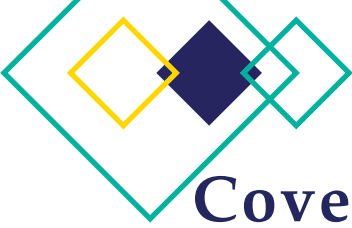
847.380.3198

[mjacobs@govhrusa.com](mailto:mjacobs@govhrusa.com)



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# Cover Letter



January 31, 2024

City of Darien  
Attn: Lisa Klemm, Administrative Assistant to the City Administrator  
1702 Plainfield Road  
Darien, IL 60561

## RE: PROPOSAL FOR STRATEGIC PLANNING SERVICES

Dear Mr. Mayor Marchese and City Council Members:

Thank you for the opportunity to provide you with a proposal for Strategic Planning Services for the City of Darien (City). Our proposal provides the City with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to the City’s strategic planning initiative, and can further adapt to your specific requirements.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by *advancing and lifting up the communities we serve*.

Our consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, communications, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

### MGT CONTACT INFORMATION

|                         |  |
|-------------------------|--|
| <b>MGT HEADQUARTERS</b> | <b>MGT of America Consulting, LLC</b><br>4320 West Kennedy Boulevard   Tampa, Florida 33609<br>P: 813.327.4717   <a href="http://www.mgtconsulting.com">www.mgtconsulting.com</a><br>FEIN: 81-0890071                          |
| <b>PROPOSAL CONTACT</b> | <b>Mary Jacobs, GovHR Executive Vice President for Consulting Services</b><br>630 Dundee Road, Suite 225   Northbrook, Illinois 60062<br>847.380.3240 ext. 17   <a href="mailto:mjacobs@govhrusa.com">mjacobs@govhrusa.com</a> |

Thank you for the opportunity to submit a proposal to the City of Darien. Should you have questions on any aspect of this proposal, please contact **Mary Jacobs** at the contact information above.

Regards,

Patrick J. Dyer, Vice President  
*Authorized to bind the firm.*







# Firm Profile

*We impact the communities we serve – for good.*

MGT began operations in 1974 as a public sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.



## MGT FIRM AT A GLANCE

**Name:** MGT of America Consulting, LLC (MGT)

**Founded:** 1974

**Locations:** Headquarters in Tampa, Florida; branch offices nationwide

**Staff:** 500+ consultants across the country

**Structure:** Privately held and client-driven

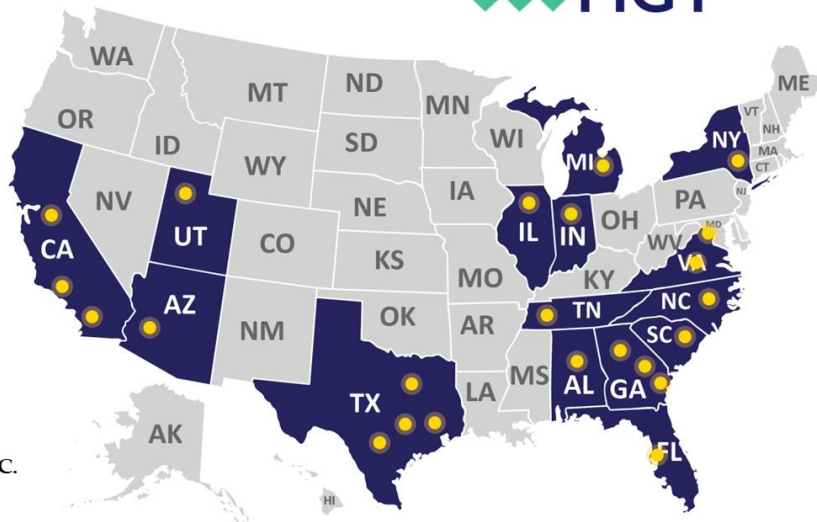
**Lines of Business:** Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

Find out more at [www.mgtconsulting.com](http://www.mgtconsulting.com).

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction towards their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 500 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices around the country as shown below.

## NATIONAL FIRM LOCAL FOCUS

- Alabama**  
Birmingham
- Arizona**  
Phoenix
- California**  
Sacramento  
Riverside  
Carlsbad
- Florida**  
Tampa HQ
- Georgia**  
Savannah  
Atlanta  
Alpharetta
- Illinois**  
Chicago Metro
- Indiana**  
Gary
- Michigan**  
Bay City
- New York**  
NYC
- North Carolina**  
Raleigh
- South Carolina**  
Columbia
- Tennessee**  
Nashville
- Texas**  
Dallas  
Austin  
San Antonio  
Houston
- Utah**  
Salt Lake City
- Virginia**  
Richmond
- Washington, D.C.**



## Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Social Impact Solutions Team.

### GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized management studies, consulting projects and executive recruitment services for local government and organizations who work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to assist local governments during times of transition.

GovHR's consultants represent a breadth of executive and senior-level experience across all aspects of local government operations and have worked with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

### GOVHR'S LEADERSHIP



**Heidi Voorhees**  
(847) 380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
(847) 380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*



## Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

*We improve lives by advancing and lifting up your community.*

This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

*Impacting  
Communities.  
For Good.*



### Defined by Our Impact

We understand the goals of the City of Darien and how this strategic planning initiative will guide the City for the next four years.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Part of our success is based upon our **promise to be flexible and responsive.** We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.**



### Social Impact Solutions

Our Social Impact Solutions team combines Financial Solutions, Education Solutions, Human Capital, Government Consulting, and Diversity, Equity, and Inclusion (DEI) to provide an integrated team with subject matter expertise and the financial acumen to help municipalities, government agencies, schools, districts, state agencies, and colleges and universities perform at their best and thrive.



### Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing.

## Why Choose MGT?

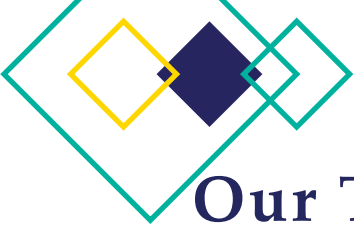
- ✓ **Unparalleled Expertise and Level of Service.** With clients in 44 states, in communities ranging in population from 1,000 to 3,000,000, we are a leader in providing management consulting and executive recruitment services to local governments. Our consultants have extensive experience in all aspects of local government and bring with them knowledge and approaches that are tried and true. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We believe that our services embody the very principles of good government: collaboration, communication, transparency, and excellence. We ensure our clients are well informed during the process, producing quality deliverables that exceed expectations.
- ✓ **A Partner from Start to Finish.** We are your partners in this important engagement. We work closely with your City Council and leadership team in ensuring we fully understand your expectations and strive to facilitate a strategic plan that will guide your organization and community into the future. Our goal is your **complete satisfaction**. We can strategize with you during the process to pivot where it makes sense to deliver the quality product you seek.
- ✓ **Services for Any Budget.** We strive to meet the specific needs of our clients by offering the opportunity to meet with you and modify our approach based on available resources. In the following proposal, we have provided the scope we believe **best fits your needs**.



*“We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.*

*I would highly recommend MGT and hope to do business with them again. . .”*

*- Joseph Onzick  
Executive Director of Finance  
Kane County, IL*



# Our Team

*The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.*

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's needs in mind and due to the significance of this project, we have assigned highly knowledgeable and experienced consultants Kathleen (Katy) Rush and Ann Tennes, with Mary Jacobs serving as strategic advisor and peer reviewer. Ms. Rush will act as your project manager and primary point of contact for this project. Biographies for all our consultants are attached in **Appendix A**.

## Consultant, Project Manager and Lead Facilitator



### **KATHLEEN (KATY) RUSH**

Consultant  
630-432-2677  
KRush@GovHRusa.com

## Consultant



### **ANN TENNES**

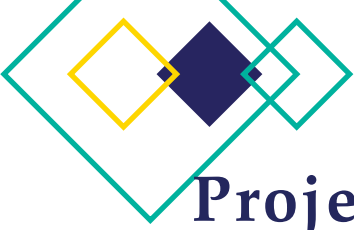
Consultant  
847-380-3240 ext. 186  
ATennes@GovHRusa.com

## Proposal Inquiries, Strategic Advisor, and Peer Reviewer



### **MARY JACOBS**

Executive Vice President  
for Consulting Services  
847.380.3240 ext. 17  
MJacobs@GovHRusa.com



# Project Approach & Methodology

*A detailed plan specifically designed for you.*

## Project Understanding

The City of Darien is located in southeastern DuPage County with a population of 22,011. Incorporated in 1969, this close-knit community will continue to grow as a planned community with a balance of private and multiple residential development, while also striving to provide convenient shopping areas. The City is proud to be in some of the best school districts within the State of Illinois. Residents are offered superior outdoor recreational amenities such as Waterfall Glen Forest Preserve and Argonne National Laboratory are found on its southern border.



The City Council desires to conduct a comprehensive strategic planning process that will result in a document to help guide the City, its priorities, and its investments over the next four years. After a thorough review of information collected from City Council and staff and other key leaders and working documents, including the community survey, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis will be conducted to seek group consensus on those factors influencing the goals and objectives of the community.

In addition, the City wants to reflect and engage with the community in the process to ensure its residents' voices are heard as they work to develop a Vision, Values and Mission for Darien, and create goals and objectives that contribute to achievement of that vision.

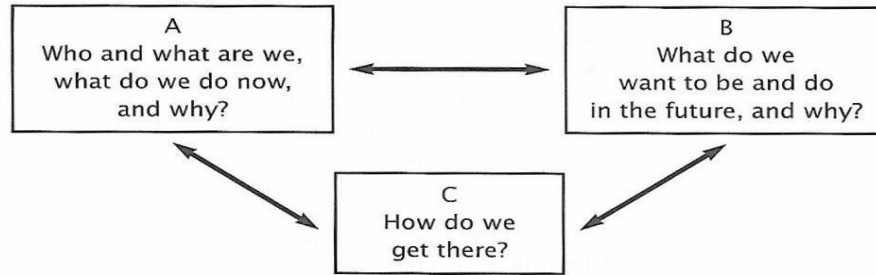
MGT believes that successful strategic planning must be done in partnership with the leadership team responsible for its implementation. As such, our proposal includes the City Manager and members of his executive leadership team responsible for the delivery of community services in the strategic planning process, while respecting the governing body's role and decision-making authority.

John M. Bryson, one of the foremost experts in public sector strategic planning, outlined the following benefits to strategic planning. MGT will organize its services to ensure that the Darien community realizes:

- ◆ Increased organizational effectiveness and efficiency.
- ◆ Improved understanding of the organizations and the community's situation, and better learning opportunities.
- ◆ Better decision making.
- ◆ Improved organizational capabilities where leadership is improved and the capacity for further strategic thought and action is enhanced.
- ◆ Improved communications and public relations.
- ◆ Increased political or community support for potentially significant community initiatives. (See graph below.)



**Figure 1** ■ The Interactive ABCs of Strategic Planning



The Interactive ABCs of Strategic Planning, Bryson, and Alston

## Project Methodology and Deliverables

### PHASE 1 STUDY PREPARATION AND PROJECT KICKOFF

#### Activities

MGT treats each engagement as a transparent partnership with our client. Consultants will coordinate a remote meeting with designated City Leaders to review expectations, scope, and methodology, and finalize the timeline of the strategic planning project and process. Consultants will also request key City documents to review in preparation for the strategic planning retreat as well as any existing plans and strategic goals underway.

The Consultants will begin the project within two weeks following the award of the contract. This phase is expected to take 16 hours and approximately two weeks to complete.

### PHASE 2 INTERNAL AND EXTERNAL ENGAGEMENT

#### Activities

The Consultants will review the materials provided in Phase 1 and summarize the existing conditions of the City of Darien. As part of the review, the Consultants will individually interview each member of the City Council as well as the City Manager and up to four additional staff leaders to capture other issues, current events, trends, and expectations affecting or likely to affect the City and its current and future service delivery, goals, and community needs. The interviews will also capture preliminary thoughts on the organization’s strengths, weaknesses, opportunities, and threats. These one-on-one interviews have especially helped the consultants find common ground among the elected body, leading to richer discussions during the group meetings.

Consultants will conduct one facilitated meeting with community organization leaders (to be determined by the City), evaluate the existing community survey results, and information from the Consultant’s review of City documents as well as the Council and leadership interviews.

The information received will be summarized by the Consultants and included in the agenda packet materials in advance of the strategic planning workshop. All individual input will be kept strictly

confidential, and open-ended comments will be summarized in such a way as to provide high-level, meaningful input to the City Council for its goal-setting deliberations. *This task will require the City to select a group of organizational leaders of not more than 15 who will participate in an evening facilitated input session.*

This phase is expected to take 46 hours and approximately four weeks to complete.

## PHASE 3 CITY COUNCIL AND STAFF STRATEGIC PLANNING WORKSHOP

### Activities

In this four-hour, in-person workshop, the Consultants will facilitate meaningful discussion to accomplish the following:

- a) The Consultants will conduct a brief review of information gathered during the first two phases of the project. Using the information as a foundation, the Consultants will facilitate a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis as a group, seeking consensus to ensure the analysis reflects the group's overall assessment of the City's environment.
- b) The Consultants will conduct large and small group exercises and discussion about organizational purpose and values, leading to a review of the City's current mission, vision, and values to determine alignment. Updated statements will be drafted with the group for City Council consensus.
- c) Through group decision-making techniques, Consultants will facilitate a process that will result in goal identification, possible strategies/actions, indicators, and prioritization within each of the major themes identified by the City. Goals will be classified by their complexity and timeframe in which they can reasonably be expected to be completed. At the end of this exercise, the group will have developed:
  - ◆ Goal statements.
  - ◆ Preliminary measurable objectives for each goal.
  - ◆ Priorities by deciding which strategies can be accomplished within the short term (within one year), mid-term (up to three years), and those considered long-term (up to five years).
  - ◆ Strategies or tactics for each of the objectives.
  - ◆ Consensus regarding which of the strategies are whose responsibility, i.e., classifying strategies as the duty of the City Council, City Manager or Department Directors.
  - ◆ Preliminary input from the City Council on concerns, issues and considerations for the City Manager and Department Heads to consider in the development of the implementation strategy.

MGT recommends the City include the executive leadership team in the strategic planning process and workshop. Our experience is that the subject matter expertise of the department directors is of great assistance to the elected body when considering goals, and what can reasonably be accomplished based on their knowledge of potentially technical or legal procedures, regulations, or available resources. It also provides an opportunity for the Council to strengthen their relationships with the professionals who will be supporting the City Manager in ensuring the implementation of their priorities.

This phase includes all consultant preparation, documentation, and travel time.

*The City will be responsible for identifying the room, providing morning refreshments and lunch, supplying Post-it flip charts on stands, markers, and making hard copies of the materials provided by the Consultants for the agenda packet, as required.*

This phase is expected to take 24 hours and approximately three weeks to complete.

## PHASE 4 DEVELOPMENT OF STRATEGIC PLAN AND FINAL REPORT

### Activities

Consultants will capture the discussion from the strategic planning workshop and draft a Strategic Plan report. The deliverable will include:

- ◆ Summary of the process.
- ◆ Summary of the information through the existing conditions review, Council and leadership interviews and community survey.
- ◆ Final SWOT Analysis.
- ◆ Final draft Mission, Vision, and Values.
- ◆ Strategic issues, goals and objectives identified in the workshop.
- ◆ Findings and recommendations of the Consultants regarding the implementation strategy development, integration of the strategic plan into City operations, and future strategic plan updates. The recommendations will include a preferred methodology for keeping the Council and City Staff involved and engaged in a continual strategic planning process.
- ◆ An internal peer review of the final report to provide an additional level of expertise and objective evaluation of the content and recommendations before submitting to the City.

The draft document will be sent to the City Manager electronically and a conference call will be scheduled with him (and those designated) to review the content and make any edits. *In the interest of economizing Consultant time, the City Manager or his designee will be responsible for distributing the draft to the City Council, leadership team and employees, collating input and providing the input back to the Consultants electronically. A final plan will then be resubmitted to the City Manager.*

The Consultant will also provide one in-person presentation and discussion with the City Council.

This phase is expected to take 24 hours and up to four weeks from the date of the workshop to fully complete, depending on City review time required.

## Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 13 weeks of project initiation, as illustrated in the graph below, **based on mutual availability of the City Council and staff for the workshop.**

*Exhibit 1. Proposed Schedule*

| WORK PLAN TASKS                                 | WEEK |   |   |   |   |   |   |   |   |    |    |    |    |
|---|------|---|---|---|---|---|---|---|---|----|----|----|----|
|   | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Phase 1: Study Preparation and Project Kick-Off | █    | █ |   |   |   |   |   |   |   |    |    |    |    |
| Phase 2: Internal and External Engagement       |      |   | █ | █ | █ | █ |   |   |   |    |    |    |    |
| Phase 3: Strategic Planning Workshop            |      |   |   |   |   |   | █ | █ | █ |    |    |    |    |
| Phase 4: Strategic Plan and Final Report        |      |   |   |   |   |   |   |   |   | █  | █  | █  | █  |

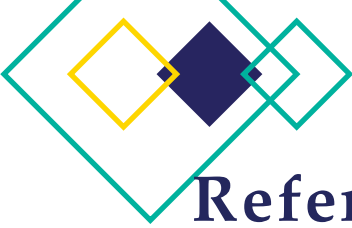
## Roles, Responsibilities, and Project Management

As outlined in the phases of the project above, MGT’s Consultants will serve as the project manager/coordinator and work with the City in identifying all tasks where the City’s action is required. The project manager will coordinate directly with the designated City contact/project manager in ensuring the engagement remains on schedule, and the City is provided with appropriate updates on progress along the way.

The City will be responsible for:

- ◆ Identifying the City project coordinator who will serve as the primary recipient of all Consultant communications. This project coordinator will be responsible for sharing communications with designated City staff as determined by the organization.
- ◆ Coordinating calendars of City officials to identify a mutually agreeable date for the in-person workshop.
- ◆ Providing a single point of contact for scheduling remote interviews with the elected body and the email addresses of all staff designated for interviews.
- ◆ Reviewing draft documents (e.g., strategic plan, final report), distributing the documents internally as determined by the City, collecting, and collating into a single document all comments/suggestions, and providing the comments to the MGT project manager.
- ◆ Identifying and scheduling an appropriate room for the workshop, arranging for set-up, ordering, and paying for all refreshments, providing flip charts, stands, and markers, and making any hard copies of documents provided by MGT for the meeting, if required by the City.





# References

## *A leader in local government consulting.*

More than one-third of the organizations served by MGT’s GovHR have contracted for multiple projects; we believe repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

### **DUPAGE MAYOR AND MANAGERS CONFERENCE**

SUZETTE QUINTELL

EXECUTIVE DIRECTOR

1220 OAK BROOK ROAD | OAK BROOK, IL 60523

(630) 571-0480 | SQUINTELL@DMMC-COG.ORG

GovHR provided comprehensive strategic planning services for this Council of Government comprised of 35 municipalities representing over one million residents in and near DuPage County, Illinois in 2017 and again in 2022. The process involved all members, both internal and external stakeholders, spanning local government elected officials and staff as well as agency staff. Consultants completed an environmental scan, SWOT analysis, stakeholder survey, and a two-day retreat with board members and key stakeholders. The process resulted in updated mission and vision statements, goal identification and classification, and prioritization of goals. The final report included a full strategic plan along with a summary version suitable for communicating with association members.



### **ILLINOIS CITY/COUNTY MANAGEMENT ASSOCIATION**

DAWN PETERS

EXECUTIVE DIRECTOR

C/O NIU CENTER FOR GOVERNMENTAL STUDIES

148 N 3<sup>RD</sup> STREET | DEKALB, IL 60115

(815) 753-0972 | DPETERS@NIU.EDU

GovHR provided strategic planning services to this association that supports and engages city management professionals across the state of Illinois in 2017 and again in 2021. The process included development of an environmental scan, and a SWOT analysis with its members. Through the process, ILCMA developed an updated vision and system of values it wants to work under with its stakeholders. Through working groups and workshops, the consultants facilitated the development of goal statements, objectives, and tactics to achieve the goals.



### **WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION**

DAWN PETERS

EXECUTIVE DIRECTOR

C/O NIU CENTER FOR GOVERNMENTAL STUDIES

148 N 3<sup>RD</sup> STREET | DEKALB, IL 60115

(815) 753-0972 | DPETERS@NIU.EDU

## REFERENCES

GovHR assisted the professional association in creating and updating its strategic plan in 2017 and 2020. The process included the participation of the WCMA Board members, regional coordinators, and committee members in the development of the plan. An environmental scan and SWOT analysis were completed with broad participation, and consultants facilitated a Board retreat where the information was used to refine the associations' mission, vision, and values, identify key strategic issues, and create goal statements for each issue. Goal statements, objectives and tactics were then written for each issue. Refinement and validation of the draft was accomplished through remote meetings with a core leadership committee.



### **CITY OF BURNSVILLE, HUMAN RESOURCES DEPARTMENT**

GREGG LINDBERG

CITY MANAGER

100 CIVIC CENTER PARKWAY | BURNSVILLE, MN 55337

(952) 895-4465 | GREGG.LINDBERG@BURNSVILLEMN.GOV

GovHR conducted an organizational assessment for the Burnsville Human Resources Department then helped them create a strategic plan, vision and mission for the department that closely aligned with the strategic priorities of the City in 2021. The report identified key initiatives, goals, and objectives that the Department would undertake over a three-year period.



### **INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)**

#### **VETERANS ADVISORY GROUP**

LYNNE PHILLIPS

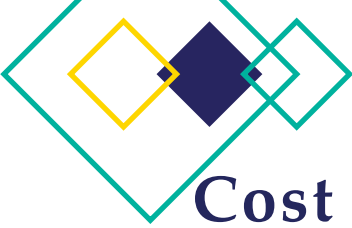
SENIOR PROGRAM MANAGER, VETERANS PROGRAMS

CAREER AND EQUITY ADVANCEMENT DIVISION

777 NORTH CAPITOL STREET, NE | WASHINGTON, DC 20002

(202) 962-3551 | LPHILLIPS@ICMA.ORG

GovHR assisted the newly created ICMA Veterans Advisory Group in creating its first strategic plan in 2022. Established in late 2020 to enhance local government through the inclusion of veterans who share the passion, skills, and knowledge to succeed in public service. The process included the identification of internal and external stakeholders, an environmental scan and SWOT analysis through engagement of its members, the remote facilitation of a member workshop, and the development of a final strategic plan that identified the Committee's key initiatives, goals, and objectives for three years.



# Cost Proposal

**Defined by Impact. Driven by People.**

**Dedicated to the Community.**

We take pride in customizing our client’s needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

| Summary of Costs  | Price           |
|---|-----------------|
| Strategic Planning Services Fee                         | \$16,500        |
| Reimbursable Consultant Travel Expenses (not to exceed) | \$1,600         |
| <b>TOTAL NOT TO EXCEED:</b>                             | <b>\$18,100</b> |

*\*Consultant travel expenses for one consultant to facilitate a meeting with community organization leaders in Phase 2, two consultants for the in-person workshop in Phase 3, and one consultant for the final presentation in Phase 4 are included in this estimate. Only actual expenses will be billed to the City of Darien for reimbursement. It is assumed all other work performed by the Consultant will be conducted remotely.*

Any additional consultant visits requested by the City (beyond those listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed/estimated.

## Payment for Fees & Services

- ♦ **1<sup>st</sup> Invoice:** Contract Award (40% of the Consulting Fee).
- ♦ **2<sup>nd</sup> Invoice:** Completion of the in-person workshop (40% of the Consulting Fee & expenses incurred to date).
- ♦ **Final Invoice:** Submittal of Final Report (20% of the Consulting Fee plus all remaining expenses).

Payment of invoices is due within thirty (30) days of receipt.

# CITY OF DARIEN

## MEMO

**TO: Administrative/Finance Committee Members**  
**FROM: Bryon D. Vana, City Administrator**  
**DATE: February 1, 2024**  
**SUBJECT: February 5, 2024 Committee Meeting –FYE 2025 Budget Overview**

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I will provide the Committee with an overview of the draft FYE 2025 city budget. The Council will begin review of the budget on February 5, 2024. I will send out a copy of the budget to the Council by February 13, 2024.

Attached are several of the budget overview sheets including:

1. General Fund 3 year forecast
2. Capital projects 3 year summary
3. Water Fund 3 year forecast

Please note the draft budget is not in final form. Staff continues to review various budget numbers based on updated information and additional staff reviews.

I will review the above information with the committee during the meeting.



# City of Darien

1/30/2024

## CAPITAL PROJECTS FUND BUDGET FOR THE YEAR 2024 - 2025

| ACCOUNT                       | FYE 23<br>ACTUAL    | FYE 24<br>BUDGET    | FYE 24<br>ESTIMATED ACTUAL | FYE 25<br>REQUEST   | DEPT MAINT<br>BUDGET<br>REQUEST | COUNCIL<br>DISCRETIONARY<br>EXPENDITURES | FYE 26<br>FORECAST  | FYE 27<br>FORECAST  |
|-------------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------------------|--|---------------------|---------------------|
| <b>REVENUE</b>                |                     |                     |                            |                     |                                 |  |                     |                     |
| TRANSFER FROM GEN FUND        | 5,500,000           | 4,700,000           | 5,700,000                  | 2,000,000           | 2,000,000                       | -  | 2,000,000           | 700,000             |
| MISC REV                      | -                   | -                   | -                          | -                   | -                               | -  | -                   | -                   |
| PROPERTY TAXES                | 193,843             | 83,574              | 83,574                     | -                   | -                               | -  | -                   | -                   |
| GRANTS/REIMBURSEMENTS         | 1,573,244           | 500,000             | 503,000                    | 250,000             | -                               | 250,000                                  | -                   | -                   |
| STORM WATER FUND TRANSFER     | -                   | -                   | -                          | -                   | -                               | -  | -                   | -                   |
| BONDS                         | -                   | -                   | -                          | -                   | -                               | -  | -                   | -                   |
| INTEREST INCOME               | 325,154             | 170,000             | 600,000                    | 550,000             | 550,000                         | -  | 400,000             | 200,000             |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>TOTAL REVENUES</b>         | <b>\$ 7,592,241</b> | <b>\$ 5,453,574</b> | <b>\$ 6,886,574</b>        | <b>\$ 2,800,000</b> | <b>\$ 2,550,000</b>             | <b>\$ 250,000</b>                        | <b>\$ 2,400,000</b> | <b>\$ 900,000</b>   |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>CAPITAL</b>                |                     |                     |                            |                     |                                 |  |                     |                     |
| DITCH/DRAINAGE PROJECTS       | 1,195,785           | 810,000             | 357,172                    | 105,000             | -                               | 105,000                                  | 105,000             | 105,000             |
| SIDEWALK REPLACEMENT          | 486,261             | 1,307,450           | 1,381,151                  | 623,600             | 315,000                         | 308,600                                  | 601,800             | 615,443             |
| CURB & GUTTER PROGRAM         | 538,502             | 779,640             | 718,209                    | 851,400             | 851,400                         | -  | 858,280             | 867,081             |
| EQUIPMENT/OTHER PROJECTS      | 29,102              | 505,000             | 415,000                    | 956,000             | 131,000                         | 825,000                                  | 20,400              | 20,400              |
| STREET RECONSTRUCTION         | 1,223,610           | 2,023,000           | 1,487,530                  | 722,119             | 722,119                         | -  | 2,062,960           | 2,103,719           |
| BOND PAYMENT                  | 192,240             | 113,420             | 113,420                    | -                   | -                               | -  | -                   | -                   |
| CONSULTING/PROF SERVICES      | 31,836              | 51,500              | 48,000                     | 47,500              | 47,500                          | -  | 46,500              | 45,500              |
| ECONOMIC INCENTIVE            | -                   | -                   | -                          | -                   | -                               | -  | -                   | -                   |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>SUB-TOTAL</b>              | <b>3,697,335</b>    | <b>5,590,010</b>    | <b>4,520,482</b>           | <b>3,305,619</b>    | <b>2,067,019</b>                | <b>1,238,600</b>                         | <b>3,694,940</b>    | <b>3,757,143</b>    |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>TOTAL EXPENDITURES</b>     | <b>\$ 3,697,335</b> | <b>\$ 5,590,010</b> | <b>\$ 4,520,482</b>        | <b>\$ 3,305,619</b> | <b>\$ 2,067,019</b>             | <b>\$ 1,238,600</b>                      | <b>\$ 3,694,940</b> | <b>\$ 3,757,143</b> |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>FISCAL YEAR CHANGE</b>     | <b>3,894,906</b>    | <b>(136,436)</b>    | <b>2,366,092</b>           | <b>(505,619)</b>    | <b>482,981</b>                  | <b>(988,600)</b>                         | <b>(1,294,940)</b>  | <b>(2,857,143)</b>  |
|                               |                     |                     |                            |                     |                                 |  |                     |                     |
| <b>BEG FUND BALANCE</b>       | <b>10,173,430</b>   | <b>13,781,052</b>   | <b>14,068,336</b>          | <b>16,434,428</b>   |                                 |  | <b>15,928,809</b>   | <b>14,633,869</b>   |
| <b>NET FISCAL YEAR CHANGE</b> | <b>3,894,906</b>    | <b>(136,436)</b>    | <b>2,366,092</b>           | <b>(505,619)</b>    |                                 |  | <b>(1,294,940)</b>  | <b>(2,857,143)</b>  |
| <b>ENDING FUND BALANCE</b>    | <b>14,068,336</b>   | <b>13,644,616</b>   | <b>16,434,428</b>          | <b>15,928,809</b>   |                                 |  | <b>14,633,869</b>   | <b>11,776,726</b>   |
| RESERVE BALANCE               | -                   | (500,000)           |                            | (500,000)           |                                 |  |                     |                     |
| <b>Available balance</b>      | <b>14,068,336</b>   | <b>13,144,616</b>   | <b>16,434,428</b>          | <b>15,428,809</b>   |                                 |  | <b>14,633,869</b>   | <b>11,776,726</b>   |

# City of Darien

01/30/24

## MUNICIPAL SERVICES WATER FUND BUDGET SUMMARY FISCAL YEAR ENDING 2025

| ACCOUNT                             | FYE 23<br>ACTUAL     | FYE 24<br>BUDGET                          | FYE 24<br>EST ACT   | FYE 25<br>REQUESTED                       | MAINTENANCE<br>BUDGET<br>REQUEST | COUNCIL<br>DISCRETIONARY | FYE 26<br>FORECAST                         | FYE 27<br>FORECAST                         |
|-------------------------------------|----------------------|---|---------------------|---|----------------------------------|--------------------------|--|--|
| <b>REVENUE</b>                      |                      |   |                     |   |                                  |                          |  |  |
| WATER SALES                         | \$ 7,658,766         | \$ 7,782,928                              | \$ 7,659,254        | \$ 7,782,928                              | \$ 7,782,928                     | \$ -                     | \$ 7,982,867                               | \$ 8,016,962                               |
| INSPECTION/TAP-ON/PERMITS           | 49,258               | 5,000                                     | \$ 8,556            | \$ 5,000                                  | 5,000                            | -                        | \$ 5,000                                   | \$ 5,000                                   |
| OTHER WATER SALES                   | 13,621               | 1,000                                     | 20,710              | \$ 1,000                                  | 1,000                            | -                        | \$ 1,000                                   | \$ 1,000                                   |
| METER SALES                         | 6,056                | 1,000                                     | \$ 1,026            | \$ 1,000                                  | 1,000                            | -                        | \$ 1,000                                   | \$ 1,000                                   |
| FRONT FOOTAGE FEES                  | -                    | -   | \$ -                | \$ -                                      | -                                | -                        | \$ -                                       | \$ -                                       |
| MISCELLANEOUS INCOME                | -                    | -   | -                   | \$ 598,738                                | 598,738                          | -                        | \$ -                                       | \$ -                                       |
| INTEREST INCOME                     | -                    | 40,000                                    | \$ 66,136           | \$ 40,000                                 | 40,000                           | -                        | \$ 40,000                                  | \$ 40,000                                  |
| <b>TOTAL REVENUE</b>                | <b>\$ 7,727,701</b>  | <b>\$ 7,829,928</b>                       | <b>\$ 7,755,681</b> | <b>\$ 8,428,666</b>                       | <b>\$ 8,428,666</b>              | <b>\$ -</b>              | <b>\$ 8,029,867</b>                        | <b>\$ 8,063,962</b>                        |
| Operating Expenditures              | \$ 10,304,282        | \$ 8,519,019                              | \$ 8,254,751        | \$ 9,369,932                              | \$ 8,405,328                     | \$ 964,604               | \$ 8,616,812                               | \$ 8,129,333                               |
| transfer to water deprc             | <b>\$ 2,070,000</b>  | <b>\$ 150,000</b>                         | <b>\$ 150,000</b>   | \$ -                                      | \$ -                             | \$ -                     | \$ -                                       | \$ -                                       |
| <b>TOTAL EXPENDITURES</b>           | <b>\$ 12,374,282</b> | <b>\$ 8,669,019</b>                       | <b>\$ 8,404,751</b> | <b>\$ 9,369,932</b>                       | <b>\$ 8,405,328</b>              | <b>\$ 964,604</b>        | <b>\$ 8,616,812</b>                        | <b>\$ 8,129,333</b>                        |
| <b>FISCAL YEAR BALANCE</b>          | <b>(4,646,581)</b>   | <b>(839,091)</b>                          | <b>(649,070)</b>    | <b>(941,266)</b>                          | <b>23,338</b>                    | <b>(964,604)</b>         | <b>(586,945)</b>                           | <b>(65,371)</b>                            |
| <b>BEG CASH BALANCE</b>             | <b>4,946,870</b>     | <b>3,357,287</b>                          | <b>3,744,260</b>    | <b>3,095,190</b>                          | <b>3,095,190</b>                 | <b>3,095,190</b>         | <b>2,153,924</b>                           | <b>1,566,979</b>                           |
| <b>ENDING MODIFIED CASH BALANCE</b> | <b>3,744,260</b>     | <b>2,518,196</b>                          | <b>3,095,190</b>    | <b>2,153,924</b>                          | <b>3,118,528</b>                 | <b>(964,604)</b>         | <b>1,566,979</b>                           | <b>1,501,607</b>                           |
| <b>RATE</b>                         |                      | fixed Fee \$10/bill<br><b>\$9.75/1000</b> |                     | fixed Fee \$10/bill<br><b>\$9.75/1000</b> |                                  |                          | fixed Fee \$10/bill<br><b>\$10.00/1000</b> | fixed Fee \$10/bill<br><b>\$10.00/1000</b> |



**City of Darien**

1/30/2024

**MUNICIPAL SERVICES  
MOTOR FUEL TAX BUDGET  
FISCAL YEAR 2025**

| <b>ACCOUNT</b>             | <b>FYE 23<br/>ACTUAL</b> | <b>FYE 24<br/>BUDGET</b> | <b>FYE 24<br/>EST ACTUAL</b> | <b>FYE 25<br/>REQUESTED</b> | <b>DEPT MAINT<br/>BUDGET<br/>REQUEST</b> | <b>COUNCIL<br/>DISCRETIONARY<br/>EXPENDITURES</b> | <b>FYE 26<br/>FORECAST</b> | <b>FYE 27<br/>FORECAST</b> |
|----------------------------|--------------------------|--------------------------|------------------------------|-----------------------------|--|---|----------------------------|----------------------------|
| <b>REVENUE</b>             |                          |                          |                              |                             |  |   |                            |                            |
| MFT ALLOTMENT              | 899,477                  | 814,407                  | \$858,429                    | 858,429                     | \$858,429                                |   | \$858,429                  | \$858,429                  |
| MISC. INCOME (Rebuild IL)  | 242,592                  | -                        | -                            | -                           | \$0                                      |   | \$0                        |                            |
| INTEREST                   | 36,423                   | 22,000                   | 22,000                       | 22,000                      | 22,000                                   |   | 20,000                     | 20,000                     |
|                            |                          |                          |                              |                             |  |   |                            |                            |
| <b>TOTAL REVENUE</b>       | <b>\$ 1,178,492</b>      | <b>\$ 836,407</b>        | <b>\$ 880,429</b>            | <b>\$ 880,429</b>           | <b>\$ 880,429</b>                        | <b>\$ -</b>                                       | <b>\$ 878,429</b>          | <b>\$ 878,429</b>          |
| <b>EXPENDITURES</b>        |                          |                          |                              |                             |  |   |                            |                            |
| <b>OPERATING</b>           |                          |                          |                              |                             |  |   |                            |                            |
| SALARIES                   | 247,522                  | 267,807                  | 412,148                      | 267,807                     | 267,807                                  | -   | 267,807                    | 267,807                    |
| BENEFITS                   | 41,259                   | 37,864                   | 60,421                       | 60,421                      | 60,421                                   |   | 60,421                     | 60,421                     |
| ROAD MATERIAL              | 159,467                  | 262,580                  | 262,580                      | 185,000                     | 185,000                                  | -   | 200,000                    | 200,000                    |
| SALT                       | 141,716                  | 265,950                  | 117,014                      | 122,767                     | 122,767                                  | -   | 243,459                    | 243,459                    |
| SUPPLIES-OTHER             | 13,827                   | 18,500                   | 18,500                       | 18,500                      | 18,500                                   | -   | 18,500                     | 18,500                     |
| <b>SUB-TOTAL</b>           | <b>603,791</b>           | <b>852,701</b>           | <b>870,662</b>               | <b>654,495</b>              | <b>654,495</b>                           | <b>-</b>  | <b>790,186</b>             | <b>790,186</b>             |
| <b>CONTRACTUAL</b>         |                          |                          |                              |                             |  |   |                            |                            |
| PAVEMENT STRIPING          | 18,651                   | 20,000                   | 17,000                       | 16,000                      | 16,000                                   | -   | 20,000                     | 20,000                     |
| TREE TRIM/REMOVAL          | -                        | 18,000                   | 19,000                       | 19,000                      | 19,000                                   | -   | 19,000                     | 19,000                     |
| <b>SUB-TOTAL</b>           | <b>18,651</b>            | <b>38,000</b>            | <b>36,000</b>                | <b>35,000</b>               | <b>35,000</b>                            | <b>-</b>  | <b>39,000</b>              | <b>39,000</b>              |
| <b>CAPITAL OUTLAY</b>      |                          |                          |                              |                             |  |   |                            |                            |
| STREET LIGHTS              | 19,974                   | 20,000                   | 17,000                       | 20,000                      | 20,000                                   | -   | 20,000                     | 20,000                     |
| STREET MAINTENANCE         | -                        | -                        | -                            | 1,300,881                   | 1,300,881                                | -   | -                          | -                          |
| <b>SUB-TOTAL</b>           | <b>19,974</b>            | <b>20,000</b>            | <b>17,000</b>                | <b>1,320,881</b>            | <b>1,320,881</b>                         | <b>-</b>  | <b>20,000</b>              | <b>20,000</b>              |
| <b>TOTAL EXPENDITURES</b>  | <b>\$ 642,416</b>        | <b>\$ 910,701</b>        | <b>\$ 923,662</b>            | <b>\$ 2,010,376</b>         | <b>\$ 2,010,376</b>                      | <b>\$ -</b>                                       | <b>\$ 849,186</b>          | <b>\$ 849,186</b>          |
| <b>FISCAL YEAR BALANCE</b> | <b>\$ 536,076</b>        | <b>\$ (74,294)</b>       | <b>\$ (43,233)</b>           | <b>\$ (1,129,947)</b>       | <b>\$ (1,129,947)</b>                    | <b>\$ -</b>                                       | <b>\$ 29,243</b>           | <b>\$ 29,243</b>           |
| <b>BEG. FUND BALANCE</b>   | <b>\$ 938,035</b>        | <b>\$ 1,287,414</b>      | <b>\$ 1,474,111</b>          | <b>\$ 1,430,878</b>         | <b>\$ 1,430,878</b>                      | <b>\$ 1,430,878</b>                               | <b>\$ 300,931</b>          | <b>\$ 330,173</b>          |
| <b>ENDING FUND BALANCE</b> | <b>\$ 1,474,111</b>      | <b>\$ 1,213,120</b>      | <b>\$ 1,430,878</b>          | <b>\$ 300,931</b>           | <b>\$ 300,931</b>                        | <b>\$ 1,430,878</b>                               | <b>\$ 330,173</b>          | <b>\$ 359,416</b>          |

**City of Darien**  
**Minutes of the Administrative/Finance Committee**  
**December 18, 2023**

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Chairwoman/Alderwoman Sullivan called the meeting to order at 6:00 pm. Committee member Leganski was present. Also in attendance was City Administrator Vana and Treasurer Coren.

**Approving a statement pledging to practice and promote social media and other communication pillars of civility in the City of Darien**

Staff advised that as discussed at the 11-14-23 Goal Setting meeting, the Administrative/Finance committee will discuss the adoption of a Social Media Civility Statement. Several social media posts regarding the development of the vacant CVS building prompted this topic. These posts are all public comments, not private messages between two parties. The comments include

- Gee, I wonder who is getting the kickbacks
- A response linking Mr. Gombac to the comment above
- It's all about whose palm got greased

Staff advised any action approved by the city council is by no means suggested to discourage comments but to ask for civility from people using social media. The committee unanimously agreed that a resolution or Social Media Civility Statement regarding this subject might cause more inaccurate comments and misinformation about the intent of such a resolution or formal statement. The committee concluded that some type of verbal statement prior to council meetings might be more useful.

**Minutes – October 2, 2023** – The committee unanimously approved the minutes.

**Adjournment** - The meeting adjourned at 6:15 p.m.

Approved:

Mary Sullivan, Chairwoman \_\_\_\_\_

Ted Schauer, Member \_\_\_\_\_

Gerry Leganski, Member \_\_\_\_\_