Agenda Item Executive Summary

Item Name	Village Wide Information Technology Plan	Committee or Board	Board

BUDGET IMPACT

Amount:	N/A		Budgeted	N/A
List what fund	N/A			

EXECUTIVE SUMMARY

As part of the Village's Strategic Plan, the village seeks to engage the services of the Northern Illinois Center for Governmental Studies to work with the village in the development of a village wide information technology plan. The plan will examine how each of the departments use information technology to operate and provides services, opportunities to improve operations and services through the use of information technology and potential obstacles to implementation. Based on the analysis, a multi-year plan will be developed to guide the village's implementation of any IT initiatives.

ATTACHMENTS (PLEASE LIST)

Memo

Proposal

ACTION REQUESTED

- ☐ For Discussion Only
- ☐ Resolution
- ☐ Ordinance
- ☑ Motion:

MOTION: I move to approve the agreement between Northern Illinois University's Center for Governmental Studies and the village for the development of a village wide information technology plan at a cost not to exceed $35,000.

Staff: Chris Hostetler, Information Technology Coord.   Date: 04/06/21

Village of Bartlett
Finance Department Memo
2021 - 04

DATE: March 29, 2021

TO: Paula Schumacher, Village Administrator

FROM: Chris Hostetler, Information Technology Coordinator

SUBJECT: Development of Village Wide Information Technology Plan

One of the goals the Village Board identified in the village's strategic plan was the development of a village wide information technology plan. The primary objectives of the plan are to:

- Examining how each department utilizes information technology to operate and provide services, identify possible opportunities to improve services through the use of technology, and potential obstacles to the implementation. e.g. lack of appropriate applications/tools, lack of training on existing systems, or workflows that do not make good use of existing technology or workflows that could be improved by the introduction of IT.
- The development of a multi-year plan with distinct objectives for addressing the needs and opportunities found in each department, including an approximate budget needed.
- Changes in IT infrastructure, staffing, and organization that are needed to ensure the successful implementation and on-going support of the departments and village as a whole.

After considering proposals from other firms, Northern Illinois University's Center for Governmental Studies (CGS) was selected to assist the village in the development of this plan based upon their experience working with other governmental bodies, the knowledge of their staff, their independence from information technology vendors, and cost.

Attached is the proposal submitted by CGS. The cost of developing the plan is not to exceed $35,000.

MOTION: I move to approve the agreement between Northern Illinois University's Center for Governmental Studies and the village for the development of a village wide information technology plan.

Village of Bartlett

2021 Strategic Technology Utilization Plan
Proposal for Professional Services

March 17, 2021

Prepared by:
NIU Center for Governmental Studies
NIU Regional Technology Group
DeKalb, Illinois

NORTHERN ILLINOIS UNIVERSITY
Center for
Governmental Studies
Outreach, Engagement, and Regional Development

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NORTHERN ILLINOIS UNIVERSITY
Center for
Governmental Studies
Outreach, Engagement, and Regional Development

March 17, 2021

Ms. Paula Schumacher, Village Manager and
Mr. Chris Hostetler, I.T. Coordinator
Village of Bartlett
228 S. Main Street
Bartlett, Illinois 60103

Re: I.T. Utilization and Strategic Plan Concept Proposal

Dear Ms. Schumacher and Mr. Hostetler,

We appreciate the opportunity to submit our proposal for the development of a Strategic Technology Utilization Plan for the Village. This proposal is structured and framed to address the stated desire to holistically examine the needs for technology utilization in the Village. The study will review capabilities, network, hardware, software, security, applications, processes, and organizational support as they relate to the use of technology Village-wide. With this in mind, our proposal is intended to examine both tactical uses and needs as well as ongoing strategic considerations leading to a strategic analysis of I.T. functionality for the Village from multiple points of view.

The overall goal will be to identify departmental and organization-wide needs while creating a common information technology strategic vision/strategic plan. Our proposal is focused on five key areas of effort:

1. Document and assess the present state of Information Technology in the Village through the preparation of findings and recommendations.

2. Develop scenarios for future strategic use, structural design and execution of Information Technology utilization and services in the Village, with an emphasis on departmental uses and users.

3. Identify approaches to navigate recommended steps and actions for Information Technology utilization, practices, applications, and support services.

4. Connect the use and application of I.T. to the Village's overall organizational priorities.

5. Draft a Strategic Information Technology Plan addressing near-term Information Technology issues and a strategic framework for the near and long-term use of Information Technology across the organization.

The project will follow a dynamic framework, with project tasks being adjusted, based on information developed during sequential and overlapping project phases. We envision close and continuous interactions with key members of Village staff and frequent progress discussions and updates to ensure that project progress and direction is understood and aligned with your analytical goals and needs.

As part of two accomplished units at Northern Illinois University, our combined teams from the Regional Technology Group and the Center for Governmental Studies will include individuals that have worked on I.T. plans and organizational analyses from both practitioner, advisory, and academic perspectives. Our study team brings together significant levels of background and practical experience working with a variety of municipal organizations. Some of the key factors that distinguish the NIU team from other advisory or assessment sources include:

Objectivity and Independence – We can offer objective and independent advisory and assessment services. We do not offer system construction/installation services, nor are we agents for any hardware or software vendors. You can be assured that all our recommendations are based on your interests, not on obtaining of a construction, product, or service contract.

Experience and Familiarity – We have provided similar advisory services to other public sector organizations of varying size and mission throughout the region and the State.

Commitment to Public Service – Our combined teams at the Regional Technology Group and the Center for Governmental Studies maintain a solid reputation for providing high quality advisory and study services to the public sector. Our client base includes municipal, county, and special districts as well as state-level government agencies. Our commitment to this sector has provided us with transferable insights and expertise that will be utilized during this engagement.

Technology, Organizational Dynamics, and Management Understandings – Our experience and involvement with all facets of public organization management and the application of information technology will ensure that the Village will gain from a mix of perspectives and advice that will meet the objectives of today and of tomorrow. Our recommendations will be based on comprehensive informed and independent assessments of both the current needs and current approaches to addressing technology needs at both the strategic and tactical levels.

We appreciate the opportunity to submit our qualifications and proposed scope to develop a plan for the Village. If you have any questions or need additional information, please contact Greg Kuhn at gkuhn@niu.edu.

Sincerely,

Greg Kuhn, PhD
Interim Director
NIU Center for Governmental Studies

A. PROPOSED SCOPE OF WORK

APPROACH AND METHODOLOGY

Our approach for the Village's strategic I.T. utilization plan update will be based on our continuing belief that Information Technology is a highly critical internal service used by organizational units and corresponding staff to accomplish the essence of their specific missions. It is through the efficient and effective accomplishment of those missions that critical policies, programs, and services are provided to citizens and businesses by the Village.

Thus, our emphasis will be on gaining a fresh understanding of how various units and staff are using Information Technology in the organization today, and, how they foresee or desire using Information Technology tomorrow to enhance their ability to accomplish their missions and further the Village's overall strategic plan. Once gained, this understanding will be reviewed with key members of Village staff to clarify present circumstances, forecast requirements and possibilities, highlight best practices and establish priorities for strategic goals and utilization enhancements. Information resulting from the review process will then be incorporated into a draft Strategic Information Technology Utilization Plan for 2021-2025.

Our methodology will be both observation-oriented and data-informed, incorporating empirical findings with observations, one-on-one interviews, group interviews with key stakeholders, I.T. staff, management staff and end users. We will also conduct an inventory-based network overview of the Village's technology framework. Our methodology will include ongoing interactions about the activities mentioned above with key management leaders, as well as the members of Village staff guiding the project.

The interview and data gathering processes will be structured to separate "present state" issues/information from "future state" issues and information.

Phase I – Document & Analyze 'Present State' of Information Technology

1. Project launch with key members of Village staff
    i. Confirm and review structure of project at project kick-off meeting
    ii. Designate key positions/staff members to be interviewed one-on-one
    iii. Designate groups and the make-up of user teams for group interviews
    iv. Review the existing data to be collected with designated staff

2. Work with management leadership and key staff to identify the Village's overall strategic vision of I.T. Gather input to identify connections or gaps as compared with the Village's needs, strategic desires, and operating priorities.

3. Begin data collection and background-building activities including:
    i. Current Village-wide organizational chart(s)

      ii.   Review/conduct Village-wide connectivity inventory of fiber, broadband, and wireless resources used by, or potentially of use for internal services for information technology

      iii.   Gather information technology applications inventory including identification of fundamental business processes to examine related to technology

      iv.   Gather information technology hardware inventory

      v.   Collect information technology systems software and apps inventory

      vi.   Explore data storage, data warehousing and disaster recovery model

      vii.   Identify hardware, software, applications not controlled by information technology

      viii. Review relevant job specifications/job design of key positions

      ix.   Undertake other background reviews as needed/tbd as mutually agreed upon related to the core analysis

4. Undertake field data collection activities/coordinate interview and site visit activities, with an emphasis on technology use and future potential for application

      i.   Conduct one-on-one interviews and site visits with identified key staff/users in operating and administrative departments

      ii.   Conduct group interviews and site visits with identified groups, with an emphasis on how/where technology is used and not used

      iii.   Cross-check organizational observations/site visit data

      iv.   Follow-up with document reviews or second interviews

      v.   Analyze results

      vi.   Develop preliminary gap analysis/conceptual recommended strategies

      vii.   Document findings

5. Undertake high-level inventory of wireless connectivity in the community and fiber infrastructure in place by providers

6. Review preliminary findings/results with key members of Village management and project staff; incorporate input and exchange to confirm/refine the following:

      i.   Collected organizational process and user/utilization data

      ii.   Collected utilization and gap analysis

      iii.   Collected technology hardware/software data

      iv.   Document issues identified in the "present state" emphasizing effect of issues and utilization/use on mission accomplishment in the "present state"

      v.   Review present and future issues and their projected and potential impacts with key members of Village staff to clarify requirements and establish priorities

Phase II – Develop Strategic Scenarios for "Future State/Use" of Information Technology

1. Based on "present state" issues from documented observations, findings, and interviews, develop strategies and recommendations for near- and long-term planning

2. Identify "future state" elements, factors, and concept recommendations, highlighting effects and future utilization/applications on mission accomplishment, priorities, needs and goals
3. Review identified "future state" factors and preliminary scenarios with key members of management and Village project staff; determine if follow-up is required to interpret, assess, or further elaborate
   i. Develop function-based conceptual recommendations and alternatives that would address/amortize key I.T. utilization and approaches in operating units or departments
   ii. Review scenarios for input with key members of Village management and project staff to clarify requirements, interpretations, and projected priorities/possible sequencing

Phase III – Draft Preliminary Updated Strategic Information Technology Plan

1. Develop findings and recommendations to address "present state" issues with an identified path or paths to "future state" technology utilization and deployment including:
   i. Functionality and utilization gaps and possibilities
   ii. Hardware, software, connectivity elements
   iii. Organizational, structural, staffing elements
   iv. Hardware/software/connectivity matters including:
       a. Voice systems
       b. Fixed and mobile wireless communications systems
       c. Software applications
       d. Connectivity systems such as fiber, broadband, SCADA, alarming, security
       e. Security, data storage and disaster recovery
       f. Budget considerations of hardware/software/connectivity
2. Review recommendations with key members of Village management and project staff
3. Draft a working/review copy of an Updated Strategic Information Technology Plan Incorporating recommendations into a time-oriented structure. The plan will cover:
   i. Discussion and overview of updated and new IT issues observed
   ii. Recommendations/Actions to establish an appropriate strategic implementation plan and processes to move to the future where utilization, hardware and software intersect
   iii. Recommendations/Actions to address hardware/software/connectivity/network issues including:
       i. Data oriented systems
       ii. Network systems
       iii. Fixed and mobile voice, wireless and communications systems
       iv. Other connectivity systems such as fiber, broadband SCADA, alarming, and security
       v. Data storage and disaster recovery methods

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      vi.   Actions to establish an appropriate IT function organizational structure and business   model

     iv.   Development of forecasted budget/costing ranges for planning requirements (in conjunction with Village budgeting staff)

      v.   Development of projected/recommended time horizons for defined actions

     vi.   Identification of organizational IT support services/capacity to align with identified needs

    vii.   Discussion of change management requirements and considerations for implementation

   viii.   Identify strategic components related to the internal services elements related to the management of information technology

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4. Present summary draft of overall plan
    i.   Review draft plan with key members of Village staff
    ii. Revise and re-review as needed
    iii. Present plan highlights to organizational leadership group as selected by the Village

CLIENT RESPONSIBILITIES

The Village of Bartlett will be responsible for:

- Designating a single individual [or a team of two senior staff members] to be the Village's Project Coordinator

- Providing timely access to Village employees, departments, units, etc., as agreed to by key members of Village staff and scheduling of interviews and site visits with the study team

- Providing timely access to requested documents, devices and data as agreed to by key members of Village staff/project coordinators

- Providing prompt guidance, input, feedback and information when and if issues requiring decisions are presented to key members of Village staff during the course of the study

TIMELINE

This project is estimated to require 16 to 19 weeks to complete.

PROJECT STAFFING

Project director for the assessment will be Dr. Greg Kuhn, the lead consultant for the I.T. specialists for our study group will be Mr. Marc Thorson, Director of NIU Regional Technology, along with other members of NIU's R.T. team. Joining Dr. Kuhn for the Organizational, Process and Administrative Utilization components of the study will be Mr. Jim Norris, Ms. Jeanna Ballard, Mr. Craig Anderson, and Ms. Mel Henriksen. Mr. Thorson and Dr. Kuhn's teams will also incorporate additional personnel from their units and the University's teams of experts and advisors.

BUDGET

Pricing for the work included in this proposal will fall within a not-to-exceed range of $31,800-34,800*, inclusive of travel and related project expenses. An initial payment and periodic progress payments will be specified in our final agreement and engagement letter for the project. Additional work beyond the specified scope, or, amended components or amplified analysis or other reviews will be in addition, and, negotiated on a component-by-component basis with the Village. *The University's blended rate for supplemental or expanded scope items for the Center's team will be billed at $125 per hour, per person, plus applicable expenses, if any.

This proposal and scope of work described is valid for a period of ninety days from the date of this document.

B. PROFILE OF NIU UNITS

NIU OUTREACH - CENTER FOR GOVERNMENTAL STUDIES

The region of Illinois that is served by NIU is a complex mixture of urban, suburban and rural communities. At the community level, CGS staff members work with elected officials, appointed officials, business leaders, community groups, and not-for-profit civic organizations to help them develop strategic plans, and develop local solutions for the problems they face. But many of the issues that face the region spill beyond the boundaries of specific communities. Indeed, many of the issues that face Northern Illinois arise from the ongoing process of increasing global competition. Consequently, CGS and NIU's Outreach Division work with regional organizations to help them develop broad solutions.

The Center for Governmental Studies is a long-standing public policy, technical services, applied research, and public management organization with a tradition of governmental assistance as part of Northern Illinois University. Our main offices are located in DeKalb, Illinois. Principals of the Center have been providing policy research and technical assistance services continuously since 1969. At the time of its inception, the vision was to build a university program that would become a leading resource in the nation in the field of applied research and assistance for local government operations and public management.

Over the years CGS has grown, placing NIU in the vanguard of universities expanding the nation's knowledge in the field of public management, public policy, building a program capable of attracting outside funding to support its operations, and providing a "think and do tank" for government leaders, management, and policy makers. CGS' approach is to match the capabilities of our personnel with your requirements. Our project team will include experts with experience in a broad range of management and the application of IT related technologies to today's governmental challenges.

NIU REGIONAL TECHNOLOGY GROUP AT NIU

Affiliated with NIU in 2005, the Regional Technology team (previously the NIU Broadband Development Group) serves clients in Illinois and across the Midwest. Specialties of the team include improving the efficiency of IT operations, formulating broadband and other connectivity strategies, and assisting communities in implementing technology, high-speed connectivity and infrastructure services. With every organization feeling pressure to do more with limited resources, especially in the public sector, innovative approaches to utilizing technology and connectivity needs are essential. The Regional Technology team can help all elements of the public sector to capitalize on existing strengths, aggregate resources, and leverage the power of technology to meet their needs.

NIU has leveraged its capabilities to provide engagement and mutually beneficial collaboration in order to bring multiple stakeholders to the table to pursue regional and statewide initiatives in information technology, broadband networks, and organizational development. It is this history that drove the University's pursuit of broadband and information technology development in Illinois, providing a rich resource of knowledge and expertise to create robust solutions. The team brings industry expertise, functional proficiency and technical depth to address a breadth of network, technology, design, implementation and supporting operational organizations and requirements. Members of the team have been assisting organizations in formulating strategies, improving the efficiency of IT operations, and managing resources and innovative solutions.

The NIU Regional Technology Group has worked with numerous public sector clients in Illinois and across the region. Representative projects include:

- Preparation of network and I.T. strategic planning, specifications, and procurement documents

- Business Continuity Management, Continuity of Operations Planning (COOP) and Strategic Planning Services

- Oversight and management of implementation procedures for fiber and wireless networks

- Design and management of converged voice and data systems

- Utilizing communications strategies to enhance organizational efficiency and to promote economic development

- Surveillance system planning, RFP generation and implementation coordination

Examples of Related Projects

NIU Regional Technology Services has completed on its own, and in connection with CGS, projects for a variety of municipal, education, healthcare and other public sector clients across Illinois. The listing below outlines a sampling of the projects completed:

City of Elmhurst, IL:
In conjunction with the Center for Governmental Studies, NIU provided services for both the initial and an updated, strategic analysis of all aspects of the City's Information Technology framework.

The studies analyzed a range of functional areas beginning with organizational and management processes and practices. The Information Technology organization was evaluated including current computing stations, application mix, staffing, and employee utilization. Based upon the identified objectives of the City, a profile of findings and recommendations were developed to identify the strategic direction the organization should take, including the steps necessary to move the overall organization, and, Information Technology function forward to meet both near and long-term objectives.

Village of Hanover Park, IL:

In conjunction with the Center for Governmental Studies, NIU provided a strategic analysis of all aspects of the municipal Information Technology organization. The study analyzed a range of functional areas beginning with the Village management objectives. The Information Technology organization was evaluated including current computing stations, application mix, communications requirements and employee training. Based upon the identified objectives of the Village, clear recommendations were developed to identify the steps necessary to move the IT organization toward these objectives. NIU also facilitated implementation of a municipal fiber network interconnecting Village Hall, Public Works, Police Department and primary Fire Department facilities.

Village of Hoffman Estates, IL:

NIU has supported several initiatives in the Village of Hoffman Estates, including installation of fiber backbone to interconnect municipal facilities, access to high bandwidth services to support cloud services and Internet access, and wireless links interconnecting fire stations and water treatment sites with the Village IT services. Recent projects include a 250-camera expansion of the municipal surveillance system, upgrade of existing point-to-point wireless links to Gigabit capacity, and expansion of the fiber network to the municipal arena.

DuPage County, IL:

NIU provided DuPage County with review and update of the County Continuity of Operation Planning document. NIU supported data collection, analysis and redraft of the County COOP, documenting DuPage Information Technology disaster recovery and reconstitution process.

City of Rockford, IL:

NIU has collaborated with the City on a wide range of projects including a surveillance system pilot program, expansion of City-owned fiber optic cable linking sections of the City with facilities such as the NIU campus, City facilities and local colleges and nonprofit organizations. This is a long-term project that is slowly expanding within the Rockford region.

City of Elgin, IL:

NIU supported the City in development a technology plan to link City municipal facilities on both sides of the Fox River with a fiber optic based communications system. NIU provided the initial technical direction, wrote the RFP and assisted with the vendor selection process, and managed the implementation and final testing of the system.

Village of Franklin Park, IL:

NIU worked with the Village of Franklin Park leadership to develop a plan for a communications system based on both fiber optic and wireless components to support a video surveillance network. NIU developed a detailed technical plan to implement all systems working in collaboration with the Public Safety group and assisted the Village to secure a COPS grant to upgrade radios, redesign the computer area, and expand the wireless and surveillance systems throughout the Village.

C. PROJECT TEAM

The people we chose to serve you are experienced personnel who routinely deal with complexity and governmental context in a variety of settings. They have the knowledge and experience to deal with issues in a responsive and constructive manner, and bring a balance of technical discipline, objective analysis and creative solutions and alternatives.

The proposed project team is composed of experts in both public management and I.T. enterprise planning and connectivity. The following provides brief biographies of selected project staff:

NIU REGIONAL TECHNOLOGY GROUP

Marc Thorson, MBA
Executive Director of Regional Technology Services
NIU Division of Information Technology (DoIT)

Mr. Thorson oversees all aspects of NIU's broadband, internet service, and technology service offerings to communities, school districts, and other government and nonprofit organizations. Prior to joining NIU, Marc has worked in the local government Information Technology field in just about every capacity for over 20 years including desktop support, application developer, network administrator, network engineer, compliance lead, and director. He is passionate about Information Security and data-driven decision-making in environments with resource challenges. Marc is also an adjunct instructor for the nationally-ranked Northern Illinois University Master of Public Administration program. The course focus is educating future local government and nonprofit leadership on what Information Technology does, why it is a critical competency for public organizations, and how to utilize it to its greatest potential in an era of shrinking budgets. Marc has an MBA from Northern Illinois University with a focus on Management of Information Services and Marketing. He is the Marketing Director for GMIS International, Committee Chairperson for GMIS Accreditation, and Past President for GMIS Illinois. Marc will serve as chief technology analyst as well as collaborator and assist with project coordination and direction.

NIU CENTER FOR GOVERNMENTAL STUDIES

Greg Kuhn, PhD
Interim Director
Center for Governmental Studies

Greg joined the Center for Governmental Studies in the spring of 2004 as a Senior Associate and Local Government Specialist. Greg departed NIU in 2011 to help establish a public management services practice with a private accounting firm with strong governmental presence, but returned to NIU-CGS in the winter of 2016. Greg earned his Doctorate in Political Science at NIU, with emphases in Public Administration, Organization Theory and Public Policy in 2002. He also received his Master's degree in Public Administration at NIU and completed his undergraduate degree at Marquette University where he also majored in Political Science.

Greg has over thirty-nine years of combined experience in local government administration, consulting and academics. Greg is also a former Village Manager having served in that capacity in the DuPage County community of Clarendon Hills, IL. During his career, Greg has served as an Assistant to the Village Manager in Skokie, IL, and as Managing Vice-President of the PAR Group. Greg is a specialist in public policy, public budgeting, leadership, governing-board relations, organizational development, personnel studies, and training. Greg teaches at the graduate level and serves as an adjunct faculty member for both Northern Illinois University's Department of Public Administration and Northwestern University's graduate program in Public Policy and Public Administration. He has managed or participated in over 200 consulting engagements for local governments ranging in size from 5,000 to over 1 million in population.

In his spare time, Greg is active in his community, serving on Clarendon Hills' Plan Commission and Zoning Board of Appeals for the past 25+ years, with a dozen of those years as Vice-Chairman and current service as Chairman. He is also active in his community, serving on a variety of village government ad hoc community advisory committees and a committee at the Hinsdale Hospital. Greg is a member of ICMA and ILCMA. Greg will serve as project director and serve as a collaborator and analyst.

Jim Norris, MPA
Senior Public Management and Local Government Specialist
Center for Governmental Studies

Mr. Norris has served from 1998 to 2020 as the Village Manager of the Village of Hoffman Estates, IL. Previously, Jim served as the City Manager of Gladstone, MO, the assistant Village Manager of Schaumburg, IL, Palatine, IL and interned for the Village of Western Springs, IL. He is a member of the International City/County Management Association, a member and past president of the Illinois City/County Management Association and a member and past-president of the Chicago Metropolitan Manager's Association.

Jim served as the Executive Board chairperson for the Northwest Suburban Municipal Joint Action Water Agency, chair of the Northwest Central Dispatch Joint Emergency Management Agency, vice-chair of the Executive Committee of the Solid Waste Agency of Northern Cook County and was on the board and a past chair of the Northwest Central Dispatch Agency. Mr. Norris has a B.A. in history from the University of Missouri, St. Louis and received his MPA from NIU. As an Adjunct for NIU's Public Administration Department, Mr. Norris teaches PSPA 600, PSPA 412, PSPA 410, POLS 303X. Jim has previously taught in the Masters in Public Policy program at Northwestern University and the Masters of Public Affairs program at Park College. Mr. Norris will serve as a project analyst, facilitator, and collaborator.

Melissa Henriksen, MPP
Assistant Director of Strategic Management, Policy and Community Development
Center for Governmental Studies

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, nonprofits, school and other districts, boards of directors, and institutes of higher education. For the past 14 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 healthcare. 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 recently received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities. Ms. Henriksen will serve as a project collaborator.

Jeanna Ballard, MPA
Senior Research Specialist
Strategic Management, Policy and Community Development
Center for Governmental Studies

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, nonprofits, 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, and 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. Ms. Ballard will serve as a project facilitator, analyst, and collaborator.

Craig G. Anderson, MPA
Public Management and Local Government Specialist
Center for Governmental Studies

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

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

While Mr. Anderson was Manager in Wheeling, the Village was successful in its efforts to coordinate the realignment of Milwaukee Avenue with TIF district improvements, maintain its capital improvements program, annex significant acreage to the northwest corner of the community for retail development, and work cooperatively with the City of Prospect Heights to improve infrastructure at Palwaukee Municipal Airport. During his service as Manager in Carpentersville, the Village implemented a revamped capital improvements program, approved a new classification and salary plan for non-represented personnel, significantly improved financial record-keeping and reporting processes, and became more active in regional cooperation efforts. Mr. Anderson holds a B.S. (Biology) degree from Northern Illinois University (1973) and a MPA degree from Roosevelt University (1979). He is an ICMA Credentialed Manager. Mr. Anderson will serve as a project analyst, facilitator and collaborator.

Thomas Ross, MA
Program Manager-Deputy Director, Suburban Law Enforcement Academy (SLEA), College of DuPage
Adjunct Public Safety and Police Services Specialist, NIU Center for Governmental Studies

Tom is an experienced law enforcement professional with over 30 years of experience as an officer, supervisor, administrator and educator. Tom's current responsibilities at SLEA are the leadership of the academy's overall operations, planning & faculty development. SLEA is one of seven ILETSB certified academies in Illinois. Tom began is career when we was hired as a Patrol Officer on

Bolingbrook in October of 1987 at age 21. He worked in the department's gang unit for six years and made detective in 1999. In 2000 he was promoted to sergeant where he coordinated the SWAT team, led the gang unit, and then oversaw the department's training programs and activities. In 2005 he was promoted to lieutenant, 2006 to commander, and in 2008 was named deputy police chief. In January of 2015 he was named Public Safety Director for the Village.

Tom is an Adjunct Instructor for Northwestern University's Center for Public Safety, Evanston, Illinois where he's taught since 2006 as a National instructor for Federal, State and Local law enforcement supervisors as part of two different management programs. He's also been an adjunct instructor at Lewis University, Western Illinois University, SLEA and NEMRT.

Mr. Ross has a Master of Arts in Law Enforcement and Criminal Justice Administration and, a Bachelor of Science in Law Enforcement Administration, both from Western Illinois University. Tom has continued his education at the F.B.I.'s Midwest Law Enforcement Executive Development Seminar (M-LEEDS), 2009, Northwestern University, School of Police Staff and Command Class #181, 2003, Federal Law Enforcement Training Center, Orlando, FL. Pursuit Policy Management Seminar, 2002, and, Harvard University, John F. Kennedy School, Cambridge, MA. Organizational Management Seminar, 2001. He is a member of the International Association of Chiefs of Police, the Police Executive Research Forum, the Illinois Association of Chiefs of Police and the Will County Chiefs of Police Association.

Other Project Professional Staff and Support – Dr. Kuhn and Mr. Thorson, and the project team will also be joined and assisted by other staff members at the Center for Governmental Studies, the University, and other local government administrative specialists for certain project elements, e.g., public safety, utilities, etc., at critical junctures of the project.