

VILLAGE OF DOWNERS GROVE
REPORT FOR THE VILLAGE COUNCIL WORKSHOP
JUNE 10, 2008 AGENDA

SUBJECT:	TYPE:	SUBMITTED BY:
Professional Services Agreement with Lyle Sumek Associates, Inc.	Resolution Ordinance ✓ Motion Discussion Only	David Fieldman Acting Village Manager

SYNOPSIS

A motion is requested authorizing execution of a professional services agreement for strategic planning with Lyle Sumek Associates, Inc. in an amount not to exceed \$25,000.

STRATEGIC PLAN ALIGNMENT

The Five Year Plan and Goals for 2007-2012 identified *Exceptional Municipal Organization*.

FISCAL IMPACT

The FY08 General Fund Budget includes \$25,000 for strategic planning.

RECOMMENDATION

Approval on the June 17, 2008, consent agenda.

BACKGROUND

The Village's current strategic planning efforts began in 2006. The Village has used Lyle Sumek Associates, Inc. as a facilitator for strategic planning since that time. Lyle Sumek Associates has submitted the attached proposal for the 2008 strategic planning sessions.

The following services would be provided.

- Planning with Village Officials
- Background Interviews with Mayor, Council and Selected Village Staff
- Planning Session with the Staff Executive Team
- Citizen Summit
- Preparation of a Leader's Guide
- Leadership and Strategic Planning Workshop with the Council and Staff Executive Team
- Follow-Up Planning Session with Staff Executive Team
- Preparation of Strategic Plan and Reports
- Management Profile Analysis

The proposal submitted includes additional services including Leadership and Team Effectiveness and an optional Six-month Strategies Review Session. Due to budgetary constraints, staff does not recommend purchasing these services at this time. The services purchased should be limited to the items outlined above.

Lyle Sumek Associates will be reimbursed for travel expenses. The total amount paid would not exceed \$25,000.

ATTACHMENTS

Proposal from Lyle Sumek Associates, Inc.

LEADERSHIP AND STRATEGIC PLANNING

Activity 1: Planning with Village Officials

The consultant will meet with key village officials to discuss and finalize purposes, desired outcomes, activities, processes and agendas. This activity may be in person or by phone.

Activity 2: Background Interviews

The consultant will conduct background interviews with Mayor, Council members and key Village staff who will be determined in Activity 1.

Potential questions are:

1. What are major successes for Downers Grove during the past year and what is the value to stakeholders?
2. What did not get accomplished that needs to carry over for the next year?
3. How is 2008 different for Downers Grove than 2007?
4. As you look short-term (1 – 3 years) what are the major challenges facing Downers Grove?
5. As you look long-term (5 – 10 years) what are the major challenges facing Downers Grove?
6. What are the messages you are hearing from the stakeholders in Downers Grove?
7. What changes would you suggest in the current vision for Downers Grove?
8. What changes would you suggest for the Goals 2012?
9. During the next year, what are the major issues, projects or actions for the village?
10. What are your top 3 priorities for Downers Grove – to get done or make significant progress on during the next year?
11. What suggestions would you have to increase the effectiveness of the Mayor and Village Council?
12. What suggestions would you have for staff to increase the effectiveness of the Mayor and Village Council?
13. What other topics do you want covered during the Workshop?

Additional questions and revisions to the above questions may result from Activity 1

The interviews may be conducted by phone or in person. The cost will vary depending upon the number of individuals being interviewed.

Activity 3: Planning Session with Executive Team

The consultant will prepare for and conduct a one-day planning session with the Executive Team.

Prior to this session, each participant will be asked to complete four forms that address: successes for the past year and their impact; major challenges facing their area of responsibility; actions that are in progress; and issues and actions on the horizon.

The session may address the following topics:

1. Village Successes for the past year
2. New Realities for Downers Grove
3. Status of Action Agenda
4. Vision: Suggested Refinements
5. Goals: Refinement
6. For each Goal: major challenges and actions for the next 5 years.
7. Strategic Planning Process: what worked, what did not work, suggested changes or refinements
8. "Top 10" Issues for Mayor-Council consideration from an Executive Perspective

The specific agenda will be developed after Activities 1 and 2.

The Village Manager and if necessary the Mayor will approve the agenda.

Activity 4: Stakeholders Summit 2008

The consultant with Village staff and elected officials will plan, prepare for and conduct a "Stakeholder Summit 2008". The intent is to involve different stakeholders than last year, including residents, members of boards, committees, task forces and commissions; business owners and property owners.

Individuals will be invited to attend the Summit.

The specific agenda and topics for discussion will be different than last year's. Small group discussions will occur allowing the Mayor and Council members to listen to key stakeholders.

The final agenda and process will be determined after Activities 2 and 3.

The facility should comfortably accommodate the number of participants.

Activity 5: Preparation of Leader's Guide – Working Document

The consultant will prepare a Leader's Guide which will serve as the working document in future session(s). This guide will incorporate information gathered from Activities 1, 2, 3 and 4.

Activity 6: Leadership and Strategic Planning Workshop for Mayor and Council, and Executive Team

A one and one half day to two day Leadership and Strategic Planning Workshop will be conducted by the consultant.

The purposes of this workshop may be:

- to update the Strategic Plan for the Village of Downers Grove
- to develop an Action Agenda for 2008 – 2009, including a Policy Agenda, Management Agenda, Management in Progress and Major Project

- to discuss major strategic issues and determine future direction which may include: Mayor and Council expectations, key issues to be addressed, major action steps with time guidelines
- to refine the institutionalization of the Strategic Planning process for Downers Grove
- to address specific issues that are identified by Mayor and Council
- to refine the governance process for Downers Grove

The specific agenda will be finalized with the Mayor and Village Manager prior to the Workshop.

Activity 7: Follow Up Planning Session with Executive Team

The consultant will plan; prepare for and conduct a one day implementation session with the Executive Session.

This session will likely focus on:

1. Action Outlines for each item on the Action Agenda, including responsible person or team.
2. Departmental Initiatives (within available resources) to realize the vision and to achieve the goals.
3. Refinements in the Institutionalization of the Strategic Planning Process, including the “Best Practices: from other clients
4. Expectations and Responsibilities for Department Heads, Key Manager, Team Leaders as it relates to strategic planning.

This agenda will be reviewed and finalized by the Village Manager and if necessary the Mayor.

Activity 8: Preparation of Strategic Plan and Reports

The consultant will prepare with edits by the Village staff the following products:

1. Performance Report 2007 – 2008
2. Strategic Plan 2008 – 2013 – 2023
3. Executive Summary (Strategic Plan)
4. Leader’s Guide 2008 – Summary Report
5. Stakeholder Summit 2008 – Summary Report (for distribution to stakeholders)

Final products ready for duplication will be provided to the Village.

Time and Charges

BILLING RATE: \$200 per Hour

ACTIVITY 1	Planning with Village Officials	2.0 – 4.0 Hours
ACTIVITY 2	Background Interviews <ul style="list-style-type: none">• Preparation• Conduct Interviews (Manager suggested up to 10 individuals)• Analysis of Interviews	14.0 – 16.0 Hours
ACTIVITY 3	Planning Session with Executive Team <ul style="list-style-type: none">• Preparation• Conduct Session• Organization of Report Materials	12.0 Hours
ACTIVITY 4	Stakeholders Summit 2008 <ul style="list-style-type: none">• Preparation• Conduct Session• Organization of Report Materials	8.0 – 10.0 Hours
ACTIVITY 5	Preparation of Leader’s Guide – Working Document	8.0 Hours
ACTIVITY 6	Leadership and Strategic Planning Workshop for Mayor and Council, and Executive Team <ul style="list-style-type: none">• Preparation• Conduct Workshop• Additional Preparation (during Workshop)• Organization of Report Materials	16.0 – 20.0 Hours
ACTIVITY 7	Follow Up Planning Session with Executive Team <ul style="list-style-type: none">• Preparation• Conduct Workshop• Organization of Report Materials	12.0 Hours
ACTIVITY 8	Preparation of Strategic Plan and Reports <ul style="list-style-type: none">• Initial Drafts• Edits• Final Product	8.0 – 10.0 Hours

Professional Services:

\$15,000 to \$18, 400

Travel Expenses:

- Air Fare
- Car Rental
- Hotel
- Meals
- Transportation and Parking



Best estimate: \$3000
 (depending upon airline actions)

Duplication: To Be Done by the Village

Materials (notebooks, dividers, flip chart, markers, etc.): **To Be Provided by the Village**

Activity 9: Six-month Strategies Review Session with Mayor and Council (OPTIONAL)

In most cities/villages, there is a ½ - 1 day update on the strategic plan and in depth discussion of a few strategic issues that re evolving. Background interviews (1/2 hour) are conducted prior to the Review Session and a brief summary report is prepared.

The specific agenda will be determined a later time.

<i>Time</i>	Consultation and Planning	2.0 Hours
	Preparation	2.0 Hours
	Interviews	6.0 Hours
	Workshop	4.0 – 8.0 Hours
	Report	4.0 Hours

Professional Services:

\$4,4000 to \$5,000

Travel Expenses:

\$1000.00

Part II

Management Profile Analysis

Activity 1: Preparation of Management Profile Analysis

The consultant will prepare individual Management Profile Analysis for Department Managers and candidates for managers as directed by the Village Manager.

Activity 2: De Briefs

The consultant will review the Management Profiles with the Village Manager..

ACTIVITY 1	Individual Profiles	\$300 per profile
ACTIVITY 2	Review of Analysis	\$100 per profile
Professional Services for 5 Management Profiles:		<hr/> \$2,000

Part III

Leadership and Team Effectiveness

Activity 1: Consultation and Planning with the Village Manager

The consultant will meet with the Village Managers and key staff to define purposes and desired outcomes, to finalize activities and agenda.

Activity 2: Preparation: Leader's Guide for Managers – a Working Document

The consultant will prepare a working document for managers which will include ideas, essays on leadership and team effectiveness, individual worksheets, team and discussion groups exercises, worksheets and forms for action plans.

Activity 3: Leadership and Team Effectiveness Workshop

A series of 2 – 4 workshops will be conducted for the Executive Team. The number of workshops will be determined by length (½ day vs. 1 day) and topics selected.

The purpose of these workshops are:

- to align the Executive Team and Village Organization with the Mayor and Council direction
- to develop the capacity of the Executive Team as an effective team
- to develop the capacity of Department Managers as Leaders
- to identify measures of organization success
- to develop specific actions for the Executive Team and individual managers

Potential topics are:

1. Understanding Leadership and Management Styles
 - a. Problem Solving and Decision Making
 - b. Conflict Resolution and Negotiations
 - c. Management Profile
2. Expectations and Responsibilities
 - a. Village Manager
 - b. Village Attorney
 - c. Department Manager
 - d. Division Managers
3. Personal Management Philosophy
 - a. Individual Expectations and Philosophy
 - b. Common Themes for the Executive Team

4. Core Values: Aligning the Village Organization
 - a. Core Values
 - b. Relationship to Personal Management
 - c. Organization Assessment
 - d. Who's on the Bus
 - e. Actions for Department Managers
 - f. Measure of Success

5. Executive Team in Action
 - a. Individual Perspective
 - b. Team Purpose
 - c. Ground Rules for Our Executive Team
 - d. Processes and Team Operations
 - e. Meetings
 - f. Agenda 2008 – 2009
 - g. Needs for Personal Success as a Manager

6. Organization Assessment and Leadership Actions
 - a. Observations
 - b. Assessment
 - c. Success Means...
 - d. Actions for Village Manager
 - e. Actions for Department
 - f. Actions for Executive Team

7. Leading the Department

8. Leadership: Framework for Public Managers

9. Teams: Framework for Effectiveness

Activity 4: Preparation: Leaders Guide for Managers

The consultant will prepare a “Leaders’ Guide for Managers” which is a summary of the workshop activities, actions outlines for the Executive Team and individual Managers, and a practical daily guide for Managers.

Part III

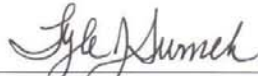
Leadership and Team Effectiveness

ACTIVITY 1	Consultation and Planning with the Village Manager	8.0 Hours
ACTIVITY 2	Preparation: Leaders' Guide for Managers – a Working Document:	16 – 24 Hours
ACTIVITY 3	Leadership and Team Effectiveness Workshop	6.0 Hours
ACTIVITY 4	Preparation: Leaders' Guide for Managers	8 Hours
Professional Services:		<hr/> \$7,600 - \$10,400
Travel Expenses:		\$3000.00

Invoices

The consultant will provide an invoice to the Village of Downers Grove within 4 weeks of the completed activity. It is estimated that:

Part I - 3 invoices
Part II - 1 invoice
Part III - 4 invoices



Lyle J. Sumek
Lyle Sumek Associates, Inc.

Village of Downers Grove