



JUST IN TIME • MANAGEMENT SERVICES

William R. Balling
Managing Director

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February 20, 2020

Mr. Greg Summers
Assistant Village Manager
Village of Orland Park
147000 Ravinia Ave.
Orland Park, Illinois

SUBJECT: Proposal for Professional Services as Interim Public Works Director

Greg,

WRB, LLC Management Services is pleased to submit a proposal to serve as the Interim Public Works Director in the Village of Orland Park beginning Mid-March, 2020 and serve through a transition period after the permanent Public Works Director is appointed by the Village. This period is anticipated to be three to six months. Under this proposal, William Balling would serve as the Interim Director. I have attached to this proposal my Resume and also a project Master Agreement which can be used to bind the engagement. I have also included three references of similar engagements to support my work performance in Tinley Park, serving as Interim Public Works Director, Elk Grove Village, serving as Interim Fire Chief, and Lake Barrington, serving as Interim Village Manager.

Work Schedule. My understanding is that the Orland Park engagement will be fast paced and will overlap with the appointment of the new permanent Public Works Director. After the start date of the new permanent Director, it is anticipated that this consulting role will assist with the transition and WRB, LLC will serve as the Interim Assistant Director of Public Works. You have mentioned a three to six-month Interim engagement. The Interim engagement will focus on leadership, management, work flow, performance and accountability within the Department. Because of this WRB, LLC is planning for a month to month engagement which will average 35 hours per week of my time. I actually anticipate that I will be on site for additional hours over the engagement period to meet the expectations of the Village.

This work plan with a launch on March 16, 2020 with 35 hours averaged per week through mid-September. Time extensions if needed will be accommodated through this engagement. I will be submitting a two-week looking forward calendar to you for assignment and tracking purposes. William Balling will discharge the duties of the Public Works Director consistent with the Code of Ethics established by the International City and County Management Association. William Balling is a Life Member of that organization.

Commercial Terms. Fees paid for Consulting services for William Balling will be billed at the hourly rate of \$190, plus a 12% WRB, LLC overhead factor producing a total bill rate of \$ 212.50 per hour. There is no mileage reimbursement as this is included in the overhead factor. In addition, WRB, LLC will not charge for any time traveling to and from Orland Park as a part of this engagement. The Project Master Agreement contains my rates and also the rates of an Associate Consultant if needed and authorized by the Village to address both specific tasks and tight calendar parameters. The Consultant will be assigned suitable office and support equipment needed to carry out the responsibilities of the Director of Public Works. Transportation will be provided by the Consultant's own vehicle. The Consultant serves in an independent contractor capacity and not in an employee of the Village of Orland Park. Invoices will be prepared and presented monthly.

The proposal is tendered to the Village as a Professional Services Proposal and does not in any way create an employee relationship. Certificates of insurance for WRB, LLC are available upon request.

Thank you for considering WRB, LLC Management Services for this assignment.

Sincerely,

A handwritten signature in cursive script that reads "William R. Balling". The signature is written in dark ink and is positioned above the printed name and title.

William Balling
Managing Director

Accepted: _____

Village of Orland Park

Date: _____

Interim Assignment References:

1. Interim Public Works Director
Village of Tinley Park
David Niemeier, Village Manager
708-444-5010

2. Interim Fire Chief
Village of Elk Grove Village
Ray Rummel, Village Manager
847-769-4003

3. Interim Village Manager
Village of Lake Barrington
Kevin Richardson, Village President
202-256-4953



JUST IN TIME - MANAGEMENT SERVICES

Under the direction of Bill Balling, WRB, LLC is a regional public management consulting and services firm providing support to local units of government, regional organizations and special service agencies.

Over the past 7 years, we have been retained by over fifty jurisdictions in Cook, Lake, DuPage, Will and Kane Counties, Illinois to provide various management services and studies, meeting specific needs of its clients.



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OBJECTIVE

Address the highest costs of local government through innovation in three key areas:

1. Water infrastructure delivery infrastructure, generally on a regional basis;
2. Public Safety evaluations focusing on emergency communications and fire services but also including police and other forms of emergency response work;
3. High level organization and management services work to improve productivity and performance and senior Manager recruitment.

ABOUT BILL

- Since 2006 Bill has been the Managing Director of WRB, LLC.
- For the past fourteen years, he has accepted assignments with more than eighty local government entities.
- He is involved in all scope of service objectives and coordinates all projects personally.

LEADERSHIP

Bill has made significant contributions to professional local government serving as Buffalo Grove's Village Manager for 29 consecutive years. He guided the growth in Buffalo Grove to three times its original size in land area, infrastructure development, and population.

During that time, Bill served concurrently on the Board of Directors of Northwest Central Dispatch Center in Arlington Heights, twice as its Chairman. He facilitated the agency's broad expansion and three facility enhancements. He also was Chairman of the Northwest Water Commission in Des Plaines, and the Executive Committee Chair for the Solid Waste Agency of Northern Cook County, also in Des Plaines.

Bill has been selected for strategic interim senior level assignments as Village Manager in Lake Barrington, Kildeer, Clarendon Hills, Highwood, and Prospect Heights and as Fire Chief in Elk Grove Village, and Lombard.

EDUCATION

- Bachelor of Liberal Arts
Elmhurst College, Elmhurst, IL
- Master of Public Administration
Northern Illinois University, DeKalb, IL
- Certification, Kellogg Graduate School of Management
Northwestern University, Evanston, IL
- Credentialed Manager
International City/County Management Association

VOLUNTEER

Bill has been recognized twice as Rotarian of the Year; and was named Buffalo Grove Rotarian of the Decade. He is a multiple Paul Harris Fellow in Rotary International. But he finds the most gratification through his participation for the past several years in Rotary District missions to eastern Guatemala.

WATER

Water Supplier Switch • Villages of Morton Grove and Niles • 2018-2020

Morton Grove-Niles Water Commission

This project had price savings objectives as water producers were similar in quality and delivery requirements. This \$108m project began partial service in 2018 and will deliver full-service in early 2020 to all members. It will produce first year and every savings to each member community served by a newly established Water Commission. The project in addition has received three professional awards from the Illinois Section of the American Society of Civil Engineers Association, 2019, The Illinois Section of the American Public Works Association in 2020, and the Illinois Section of the American Society of Consulting Civil Engineers in 2020. This project was a result of a high level of focus, professional involvement, client support, and execution involving engineering, finance, legal, and management.

Lake Michigan Water Delivery • Villages of Lake Villa and Lindenhurst • 2019

Central Lake County Joint Action Water Agency (CLCJAWA)

This group operated initially as an intergovernmental cooperative then transferring to full Membership in the Joint Action Water Agency. In this instance poor ground water quality and limited ground water production required a robust supply of Lake Michigan Water. Core financing was established through a Special Service Area Bond authorization by the County of Lake for 11,000 properties, the largest in the State of Illinois. Both financial and operational objectives were achieved.

Lake Michigan Water Feasibility Study • N/W Lake County Communities • 2017

Villages of Lake Villa, Lindenhurst, Volo, Wauconda, Long Grove, Lake County Grandwood Park, Lake County, Fox Lake Hills, Antioch, Fox Lake, and Lake Zurich, and Hawthorn Woods

The purpose of this study was to identify optimal supplier of Lake Michigan Water from Lake County Water producers including The Central Lake County Joint Action Water Agency in Lake Bluff, the City of North Chicago, The City of Waukegan, and the Lake County Public Water District (Zion). The end product of this initiative produced three water supplier options all constructed and all meeting service and financial objectives involving a North Group a West Group (Volo and Wauconda), and Long Grove through a Lake County system also serving Vernon Hills. This undertaking was preceded with WRB serving as project manager for the Lake County wide regional potable water management plan emphasizing, when in balance, three sustaining supplies of water, Lake Michigan water for larger municipal systems, smaller system public water supplies using both deep and shallow aquifers, and individual private systems using the shallow aquifer.

Water Supplier Negotiations • Cook and Will County Communities • 2016

Villages of Orland Park, Tinley Park, Mokena, New Lenox, and the City of Oak Forest.

Water supplier negotiations with the Village of Oak Lawn supplying to customers purchasing 75% of Oak Lawn capacity and coordination of a \$230m capital improvement initiative. This project involved intense negotiations with Oak Lawn producing three dozen rights to customers and duties of Oak Lawn to project an equitable relationship between supplier and customers and providing safeguards in the construction contracts. It also entailed identifying and implementing the optimal route alignment deferring the decision making to the Villages served.

Northwest Water Commission • Cook County Communities • 1986-2006

Villages of Arlington Heights, Buffalo Grove, Palatine and Wheeling

Planning, design, financing, construction and 20-year operations.

Formula based water supply contract negotiations produced the lowest Lake Michigan wholesale water rate in metropolitan Chicago through 2006 with a 100% performance record in delivery. The system was unique in that it was designed with large diameter piping with limited pumping which produced long term savings to member communities. In 2008 WRB was retained to lead negotiations to a once in 40-year contract opener with the City of Evanston producing a five-year extension and additional savings to member communities of the Northwest Water Commission.

**PUBLIC
SAFETY**

Bill's approach to developing public safety evaluation is both technical and strategic. Strategic planning is centered on identifying sound management strategies and policy strategies applied to the local government. Bill is committed to meeting the expectations of the senior staff and governing leadership.

Regional Emergency Communications. Bill has served in two capacities with DU-COMM, the largest regional emergency communications center in Illinois. The initial contract was to address the extreme size constrained DU-COMM operational facility in Glendale Heights, with the intent to build and maintain Agency consensus for a new facility, and also to build a reliable redundant capacity to accept and dispatch emergency calls for 45 agencies. What resulted was a highly unique building repurposing (abandoned youth detention center to state of the art communication center) of a much larger single facility located on the DuPage County Governmental Campus in Wheaton/Winfield, and an reciprocal backup service agreement with an emerging newer communications center known as the Addison consolidated dispatching center (AC/DC). This initiative involved a clear understanding of the scale and scope of DU-COMM and how this could be creatively organized and implemented with two new intergovernmental partners, the County of DuPage and the Village of Addison. Implementation was highly successful.

DU-COMM also called on Bill for a concurrent assignment for a leadership assessment and executive recruitment for a new DU-COMM Deputy Director. The project included a comprehensive evaluation of the leadership capacity of multiple highly talented in-house command personnel. The result was a highly successful promotion to Deputy Director from a highly qualified in-house candidate who was broadly accepted by the Agency and its Command personnel.

Cooperative Public Safety Services. Bill was retained by the Villages of LaGrange, LaGrange Park, and Western Springs to conduct a cooperative services assessment of all three Police and Fire Departments leading to multiple recommendation including the establishment of a regional communications center and shared detention facility integrating dispatching and detention monitoring services. The new facility is located in the Village of LaGrange.

Decoupling of Joint Fire Services. Bill served as a representative of the Village of Barrington for the successful decoupling of the Barrington Countryside Fire Protection District from the Village of Barrington, meeting the objectives of both the Fire Protection District and the Village and doing so without service interruption.

Police services and Fire Services cooperative initiatives. Bill has been retained through the auspices of the Metropolitan Mayors Caucus to conduct feasibility studies for 17 Police and Fire Agencies located throughout West Cook, South Cook, and Kane Counties to identify synergies and operating strategies to improve deployments and reduce costs.

Fire Department service assessments. Bill has been retained for a full operational assessment of the entire City service platforms and individual but prominent Fire Departments, including the Lombard Fire Department, the Elk Grove Village Fire Department, and the City of Des Plaines Fire Department. Recommendations have led to changes to improve performance and reduce costs in these Departments.

Strategic Planning in emergency services. WRB has led the Strategic Planning work for CENCOM leading to policy recommendations on roles in an emerging county wide dispatching.

MANAGEMENT

Service standards and measurement. While serving as Buffalo Grove's Village Manager, WRB secured one of the first Accredited Public Works Department in Illinois, and established a comprehensive series of operational performance metrics, doing so in a non-union environment.

Comprehensive Operational Assessments and Interim Management. While serving as Interim Village Manager for Prospect Heights, Clarendon Hills, Kildeer, Lake Barrington, and Highwood, Illinois conducted a comprehensive staffing and performance assessment for all municipal departments with specific recommendations on improving output and efficiency. Participated in the selection of the permanent Manager.

Leadership assessment. While serving as a Consultant assisted the Round Lake Beach Police Department with a command assessment and leadership succession plan. A second engagement completed a leadership assessment for the Round Lake Beach Public Works Department.

Intra-department consolidation. While serving as a Consultant restructured the Northbrook Development Department including the presentation of a permit tracking system.

Shared Services. While serving as a Consultant, completed 17 municipal service sharing and consolidation phase one studies to provide a pathway for greater operations efficiency.

Metropolitan planning. Additionally, Bill served for three years as a co-chairman of the Citizen's Advisory Committee to the Chicago Metropolitan Agency for Planning during the creation of the GoTo 2040 Regional Comprehensive Plan, and served on the municipal capacity committee for the CMAP 2050 update.

Bill has also chaired the Committee on Critical Infrastructure for the Metropolitan Mayor's Caucus.

Bill serves as a Bank Director for Northbrook Bank and Trust.

Because of the work in each of these organizations, Bill has a unique perspective on the complex interrelationships of the Chicago business and governmental agendas.