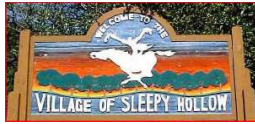




**Sleepy Hollow's Green Communities
Demonstration Program**

**Final Report
July, 2004**

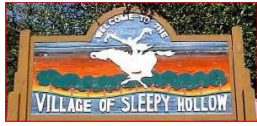




Sleepy Hollow's Green Communities Demonstration Program Final Report

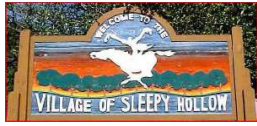
Table of Contents

I. INTRODUCTION	3
II. AN ASSESSMENT OF SLEEPY HOLLOW'S ENVIRONMENT	5
III. THE GRANT APPLICATION.....	12
IV. GRANT APPLICATION APPROVED! (NOW WHAT?).....	12
V. FINDING A FACILITATOR	12
VI. THE FACILITATOR CONTRACT.....	16
VII. RECRUITMENT OF STAKEHOLDERS	17
VIII. THE VISIONING PROCESS	20
IX. A SHARED ENVIRONMENTAL VISION.....	26
X. ACTION PLAN FOR IMPLEMENTING THE GREEN COMMUNITY PLAN.....	28
XI. GREEN COMMUNITIES ENVIRONMENTAL PLANNING PROJECT CELEBRATION	32
XII. SUMMARY OF GREEN COMMUNITIES PLANNING PROJECT COSTS	33
XIII. CONCLUSION:.....	34
XIV. APPENDIX.....	36
BUDGET FOR THE VILLAGE OF SLEEPY HOLLOW	37
FACILITATOR INTERVIEW COMMITTEE	38
LIST OF FACILITATOR PROPOSALS	40
SUMMARY OF COMMUNITY VISIONING FACILITATOR PROPOSALS.....	42
SCORING FOR PROPOSALS	47
SCORESHEET	48
FACILITATOR INTERVIEW QUESTIONS.....	49
PRELIMINARY SCHEDULE.....	51
OPEN HOUSE INVITATION	54
SUMMARY OF PUBLIC CONCERNS FROM COMMUNITY VISIONING	55
QUARTERLY REPORT FOR JANUARY - JUNE, 2003.....	56
QUARTERLY REPORT FOR JULY – SEPTEMBER, 2003	58



Sleepy Hollow's Green Communities Demonstration Program Final Report

QUARTERLY REPORT FOR OCTOBER – DECEMBER, 2003	60
QUARTERLY REPORT FOR JANUARY – MARCH 2004.....	61
QUARTERLY REPORT FOR APRIL – JUNE, 2004	62
SAMPLE FRAMED RECOGNITION	63
FINAL CELEBRATION – JULY 4, 2004	64



Sleepy Hollow's Green Communities Demonstration Program Final Report

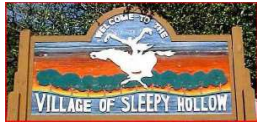
I. Introduction

In October of 2001, The Village of Sleepy Hollow received a letter from Governor Ryan's office announcing the Green Communities Demonstration Program. Those selected for this pilot project would receive grant money to facilitate community-based environmental planning using a collaborative approach. The grant was intended to help communities to develop a vision, long-term goals, and an action plan. Many communities across the state are facing an increasing number of environmental challenges, ranging from protecting natural resources to reducing air pollution from growing traffic congestion to safeguarding water resources from pollutants in storm water runoff. What is often lacking is a comprehensive plan that inventories, evaluates, and thoughtfully addresses the local environment.

Like many small, primarily residential towns, Sleepy Hollow has limited professional and financial resources. The residents who serve on the Board of Trustees and the Planning Commission receive no salary or meeting stipend. They volunteer their time, and their time is limited. The Board is stretched thin dealing with the day-to-day problems of the Village. There is no village manager, no planning department, and no time to do more than just "plug the holes in the dike." Past attempts at planning had fallen short, not only because of the lack of professional staff, money, and technical expertise, but because we lacked the experience in how to successfully negotiate the planning process. Hiring a facilitator allowed us to take the incremental steps so often skipped when time is short and the emphasis is on problem solving.

We needed to understand the issues, identify our common goals and values, and develop workable strategies to help us achieve those goals. A facilitator was needed to reconcile the sometimes opposing viewpoints and different priorities of all the community stakeholders. Too many past efforts had floundered, stymied by dissension and lack of funding or follow up. The Green Communities Grant gave us the opportunity to learn *how* to plan our community's future with confidence in our ability to make wise choices .

Have we solved all of our problems and gift-wrapped a tidy environmental package? No. But we have taken the crucial first steps toward dealing with the environment in a positive context. We have recognized that environmental issues are important and an integral component of the village economy, health, and welfare. We have identified the common values and goals



Sleepy Hollow's Green Communities Demonstration Program Final Report

which unite us, even when we disagree on the strategies to achieve those goals. We have learned that, in order to make good decisions, we need to incorporate environmental education into the planning and decision-making process. And we are hopeful that the public involvement in this project will reinvigorate the planning process, stimulate interest in public service, and serve as a catalyst for networking with residents and other environmental and public interest groups.

In summary, Sleepy Hollow's Green Community Plan is not a final report but the opening chapter in what we anticipate will be an environmental and civic education for the entire community. While we wish we could make our facilitators a permanent part of the staff, we will take what we have learned from them and continue on our own. The Village of Sleepy Hollow is profoundly grateful for the opportunity to be a part of the Green Communities Demonstration Project. We appreciate the grant which funded our planning project and the promise of future assistance in obtaining funding for implementing the plan. It is our sincere wish that, by sharing our experiences, we will have contributed to the knowledge of those charged with administering subsequent grants. And we hope that other small communities will be inspired to step back from the daily barrage of decision-making to assess and plan for the future they want, not just the one that happens.

This report contains a description of Sleepy Hollow's Green Communities Planning Project and an analysis of the successful – and unsuccessful – aspects of the community visioning process. It has been a learning experience. We hope that a description of what we learned will be helpful to others.

Carol Grom
Green Communities Project Coordinator
Sleepy Hollow Board of Trustees
July, 2004



Sleepy Hollow's Green Communities Demonstration Program Final Report

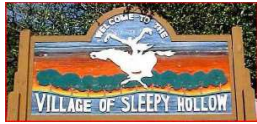
II. An Assessment of Sleepy Hollow's Environment

The Village of Sleepy Hollow, located in northern Kane County in the Fox River Valley, is small, only six square miles, and known for its rustic, small-town charm. It is a quiet oasis in a rapidly changing area where housing developments are fast replacing farms and woodlands. To the north and east is West Dundee, the bustle of traffic along state routes 72 and 31, and Spring Hill Mall. To the south and west is the city of Elgin, the Northwest Tollway, and an industrial park on the other side of the Randall Road growth corridor. Some 3,553 people live here, from young families to retirees, some of them original homeowners from when the Village was first incorporated in 1958.

Sleepy Hollow is a beautiful community rich in open space, hills, creeks and wildlife. It also has deteriorating dams, streams in need of restoration, an excess of mowed turf grass, residents resistant to change, and aging septic systems, among other things. There is no village manager, no planning department and only a small paid staff; the Village has always been run by volunteers, with mixed results. We manage to keep it together, but we never really get around to the kind of long-range planning or in-depth study of issues that needs to be done.



Some of what was built would not meet today's more rigorous environmental standards. Failing septic systems required part of the east side of Sleepy Hollow to be connected to West Dundee's sewer system. Persistent problems with well water caused the Village to purchase water from the city of Elgin. Water quality has been a problem in parts of the Village due to the size and age of water mains; a 10-year water system improvement program was started in 2000. A few homes still have wells and are not connected to the Village water supply. Growth and economic development have been constrained by the lack of adequate water and sewer systems. Today, Sleepy Hollow remains primarily residential, with the only commercial tax base being



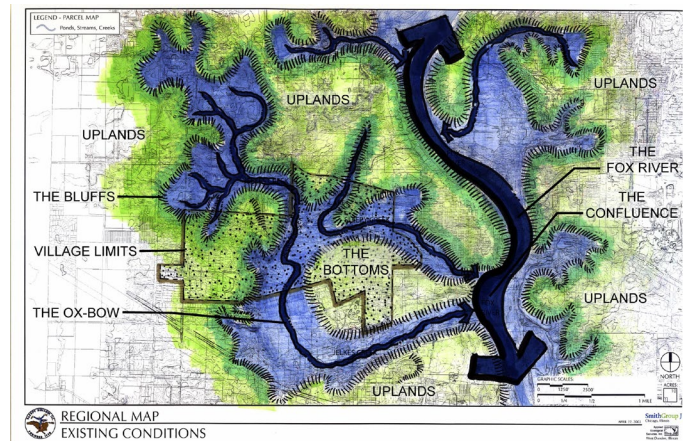
Sleepy Hollow's Green Communities Demonstration Program Final Report

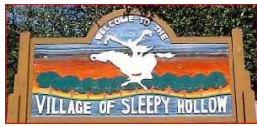
the Verlo mattress factory, Homemakers Furniture, and Randy's Farm Stand. A small commercial development on the north side is in the planning stages.

In addition to a limited tax base, the Village budget has been negatively affected by the rapid growth around us. School District 300, which includes East and West Dundee, Carpentersville, Gilberts, Hampshire, and Algonquin in addition to Sleepy Hollow, is struggling to cope with a rising enrollment. Our residents have seen their property tax bills increase to pay for growth which is outside of their community and over which they have no control. Because tax bills are increasing already, and because of the 5% tax cap, the Village has not imposed a substantial tax hike in years to cover our own increasing costs, much less the additional costs which would be necessary to do comprehensive environmental planning and management.

But Sleepy Hollow is feeling the effects of the surrounding development. The Village incurred substantial engineering costs recently to study and reconfigure stormwater drainage swales overwhelmed by the increase in water flow from the new industrial park to the west. We also contracted with an outside firm to study the effects of development to our north on Jelkes Creek. Pulte Homes purchased a farm containing sensitive environmental areas which was in our comprehensive plan and in our facilities planning area, although outside village boundaries. Because our zoning of that area would only have allowed large lots (1.25 – 4+ acres), Pulte petitioned to annex to West Dundee, and the land was ultimately removed from our facilities planning area. NIPC reasoned that Sleepy Hollow was unable to provide sewer service at this time, although septic systems would have been consistent with the rest of the Village. Sleepy Hollow was sued for \$2.8 million dollars by the developer for contesting the annexation of that land to another municipality, thereby delaying construction. After two years of legal expenses, that suit was settled out of court for \$30,000, paid by the municipal insurance policy.

Sleepy Hollow Road runs through the middle of the village, following the course of Jelkes Creek. Originally an old Indian trail, this



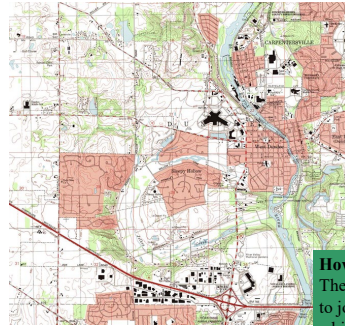


Sleepy Hollow's Green Communities Demonstration Program Final Report

scenic by-way was given the protected status of "Pleasure Driveway" in 2000 to preserve it from the encroachment of nearby development. Still, the road carries more traffic now than ever, and the bridge across Jelkes Creek, which had developed serious structural problems, was replaced in 2003. Other village streets, culverts, and drainage swales have deteriorated as maintenance intervals are stretched. Environmental issues, which are generally perceived as a lower priority than street repairs, can pose a real challenge for non-professionals dealing with a small budget.

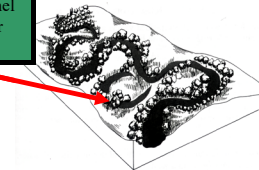
What makes Sleepy Hollow unique is the beauty and diversity of the land. Within a small area there are hills and valleys, streams and woodlands, a number of springs, wetlands, floodplains along an old oxbow of the Fox River, and an abundance of open space and wildlife. Just north of

Unique Topography



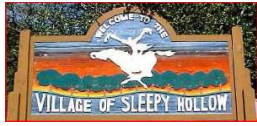
- Oxbow is unique regional feature
- Dramatic bluffs with development
- Upland and Bottomland character
- Glacial legacy
- Impacts air quality (air inversions/leaf burning)

How does an Oxbow form?
The river erodes its outer bank to join the downstream channel while the old path of the river remains.



the village limits is a hillside with two fens and a portion of Jelkes Creek which is currently being developed with homes by Pulte. The Sleepy Hollow Ravine Nature Preserve, which is south of the Village, was saved from destruction a few years ago by the concerted efforts of many people in the public and private sector. The Kane County Forest Preserve tried, but failed so far, to negotiate the purchase of a parcel along Jelkes Creek within Sleepy Hollow. And Dundee Township recently purchased land on our southern border for open space. The Village of Sleepy Hollow has the opportunity and responsibility to plan the restoration and protection of significant portions of both Jelkes and Sleepy creeks as well as other open space which has been somewhat neglected up to now.

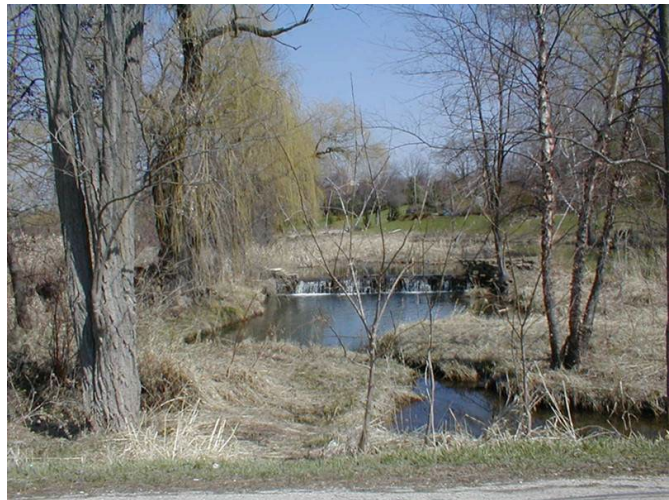
Because Sleepy Hollow has limited professional and financial resources, it has been difficult to adequately assess and evaluate all of the environmental issues. Kane County has provided assistance in some areas and private engineering firms have been hired to study specific problems. The Plan Commission put together a conceptual comprehensive plan in 1995, but

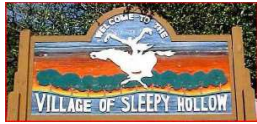


Sleepy Hollow's Green Communities Demonstration Program Final Report

there has been no follow-up or fleshing out of details. No real, in-depth comprehensive planning has been done. The Board of Trustees is stretched thin dealing with the day-to-day operation of the Village. And while the lack of technical and financial expertise has been one deterrent to planning, other stumbling blocks have been funding and the lack of a common vision or consensus on what “should” be done. Some of these issues have come up numerous times without ever being resolved or even clearly defined.

- Aging septic systems and the lack of our own sewer treatment system or transmission capacity pose serious threats to the environment as well as to our financial future. Given the sensitive nature of the streams, wetlands, and springs, it is questionable whether parts of the Village should have ever been developed. Would the advantages of a municipal sewer system justify the high cost to taxpayers who may be satisfied with their current septic systems? Could a sewer line to the Elgin connector be built along Sleepy Hollow Road without damage to our scenic by-way or to Jelkes Creek? What are the likely environmental and financial costs of sewer line construction versus maintenance/replacement of septic systems? Will the sewer line connection and transfer capacity still be available to the Village as Elgin continues to expand development westward, increasing its facilities planning area?
- Should the deteriorating dams along Sleepy Creek -- and, to a lesser extent, Jelkes Creek -- be repaired, replaced, or removed? A preliminary report from an engineering consultant in 2000 outlining the options and cost estimates for three small dams ranged from \$42,000 to \$132,500 per dam. The combination of public and private ownership of the six dams and shoreline along Sleepy Creek has clouded the issue and needs to be resolved. Residents are understandably concerned about the costs, the aesthetics, and the effect of different options on their property values. Dam removal might improve water quality and aquatic habitat, but if only some were removed, any marginal gains might be outweighed by the costs. The

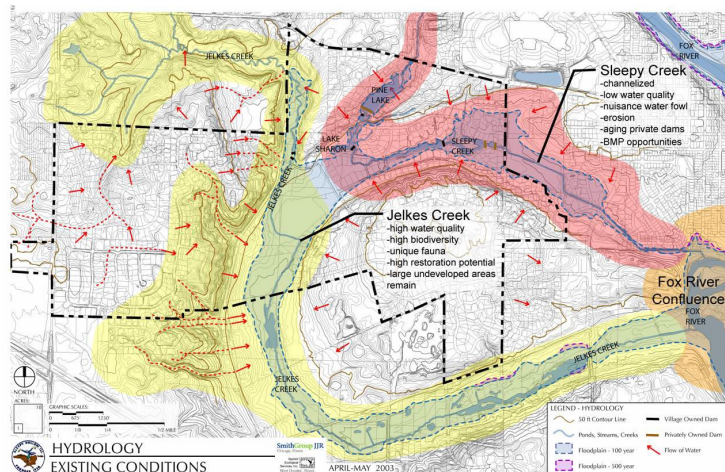


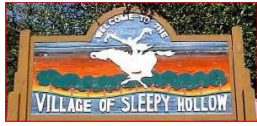


Sleepy Hollow's Green Communities Demonstration Program Final Report

various options need to be evaluated using environmental, engineering, financial, and esthetic criteria.

- To what extent should we attempt to restore and enhance the stream corridors, lakes and wetlands? Leaving aside the issue of costs, is it possible to “restore” natural areas which have been substantially altered or even created? Due to erosion of the stream banks and sedimentation, the creeks are wider and shallower than they used to be, although Jelkes Creek remains a higher quality stream than Sleepy Creek. Would dredging and/or substantial re-grading be necessary in addition to whatever is done with the dams, or would re-contouring of the banks and natural plantings be sufficient? Should any “restoration” efforts be aimed at the original landscaping or a more natural – but still not original – ecosystem? How practical is restoration of the creeks where the publicly owned corridor is narrow and flanked by residential yards? Can the public be educated to appreciate buffer strips of native plants rather than waterfront views of mown lawn?
- Kane County is conducting a regional study of flooding and the interplay between Jelkes and Sleepy Creeks during high water events. How will their recommendations for berm barriers and additional storage fit with Sleepy Hollow's desire for restoration of the stream corridors? The county is seeking to split the cost of a \$60,000 preliminary design and engineering study with Sleepy Hollow, West Dundee, and Dundee Township. The total flood-control project is estimated to be \$190,000. The creation of a wetland mitigation bank along Jelkes Creek may alter the hydrology of the areas in question. Sleepy Hollow is naturally concerned about flood control, but less than enthusiastic about conventional – and expensive – flood control methods.
- How can we manage our open space to encourage public use and enjoyment while enhancing wildlife habitat and natural flood control? There has been no consensus among residents as





Sleepy Hollow's Green Communities Demonstration Program Final Report

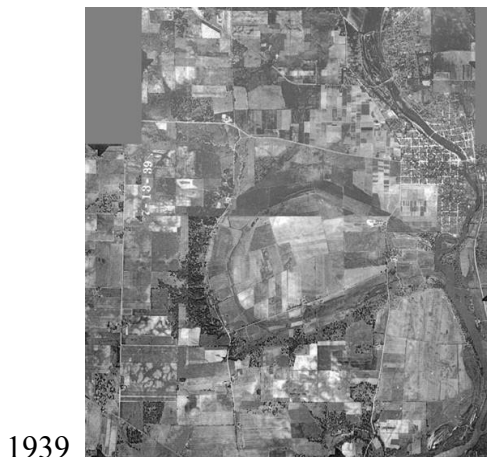
to the introduction of walking paths or the conversion of some areas of mowed turf grass to more natural plantings. Some of the unmowed “natural” areas are really just overgrown, weedy areas rather than native plant communities. Adjacent homeowners have concerns about loss of privacy, increased crime, and changes to the familiar appearance of the land.

- There also has been no consensus on leaf burning and air pollution. Kane County has a ban on residential leaf /landscape waste burning, but it does not apply within municipalities. Because residents are split in their opinions, a non-binding referendum was placed on the ballot in 2002. It failed, and leaf burning is still allowed with some restrictions. Educating the residents about the advantages of alternate means of leaf disposal might reduce the polarization of the issue. Beyond the issue of burning, it is possible that a reduction in emissions into the air could be achieved by reducing the amount of landscaping dedicated to turf grass, which requires frequent mowing to maintain a manicured look. Can we find alternatives which would require less maintenance (labor, gas, water, and chemicals), provide wildlife habitat, and still be aesthetically pleasing?
- What additional means can be used to increase environmental awareness and improve the efficient use of resources? Could more items be recycled and/or solid waste reduced? Would a Village recycling center be feasible? Other possibilities include a program to educate staff and residents as to “green” purchasing choices, reduced use of lawn chemicals, composting, and eco-friendly landscaping; involving volunteers in the care of open space areas; and attempting to create a village wide emphasis on routinely incorporating environmental criteria into every municipal and personal decision.
- Rapid growth in the area will likely continue to have measurable effects on the region’s natural systems. While the Fox River and its tributaries are regional resources which flow through numerous towns, jurisdiction for land use planning and development strategies remains largely municipal rather than regional. Without a strong regional voice, Sleepy Hollow’s environment will continue to degrade due to adjacent growth and development, ultimately changing the quality of life characteristics that the Village was founded on. Kane County is completing their 2030 Plan, the Fox River Ecosystem Partnership is promoting the Integrated Management Plan for the Fox River, and various other regional planning agencies have attempted to address the issue of regional planning. But compliance is voluntary, and



Sleepy Hollow's Green Communities Demonstration Program Final Report

cooperation is not fostered by economic competition for development and tax revenues.



1939

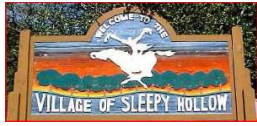


1974



1999

- Sleepy Hollow owns both large and small tracts of open space, most with limited development potential but high ecological value. Much of it is not accessible, defined, or utilized by the general public. There are no paths or signs. The lack of landscape diversity within the parks is not conducive to public use. Non-landscaped areas are more neglected than natural. Over thirty years ago, the Village of Sleepy Hollow passed an ordinance declaring the entire village to be a wildlife sanctuary. While the management of our open space has not always been conducive to that ideal, it shows that Sleepy Hollow does value



Sleepy Hollow's Green Communities Demonstration Program Final Report

the environment and does want to do the “right thing.” Our community has much to learn – and unlearn – about the complexity of ecosystems and how to be good stewards.

III. The Grant Application

In November of 2001, a Village trustee attended an information session about the Green Communities Demonstration Program. With six months experience as a trustee, four years on a faltering Planning Commission, and no knowledge of how to write a grant proposal, it was a long shot at best. Sleepy Hollow does not have a village manager or professional planning department. After weeks of labor, the resulting application represented the experiences, perceptions, and hopes of one person. Letters of support were solicited from the community. The Village Board approved the finished application and it was submitted in February of 2002, with high hopes but low expectations.

IV. Grant Application Approved! (Now what?)

In May of 2002, a letter was received from IEPA Director Renee Cipriano: “On behalf of Governor Ryan, I am pleased to inform you that the Village of Sleepy Hollow’s Green Communities grant application for \$68,000 has been approved.” Apparently, the grant selection committee recognized the sincerity and need inherent in our application. Or maybe our small size and lack of professional expertise made us an ideal candidate for a demonstration project. Celebration! (Now what?)

V. Finding a Facilitator

While writing the grant application, the trustee had researched facilitators and costs, and was variously advised that a facilitator could be expected to charge anywhere from \$15,000 to \$80,000, or \$100/hour, or \$1,000/day. (That made estimating a budget difficult.) The grant application packet listed resources for locating community visioning facilitators, including the Laboratory for Community and Economic Development at the University of Illinois at Urbana-



Sleepy Hollow's Green Communities Demonstration Program Final Report

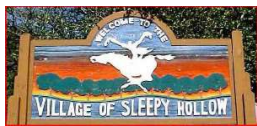
Champaign. But the contact person there seemed unfamiliar with the program, and referred inquiries to the Extension Office. The Extension Office was unable to help or recommend facilitators, either, and seemed genuinely surprised that we had been referred to them.

A request to the IEPA Project Coordinator for guidance on what qualifications were required for the community visioning facilitator left us somewhat confused. The facilitator needed to have experience with community visioning, and experience in managing group dynamics and consensus building. He did not need to have any experience or expertise in environmental issues. We had hoped to find someone with a strong planning and environmental background who was willing to include an educational component on environmental issues as part of the planning process. Suggestions were requested from neighboring villages and the county planning department. A number of local firms were recommended.

A Request for Proposal was posted on the Illinois Municipal League website, published in the newspapers and the IML magazine, and mailed to those facilitators who had been recommended to the Village, or who had contacted the Village to express interest. Those responding were sent a copy of Sleepy Hollow's grant application, which contained the general background information necessary to write a proposal, and a description of the Green Communities Demonstration Program Grant requirements in 35 Ill. Adm. Code 887. They were advised that the Village would be looking for a suggested structure, process, educational component, and available services. As a small village with limited staff and resources, we would expect the selected facilitator to work with us closely and "walk" us through the planning process. The end product should be a comprehensive environmental plan based on community education and visioning as well as technical expertise. The \$65,000 in the budget for the facilitator was a fixed amount; no additional funds were available. (Some \$3,000 was set aside for the Village's use for printing, copying, postage, and other project costs.) Because the budget was set, our goal was to select the facilitator that seemed most likely to deliver the amount and type of assistance needed and to get the best package deal for the available funds.

Request for Proposal: Community Visioning Facilitator

The **Village of Sleepy Hollow** (pop. 3,553) is requesting proposals for development of a comprehensive environmental plan through a visioning process led by a community visioning facilitator. The planning process



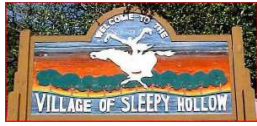
Sleepy Hollow's Green Communities Demonstration Program Final Report

should include an educational component and use of technical consultants as necessary. Funding is through a Green Communities Demonstration Program Grant, so the facilitator and planning process must meet all requirements as set forth in 35 Ill. Adm. Code 887. The facilitator must have experience in designing an effective community visioning process, recruiting and keeping individuals involved in the process, and facilitating large meetings of diverse stakeholders. A strong interest in and understanding of environmental issues would be helpful. (A sense of humor, a thick hide, and the ability to walk on water is a plus!) For more information, contact Ellen Volkening, Director of Administration and Finance, Village of Sleepy Hollow, 1 Thorobred Lane, Sleepy Hollow, IL 60118; phone (847) 428-2266 ext. 12.

The results of the Request for Proposal were somewhat surprising. Seven proposals were received, none from the locally recommended firms. Since they did not respond, it was unclear why there was a lack of interest. It may have been a lack of familiarity with the Green Communities Program and the community visioning process, a perceived potential drain on company resources, or the insistence on a comprehensive contract. In one case, a local firm “disqualified” themselves due to a conflict of interest; they were currently under contract to a firm involved in a lawsuit against the Village. In any case, no time was wasted tracking down the unwilling. But we did receive proposals from several large Chicago area firms, a one-man firm with an impressive background, and several out-of-state firms. (See Appendix, pp.38-50)

The proposals were scored in ten categories: location/availability, costs, qualifications, suggested process, degree of community involvement, educational element, technical expertise, environmental emphasis, grant requirements, and objective/product. Based on their scores, the top two facilitator candidates were selected for interviews on December 4, 2002. Both were Chicago area firms, but there were substantial differences in resources, style, and timetable.

The Project Coordinator reviewed the proposals, scored them based on the criteria listed, and recommended the top two candidates be interviewed by a Facilitator Interview Committee. The Board of Trustees and several local leaders were asked to help select the facilitator. Based on interest and availability, eight people agreed to serve on the committee: two Trustees, a former Trustee (currently the Township Supervisor), two members of the Planning Commission, and two residents. They were each given a packet containing a description of the Green Communities Demonstration Program, a copy of Sleepy Hollow's grant application, a summary of all the proposals received and their ratings, and the proposals from the top two candidates.



Sleepy Hollow's Green Communities Demonstration Program Final Report

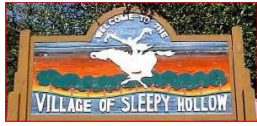
The letter included in the packets advised that, in evaluating the two proposals, the committee should keep in mind the criteria listed in the grant description, our application, and the score sheet. We were not hiring someone to come up with a plan for us; we were hiring a facilitator to help us – the entire community – to look at our environmental assets and liabilities, our options, and our dreams for our community, and then to create a long-term, comprehensive environmental plan.

The first candidate was Facilitated Solutions International, a new one-man firm created by Hall Healy. Mr. Healy has 30 years of experience conducting facilitating and planning activities, fourteen of them in the environmental engineering business. He has worked with the U.S. Army Corps of Engineers, IDNR, NIPC, the Nature Conservancy, and the Chicago Academy of Sciences. He contacted Sleepy Hollow after learning of the Green Communities Grant award.

Facilitated Solutions International proposed a one year project from preparation to final plan, including monthly oversight meetings, four to six large group meetings, and education during meetings or in separate workshops. The emphasis would be on facilitating and providing support for the planning process.

The second candidate was SmithGroup JJR Incorporated, with Greg Calpino, ASLA, as Project Leader. SmithGroup has 40 years experience in open space, natural resource, and community planning teaming landscape architects, urban planners, civil engineers, and environmental scientists. They have done community planning with public input as well as environmental planning. The West Dundee office of Applied Ecological Services would provide local assistance. An extensive projects list included Evanston, South Lakefront (Chicago), Elgin Parks Master Plan, and Butterfield Creek Watershed Program. AES has worked on projects in conservation design, wetland mitigation banking, and reclamation/restoration of disturbed landscapes and stream banks.

SmithGroup JJR proposed a six month project, including a natural systems inventory and assessment, monthly leadership team meetings, a two-day community visioning meeting followed by two open house meetings to disseminate information and review progress on the plan, and preparation of the final plan. Their emphasis seemed to be more on creating a concept plan with public visioning input rather than just facilitating the planning process of the residents.



Sleepy Hollow's Green Communities Demonstration Program Final Report

We had some concerns about whether the short timetable would be a good fit for the slower pace of volunteer efforts in the Village, and whether an educational component could be included in the planning process. But the technical expertise and resources available to the team were impressive.

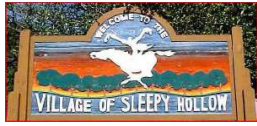
After interviewing the two candidates, the Committee was split. Several members favored the slower, more process-oriented style of the first candidate. But others preferred the enthusiasm and visual presentation of the second candidate. Discussion centered around the following issues, in addition to the original selection criteria:

- While a longer time frame might ensure a more thorough community wide forum, it would be more difficult to sustain interest in the planning process.
- Who would be responsible for determining what information and documents were necessary, and procuring them if the Village did not have them?
- How could the interest and participation of the stakeholders be enlisted in such a way as to ensure a representative vision, while precluding the undue “weighting” of the opinions of the few?
- There was concern about who would do the actual writing, compiling, and producing of the plan. It is difficult for a volunteer committee to write anything without the burden falling disproportionately on one person.

In the end, the Selection Committee voted to go with SmithGroup JJR based mainly on resources, enthusiasm, and style. It is probable that, to some degree, the choice of this facilitating team influenced the outcome of the community visioning process. The answer you get depends on the question asked, which is, in turn, shaped by the knowledge and experience of the one who frames the question. The team from SmithGroup had a landscape architect, an environmental biologist, and a strong background in planning.

VI. The Facilitator Contract

A recommendation was made to the Board, approved, and a contract drafted by SmithGroup. That brought the next set of problems. While it was made clear in the beginning that the grant would be disbursed in lump sums of 50% at the beginning, 40% at the midpoint, and 10% upon



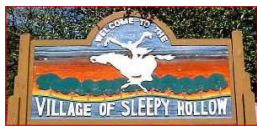
Sleepy Hollow's Green Communities Demonstration Program Final Report

completion, the standard contract form did not lend itself to the terms of the grant. The first draft of the contract required monthly payments in proportion to services performed, with unpaid balances subject to a monthly finance charge, and recovery of full damages for non-payment of invoices. That posed a dilemma for Sleepy Hollow because the general provisions of the grant contained in 35 Ill. Adm. Code 887.240(d) and 887.325 stated that payment of grant funds is subject to the availability of funding and that the grantee assumes the entire risk for performance of any contract. Sleepy Hollow was unwilling to sign any agreement that would leave them holding the bag in the event that the state's financial difficulties delayed or ended disbursement of grant funds. There was no money in the budget to cover such a possibility, and the very fact that it was spelled out so clearly raised anxiety levels about proceeding. SmithGroup was reluctant to sign an agreement without the usual penalty clauses for non-payment or breach of contract. A compromise was eventually worked out that was mutually agreeable, but it involved delays, confusion, and nearly \$1200 in legal expenses – not an auspicious start.

The Scope of Services was modified to extend the timetable to eight months to allow time for additional resident meetings and/or educational seminars. That turned out to be insufficient for any extra meetings, as the time required to plan for the public meetings, receive feedback, and prepare materials was more than anticipated. Scheduling became a problem, as facilitators and Core Team members had other obligations at work, within the Village, and at home. The turnaround time for receiving tallies of the public feedback after the open houses was slower than anticipated, leaving less time to incorporate the data into the plan before the next open house. The structure and timetable of the planning process were set by the terms of the contract. A greater familiarity with the realities of public visioning and community-based planning would have led the Village to seek a longer time frame to allow for more communication and discussion of the issues.

VII. Recruitment of Stakeholders

The Facilitator Selection Committee became the base for the core planning leadership team. The Core Team grew to ten people, with the addition of two new trustees. Some members were more active than others, attending all or most of the meetings. Others contributed



Sleepy Hollow's Green Communities Demonstration Program Final Report

comments via e-mail. (A large part of the communications between the facilitators and Core Team members was necessarily through e-mail, which raised questions about compliance with the Open Meetings Act. All meetings were posted and minutes filed, however.) A list of more than 40 knowledgeable, long-term residents and community leaders was assembled for interviews by the facilitator team. Not all of them were available, but enough to give the facilitators considerable background information and insight into the problems and needs of Sleepy Hollow. Maps, documents, resident surveys, and other information were collected to assess environmental strengths and challenges.

The first Green Communities Project Open House was held in the Sleepy Hollow Elementary School gym over a three day period (April 30th, May 1st and May 3rd, 2003) to present the findings and to record community input on issues and priorities. Invitations were mailed to approximately 120 stakeholders (80 households) including current and former village officials, the interview list, Kane County Board members and planning staff, neighboring officials, and the local schools. (See Appendix, p.54) A few teachers were notified by email and asked to share the invitation with their students. The local newspapers were contacted, and they carried announcements and several articles about the Open House and the Green Communities Planning Project. Notice of the Open House appeared in the Village newsletter, in the minutes of the Board meetings, and on the water bills. Signs were posted at the entrances to the Village several days prior to the event.

At the Open House, maps, photos, and information summarizing the data collected so far were on display. A presentation on the Green Communities grant, the facilitation process, and the purpose of the planning project was made, along with a power point slide show on the natural history and environmental features of the community. Some possible choices were outlined, using examples from other villages. The formal presentation concluded with an explanation of how the audience could use colored stickers to indicate on the display boards which issues were most important to them and which possibilities they would like to see implemented in Sleepy Hollow. The audience then dispersed to "vote" on their choices, ask questions of the Core team and facilitators present, and informally discuss the issues in small groups. Some 110 residents participated in these large group meetings.



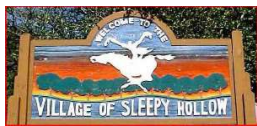
Sleepy Hollow's Green Communities Demonstration Program Final Report

Results of the community “votes” were tabulated and used to help formulate a draft vision statement and planning principles to guide future decisions. Comment sheets were available at the Open House, and letters and emails were encouraged, also. Some of the power point slides were posted on the Village web site, with response mechanisms.

The second public Open House was held on two days (July 17th and 19th) at the Sleepy Hollow Fire Station garage to present the draft vision statement, planning principles, and focus areas. Invitations were sent to all participants to date and to those who had indicated interest. Again, articles were sent to the newspapers, and notices appeared in the Village newsletter, in Board meeting minutes, on the web site, and on the water bills. Signs were posted at the entrances to the Village. Approximately 70 people attended, despite pouring rain and miserable humidity. Each participant was given five green and five red stickers to affix to the displays to indicate which ideas they liked or disliked. Written, verbal, and email comments were solicited afterwards.

The third and final Open House was held at the school on October 2, 2003. Invitations were mailed to every address in the Village, to neighboring villages, and state and local officials. Press releases were sent out, and notices posted at the Village Hall, at the entrances, and on the web site. All of the cumulative information was on display, as well as refinements of the proposed focus areas and environmental guidelines. After a presentation on the results of the planning process so far, the floor was opened to comments and questions from the audience. Some were issue specific, while others related to costs, funding, and next steps. A text handout of the presentation and a comment sheet were handed out at the conclusion. Attendance was approximately 60 people for this one night meeting.

Every effort was made to recruit and retain resident participation in the visioning process. Short of a roadblock on the main street, it is not clear what other methods could have been used. Some 160 people participated over the course of the planning project, which is a reasonable turnout. But it was somewhat disheartening to encounter residents along the way who were unfamiliar with the project, or who had not participated because they did not think it involved their area. At the final celebration on July 4, 2004, many residents stopped to comment favorably on the experience, and to ask the status of current efforts. Others stopped to ask what



Sleepy Hollow's Green Communities Demonstration Program Final Report

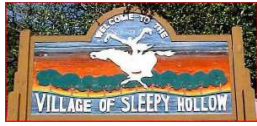
the Green Communities Planning Project was. A few stopped just long enough to enjoy the refreshments and to enter the drawing.

VIII. The Visioning Process

The community visioning process, while a valuable planning tool, did not turn out quite as expected. The environmental problems and challenges outlined in the grant application, which were essentially the work of one trustee, were not always the same as those identified in the community's visioning process. In the initial interviews, the facilitators asked about the primary value of the community, what is and is not working, perceived impediments to the greening of Sleepy Hollow, what would improve the Village, and concerns about the planning process. Combined with the maps, surveys, and other data collected, the responses were used to compile a list of issues and possibilities for the first public open house. They included the categories of clean water, clean air, natural areas protection and restoration, green space development, compatible growth and development, environmental education, and renewable energy and waste reduction. (See appendix, p.55)

The list of issues selected focused on the protection and restoration of natural areas and green space development. There was less interest in the less visible infrastructure issues of water supply, septic and sanitary sewers, and management of storm water and flooding. (The facilitators checked the Kane County Health Department records for recent septic system failures and, finding none, concluded that this was not a serious problem.) In analyzing the results of the public concerns and issues, we reached the following conclusions:

- The terms "Green Communities" and "environmental planning" predisposed the public to think in terms of green spaces and the natural environment. The average resident does not spend much time thinking about septic or sewer systems until they malfunction. Nor is there much recognition of the fact that what works now may not work in the future, i.e., the average 30-year life span of a septic system. Not a problem, not a priority.
- The professional background and experience of the facilitating team were largely in park planning and restoration of natural areas. This may have influenced the questions asked



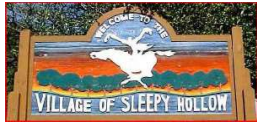
Sleepy Hollow's Green Communities Demonstration Program Final Report

and the interpretation of the answers, and therefore, the direction and framing of the visioning process.

- The public is only marginally aware of the long term issues of infrastructure and economic development and how they relate to one another. It is hardly surprising, then, that the stakeholders would be simultaneously in favor of “no or limited commercial development” and “increase the tax base.”
- The greatest number of responses came in reference to the most recent “hot button” issues, such as dam removal or repair, public trails and access, and the possible development of land that is now a wooded area with a creek and farm fields.

The results of the first public open house presented the Core Team with a number of problems. There was concern that the visioning process was dealing with the environment in only a superficial manner. The restoration and development of streams, open space, and parks are important, but there are other issues that need to be included in a comprehensive environmental plan. “Controlling nuisance waterfowl” seemed to generate as much interest as “update sanitary system – replace septic with sewer” or “storm sewer capacities and connections.”

The facilitators used colored dot stickers to allow the open house participants to indicate which issues were most important to them and which possibilities they would like to see implemented in Sleepy Hollow. Each person was given five dots to place on the display boards. While most people distributed their dots over a number of issues, there were a significant number of single-issue folks (mostly those in favor of restoring the dams) who skewed the vote by placing all of their dots on one issue or statement. There was no mechanism to distinguish between widely held opinions (many dots represents many people) and strongly held opinions (many dots represents all the dots of a few people). In addition, strong responses to some issues, such as “leaf burning guidelines”, were not entirely clear as to intent. Did the placement of a dot indicate a desire to ban leaf burning, or to keep leaf burning with certain guidelines/restrictions? The dot system needed to be refined.



Sleepy Hollow's Green Communities Demonstration Program Final Report

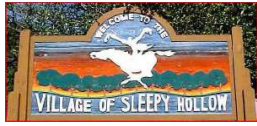
The second public open house built on the information collected and the community visioning to develop preliminary system plans (natural, built, and behavioral), focus area plans, and a draft vision statement and guiding principles. Opportunities and ideas were presented based on the community values and priorities. The challenge was to synthesize a vision statement that coherently expressed the core values and ideals of the community without overstating the case, or including too much detail. It must be clearly recognizable as Sleepy Hollow's vision, not a generic statement that would apply equally well to any community. And it must be simply stated, with no professional "jargon." Every resident of the community should be able to read, understand, and identify with it.



The draft vision statement put forth by the facilitators was heavy on jargon and sounded generic to the Core Team. But our attempts were equally clumsy. The first draft of the vision statement was too long. The facilitators pressed for a single sentence, but the Core Team wanted more detail. So the compromise was the Vision Statement accompanied by the Guiding Principles.

Public input at the second open house was revised to give each person five green dots to affix to the concepts they liked, and five red dots to affix to those that they did not like. Language was refined to clarify some issues and added to flesh out earlier concepts. Tallies of the dots confirmed that we were on the right track, but also confirmed that there were some contentious issues where no consensus was building.

In sorting out the results of the open house and other public input, there was a temptation to interpret and "shape" the emerging community vision to fit the "environmentally correct" views of the greener members of the Core Team. For the most part, we resisted that temptation. Issues that were perceived to be important, but which drew only minor public interest or support were included in a section on best management practices and green planning guidelines. It was



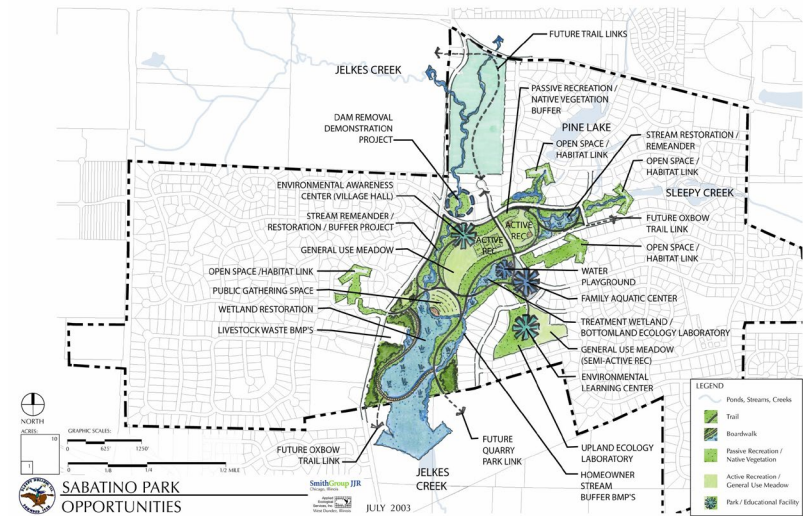
Sleepy Hollow's Green Communities Demonstration Program Final Report

obvious that some issues needed more work and community education than was allowed for within the time frame of the visioning process.

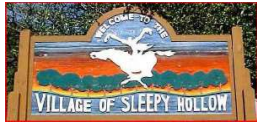
In some cases, we had to “agree to disagree” or defer decision making to the future. For example, the fate of the dams along Sleepy Creek rated high in interest and emotion. We agreed that it was an important issue deserving of more time and study before making any decision. Therefore, while the Guiding Principles recognizes the importance of environmental restoration, protection and enhancement, the Action Plan calls for organizing an educational seminar on dams and completing a comprehensive analysis of publicly owned dams to assess the best long and short-term management strategy. Because Sleepy Creek runs through a residential area, a site on Jelkes Creek near the Village Hall was selected for a demonstration project.

A demonstration project near the Village Hall will serve to improve the environment and educate the public on the possibilities. It may include a small dam removal or modification (possibly a rock ramp to improve fish passage), a rain garden to capture runoff, stream bank restoration, planting a buffer strip of native plants along Jelkes Creek, etc. Selection of the Village Hall area for a demonstration project serves three purposes:

1. The demonstration project will protect, restore and enhance a channelized section of Jelkes Creek, to improve water quality and wildlife habitat and to reduce flooding.
2. The project will serve as an educational resource to the residents for best management practices and landscaping ideas.
3. The project will allay some of the fears associated with restoration projects and the change from traditional landscaping to more environmentally



friendly native plantings. For those who are afraid that dam removal will mean ugly mud flats, a demonstration project will show what removal or modification of the



Sleepy Hollow's Green Communities Demonstration Program Final Report

dams on Sleepy Creek near their homes might look like. For those who think that a buffer strip of native plants will look weedy and obscure creek views, a demonstration project can show how aesthetically pleasing a natural planting can be.

Trouble in Green Acres . . .

Midway through the visioning process, friction developed between the facilitating team and the Core Team over the scope and direction of the plan and the increasing disengagement of the lead facilitators. It was apparent that other projects were demanding their time and attention, and that they wanted to finish up Sleepy Hollow's planning process quickly. The planning process, which had originally been scheduled to conclude in October of 2003, would go longer. This was not due to any delays on Sleepy Hollow's part, but more to the scheduling creep that occurs when a dozen people try to find a mutually agreeable meeting date.

At the meeting prior to the third open house, it became clear that there was a problem. Three of the four facilitators were absent, the second absence for the lead facilitator. Material to be reviewed by the Core Team before the meeting arrived via e-mail only a few hours before the meeting, leaving no time to adequately prepare. The quality of work suggested a "cut and paste" approach. Parts of the document did not accurately reflect the public input or prior team meetings. Clearly, it was time for a shift in strategy.

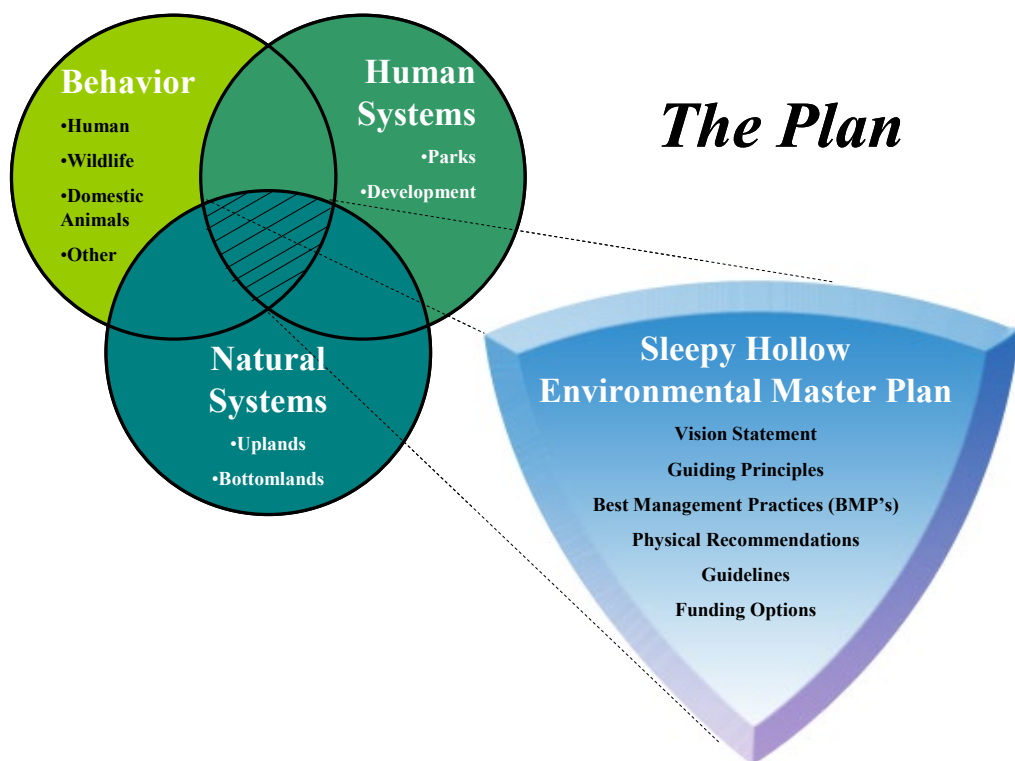
In a letter to the lead facilitator, the Sleepy Hollow Project Coordinator requested substantial changes and a return to the basic premises of the visioning process. We need "to walk a fine line between trying to educate the community on environmental issues (to improve management practices) and listening to what the community wants. The community's vision may not – does not – always reflect the "correct" environmental choice. In some cases, more time and effort may bring us closer together on the issues. In others, there may never be a consensus. So we have to decide whether the long term plan is based more on expert advice or residents' preferences, or – hopefully – some combination of the two." It was important that the plan not overstate, or co-opt, the expression of the community's vision. Somewhat reluctantly, some of the Core Team members found themselves having to stand up for views diametrically opposed to their own. Revisions were made before the third and final open house to ensure that

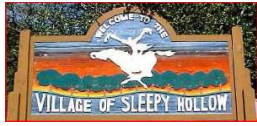


Sleepy Hollow's Green Communities Demonstration Program Final Report

a fair and accurate account of the community's vision was portrayed. But the dynamics of the group had changed.

Recognizing that stronger leadership was called for, the Core Team took over more of the writing and editing of the plan. A tendency to defer to the "professionals" gave way to a new – and somewhat uncomfortable – assertiveness. There was one final meeting with the facilitators after the third and final open house to review the public comments and finalize what should be included in the finished document. Work on the action plan continued, with the Core Team meeting once more to review progress on the plan. Much of the editing and revisions were done via e-mail. Three drafts later, the plan was completed just before the end of 2003. Printed copies of the final plan were received from the facilitators in January of 2004, and the plan was approved by the Sleepy Hollow Board of Trustees on January 19, 2004.





Sleepy Hollow's Green Communities Demonstration Program Final Report

IX. A Shared Environmental Vision

The Vision Statement and Guiding Principles were developed from the expressed values community. With the Planning Guidelines, Best Management Practices, and Physical Recommendations outlined in the Plan, they will provide a foundation for future decision-making in Sleepy Hollow.

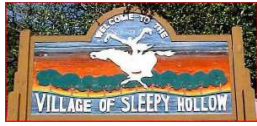


The Vision . . .

The protection and promotion of a peaceful quality of life through respect, education, and a community partnership encompassing air, land, water, plants and wildlife as integral and fragile components of our unique oxbow community.

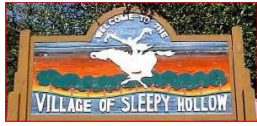
Guiding Principles:

- **Promote Lifelong Learning and Education** - Seek to educate ourselves on the natural systems which exist and how they work, including geology, hydrology, and ecology. Promote Best Management Practices through education and demonstration projects;
- **Advocate Human and Natural Balance** - Try to understand and balance the complex interrelations between environmental, economic, and cultural needs;
- **Provide Diverse Recreational Opportunities** - Make provisions for both natural and landscaped areas to meet the desire for solitude and social recreation. Promote a healthy lifestyle by creating walking and biking paths where appropriate;
- **Encourage Environmentally-Sensitive Design, Planning and Maintenance** -Place all decisions regarding development, purchases, and maintenance in an environmental context;
- **Recognize the Value of Natural Systems** -Reduce flooding and erosion by enhancing the natural flood control systems of wetlands and meandering streams with banks protected by deep-rooted native plants;



Sleepy Hollow's Green Communities Demonstration Program Final Report

- **Protect Community and Property Value** - Recognize that protection of our natural assets is an investment in the economic health of our community and in the value of our private property;
- **Reduce Impact** – Encourage the use of products and practices which do not contribute to air and water pollution;
- **Encourage Energy and Resource Conservation** – Seek to enhance energy efficiency through energy-efficient designs. Reduce dependence on resources through efficient planning layouts (e.g., roads), use of recycled building materials, and by relying more on natural systems rather than built systems (e.g., storm sewers);
- **Environmental Protection and Enhancement** – Protect, restore, and enhance our streams, woodlands and other open space areas to improve water quality, wildlife habitat and species diversity, and recreational opportunities. Environmental stewardship is fundamental to responsible development;
- **Promote a Convenient and Alternative Transportation System** – Seek to enhance options that offer alternatives to personal automobiles. Options to consider range from interconnected walkways to bicycle paths;
- **Develop Relationships** - Build cooperative partnerships and networks with neighboring municipalities, other governmental agencies, environmental groups, schools and other educational organizations, and community volunteers; and
- **Sustain the Balance** - Develop and practice a sustainable environmental ethic that serves the needs of our residents while preserving the health and natural beauty of the declared wildlife sanctuary which is the Village of Sleepy Hollow.



Sleepy Hollow's Green Communities Demonstration Program Final Report

X. Action Plan for Implementing the Green Community Plan

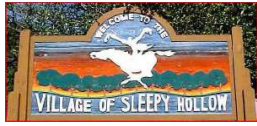
Within One Year:

Administrative:

- Adopt the Green Community Plan;
- Set up an advisory group (Green Community Committee) to:
 - Explore the possibility of conducting a tree survey/natural resource inventory
 - Research energy efficiency improvements in Village facilities
 - Look into "green" products, purchases, and practices
 - Coordinate volunteer efforts of Service Club, environmental organizations, and individuals;
- Adopt the Integrated Management Plan for the Fox River Watershed;
- Become a part of Chicago Wilderness, the Fox River Ecosystem Partnership, Fox Valley Land Foundation or other organizations that can provide inspiration, expertise, and funding assistance;
- Incorporate the Green Community Plan into the Village's new Comprehensive Plan;
- Contact the American Planning Association for model ordinance language for conservation design zoning ordinance revisions;
- Acquire trail easement on Jaclay Ct. to Michalski property.

Financial:

- Restructure the budget to include line items for proper maintenance of open space and seed money to be set aside for matching grants;
- Invite local regulators/grant funding source officials (IDNR, EPA, Kane County) for a Village meeting on the unique natural resources of the region and need for grant funds to meet the potential of the plan;
- Pursue grant funding for at least one demonstration project to jumpstart the Green Community process;



Sleepy Hollow's Green Communities Demonstration Program Final Report

- Investigate the requirements for setting up a not-for-profit organization to assist in fundraising and management for open space;
- Examine the use of impact fees, permitting fees, or other funds to pay for expert analysis (environmental and economic) of any development plans. This will allow for an unbiased assessment of the proposal.

Outreach/Education:

- Put the Green Community Plan on the internet;
- Integrate the excellent natural resources of Sleepy Hollow into educational programs in the Village through partnerships with schools and volunteer/sponsored workshops for the homeowners;
- Recruit a network of consultants and volunteers to work on open space projects;
- Organize an educational seminar on dams.

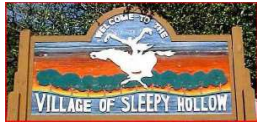
Physical Improvements:

- Select and plan a successful demonstration project to jump-start the Green Community process. This project should be within one of the focus areas identified in the plan and include a small trail, restoration effort or educational opportunity on public property. The removal of the dam on public property near the Village Hall would also be a suitable project to gather public opinion and guide future decision making on other dams in Sleepy Hollow that are in need of repair and ongoing maintenance;
- Clean up and assess playground area in Saddle Club Park;
- Mark access to open space green corridors;
- Create and distribute maps showing open space and access points;
- Clean up and remove debris or inappropriate items from open space areas.

Within Three to Five Years:

Administrative:

- Partner with adjacent communities to implement Green Community Goals;



Sleepy Hollow's Green Communities Demonstration Program Final Report

- Complete a comprehensive analysis of publicly owned dams in Sleepy Hollow to assess the best long and short-term management strategy. Assessment should incorporate significant public input, including that of potentially impacted landowners.
- Develop alternative leaf and yard waste management programs, including educational materials on their benefits, to offer alternatives to leaf burning for residents;
- Adapt purchase procedures and forms to consider environmental impact;
- Revise zoning ordinance to require conservation design and development as described in Green Community Planning Guidelines;

Financial:

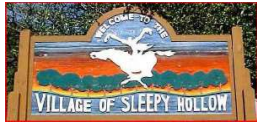
- Create or partner with a not-for-profit organization to assist, fund and guide the management of open spaces and potential revenues;
- Pursue grant funding (and see above, budget matching funds) for creation of a Best Practices Manual for the citizens of the Village or the County;
- Budget money for the delineation and proper maintenance of open spaces;
- Budget money for a comprehensive dam management plan;
- Place a Village referendum on the ballot for bond issue to fund improvements.

Outreach/Education:

- Create an open space network or volunteer group;
- Provide Village incentives for native landscaping, retrofitting existing ponds, and for conservation developments;
- Complete an energy audit for the Village and provide information to homeowners on energy efficiency;
- Complete community assessment of dam options and prioritize action to be taken.

Physical Improvements:

- Begin work on initial stages of Sabatino Park and Saddle Club Park focus areas;



Sleepy Hollow's Green Communities Demonstration Program Final Report

- Implement alternative leaf and yard waste management programs, including educational materials on their benefits, to offer alternatives to leaf burning, with a goal of reducing leaf burning-related air pollution by 50%;
- Implement portions of the comprehensive dam management plan.

Within Five to Ten Years:

Administrative:

- Update the Green Community Plan.

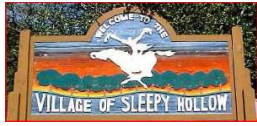
Physical Improvements:

- Continue work on Sabatino Park and Saddle Club Park focus areas in stages, as funding is available;
- Achieve Class B status for Jelkes Creek in Sleepy Hollow;
- Eliminate leaf burning in Sleepy Hollow;
- Implement comprehensive dam management plan.

Within Ten to Twenty Years:

Physical Improvements:

- Complete focus area projects;
- Improve water quality in Sleepy Creek.



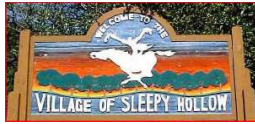
Sleepy Hollow's Green Communities Demonstration Program Final Report

XI. Green Communities Environmental Planning Project Celebration Village of Sleepy Hollow July 4, 2004

The final celebration for Sleepy Hollow's Green Communities Environmental Planning Project was held on July 4, 2004 as part of the community-wide celebration. The 4th of July is the single largest event in the Village, drawing hundreds of residents during the day and thousands for the fireworks in the evening. The all-day festivities, which are planned by the Sleepy Hollow Service Club, include a Fun-Run in the morning, followed by a Fishing Derby at Lake Sharon, a parade, food, games, music, and fireworks. The Green Communities Project Celebration was planned to take advantage of the large turnout.

Because a main emphasis of our Plan is education and environmental stewardship, a display booth was set up with copies of the Green Communities Plan, the Integrated Management Plan for the Fox River Watershed, the Green Resource Notebook, and lots of handouts on everything from environmentally friendly landscaping to septic system maintenance. Two Core Team members brought their non-polluting, rechargeable electric lawn mower to show. In addition, there were 30 purchased or donated environmental items on display which were given away in a drawing at the end of the day. (See Appendix, p.64.)

During the day, an announcement was made concerning the presentation of the plaque from the Illinois Environmental Protection Agency recognizing the Village's planning effort. The members of the Core Planning Team were honored with framed certificates of appreciation (Appendix, p.63). And those members who worked the hardest, attending all or most of the meetings and open houses, writing the vision statement, and editing the drafts of the Plan, were given glass globes in recognition of their efforts to "Think globally, act locally." Cake and lemonade were served to celebrate the completion of the Green Communities Planning Project.



Sleepy Hollow's Green Communities Demonstration Program Final Report

XII. Summary of Green Communities Planning Project Costs Village of Sleepy Hollow 2002 – 2004

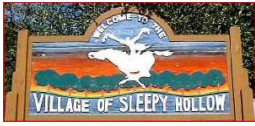
Green Communities Grant	\$68,000.00
Interest earned (2002-2004)	<u>+ 456.61</u>
Total Funds Available	\$68,456.61

Costs:

Facilitators (SmithGroup JJR, Inc.)	\$65,000.00
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Village of Sleepy Hollow

Ad, Request for Proposal	\$30.00
Legal fees (contract)	\$1,189.00
Postage, mailings	\$558.29
Office supplies (labels, envelopes, etc.)	\$93.89
Printing and copying (Office Max)	\$1,043.14
Final Celebration	\$511.88
Recognitions	\$175.22
Banner for display booth	\$126.00
Refreshments	\$103.61
Educational display/drawing	\$107.05
Total Village funds spent	\$3,456.20
Total Costs of Visioning/Planning Project	\$68,456.20
Remaining Funds	\$.41



Sleepy Hollow's Green Communities Demonstration Program Final Report

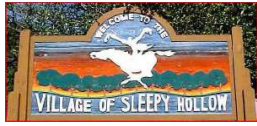
XIII. Conclusion

The Green Communities Environmental Planning Project has been invaluable in helping Sleepy Hollow identify and voice its shared values and ideals. While past disagreements have focused on our differences, the community visioning process showed us just how much we have in common. Most of the residents were drawn to the area by the spacious lots and natural beauty. There is a genuine desire to take care of the environment, even when there is a lack of understanding or agreement on the best way to do so. And there is measured support for expending the resources necessary to restore and protect our natural areas. Best of all, there is interest in learning more about it.

The grant funded part of the planning process is complete. But we recognize that there is more to do. There are issues in need of further study. There are committees to recruit and networks to form. There are problems to solve - as always - with not enough time or money. But now we have a structure and a framework that we did not have before. We have learned a lot. And we will learn more as we go.

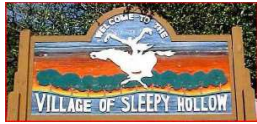
Despite the time and effort invested every step of the way, some things could have been done better. The first time you do something is always the hardest. Unfortunately, you only get one time for some things. So here is what we want to pass on:

- More information and guidance at the very beginning of the process would have been helpful. There was no help in locating or choosing a facilitator, or even in identifying the qualifications and experience necessary to conduct a successful community visioning process.
- The facilitator will, in most cases, determine the structure, focus, and style of the planning process. Thus, selection of the right facilitator is crucial to the success of the project. We all see the world through the prism of our experiences. A facilitator with a management background will focus on the process. A facilitator with a background in landscape architecture will focus on park development. And a facilitator with a strong background in planning will want to create a plan.



Sleepy Hollow's Green Communities Demonstration Program Final Report

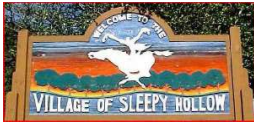
- The contract and scope of services for the facilitator is signed before the process is even begun. But the terms of the contract will determine the time frame and number of meetings, which will restrict what can be accomplished. Once set, it is difficult to alter.
- Everything will take much longer than you think. We had hoped to include an educational component in the planning process, but there was not time. A year or longer time frame would have been more realistic. There was barely time to analyze the data from one open house and plan for the next one, let alone set up educational seminars to delve into the issues.
- The amount of volunteer hours required, even with a professional facilitator, was grossly underestimated. In our grant application, we included in the “matching funds” some 100 hours for the Community Liaison/Project Coordinator and 240 hours for the Committee. Including meetings, open houses, correspondence, reports, writing and editing of the plan, and planning and execution of the final celebration, the project coordinator alone put in close to ten times the estimated hours over the two year span of the project.
- If no education on the issues is included, then the community visioning will only document and preserve environmental illiteracy. However, trying to educate the stakeholders during the visioning process may be viewed as an attempt to manipulate the results or impose an agenda.
- Consensus is difficult to define and more difficult to reach on some issues. Setting standards at the beginning for the necessary level of agreement (60%? 75%? 80%?) would provide a way to measure progress and forego endless debate.
- Based on Sleepy Hollow's experience, a pure community visioning process may not be the most effective way to do long-term environmental planning. A superficial understanding of complex issues does not lend itself to comprehensive planning. While it is important to involve the residents in the decision-making process, it is an exercise in futility to expect them to come up with long-term solutions to problems that they do not understand, and may not even be aware of. A modified visioning process to identify shared community values followed by a professionally guided planning process with limited public input might be more productive.



Sleepy Hollow's Green Communities Demonstration Program Final Report

XIV. Appendix

BUDGET FOR THE VILLAGE OF SLEEPY HOLLOW	37
FACILITATOR INTERVIEW COMMITTEE.....	38
LIST OF FACILITATOR PROPOSALS.....	40
SUMMARY OF COMMUNITY VISIONING FACILITATOR PROPOSALS	42
SCORING FOR PROPOSALS	47
SCORESHEET	48
FACILITATOR INTERVIEW QUESTIONS	49
PRELIMINARY SCHEDULE	51
OPEN HOUSE INVITATION.....	54
SUMMARY OF PUBLIC CONCERNS FROM COMMUNITY VISIONING.....	55
QUARTERLY REPORT FOR JANUARY - JUNE, 2003.....	56
QUARTERLY REPORT FOR JULY – SEPTEMBER, 2003.....	58
QUARTERLY REPORT FOR OCTOBER – DECEMBER, 2003.....	60
QUARTERLY REPORT FOR JANUARY – MARCH 2004.....	61
QUARTERLY REPORT FOR APRIL – JUNE, 2004.....	62
SAMPLE FRAMED RECOGNITION	63
FINAL CELEBRATION – JULY 4, 2004	64



**Sleepy Hollow's Green Communities Demonstration Program
Final Report
Budget for the Village of Sleepy Hollow**

Expense	Grant	Match	Source of Match
<u>Direct Labor – Salaries & Wages</u> (breakdown by position)			
Community Liaison (Trustee Grom)			
100 hours @ \$10.00/hr	0	\$1,000	Volunteer/Sleepy Hollow
Planning Committee, 240+ hours @ \$10/hr	0	\$2,400	Volunteer/Sleepy Hollow
Administrator Volkening, 39 hours @ \$18.74/	0	\$731	Village of Sleepy Hollow
Clerical (Hogg) 117 hours @ \$9.85/hr	0	\$1152	Village of Sleepy Hollow
<u>Fringe Benefits</u> (Social security, Retirement and health benefits)			
Community Liaison (Grom)	0	0	Volunteer/Sleepy Hollow
Planning Committee	0	0	Volunteer/Sleepy Hollow
Administrator Volkening, 39 hours @\$8.36/hr	0	\$326	Village of Sleepy Hollow
Clerical (Hogg) 117 hours @ \$.78	0	\$91	Village of Sleepy Hollow
<u>Facilitator & Other Professional Fees (# of hours @ hourly rate)</u>			
Facilitator: 650 hours @ \$100/hr	\$65,000	0	
<u>Direct Labor Subtotal</u>	\$65,000	\$5,700	Village of Sleepy Hollow
<u>Other Direct Costs</u>			
<u>Travel</u>	0	0	
<u>Printing & copying</u>	\$1,000	0	
<u>Supplies/materials</u> (necessary for Project)	\$500	0	
<u>Public involvement and outreach</u> Activities (including postage)	\$1,500	0	
<u>Other Direct Costs Subtotal</u>	\$3,000	0	
<u>Total Expenses</u> (Direct Labor & Other direct costs)	\$68,000	\$5,700	Village of Sleepy Hollow
Grant Request	\$68,000	\$5,700	Village of Sleepy Hollow



Sleepy Hollow's Green Communities Demonstration Program Final Report

Facilitator Interview Committee

November 24, 2002

To: The Facilitator Interview Committee
Re: Preparation/Background Packets

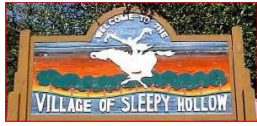
Thank you for agreeing to participate in the December 4th interviews of the top two candidates for facilitator of our community based environmental planning project. This packet contains all the background material needed to prepare for the interviews.

Don't panic! You do not have to read every word! Just look it over enough that you understand the intent of the Green Communities Grant and feel prepared to ask questions.

This packet contains:

- 1) A description of the Green Communities Demonstration Program: what it is, what types of activities it funds, and what it does not fund.
- 2) A copy of Sleepy Hollow's application (minus the letters of support) which was given to those firms interested in offering a proposal to tell them what we were interested in. Do take time to read this, as it outlines what we hope to accomplish with this process.
- 3) A brief summary of all the proposals received, with ratings, to explain how these two firms were selected for interviews.
- 4) The proposal from SmithGroup JJR (Gregg Calpino, project lead); this does not include all the background material submitted on personnel or a complete description of representative projects.
- 5) The proposal from Facilitated Solutions International (Hall Healy, principal); again, this does not include all background materials submitted.

In evaluating the two proposals, keep in mind the criteria listed in the grant description, our application, and the proposal score sheet. We are not hiring someone to come up with a plan for us. We are hiring a facilitator to help us -- the entire community -- look at our environmental assets and liabilities, our options, and our dreams for our community, and then create a long-term, comprehensive environmental plan. We need someone to lead us through the process of community recruitment, education on the issues, and facilitation of diverse stakeholder meetings. To succeed, we need to have the support of community leaders and strong community involvement at every step of the planning process so that the plan reflects a shared vision for the future. The final product will not be detailed engineering plans or blueprints, but a thoughtful plan based on an educated understanding of the issues that can be used to make decisions, guide development, and seek funding for implementation. Less tangible, but no less important, will be an enriched civic infrastructure, an involved community that has learned how to plan and how to work together to solve problems.

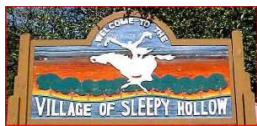


Sleepy Hollow's Green Communities Demonstration Program Final Report

The first interview on December 4th will be with Gregg Calpino of SmithGroup JJR, at 7:30 p.m. He will have an opportunity to present any additional details or materials, and then we will ask questions or discuss the options. Hall Healy of Facilitated Solutions International will follow at 8:30. Then we can discuss what recommendation to make to the Village Board.

If you have any questions, please call me at 428-4064. I appreciate your help in making this important decision.

Thanks,
Carol Grom



Sleepy Hollow's Green Communities Demonstration Program Final Report

List of Facilitator Proposals

Green Communities Grant Community Visioning Facilitator Proposals

A Request for Proposal (RFP) was placed on the Illinois Municipal League (IML) website and in the newspapers the first week of August. Letters of inquiry were sent to selected firms that had been recommended to us by Kane County or knowledgeable individuals in the community. (See list of Recommended Facilitators.) Those responding were sent a copy of Sleepy Hollow's grant application, which contains the general and background information necessary to write a proposal. Questions were handled by Ellen or Carol. Proposals were requested by September 20, 2002.

Proposals were received from the following firms:

1. Facilitated Solutions International
543 Woodlawn Avenue
Glencoe, IL 60022
Hall Healy, Principal
2. SmithGroup JJR Incorporated
30 West Monroe, Suite 1010
Chicago, IL 60603
Greg F. Calpino, ASLA, Associate

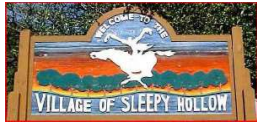
Applied Ecological Services, Inc. (Local Consultant)
West Dundee, IL office
Mark O'Leary, MS; John D. Eppich, P.E., Ph.D.; Steven I. Apfelbaum, MS

3. URS Corporation
122 South Michigan Ave., Suite 1920
Chicago, IL 60603
Stina Fish, Project Manager

Kathy Schaeffer and Associates, Inc. (Facilitators)
208 S. LaSalle St., Suite 1360
Chicago, IL 60604

4. GreenPlay LLC
3050 Industrial Lane, Suite 200
Broomfield, Colorado 80020
Joni M. Palmer, Project Lead and Primary Consultant

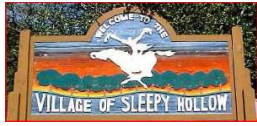
Conservation Design Forum (Local Partner)



Sleepy Hollow's Green Communities Demonstration Program Final Report

375 W. First St.
Elmhurst, IL 60126

5. National Civic League
1445 Market St., Suite 300
Denver, Colorado, 80202
Amy L. Swiatek, Senior Program Associate of Community Services
 6. The Rensselaerville Institute
3665 Juniata St.
St. Louis, MO 63116
Meg Renner, Director, St. Louis Office
 7. Lewis B. Freeman & Partners, Inc.
2601 S. Bayshore Dr., Suite 1900
Miami, Florida 33133
Marta Alfonso, Principal
- Meridian International Group, Inc. (Consultants)
P.O. Box 331990
Miami, Florida 33133
Esther Monzon-Aguirre, Principal



Sleepy Hollow's Green Communities Demonstration Program Final Report

Summary of Community Visioning Facilitator Proposals For Green Communities Grant

1. Facilitated Solutions International; Hall Healy, Principal

Location: Local, in Glencoe, IL

Partner: None specified; willing to help locate and work with available consultants from other organizations for education/technical expertise; has contacts of his own in addition to those we locate

Objective: 20 to 30 year consensus-driven comprehensive environmental plan

Scope of Work: Interview stakeholders, create small oversight and large public teams, conduct visioning process incorporating an educational component, and develop plan which meets grant requirements and can be used to seek funding for implementation
Estimated timetable: Approximately 1 year, including preparation to development of final plan; monthly oversight meetings, 4 to 6 large group meetings (education included, or in separate workshops)

Project Costs: \$68,000, including 650 hours @ \$100/hr. for Facilitator + \$3,000 for public outreach, printing, and supplies; meets grant budget; fees payable upon completion of tasks in the same proportion (40%/40%/10%) as funds received from the State – consultant will not invoice for any services until Village has received funds for those services

Additional Options: Assistance with follow-up progress reports and planning, assistance with up-dating Comprehensive Plan, assistance in using completed plan to seek funding

Qualifications: 30 years conducting facilitating and planning activities, 14 of them in the environmental engineering business; has facilitated planning projects between the U.S. Army Corps of Engineers, Chicago District and the Waukegan Harbor Citizens Advisory Group, IDNR and NIPC; has conducted facilitation projects for the Nature Conservancy, Institute of Cultural Affairs/City of Chicago, the Civic Alliance of New York City (future of World Trade Center site), corporations, boards of trustees, and trade associations; has served as a member of the Board of Trustees of the Nature Conservancy (12 years) and the Chicago Academy of Sciences (9 years); extensive resume and projects list; formed own company in 2002; has a BA in Political Science and MBA (Executive Program) from the University of Chicago; has visited Sleepy Hollow and discussed project needs with Trustee Grom.

Comments: Emphasis would be on facilitating the planning process and working with us to ensure that final plan meets our needs and has the necessary support to be a useful blueprint for action and for seeking funding for future implementation. More of a one-man show, but Mr. Healy is committed to spending considerable time on this. He is eager to make a success of his new facilitation firm, and we could be just the “showcase project” he needs. Understands and is willing to work with uncertainties of state funding.



Sleepy Hollow's Green Communities Demonstration Program Final Report

2. SmithGroup JJR Incorporated; Greg Calpino, ASLA, Project Lead

Location: Local, in Chicago, IL

Partner: Applied Ecological Services, Inc. in West Dundee

Objective: Comprehensive environmental plan

Scope of Work: Generally, public involvement, facilitation and education; natural systems inventory and assessment; water resource planning; community planning, identification of grants and other funding opportunities; formal, detailed Scope of Services available if selected for project

Estimated Timetable: Approximately 6 months, including preparation to development of final plan; monthly leadership team meetings, two-day visioning meeting followed by two one-day open house meetings to disseminate information and review progress of work

Project Costs: Not included; they are aware of \$68,000 limit of grant

Additional Options: Powerpoint presentation

Qualifications: JJR has 40 years experience in open space, natural resource, and community planning teaming landscape architects, urban planners, civil engineers, and environmental scientists; they have done community planning with public input as well as environmental planning. AES would provide local assistance. Extensive projects list, including Evanston, South Lakefront (Chicago), Elgin Parks Master Plan, and Butterfield Creek Watershed Program (Cook and Will Counties). AES has worked on projects in conservation development (Prairie Crossing), wetland mitigation banking (St. Charles Park District – Otter Creek), and reclamation/restoration of disturbed landscapes and streambanks (Chicago Botanic Garden). Greg Calpino has a BS in Landscape Architecture from UW.

Comments: Emphasis would be on doing a professional plan with short public visioning input; facilitation of planning process by residents less a priority. Proposal sounds promising but is somewhat lacking in detail. Their short timetable may not be a good fit for the slower pace of the Village. But they have a great deal of technical expertise on call.

3. URS Corporation; Stina Fish, Project Manager (Environmental Planner)

Location: Local, in Chicago, Illinois

Partner: Kathy Schaeffer & Associates; Facilitators

Objective: Comprehensive Environmental Vision Plan with implementation and funding strategy

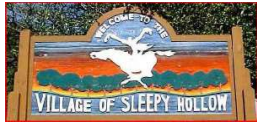
Scope of Work: Grant management, public outreach, creation of environmental vision plan, strategies for implementation

Estimated Timetable: None given; would include three to five small advisory group meetings and one community wide meeting

Project Costs: Not specified; within \$68,000 grant

Additional Options: Implementation, including ongoing facilitation, access and administration of outside funding, engineering design, resource conservation and development planning

Qualifications: URS is one of the largest engineering/architecture firms in the world, with 300 offices in 38 countries. The Chicago office has 25 years of experience and 250 employees. They command the resources to bring an interdisciplinary approach to planning and design.



Sleepy Hollow's Green Communities Demonstration Program Final Report

Stina Fish, the designated project manager, has 3 years of experience as an environmental planner. Kathy Schaeffer and Associates, inc., who are to facilitate the community visioning, are a public relations and public affairs firm with eight years experience. Locally, URS has worked on Brownfield Redevelopment in LaPorte, Indiana, a redevelopment plan for the area surrounding a train station in University Park, a public involvement plan for U.S. Steel Gary Works, a development study for Woodstock, and is currently working on an urban revitalization program (including administering a Green Communities Grant) for the Village of Robbins.

Comments: An urban planning team with considerable resources, emphasis on urban renewal; project list did not include extensive environmental/open space planning or emphasis on community based planning

4. Green Play LLC; Joni M. Palmer, Project Lead

Location: Broomfield, Colorado

Partners: Barbara Heller, GreenPlay Consultant in Chicago and Conservation Design Forum, Elmhurst

Objective: Comprehensive environmental plan

Scope of Work: Generally, inventory and analysis of existing maps and data, facilitation of community visioning, educational sessions, creation of comprehensive environmental plan; scope of work to be clarified and refined in initial meetings

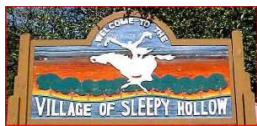
Estimated Timetable: Approximately one year, including 9 meetings; will utilize telephone calls, conference calls, email, and face-to-face meetings

Project Costs: \$68,000, including approximately 700 combined hours (\$58,750), \$1,750 for materials and documents, and \$7,500 for travel expenses. Materials and services outside of pre-specified scope of work, including extra requested copies and printing of work products, may entail additional charges. Invoice for payment submitted monthly, with invoices past due over 60 days accruing 1.5% interest per month.

Additional Options: Not specified

Qualifications: Joni Palmer, MLA, ASLS, has 10 years experience in comprehensive planning and community visioning, with design firms and public agencies. She has taught landscape architecture and environmental studies classes at a number of universities, and is currently a Visiting Assistant Professor at University of Colorado at Boulder. Barbara Heller has 27 years of experience working in the parks and recreation field, currently working as Executive Director for the Elk Grove Park District. She has a bachelor's degree in Recreation and Park Administration and a master's degree in Public Administration, and has facilitated many community meetings related to planning, visioning, and park development. Conservation Design Forum is a consulting firm in environmental planning and ecological inventory and analysis. CDF has worked on an Alternative Futures Analysis for Blackberry Creek in Kane Co., Pratt's Wayne Forest Preserve Master Plan in DuPage Co., and Kishwaukee River Corridor Plan in McHenry Co. They also have extensive ecological restoration experience.

Comments: Team has adequate qualifications and experience, but expects a great deal of support from Village staff in the way of time and data (maps, inventories, planning documents, budgets, etc.). Coordination of long distance planning via telephone and email seems difficult. Billing system does not indicate flexibility needed to deal with delays in grant payments.



Sleepy Hollow's Green Communities Demonstration Program Final Report

5. National Civic League; Amy L. Swiatek, Project Lead

Location: Denver, Colorado

Partner: None

Objective: Environmental strategic plan with recommended action steps for implementation and entities responsible for implementation

Scope of Work: Consensus on a community-wide environmental vision and plan with strategies for implementation; selection and facilitation of planning process with stakeholders; details to be worked out in initial meetings

Estimated timetable: 15 to 16 months, depending on spacing of meetings; includes 5 Initiating Committee meetings and 13 Stakeholder meeting (2 educational)

Project Costs: Estimated total of \$63,828.00 includes \$43,000.00 for personnel and \$20,828.00 for travel expenses; additional meetings extra; writing final report extra \$7,500; Village to supply offices and staff (a half-time person at minimum) to support logistical and communication needs

Additional Options: Additional meetings at any stage; writing final report and supplying it on disc; \$1,080 - \$6,120 for Media Package; \$1,800 - \$2,700 for Website Design Package

Qualification: NCL has 108 years of experience in working with communities around the country to bridge the disconnect between local government and its constituents. Amy L. Swiatek, facilitator and lead consultant, has a background in community development and planning, and has worked with a number of leadership training programs; listed as lead on one project. She has a BS in biology and women's studies, and has taken graduate courses in nonprofit management, community analysis and organizing, etc.; she has also served on a national advisory council and in Africa with the Peace Corps. NCL's list of current and past projects includes mainly civic infrastructure development and training, civic health assessment, and community planning.

Comments: Emphasis would be on community involvement and facilitation of planning process. Project list does not include extensive environmental /open space planning; experience is primarily in neighborhood revitalization. Possible problem areas include: cost over-runs, long distance coordination, and reliance on Village staff support.

6. The Rensselaerville Institute; Meg Renner, Director

Location: St. Louis, Missouri

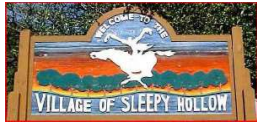
Partner: None

Objective: Comprehensive environmental plan ready for implementation

Scope of Work: Facilitate community visioning and planning through use of Real Time Community Change Framework, which teaches how to do results-oriented planning; use of mentoring and coaching to develop community confidence and capacity to complete and take ownership of environmental plan.

Estimated Timetable: None given; after initial interviews and meeting, includes two-day community session followed by small committee meetings

Project Costs: \$62,250.00, including \$55,350 in fees for services (2), \$5,900 for travel expenses, and \$1,000 for materials; does not include creation of final environmental plan or presentation, which is the responsibility of the Village



Sleepy Hollow's Green Communities Demonstration Program Final Report

Additional Options: TRI Product Warranty: Should the agreed upon results not be realized (given sufficient customer time and priority), TRI will either refund the fees for services or repeat or augment services.

Qualifications: The Rennselaerville Institute is a not-for-profit educational center with 5 offices nationwide. They provide support and training in how to clarify goals and identify steps to be taken. Meg Renner has 5 years of experience with TRI and a master's degree in education. Jim Moore has been with TRI for 3 years and has a BA in philosophy. He has 10 years experience as a community advocate and is a strong facilitator. The Real Time Community Change Framework has been used in Atlanta, Washington, DC, West Virginia, Texas and New Mexico.

Comments: Emphasis on empowerment, attitude change, and results oriented planning; may be an effective method for change, but metaphor-laden description and lack of detail make it difficult to tell. Project list does not include any mention of environmental planning. Problems include long distance coordination and a do-it-yourself orientation that may not provide sufficient help in creating a plan.

7. Lewis B. Freeman & Partners, Inc.; Marta Alfonso, Principal

Location: Miami, Florida

Partner: Meridian International Group, Inc., Miami, Florida

Objective: Conduct Charette/Visioning Process to form Master Plan

Scope of Work: Pre-Charette planning and inventory of data; interviews of stakeholders; a four day Charette/ community visioning session; draft and review Master Plan; present final report

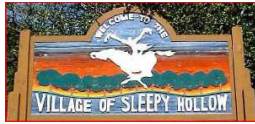
Estimated Timetable: Seven weeks, including three meetings with Board or Team, 4-day community visioning, and completion of Master Plan.

Project Costs: \$60,000 in professional fees, travel expenses not to exceed \$10,000 and any additional expenses to be pre-approved by the Village

Additional Options: Not specified

Qualifications: Lewis B. Freeman & Partners, Inc. has been providing comprehensive consulting services to both the public and private sector for 10 years. Marta Alfonso, Principal, is a lawyer and CPA who has managerial experience with the U.S. Dept of Housing and Urban Development and the Federal Housing Administration. Meridian International Group, Inc. is a corporate/government relations firm that will supply consultants in management, planning, and environmental science. Project list for LBF reflects mainly grant compliance reviews, all in Florida. Project list for MIG is for government procurement management, strategic planning, and governmental relations consulting.

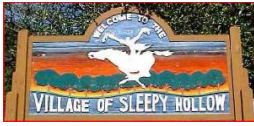
Comments: A cut and past proposal that describes an urban planning process, including buildings and architecture, parks, street networks, traffic and parking conditions, land uses, urban form, infrastructure, and landscaping. Does not appear to meet requirements of Village RFP or grant, aside from obvious problems with distance, costs, and staff involvement.



Sleepy Hollow's Green Communities Demonstration Program Final Report

Scoring for Proposals

		Points:
1. Location/Availability:	Distant; relies on conference calls, e-mail	1
(Choose one)	Some travel required	2
	Local; no travel expenses	3
2. Costs:	Does not exceed budget	1
	Inclusive; not a lot of extras	1
	Flexible; subject to grant availability	1
3. Qualifications:	Community visioning facilitator	1
	Education, background and experience	1
	Related projects list	1
4. Process:	Clearly defined; understandable	1
	Practical; feasible for volunteers	1
	Limited demands on staff	1
5. Community Involvement:	Limited	1
(Choose one)	Moderate	2
	Substantial	3
6. Educational Element:	Limited	1
(Choose one)	Moderate	2
	Substantial	3
7. Technical Expertise:	Not mentioned, or minimal	1
(Choose one)	Available, or assistance in locating	2
	On staff	3
8. Environmental Emphasis:	Minimal	1
(Choose one)	Moderate	2
	Substantial	3
9. Grant:	Meets legal requirements	1
	Honors intent of grant	1
	Ease of quarterly reporting	1
10. Objective / Product:	Clearly defined	1
	Meets needs of the Village	1
	Ready to implement and/or seek funding	1
	Total Points Possible:	30



Sleepy Hollow's Green Communities Demonstration Program Final Report

Scoresheet

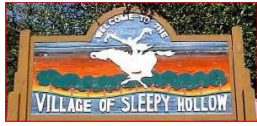
	<u>1*</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>Total</u>
1. Facilitated Solutions	3	3	3	3	3	3	2	2	3	3	28
2. SmithGroup JJR	3	1	3	3	2	2	3	3	3	3	26
3. URS Corp.	3	1	2	2	2	1	3	2	2	3	21
4. GreenPlay LLC	1	1	3	2	3	3	3	2	2	2	22
5. National Civic League	1	0	2	3	3	3	1	1	3	2	19
6. Rensselaerville Institute	2	2	1	2	2	1	1	1	2	0	14
7. Lewis B. Freeman	1	0	1	0	1	0	1	1	1	0	6

Recommendation: Request interview with Facilitated Solutions and SmithGroup JJR

Carol Grom

*Scoring Categories (1 – 3 points each)

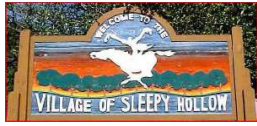
1. Location / Availability
2. Costs
3. Qualifications
4. Process
5. Community Involvement
6. Educational Element
7. Technical Expertise
8. Environmental Emphasis
9. Grant
10. Objective / Product



Sleepy Hollow's Green Communities Demonstration Program Final Report

Facilitator Interview Questions

1. *Can you provide us with documentation demonstrating that you meet the minimum qualifications of a Community Visioning Facilitator as set forth in 35 Ill. Adm. Code 887.105?*
2. What degree of public involvement do you foresee in developing an environmental plan through the community visioning process? How and in what way would the public be involved?
3. What would be the estimated timeline for the entire process, including research and preparation, meetings, and preparation of the final plan?
4. How would you incorporate an educational element into the community visioning process so that the plan reflects a reasonable understanding of the problems and issues addressed?
5. The IEPA, as the grant provider, has agreed to provide technical support to aid in identifying and assessing the community's environmental conditions, including compiling and analyzing information regarding trends, issues and influences that could affect environmental conditions. Kane County has also offered their assistance with maps and data. What type of information do you think will be needed, and how would you propose to obtain it?
6. The \$68,000 grant is the total amount available for the community visioning process. How would you structure the budget to cover your time and expenses, the costs of any additional professional help or education, public outreach, printing and supplies, etc.? What services, if any, would not be included in the contract, or available only as an additional option?
7. The first installment of the grant has been received, with additional installments of 40% and 10% due at the midpoint and the conclusion of the process, subject to the availability of funding. How would billing and paperwork from your firm be handled? Are you willing to invoice for services as funds are received?
8. The community visioning process will rely primarily on volunteers, which means evenings and weekends. How available will you be for those hours? Do you anticipate any scheduling problems that would require the use of another facilitator?
9. We have a small staff, limited equipment, and space constraints. What tasks would the Village need to do and what would be handled by your firm? How would you suggest structuring the work to minimize the demands on our staff?



Sleepy Hollow's Green Communities Demonstration Program Final Report

10. What outcome or product could we reasonably expect to achieve through the community visioning process? Does your proposal include producing a finished plan and report? In what form?



Sleepy Hollow's Green Communities Demonstration Program Final Report

SmithGroup, JJR, Inc.

Preliminary Schedule

March 10, 2003

Phase One – Project Initiation, Discovery and Visioning (Two months – March, April 2003)

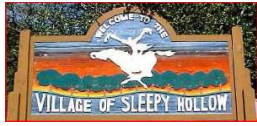
- 1.1 Assist the Client in identifying a Leadership Team or Steering Committee. This should be a small group of approximately five individuals who will provide guidance to JJR and will make key decisions throughout the process.
- 1.2 Kick-off meeting with Client and Leadership Team/Steering Committee
Meeting March 10, 2003
- 1.3 Assist the Client in development of an outreach process to recruit stakeholders and to form and retain a stakeholder group of approximately 60-80 people. This stakeholder group will help to draft a community vision, develop project goals and strategies and action steps to achieve those goals.
- 1.4 One or two days of one-on-one interviews or focus group meetings with stakeholders.
Meeting (Interviews) March 26, 2003 and March 31, 2003
- 1.5 Data gathering and synthesis.
Work Progress Weeks of March 10 – April 22, 2003
- 1.6 Internal review of data with Client
Meeting April 22, 2003
- 1.7 Public Visioning Forum/Summit
 - Three-day event in Sleepy Hollow
 - Invited local/regional experts will demonstrate applicable findings from other communities that could be considered in Sleepy Hollow
 - Includes stakeholders and representatives from surrounding communities, Kane County and other public entities
 - Assemble additional data from area residents based on local knowledge of area
 - Virtual tour of the community through photographs
 - Develop vision statement and planning principles to guide future decisions**Open House April 30, May 1, and May 3, 2003**

Phase One Meetings

- Two Leadership Team meetings
- One day of stakeholder interviews/focus group meetings
- Three-day public visioning forum

Phase One Deliverables

- Meeting Notes from stakeholder meetings
- Approximately four Issue and Opportunity diagrams summarizing data synthesis
- Summary notes from Public Visioning Forum
- Draft vision statement and planning principles generated from public meetings



Sleepy Hollow's Green Communities Demonstration Program Final Report

Phase Two – Planning Alternatives (three months – May, June, July 2003)

- 2.1 Develop up to four preliminary “system” plans that address at least four ecological conditions (vegetation, hydrology, etc.)
- 2.2 Develop up to three preliminary focus area plans for up to three key areas
Meeting June 10, 2003
- 2.3 Refinement of planning principles
Review Meeting July 7, 2003
- 2.4 Public Workshop
 - One-day event in Sleepy Hollow with second day open house.
 - Gather input on preliminary planning concepts
Open House July 17 and 19, 2003

Phase Two Meetings

- Two monthly Leadership Team meetings
- Two-day public workshop/open house

Phase Two Deliverables

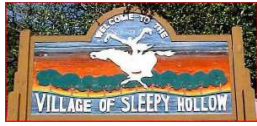
- Approximately four preliminary system diagrams depicting potential improvements for at least four ecological conditions
- Up to three preliminary focus area plans
- Summary notes from public workshop

Phase Three – Action Plan (two months – August, September 2003)

- 3.1 Final “system” plans
- 3.2 Final focus area plans
- 3.3 Final planning principles
Meeting August 5, 2003
- 3.4 Written planning guidelines including, but not limited to:
 - Stormwater
 - Building/development
 - Site and landscaping
 - Parks and open space
 - Energy consumption/conservation
 - Transportation
- 3.5 Identify potential funding alternatives and strategies
Review Meeting September 25, 2003
- 3.6 Public Open House Meeting – One-day event in Sleepy Hollow
Open House October 7, 2003

Phase Three Meetings

- Two monthly Leadership Team meetings
- One-day public open house meeting



Sleepy Hollow's Green Communities Demonstration Program Final Report

Phase Three Deliverables

- Approximately four final system diagrams depicting potential improvements for at least four ecological conditions
- Up to three final focus area plans
- Written planning guidelines
- Memorandum identifying potential funding sources
- Summary notes from public open house

Phase Four – Final Report (one month October 2003)

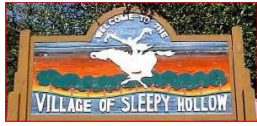
The material identified above will be compiled, along with overview text, a description of the planning process and methodology and a record of public input as a final report of approximately 50 pages, primarily black and white with color exhibits. Material presented during the process will also be compiled into a PowerPoint presentation for future use and educational purposes. This could also be placed on the Sleepy Hollow website for additional outreach.

Phase Four Meetings

- One leadership review meeting
Review Meeting October 28, 2003

Phase Four Deliverables

- One black and white copy of draft master plan report – Client to make copies and distribute for review. Review comments will be provided to JJR as one set of compiled notes.
Provide Document Week of October 13, 2003
- 25 copies of final plan report
Final Document Week of October 27, 2003
- One copy of PowerPoint summary presentation on disk



Sleepy Hollow's Green Communities Demonstration Program Final Report

Open House Invitation

The Village of Sleepy Hollow

Invites You to Attend

An Open House for

The Green Communities Environmental Planning Project

On

Wednesday, April 30th from 7:00 to 9:00 pm

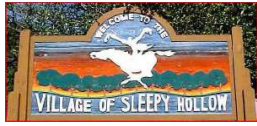
Thursday, May 1st from 7:00 to 9:00 pm and

Saturday, May 3rd from 10:00 am to 12:00 Noon

In the Sleepy Hollow Elementary School Gym

An environmental profile of the Village will be on display, along with photos, maps and other information. Your participation is requested in developing a shared vision of what we want Sleepy Hollow's environment to be 20 to 30 years from now. Help us to identify the issues that are most important to our community and how they should be addressed. This is your chance to be heard. Please come!

*This community planning project, which is being facilitated by
SmithGroup JJR, Inc. and Applied Ecological Services, Inc., is funded by a Green
Communities Grant from the State of Illinois.*



Sleepy Hollow's Green Communities Demonstration Program Final Report

Summary of Public Concerns from Community Visioning First Open House – April 30, May 1, and May 3, 2003 (Total Dots)

Ecological Issues:

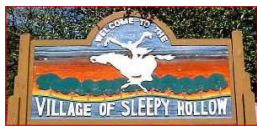
- Dam Repair or Removal (79)
- Clean Water (12)
- Stream Bank Restoration (13)
- Alternative Stormwater Management (26)
- Erosion Control (20)
- Habitat Diversity (60)

Cultural Issues:

- More Public Trails (56)
- Collaborate with Neighboring Communities (9)
- Native Landscaping (39)
- Leaf Burning Regulations/Guidelines (37)
- Water Use (i.e. fishing, recreation) (27)
- Education (native landscaping, West Nile virus, dams, etc.) (14)

Economic Issues:

- Increase Tax Base (11)



Sleepy Hollow's Green Communities Demonstration Program Final Report

Sleepy Hollow's Green Communities Environmental Planning Project Quarterly Report for January - June, 2003

A steering committee, or core planning team, was recruited by the grant coordinator to conduct interviews with the top two candidates for facilitator in December of 2002. The core planning team includes two Village of Sleepy Hollow trustees, the Chairman and one member of the Sleepy Hollow Planning Commission, the Dundee Township Supervisor (a former Village trustee), a local naturalist and educator, and a long-term resident who serves as the Village water clerk. The original interview team, after making a recommendation to the Board, stayed on to become the core planning team. Additional stakeholders were invited to participate, but the working team has stayed small. Any stakeholder who wishes to take a more active role with the core team may do so at any time.

The initial meeting of the core planning team with the facilitators, SmithGroup, Inc., was on March 10th. The planning process and preliminary schedule were outlined, as well as tasks to be accomplished. Phase One focused on collection of data and interviews with stakeholders. Approximately 40 interviews were conducted to gain insight into the community: what is important, what is working and what is not, perceived impediments, environmental concerns, and other background information. Documents were collected, including the 1995 Comprehensive Plan, the Sleepy Hollow Code Book, various maps, studies of Sleepy Creek and Jelkes Creek, resident surveys from 1973, 1977, and 2002, water quality reports, and aerial photos. A team from SmithGroup, Inc. and Applied Ecological Services, Inc. toured the village to get first-hand knowledge of the layout.

The core planning team met again on April 22nd to prepare for the first open house, which was April 30th, May 1st, and May 3rd. Draft displays and the open house schedule were discussed. Invitations were sent to key stakeholders and to the schools in the area. The Village Board was updated on the progress of the project at each meeting. A reminder of the open house was printed on the monthly water bills. Press releases were sent to the local newspapers, and signs posted at the village entrances.

More than 100 people attended the first open house, which was held at Sleepy Hollow Elementary School. In opening remarks, the purpose of the Green Communities Grant and the community visioning process were outlined. Maps, photos, and descriptions of the natural systems were on display. Issues and possibilities were listed. A power point/slide show which highlighted the unique features and challenges of Sleepy Hollow was given once during each open house day. After the presentation, those attending were given colored stickers to put on the displays to indicate which issues were most important to them and what possibilities they would like to see implemented in Sleepy Hollow. The facilitators, core planning team members, and stakeholders mingled in informal groups afterwards to talk about the ideas presented and the planning process. A comment sheet for written comments was available, as well as an e-mail address and phone number for the grant coordinator. The facilitators then tabulated the "votes" and put together some ideas for a draft vision statement, planning principles, and possible focus areas based on the data gathered and community input.

On June 10th, the facilitators and the core planning team met to go over the results of the open house and to begin drafting a vision statement based on all of the information gathered.



Sleepy Hollow's Green Communities Demonstration Program Final Report

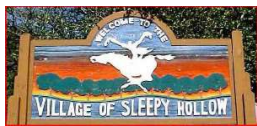
Preliminary ideas for possible focus areas were presented. The team discussed the relative merits of the different options, and whether the scope of the planning should be limited to the village proper or extended to include areas outside the village boundaries but within defined natural systems. The use of focus areas as a vehicle for environmental issues was touched on, and how to fine tune the process to meet the requirements of the grant. Team members were asked to critique the proposals and make suggestions as to the draft vision statement.

The core team and facilitators came together again on June 30th to review the progress made on defining the vision statement and selecting focus areas. Preparations are under way for the second open house, to be held on Thursday, July 17th at the Sleepy Hollow Fire House from 7:00 to 9:00 p.m. and Saturday, July 19th at Sleepy Hollow School from 10:00 a.m. to noon. A format similar to the first open house will be used. There was a suggestion that the next steps in the planning process be delayed until the county releases an upcoming report on flooding and the interplay between Jelkes Creek and Sleepy Creek. It was thought that the report might affect the choice of focus areas and the options involving stream restoration and demonstration projects. But the decision was made to continue with the next open house on the dates already announced. Additional information will be incorporated as it is found. Team members made plans to set up an information booth at the all-day 4th of July community celebration, and to publicize the open house.

A disk containing information about the Green Communities Environmental Planning Project has been given to the volunteer who currently manages the Village web site. The core team envisions posting summaries of the display boards from the last open house, descriptions of the process and progress of the community visioning project, and an e-mail comment sheet. Due to vacations and time constraints, the information has not yet been added to the web site. Offers of assistance have been extended, and it is hoped that the information will be available soon. Links to the web sites of other Green Communities Grant recipients were received from Janet Hawes-Davis of the IEPA and forwarded to facilitators and team members for review.

Education is a key part of the planning process. Understanding how natural systems work and the consequences of different options is crucial to making good decisions. The open houses have been helpful in educating the stakeholders on the environmental issues, but do not allow the time and depth required to adequately deal with certain decisions, such as the removal or restoration of the dams on Sleepy Creek and Jelkes Creek. Some thought will be given to setting up issue-specific workshops and bringing in speakers to address certain problems.

Carol Grom, Trustee and
Green Communities Grant Coordinator
Village of Sleepy Hollow
July 6, 2003



Sleepy Hollow's Green Communities Demonstration Program Final Report

Sleepy Hollow's Green Communities Environmental Planning Project Quarterly Report for July – September, 2003

In the third quarter of 2003, the facilitators and the core planning team worked to evaluate community comments on the draft vision statement, planning principles, and possible focus areas. The three focus areas selected on the basis of community priorities and interest include ideas for development and possible demonstration projects. Copies of the drafts are included in this report, and some of the information may be viewed on the Village web site (www.sleepy-hollow.il.us/) by clicking on Green Communities.

The facilitators and the core planning team have struggled to define the scope of the planning project, from questions of how general or specific the plan should be to how inclusive the plan should be geographically. Allowing the stakeholders to select and prioritize the issues to be dealt with means that some environmental issues, equally important but less visible, have not received as much attention. Defining the area to be included in the plan came down to a decision to stay primarily within the Village borders (along with property which might reasonably be annexed in the future) rather than attempting to plan for the multi-jurisdictional area contained in the geologic old oxbow of the Fox River. Pursuit of cooperative planning in the future with neighboring communities for an oxbow conservation area may be included in the long term plan.

Team members have tried to balance the sometimes conflicting requirements to “let the community decide” with the need to address a wide range of environmental concerns. To what extent should education on the issues attempt to change the manner in which issues are addressed and evaluated? Does environmental education on specific issues to modify opinions and practices amount to an imposition of “green” values on a community? There have been a number of discussions on whether the role of the core planning team and facilitators should be strictly neutral, i.e., to gather and evaluate the community’s opinions and desires, or to shape the community’s vision through education and the structuring of the visioning process.

Agreeing on a shared vision of what we want our community to be has proved easier than agreeing on specific strategies. No consensus has been reached on some of the more difficult issues, such as dam repair or removal and whether open space should be left alone or developed with walking/bicycling paths and other amenities. In some cases, public input has served mainly to illustrate not only how we differ in our desires, but also in our comprehension and understanding of ecology and the environment. It is anticipated that additional seminars, workshops, and meetings (beyond those included in the contract with the facilitators) will be required to fully deal with some of the more complex issues. However, the community visioning has established the topics to be dealt with, a process and guidelines to follow for further work, and a stakeholders’ group to continue the planning process.

In the months of July through September, the small Core Planning Team met two times with the facilitators, on August 5th and September 25th. The large stakeholders’ group met on July 17th and 19th for a public workshop/open house. The third and final open house was scheduled for October 2nd. With revisions and incorporation of comments from the last open house, the planning process will move to the final phase, which is completion of a final report.



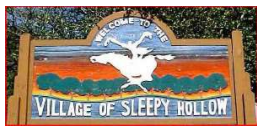
Sleepy Hollow's Green Communities Demonstration Program Final Report

The Core Planning Team has made every effort to solicit input from the community and to involve as many residents as possible in the planning process. After the initial data gathering and interviews, articles about the project and the open houses were printed in the local papers and in the Village newsletter, which is published on a quarterly basis. Articles on environmental issues are included in every newsletter. Progress reports have been made at Village Board meetings and included in the minutes. Information presented at the open houses has been put on the web site, along with a link for sending comments. Comment sheets have been available at each open house, along with an invitation to write or call the trustee serving as project coordinator. Two team members manned an information display at the annual 4th of July celebration, which is a large, day long community event. The use of e-mail to communicate between team members, between the core team and the facilitators, and with interested stakeholders has been extensive and invaluable when busy schedules make meetings – and even telephone calls – difficult to accomplish.

For the October 2nd open house, invitations were mailed to every residence in the Village of Sleepy Hollow, to Kane County Board representatives and planning and environmental officials, and to neighboring communities. Press releases were sent to area newspapers. And notices of the open house were posted at the Village Hall, the entrances to the Village, and on the Village web site.

A summary of grant expenditures is attached, as well as selected draft documents and newspaper articles.

Carol Grom, Trustee and
Green Communities Grant Coordinator
Village of Sleepy Hollow
October 6, 2003



Sleepy Hollow's Green Communities Demonstration Program Final Report

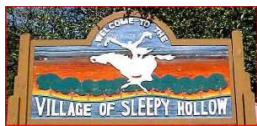
Sleepy Hollow's Green Communities Environmental Planning Project Quarterly Report for October – December, 2003

In the fourth quarter of 2003, the third and final open house for the stakeholders in Sleepy Hollow's Green Communities Environmental Planning Project was held. To ensure adequate notice and representation, invitations were mailed to every residence in the Village, as well as to neighboring villages and state and local officials. Notices were posted at the Village Hall, on the Village web site, and at the entrances to the Village. Press releases were sent to the four newspapers serving the area. On October 2nd, the Vision Statement, Planning Principles, and maps and photos from the prior planning stages were presented to approximately 60 members of the public at the open house along with revised depictions of the three proposed focus areas, Sabatino Park, a Model Neighborhood Park in Saddle Club, and the Michalski Property. New information on Green Planning Guidelines, Retrofitting Existing Development, Native Landscaping, Water, Woodland, and Lawn Management, Septic Systems, and Steps for Implementing the Plan was also displayed.

The facilitators reviewed the planning process and our progress to date, based on the data, the community input, the interviews, and the many informal discussions held along the way. After the presentation, the meeting was opened for questions, comments, and discussion. Interest in public space improvements and continuing environmental education was high, although there are still concerns about the impact of such improvements on adjacent private property. A suggestion for further in-depth workshops to deal with dam repair or removal, trails, and other issues was discussed. Additional topics included costs and funding, delineating public versus private land use, and next steps.

The Core Team met with the Facilitators on October 28th to review the open house and public comments received. Topics discussed included the order and arrangement of the final report, the need for preliminary cost estimates, and more clearly defining the action plan. The Facilitators then put together the preliminary draft and sent it for review and comments. The Core Team met on November 14th to go over the suggested changes, which were compiled and sent to the Facilitators. After a second draft with revisions was received, the Core Team met again on November 21st to review the new draft. Comments were forwarded to the Facilitators for incorporation in the final report. Final editing was completed by the end of the year, with the finished copies to be printed, bound, and delivered early in January. Copies of the Green Community Plan were to be presented to the Village Board of Trustees for their review and adoption of the plan in January.

Carol Grom, Trustee and
Green Communities Project Coordinator
Village of Sleepy Hollow
January 14, 2004



Sleepy Hollow's Green Communities Demonstration Program Final Report

Sleepy Hollow's Green Communities Environmental Planning Project Quarterly Report for January – March 2004

In the first quarter of 2004, the final draft of the Green Communities Plan was printed, bound, and delivered to the Village. On January 5th, Project Coordinator Carol Grom presented the Plan to the Sleepy Hollow Board of Trustees. This plan, which was crafted with the help of facilitators and planners from SmithGroup JJR, incorporates the results of nine months of data analysis, focus groups, interviews, and public input. It includes a Vision Statement, Guiding Principles, Design Guidelines, specific focus area opportunities, and an action plan for implementation. The Green Community Plan articulates the importance of the environment to the residents of Sleepy Hollow as an integral component of the village character, economy, health and welfare.

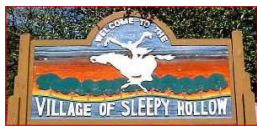
On January 19th, the Village Board voted unanimously to accept and adopt the Green Community Plan, and to incorporate the concepts and planning guidelines into the Comprehensive Plan to serve as a framework for decisions affecting the environment in the Village. Copies of the Plan were made available to the Sleepy Hollow Planning Commission, the Zoning Board, the Zoning Board of Appeals, and the public. A copy was also sent to Janet Hawes-Davis at the Illinois Environmental Protection Agency. Since the Plan was adopted, additional bound copies have been made for use in future planning and in seeking funding.

In February, two members of the Green Communities Core Team spoke to an environmental studies class at Dundee-Crown High School about the Green Communities Environmental Planning Project. They summarized the process and results, as well as some of the problems encountered. The students asked questions afterward. Also in February, the final payment to the facilitators (SmithGroup JJR, Inc.) was made.

Within the community, a number of organizations have expressed interest in supporting the projects outlined in the Green Communities Plan. The Director of the Fox Valley Land Foundation contacted the Village to see if any of the projects might be eligible for funding using available Army Corps of Engineers (violation) money. The Dundee Rotary Club and the Sleepy Hollow Service Club are interested in a park development project. If that works out, their efforts may be coordinated with a community celebration yet to be scheduled.

The Sleepy Hollow Village Board and the Finance Committee are currently working on the budget for the fiscal year 04-05. Proposals to increase the budget for open space maintenance and to set aside matching funds for future grants are included. New line items within the budget may be created in recognition that open space does require maintenance. Discussions are ongoing as to how to fund the first steps of the Green Communities Plan.

Carol Grom, Trustee and
Green Communities Project Coordinator
Village of Sleepy Hollow
April 13, 2004



Sleepy Hollow's Green Communities Demonstration Program Final Report

Sleepy Hollow's Green Communities Environmental Planning Project Quarterly Report for April – June, 2004

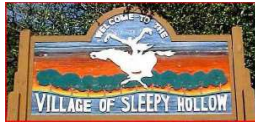
In the second quarter of 2004, plans for the final celebration were completed. An unusually wet spring made planning for an outdoor celebration a challenge. Ultimately, it was decided to seek approval to include the final celebration of the Planning Project in with the all-day community festivities on the 4th of July, as this represents the single largest community gathering of the year. With permission granted, the celebration was held on the 4th of July (summary attached), although all grant funds were used before June 30, 2004, as required. Additional copies of the Plan were purchased with some of the remaining funds.

After the initial euphoria of completing the community visioning process comes the long hard implementation phase. Funds have been included in the Fiscal Year '05 budget for the Village of Sleepy Hollow to create a design for a demonstration project on Jelkes Creek near the Village Hall. On July 6th, the Village Board approved an contract for preliminary design work with a local engineering firm. Once the design is completed, the Village will begin looking for grants to help pay for the demonstration project and later, restoration work on Jelkes and Sleepy Creeks.

With the inclusion of the Green Communities Project in the budget, the first step in implementing the Plan has been taken. The Village is now reaching out to the community to improve its understanding of the environment and how local actions affect the delicate balance of nature. Sleepy Hollow recently applied for membership in the Fox River Ecosystem Partnership and endorsed the Integrated Management Plan for the Fox River. The Dundee Rotary Club and the Sleepy Hollow Service Club have expressed an interest in park improvements. And the effort to educate the residents on how to be better environmental stewards is continuing. Along with the information booth at the celebration, articles and "green ideas" are published in the Village newsletter in every issue.

The Village of Sleepy Hollow is profoundly grateful to the State of Illinois and the IEPA for the chance to participate in the Green Communities Environmental Planning Demonstration Project. The grant money has been carefully spent, and the benefits will be profound and long lasting. Special thanks are due to Janet Hawes-Davis, Kevin Greene, and Norma Van Valkenburg.

Carol Grom, Trustee and
Green Communities Project Coordinator
Village of Sleepy Hollow
July 12, 2004



Sleepy Hollow's Green Communities Demonstration Program Final Report

Sample Framed Recognition

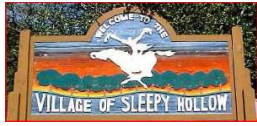
Think Globally, Act Locally . . .



**With Thanks to:
Carol Grom**

**Green Communities Environmental
Planning Project**

**Village of Sleepy Hollow, Illinois
2002 – 2004**



Sleepy Hollow's Green Communities Demonstration Program Final Report

Final Celebration – July 4, 2004 Display Items Used for the Drawing

Books, Adult:

Natural Gardening
Butterflies
Ortho's All About Flowering Trees and Shrubs
Ortho's All About Landscaping
Ortho's All About Herbs

Books, Kids:

The Living Planet
Fun With Nature
50 Simple Things Kids Can Do to Save the Earth

Garden and Habitat:

Painted Bird House
Unpainted Bird House
Wood/woven Birdhouse
Bird Feeder – Suet Basket
Hummingbird Feeder for Hanging Basket
Bird Feeder – Fruit Skewers (3)
Bird Feeder – Thistle Sock
Sunflowers – Complete Seed Starter Kit
Wildflower Seed Mixture

Less Toxic Pesticides:

Diatomaceous Earth (for Slugs, Earwigs, etc.)
Concern Insect Killing Soap
Single Dose Fungicide
Pantry Pest Trap

Energy Savers:

Solar Garden Light
Sylvania – 6 Year, 13 Watt (replaces 60 W) Daylight Extra Bulb
Ecobulb – 7 Year, 15 Watt (replaces 60 W)

Kids:

National Geographic Bug Explorer Set
National Geographic Binoculars

Plants (Perennials):

Coreopsis (sun)
Jacob's Ladder (shade)