

**VILLAGE OF LIBERTYVILLE
BOARD OF TRUSTEES**

COMMITTEE OF THE WHOLE

Tuesday, July 26, 2016
7:00 P.M.
Libertyville Village Hall
118 W. Cook

AGENDA

1. Call to Order
2. Approve Minutes of July 12, 2016 (Places for Eating Tax)
3. Village Strategic Plan Overview and Orientation
4. Other Items

Any individual who would like to attend this meeting, but because of a disability needs some accommodation to participate, should contact the ADA Coordinator at 118 West Cook Avenue, Libertyville, Illinois 60048 (847) 362-2430. Assistive listening devices are available.

MEMORANDUM

TO: Mayor and Village Board

FROM: Kevin J. Bowens, Village Administrator 

DATE: July 21, 2016

SUBJECT: Village Strategic Plan (July 26, 2016 Committee of the Whole meeting)

The Mayor and Village Board have scheduled a Committee of the Whole meeting for 7:00 p.m. on Tuesday, July 26, 2016 to participate in an overview and orientation for the Libertyville Strategic Plan Project. You may recall that the Village Board recently entered into a Professional Services Agreement with the Northern Illinois University (NIU) Center for Governmental Studies to assist the Village in developing a Strategic Plan. NIU staff Greg Kuhn and Craig Rapp will be in attendance to provide an overview of the process and conduct an orientation in order to obtain Village Board input on the strategic planning process. Please contact me if you have any questions or would like any additional information prior to the Committee of the Whole meeting.

VILLAGE OF LIBERTYVILLE
BOARD OF TRUSTEES
Committee of the Whole
July 12, 2016

President Wepler called to order a Committee of the Whole at 7:00 p.m. in the Village Hall, 118 West Cook. Those present were: President Terry Wepler, Trustees Donna Johnson, Richard Moras, Todd Gaines, Jay Justice, and Scott Adams. Trustee Peter Garrity arrived after the meeting had begun. All Village departments were represented.

MINUTES

Trustee Johnson moved to approve the minutes of the May 17, 2016 Committee of the Whole. Trustee Moras seconded, and the motion carried on roll call vote as follows:

AYES: Trustees Johnson, Moras, Gaines, Justice, and Adams

NAYS: None

ABSENT: Trustee Garrity

CONTINUE PLACES FOR EATING TAX DISCUSSION

Administrator Kevin Bowens reviewed discussion from the May 17 Committee of the Whole and the Village's efforts to realize savings through reduction in personnel, consolidation of services, joint purchasing with other communities, privatization of services, and increased use of technology. The Village has also reviewed and discussed short-term and long-term financial sustainability strategies, additional revenue sources due to a number of upcoming challenges, the impact of the property tax cap, increasing pension obligations, and the continuing financial crisis with the State of Illinois and potential impact to municipalities.

The "Places for Eating Tax" was identified as a potential revenue source, which a non-home rule community like Libertyville can enact. The 1% tax is a pass-through and would apply to purchases of food and/or beverages for immediate consumption. Staff estimated that the tax would generate approximately \$700,000 per year. Also, Staff researched such tax in surrounding communities and found that it did not negatively impact eating and drinking business or revenue. After lengthy discussion, there was general support to include a sunset provision, allow for electronic filing of the tax, and set the tax cap at 1%.

Administrator Bowens reviewed suggestions from local business owners including: reinstalling parking meters, charging for parking, creating a Business District, and reinstating utility taxes. The Board was not in favor of the utility tax unless there were financial emergencies. The Village Attorney did not believe that the downtown would meet the criteria necessary for a Business District.

Administrator Bowens reviewed the findings regarding parking fees and estimated revenue of \$237,000 for the Village. The Mayor asked for Board comments.

Trustee Johnson stated that people might be discouraged from shopping downtown if parking fees were charged. She added that she was not a proponent of parking fees or meters and favored other revenue options. The revenue that might be generated from

parking fees was not compelling enough to consider. The Mayor concurred. Trustee Gaines also concurred, adding that he did not like the long-term commitment or the detraction from the downtown design. Administrator Bowens noted that neither the Economic Development Commission nor the Parking Commission recommended parking meters/fees.

Trustee Johnson stated that a 1% tax would not be significant enough to deter people from dining in Libertyville; both the Mayor and Administrator agreed. Trustee Adams noted there would also be enforcement costs. Trustee Johnson noted her lack of faith in the State of Illinois fulfilling financial obligations to communities. Trustee Moras noted that there would be an administrative burden on the businesses. Trustee Gaines stated that he could not support the tax but preferred an overall 1% tax rather than taxing a single industry. Trustee Johnson stated that there was the possibility that the tax would not be approved by referendum, and the Board would be back in the same place. Trustee Moras explained that the issue was the general fund and sustainability, and he was not sure that the 1% would be enough. Trustee Johnson stated the need for disclosing information to residents and forecasting needs. The Mayor agreed that although there are no immediate needs, the Village would need money in the future for a number of projects, including road maintenance. Trustee Moras suggested a .5% tax with authorization to go up to 1%. Trustee Garrity favored the 1% tax to see if it works appropriately. Trustee Adams concurred, noting that an area restaurant owner stated that it had not been difficult to deal with. He also stated that he favored the sunset clause and a review, but he did not favor a referendum.

Mr. Dan Temesy of The Green Room addressed the Board, noting that he did not favor involving the State of Illinois in any revenue discussion. Mr. John Durning of Pizzeria Deville, stated that businesses assumed the tax to be a foregone conclusion. He added that owners were not educated prior to discussion. He did thank Administrator Bowens and Staff for good information. He favored a district-wide tax. Trustee Moras noted that all Village issues require discussion, looking at all aspects, and talking to those involved before decisions are made.

Administrator Bowens reviewed the recommendation for the Places of Eating Tax with the following conditions:

1. Include a sunset provision for review of the tax;
2. Arrange for business owners to electronically file the tax with the Village of Libertyville;
3. Place a cap on the amount of the tax at 1%, which is equal to the current State of Illinois local taxing districts.
4. Include an exemption for private companies that contract for food services with other local taxing districts.

Trustee Johnson asked if catering would be included. Administrator Bowens stated that language would be included to cover catering, school districts, and others.

Administrator Bowens then discussed expanding a sales tax to businesses besides restaurants, and since Libertyville is a non-home rule community, imposing a sales tax would require a referendum. The tax would be imposed on the sale of general

merchandise with groceries, drugs, and automobile sales exempt from such a local sales tax. He then reviewed dates for a referendum to appear on the ballot.

The Mayor asked if the Board was in favor of placing the Places of Eating Tax on a Village Board agenda. Trustees Johnson, Moras, Adams, Justice, and Garrity concurred. Trustee Gaines was not in favor of the tax.

Trustee Johnson moved to adjourn at 7:53 p.m., and Trustee Moras seconded. The motion carried on a unanimous voice vote.

Respectfully submitted,

Sally A. Kowal
Village Clerk

DRAFT



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development

VILLAGE OF LIBERTYVILLE STRATEGIC PLANNING 2016 PROJECT APPROACH AND FRAMEWORK REVIEW

Strategic Planning

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

Strategic planning, at its core, is leadership's expression of the future. Whether it be a private or public organization, the world in which all organizations operate continues to rapidly change and grow more complicated as witnessed by the changing dynamics of our region, our state, the nation, and the globe. As the Village's population and policy dynamics evolve and change, the Village government, and the various decisions, priorities and policy choices it will encounter will continue to demand well-grounded strategies. Taking a strategic and proactive approach to governing and public policy decisions will assure that the critical public services and programs that are needed today and on the horizon will be addressed within a long-term vision of the community's future.

Framework and Approach Summary

The following outline describes the elements of the multi-step approach that will frame the Village's strategic planning process. The components below have been shaped to compliment the approach that best fits with the organization's desired outcome.

I. Advance planning session with Elected Officials and Senior staff

Prior to initiating work sessions, the facilitators will review the results of the Village's recent survey to review particular themes and insights that are likely to be carried through, or should be considered, during the planning processes phases. Preliminary project review meetings with the Village Administrator and other officials from the Village will continue to be held for the following purposes: (1) confirm expected outcomes and planned activities; (2) review current mission, vision and value documents to determine the potential for use or updating; (3) discuss environmental scanning elements; (4) clarify/finalize the stakeholder outreach process; (5) review Board & Staff workshop sessions; and, (6) set a project schedule with target dates and planned activities.

An orientation session/group discussion with elected officials will be conducted in advance of environmental scanning, stakeholder data gathering and other early project launch steps. This

group meeting will be used to orient the Board to the overall process and finalize the planning process' project elements. Planned activities include:

- a. Summarize an outline of the key steps of the strategic planning process
- b. Address questions or suggestions on the process
- c. Meet with Village Administrator and key staff as follow-up to plan next steps and sequence of events

II. Management Team Orientation Phase: Senior Staff Preparation Session - Exploring Current Directions and the Organizational Environment

This pre-session will bring the facilitators and senior management team (Village Administrator, Assistant Administrator, and Department Heads) together to conduct a management team ¾ day workshop designed to review and assess the Village as it sits today. What are the trends impacting the Village and organization? What seem to be the current priorities, what's been postponed, what's on the horizon? Has the Village explored new policy directions recently? Has the organization adapted to current circumstances or new operational approaches or preferences? This meeting is an important part of "taking stock" from a policy and operational perspective. Through this pre-session discussion, understandings, misunderstandings, and pending or unresolved issues will be identified and categorized in preparation for participating in the workshop/retreat with the Village Board.

III. Conduct Stakeholder Outreach, Input and Community Engagement Exercises:

As part the environmental scanning effort for the project, the study team will conduct a stakeholder engagement/outreach process to build on the Village's recent community survey initiative. This will put to active use the survey results and fold that piece of community input into the process. Additionally, the opening input exercises will help to assess where the Village's mission, vision, values, and priorities, are or might not be, aligned with stakeholders. The final elements and specific format for this effort will be mutually determined by the Village with the project team, and may include facilitated sessions or online interactions with key stakeholder groups as listed below.

Stakeholders will be defined by the leadership team, but generally would include groups such as: the business community, seniors, athletic and civic associations, faith groups, and schools/education/other governments. The advantage of these "qualitative" data collection techniques is three-fold: (1) it provides current "on the ground" input from residents and stakeholders; (2) qualitative data offers a richness and depth of perspective not able to be gleaned from survey results; and (3), the focus groups and stakeholder online input broadens both civic contribution and connectedness to the whole of the strategic planning process. The approaches we propose and recommend for a cross-section of community input include:

- Focus groups—facilitated and conducted by the consulting team—4-5 key stakeholder groups identified by the Village. Sessions would consist of 10-12 individuals from each of the selected stakeholder groups.
- Online survey of additional stakeholders—completed by invited/identified representatives of stakeholder groups (administered by either the study team or the Village). This would offer specific groups a broader opportunity for members to have input into the scanning process

and contribute their opinions. Alternatively, this could be used to target a specific group(s) such as advisory boards or community leaders.

- Review community survey results and compare to stakeholder input summaries.

Activities associated with finalizing this element include:

- a. Prepare background materials
- b. Facilitate sessions
- c. Conduct process with selected approaches & summarize results

IV. Environmental Scanning

One of the core components of any strategic planning process is a review of the operating environment. This will be accomplished in two ways with participants: (1) through an “environmental scan”- a systematic review of major environmental factors that affect the Village’s operating environment such as financial and economic conditions (internal and external), workforce capacity and capabilities, infrastructure condition, intergovernmental relations, citizen/client/stakeholder issues, and the regulatory environment; (2) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis—accomplished via a questionnaire sent out to the Board and leadership team. The environmental scan will be presented to the Board prior to the first strategy session, and the SWOT analysis will be processed at the first strategy session.

Activity #1 – Conduct Environmental Scan

Staff will develop a summary of issues and conditions that affect the organization and send it to the Board in advance of the first strategy session. The study team will provide a format and examples to the staff and provide review and editorial assistance if desired.

- a. Develop and distribute environmental scan documents
- b. Provide staff support as required

Activity #2 – Administer SWOT Questionnaire

A SWOT questionnaire will be administered to all strategic planning participants. This will provide information regarding the current operating environment. The results will be aggregated to ensure anonymity and maximize candor. The data generated will be used at the first strategic planning session.

- a. Prepare and distribute questionnaire
- b. Provide staff support as required

V. Strategic Planning Session #1- Examine Operating Environment, Identify Strategic Priorities—4-5 hour meeting

This session will include the Board and leadership team and will focus on reviewing or confirming organizational purpose, examining the operating environment, and establishing priorities. The group will review the Village’s mission, vision, and organizational values, and will update them if necessary. A facilitated process involving the Board and leadership team will yield a list of organizational challenges and a set of 4-6 strategic priorities. The group’s effort will be informed by the results of the community survey and the information generated by the stakeholder group input sessions, and, the environmental scan and SWOT questionnaire. Activities include:

- a. Develop meeting process

- b. Review and integrate survey, environmental scan, SWOT information
- c. Facilitate session and group exercises and summarize results

VI. Strategic Planning Session #2 – Establish Desired Outcomes, Key Outcome Indicators, and Performance Targets- 4-5 hour meeting

The second session will be dedicated to finalizing the work of the first session and to development of Outcomes, Indicators, and Performance Targets. Using a facilitated process, the Board and leadership team will develop and align these with the Strategic Priorities established in session #1. Activities include:

- a. Prepare background materials
- b. Review previous session discussion/results and confirm interim plan items/documents with the Village Administrator
- c. Facilitate session and summarize results

VII. Strategic Plan Implementation Framework Design—Develop Strategic Initiatives/Action Plans – 4-5 hour meeting

This session will be conducted with the Village’s management staff and will focus exclusively on developing strategic initiatives and creating structured action plans for each strategic priority, in line with the *Desired Outcomes and Targets*. Action plans should to be developed in sufficient detail to establish accountability and make the effort real. The session will include a review of the strategic planning process to provide guidance on the development of effective plans. Activities include:

- a. Meet with Village Administrator
- b. Prepare background materials
- c. Review previous session discussion/results
- d. Facilitate management team session, train group and summarize results

VIII. Summary Report

A summary report, detailing the process, Desired Strategic Outcomes and Targets, and the draft action plan, will be prepared and submitted for the Village’s use and reference.

Projected Timeline

The following is a proposed timeline/approximation of events for the process/some project elements will overlap:

- | | |
|------------------------------|--------------------------------------------------------------------------------|
| Project begins (45 days) | - Project initiation activities including advance and management team sessions |
| Data gathering (45 days) | - Environmental Scanning and Community Outreach activities |
| Data preparation (21 days) | - Synthesis of Scanning and Outreach data |
| Strategic planning (28 days) | - Strategic Planning and Implementation sessions |
| Final summary (21 days) | - Prepare Summary of Process and Outcome Report |

LIBERTYVILLE 2016

KICK OFF MEETING

STRATEGIC PLANNING INITIATIVE

A. Project Logistics and Coordination

- a. Village staff Kevin Bowens and Kelly Amidei
- b. CGS team Greg Kuhn and Craig Rapp

B. First steps

- a. Finalize scope/key elements Orientation Meeting with Mayor, VB and Staff in July
- b. Discuss/review stakeholder input
 - i. Timing & rough schedule Orientation Meeting in July?
 - ii. Interviews incl. number of participants
 - iii. Focus Groups incl. number of groups, breakdown and participants
 - 1. Civic Commission Chairs, Churches, Civic Clubs (LCCF, Rotary, DAMAC)?
 - 2. Institutional Presidents/Directors of Schools, Township, Library
 - 3. Business MSL, GLMV, EDC
 - 4. Organizational 1 supervisor and 1 non-supervisor from each Village department?
 - 5. Resident VB to suggest names
 - iv. Stakeholder on-line input option Yes

C. Second step

- a. Management Team 3/4 day retreat
- b. Timing Wednesday or Friday, non-VB agenda week
- c. Location/logistics Civic Center or DAMAC?
- d. Set up and catering
- e. Participants VA and 7 Adm. Staff members
- 1. Aims
- g. Analysis and summary

D. Third step

- a. Conduct bulk of stakeholder input components
- b. Analysis, summary and reporting (step 3) Connect to results of recent Village Survey

E. Fourth step

- a. Leadership retreats/workshops half or full day? VB and Adm. Staff?
- b. Logistics/location Civic Center or DAMAC

- c. Format
- d. Set up and catering
- e. Exercises
- f. Analysis and summary