

**VILLAGE OF LAKE BLUFF
VILLAGE BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE MEETING**

Monday, July 11, 2016
6:30 P.M.

Village Hall Board Room
40 East Center Avenue

A G E N D A

I. Call To Order

II. Roll Call

III. Non-Agenda Items and Visitors (Public Comment)

The Committee-of-the-Whole allocates fifteen (15) minutes during this item for those individuals who would like the opportunity to address the Committee-of-the-Whole on any matter not listed on the agenda. Each person addressing the Committee-of-the-Whole is asked to limit their comments to a maximum of three (3) minutes.

IV. General Business

The Committee-of-the-Whole will entertain requests from anyone present to modify the order of business to be conducted.

- i. Consideration of the Minutes from the May 23, 2016 Committee-of-the-Whole Meeting
- ii. A Discussion Regarding Strategic Planning

V. Adjournment

*R. Drew Irvin
Village Administrator*

The Village of Lake Bluff is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding accessibility of the meeting or the facilities, are requested to contact R. Drew Irvin at 234-0774 or TDD number 234-2153 promptly to allow the Village of Lake Bluff to make reasonable accommodations.

**VILLAGE OF LAKE BLUFF
COMMITTEE-OF-THE-WHOLE MEETING
MAY 23, 2016**

DRAFT MINUTES OF MEETING

The Village of Lake Bluff Board of Trustees met as a Committee-of-the-Whole (COW) in the Village Hall Board Room (40 East Center Avenue) on Monday, May 23, 2016. Village President O’Hara called the meeting to order at 6:00 p.m. and Village Clerk Aaron Towle called the roll and announced the following were present:

Village President: Kathleen O’Hara

Trustees: Barbara Ankenman
Steve Christensen
Mark Dewart
Eric Grenier
John Josephitis
William Meyer

Also Present: Aaron Towle, Village Clerk
Peter Friedman, Village Attorney
Drew Irvin, Village Administrator
Marlene Scheibl, Assistant Finance Director
Michael Croak, Building Codes Supervisor
Jeff Hansen, Village Engineer
Brandon Stanick, Assistant to the Village Administrator (A to VA)
Franco Bottalico, Administrative Intern

Non-Agenda Items and Visitors

President O’Hara stated the COW allocates 15 minutes for those individuals who would like the opportunity to address the COW on any matter not listed on the agenda.

There were no requests to address the COW.

Consideration of the Minutes from the May 9, 2016 Committee-of-the-Whole Meeting

Trustee Dewart moved to approve the May 9, 2016 COW Meeting Minutes as presented. Trustee Meyer seconded the motion. The motion passed on a unanimous voice vote.

A Discussion Regarding Mobile Food Trucks

Village Administrator Drew Irvin reported from time to time the Village receives inquiries from mobile food vendors seeking to sell food and beverages on private and public property within Lake Bluff. The existing brick and mortar restaurants may be threatened by this new competition which doesn’t make a similar community investment as they do; therefore, Staff is seeking the Village Board’s interest in exploring other regulatory matters related to mobile food vendors.

Village Administrator Irvin commented on incidents which could occur if mobile food trucks park in the Village right-of-ways during special events and possible concerns created among existing businesses. He stated, as an example, the Village has regulated music and required solicitation permits in the past

for ice cream trucks.

A discussion ensued regarding the regulation of food trucks used on private property and those that are located on public property as part of a special event or not part of a special event.

Trustee Meyer asked if any proposed regulations would supersede the Lake County Health Department (LCHD) regulations for food preparation within mobile food trucks. Village Administrator Irvin stated the LCHD prohibits the cooking of food on annually licensed mobile food trucks. Food must be prepared in a license facility for assembly on a food truck. Also, temporary food truck vendors are allowed to cook food on their trucks.

A discussion concerning food truck at special events followed.

Trustee Grenier expressed his preference to receive feedback from the Chamber of Commerce and local merchants and noted his is fine with allowing food truck on public property during big events.

President O’Hara stated during the June 25th Lake Bluff History Museum Auto Show a mobile hotdog truck located near the Bank of Lake Forest will sell hotdogs and expressed her opinion it will not conflict with the offerings of existing restaurants.

Village Administrator Irvin stated Staff will touch base with the downtown merchants at the next meeting.

Following a brief discussion, Village Administrator Irvin noted the Village will require proof of health department permits, as well as solicitation and necessary business licenses for any possible food vendors.

Adjournment

As no further business came before the COW, Trustee Josephitis moved to adjourn the meeting. Trustee Ankenman seconded the motion. The motion passed on a unanimous voice vote and the meeting adjourned at 6:33 p.m.

Respectfully Submitted,

R. Drew Irvin
Village Administrator

MEMORANDUM



Date: July 6, 2016

To: President O'Hara and Members of the Committee-of-the-Whole

From: Drew Irvin, Village Administrator

Subject: Discussion Regarding Strategic Planning

In December 2010, following a community-wide engagement of various Lake Bluff stakeholders, the Village Board adopted Lake Bluff's first ever Strategic Plan – an organizational blue print that has helped define the direction of the Village and assist in how resources have been allocated over the past five years. In 2011 the Village Board, based on a goal priority matrix, established priority goals from the Strategic Plan in order to further focus Village resources and move towards attainment of the selected vision statements. An operational plan was developed to identify and track the progress the Village made toward achieving the 2016 Visions and to report the progress to the Board, stakeholders and the community overall. The Village President and Village Administrator believe this approach has served the Village well and recommend taking a similar path to develop a new strategic plan for the next five years. To that end, the Village has solicited a proposal from Lynn Monteï Associates (LMA) to facilitate an update and refresh to the community vision and design a strategy to achieve it.

As you may recall, LMA facilitated the most recent strategic planning effort in late 2010 and was very well received by the community and stakeholder participants; the scope of the prior engagement included (i) project initiation and design, (ii) community engagement through stakeholder workshops, (iii) guided synthesis of the plan, and (iv) plan validation through community dialogue for a total expense of \$13,200. LMA's current proposal outlines the firm's professional qualifications, planned approach and methodology, and deliverables for this engagement. The major components of the scope of work from LMA's proposal include the following:

- 1) Engage a guidance team comprised of up to 10 diverse stakeholders for advice, guidance and to enhance stakeholder representation;
- 2) Provide orientation to the Village Board on strategic planning process;
- 3) Conduct thought-leader interviews;
- 4) Host stakeholder workshop for system connection, visioning, data generation, etc.;
- 5) Perform analysis and plan development with a synthesis team;
- 6) Review the preliminary draft plan in Village Board Committee of the Whole meeting;
- 7) Host public review of the draft plan at an open-invitation community dialogue;
- 8) Incorporate refinements to the plan resulting from public review;
- 9) Design a dashboard of key outcomes and measures that will serve as a companion to the strategic plan;
and
- 10) Present the final draft plan for Village Board consideration.

The FY17/19 budget includes sufficient funding for strategic planning but Staff only anticipated spending \$15,000 on this exercise. Village Staff is recommending all elements of the proposal be authorized (except for the staff workshop component) in the amount of \$22,350; LMA agrees that, provided that Staff members participate in the stakeholder workshops, an organization our size does not necessitate a separate Staff workshop. As for the additional components, Village Staff believe this more robust scope of work (compared

to the previous strategic planning facilitation engagement) is appropriate given it will provide (i) the opportunity for greater stakeholder participation and diversity and (ii) community created metrics to monitor plan implementation.

Staff anticipates the COW discussing the scope of work, stakeholder identification, and timing of the strategic planning efforts. Both Village Staff and LMA will be in attendance at the COW to respond to member questions.

Attachment:

1. Village of Lake Bluff 2016 Strategic Plan
2. Representative Sample of 2016 Strategic Plan Operations Sheet/Progress Report
3. LMA Proposal for Consulting Services for Development of a Strategic Plan
4. Example of Plan Performance Monitoring and Reporting



Lake Bluff Description

Incorporated in 1895, Lake Bluff, is an inviting North Shore suburb of Chicago and was **noted as one of the Top 20 Great Towns and Neighborhoods** by Chicago Magazine (April 2010). Located in southeast Lake County, it is a Village that offers exceptional New England-like charm, a high quality of life, fine residential neighborhoods, and high performing public schools. The shores of Lake Michigan and the many activity trails throughout the community offer distinctive recreational opportunities. Lake Bluff has a daytime service population of approximately 7,600 and a full time population just over 6,000. It is home to a thriving downtown and in close proximity to major international businesses and transportation networks.



Mission/Purpose Statement

The expression of purpose is that for which all actions, commitments and resources are in service.

The Village of Lake Bluff provides visionary stewardship, effective services and a culture of involvement to maintain and enhance our quality of life and to honor our legacy.

Guiding Principles

These shared values are embraced by the Village and all its stakeholders, serve as guideposts that describe conduct and behavior in all circumstances and apply to everyone without exception.

In Lake Bluff we...

- Serve as fiscally responsible stewards of Village resources
- Treat each other with civility and respect
- Act with integrity and accountability
- Embrace volunteerism and community participation
- Cherish our history while preparing for our future
- Hold special regard for our community's children and seniors
- Appreciate neighborliness
- Respect the natural environment
- Retain our small-town atmosphere
- Engage in open communication and transparency



Vision for 2016

Vision Statements should be bold, compelling, ennobling and inspire others to take part, move to town, do business, shop or play in the Village.

We envision the Village of Lake Bluff as a community where:

- Unparalleled quality of life across all neighborhoods fosters stability and well-being for our stakeholders
- Engagement and volunteerism are the essence of our community culture
- High-quality, cost-effective municipal services meet community needs and position the Village for future success
- Our business climate sustains a robust and stable local economy
- People move with ease on foot, bicycle and by automobile in a safe, accessible and well-connected system of sidewalks, paths and roads
- Housing stock diversity and strong property values serve residents at all stages of life
- Environmental stewardship enhances the natural beauty of the community

Strategies for Vision Attainment

To move strategically toward attainment of each Vision, the Village of Lake Bluff and its stakeholders will employ these initial goals and strategies.



Unparalleled quality of life across all neighborhoods fosters stability and well being for our stakeholders.

Goal 1: Create an environment that fosters resident creativity, enthusiasm and initiative.

- Invite participation and shared leadership
- Create opportunities for community-wide dialogue
- Model a standard of civility in public discourse
- Respect cultural diversity

Goal 2: Heighten the community's sense of connection and shared values.

- Utilize public spaces to cultivate community connectedness
- Participate in programs that promote wellness
- Identify and assist people in need

Goal 3: Place special attention on our youth, seniors and the benefits of intergenerational connection.

- Link with community resources and partners to support youth and senior services
- Facilitate youth and senior engagement in the life of the Lake Bluff community
- Cultivate opportunities for intergenerational experience



Volunteerism

Engagement and volunteerism are the essence of our community culture.

Goal 1: Cultivate awareness and appeal of the Village's volunteer traditions.

- Articulate the mutual benefits to the individual and the community
 - Enrichment, opportunity and personal satisfaction to individual
 - Value to the community in terms of quality, vitality and cost savings
 - Volunteers essential to ensuring the sustainability of the Fire Department
- Recognize and celebrate the contributions of volunteers

Goal 2: Create a new and viable volunteer model that accommodates contemporary life.

- Create a task force comprised of diverse stakeholders and all village partners in model development
 - Include a wide range of volunteer commitment levels
 - Create entry level choices for newcomers and youth
 - Utilize guiding principles to set the standard of conduct and behavior
 - Simplify and increase transparency of elected and volunteer recruitment process
 - Consider a structure to coordinate volunteer activities and needs
- Inform the community on the essential role volunteers fill
 - Create a marketing and recruitment plan

Municipal Services

High-quality, cost-effective municipal services meet community needs and position the Village for future success.

Goal 1: Ensure a sound and stable fiscal condition that matches resources with community needs.

- Educate the community about municipal services, legal obligations and associated revenue sources
 - Enumerate municipal functions of public works, police protection, fire protection (volunteer), building, administration and finance



- Identify, implement and monitor the optimal balance between community needs/desired levels of service and available resources
 - Identify what services stakeholders consider essential
 - Develop additional sources of revenue, such as user fees

Goal 2: Explore cost saving alternatives.

- Collaborate with other municipalities, taxing bodies and private sector partners to identify and advance shared services opportunities
 - Expand use of purchasing consortia for various products and services
- Continue to identify and implement reductions in operating expenses
- Use the insight of employees to innovate and contain costs
- Seek and utilize cost effective service delivery alternatives
- Expand use of purchasing consortia for various products and services

Goal 3: Maintain sound infrastructure, facilities and other capital assets.

- Annually review and adhere to the Capital Improvement Plan
- Consult the Strategic and Comprehensive Plans to guide planning and capital investments

Goal 4: Maintain our commitment to public safety.

Goal 5: Expand the use of technology to improve service, increase communication and cost effectiveness.

- Explore the use of social media
- Enhance the website



Our business climate sustains a robust and stable local economy.

Goal 1: Create a sustainable revenue base.

- Develop a marketing plan
- Explore strategic annexation of commercial properties located at the northeast quadrant of US 41/ IL Rt 176, IL Rt 43 and the IL Rt 176 corridor
- Further engage local businesses and business groups in dialogue to retain existing and attract new business
- Reposition the Business Parks for the new economy
 - Re-examine highest and best uses of business parks
 - Improve access to and within the Business Park

Goal 2: Foster a business friendly environment.

- Streamline the business development process
 - Evaluate codes and explore zoning techniques
- Strengthen our Central Business District
 - Complete the downtown streetscape and integrate the Train Station
 - Facilitate more seasonal events
- Maintain relationships with the auto park community



Accessibility/
Transportation

People move with ease on foot, bicycle and by automobile in a safe, accessible and well-connected system of sidewalks, paths and roads.

Goal 1: Develop a master plan for all desired transportation improvements.

- Perform needs analysis to improve accessibility and enhance safety
- Consider the following for inclusion in the master plan
 - Sidewalk extensions and pedestrian ramp cuts at key village intersections
 - Improvement of the East Sheridan Rd./ Moffett Rd. intersection
 - Expansion of walking and bike paths
 - Feasibility study of a second east-west transportation corridor from Green Bay Rd. to Sheridan Rd.
 - Train station traffic flow improvements
 - Completion of planning and design of the US 41/ IL Rt 176 intersection

Goal 2: Pursue federal, state and private funding for accessibility and transportation improvements.

Goal 3: Cultivate working relationships with all transportation agencies and providers.

Goal 4: Reduce the overall number of vehicular traffic movements.

- Encourage walking, biking, carpooling and increased use of public transportation
- Explore the expansion of public transportation opportunities

Housing
Diversity

Housing stock diversity and strong property values serve residents at all stages of life.

Goal 1: Assess the balance of housing types that will meet the needs and desires of our community.

- Review all existing plans and regulations for compatibility with identified needs and retention of community character



Environment/
Green
Initiatives

- Develop a senior housing plan to address our current and future senior housing needs
- Review the Affordable Housing Plan to ascertain its compatibility with community needs

Goal 2: Educate the community and the individual homeowner on the benefits of historic preservation.

Environmental stewardship enhances the natural beauty of the community.

Goal 1: Take the initiative to prioritize and advance environmental stewardship.

- Assess the community's preference as to the natural environment's level of priority
- Educate the community on methods to utilize environmentally conscious behaviors
- Publicize current and past successes at advancing environmental stewardship
- Enlist volunteers to maintain litter-free streets and blocks
- Identify incentives and building codes that encourage green building

Goal 2: Enhance the quality of public and private open spaces.

- Partner with the Park District to improve access and aesthetics of the lakefront and ravines
- Educate the public regarding native plantings
- Increase the number of quality trees and expand on the Tree City USA program

Goal 3: Maintain and enhance recycling efforts.

- Place recycling bins in and around town
- Maintain Village Public Works Recycling/Waste Facility
- Incent businesses to recycle
- Monitor existing recycling regulations
- Encourage environmental practices at home

Goal 4: Explore alternative energy regulations for residential and commercial uses.



Stakeholder Inventory

A stakeholder list was created by the Steering Committee to bring to mind the spectrum of perspectives and interests present in the Village’s “system.” It was generated by answering three questions: **Who does the Village serve? Whose support does it need? Who is impacted by its work?** Participants made several additions to the list which now reads as follows:

Residents

- Seniors
- New
- School Age Parents
- Newcomers
- DINKs
- Youth
- Empty Nesters
- Geographic locations

Taxpayers

Not for profit organizations

Parade Committee

Vliet Museum

Garden Club

Women’s Club

LF/LB Chamber of Commerce

Open Lands Association

Farmers Market

Committee/Users

Artists on the Bluff

Volunteer Fire Department

Churches (2), Beach Church (1)

Other Local Governments

- Library
- School District #115 Lake Forest High School
- School District #65
- Park District
- Shields Township
- CLCJAWA

American Legion

Rotary Club

Kiwanis

Boy Scouts

Lions Club

Lake Bluff BBQ Society

Lake Bluff Baseball Association

Hospital (NWLFB)

Downtown Merchants

PTO

Forest Bluff Montessori

Boards and Commissions

- Plan Commission
- Zoning Board of Appeals
- Architectural Board of Review
- Board of Fire and Police
- Police Pension Fund Board
- Historic Preservation Commission
- Senior Resources Commission
- CROYA

The Lake Bluff Caucus

Business

- Large Employers
- CBD & Other small employers
- Geographic locations
- Type (Auto, retail, food, etc.)

Major Employers

Surrounding Communities

- Lake Forest
- North Chicago
- Knollwood

Employees

- Public Works

Trustees

Public Safety

Trustee/Elected Officials

Alumni

Realtors

Contractors

Preservationists

Commuters

Great Lakes Naval Station

Homeowner Associations

- The Sanctuary
- Tangle Oaks
- Armour Woods
- Belle Foret

Lake Bluff Yacht Club

Building Community

Media



The Village is grateful to the following individuals who participated in the Stakeholder Workshops:

Phyllis Albrecht
Brad Andersen
Barbara Ankenman
Betty Frank-Bailey
David Barkhausen
Michael Barrett
Mary Jane Brady
Marina Carney
Mary Collins
Kevin Considine
Mark Dewart
Rina Du Toit
Adrienne Fawcett
David Forlow
Peter Friedman
William Gallagher

David Graf
Susan Griffin
Robert Hertel
Drew Irvin
John Josephitis
Michael Klawitter
Paul Lemieux
Rick Lesser
Christine Letchinger
Thomas McAfee
Simon Moughamian
Elliot Miller
Gerald Nellessen
Janet Nelson
Matt Nielsen
Kathleen O'Hara
Edward Pasquesi

Craig Pierson
George Russell
Jim Seymour
Brandon Stanick
Jake Terlap
David Thomas
Ryan Waller

Project Facilitator:

Lynn Montei

Photography:

Gunnar Soderlind

Design:

Lynne Grenier

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: High-quality, cost-effective municipal services meet community needs and position the Village for future success.

Goal 1: Ensure a sound and stable fiscal condition that matches resources with community needs.

- Strategies:
- i Educate community about municipal services, legal obligations and revenue sources.
 - ii Identify, implement and monitor the optimal balance between community needs/levels of service and available resources.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
5	FY2014-15 Budget	ii	Short Term Routine	Finance	All Depts.	VB adopted balanced FY14-15 Budget with no service level changes or increases in taxes.	Village Board Finance Comm	NA	Budget approved 4/14/14			
6	FY2015-16 Budget	ii	Short Term Routine	Finance	All Depts.	Ongoing review and preparation of budget.	Village Board Finance Comm	NA	Ongoing	11/7/14	Tentative budget goes public - 2/26/15	Final Approval - by 4/13/15
2	GFOA Budget Award	ii	Short Term Routine	Finance	All Depts.	Complete budget worthy of GFOA Distinguished Budget Preparation Award.	Village Board Finance Comm	NA	Award received December, 2012 Award received December, 2013 2014 - pending			
4	Public Education Initiative Concerning Emerald Ash Borer (EAB) & Implementation of EAB Action Plan	i	Long Term Routine	Public Works	Admin	Published EAB informational pamphlet and conducted community workshop with Lake Forest.	Lake Forest	General Fund	Ongoing			
7	10 yr. Capital Improvement Plan	ii	Short Term Routine	Finance	Comm Dev Public Works	Develop a 10 yr. capital improvement plan using existing 5 yr. capital improvement plan as base.	Village Board Finance Comm	NA	Ongoing	11/07/14	Mid January, 2015	Final Approval - by 4/13/15

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

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Goal 3: Maintain sound infrastructure, facilities and other capital assets.

- Strategies: i Annually review and adhere to the Capital Improvement Plan.
- ii Consult the Strategic and Comprehensive Plans to guide planning and capital investments.

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1	Capital Improvement Plan (FY14-15)	i ii	Short Term Routine Long Term Complex	Comm Dev Pub Works Police	Finance Admin	Village Board approved \$2.45 million Capital Improvement Plan for:			Approved 4/14/2014			
						a) U.S. Route 41/176 Phase I Planning Project	Phase I Planning Services IDOT	\$150,000 - State Grant \$1,394,000 - Federal Grant	Ongoing			
						b) Pedestrian/Bike Path Connector (PSB to Sheridan Rd)	Design and Construction Observation Services	\$20,000 - General Fund \$90,000 - State Grant - ITEP (Grant increase from 68k-90k)	IDOT permit review - end of February, 2015	Completion - Spring, 2015		
						c) Street Resurfacing Program	Design and Construction Observation Services	\$182,000 - General Fund \$308,000 - MFT Revenue	Completed			
						d) Moffett Road Box Culvert Reconstruction	Design and Construction	\$115,000 - Redevelopment Fund/2006 G.O. Bonds	TBD			
						e) Lincoln Avenue Storm Sewer Project	Design and Construction Observation Services	\$100,000 - General Fund	IDOT permit review - Ongoing	Completion - Spring, 2015		
						f) B&T Club Rd. Sewer Pump Station Equipment Replacement	Design and Construction	\$90,000 - General Fund	Bid Advertise - April, 2015	Bid Opening - April, 2015	Contract Award - May, 2015	Completion - August, 2015
						g) Sheridan/E. Scranton Cross Walk Improvements	Construction	\$75,000 - General Fund	IDOT permit review - February, 2015	Bid Ad/Opening - Spring, 2015	Contract Award - May, 2015	Completion - June, 2015
						h) IL Rt. 176 Corridor Improvement Project	Design and Construction Garden Club / LBOLA Task Force	\$100,000 - General Fund	Village Plan Review Ongoing			
						i) E. Prospect Ave. Sanitary Sewer Line Repair Project	Design and Construction	\$60,000 - General Fund	TBD			
						j) Moffett/E. Witchwood Sanitary Relief Sewer Project (Phase I)	Gewalt Hamilton Assoc. Planning	\$25,000 - General Fund	Phase I Planning Ongoing		Completion - April 2015	
						k) Pine Crt. Storm Sewer Main Extension Project	Design and Construction	\$25,000 - General Fund	Bid Advertise - February, 2015	Bid Opening - February, 2015	Contract Award - March, 2015	Completion - April, 2015
						l) Tangley Oaks Storm Sewer and Detention System Project	Design and Construction	\$12,000 - General Fund	Ongoing		Completion - December 2014	
						m) Abandon East End of Ravine Ave. Sanitary Sewer	Construction	\$10,000 - General Fund	Completed			
						n) Lillian Dells Dr. Improvement Project	Design and Construction	\$10,000 - General Fund	Completed			
o) Rt. 176 Underpass Flood Study - Phase I Storm Drainage Analysis	Planning: Christopher Burke Engineering	\$30,000 - General Fund	Contract Award - July, 2014	Phase I Study - Ongoing	Completion - December, 2014							

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2016 STRATEGIC PLAN - OPERATIONS SHEET

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- Strategies: i Annually review and adhere to the Capital Improvement Plan.
- ii Consult the Strategic and Comprehensive Plans to guide planning and capital investments.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
2	Capital Improvement Plan (FY14-15) Cont...	i ii				p) Campbell Ct. Subdivision Flood Study - Phase I Storm Drainage Analysis	Planning: Christopher Burke Engineering	41,500 - General Fund	Contract Award - July, 2014		Phase I Study - Ongoing	Completion - December, 2014
						q) New squad car, replace PW Facility HVAC system & PW stump grinder, Computer/Tech replacements as needed	NA	\$60,000 - Vehicle/Equip Replacement Fund \$157,000 - General Fund	Bid Advertise as needed	Ongoing		Completion - April, 2015
						r) Bath & Tennis Sanitary Sewer Lining Project	Design and Construction	\$40,000 - General Fund	TBD			Completion - April, 2015
						s) Mawman/W. Blodgett Sewer Pump Station Valve Replacement	Design and Construction	\$25,000 - General Fund	Contract Awarded - June, 2014	Ongoing		Completion - April, 2015
						t) Bath & Tennis Sub. Sanitary Sewer Evaluation Survey - Phase I	Planning: Christopher Burke Engineering	\$50,000 - General Fund	Contract Award - September, 2014		Phase I Study - Ongoing	Completion - January, 2015
						u) Sidewalk Removal/Replacement Project	Design and Construction	\$35,000 - General Fund		Completed		
						v) Train Station Parking Lot Reconstruction Phase I Project	Lake Co. DOT IDOT Planning Design and Construction	30% - General Fund 70% - Surface Transp. Program	Meet with IDOT to determine funding qualification - January, 2015			

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: Engagement and volunteerism are the essence of our community culture.

Goal 2: Create a new and viable volunteer model that accommodates contemporary life.

- Strategies:
- i Create a task force comprised of diverse stakeholders and all Village partners in model development.
 - ii Inform the community on the essential role volunteers fill.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Coordinate Volunteer Efforts with Lake County Cares	ii	Long Term Routine	Admin		Coordinate volunteer opportunities involving Lake Bluff non-profit organizations, Village advisory boards and other governmental agencies with residents looking to volunteer.	Lake County Cares Community Non-Profits Village Advisory Boards Other Governmental	FY13 - \$3,000 - General Fund	Present program to community groups & community stakeholders	June, 2012		Ongoing
								FY16 - \$600 - General Fund	Continue coordination of volunteer opportunities with Lake County Cares			Ongoing

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: Our business climate sustains a robust and stable local economy.

Goal 2: Foster a business friendly environment.

- Strategies: i Streamline the business development process.
ii Strengthen our Central Business District.
iii Maintain relationships with the auto park community.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Zoning Petition for Planned Commercial Development Regulations	i		Admin	Comm Dev	Conducted design charette and public hearing to establish planned commercial development regulations.	PCZBA ABR Teska & Assoc. Target Corp.	NA			Completed	
2	2014 Farmers' Market Event	ii		Admin	Public Works Police	Support Farmers' Market Comm. in planning and organizing annual farmers' market event.	Farmers' Market Comm. Market Manager	General Fund Vendor App Fees Sponsorship Opportunities			Completed	
3	2014 Criterium Bike Race & Block Party	ii		Admin	All Depts	Plan & organize 3rd annual bike race and block party event.	Cycling Event/Block Party Coordinators	General Fund			Completed	
4	2014 CBD Block Party/Music Fest	ii		Admin	All Depts	Facilitation and coordination of block parties.	CBD Merchants	General Fund			Completed	
5	CBD Parking Study	ii	Long Term Complex	Admin	Comm Dev	Study and analyze downtown parking environment given substantial changes to CBD and other possible actions.	Rich & Assoc. (Consultant) CBD Merchants Park Dist. Montessori School CBD Residents Surrounding Property Owners Other Stakeholders as needed	General Fund - \$15,400	Engaged Consultant - September, 2013	Village Board accepted report - June, 2014	Consultant's recommendations reviewed and prioritized by Staff - October, 2014	Implementation of Consultant's recommendations - FY15-16
6	2015 Farmers' Market Event	ii		Admin	Public Works Police	Support Farmers' Market Comm. in planning and organizing annual farmers' market event.	Farmers' Market Comm. Market Manager	General Fund Vendor App Fees Sponsorship Opportunities	Ongoing event planning	November, 2014	VB receives annual report - April 2015	Farmers' Market begins - 6/12/15
7	2015 Criterium Bike Race & Block Party	ii		Admin	All Depts	Plan & organize 3rd annual bike race and block party event.	Cycling Event/Block Party Coordinators	General Fund	Ongoing event planning	September, 2014	Event date - July 2015	Debrief date - August, 2015
8	CBD Block Party/Music Fest	ii		Admin	All Depts	Facilitation and coordination of block parties.			Ongoing event planning			
9	Train Station Retail Tenant	ii		Admin	Comm Dev	Vendor did not renew lease. Issue RFP soliciting bids for retail/service establishment.	Business Community Village Attorney	NA	Issue RFP & approve lease	RFP issued - August, 2014	No responses to RFP received	Further action TBD
10	Evaluate Planned Mixed-Use Dev. Regulations for CBD	i ii		Admin	Comm Dev	Study and analyze PMD as a potential zoning and land use tool for redevelopment of remaining CBD Blocks 2 & 3 (entire area bounded by Walnut/North/Evanston/Scranton)	Village Residents CBD Merchants PCZBA ABR Teska & Assoc.	\$19,600 - General Fund	Downtown Sub-Area Visioning Program -	March, 2015	Kick-off mtg - Spring, 2015	Final Report - July, 2015 Visioning Wrkshp Open House - TBD

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: Housing stock diversity and strong property values serve residents at all stages of life.

Goal 1: Assess the balance of housing types that will meet the needs and desires of our community.

- Strategies:
- i Review all existing plans and regulations for compatibility with identified needs and retention of community character.
 - ii Develop a senior housing plan to address current and future senior housing needs.
 - iii Review the Affordable Housing Plan to ascertain its compatibility with community needs.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Review of Village Affordable Housing Plan	i iii		Admin	Comm Dev	Possibly review existing 2005 Affordable Housing Plan for compatibility with community needs.	PCZBA	TBD	TBD			
2	Develop Senior Housing Plan	ii		Admin	Comm Dev	Develop a senior housing plan to address current and future senior housing needs.	Valerie Kretchmer & Associates Senior Res. Comm PCZBA	TBD	Conducted status review with Village Board	10/26/13	10/26/13	TBD

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: High-quality, cost-effective municipal services meet community needs and position the Village for future success.

Goal 2: Explore cost saving alternatives.

- Strategies:
- i Collaborate with other munis, taxing bodies & private sector partners to identify & advance shared services opportunities.
 - ii Continue to identify & implement reductions in operating exp.
 - iii Use insight of employees to innovate and contain costs.
 - iv Seek and utilize cost effective service delivery alternatives.
 - v Expand use of purchasing consortia for various products and services.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Electricity Aggregation Program	i ii v	Long Term Complex	Admin		Partnered with 7 other communities to form North Shore Electrical Aggregation Consortium to realize a greater cost savings on electricity supply rates for residents & businesses.	Consortium (Deerfield, Glencoe, Highland Park, Lake Forest, Northbrook, Park Ridge, Skokie) Consultant MC2 (Electricity Supplier)	General Fund	Ongoing - 36 month contract expires May, 2015	November, 2011	Program Adopted - 3/26/12	Electricity Supply Price renewal - May, 2014
									November, 2014 - RFP issued soliciting bids from suppliers for new contract term/price	Mid December, 2014 - select electricity supply vendor	January, 2015 - Village Board considers power supply agreement	February, 2015 - Commodity price acceptance, negotiations ongoing
2	E-911 Dispatch Consolidation	i ii v		Admin	Police Fire	Partnered with Lake Forest, Highland Park and Highwood to consolidate dispatching services with the Village of Glenview.	Lake Forest Highland Park Highwood Glenview Consultant	General Fund	April, 2014 - Village Board approved Intergov't Agreement w/ Glenview for 7 yr. term		Switchover in September, 2014 Ongoing evaluation of service operations	
3	Roadway Resurfacing & Patching Projects	i ii v		Comm Dev	Admin	a) FY12-13 Partnered with 3 other communities in attempt to realize savings by jointly bidding infrastructure improvement projects.	Lake Forest Highland Park Lincolnshire	General Fund Motor Fuel Tax Revenue			Completed	
						b) FY13-14 & FY14-15 Partnered with Lake Forest in attempt to realize savings by jointly bidding infrastructure improvement projects.	Lake Forest	General Fund			Completed	
4	Joint Fire/EMS ICMA Study	i ii iv		Admin	Fire Police	Partnered with 3 other communities in ICMA study evaluating effectiveness/efficiency of Fire Dept operations.	Lake Forest Highland Park Highwood	General Fund	Ongoing	August, 2011	Presentation of Draft Study - 12/11/12	Task Force established - January, 2013 (refer to E911 Dispatch)
5	PSB Cellular Tower Upgrades and Building Addition	i		Comm Dev	Admin Fire	As part of the project to construct new cellular tower, AT&T provided funds to construct a 1,011 sq. ft. addition to the PSB.	AT&T Contractor Village Attorney	\$185,000 - Donation			Completed	

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: High-quality, cost-effective municipal services meet community needs and position the Village for future success.

Goal 2: Explore cost saving alternatives.

- Strategies:
- i Collaborate with other munis, taxing bodies & private sector partners to identify & advance shared services opportunities.
 - ii Continue to identify & implement reductions in operating exp.
 - iii Use insight of employees to innovate and contain costs.
 - iv Seek and utilize cost effective service delivery alternatives.
 - v Expand use of purchasing consortia for various products and services.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
6	Information Technology Shared Services	i ii v		Admin	Finance	Partnered with 13 communities seeking to create a shared services environment for IT services where staffing and infrastructure can be shared and economies of scale leveraged with the following key project goals: Operate more efficiently, Reduce future expenses, Improve service, Increase system dependability, & Achieve organizational flexibility.	InterDev (service provider) Bannockburn Buffalo Grove Glenview Grayslake Highland Park Kenilworth Lake Forest Lake Zurich Lincolnshire Lincolnwood Lindenhurst Skokie Winnetka	\$60,000/yr. - General Fund	Approved IT services agreement with InterDev for 3 yrs. - Janaury, 2014		Developing foundations for a true IT consortium - first quarter of 2015.	
7	Electric Vehicle Charging Stations	i		Admin	Comm Dev Public Works	Partnered with 4 other communities seeking to lower costs and pricing associated with EV charge stations and electricity.	Deerfield Glenview Highland Park Lake Forest Skokie	\$15,000 - General Fund	Evaluate feasibility of providing EV charging stations in downtown.	Kick-off mtg - November, 2012	Responses to RFP submitted - June, 2013. Companies interviewed - August, 2013	No action - demand not sufficient to justify expenditure.
8	Fleet Management Audit Assessment	i ii iv		Admin	Public Works Police	Partnered with 3 other communities to assess fleet operations and determine if opportunities for improvement, shared services, improved cost management exist, as well as develop actions to optimize highest levels of performance.	Consultant Buffalo Grove Glenview Lake Forest	General Fund	Completing consultant's recommendations.	Engaged consultant - August, 2013	Draft Report - October, 2013	TBD
9	Cable Television Shared Services	i ii iv		Admin	Finance	Partnered with 5 other North Shore communities to seek economies of scale in delivering public cable access services (LB Channel 19).	Lake Forest Highwood Highland Park Deerfield Winnetka	\$15,000 - General Fund	Analysis Conducted - March thru November, 2014	Issued RFP - January, 2015	Consultant Review of Existing Systems - March, 2015	Initiate Cable Consortium and commence w/ fiber upgrades - May, 2015

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: Our business climate sustains a robust and stable local economy.

Goal 1: Create a sustainable revenue base.

- Strategies:
- i Develop a marketing plan.
 - ii Explore strategic annexation of commercial properties at the northeast quadrant of US 41/IL Rt 176 and IL Rt 176 and IL Rt. 43 corridors.
 - iii Further engage local businesses & business groups in dialogue to retain existing & attract new business.
 - iv Reposition the Business Parks for the new economy.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Village Branding & Marketing Program	i iii iv	Long Term Complex	Admin		Issued RFQ for qualified consultant to assist Village in preparing a comprehensive branding initiative and full marketing plan.	DDC North Star (Consultant) Village Board Stakeholders Brand Manager	\$42,000 - General Fund	Brand Strategy Implementation: Phase I: Physical environment Phase II: Digital environment	May, 2012	Completion - January, 2014	Implementation of Key Items: Stationary - July, 2014 Website/ Instagram - December, 2014 Entryway Signs - Spring, 2015
2	Waukegan Rd Corridor Study Implementation	i	Long Term Routine	Admin	Comm Dev	a) Review Design Guidelines with ABR.	ABR Village Attorney Consultant	General Fund		Completed		
						b) Review Bulk Metrics & Zoning Use Table PCZBA Sub Comm.	PCZBA Sub Comm. Village Attorney Consultant	General Fund		Ongoing		
						c) Public Hearing with PCZBA.	PCZBA Sub Comm. PCZBA Village Attorney	General Fund	Ongoing	TBD	TBD	TBD
3	Zoning Petition for Planned Commercial Development Regulations	iii iv		Admin	Comm Dev	Conducted design charette and public hearing to establish planned commercial development regulations.	PCZBA ABR Teska & Assoc. Target Corp.	NA		Completed		
4	Economic Incentive Agreement between the Village & Target Corp.	iii		Admin	Finance	Successfully negotiated sales tax sharing agreement for a period of 10 years for a max rebate of \$4.2 million.	Village Attorney Consultant Target Corp.	NA		Completed		

**VILLAGE OF LAKE BLUFF
2016 STRATEGIC PLAN - OPERATIONS SHEET**

Vision: People move with ease on foot, bicycle & by automobile in a safe, accessible & well-connected system of sidewalks, paths & roads.
Goal 1: Develop a master plan for all desired transportation improvements.

- Strategies:
- i Perform needs analysis to improve access & enhance safety.
 - ii Consider the following for inclusion in the master plan:
 - a) sidewalk extensions & pedestrian ramp cuts at key intersections;
 - b) improvement of Sheridan/Moffett intersection; c) expansion of walk/bike paths; d) feasibility study of 2nd east-west transportation corridor from GB to Sheridan; e) train station traffic flow improvements;
 - f) completion of plan/design of 41/176 intersection.

No.	Project or Action	Str.	Priority Level	Primary/Lead Dept.	2ndry/Dept(s)	Action by the Village	Other participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	Comp Plan Update to Transportation Section	ii	Long Term Complex	Comm Dev.	Admin	Review and development ongoing	PCZBA & SubComm	General Fund	November 2012	2009	TBD	TBD
2	Bicycle Master Plan	ii	Long Term Complex	Comm Dev.	Admin	Ongoing evaluation of data and feedback from August focus group meeting.	PCZBA Bicycle Plan Advisory Group	General Fund	Focus Group Mtg. - August, 2012	December 2011	TBD	TBD
3	Pedestrian/Bike Path Connector (PSB to Sheridan Rd)	ii	Short Term Routine	Comm Dev.	Finance	Construct bicycle path to connect PSB area with Grand IL Bike Trail on west side of Sheridan Rd.	Design and Construction Observation Services	\$20,000 - General Fund \$90,000 - State Grant - ITEP (Grant increase from 68k-90k)	IDOT Permit Review - Ongoing		Completion - Spring, 2015	
4	U.S. Route 41/176 Phase I Planning Project		Long Term Complex	Comm Dev.	Finance	Study options for reconfiguration of U.S. Route 41/IL 176 interchange.	Phase I Planning Services	\$150,000 - State Grant \$1,394,000 - Federal Grant		Ongoing		
5	East-West Transportation Connections	ii	Long Term Complex	Comm Dev.	Admin	Collect feedback from VB regarding the development of East-West Connections.	IDOT Lake County DOT PCZBA Finance Comm	TBD	Plan Development	October 2013 - VB Retreat	TBD	TBD

lynn **montei** associates

May 25, 2016

Brandon Stanick
Assistant to the Village Administrator
Village of Lake Bluff
40 East Center Avenue
Lake Bluff, IL 60044

Dear Mr. Stanick:

Please find a proposal for consulting services for development of the Village of Lake Bluff Strategic Plan. We hope it is responsive to your needs in every respect, and we welcome your questions, comments and feedback. We may be reached at the contact information found below and also by mobile phone at (630) 750-3538.

Thank you for the opportunity to submit this proposal. It would be a distinct pleasure to be of service to the Village of Lake Bluff once again.

Sincerely,



Lynn Montei
President

A Proposal for Strategic Plan Consulting Services

Village of Lake Bluff, Illinois

May 25, 2016

Table of Contents

Introduction	1
Professional Qualifications	1
Firm Background	1
Personnel	2
Deliverables	3
Approach and Methodology	3
References	6
Estimate of Cost	7
Conclusion	8
Client List	9

Introduction

The Village of Lake Bluff, Illinois will once again initiate a strategic planning process to update and refresh its vision for the future and design a strategy to achieve it. The community responded very positively five years ago when invited to re-imagine and envision the Village's future. Lynn Montei Associates was privileged to facilitate that process, and we appreciate the opportunity to submit this proposal as the Village designs its next chapter.

We have prepared and herein provide our qualifications and proposed approach for a plan development process that will deliver a clear, powerful and compelling vision for 2021, and clear direction and strategy toward that new future.

The deliverables we propose are 1) the Strategic Plan, comprised of a contemporary expression of who the Village of Lake Bluff is, its core values, mission, vision and plan of action to attain its desired future, 2) explicit outcomes and measures for implementation accountability and 3) a climate conducive to plan fulfillment.

Quite literally, our planning orientation facilitates the process of shaping a future in which the Village will prosper and thrive. We utilize a creative rather than a reactive stance which has the power to inspire and energize individuals, the organization and the larger community. Our plan development partnership – the Village of Lake Bluff, its stakeholders and consultant together – can effectively deliver on this bold promise.

To achieve exceptional yet affordable deliverables, we propose to identify and engage Village of Lake Bluff stakeholders throughout the process. We will detail the specific process components and, to provide flexibility, identify some components as optional.

Professional Qualifications

Firm Background

Lynn Montei Associates is a strategic planning and organizational development firm that helps governments, businesses and nonprofit organizations create and inspire meaningful change in their organizations and communities.

Since 2002, Lynn Montei Associates has served municipal and other local governments in strategic planning. Our association with local government began years before in suburban Chicago where Lynn served for 17 years as executive director of a council of governments.

Through periods of recession, rapid growth and all manner of dynamic change, she observed what distinguishes communities that thrive, even in hard times. Municipalities in that elite group are those who commit to celebrating their uniqueness, achieving a high level of clarity and passion about what they intend to create, and then focusing and aligning themselves around it.

With that understanding, sound principles and theory, talent and a passion to serve, our firm began.

Our areas of expertise include strategic planning, stakeholder engagement, management consulting, leadership development and culture change. We design and facilitate processes for civic engagement, strategic alignment, board development, team building and coaching.

We have a powerful understanding of how to achieve clarity, focus and strategic alignment across a community's sectors and interests – and capture it in writing. Clients tell us the plans we create together provide guidance and inspiration throughout their intended life. As important, stakeholders invest, exhibit ownership and are real contributors to vision attainment.

We recognize the importance of words and language as a means to convey intention, inspire clarity and focus, and fuel momentum. Through use of our robust processes and skills, and in total partnership with our client and stakeholders, the plan comes together clearly, powerfully, and with relative ease and agreement.

Personnel

Lynn Montei, Principal

Lynn Montei is a designer and facilitator who guides groups to create and inspire vibrant, thriving communities, organizations, businesses and workplaces.

In all types of settings and conditions, Lynn's work helps clients move beyond perceived roadblocks to realize successes previously thought to be out of reach. Clients and their stakeholders can claim the tangible benefits of great strategic plans, and quality intangible benefits of heightened trust, ownership, collaboration and accountability.

Lynn serves governments, nonprofit organizations, businesses and individuals. She draws upon her nonprofit management and municipal experience as executive of a suburban council of governments where she forged multi-jurisdictional collaborations, brought innovation to public



policy, and advocated locally and nationally on behalf of municipalities. Lynn also served as Dean of the Illinois School for Management and Change, a learning lab for teams leading change.

Deliverables

We are inspired by strategic plans that describes the exciting, unfolding future of a community. The best plans draw the reader in and inspire participation and enthusiasm. In addition to its main purpose of setting clear direction and guidance for policymakers and the Village organization, your Strategic Plan serves as a tool for economic development, community marketing, community engagement, orientation of new residents and employees, and a tangible reminder of a positive and successful community.

Municipal plans run the risk of becoming trite because there are obvious similarities in municipal purpose, responsibilities and basic services. So there is great value in optimizing every bit of content in your Strategic Plan by developing Mission, Vision, Goals and Strategies statements that carry and convey intentional, unique meaning.

We are open to the format of the strategic plan document. It may include explicit outcomes and performance measures or they may be contained in a companion document. In either case, this feature can be used to monitor progress and communicate plan performance to stakeholders.

The intangible deliverable we have promised is “a climate conducive to plan fulfillment.” The climate created in the planning process is a byproduct of the way we work. The process is transparent, inclusive, honoring of all perspectives and engaging. This becomes even more clear in the remainder of the proposal, and is a key differentiator in our approach to the work.

Approach and Methodology

Lynn Montei Associates will use a "whole system" learning and engagement process to create the Village of Lake Bluff Strategic Plan. The whole system design and facilitation process brings together a diverse and broad cross-section of community stakeholders – people, perspectives, institutions and sectors – in learning conversations.

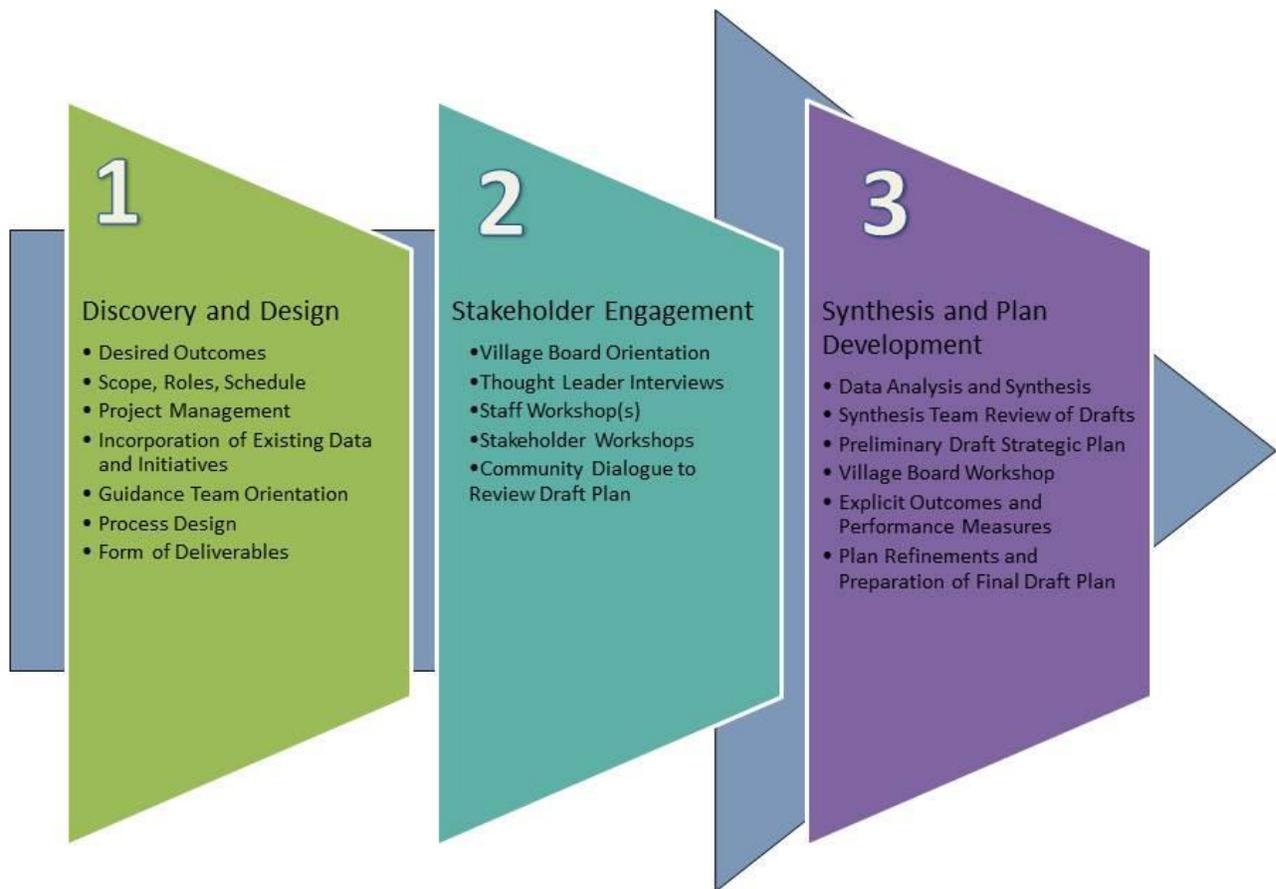
Our reasons for favoring a learning and engagement approach come from our study and observation of how groups move beyond their routine to new, more exciting territory. Research has found that connecting people in relationship across sectors, interest groups, and other categories of affiliation elevates the dialogue and increases individual capability and understanding. We have seen the evidence that it can shift the dialogue from positional or adversarial to a more grounded stance with a wider view, and a desire to understand how things are interrelated.

We propose a process in three phases: 1) Discovery and Design, 2) Stakeholder Engagement, and 3) Synthesis and Plan Development. An illustration of the three-phase process can be found on page 6. The length of the process can vary depending on the desired pace but we should expect completion in no less than 4 months and up to 8 months.



Major process components:

1. Engage a Guidance Team comprised of up to 10 diverse stakeholders for advice, guidance and to enhance stakeholder representation
2. Provide orientation to the Village Board on the strategic planning process
3. Conduct thought-leader interviews
4. Host whole-system stakeholder workshop (one full or two half-day) and staff workshop (one full or two half-day) for system connection, awareness, visioning, data generation, establishment of trajectory and alignment, ownership of the new future and to build momentum
5. Perform analysis and plan development with a Synthesis Team
6. Review the preliminary draft plan in a Village Board work session
7. Host public review of the draft plan at an open-invitation Community Dialogue
8. Incorporate refinements resulting from public review
9. Design a dashboard of key outcomes and measures that will serve as a companion to the strategic plan
10. Present the final draft strategic plan for Village Board consideration



This Illustration portrays the three-phase process we propose.

Our approach and methodology facilitate a stable platform for sustaining a dynamic, evolving, interactive planning process involving key Village and community stakeholders. By design, the process intends to yield a strategic plan that resonates with the entire community. This list of process features further describes our way of working.

1. Employ a proven set of foundational principles: whole-system thinking, rules of engagement, guidelines for listening, creative orientation and organic systems
2. Engage the Village Board, executive leadership, staff and the public in dialogue together
3. Design groups and experiences to bring diverse perspectives and demographic representation together (a “microcosm” of the whole system)
4. Utilize a diverse Guidance Team that partners with the consultant throughout the process to plan, execute and evaluate the process and its components
5. Utilize interviews (optional), team meetings, staff (optional) and community workshops and a Village Board workshop for Strategic Plan development
6. Incorporate both community and organizational needs

7. Design workshop sessions as interactive practice fields or “learning labs” to cultivate participant skills needed to create the desired future
8. Share information for transparency and to build community capacity for vision implementation and accountability
9. Cultivate the community as a living system with the ability to grow, adapt, and rejuvenate
10. Train stakeholder focus on the trajectory to the desired future rather than reacting to unwanted conditions
11. Partner with a representative, dedicated Synthesis Team to capture the vision and strategy in writing, and ensure appropriate analysis and synthesis
12. Based on the Strategic Plan framework, define specific measurable performance targets for accountable implementation
13. Provide a tracking and reporting tool for communication to stakeholders (optional)



References

Lynn Montei Associates has prepared strategic plans for these clients and many others. A more comprehensive list of clients can be found on page 9.

The Village of Mount Prospect, Illinois

Reference: David Strahl, Assistant Village Manager, dstrahl@mountprospect.org, (847) 818-5305

The Village of Westmont, Illinois

Reference: Stephen May, Village Manager, smay@westmont.il.gov, (630) 981-6296

Intergovernmental Personnel Benefit Cooperative (IPBC)

Reference: David Cook, Executive Director, davec@cmservices.com, (630) 878-2019

Lake County, Illinois, Division of Transportation

Reference: Doretha M. Johnson, Director of Administration, djohnson@lakecountyil.gov, (847) 377-7445

Estimate of Cost

Direct Costs

All costs will be reimbursed on an actual basis. Cost of mileage is billed at the IRS Standard Mileage rate. Other anticipated expenses are simple materials such as flip charts and handout material. The consultant will make every effort to work with the Village's designated liaison for logistics and materials, with electronic documents to be supplied in sufficient time so that photocopies can be made by Village personnel.

This proposal has not addressed costs associated with facilities, refreshments, graphic design or production of the strategic plan document.

Professional Fees

The proposal we have presented with all its component parts is our recommendation for optimal plan development. It meaningfully engages a variety of stakeholders and accommodates integration of all perspectives. If the proposed scope is too ambitious, however, some components may be reduced or eliminated. These are indicated as optional.

Component	Cost
Refine Work Plan, Integrate Existing Data and Manage Project	\$ 1,400.00
Engage and Facilitate Guidance Team [optional]	1,750.00
Process Design (allocated to each specific activity/event)	0.00
Interview 6 Key Persons/Thought Leaders, Prepare Report [optional]	1,750.00
Engage Staff – Workshop (1 full or 2 half-day workshops) [optional]	2,800.00
Engage Community –Stakeholder Workshop (2 half-day workshops)	4,000.00
Analyze and Synthesize Data	2,800.00
Review and Refine Synthesis Documents – Synthesis Team	4,200.00
Develop Preliminary Draft Plan Presentation	1,050.00
Host Village Board Preliminary Draft Plan Review Workshop	700.00
Define Explicit Outcomes and Performance Measures– Synthesis Team	2,100.00
Host Stakeholder Dialogue to Improve/Validate Draft Plan	2,100.00
Present Final Draft Plan	500.00
Total	\$25,150.00

Conclusion

We thank you for the opportunity to offer our thoughts on the development of the Village of Lake Bluff strategic plan. We sincerely hope that what we have presented is useful and relevant to your process. We extend our sincere wishes for the success of the initiative, and it would be a distinct pleasure to be of service to you.

Clients Served by Lynn Montei Associates

Algonquin-Lake in the Hills Fire Protection District Strategic Planning
All Chicago, Strategic Planning
American Solar Energy Society, Strategic and Operational Planning
Chicago Community Group-IONS, Strategic Planning
City of Batavia, Illinois, Board Governance
City of Bloomington, Illinois, Council Planning, Organizational Development
City of Des Plaines, Illinois, Strategic Planning
City of Evanston, Illinois, Community Budget Workshop Process
City of Geneva, Illinois, Strategic Planning
City of Iowa City, Iowa, Council-Management Team Workshop
City of Naperville, Illinois Team Development
City of St. Charles, Illinois, Strategic & Implementation Planning
City of St. Charles Fire Department, Strategic & Implementation Planning
Community Housing Initiatives, Iowa, Strategic Planning
DuKane Valley Council, Assessment of Viability
DuPage Mayors and Managers Conference, Team Development
Elmhurst Park District, Strategic Planning
Exelon Corporation, Strategy Development
Fox Cities Comm. Health Center, Wisconsin, Strategic Planning
Illinois Education Foundation (IEF), Board Development
Institute of Noetic Sciences, Member Council Strategic Planning
Intergovernmental Personnel Benefit Cooperative (IPBC), Strategic Planning
La Leche League International, Strategic Planning
Lake County, Illinois, Division of Transportation Strategic Plan
Lake County, Illinois, Human Resources, Finance and Administrative Services
Department Strategic Alignment
Lake County, Illinois, Public Works Team Culture Initiative
Lake County, Illinois, Workforce Development Team Culture Development
Lake County, Indiana Workforce Investment Board, Strategic Plan, Leadership/Executive Coaching
Leadership Greater Chicago Fellows Association Board, Strategy Development, Alumni Retreat
Lucas County, Ohio, Dept of Job and Family Services, Team Development and Short-Range Plan
Metro West Council of Government, Strategy Development
Lynn Montei Associates – Proposal for Strategic Plan Consulting Services

Miracle League of Illinois, Strategy Development
Midwest Energy Efficiency Alliance, Strategy, Board Development, Leadership/ Executive Coaching
Nicor Gas, Senior Management Team Development
Northwestern Indiana Regional Planning Commission (NIRPC), Community Vision and Strategic Direction, Organizational Alignment, Leadership and Executive Coaching
Oak Park-River Forest Community Foundation, Strategic Planning, Community Conversation Café
Oak Park and River Forest High School District 200, Leadership Roundtable Development
Rehabilitation Institute of Chicago Women with Disabilities Center, Vision Development
Rush University College of Nursing, Strategy Development
Sisters of St. Benedict, Rock Island, Illinois, Council & Chapter Strategy Development, Leadership and Executive Coaching
United States Dept of Energy Midwest Regional Office, Strategic Planning and Team Building
United States EPA, Air Quality, Planning & Standards, Team Development
Urban Partnership Bank, Strategic Leadership Team Development
Us TOO International, Board and Strategy Development
Village of Addison, Illinois, Strategic Planning
Village of Buffalo Grove, Illinois, Goal Setting
Village of Burr Ridge, Illinois, Goal Setting
Village of Glen Ellyn, Illinois, Board of Trustees Goal Setting
Village of Gilberts, Illinois, Strategic Planning
Village of Lake Bluff, Illinois, Strategic Planning
Village of Montgomery, Illinois, Board Development, Strategic Planning
Village of Mount Prospect, Illinois, Strategic Planning
Village of Orland Park, Illinois, Goal Setting and Team Building
Village of Oswego, Illinois, Strategic Planning
Village of Park Forest, Illinois, Goal Setting
Village of Tinley Park, Illinois, Management Team Development
Village of Westmont, Illinois, Strategic Planning
Village of Wilmette, Illinois, Goal Setting
Village of Woodridge, Illinois Board of Trustees Planning

MEMORANDUM

To: Drew Irvin, Village Administrator
Brandon Stanick, Assistant to the Village Administrator

From: Lynn Montei

Subject: Prospective Strategic Plan Companion Document

Date: July 1, 2016

You have asked for a description of what it would look like to have an accompanying document to the completed strategic plan, as offered in my proposal. The document's purpose would be plan performance monitoring and reporting, and it would contain explicit outcomes and performance measures of interest to those responsible for plan implementation and accountability.

The companion document, or performance gauge, would also provide transparency for interested and engaged constituents without their having to peruse all the data contained in a more detailed implementation plan. I would suggest it be provided on a quarterly or semiannual basis to the Village Board and be available online, but not be distributed broadly with the strategic plan.

Over the five year life of the plan, the performance gauge will necessarily be updated, added to and amended. For illustration purposes, I offer an early prototype based on a segment of the Village of Lake Bluff Strategic Plan for 2016. (see next page)

1. Column 1: Represent and keep focus on the desired high-level outcomes of the Goal
2. Column 2: Provide indicators or measures that offer a 5-year target for successful outcome achievement
3. Column 3: Enumerate an explicit list of projects, initiatives or actions that are currently or will be employed to achieve the goal and outcomes
4. Column 4: Indicate the progress on implementation of the projects/initiatives

On an annual basis, a dashboard could be produced by inserting one or more narrow color-coded columns to indicate pace/progress (exceeding, improving, consistent, declining.)

The gauge should be designed by a team familiar with what information is most critical to the target audience. An attractive format would be applied.

Vision: Business Climate		Goal 2: Foster a business friendly environment.		
Key Outcomes		Measures	Initiatives/Projects	Progress (for example)
Establish conditions for innovative commercial development that keeps pace with contemporary life.		Increase total number of businesses operating in Village	Zoning Petition for Planned Commercial Development Regulations	Completed
Increase foot traffic in the CBD		Hold 6 major CBD events annually and weekly summer gatherings	2014 Farmers' Market Event	On schedule
Attract a diverse, appealing commercial mix appealing to a wide range of shoppers and diners		Maintain commercial occupancy at 100%	2014 Criterium Bike Race & Block Party	On schedule
		Increase commercial property values by 2% annually	CBD Parking Study	Not yet started
			Train Station Retail Tenant	Behind schedule
			Evaluate Planned Mixed-Use Dev.	