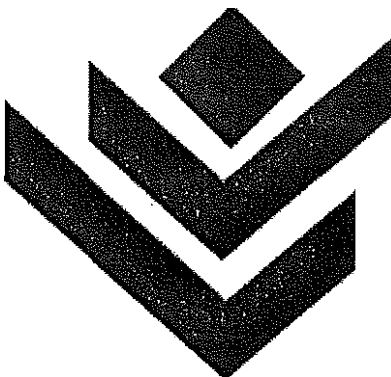# CITY OF BLOOMINGTON COMMITTEE OF THE WHOLE MEETING

MARCH 21, 2016

City Logo Design Rationale

The symbol for the City of Bloomington is multifaceted in its visual and conceptual approach. Visually the symbol and the City's identity represent a modern progressive style which is consistent with the City's government. The symbol is based on three different concepts which combine to represent the City in a contemporary and appropriate way.

First and foremost is the chevron. The City government is a respected agency dedicated to serving the public. In this way, the chevron represents service, rank and authority.

The symbol may also be seen as a three dimensional building. This represents growth and diversity in our community.

Finally, the flower or plant derived from the original name "Blooming Grove," represents a community that is friendly and safe. Progress and growth are also associated with plant life as well as regeneration and renewal.

The symbol's positive upward movement is representative of the City's commitment to excellence!

City of Bloomington – Strategic Plan

Vision 2025
Bloomington 2025 is a beautiful, family friendly city with a downtown – the heart of the community and great neighborhoods. The City has a diverse local economy and convenient connectivity. Residents enjoy quality education for a lifetime and choices for entertainment and recreation. Everyone takes pride in Bloomington.
Jewel of Midwest Cities.

Mission
The Mission of the City of Bloomington is to be financially responsible providing quality, basic municipal services at the best value. The city engages residents and partners with others for community benefit.

Core Beliefs
Enjoy **S**erving Others
Produce Results
Act with **I**ntegrity Take
Responsibility Be
Innovative Practice
Teamwork
Show the **SPIRIT!!**

Goals 2015
Financially Sound City Providing Quality Basic Services
Upgrade City Infrastructure and Facilities
Strong Neighborhoods
Grow the Local Economy
Great Place to Live – A Livable, Sustainable City
Prosperous Downtown Bloomington

12/11/2010

CITY OF BLOOMINGTON

2015 Strategic Plan Goals

Goal		1. Financially Sound City Providing Quality Basic Services
Objective		a. Budget with adequate resources to support defined services and level of services
		b. Reserves consistent with city policies
		c. Engaged residents that are well informed and involved in an open governance process
		d. City services delivered in the most cost-effective, efficient manner
		e. Partnering with others for the most cost-effective service delivery

Goal		2. Upgrade City Infrastructure and Facilities
Objective		a. Better quality roads and sidewalks
		b. Quality water for the long term
		c. Functional, well maintained sewer collection system
		d. Well-designed, well maintained City facilities emphasizing productivity and customer service
		e. Investing in the City's future through a realistic, funded capital improvement program

Goal		3. Grow the Local Economy
Objective		a. Retention and growth of current local businesses
		b. Attraction of new targeted businesses that are the "right" fit for Bloomington
		c. Revitalization of older commercial homes
		d. Expanded retail businesses
		e. Strong working relationship among the City, businesses, economic development organizations

Goal		4. Strong Neighborhoods
Objective		a. Residents feeling safe in their homes and neighborhoods
		b. Upgraded quality of older housing stock
		c. Preservation of property/home valuations
		d. Improved neighborhood infrastructure
		e. Strong partnership with residents and neighborhood associations
		f. Residents increasingly sharing/taking responsibility for their homes and neighborhoods

Goal		5. Great Place – Livable, Sustainable City
Objective		a. Well-planned City with necessary services and infrastructure
		b. City decisions consistent with plans and policies
		c. Incorporation of "Green Sustainable" concepts into City's development and plans
		d. Appropriate leisure and recreational opportunities responding to the needs of residents
		e. More attractive city: commercial areas and neighborhoods

Goal		6. Prosperous Downtown Bloomington
Objective		a. More beautiful, clean Downtown area
		b. Downtown Vision and Plan used to guide development, redevelopment and investments
		c. Downtown becoming a community and regional destination
		d. Healthy adjacent neighborhoods linked to Downtown
		e. Preservation of historic buildings

AGENDA

CITY COUNCIL COMMITTEE OF THE WHOLE
MEETING AGENDA
CITY HALL COUNCIL CHAMBERS
109 E. OLIVE STREET, BLOOMINGTON, IL 61701
MONDAY, MARCH 21, 2016, 5:30 P.M.

1. Call to Order

2. Roll Call of Attendance

3. Public Comment

4. Consideration of approving the Committee of the Whole Meeting Minutes of February 16, 2016. *(Recommend that the reading of the minutes of the Committee of the Whole Proceeding of February 16, 2016 be dispensed with and the minutes approved as printed.)*

5. Employee Safety Performance Overview. *(Presentation by David Hales, City Manager, Alex Rosas, Safety & Risk Coordinator and Nicole Albertson, Human Resource Director, 5 minutes. Council discussion 10 minutes)*

6. One-Stop-Shop Project for development project review and coordination, and small business services. *(Presentation by David Hales, City Manager and Tom Dabareiner, Director of Community Development, 10 minutes and Council discussion 15 minutes)*

7. Discussion regarding a proposed amendment to the Bloomington City Code, Chapter 2: Section 18.2: Agenda Items and Voting. *(Presentation by Aldermen Schmidt, Black and Mwilambwe 10 minutes, and Council discussion 15 minutes.)*

8. Executive Session – Personnel per Section 2(c) (1) of 5 ILCS 120/2, Ch. 102

9. Adjournment

Note: No action will be taken on any matters at this meeting beyond approval of the minutes.

CITY OF Bloomington ILLINOIS

COMMITTEE OF THE WHOLE MEETING
AGENDA ITEM NO. 4

FOR COUNCIL: March 21, 2016

SUBJECT: Consideration of approving Committee of the Whole Meeting Minutes from February 16, 2016.

RECOMMENDATION/MOTION: That the reading of the minutes of Committee of the Whole Proceedings of February 16, 2016 be dispensed with and the minutes approved as printed.

STRATEGIC PLAN LINK: Goal 1. Financially sound City providing quality basic services.

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner.

BACKGROUND:

In compliance with the Open Meetings Act, Committee Proceedings must be approved within thirty (30) days after the meeting or at the Committee's second subsequent regular meeting whichever is later.

In accordance with the Open Meetings Act, Committee Proceedings are made available for public inspection and posted to the City's web site within ten (10) days after Committee approval.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: Not applicable.

FINANCIAL IMPACT: Not applicable.

Respectfully submitted for Committee consideration.

Prepared by: Cherry L. Lawson, City Clerk

Recommended by:

David A. Hales
City Manager

Attachments:

- February 16, 2016 Committee of the Whole Meeting Minutes

Motion: That the reading Recommend that the reading of the minutes of Committee of the Whole Proceedings of February 16, 2016 be dispensed with and the minutes approved as printed.

Motion: _____   Seconded by: _____

	Aye	Na	Other		Aye	Nay	Other
Alderman Black				Alderman Mwilambwe			
Alderman Buragas				Alderman Painter			
Alderman Fruin				Alderman Sage			
Alderman Hauman				Alderman Schmidt			
Alderman Lower							
				Mayor Renner			

COMMITTEE OF THE WHOLE SESSION
PUBLISHED BY THE AUTHORITY OF THE CITY COUNCIL OF BLOOMINGTON, ILLINOIS
TUESDAY, FEBRUARY 16, 2016; 5:30 P.M.

1. **Call to Order**

Mayor Renner called the meeting to order at 5:30 PM and directed the City Clerk to call the roll.

2. **Roll Call**

Aldermen: Amelia Buragas, David Sage, Mboka Mwilambwe, Joni Painter, Karen Schmidt, Scott Black, Diana Hauman, Kevin Lower

Absent: Alderman Jim Fruin

3. **Public Comment** *Moved to end of meeting*

Motion by Alderman Black, seconded by Alderman Schmidt, to move Public Comments to the end of the session.

Mayor Renner directed the Clerk to call the roll which resulted in the following:

Ayes: Aldermen Buragas, Mwilambwe, Sage, Black, Painter, Hauman and Schmidt.

Nays: Alderman Lower.

Motion carried.

4. Consideration of approving the Committee of the Whole Meeting Minutes of January 19, 2016. *(Recommend that the reading of the minutes of the Committee of the Whole Proceeding of January 19, 2016 be dispensed with and the minutes approved as printed.*

Motion by Alderman Hauman, second by Alderman Painter, that the minutes of the Committee of the Whole Meeting of January 19, 2016 be dispensed with and approved as printed.

Mayor Renner directed the Clerk to call the roll which resulted in the following:

Ayes: Aldermen Buragas, Mwilambwe, Sage, Black, Painter, Hauman, Lower and Schmidt.

Nays: None.

Motion carried.

5. **Presentation of the Downtown Development Project Update**

Mayor Renner stated decisions would not be made tonight. He recognized former Mayor Jesse Smart and thanked him for attending. He believed the Downtown area required revitalization. Proposals had been vetted by SB Friedman Development Advisors, in business over thirty-five (35) years. There would be no funding available from the current budget.

Jeff Giebelhausen, President, Cullinan Properties LTD, addressed the Council. The Downtown would benefit from a Hotel/Conference area. The benefit to the Downtown would be an increase in visitors. Added amenities would provide potential to grow the Downtown residential base. Jobs would be created and the tax base expanded.

Mr. Giebelhausen noted the website "webelieveinbloomington.com". Same was created to provide public information and suggestions. Reports and memoranda would be posted to the site.

Mr. Giebelhausen emphasized that funding would not originate from the City's existing revenues. The goal was to create new revenue while enhancing the quality of life downtown.

David Ferguson, Architect, Farnsworth Group, addressed the Council. He highlighted the plans for the Front N Center building, located at 102 N. Center St., and Commerce Bank building, located at 120 N. Center St., exploring ways to rejuvenate same as part of the Hotel development. The Hotel would consist of approximately 120 rooms. The Elks Lodge, located at 110 N. Madison St., and Butler Parking Lot, located at 301 W. Front St., would be developed as parking facilities and Conference Center facilities. He noted these buildings were deteriorating. Mr. Ferguson presented a copy of an artist's rendition for possible rejuvenation. Renovating the Front N Center building would include adding two (2) more floors to provide the desired room count. A sky bridge to the Conference Center and Parking facility would be possible.

Steve Friedman, President, SB Friedman Development Advisors, and Ranadip Bose, Senior Project Manager, addressed the Council. They provided a project analysis summary. Real Estate Economics and Public Economics were reviewed. Minimizing Financial Assistance was analyzed. He stated the analysis consisted of reviewing 1.) Development costs; 2.) Pro Forma analysis; 3.) Sources of Financing and 4.) Financial Returns analysis. Each of these was benchmarked against comparable projects to determine: 1.) what rates might be obtained for debt financing; 2.) what rates were being attained for equity financing and 3.) the yield on tax credits to understand what the project had to achieve to be economically feasible.

Mr. Friedman reviewed what the Project would produce financially for the City. Hotel taxes, sales taxes, food and beverage and Tax Increment Finance (TIF) revenues were projected. The Hotel and sales taxes included an element for forming a Business District which allowed an additional tax to be imposed on sales and Hotel rooms, per State of Illinois law.

Mayor Renner questioned funding/revenue projection area. Mr. Friedman stated the proposal was limited to the revenues from the Project area listed.

Mr. Friedman stated financial assistance would be structured to minimize the City's risk. The Project was estimated to cost approximately $50 million. Two (2) historic buildings required renovation, making the Project eligible for historic tax credits. Mike Jackson, State of Illinois Historic Preservation Officer (SHPO), was assisting as historic consultant.

The Hotel would consist of 129 rooms, with restaurant or food service available. It was anticipated that four (4) restaurants could service the Hotel and Downtown area. There would be a 12,000 square foot Conference Center/meeting place and a 250 space parking garage. A skybridge would connect the Hotel with the Conference Center. Mr. Giebelhausen would act as the Development Facilitator for Bloomington Downtown Redevelopment Partners LLC (BDRP). BDRP had requested City funding in the amount of $13 million and the City-owned Butler Parking Lot. City funding would include developing a Tax Increment Finance (TIF) District, a Business District, Hotel, sales, and food and beverage taxes, and TIF revenues generated.

Ranadip Bose, AICP, Senior Project Manager, SB Friedman Development Advisors, reviewed the preliminary development costs. He noted the following adjustments: 1.) removal of $1 million rooftop bar/restaurant; 2.) Developer Management and Overhead reduced to market levels; 3.) Financing costs were recalculated and adjusted downward; 4.) Soft Costs and Pre-opening/Marketing Costs were adjusted higher meeting industry standards. The net adjustment reduced the overall budget approximately $2.5 million.

Mr. Bose reviewed the "Pro Forma Analysis", on page 6 of the SB Friedman Report (Report), for Income and Expense Assumptions. The review was a three (3) year calculation. Key drivers were Average Daily Rate (ADR) and Occupancy assumptions. The Report assumed an ADR range from $129 - $150 per night and sixty-nine percent (69%) occupancy. The Total Expenses were subtracted from the Total Revenue to calculate the Net Operating Income. The "Sources of Financing", on page 7 of the Report, which included Historic Tax Credits, a Construction Loan, Cash Equity and City assistance (TIF, Hotel Tax, and Sales Tax).

Mayor Renner questioned investor marketing. Mr. Bose stated their Sources included Midwest and National to make a project attractive from an investor perspective.

Mr. Bose reviewed the "Returns Analysis and Need for City assistance", on page 8 of the Report. Return on Equity target was calculated with the Development Budget, Pro Forma analysis and Sources of Financing results. A target return of eighteen percent (18%) on equity and Debt Coverage Ratio (DCR) of 1.6, the ratio between Net Operating Income and the Permanent Loan debt, was determined to be a good ratio to attract investors; $8.2 million to $11.2 million would be required from the City to achieve the target return and DCR threshold.

The "Drivers of City Tax Revenues from Project", on page 9 of the Report listed expected tax revenues from Hotel, food and beverage, sales and real estate taxes. A study with similar Hotels, parking structures and restaurants, around the area, was completed. Same was used to project the revenue generated on equalized assessed values (EAV) and sales revenue assumptions. The Report listed adjusted projections on EAV and sales based on comparable

properties and national standards. He noted the "Tax Revenue Projections", on page 10 of the Report. The TIF district and Business District (BD) would encompass the Project site. A one percent (1%) tax rate would apply to the BD. Taxes generated from the Project would be returned to the City.

Mr. Friedman discussed the fundamental timing of the Project. Year zero (0), there would be no revenue. The funds would become available once the Project was completed and assessed. The developer would finance the entire construction project.

Mr. Friedman discussed different financing mechanisms available to assist with the Project and the level of risks involved: 1.) Developer Note; 2.) Revenue Bond; 3.) Alternate Revenue Bond with Special Tax backing and 4.) Alternate Revenue Bond with General Obligation (GO) backing.

Developer Note. Revenues, which would be generated later, were pledged through a note. This carried less risk, but higher financing costs.

Revenue Bond. At the point where a project was stabilized, a special Revenue Bond could be accessed. This was usually privately placed and only the Project's revenues could be pledged. This carried a little less financing cost than a Developer Note, but a little more risk.

Alternate Revenue Bond. This bond had a special tax backing such as a sales tax. This had a better interest rate but increased risk.

Alternate Revenue Bond with GO backing. GO Bonds were issued with the belief that a municipality would be able to repay the debt obligation through taxation or revenue from projects. This carried the greatest risk but the lowest financing costs.

Mr. Friedman believed mixing approaches would balance Project risk, cost and feasibility. The City could use a GO bond for the parking garage, with the construction remainder shifting back to the private sector.

Mr. Friedman outlined the next steps. BDRP would obtain a commitment from an appropriately experienced and acceptable Hotel developer; produce formal site evidence control; obtain financing from: lenders, tax credit buyers and equity investors; obtain leases from potential restaurants; obtain Hotel brand Franchising agreements; detailed plan acceptance; detail construction and development costs; and project final financial of net operating income, tax generation and other factors.

He cited City requirements: endorse BDRP's efforts to advance the Project; initiate TIF creation and Business Districts and obtain Project site appraisals.

David Hales, City Manager, requested Kathy Orr, Managing Partner and City's special Legal Counsel, Kathy Orr & Associates, to highlight some key points to minimize City risk. Ms. Orr noted risk was dependent on when funding entered the Project. Some key points to

consider: 1.) Developer needs to be experienced; 2.) Have a Final Concept Plan; 3.) Financing and 4.) Projections and outlining the process to completion. Ms. Orr stated when funding was secure, costs outside of the Project need to be analyzed and dollars retained from revenue. She believed tax payers should not be funding same.

Mr. Hales questioned unforeseen costs that may occur and handling same. Ms. Orr recommended a contingency plan. Same should be built into the plan and large enough to handle unforeseen costs.

Alderman Schmidt questioned the meeting numbers at the Conference Center. Mr. Bose stated the HVS study was used to validate assumptions. Mr. Friedman stated the conservative approach was not definitive but once the final plans were in place those elements would be updated.

Alderman Schmidt inquired as to whether the Butler Parking Lot would be included as part of the City's funding. Mr. Friedman stated an appraisal was required to determine the value.

Alderman Schmidt asked whether infrastructure, water and sewer lines upgrades were included. Mr. Hales stated a preliminary estimate had been given, Mr. Giebelhausen will be reviewing same with his engineers.

Mr. Hales stated additional ideas would be reviewed before final plans were drawn to make this area more marketable, such as an additional walkway to the US Cellular Coliseum (USCC) from the Conference Center.

Alderman Hauman questioned the ADR for hotel rooms. Mr. Bose stated the HVS study used a specific selection of upper tier Hotels. The Project considered the Hotel to be an upper tier Hotel. Mr. Friedman stated Smith Travel Research had a study of various Hotel markets in the state. The year to year comparison for the City of Bloomington showed an increase in occupancy in 2015 of eight percent (8%) from 2014. He noted new hotels do well.

Alderman Hauman questioned the reduction of the Developer Management & Overhead fee estimates. Mr. Friedman stated the hard costs contained a Construction Management (CM) fee. The layers of fees included in the Development Management & Overhead fees were believed to be high, so these were reduced. Same could be negotiated in order to attract a developer.

Alderman Sage questioned the difference between proposals referenced and revenue. Mr. Giebelhausen stated it was about Return for Risk. The Hotelier would need to provide feedback on balancing the costs and having a contingency for the unknowns with historic buildings. Alderman Sage questioned the reduction in the Development and Management charges. Mr. Giebelhausen stated that the number provided were from the Hotel Development Group. He noted same was viewed as part of their contingency.

Alderman Sage questioned the difference between the USCC to this Project involving tax payer money. Mr. Giebelhausen stated the USCC was owned by the City. The Hotel and Conference Center would not. These were private businesses that would stand on their own. Alderman Sage questioned bond funding should insufficient revenue occur. Mr. Giebelhausen stated that would depend on the final structure. He stated the Hotel would pay property taxes, per State of Illinois law. A Debt Coverage Ratio was part of the proposal.

Alderman Sage questioned the synergy between the USCC and the proposed Project. Mr. Bose stated the Hotel would potentially benefit from USCC activities and dining destinations would be in close proximity. Alderman Sage questioned the Hotel's proximity and the USCC's operational profitability. Mr. Bose stated this could not be quantified at this time but conceptually this would be true. Mr. Friedman stated this was not part of the scope of their analysis and review.

Mr. Hales questioned an HVS Hotel/USCC Impact Study. Mr. Friedman stated there was a methodology for estimating demand.

Alderman Sage questioned the Request for Proposal/Request for Statement of Qualifications (RFP/RFQ) process rather than a proposal from SB Friedman Development Advisors. Mr. Friedman stated an RFP/RFQ could not be done as the City does not own the land. Ms. Orr responded affirmatively.

Alderman Sage questioned bond payments should revenue not cover same. Mr. Friedman cited the different bonds.

Alderman Sage questioned success using an RFQ process. Mr. Friedman believed the City would be at risk from the start if land had to be acquired before the RFP/RFQ process could begin. He could not quantify which would be more successful. He noted that a developer was interested in the project site. He stated this was the time to negotiate as the City does not own the site.

Alderman Lower stated he was skeptical. He believed hotels in the community were not doing well. He expressed concern for using only one study to make proposals. He believed the RFQ process should be available for a municipality to review qualifications. He stated the City had other Infrastructure priorities. There was other City owned property in the neighborhood that could be reviewed and then the RFQ process would apply. He questioned accepting any risk at this time. He expressed concern with promoting the Downtown over all other areas of the City.

Mayor Renner believed that every Hotel Conference Center in Bloomington/Normal area had public/private participation.

Alderman Mwilambwe questioned land acquisition costs. He believed same were three (3) times as high as the Fair Market Value. He questioned the opportunity to reduce same as the

property had not been improved over the years. Mr. Friedman stated an appraisal would assist with verifying the land value.

Alderman Mwilambwe questioned the conference types and quantifying same. Mr. Friedman stated the City could, at its own cost, request HVS to update its Hotel to include conferencing potential. The USCC could provide booking information. He noted that the developer would conduct their own market studies to obtain financing and franchise agreements.

Alderman Black noted the groups in attendance that would be impacted by the Project. He requested feedback. He believed this was an exciting opportunity for the City. He requested narratives on similar projects that were successful or unsuccessful.

Mr. Hales stated the Project was at the Concept Stage. There were unknowns at this stage. After approval time would be needed to finalize details. He stated that adoption of an Inducement Resolution was the next step. Same would indicate to the Developer/Promoter the City's willingness to accept a Public/Private partnership.

Jeff Jurgens, Corporation Counsel, requested Council direction for the Resolution and date to bring forward. The Inducement Resolution would show the City's interest for the Project to move forward to identify risks and facts.

Alderman Sage questioned the contents of an Inducement Resolution. Ms. Orr stated the Inducement Resolution would give a specific time limit and a list of deliverables.

Alderman Black requested input from Downtown businesses.

Alderman Lower questioned cost to develop a TIF and the Inducement Resolution. Mr. Jurgens stated the Inducement Resolution was standard language and nominal cost. Ms. Orr stated the cost to develop the TIF ranged from $25,000 to $45,000. She recommended the TIF even if the Project was not approved. Mr. Jurgens noted the TIF cost was not the initial creation of paperwork, but the entire process from beginning to end. Ms. Orr responded affirmatively.

Mayor Renner noted Council consensus to create the Inducement Resolution.

Mayor Renner opened Public Comment. The following individuals provided comments.

Josh Schmidgall
Don Shields
William Boquist
Alton Franklin
Aaron Halliday
Gary Lambert

6. **Adjournment**

Motion by Alderman Schmidt, seconded by Alderman Black, to adjourn Committee as a Whole Session. Time: 8:12 p.m.

Motion carried. (viva voce)

CITY OF BLOOMINGTON   **ATTEST**

Tari Renner, Mayor   Cherry L. Lawson, City Clerk

**COMMITTEE OF THE WHOLE MEETING
AGENDA ITEM NO. 5**

FOR COUNCIL: March 21, 2016

SUBJECT: Employee Safety Performance Overview

RECOMMENDATION/MOTION: That Council be presented the Safety Performance Overview

STRATEGIC PLAN LINK: Goal No. 1 Financially Sound City Providing Quality Basic Services

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner

BACKGROUND: This short presentation will highlight the importance of fostering a robust safety culture, as well as summarize Injury Metrics and Worker Comp costs paid during the calendar year 2015. In conclusion, the commitment necessary for this robust culture will be discussed, as well as the need to hold Employee Safety & Health as a Core Value.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: Not applicable

FINANCIAL IMPACT: Not applicable

FUTURE OPERATIONAL COST ASSOCIATED WITH NEW FACILITY CONSTRUCTION: Not applicable

Respectfully submitted for Council consideration.

Prepared by:	Alex Rosas, Safety & Risk Coordinator
Reviewed by:	Nicole Albertson, HR Director
Financial & budgetary review by:	Chris Tomerlin, Budget Analyst Carla A. Murillo, Budget Manager
Legal review by:	Jeffrey R. Jurgens, Corporation Counsel

Recommended by:

David A. Hales
City Manager

Attachments:

- List each attachment by name or file name

  Council Safety Presentation

Motion: Information only.

Motion: _____   Seconded by: _____

	Aye	Nay	Other		Aye	Nay	Other
Alderman Black				Alderman Mwilambwe			
Alderman Buragas				Alderman Painter			
Alderman Fruin				Alderman Sage			
Alderman Hauman				Alderman Schmidt			
Alderman Lower							
				Mayor Renner			

Safety Performance Overview

Alex Rosas, Safety & Risk Coordinator

Safety Culture Defined

Shared Attitudes, Beliefs, Practices, Perceptions and Values in Relation to Safety

Why Develop a Strong Safety Culture?

"Developing strong safety cultures has the single greatest impact on incident reduction of any process. It is for this single reason that developing these cultures should be top priority for all managers and supervisors"
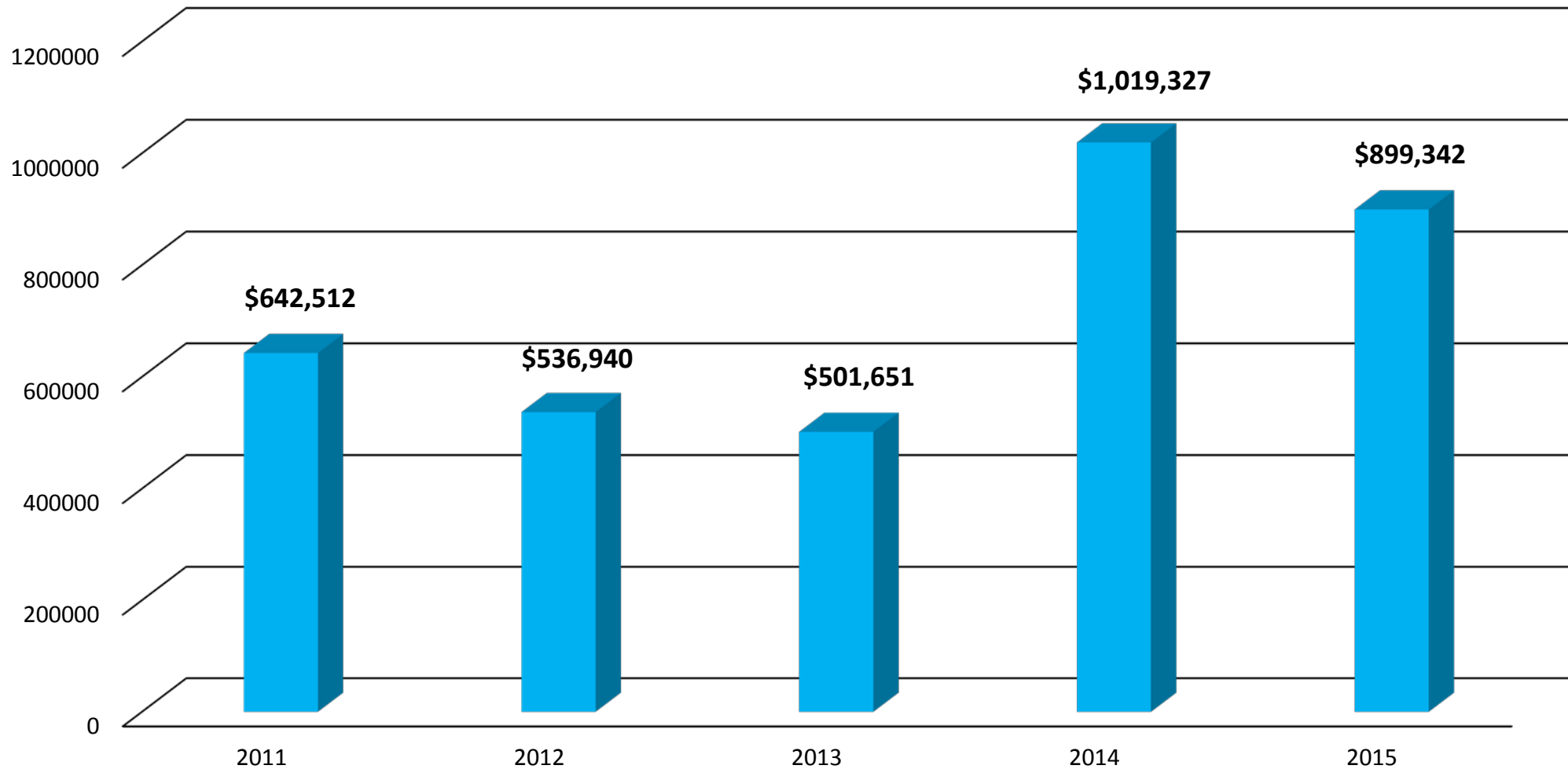
- U.S. Dept. of Labor, OSHA.gov

ZERO

OSHA Recordable Injuries

Year	Injuries
2011	114
2012	124
2013	121
2014	130
2015	90
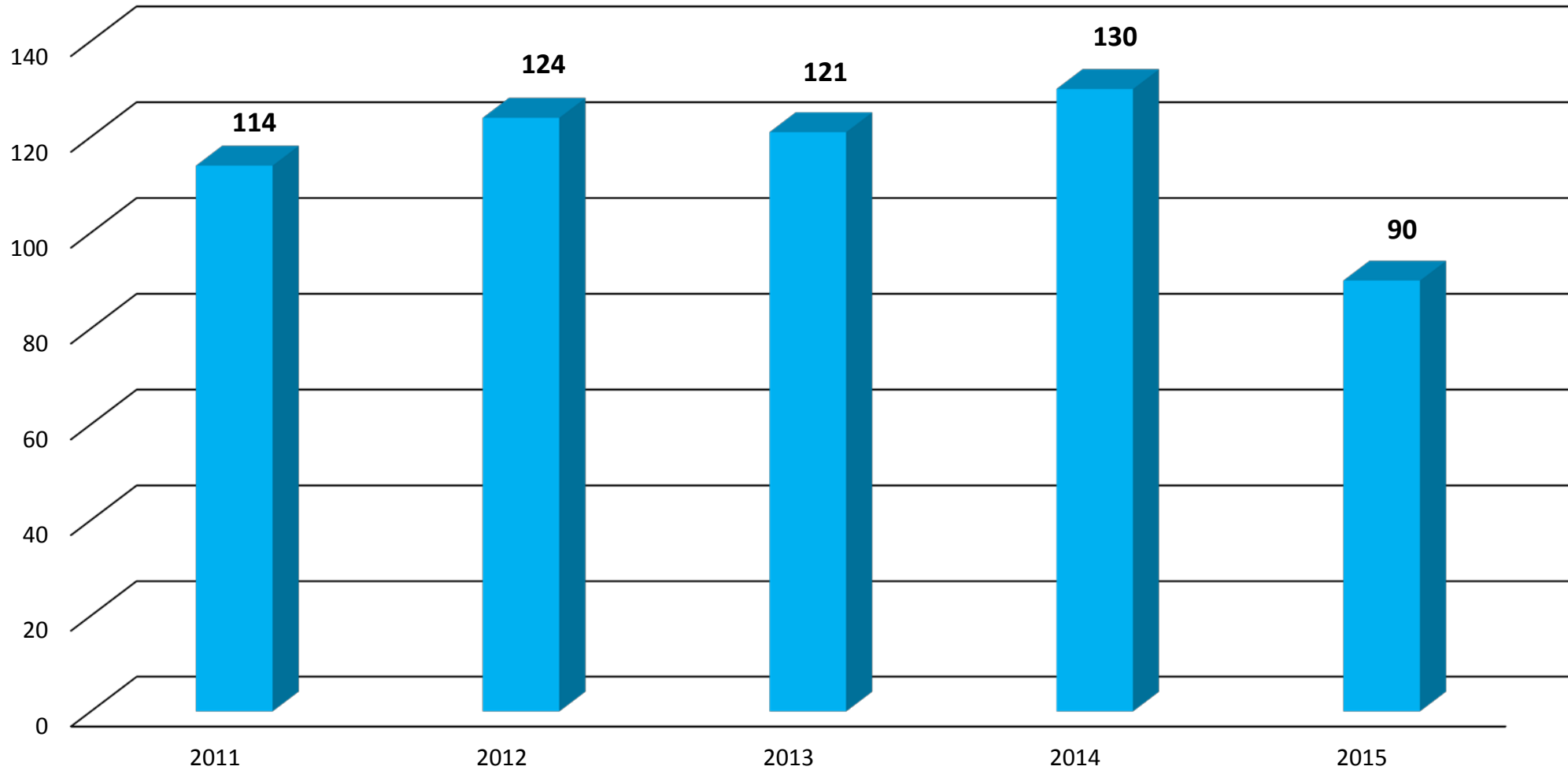
Moving Forward

* Commitment

* Core Values

Item 6

One-Stop-Shop Project for Development Project Coordination and Small Business Services

BLOOMINGTON'S ONE STOP SHOP FOR DEVELOPMENT REVIEW

SUMMARY

The One Stop Shop approach establishes the client as Number One by providing a single point of contact and application. The result minimizes confusion and improves response time, leading to a permit sooner. Under One Stop Shop, a planner or building plan reviewer, or an engineer from the City leads and coordinates the in-house efforts on behalf of the client. The City's representative serves essentially as project manager. They get to know and understand the project and the Client's needs. The project manager helps identify the steps and in-house participants necessary to speed the client's project to completion. At the end of each review, the project manager will communicate all requirements and recommendations to the client in a single clear and concise document.

The City of Bloomington's 2035 Comprehensive Plan identifies the need to **enhance the image of Bloomington as a business friendly community.** Feedback from many developers and citizens characterizes the City of Bloomington's development and project review process as convoluted and confusing. It is considered a barrier to local growth and economic development. The existing structure is fragmented, too often requiring developers and residents to: file separate applications in different departments and even buildings for the same project; juggle contacts and comments from several departments; and, respond separately to each department without clear confidence about the City's own coordination and commitment to review their proposal. At times, they feel jackpotted by late additions to the City's list of requirements from staff, boards, commissions and Council.

BUILDING ON OUR STRENGTHS AND ASSETS

The existing structure is in no way a reflection on the abilities of staff. The City of Bloomington is fortunate to have very knowledgeable and competent employees. Additionally, Staff is flexible and can easily adapt to the changing needs of the community and clients.

Adopting the One Stop Shop (OS2) approach enables the City to capitalize on our assets and strengths and to produce a more efficient and less confusing experience for the client. By streamlining the process and filtering all interaction through one project manager, the City becomes more approachable to developers and ultimately, decreases existing barriers to local growth.

VISION

The City of Bloomington will enhance relationships with developers and citizens by facilitating a meaningful, convenient and timely experience for those undertaking property improvements and development initiatives through a One Stop Shop approach.

MISSION

By adopting a client centered approach rooted in the 3 C's (Clear Communication; Convenience; and Cooperation) the City of Bloomington will streamline its application and plan review process. A project manager serves as the single point of contact for petitioner or client. The project manager's role is to guide the petitioner through the application process and to communicate clear and consistent comments on behalf of City Staff.
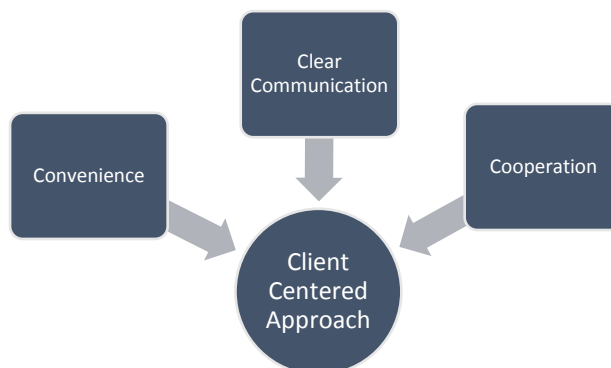
INTERNAL STAKEHOLDERS

A successful and smooth development benefits not only the citizens of Bloomington, but each department participating in the project. Under the OS2 approach representatives from the following departments form the PROJECT REVIEW GROUP. They work together to establish timelines and review submitted plats and plans:

- Community Development
- Public Works and Engineering
- Water
- Parks and Recreation
- Fire

Each representative may be asked to serve as project manager and to take the lead on projects which are primarily related to their area of expertise or impacted by their sector. As an added benefit, each Staff member acquires a better understanding of the role they have in the development process as well as the responsibilities of fellow Staff.

EXTERNAL STAKEHOLDERS

The OS2 is intended to reduce confusion for residents, developers, investors and contractors. Residents and developers have specifically asked for a single-point of contact from the City. This client centered model allows the City to meet the needs of businesses and clients by facilitating all interactions between client and City through a project manager. The project manager becomes an advocate for the project and the client.

DELIVERABLES

SHORT TERM
Following an internal review of the client's application, he/she will receive a single, comprehensive report that clearly addresses comments from departments impacted by the proposed project. This report, which is *compiled* by the Project Manager, is intended to aid the petitioner through the planning, permitting and building process, hopefully, reducing the number of setbacks potentially caused by the City.

LONG TERM
Improved communication and interactions foster stronger working relationships between the City of Bloomington and the development community. In time, the City's image is enhanced—Bloomington is viewed as a business friendly community. Residents benefit from smarter development resulting in increased economic and employment opportunity along with better built environments that are attractive, safe and efficient.

THE APPROACH AND IMPLEMENTATION

The OS2 approach partners clients with a project manager to advocate and guide them through the development and plan review process.

1. Pre-application meetings with clients are always encouraged to minimize errors associated with incomplete or incorrect applications, which lead to frustration. The client leaves with an understanding of requirements and process. A Project Manager may be identified as early as this meeting.
2. Client applications taken in at a single location and distributed to Project Managers or appropriate staff leads.
3. After gaining a preliminary "take" on the project, the Project Manager confirms or informs client of the next steps, any known missing information at this stage, and the process towards completion. Legal ads are placed if required for public hearing purposes.
4. Weekly meetings of the Project Review Group will provide the information from Step 3 above to the Project Manager (if not already handled) and allow for participating staff to share thoughts on the project. Conflicts, options and direction may be determined. Timing for each sub-report is discussed.
5. Each departmental list of corrections is collected and combined into a single letter to the client. A meeting to discuss any concerns with the list will be offered.
6. Project Manager may contact the client after reasonable time to make sure the project is still active and viable, if needed.
7. The Project Manager follows up with any secondary reviews, compiles the information and forwards those comments to the client, if needed.
8. Throughout the process, the client's subject matter experts will still meet/discuss topics with the City's subject matter experts. The Project Manager is not expected to become a subject matter expert, merely a facilitator best able to judge impacts on review schedule and project progress.
9. Once permits are issued, the Project Manager's role declines, but s/he remains available to the client should they raise concerns during the construction process. The Project Manager may coordinate meetings/discussions, as needed, to help resolve concerns.

STEPS TOWARDS IMPLEMENTATION

- The City's zoning ordinance must be amended to allow consolidation to a single location for application. Numerous applications will require updating.

- Consolidation of Planning Commission with the Zoning Board of Appeals into a *single Planning and Zoning Commission* would reduce the number of meetings for both clients and staff. Currently, zoning variations, special uses and rezonings—common requests for large new developments—must occur over at least two different meetings and two different months. Creating a Planning and Zoning Commission would eliminate that obstacle from the development process. Additionally, consolidation of the Board and Commission would provide clients with consistent recommendations. This requires a text amendment that should be handled alongside the single point of application change.

- The "Kick off" to the OS2 concept begins March 17, 2016, with the first formal meeting of the Project Review Group. To facilitate the transfer of information, a folder of pooled resources for Project Review Group members will be created on the City's Shared Interface. Other aspects of OS2 will begin as allowed by text amendment. It is anticipated that OS2 will be operating in whole by July 31, 2016.

- Implementation of the OS2 does not require defining a new, physical location for Project Managers. Each will have their own additional responsibilities to attend to throughout the day. However, a future step may be to place the client application location in the Government Center's and to create a meeting nearby space.

MONITORING AND EVALUATION

The success of the One Stop Shop approach will be monitored with regular self-evaluation conducted by the project review group. The following indicators will be used to evaluate successes and identify areas of improvement.

Indicators:

- Timeliness of reviews and efficiency of process
- Consistency of review comments
- Concurrent developmental review process—Instead of a sequential review, the multi-departmental meetings and project review groups will allow for concurrent review of land use and development petitions
- Staff develops a clear understanding of their role in the "the entire review and development picture"
- Client identifies one-stop shop approach as user friendly
- Staff is perceived as a facilitator, rather than regulator, of the development and review process
- Average review time could become a more readily used performance measure

CONCLUSION

The One Stop Shop approach is a Best Practice adopted by other communities and a technique that better positions the City of Bloomington to meet the needs of residents and developers. OS2 is a client centered method rooted in the 3 C's: Clear Communication; Convenience; Cooperation. The client should feel empowered through the City of Bloomington's development and plan review process understanding that a project manager is advocating on their behalf. This single point of contact facilitates clear communication resulting in a pleasant and timely experience. Unlike the City's current system, which is fragmented forcing the client to have separate interactions with each department, the OS2 provides clients with fresh direction. This long awaited change will make the City more approachable to developers and residents looking to improve the community.

Develop One-Stop-Shops and Express Lanes at City Hall

Waiting in line, miscommunication between departments, and unclear guidelines are all common frustrations that small businesses face when working with a city to obtain licenses, permits, or to solve other issues. Red tape and inefficiency are problematic for business owners because they waste time and resources that should be spent building their enterprise. While not every city hall is full of administrative gridlock and long lines, most cities could reorganize their staff, departments, or resources in some way that will streamline interactions with small business owners and offer better customer service.

One-stop-shops serve the purpose of centralizing and streamlining the interface between small businesses and city hall. Housing all small business-related city services in one location helps eliminate duplicative efforts and is the foundation for providing a more comprehensive support system to small business owners.

The city of Chicago recently restructured its approach to serving small business by launching the Small Business Center, including an Express Lane service. These initiatives optimize business owners' time at Chicago City Hall by providing access to staff from various functions at one time, and by better prioritizing requests based on the specific business needs.

Chicago: A One-Stop Small Business Center

At more than a dozen roundtable discussions across Chicago, small business owners and entrepreneurs expressed frustration that there was no single destination at the city where they could take care of all city processes efficiently.

As a result, the city of Chicago created a Small Business Center (SBC) as the centerpiece of its small business services overhaul to cut red tape and improve service delivery. Small business owners and entrepreneurs now have a "one-stop-shop" and dedicated staff working with them every step of the way to support their success.

Mayor Emanuel took several steps to deliver on the promise of a "one-stop shop." First, key small business personnel were co-located in the SBC, including zoning reviewers and food inspection experts. The staff moved toward a case management model to ensure businesses experienced a consistent and streamlined approach. Lastly, the city introduced the new position of Chief Small Business Officer to act as an advocate for small businesses.

SBC employees established a set of professional standards demonstrating their commitment to delivering world-class customer service. The staff developed a common purpose statement to define the SBC's primary role and service standards to ensure consistent, high-quality customer service experiences. These are distributed to every business owner who walks through the door, and the SBC's commitment came full circle with a new recognition program for businesses to thank SBC staff for exceeding these standards.

To drive improved service delivery, the SBC instituted weekly professional development workshops for its staff, which both improved knowledge about small business processes and provided opportunities to build customer service and teamwork skills. The SBC also developed a new website to provide businesses an online one-stop-shop for all city resources across departments, and to centralize information about small business opportunities like financial assistance and workshops.

Our mission is to be the "one-stop shop" for small businesses.

WE PRIDE OURSELVES ON BEING . . .

* KNOWLEDGEABLE. We provide guidance on City requirements and regulations.

* RESOURCEFUL. We connect you to other City departments and our neighborhood partners.

* FAIR AND EFFICIENT. We work with you to get your business licensed and permitted in a timely manner.

* PROFESSIONAL AND COURTEOUS. We treat everyone with respect.

Chicago's Small Business Center, City of Chicago

Establishing an Express Lane

The SBC went beyond creating a one-stop-shop - it also reduced the amount of time businesses need to wait at City Hall.

The SBC launched an Express Lane in May 2013 to better triage its customers, ensuring those with simple requests don't have to wait behind someone looking for a comprehensive building consultation. The new Express Lane serves 25% of all clients in 15 or fewer minutes. Overall wait times at the SBC have also come down by 50% since April 2013. Prior to this effort, some clients waited over an hour for a five minute transaction. Some of the services handled in the Express Lane include: updating account information, printing a new license, renewing a license, and applying for seasonal licenses.

The SBC staff was continually engaged in the process and helped make the Express Lane the success that it is today.

City of Bloomington Illinois

Item 7

Discussion regarding a Proposed Amendment to the Bloomington City Code, Chapter 2: Section 18.2: Agenda Items and Voting.

CURRENT CITY ORDINANCE

Chapter 2: Section 18.2: Agenda Items and Voting.
(a)   Agenda Items. Items can be placed on a meeting agenda by: (i) the Mayor; (ii) the intended Chairperson of the meeting, in the absence of the Mayor; (iii) the City Manager or designee thereof; or (iv)by a majority of the City Council before the formulation of the agenda.

PROPOSED CITY ORDINANCE
 (a)   Agenda Items. The Council Agenda is developed by the City Manager in collaboration with the Mayor. Additional items may be placed on a meeting agenda by: (i) the Mayor; (ii) the intended Chairperson of the meeting, in the absence of the Mayor; (iii) the City Manager or designee thereof; or (iv) by consensus of at least three (3) of the City Council Aldermen before the formulation of the agenda.

PROCEDURES:
Proposed agenda items will be submitted using the Consideration for Council Action Form or a form created by the Office of the City Clerk to the City Manager's Office at least 10 days in advance of the next regularly scheduled Council session. Council may review and discuss proposed agenda items at the end of the regular City Council meeting. There will be a separate heading entitled, "Consideration for Council Action" after City Aldermen's Discussion to report findings from the City Manager and/or his staff.

City of Bloomington
City Council Agenda Item Request Form

Name of alderman making proposal: _____

Aldermen supporting consideration of this topic (2 additional minimum):

_____

_____

Date presented to Council for initial consideration: _____

Topic summary (attach additional information and documentation to this form:

_____

_____

City Manager review (staff & financial resources required to implement; impact on city priorities, etc.): _____

_____

_____

_____

Further discussion to occur at:

_____ **City Board/Commission**   _____ **Council of the Whole**

_____ **Council Consent Agenda**   _____ **Council Regular Agenda**

Proposed agenda items shall be submitted to the City Manager's Office using the Agenda Item Request Form at least 10 days in advance of the next regularly scheduled Council session. Council review and discussion of these proposed agenda items will occur at the end of the regular Council meeting.

Chapter 2 : Section 18.2 : Agenda Items and Voting.

(a)   Agenda Items. Items can be placed on a meeting agenda by: (i) the Mayor; (ii) the intended Chairperson of the meeting, in the absence of the Mayor; (iii) the City Manager or designee thereof; or (iv) by a majority of the City Council before the formulation of the agenda.

(b)   Voting.

(1)   No vote may be taken on a matter that has not been included on the agenda that was provided prior to the meeting in accordance with the Open Meetings Act. However, the proposed motion, for a matter that has been properly included on the agenda, may be modified and voted upon to the extent that it only extends into subject matter that would be reasonably related to the announced agenda item.

(2)   No vote on an agenda item shall be taken without a quorum of a majority of Council members present.

(3)   Subject to limitations in these rules, the Chairperson may call for a voice vote or a roll call vote. The City Clerk, or designee thereof, shall conduct each roll call vote in a specific order that will rotate from meeting to meeting.

(4)   No Council member may vote by agency, proxy, or if not in attendance, except that Council members may participate, be in attendance, and vote by electronic means as authorized by law.

(5)   The Chairperson may vote as allowed under Illinois statutes. (Ordinance No. 2012-7)