

**VILLAGE OF LOMBARD
REQUEST FOR BOARD OF TRUSTEES ACTION
For Inclusion on Board Agenda**

DISTRICT # _____
Resolution or Ordinance (Blue) _____
Waiver of First Requested _____
Recommendations of Boards, Commissions & Committees (Green) _____
 Other Business (Pink)

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: David A. Hulseberg, Village Manager *DAH*

DATE : November 11, 2009 B of T November 19, 2009

SUBJECT: 2010 Village of Lombard Strategic Plan

SUBMITTED BY: David A. Hulseberg, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Attached is the final draft of the 2010 Village of Lombard Strategic Plan which was prepared based on input from the Village Board and senior management staff at the Strategic Planning Workshop held on October 14, 2009 as well as input from residents at the Community Forum held on October 3, 2009.

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____
Village Manager _____

Date _____
Date *11/10/09*

NOTE: All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda distribution.



To: Honorable President and Board of Trustees

From: David A. Hulseberg, Village Manager

Date: November 19, 2009

Subject: Approval of 2010 Strategic Plan

Attached is the proposed *2010 Strategic Plan* for the Village of Lombard. The *2010 Strategic Plan* is based upon input from the Village Board and senior management team at the strategic workshop session held on October 14, 2009.

Based on input from the strategic planning session, the Village Board identified five **Guiding Principles**.

1. The Village of Lombard will continue to proactively address issues related to public safety, and to plan for future public safety needs that may arise. Public safety is considered to include police, fire, and public works services.

2. The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.

3. The Village of Lombard should continue with proactive, yet financially prudent planning, for capital improvements as reflected in the ten year Capital Improvement Program.

4. The Village of Lombard and other governmental agencies should continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time.

5. The Village of Lombard should continue to develop customer friendly policies.

The Village Board identified a number of strategic directions and a series of prioritized action plans for implementing those strategic directions. The section entitled '2010 Action Plan' summarizes those concepts. The following is a summation of the key items that will be accomplished in 2010.

Economic and Community Development – Economic sustainability has been the forefront of recent discussions and this year is no exception. Continuing on trends that were established in the 2009 Strategic Plan, the current plan will continue to focus on business development policy. As the Village relies heavily on sales tax revenues, the Village will continue to place emphasis on current business retention as well as recruitment methods for prospective businesses. Community Development will also continue to implement the downtown action plan as approved by the Board on June 4, 2009. The market study and property inventory have been completed. As such, the secondary actions will be undertaken subsequent to the market study and property inventory and completed in summer of 2010. Community Development will also be reviewing their permit and inspection processes.

Fiscal Responsibility – In keeping with the economic sustainability theme, the Village Manager's Office and Finance Department will be examining a number of fiscal policies. To help increase revenue, techniques practiced by neighboring communities will be observed, vehicle sticker and other Village licensing fees will be examined and the Village will explore other feasible opportunities for service fees that might exist. In order to have the authority to adopt certain financial policies, the Village will also be revisiting the possibility of becoming a Home Rule community. Balancing the Budget is also an extremely important objective; therefore, the Village will be evaluating the economic feasibility of all Village programs and activities, reevaluating Capital Improvement Programs for potential delay and also examining employee pay structure and other personnel policies. In order to evaluate Village programs and compare the performance of those Village programs to comparable communities, the Village will also be implementing performance management techniques.

Transportation - The Village of Lombard is committed to providing the best possible programs and services to its residents. The Circulator Program has been a major focus in delivering a service to residents that will allow residents and visitors to take advantage of many programs, services and amenities available in the Village. The Village will continue progression of the Circulator Program in order to bring the program into full fruition.

Community Communications – Communication objectives to be implemented in 2010 will address A) how the Village delivers information to residents B) how efficient the Village deliver information to residents and C) internal Village communication. A number of social networking web sites (Twitter, Facebook, etc.) now exist and have become extremely popular amongst people of all ages. Along with other multimedia outlets and marketing efforts, the Village of Lombard will continually strive to keep each and every resident involved with Village activities and processes. Customer service was also a major theme discussed at the strategic planning workshop. Staff will also be looking for ways utilize the aforementioned multimedia outlets to provide the most effective customer service.

Consideration of the proposed *2010 Strategic Plan* has been scheduled for the Village Board meeting of November 19, 2009.

**VILLAGE OF LOMBARD
REQUEST FOR BOARD OF TRUSTEES ACTION
For Inclusion on Board Agenda**

DISTRICT # _____
Resolution or Ordinance (Blue) _____
Waiver of First Requested Recommendations of Boards, Commissions & Committees (Green) _____
 Other Business (Pink)

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: David A. Hulseberg, Village Manager *DAM*

DATE : November 11, 2009 B of T November 19, 2009

SUBJECT: 2010 Village of Lombard Strategic Plan

SUBMITTED BY: David A. Hulseberg, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Attached is the final draft of the 2010 Village of Lombard Strategic Plan which was prepared based on input from the Village Board and senior management staff at the Strategic Planning Workshop held on October 14, 2009 as well as input from residents at the Community Forum held on October 3, 2009.

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____

Village Manager _____

Date _____

11/11/09

NOTE: All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda distribution.



To: Honorable President and Board of Trustees

From: David A. Hulseberg, Village Manager

Date: November 19, 2009

Subject: Approval of 2010 Strategic Plan

Attached is the proposed *2010 Strategic Plan* for the Village of Lombard. The *2010 Strategic Plan* is based upon input from the Village Board and senior management team at the strategic workshop session held on October 14, 2009.

Based on input from the strategic planning session, the Village Board identified five

Guiding Principles.

1. The Village of Lombard will continue to proactively address issues related to public safety, and to plan for future public safety needs that may arise. Public safety is considered to include police, fire, and public works services.

2. The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.

3. The Village of Lombard should continue with proactive, yet financially prudent planning, for capital improvements as reflected in the ten year Capital Improvement Program.

4. The Village of Lombard and other governmental agencies should continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time.

5. The Village of Lombard should continue to develop customer friendly policies.

The Village Board identified a number of strategic directions and a series of prioritized action plans for implementing those strategic directions. The section entitled '2010 Action Plan' summarizes those concepts. The following is a summation of the key items that will be accomplished in 2010.

Economic and Community Development – Economic sustainability has been the

forefront of recent discussions and this year is no exception. Continuing on trends that were established in the 2009 Strategic Plan, the current plan will continue to focus on business development policy. As the Village relies heavily on sales tax revenues, the Village will continue to place emphasis on current business retention as well as recruitment methods for prospective businesses. Community Development will also continue to implement the downtown action plan as approved by the Board on June 4, 2009. The market study and property inventory have been completed. As such, the secondary actions will be undertaken subsequent to the market study and property inventory and completed in summer of 2010. Community Development will also be reviewing their permit and inspection processes.

Fiscal Responsibility – In keeping with the economic sustainability theme, the Village

Manager's Office and Finance Department will be examining a number of fiscal policies. To help increase revenue, techniques practiced by neighboring communities will be observed, vehicle sticker and other Village licensing fees will be examined and the Village will explore other feasible opportunities for service fees that might exist. In order to have the authority to adopt certain financial policies, the Village will also be revisiting the possibility of becoming a Home Rule community. Balancing the Budget is also an extremely important objective; therefore, the Village will be evaluating the economic feasibility of all Village programs and activities, reevaluating Capital Improvement Programs for potential delay and also examining employee pay structure and other personnel policies. In order to evaluate Village programs and compare the performance of those Village programs to comparable communities, the Village will also be implementing performance management techniques.

Transportation - The Village of Lombard is committed to providing the best possible programs and services to its residents. The Circulator Program has been a major focus in delivering a service to residents that will allow residents and visitors to take advantage of many programs, services and amenities available in the Village. The Village will continue progression of the Circulator Program in order to bring the program into full fruition.

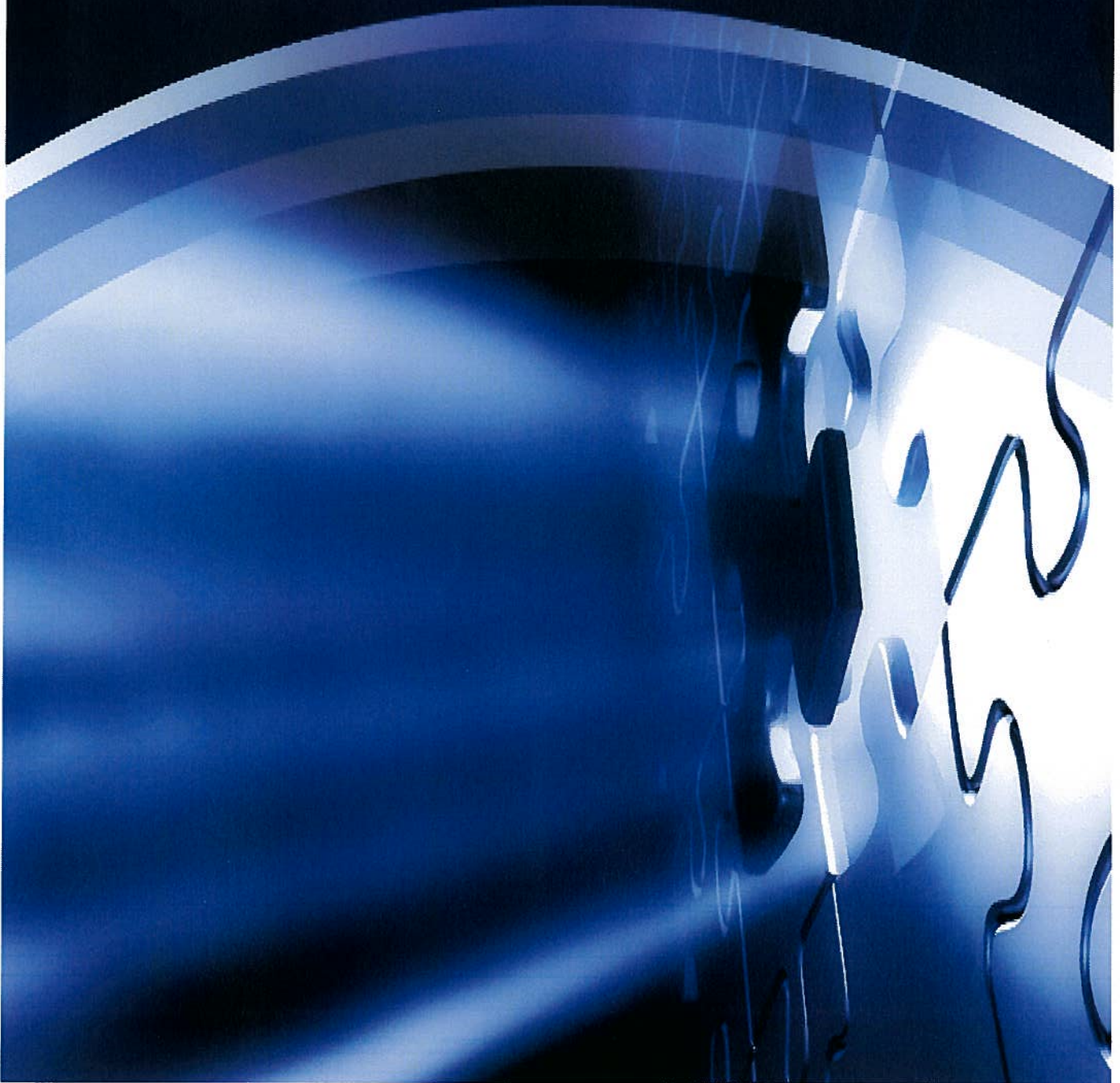
Community Communications – Communication objectives to be implemented in 2010 will address A) how the Village delivers information to residents B) how efficient the Village deliver information to residents and C) internal Village communication. A number of social networking web sites (Twitter, Facebook, etc.) now exist and have become extremely popular amongst people of all ages. Along with other multimedia outlets and marketing efforts, the Village of Lombard will continually strive to keep each and every resident involved with Village activities and processes. Customer service was also a major theme discussed at the strategic planning workshop. Staff will also be looking for ways utilize the aforementioned multimedia outlets to provide the most effective customer service.

Consideration of the proposed *2010 Strategic Plan* has been scheduled for the Village Board meeting of November 19, 2009.

2010 STRATEGIC PLAN



VILLAGE OF LOMBARD



Guiding Principles

- The Village of Lombard will continue to proactively address issues related to public safety, and to plan for future public safety needs that may arise. Public safety is considered to include police, fire and public works services.
- The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.
- The Village of Lombard will continue with proactive, yet financially prudent planning, for capital improvements as reflected in the ten year Capital Improvement Program.
- The Village of Lombard and other governmental agencies will continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time.
- The Village of Lombard will continue to foster customer friendly policies.

Our shared vision for Lombard is a community of excellence exemplified by its government working together with residents and businesses to create a distinctive sense of spirit and an outstanding quality of life.

Vision Statement

The Mission of the Village of Lombard is to provide superior and responsive governmental services to the people of Lombard.

Mission Statement



Introduction

The Village of Lombard has committed itself, on a yearly basis, to continually monitor internal and external conditions impacting the Village, and plan accordingly. Since 1993, the strategic planning process has provided the Village of Lombard with valuable direction in an ever-changing world. Certain issues arise throughout time; and so, the Village of Lombard must adapt to these changes by allocating existing resources or creatively finding ways to address them.

On October 14, 2009, a workshop was held to develop the 2010 Strategic Plan. All Village Trustees and representatives from each of the different Village Departments were in attendance. To begin the workshop session, information gathered from the 2009 Community Survey and 2009 Bi-Annual Community Forum was presented to the group. This was done in order to facilitate discussion and provide feedback on the thoughts and concerns of residents. Following the presentations, the group was divided into three smaller groups and five activities were conducted. Each activity was specifically designed to gather internal/external threats and opportunities, goals and objectives, Village successes, budgeting information and mission and vision. These exercises mirrored some of the activities from the 2009 Bi-Annual Community Forum to compare and contrast resident responses from the perspective of the Village stakeholders.

The following Village stakeholders were present at the 2010 Strategic Planning Workshop:

Board of Trustees
William "Bill" Mueller, Village President
Brigitte O'Brien, Village Clerk
Greg Gron, Trustee, District 1
Richard Tross, Trustee, District 2
Zachary Wilson, Trustee, District 3
Dana Moreau, Trustee, District 4
Laura Fitzpatrick, Trustee, District 5
William Ware, Trustee, District 6

Village Staff
David Hulseberg, Village Manager
Ray Byrne, Chief of Police
Dane Cuny, Deputy Chief of Police
Pat Rollins, Deputy Chief of Police
Carl Goldsmith, Public Works Director
Dave Gorman, Assistant Public Works Director
G. Edward Seagraves, Fire Chief
Tim Sexton, Finance Director
Joelyn Kott, Communications Coordinator
William Heniff, Community Development Director
Chris Stilling, Assistant Community Development Director
Michael Toth, Assistant to the Village Manager



Community Survey

The purpose of conducting a community survey was to gauge customer satisfaction with Village services. A team of Village staff members formed a committee to brainstorm about how to conduct the community survey. It was decided after much discussion that the survey would be developed in house to save costs and that a direct mail survey to a random sample of Village residents would be best, followed by an online survey that would be available for citizens to complete. A random sample of 1,600 residents was used from a compiled list of vehicle sticker and water billing data.

Sample community surveys were referenced in determining the length of the survey and the questions used. Questions were drafted and the committee, as well as department heads, made revisions until a final draft was agreed upon. The surveys were direct mailed to random samples of residents, accompanied by a letter from the Village Manager, as well as a postage paid return envelope. After two weeks, the online survey was available.

In order to provide baseline data, information derived from the 1990 Lombard Resident Survey is contrasted (page 4) with the 2009 Community Survey. It is noted that the 1990 Lombard Resident Survey was conducted by an outside source; however, many of the questions used are similar. Also, the 1990 Survey focused more on Lombard as a community while the 2009 Survey focused more on the internal function of the Village, primarily customer service.

Response Rate

During the community survey process, the committee worked diligently at sending reminder letters, thank you letters, reminder phone calls and follow-up correspondence to the random sample and Community Forum respondents. This resulted in a 34% response rate of the direct mail surveys, which is extremely good for surveys of this nature, as average direct mail survey results are around 10-15%. For this reason, the data collected is believed to be credible data and an accurate account of residents. The 1990 Community Survey was a random sample survey of 401 residents and was conducted by professional interviewers calling from a central location.

Highlights

With the 2009 Community Survey receiving more than 500 respondents from the controlled sample and 80 respondents from a comparable online survey, the results reported in this summary are with respect to the direct mailed survey. While the online results were closely similar, due to the smaller number and other factors, the results were skewed slightly.

One of the subjective questions on the survey asked "Please list three words that come to mind when describing Lombard." These words were almost always positive, with the following being the top ten answers:

1. Friendly
2. Quiet/Peaceful
3. Liliacs
4. Safe
5. Clean
6. Convenient/Good Location
7. Accessible
8. Pleasant
9. Beautiful
10. Home

Top Ten 2009 Community Survey Results



Top Ten 1990 Community Survey Results

1. Nice/Pleasant
2. Quiet/Peaceful
3. Friendly/Nice Neighbors
4. Small Town/Homey
5. Family Community
6. A Suburb
7. Convenient Location
8. Middle Class
9. Pretty/Clean
10. Good Schools

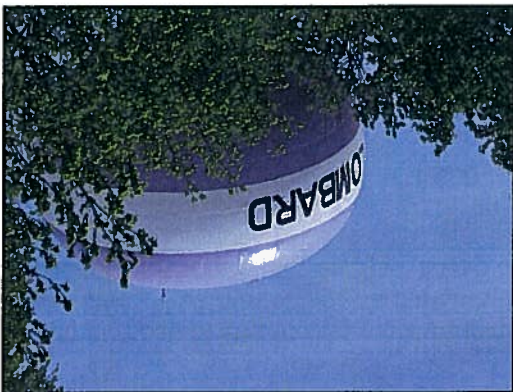
Additional important highlights include:

- Customer Service
 - **2009 Survey** - 78% rates satisfaction as "excellent" or "good."
 - **1990 Survey** - Of those respondents who did call the Village 77% were either very "satisfied" or "somewhat satisfied".
- Last Experience with a Village Department
 - **2009 Survey** – 84% rated a satisfying experience as "excellent" or "good"
 - **1990 Survey** – No comparable data exists
- Village Tax Rate
 - **2009 Survey** – 66% of respondents were not aware that it is 8% of the total bill
 - **1990 Survey** – 72% of respondents think that the Village receives a larger portion of their taxes than it actually does
- Information Delivery
 - **2009 Survey** – 25% of respondents listed the newspaper as their preference to receive information about the Village
 - **1990 Survey** – 79% of respondents listed the newspaper as their preference to receive information about the Village

Summary

In closing, the community survey proved to be a valuable tool in planning for the future. The Village has already seen a benefit from it with new input from residents as part of the Community Forum. As the Strategic Planning process progresses, information gathered during the survey process can be used when determining the future programs and fiscal direction of the Village. Although there was 19 years between the 1990 Lombard Resident Survey and the 2009 Community Survey, some of the issues still remain the same, but we now are witnessing the impact of technology on Village service delivery, namely how information is received from the Village.

The Village intends to conduct a community survey every 3-5 years to gauge progress and to seek updated information and opinions from residents.



2009 Bi-Annual Community Forum

On Saturday, October 3, 2009, the Village of Lombard hosted its 2009 Bi-Annual Community Forum at the Lombard Westin. Participants of the forum included: Village Board of Trustee members; Village staff; representatives from the local school districts, Helen Plum Library, Lombard Park District, Chamber of Commerce and Lombard Town Centre; and residents of Lombard. There were a total of 59 residents who attended based upon: A) having completed the Community Survey and expressing interest in the forum (19); B) by responding to a call for participants (28); C) being a member of a board or commission (6); D) attended a Village Board and/or commission meeting (6).



The purpose of the forum was to raise awareness of civic activities, discuss current Village events and most importantly, gather feedback from residents. The forum allowed Village stakeholders the opportunity to hear issues and concerns related to the Village, from the perspective of residents. In turn, this information provided the Village with direction for the future. To help stimulate discussion amongst participants, the forum is done in an open-setting, through the use of group activities and presentations. The forum was broken up into smaller groups of 7 to 9 persons. Along with the resident participants, each group had a designated facilitator, observer and department head.

Exercise Results

Three exercises were conducted throughout the course of the forum. The first exercise involved Village success stories, the second was intended to gather input by asking participants what they would change about the Village if they were "king" or "queen", and the third exercise consisted of a budget game activity. The Village Manager presented the results from the Community Survey prior to the exercises as a way to foster ideas.

Exercise #1 – Success Stories

The Success Stories activity was created to gather feedback on the success stories of the Village in recent past. Each group was to list their top ten successes. After each group listed their successes, the entire group then collaborated to classify each success into separate categories. In order to quantify the information, the categories were then organized into more specific categories. Collectively, the different groups recognized similar success within Lombard. The list of top ten successes within the Village of Lombard, from all the groups combined, is as follows:

Top Ten Successes

- 1) Yorktown development/redevelopment (8)
- 2) New Pool (8)
- 3) Downtown Development & Activities (6)
- 4) Main Street Improvements (6)
- 5) Westin Hotel & Convention Center (5)
- 6) Recycling Programs (5)
- 7) Library Services (5)
- 8) Public Works Activities (4)
- 9) Lombard Park District (4)
- 10) Cemetery Improvements (2)



Exercise #2 – Kings and Queens

Similar to the process of the first exercise, Exercise #2 was created to gather feedback on any changes that participants would make to the Village. Each participant was to imagine that they were "king" or "queen" of Lombard and explain what they would change about the Village. After each group discussed

Exercise #3 – “The Budget Game”
 For the results from the “The Budget Game” from the 2009 Bi-Annual Community Forum, please see the *Fiscal Direction* section of this Plan, located on page 17.



- Top Ten Changes**
- 1) Downtown Revitalization (10)
 - 2) Improve/Expand Library (5)
 - 3) Build Skate Park (4)
 - 4) Education Enhancements (4)
 - 5) New Recreation Center (3)
 - 6) Improve Senior Services (3)
 - 7) Increase Recycling Efforts (3)
 - 8) Bike/Pedestrian Improvements (3)
 - 9) Traffic/Street Improvements (3)
 - 10) Enhance VOL Communication (3)

their changes, all participants then collaborated to classify each change into separate categories. Again, in order to quantify the information, the categories were then organized into more specific categories, based upon each group's top ten responses. Collectively, the different groups noted similar changes within the Village. The list of top ten changes that the groups felt should occur within the Village is as follows:

Vision & Mission Brainstorming

Vision

How might the Village look in 15 years? What steps should the Village initiate to achieve this? According to the results of the workshop session, the following initiatives should provide valuable foresight for future Village policy direction.

- More Green Initiatives
- Continue Forums/Surveys
- Initiate National Marketing of Lombard
- Intergovernmental Cooperation and Forums
- Instill a Sense of Esprit de Corps
- Continue Innovative Growth

- More Resident and Business Involvement with Government
- Use of Technology to Communicate (Twitter, Facebook, Mobile Applications)
- Establish Downtown/Town Center (Gathering Place)



How might the Village evaluate itself to see if it is meeting the mission statement? What steps should the Village initiate to achieve this? In order to continually fulfill the mission statement, in accordance with the issues that the Village faces today and might face in the future, the following policy directives were observed during the workshop session.

Benchmark Performance

- Targeted Survey (Compare vs. Comparables)
- Identify/Define Success & Measure Objectives
- Evaluate and Reevaluate Services
- Establish Expectations & A Means of Measure

Communication

- Improve Positive Perceptions
- Educate/Communicate Services & Accomplishments
- Enhanced Public Participation
- Survey "How are we doing?" (Quick Feedback)

Business Relations

- Attract/Advocate/Retain

Service

- Proactive Government Services



Strategic Planning Session

Village Success Stories

As a way to benchmark organizational achievements, the first exercise conducted at the workshop session was to produce a list of internal successes. Unlike the 2009 BI-Annual Community Forum exercise, which asked participants for Village-wide success stories, the exercise conducted during the strategic planning workshop focused on the Village's internal strong points. The following are the results from the three groups that participated in the workshop session.

Top Nine Responses
1) Management & Staff (5)
2) Emergency Services (4)
3) Public Works Planning (4)
4) Business Relations (4)
5) Intergovernmental Cooperation (4)
6) Finances (3)
7) Downtown (3)
8) Volunteerism (2)
9) Public Transportation (1)

"People forget how fast you did a job - but they remember how well you did it." - Howard W. Newton.

One of the common themes discussed at the workshop session was Village staff's ability to perform their civic duties, despite pressures involving budget cuts and hiring freezes. Village management was also recognized several times, stating that management has remained proactive with personnel practices and organizational policy.

Disaster Drill

Classified as "Emergency Services", all three groups that participated in the strategic planning session listed the disaster drill as a Village success. On September 29, 2009 the Village of Lombard conducted "Operation Perfect Storm", a full-scale exercise on the campus of the

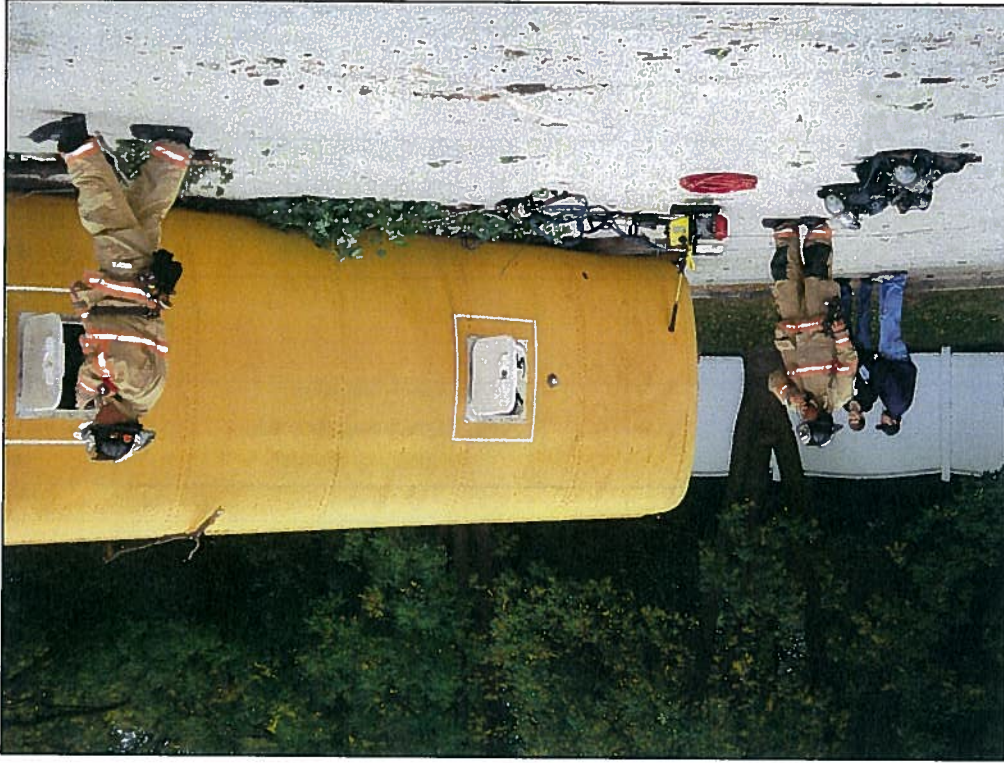
National University of Health Sciences. As part of the Village's Disaster and Emergency Planning, the Village of Lombard and National University of Health Sciences, in conjunction with the Lombard Park District, DuPage Public Safety Communications, DuPage County Office of Homeland Security and Emergency Management, DuPage County Coroner, Advocate Good Samaritan Hospital, Elmhurst Memorial Hospital, and Public Safety Planning Solutions and more than 25 participating municipalities, conducted this full-scale disaster drill.



The scenario involved an early-warning notification to the Village at 7:45 a.m. of a possible storm. A simulated tornado warning was issued by the County Emergency Operations Center (EOC) system at 8:45 a.m. At 9:00 a.m., the "tornado" touched down in Lombard and the exercise response commenced.

The goal of the drill was to help align the Village and the various regional agencies with federal guidelines and standards for emergency response planning and preparedness. Representatives from each participating agency worked diligently for 12 months to plan the event. The drill was intended to test the Village's ability to deploy resources in the form of people and equipment, work in conjunction with multiple outside agencies and provide the best response available to the public.

There were many areas of strength noted by the evaluators during the conduct of the exercise. Overall, staff was able to manage the incident successfully, and safety was maintained for all participants throughout the scenario. All of the players involved acted in a professional manner, and took the scenario seriously. The field operation went sound, and all field operations were handed in a timely manner. Overall, the Village did a commendable job in the handling of this situation.

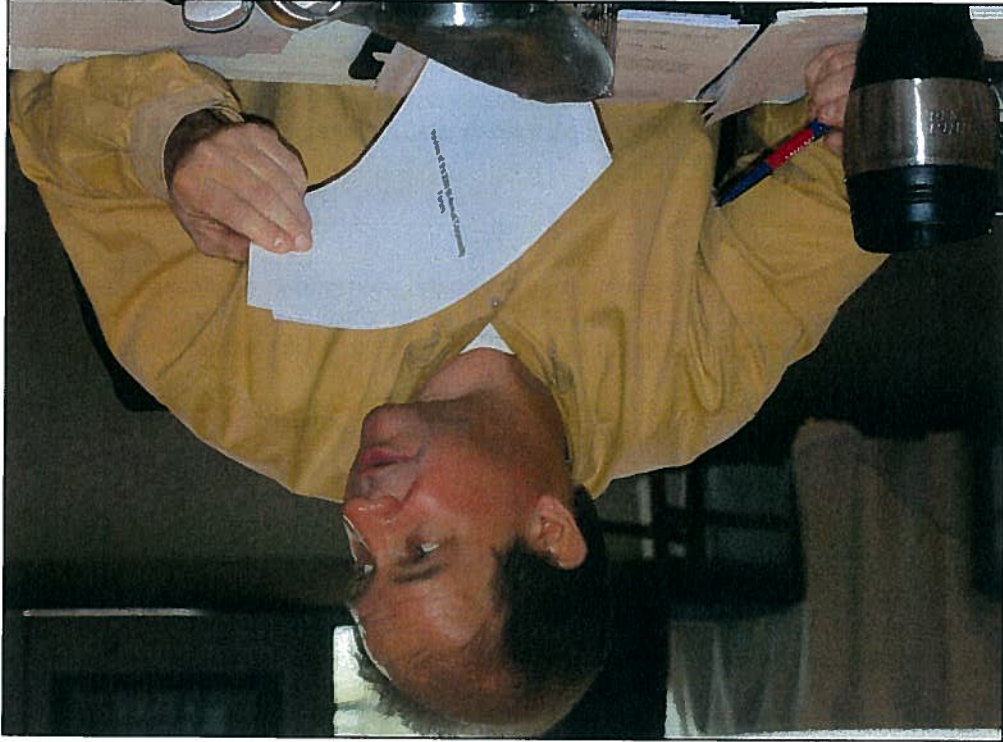


Environmental Scanning

Environmental scanning is the process of gathering, analyzing, and dispensing information for tactical or strategic purposes. The environmental scanning process involves the collection of both factual and subjective information on the internal and external environment in which an organization is operating. These elements may include: trends, regulations, agencies, resources, etc. Furthermore, what are the organizations strengths and weaknesses? In what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of staff, process, finance, etc? What opportunities exist that can be used to the Village's advantage? Moreover, what trends lay ahead that could be considered obstacles?

Those internal and external factors were gathered from Village Board and staff during the workshop session and are presented in the following lists. As with any of the activities conducted during the workshop session, the environmental scan was discussed in terms of realizing the Village's mission and vision.

Internal Scanning		Category
Weaknesses	Strengths	
Frozen Positions/Increased Workloads Union Relationships Leadership Succession (Retirement) Complacency of Staff "Gov't knows Best" Mentality Inspection Services	Continuity of Staff Talented Staff Departmental Cooperation Village Management Institutional Knowledge "Right Tools" "Can-do" Approach	Staff
Hard to Use Technology	Great Technology	Technology
"It's not my money" New Trustees Lack of Historical Information	Proactive Govt Interdepartmental Relations Village Board OK with Measured Risk	Government
Lack of Marketing Downtown Image	Active Citizen Base Community Pride Capital Improvements Projects Fleet Maintenance	Community Process
Neglect Smaller Business Districts	Innovative Financing Financial Strength/Stability Diversified Tax Base	Businesses Finance
Old & Crowded Facilities Aging Facilities Aging Infrastructure	Community Relations Good Resident Relationships Direct Accessibility Dedicated Board/Commissions	Facilities Communications



External Scanning		Category
Assets/Opportunities		Demographics/Real Estate
Distinct Business Opportunities Seminary Property North Ave Business Expansion Westin/LPFC Ken Loch Diverse Housing Stock Proximity to Chicago Major Corridors (88,355,22,38,56,64) Lake Michigan Water Metra	Traffic - Major Corridors Downtown Limits Population - Aging & Diversity	
Strong Gov't Partners Recognition in DuPage County Village Identity - "Lilac Village" Community Support	Not Home Rule - Village of Lombard Authority No Home Rule - Landlords Schools - Lack of Participation IGA Resistance	Government
Grants	Tax Caps Untunded Mandates Pensions Federal/State Mandates National Economy Lawyers and Lawuits CIP Underfunded	Money
"New" Train Station Paperess Board Meetings	Inspection Services	Infrastructure
		Green Initiatives

2009 Accomplishments

Strategic direction is achieved through the formulation of goals and objectives. Those objectives are then translated into an action plan for implementation. As the Strategic Plan is part of the Annual Budget, which operates during a fiscal cycle and not a calendar year, the objectives that were set forth during the 2009 Strategic Plan are still considered operational. The following information provides an update of the objectives that were established during the 2009 Strategic Plan.

Economic and Community Development

Develop a Business Development Action Plan

Community Development has either completed or is in the process of completing the following:

Create inventory of all businesses by class and location

Community Development staff is in the process of completing a comprehensive business inventory for all retail, office and industrial users. This data will be merged with our CO database to ensure accuracy. To date, approximately 65% of the inventory has been completed. Furthermore, a comprehensive inventory of all properties located in the Downtown TIF district was completed as part of the recently completed Downtown Market Study.

Identify viable business strategies by locale

For FY 09/10, Community Development staff will continue to promote development opportunities throughout the Village. In addition, Community Development will begin the Westmore/Meyers Corridor Study to be completed by May 1, 2010. This study will include:

- Establishing boundaries
- Inventory analysis
- Use analysis and recommendations
- Design standards

Establish partnerships for vision plan

In early 2009, Community Development implemented a business visitation program. To date, over 20 business visits have been completed. In addition, the Community Development Department has also created a "Business Resource Handbook". This handbook serves as a reference manual to business owners who are planning on opening, operating or expanding an existing business or relocating a business to the Village of Lombard.

Strategy Plan for the Downtown

Downtown Strategy/Vision Plan

Community Development continues to implement the downtown action plan as approved by the Board on June 4, 2009. The market study and property inventory have been completed. The secondary actions will be undertaken subsequent to the market study and property inventory and completed in summer of 2010.

Review TIF allocation and grant procedures

In May of 2009, Community Development expanded the Downtown Retail Business Grant to certain service businesses with a substantial retail component.

Capital Improvement Plan

Capital Improvement Plan Review

The 2009 Strategic Plan charged the Department of Public Works to use "proactive yet fiscally prudent planning for capital improvements as reflected in the ten-year Capital Improvement Plan" while "monitoring the financial resources of the community". The Capital Improvement Plan process is an annual review managed by the Department of Public Works but involving all departments, the Public Works Committee and the Board of Trustees. The Village has been using a ten-year planning horizon but new software now accommodates planning out to any number of years to better track and fund for future projects. The CIP process allows competing needs to be balanced against available resources in the most effective manner, as recommended by staff and the Committee, and then approved by the Board. Budgetary constraints due to the economy caused some projects that had been planned for FY 2010 to be delayed to later years, which is facilitated by a flexible and long-term planning process. The following projects were undertaken in FY 2010:

- Over 50,500 square yards (10-½ acres) of asphalt roadway was resurfaced by contractors and another 28,600 square yards (6 acres) by in-house crew.
- Approximately 300,000 lineal feet (57 miles) of cracksealing was placed as well as a pavement rejuvenating agent to extend the service life of asphalt streets.
- Full public improvements were constructed in the Old Towne East area (Phase 4) and the Lombard Lagoon area (SA#217B).
- The Village combined its resources with the Lombard Park District and School District 88 to construct a parking lot at Sunset Knolls Park.
- Holloman Drive and the Public Works parking lot were repaired and constructed.
- Staff has investigated innovative use of white-topping (concrete surfacing) to restore asphalt roadways in the north industrial area in the most cost-effective manner.
- The South Booster Station was completed, thereby improving the ability to balance water flow and pressures between the north and south halves of the Village.
- Over 4,500 lineal feet of sewer was repaired by installing an internal lining, including the first use of spiral lining in the Village to lower costs and try a new technology.
- An engineering study was completed to formulate a solution to combined sewer overflows.

Stormwater Management

The 2009 Strategic Plan entrusted the Department of Public Works with the identifying and developing strategies to effectively manage stormwater within Lombard. Public Works staff, working with the Public Works Committee has addressed several significant issues in 2009. Among the projects was the development and construction of an overflow storm sewer for Vista Pond, as well as the establishment of new pumping procedures at Vista Pond. Additional efforts have been made on the long-term approach to separation of the combined sewers in Lombard. The Village completed a sewer separation study that developed a plan to further separate the combined sewer. This report will lead to additional projects that will be incorporated into future CIP documents. Working with the Department of Community Development, a report identifying the feasibility of the Village assuming responsibility for private detention facilities has been drafted and is under staff review. This report will be provided to the Public Works Committee in 2010.

Transportation

Circulator Implementation

The joint Circulator project with the Village of Addison has been awarded an Innovation, Coordination and Enhancement (ICE) grant through the Regional Transportation Authority (RTA). This grant will reimburse the Village for 50 percent of the circulator's first-year operating costs and 80 percent of the first-year capital costs for an expected total grant award of \$538,436.50. Due to the structure of the ICE program requiring a single applicant, the Village of Addison applied for the grant on behalf of all circulator communities. Addison still needs to sign the RTA Technical Services Agreement (which is the ICE grant agreement). Before RTA can process the agreement, DuPage Mayors and Managers Conference (DMMC) needs to obtain written confirmation from DuPage County verifying that they will be contributing \$585,177 for the circulator's year one operating budget. After this document is obtained, RTA can process the agreement, but DuPage County still needs to establish a procedure to give us our portion of the money. This procedure must be established before operations begin. With regard to obtaining vehicles and working out an operating agreement, DMMC has just sent a letter to Pace indicating expectations associated with service specifications, vehicles, drivers, vehicle storage, training, scheduling, customer service, maintenance and insurance. We anticipate a response from Pace within the next 2-3 weeks. The timeline is still to have the Circulator begin servicing the community by the first quarter of 2010.

Open Space Preservation

Open Space Preservation and Ken Loch Annexation

A draft Comprehensive Plan Update/Open Space Plan has been completed. The plan does include a recommendation to preserve the Ken Loch Golf Course as open space. Furthermore, recommendations for bikeways and pedways are also included.

Community Communications

Emergency Response Communications

This was done in conjunction with the Resident Emergency Response Committee that was chaired by Fire Chief Ed Seagraves. The committee met for a number of months beginning in April and researched various options. A report and recommendation has been forwarded to the Village Manager from Chief Seagraves.

General Communications Program

Identify a message

The consistent message that needs to be sent out all reverts back to the Village's mission statement: "To provide superior and responsive governmental services to the people of Lombard."

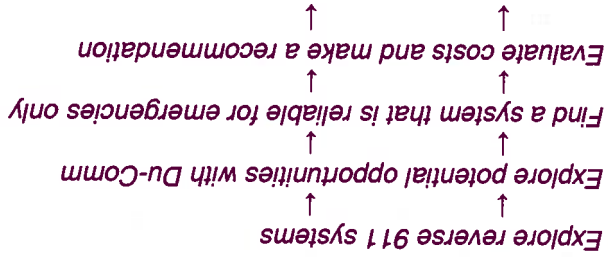
With the recent community survey that was conducted, we also have other items that can be used to deliver our message about what Lombard is to residents, in their words. "Home, safe and places" are some of the messages that were received as part of the community survey results and staff will use these in future documents and written materials.

The committee concluded that the areas in most need of improvement are the highly technological systems. For the most part, small budget requirements would be needed to improve the Village's capabilities for the existing lower technological systems. Lastly, the committee made three specific recommendations that Lombard should implement as soon as possible. Those recommendations are outlined in the report.

The various methods reviewed ranged from zero technology, such as sandwich boards, to highly technological methods, such as Emergency Notification Systems. As demonstrated in the report, each system has purpose and meets the needs of a target group. No one system would be a final solution and all systems working in unison best meet the needs of a diverse community.

The Emergency Notification System Committee was formed to study the Village of Lombard's capability to inform citizens of emergency information and to make a recommendation. The Emergency Notification System Committee consisted of staff members from pertinent Village departments including: Police, Fire, Communications, and IT. The goal of the committee was to create a report on Village emergency response communication. The 'Public Notification Systems' report reviews the various methods of communicating with the public during emergencies, includes the Village's current capabilities, and provides prioritized recommendations.

Emergency Response Communications



Staff, in conjunction with the Web Implementation Team, has explored using several social media options as communications tools. After researching the social media tools, the consensus of the Web Team was not to pursue Facebook and My Space but to continue to research and test Twitter and LinkedIn. Staff has been testing this and will continue to monitor its value as a communication tool.

Miscellaneous

Staff has not addressed this in a proactive manner as of yet. Residents have been signing up for email alerts and a system for initiating the emails is currently being developed. Currently, press releases and the PRIDE are being distributed in this manner.

Start Email Alerts to Residents

The four extra pages give us the flexibility to use them for special inserts or for additional Village information and news.

This was accomplished at no additional cost. Our current printer of the PRIDE, offered to print four extra pages at no additional charge. The four additional pages have been split between the Village, Park District and Helen Plum Library for the most part. The four additional pages have also been used, for example, for the Consumer Confidence Report, a printed newsletter that was previously a stand alone piece. Not only were the printing dollars of that project saved, but postage costs were not needed since it was a part of the PRIDE.

Expand the PRIDE newsletter

Fiscal Direction

In 2007, the national economy began to slow significantly, mostly because of a real-estate slump and related financial problems. In December 2007, the economy entered a recession, which continued into 2009, making it the longest one in decades.

The past couple of years have been difficult for many municipalities throughout the United States, as many depend on sales tax and other outside revenues to efficiently operate. Program cuts, hiring freezes and layoffs are just to name a few of the issues that have plagued municipalities throughout DuPage County, over the last two years. Also, recognized as an external obstacle several times within the environmental scanning portion of this plan, tax caps, unfunded mandates and pensions are all financial obstacles faced by the Village of Lombard.

In order to solicit fiscal opinion from residents as well as Village Stakeholders, "The Budget Game" exercise was conducted during the 2009 Bi-Annual Community Forum as well as the 2010 Strategic Planning Workshop (with only a couple different line items between each). The exercise allowed participants to partake in a mock budgeting session where participants were asked to reduce a budget deficit by \$1.2 million by spending cuts, with the option to increase property taxes and other revenues. In order to make the

exercise as real as possible, other line items were included that would require increased spending. All of the items used in the budget game were realistic scenarios that would demonstrate the difficult budgeting decisions that the Village must make. Although "The Budget Game" was only a fictional exercise, it allows fiscal policy issues to be compared and contrasted between Village Stakeholders and residents and also allows stakeholders to get the "big picture" on the financial opinions of residents.



Community Forum Results

As a general observation, the eight groups that participated in the Community Forum took a conservative stance to spending cuts of certain programs; however, some programs were eliminated by all groups. For example, all eight groups decided to cut most, if not all, spending on excess crossing guards. Surprisingly, all eight groups decided to increase vehicle sticker costs by fifty-percent, which would (hypothetically) increase revenues by \$275,000. Also, four out of the eight groups agreed that there should be a referendum to increase property taxes, which would (hypothetically) increase revenues by \$500,000.

With regard to added spending, there were only two line-items included in the exercise – repair of the Hill Avenue Bridge (\$120,000) and a Police ATV/Bike Patrol (\$10,000) along the Prairie Path and Great Western Trail. Only two of the groups included additional spending on the Police ATV/Bike Patrol, but surprisingly, six of the eight groups recommended that the Hill Avenue Bridge be repaired.

The following spreadsheet illustrates the 2009 Bi-Annual Community Forum results from "The Budget Game" exercise.



As a general observation, the overall budgeting habits of the residents and Village stakeholders vary based upon their different perspectives and agendas. Also, keep in mind that the size of each sample set differs - over two-and-a-half times larger for the community forum group. The strategic planning group tended to reduce the budget deficit by cutting programs, while the community forum chose to increase revenues. All eight community forum groups decided to increase vehicle sticker costs by fifty-percent and four out of the eight groups agreed that there should be a referendum to increase property taxes. Only two out of the three strategic planning groups chose to increase vehicle sticker prices and none of the groups chose the referendum to

Strategic Workshop Session Results

Budget Choices – Community Forum	(A)	(B)	(C)
Cut Spending	Increase Revenues	Add Spending	
1. New Public Works Facility (Cost: \$1.25 Million annually for 15 years) (Rev: \$1.25 Million annually for 15 years)		(None)	(None)
2. DuPage Senior Citizen's Council (-\$0 - \$30,000)	Frequency: 3 Groups Mean: \$18,333		
3. Crossing Guards (-\$0 - \$60,000)	Frequency: 8 Groups Mean: \$50,000		
4. Fully Fund Technology Reserve (-\$0 - \$300,000)	Frequency: 6 Groups Mean: \$133,333		
5. Daytime Ambulance (-\$0 - \$264,000)	Frequency: 5 Groups Mean: \$121,800		
6. Increase Vehicle Sticker Rates (+\$275,000)	Frequency: 8 Groups		
7. Hill Street Bridge Replacement (+\$120,000)		Frequency: 6 Groups	
8. Planting Bed Maintenance (-\$0 - \$30,500)	Frequency: 6 Groups Mean: \$22,500		
9. Police Business & Mall Patrol (-\$0 - \$15,000)	Frequency: 4 Groups Mean: \$15,000		
10. Fire Dept Public Education (-\$160,000)	Frequency: 5 Groups Mean: \$138,000		
11. Police Officer Vacancies (-\$90,000 per position (4))	Frequency: 5 Mean: \$144,000		
12. Referendum to Increase Property Tax (+\$500,000)	Frequency: 4 Groups		
13. Senior Citizen Taxi Subsidy Program (-\$60,000)	Frequency: 4 Groups Mean: \$45,000		
14. Firefighter vacancies (-\$85,000 per position (2))	Frequency: 5 Groups Mean: \$85,000		
15. Seasonal Code Enforcement Interns (-\$15,000)	Frequency: 7 Groups Mean: \$15,000		
16. Police ATV/Bike Patrol (-\$10,000)		Frequency: 2 Groups	
17. Require Furloughs (+\$210,000)	Frequency: 3 Groups Mean: \$210,000		
18. Police Accreditation (-\$40,000)	(None)		
19. Change Method of Snowplowing (-\$100,000)	Frequency: 4 Groups Mean: \$100,000		
20. Automated Phone System/Reduce VH Front Desk Hours (-\$25,000)	Frequency: 4 Groups Mean: \$21,250		

increase property taxes. Another interesting comparison is the difference between personnel spending cuts between both groups. The community forum group (predominantly consisting of residents) elected to increase revenues (on themselves) in order to reduce Village personnel cuts. On the contrary, the strategic planning group tended to cut spending, as opposed to increasing revenues. As an example, each group that participated in the strategic planning workshop decided not to fill a certain amount of firefighter and police vacancies. This is helpful data as it demonstrates that the residents are satisfied with the service of those respective departments and they view those civic employees as a valuable asset to the community. Made up of Village Trustees and staff, the strategic planning group tended to be conservative with imposing increased revenues on residents, not only because they themselves are residents, but because they are more likely to find innovative ways to ensure that financial burdens are not placed on residents.

The following spreadsheet illustrates the results from the Strategic Planning Workshop Session "The Budget Game" exercise.

Budget Choices – Strategic Planning	Cut Spending	Increase Revenues	Add Spending
(Sample Size = 3 Groups)	(A)	(B)	(C)
1. New Public Works Facility (Cost: \$1.25 Million annually for 15 years) (Rev: \$1.25 Million annually for 15 years)		(None)	(None)
2. DuPage Senior Citizen's Council Mean: \$15,000 Frequency: 1 Group			
3. Crossing Guards Mean: \$60,000 Frequency: 3 Groups			
4. Fully Fund Technology Reserve Mean: \$300,000 Frequency: 3 Groups			
5. Daytime Ambulance Mean: \$134,666 Frequency: 3 Groups			
6. Increase Vehicle Sticker Rates (+\$275,000) Frequency: 2 Groups			
7. Hill Street Bridge Replacement (+\$250,000) Frequency: 3 Groups			
8. Planting Bed Maintenance Mean: \$17,500 Frequency: 2 Groups			
9. Police Business & Mail Patrol Mean: \$15,000 Frequency: 2 Groups			
10. Fire Dept Public Education Mean: \$160,000 Frequency: 2 Groups			
11. Police Officer vacancies Mean: \$180,000 Frequency: 3 Groups			
12. Referendum to Increase Property Tax Mean: \$500,000 Frequency: 2 Groups		(None)	
13. Senior Citizen Taxi Subsidy Program Mean: \$45,000 Frequency: 2 Groups			
14. Firefighter vacancies Mean: \$85,000 per position (2) Frequency: 3 Groups			
15. Police ATV/Bike Patrol (-\$10,000) Frequency: 2 Groups			(None)
16. Require Furloughs (+\$210,000) Frequency: 2 Groups			
17. Police Accreditation Mean: \$40,000 Frequency: 2 Groups			
18. Change Method of Snowplowing Mean: \$100,000 Frequency: 2 Groups			
19. Automated Phone System/Reduce VH Front Desk Hours (-\$25,000) Mean: \$25,000 Frequency: 2 Groups			
20. Delay Pay Increases, Non-Union Mean: \$177,000 Frequency: 2 Groups			
21. Delay Pay Increases, Union Mean: \$181,000 Frequency: 2 Groups			

Strategic Direction

Information derived from Exercise #5 - 'Goals and Objectives' of the Strategic Planning Workshop was conducted in order to provide the Village with strategic direction in future policy-making decisions. Goals are general guidelines that explain what the Village wants to achieve in the community. They are usually long-term and represent large-scale visions such as protect public health and safety. Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and can have a defined completion date. They are more specific and outline the who, what, when, where, and how of reaching the goals.

For Exercise #5, the participants listed a number of objectives that they felt should be accomplished in 2010. Once the objectives were declared, they were organized into similar categories. These categories were then given a label based upon the overall achievement of the objectives. These categories would eventually become the overall 'goal'. Lastly, Village Trustees were asked to attach a number (one through three) to each objective, which represents a corresponding numerical weight. Once the numbers designated on each objective were tallied, the total number became the weight of each item.

The following table is a synopsis of the goals and objectives created by the group and eventually scored by the Village Board of Trustees.

Goal:	<i>Examine Village Operations</i>	Weight	Responsibility
Objectives:	Employee Succession Planning Examine Red Light Program Investigate/Implement Change in Employee Compensation Innovative Revenue Resourcing Explorations Permit Process & Inspections Review All Engineering Cost Cutting (Outside? In House?) Implement Performance Management	16 15 14 12 12 4 4	All Dept. Police Dept. Finance/Managers Finance/Managers Community Dev. Public Works Managers/All Depts.
Goal:	<i>Continued Focus Towards Downtown Lombard</i>	40 (Total)	
Objectives:	DuPage Theatre Plan Complete Downtown Planning Effort Examine Lombard Town Centre Develop "Plan" for Hammerschmidt & 101 S. Main Structure Downtown Priorities for Real World Outcomes	14 12 8 3 3	Community Dev. Community Dev. Community Dev. Community Dev. Community Dev.
Goal:	<i>Enhance Village Communications</i>	38 (Total)	
Objectives:	Reinstitute Intergovernmental Dinner (w/ revised formats) Improve Customer Service Senior Committee Enhance Overall Village Communication to Residents Better Communication Between Board & Staff (Town Hall Format) Increase Residential Communication	16 6 6 6 3 2	Managers Office Managers/All Depts. Village Board Managers Office Managers Office Managers Office
Goal:	<i>Infrastructure/Flooding Review</i>	36 (Total)	
Objectives:	Street Maintenance Reconstruction Timeline Flood Remediation Public Infrastructure Projects	16 12 8	Public Works Public Works/CD Public Works

Goal:	<i>Transportation Improvements</i>	Weight	12 11 8	Community Dev. Community Dev. Community Dev.	Objectives:	Public Transit Downtown Parking Route 53 Access	Goal:		Objectives:		31 (Total)
Goal:	<i>Continued Business Development</i>		14 6 6	Community Dev. Community Dev. Community Dev.	Objectives:	Strategies to Attract and Maintain Businesses Fill Commercial Vacancies Vacant Lot Development	Goal:		Objectives:		26 (Total)
Goal:	<i>Maintain Financial Conditions</i>		15	Finance	Objectives:	Balance Budget	Goal:		Objectives:		15 (Total)
Goal:	<i>Conduct Marketing Campaign</i>		13	Managers Office	Objectives:	Marketing Lombard	Goal:		Objectives:		13 (Total)
Goal:	<i>Initiate Facilities Planning</i>		4 4 3	Public Works Public Works Public Works/All Dept	Objectives:	Salt Dome/Storage Complete Facilities Plan Facilities Planning	Goal:		Objectives:		11 (Total)
Goal:	<i>Provide High Quality Public Safety</i>		10	Police/Fire	Objectives:	Continue High Quality of Public Safety	Goal:		Objectives:		10 (Total)
Goal:	<i>Glenbard East Student Recruitment</i>		8	Managers Office	Objectives:	G.E. Neighborhood - Student Strategies	Goal:		Objectives:		8 (Total)
Goal:	<i>Home-Rule Initiative</i>		6	Managers Office	Objectives:	Consider Home Rule	Goal:		Objectives:		6 (Total)
Goal:	<i>Enhance Senior Quality of Life</i>		4	Community Dev.	Objectives:	More Senior Housing	Goal:		Objectives:		4 (Total)

2010 Action Plan
 The following items were a result of the small group discussion that occurred at the Strategic Planning Workshop. Each of the actions listed is specifically related to the objectives that were initiated by the Board of Trustees.

Community Development

Responsible Department – Community Development

- Permit Process & Inspections**
- Examine permit process and seek innovative strategies
 - Establish measurable objectives for permit proficiency
 - Evaluate established objectives on a semi-annual basis
 - Establish measurable objectives for inspection proficiency
 - Evaluate established objectives on a semi-annual basis

Complete Downtown Planning Effort

- Create a marketing strategy/theme for the downtown
- Utilize demographic and market data
- Complete property inventory
- Train LTC to maintain database
- Identify opportunity sites
- DuPage Theatre Plan
- Hammerschmidt & 101 S. Main
- Create development for each site
- Min, mid, max scenario
- Establish cost for implementation

Examine LTC

- Conduct cost/benefit analysis of the LTC

Economic Development

Responsible Department – Community Development

- Strategies to Attract and Maintain Businesses**
- Continue existing economic development programs and seek expansion opportunities
 - Create innovative solution to fill commercial vacancies
 - Create innovative solution to vacant lot development

Transportation

Responsible Department – Community Development & Public Works

- Public Transit**
- Continue progression of the Circulator Program
- Downtown Parking**
- Conduct a Downtown Lombard parking analysis
- Route 53 Access**
- Continue to explore access opportunities to/from incorporated Lombard to Route 53

Public Infrastructure

Responsible Department – Public Works

- Review All Engineering Cost Cutting
- Conduct a feasibility study
- determine whether or not engineering should be done internally or by an outside source

Public Infrastructure Projects

- Continue Salt Dome/Storage due diligence
- Street Maintenance Reconstruction Timeline

Facilities Planning

- Complete Facilities Plan

Flooding

Responsible Departments – Public Works & Community Development

Flood Remediation

- Continue participation in intergovernmental flood remediation programs
- Consider purchase of flood-prone properties
- Increase funding for backyard drainage grant

Senior Citizens

Responsible Departments – Village Board & Community Development

More Senior Housing

- Conduct market analysis of senior housing stock
- Identify senior housing opportunities

Senior Committee

- Establish a Senior Committee

Customer Service

Responsible Departments – All Departments

Improve Customer Service

- Explore innovative multimedia customer service opportunities
- Utilization of the Lombard Channel for broadcasting segment
- Create Village presence on social networking websites
- Continue to monitor customer service feedback
- Examine Village's hours of operation to maximize availability

Communications

Responsible Department – Manager's Office

- Marketing Lombard
- Explore innovative multimedia marketing opportunities

Enhance Communications

- Reconstitute intergovernmental dinner (w/ revised formats)
- Establish better communication between Board & staff
- Town Hall' meeting format

Increase Residential Communication

- Utilization of the Lombard Channel for broadcasting segment
- Create Village presence on social networking websites

Fiscal Responsibility

Responsible Departments – Manager's Office & Finance Department

- Investigate/Implement Change in Employee Compensation
- Consult with an outside source on employee salary ranges and job descriptions
- Examine departmental employee structuring

Innovative Revenue Resourcing Explorations

- Examine revenue techniques of neighboring communities for opportunity
- Examine vehicle sticker and other licensing fees
- Consider additional Village services for fee opportunities

Balance Budget

- Evaluate economic feasibility of all Village programs and activities
- Reevaluate Capital Improvement Projects for potential delay in completion
- Examine employee pay structure (overtime costs, vacation payout, etc.)
- Consider additional hiring freezes and furlough days to reduce employee costs

Implement Performance Management

- Include Performance Management techniques as part of the Annual Budget

Consider Home Rule

- Implement a feasibility study for Home Rule consideration

Public Safety

Responsible Departments – Police Department & Fire Department

Examine Red Light Program

- Reevaluate Red Light Program
- Conduct crash analysis (April 2010)
- Present crash analysis report to Village Board

Continue High Quality of Public Safety

- Maintain adequate staffing levels
- Continue accreditation process for Police Officers
- Maintain existing programs and services

Concluding Remarks/Next Steps

The Village of Lombard Strategic Plan is the result of an extensive community involvement process and reflects the community's current priorities and goals for the Village. While the Strategic Plan should be used as a guiding document for the Village of Lombard, the plan may not address all of the emergent and evolving community issues and concerns over the next several years. The Village will continue to be responsive to citizen concerns and address new issues as they arise. The

Strategic Plan is intended to set the focus for utilization of Village resources for a period of one year and should be updated annually to address emergent issues. It also serves as the rationale and basis for fiscal obligations within the Village Budget and Capital Improvement Program. It is the intent of the Village to periodically revisit the Strategic Plan throughout the year and adjust the priorities and objectives accordingly to changed conditions. Updating the Strategic Plan in the future should include a community input process to ensure that the plan continues to reflect the current priorities and goals of Village residents.



Appendices

The following is a list of accomplishments, by department, from 2008 and 2009.

Public Works

- A Compost Bin Recycling Program was developed to further divert waste from the landfills.
- A lotter exchange program was developed that allowed multi-family dwelling units to exchange their lotter for a smaller more efficient size.
- The Village has approximately 180 pieces of equipment. In 2009 these vehicles traveled 932,368 miles and used 141,130 gallons of fuel. Fleet performed 2,207 repairs to these vehicles. It took 5,037 hours to make these repairs.
- Fleet services procured 17 new vehicles at a cost of \$1,552,794; this includes a new fire engine.
- The Fleet Division developed a fuel efficiency plan that targets fleet vehicles that could be replaced by smaller more efficient vehicles. This plan involves approximately 1/3 of the Village fleet reducing fuel consumption by 5,894 gallons annually when fully implemented.
- The Streets/Forestry/Electrical Division planted 400 parkway trees.
- The Streets/Forestry/Electrical Division developed and implemented an Emerald Ash Borer action plan that has served as a model by other communities.
- The Streets/Forestry/Electrical Division placed 750 tons of asphalt on large patching rather than In-House Grind and Overlay.
- The Streets/Forestry/Electrical Division used 338 tons of UPM material to patch pot holes.
- De-icing of priority streets was initiated to reduce the cost of snow and ice removal.
- The Engineering Division implemented a new Capital Improvement Program tracking software program (Plan-It) to prepare the FY2011 to FY2020 CIP.
- SA217B: second year of a three year program to bring unimproved streets up to current village standards (fully improved section).
- Olde Town East Phase 4: Fourth phase of five to reconstruct deteriorated streets in the Olde Town East area.
- Installed a test section of Spiral Lining as an alternative to traditional sewer lining of larger diameter sewer pipes.
- South Booster Station and Water Transmission Main: these two projects provide a transfer point between the high and low pressure zones in the Village's water system, to address water demand (fire flows, etc) on the south end of town.
- The Underground Utilities Division performed maintenance on hydrants that were subject to a recall by the manufacturer. The Village was compensated for all parts and labor associated with the repair.

Finance

- The Village has maintained a strong financial position, with Standard and Poors recognizing this in 2008 by raising the Village's bond credit rating from AA to AA+.
- The Village implemented the Popular Annual Financial Report in 2008 to educate Lombard residents on the financial status of the Village and was recognized with the Award for Outstanding Achievement from the Government Finance Officers Association on this report.

This has been a very difficult period of time for the department to maintain appropriate staffing levels. The Village Board has authorized the filling of the four vacancies and the Board of Fire and Police Commissioners were able to fill three of the vacancies for the fall academies. The fourth vacancy will be filled early in 2010. The department has had to lower minimum staffing from 16 to 15 due to the vacancies and for much of FY 2010 we have had 7 personnel out due to various injuries. One of these 7 will not be returning to the department. To keep overtime to a

Maintaining of Staffing

The back-up command vehicle, a 2000 Ford Excursion, was replaced with the step down of the current F-6, a 2003 Ford Expedition, and the purchase of a new Ford Expedition. The command vehicle is assigned to the on duty Battalion Chief or Acting Battalion Chief. It is equipped with several separate radios and computers and acts as the Command Vehicle for the department. The current F-6 will be stepped down and will serve as back up to the new unit and is used by several personnel within the department. The new vehicle cost is \$24,000 and the salvage value of the old vehicle is estimated at \$25,000.

Replacement of F-7

Medic Unit 62, a 2000 Road Rescue with a salvage value of \$16,000, was replaced with a new Horton ambulance for a cost of \$144,748. The new ambulance which is set on a Ford F450 chassis and is powered by a diesel engine has several improvements over the old unit. The patient compartment is 18 inches longer allowing for more area around the patient and improved compartment size and layout. The unit also has the greatly improved Kelderman Air Suspension system that will give a much improved ride. The emergency lighting and patient compartment lighting is LED.

Medic Unit Replacement

Engine 44, a 1994 Emergency One Fire Pumper, was replaced with a Pierce Impel at a cost of \$467,000, with a salvage value of the old engine estimated at \$60,000. The engine replacement was a scheduled replacement, which keeps our fleet young and dependable. The new engine is very similar to our existing fleet with several improvements for safety, including, an expanded cab with high overhead mirrors. The rear is striped in DOL approved striping for higher visibility.

Engine Replacement

The Village of Lombard completed in September a full-scale disaster drill exercising several aspects of our emergency plan. The exercise was developed around a severe storm event. The drill planning team worked for approximately 18 months designing the drill which challenged 20 objectives. The drill involved all Lombard departments and the Crisis Management Team. There were 3 outside Police Departments, 24 outside Fire Departments, 3 outside Public Works Departments, Good Samaritan Hospital, Elmhurst Hospital, DuPage County Office of Homeland Security and Emergency Management and the DuPage County Coroner's Office. There were 120 active participants, 65 live victims, 8 deceased victims, 22 controllers, 15 evaluators and 40 observers. The drill met the objectives and was a very successful drill. Several areas of improvements were noted in the After Action Report.

Disaster Drill

Fire

- The Village significantly enhanced the Village website and implemented other technology upgrades to provide better information and access to residents.

minimum the department has also reduced the overtime ambulance hours and changed several operational procedures.

Move of Fire Chief's Office to Fire Station One

The Fire Chief's Office was moved from the Village Hall to Fire Station One. This move required several changes in the department including the moving of Ladder Truck 52 to Fire Station One so that the Battalion Chiefs could move to Fire Station Two from Fire Station One. The Lieutenants have moved and are located in one office at Fire Station One with three Lieutenants per shift. The EMS Coordinator is located at Fire Station Two.

Training Improvements

The training group has done several changes within the budget constraints to provide greater training involving hands-on situations. We were able to acquire several commercial type buildings and have used them extensively for rescue and firefighter down drills. We were host to a class taught by outside instructors called Rapid Intervention of Company Operations (RICO) that attracted students from area departments and students from Spain and Chile. We had department members in the class and teaching the class. We will complete 580 drills, over double the drills that we have ever completed in one year.

Pandemic Planning

The department has taken a lead role in preparing the Village for the Pandemic Flu. The department participated with other Village members in an H1N1 Planning Committee. Our EMS Coordinator Lt. Paul DiRienzo coordinated with other Village staff to develop training for our Village employees and to provide seasonal flu vaccines at the Village for employees and immediate family members. The department worked diligently to get all fire personnel vaccinated for the seasonal and the H1N1 influenza. The department had 95% of the members vaccinated. This is the highest of departments in the Good Samaritan System. We have spent a great deal of time reinforcing proper procedures for patient care and general hygiene practices. We have increased our supplies and are in a very strong position to keep our personnel safe. We have rewritten our Pandemic Action Plan and have trained our officers on it.

Video Laryngoscopes

In June of 2009, the Lombard Fire Department purchased three Glidescopes. The Glidescope is a video laryngoscope for direct viewing of the vocal cords to aid in the successful endotracheal intubation of the patient in need of airway management. The Glidescope was created for use in the military and ambulance settings.

Benefits of the Glidescope Video Laryngoscope

- Direct visualization of vocal cords
- Eliminates blind intubation
- Increase successful intubation in "challenging airways"
- Intubation with cervical spine immobilization
- Military grade and tested

Total cost for three units was \$27,000. This piece of equipment is on each front line ambulance. This tool will save lives by providing rapid and secure airway management.

Successes for 2009

- Certified Fitness Instructors (Cooper Institute)
 - Administrative Towing Program
 - Complete Installation of radios / computers for Command Vehicle
 - New Field Training Officers (FTO's)
 - Additional Evidence Technicians
 - Weight Room Upgrades
 - Additional Tasers (towards equipping all personnel)
 - Trained Accident Reconstructionists
 - Purchase of Total Station Equipment for Reconstructionists
 - Remodeling of Detective Division
 - Additional Investigator
 - No Reduction of Services with Less Personnel
 - Re-Accreditation of Agency
 - Voice Recording System for Front Desk
 - K-9 Transition Process
 - New Squad Design
 - Red Light Photo Enforcement Program
 - New Recruit Eligibility List
 - Upgraded Portable Breath Testing (PBT) Devices
 - New Promotions
 - Disaster Drill Exercise and Training
 - New HVAC System
 - Successful Transition of Probationary Officers
 - Reduction in Workmen's Compensation Incidents
 - Low Incidence of Citizen Complaints
 - Excellent High Risk / Low Frequency Training
 - Motorcade Escorts for Returning Military Personnel
 - Successful Cruise Nights / Public Relations
 - New Parking Lot
 - New Entrance Doors
 - Biometric Entry Devices
 - Alarms for Interview Rooms
- Successes for 2008
- CALEA Onsite Review (Accreditation)
 - Re-Write of General Orders
 - Intranet
 - Supervisory Staff Meetings
 - LEADS Audit
 - NIMS Training and Compliance
 - Website Enhancements
 - Minimal Personnel Complaints
 - Excellent Relationship Between Patrol and Detectives
 - DUI Urine Collection at the PD
 - Air Soft / Ballistic Shield Training
 - New Defensive Tactics Instructors
 - New PBT's
 - No Unsolved Major Cases

- Activities included:
- Researched, selected and retained a consultant for the Downtown Visioning Workshop citizen participation process. Developed a scope of work for the project. Four public meetings were held by the consultant (with staff present) to identify and discuss issues and concerns that are facing the downtown. A companion web-site link was also established. A draft report was finalized by the consultant for presentation to the Village Board in April, 2009.
 - Following direction from the Village Board, staff orchestrated a full Downtown Lombard Market Analysis (completed in October, 2009) and downtown property inventory (completed in September, 2009).
 - Staff facilitated and coordinated the creation of a Downtown Lombard Landscape Planting Program that was completed and presented to the Village Board in August, 2009. The recommendations were forwarded to respective committees for further discussion and recommendation.
 - Staff has completed an update to the commuter parking study, offered program changes and completed an environmental assessment review of the proposed URS/Union Pacific/Metra capital improvements.
 - Staff has processed grants for Punky's, Ciancy's Butcher Shoppe, Just Be Boutique and Sky Centers Martial Arts.
 - A comprehensive review of the Downtown Retail Business Grant program was completed by staff. Final consideration of these amendments was approved by the EDC and Village Board.
 - Developed a Request for Proposal (RFP) document for the Lombard Train Station for a coffee vendor. Solicited proposals, completed an evaluation process and prepared an agreement which was adopted by the Village Board. The selected vendor commenced operations in March, 2009.

Development Opportunities in the Downtown

Community Development

- Multi-Family Crime Free Housing Initiative
- 2 Less Investigators – Same Quality Work
- Taser Updates
- Regional Computer Forensics Laboratory (RCFL)
- Kyle Petty Charity Ride
- Increased Help for LCPAAA
- New Hallway Lockers
- Gator Patrols
- Space Needs Analysis
- Quality of New Recruits (includes retirements)
- Staff and Command School
- Parking Adjudication Program
- Electronic Ticketing
- Continued Improvements in Building Maintenance
- New Command Vehicle
- Monthly Records Staff Meetings
- BEAST Software for Property Control
- Collective Bargaining Agreement – Four Year Agreement with the FOP
- No Grievances
- Communication
- Good Grasp of Community Issues and Problem Solving of Complaints

A scope of work for the Comprehensive Plan Update/Open Space Plan has been completed. Staff is beginning the formal process of developing the plan, with a draft version underway by Village staff, subject to the creation of an ad-hoc advisory committee.

Staff has been also completing initial reviews and discussion regarding the NBS property, activities included discussion of access with Fountain Square of Lombard property owners, 701-747 E. 22nd Street ownership and American Sports Centers discussion and review. Zoning actions to address outstanding 701-747 E. 22nd Street issues was completed in September, 2009.

Strategic Plan Updates to the Adopted Comprehensive Plan

Activities included:

- Completed the initial 2009 version of the Annexation Strategies Plan in May, 2009, with final consideration by the Village Board in November, 2009.
- Held neighborhood meetings and numerous individual meetings with residents of the York Center Co-op neighborhood and DuPage County as it relates to annexation and water services. A final draft form agreement was prepared addressing all issues pertaining to the annexation of the York Center properties. Continued discussion and inter-governmental coordination activities pertaining to the proposed DuPage County water SSA project.
- Facilitated, created, negotiated and approved individual annexation agreements for selected properties along School Street, 14th Street and York Center School. Coordinating the utility connection processes with affected property owners.
- Facilitated the annexation and coordinated development activity associated with the Fellowship Reformed Church for the 14th Street Booster Station. This activity included securing landscape agreements, cross access agreement, resubdivision activities and documents to transfer title to the Village.
- Continued outreach efforts to work with several key property owners and businesses along Roosevelt Road corridor to secure annexation agreements.
- Undertook a comprehensive review of the Hill Avenue disconnection process. Activities included conversations and information sharing with Glen Eilyn, developing an approach to implement the effort, informing and securing conceptual approvals from affected property owners, facilitating platting and surveying efforts and coordinating efforts between departments. Activities also included completing platting and disconnection agreements and ordinances for final consideration in October, 2009.

Village Annexation Study

- Undertaking efforts to address outstanding property ownership and code issues pertaining to the 117 W. St. Charles Road property. Met with abutting property owners to identify and address issues pertaining to possible property ownership transfer to Village. Worked with the affected associations to address ongoing legal issues pertaining to the property and is facilitating agreements to effectuate the transfer of the property to the Village.
- Orchestrated all activities pertaining to the establishment of the Lombard Circulator, including ad-hoc coordination and staffing, working with DMMC, DuPage County, RTA and Pace on program design, funding and implementation.
- Developed and coordinated an amendment to the Oakview Estates TIF Agreement. Increased participatory and informational sharing efforts with the Lombard Town Centre organization and with the Lombard Chamber of Commerce.

Residential Redevelopment White Paper

As part of the 2008 Strategic Plan, staff completed the white paper on residential redevelopment resulting in several Zoning Code amendments. In an effort to continuously improve communication with our customers, Staff has completed the Residential Development Handbook to guide the public through the residential development process by highlighting important issues associated with residential development. Numerous code changes were brought forward to the Plan Commission pertaining to relative setbacks and garage design regulations. Additional code amendments were also established pertaining to property maintenance activities.

Village's Web Site

The Nexus and Granicus improvements have been implemented. The web site is being enhanced with the residential and business resource guides, to ease the permitting process. Additional enhancements to the web-site are ongoing. Better communication for the Village Board Room was pursued through the submittal of a CDBG Grant.

Structuring Changes to the Code Enforcement Division

A comprehensive review and restructuring of the division was undertaken in FY2009. A new code enforcement coordinator position was created and two new code enforcement officers and a code enforcement field technician position were hired and trained. Operational activities were restructured to increase efficiencies, increase contacts and monitor properties in a more proactive format. A comprehensive re-write of the Code Enforcement Procedures Manual was undertaken and completed. The division also established an administrative adjudication system for selected Code Enforcement violations with internal processes and implementation completed in Spring, 2009.

Engineering Standards

Staff completed this activity and has achieved compliance measures. Staff also included participation in DuPage County regulatory process for NPDES Phase II monitoring, IDEE enforcement regulations and is undertaking a comprehensive review of stormwater detention monitoring and review processes, to be coordinated with Public Works activities.

Provide the Public with the Highest Quality Services

In 2008, staff reviewed over 2100 permits with compliance benchmarks achieved.

