

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)
 X Other Business (Pink)

TO : PRESIDENT AND BOARD OF TRUSTEES

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

DATE : April 13, 2011 **B of T** April 21, 2011

SUBJECT: Village of Lombard Strategic Plan

SUBMITTED BY: David A. Hulseberg, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Request for approval by the Village Board of the 2011 Village of Lombard Strategic Plan.

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____ Date _____
Village Manager *David A. Hulseberg* _____ Date 4/15/11

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.



MEMORANDUM

TO: Honorable President and Board of Trustees

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

DATE: April 21, 2011

SUBJECT: Approval of 2011 Strategic Plan

BACKGROUND

Attached is the proposed *2011 Strategic Plan* for the Village of Lombard. The *2011 Strategic Plan* is based upon input from the Village Board at the strategic workshop session held on October 19, 2010.

As part of that workshop session, the Village Board identified a number of key issues facing the Village and prioritized those issues for the upcoming year. The following is a summary of those issues along with associated action items that will be accomplished in 2011-2012.

Highest Priorities:

- **Fiscal responsibility:** Ensure that the Village continues to operate in a financially sound manner through careful fiscal planning and budgeting as well as addressing pensions and other service delivery-related costs.
- **Downtown development:** Investigate development options for Village-owned and non-Village-owned vacant properties within the downtown. Options may include identifying and pursuing an anchor restaurant, public gathering spaces, and/or land swaps to facilitate development. The Village should also examine how its money is being spent within the downtown and consider reallocating funds to achieve visible changes, including pedestrian-friendly improvements.
- **Stormwater/flooding:** Address stormwater flooding issues in the downtown Lombard area and throughout the community by reprioritizing stormwater improvement within the Capital Improvement Plan.

Secondary Priorities:

- **Customer-friendly policies:** Continue and enhance customer-friendly and business-friendly service delivery. Consider implementing a customer-service focused motto for the Village.

Other Interests:

- **Building inspections:** Evaluate the building permit and inspection process and establish measurable objectives.

- **Policing:** Ensure that the Village continues to be a safe community through adequate policing.
- **Social services:** Contract a social services coordinator for the Village.
- **Regional planning:** Educate the Village Board and the public about ongoing regional planning efforts and the Village's role in those efforts.
- **Departmental goals:** Create specific goals for each department and follow up on the achievement of those goals.

RECOMMENDED ACTIONS

Consideration of the proposed *2011 Strategic Plan* has been scheduled for the Village Board meeting of April 21, 2011.



Village of Lombard 2011 Strategic Plan



Village of Lombard 2011 Strategic Plan

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Introduction

The Village of Lombard has engaged in annual strategic planning since 1993 as an exercise aimed at identifying strategic directions to act as the basis for Village policy and decision making. The Village's administration acknowledges the importance of strategic planning as an essential tool in striving for excellence. This process helps the Village determine where it wants to go, how it will get there, and how it will evaluate progress toward its goals.

To begin to develop the 2011 Strategic Plan, a workshop was held on October 19, 2010. This facilitated session included the Village President, Board of Trustees, and Village Manager David Hulseberg who met to set priorities for the 2011-2012 fiscal year. A major focus of this year's strategic planning was looking inward at the function of the Village Board and its relationship with the administration of the Village. This document is a summary of the presentations, exercises, leadership insights, and discussions from the strategic planning workshop, along with a listing of departmental goals and accomplishments.

Attendees at the October 19, 2010 strategic planning workshop included:

- ❖ William "Bill" Mueller, Village President
- ❖ Greg Gron, Trustee, District 1
- ❖ Keith Giagnorio, Trustee, District 2
- ❖ Zachary Wilson, Trustee, District 3
- ❖ Dana Moreau, Trustee, District 4
- ❖ Laura Fitzpatrick, Trustee, District 5
- ❖ William Ware, Trustee, District 6
- ❖ David Hulseberg, Village Manager
- ❖ Carol Bauer, Executive Coordinator





Strategic Planning Background

Governing Ideology

The Village of Lombard is governed under the mission statement, vision statement, and guiding principles set forth below. The Athenian Oath is a new concept for the Village.

Village Mission Statement

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

Village Vision Statement

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.

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 should 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 should continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time.
- ❖ The Village of Lombard should continue to foster customer-friendly policies.

The Athenian Oath

We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive increasingly to quicken the public's sense of civic duty. Thus in all these ways we will transmit this City, not only not less, but greater and more beautiful than it was transmitted to us.

--5th Century, Athens



Community Survey

As a follow-up to the 1990 Lombard Resident Survey, in 2009, Village staff surveyed a random sample of Village residents to gauge customer satisfaction. More than 500 responses were received, in addition to 80 respondents to a comparable online survey. The Village intends to conduct community surveys every three to five years to gauge progress and seek updated information and opinions from residents.

- ❖ 78% rated the Village’s customer service as “excellent” or “good”
- ❖ 84% rated their last experience with a Village department as “excellent” or “good”
- ❖ 66% of respondents were unaware that the Village receives only 8% of the total property tax bill
- ❖ 25% of respondents listed the newspaper as their preferred method to receive information about the Village (down from 79% in 1990)

Three Words to Describe Lombard – Top 10 Results:

1. Friendly
2. Quiet/peaceful
3. Lilacs
4. Safe
5. Clean
6. Convenient/good location
7. Accessible
8. Pleasant
9. Beautiful
10. Home

2009 Community Survey

Community Forum

Every two years, the Village hosts a community forum and invites Lombard residents and representatives from community organizations and other governmental agencies to join Village elected officials and staffing for a discussion on Village perceptions and priorities. In October 2009, forum participants identified what they viewed as the Village’s top 10 successes, as well as the top 10 changes they’d like to see within the Village. The next community forum will be held in 2011.

Top 10 Successes:

1. (tie) Yorktown
New pool
3. (tie) Downtown development and activities
Main Street improvements
5. (tie) Westin Hotel and Convention Center
Recycling programs
Library services
8. (tie) Public Works activities
Lombard Park District
10. Lombard Cemetery improvements

2009 Community Forum

Top 10 Desired Changes:

1. Downtown revitalization
2. Improve/expand library
3. (tie) Build skate park
Education enhancements
5. (tie) New recreation center
Improve senior services
Increase recycling efforts
Bike/pedestrian improvements
Traffic/street improvements
Enhance VOL communication

2009 Community Forum



2011 Strategic Planning Process

The Athenian Oath

John Perry, former manager of the Village of Woodridge and author of *Blueprint for Building Community: Leadership Insights for Good Government*, spoke about how to fulfill the high aspirations communities have for their residents.

Mr. Perry introduced the concept of the Athenian Oath (see p. 2) and explained how it applies to modern principles of efficiency of effectiveness. He noted that citizen engagement and involvement is essential for community building. Residents put their trust in faith in officials and administration, and that trust is based on integrity. Therefore, the Village needs to show credibility and respect through inclusion.

Community forums and neighborhood dialogs are important tools to connect the citizens with the Village government, gather resident feedback, and answer questions about neighborhoods and Village services.

A leader is best when people barely know he exists, not so good when people obey and acclaim him, worst when they despise him.

--Lao Tsu

Governing Board and Organizational Effectiveness

Greg Kuhn, PhD., a trainer/facilitator and Assistant Director at the Northern Illinois University Center for Governmental Studies, spoke on the keys to governing board effectiveness. Policy making is the heart of government, and communication between elected officials and staff is the mechanism that allows policy to be implemented. Board decisions are the basis for actions by staff, since staff cannot legislate, so the Village Board must set the direction in order for staff to be able to follow through.

The difference between effective and ineffective Boards is the ability to move beyond narrow issues and focus on the long-term vision, trends, and crucial functions of the organization. Communicating those visions to staff is the duty of the Village Board.

The various obstacles faced by all Village Boards are not a problem of people but, rather, a problem of process. By their very nature, boards are groups of individuals operating as a single entity at the

Six Key Elements of the Decision-Making Process:

- ❖ **Initiation** – meeting a need, vision, or making a change
- ❖ **Deliberation** – considering options
- ❖ **Determination** – making a decision
- ❖ **Adoption** – formally authorizing action
- ❖ **Implementation** – appropriating resources and giving general direction
- ❖ **Feedback** – monitoring effects of the decision

Greg Kuhn, Ph.D.



end of the accountability chain and are physically removed from the implementation of their policies. These challenges make them susceptible to spending time on trivial issues, having a short-term bias or reactive stance, and unclear accountability, authority, and clarity.

To get a deeper look into how the Village Board functions as a group, the Trustees undertook a self-assessment exercise to identify their strengths and weaknesses as a policy-setting body. As a first step, they listed important accomplishments, including:

The best leader is the one who has sense enough to pick good people to do what he/she wants done, and self-restraint enough to keep from meddling with them while they do it.

--Teddy Roosevelt

- ❖ Kept budget balanced
- ❖ Selected a new Fire Chief
- ❖ Began a new strategic plan for flooding
- ❖ Addressed pension reforms
- ❖ Sound financial management
- ❖ Closer, open working relationship with staff
- ❖ Got a better handle on spending
- ❖ Community Development
- ❖ Lombard Health Center
- ❖ Public safety
- ❖ Proactive prediction of economic environment
- ❖ Established downtown development as a community priority

Board members were then asked to rate the Village in eight categories on a scale of one to five, with five being “excellent.” As detailed in the following table, most items were ranked “average” to “good,” with few individual rankings of “excellent” or “fair.” The Village Board felt it had especially good information flow and relations with staff. Policy making was the only item that had a relatively low ranking.

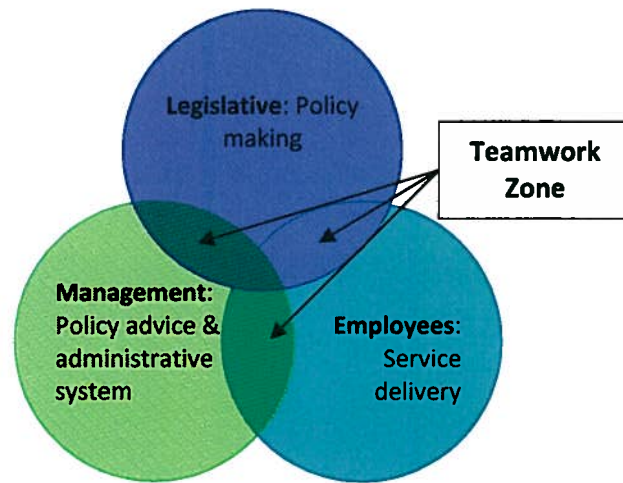
| Issue | Individual Board Member Rankings (ordered by rankings) | | | | | | Combined Average |
|--------------------------------|---|------------|------------|------------|------------|------------|------------------|
| Information flow | 5 | 4 | 4 | 4 | 4 | 4 | 4.2 |
| Relations with staff | 5 | 4 | 4 | 4 | 4 | 3 | 4.0 |
| Governing body rating | 4 | 4 | 4 | 4 | 3 | 4 | 3.8 |
| Teamwork | 4 | 3 | 3 | 4 | 4 | 3 | 3.5 |
| Advisory committees | 5 | 3 | 4 | 4 | 3 | 2 | 3.5 |
| Public image | 3 | 4 | 3 | 3 | 3 | 3 | 3.2 |
| Atmosphere | 3 | 4 | 3 | 3 | 3 | 2 | 3.0 |
| Policy making | 4 | 3 | 3 | 2 | 2 | 3 | 2.8 |
| Board Member Avg. Score | 4.1 | 3.6 | 3.5 | 3.5 | 3.3 | 3.0 | 3.5 |



The final step of the self-assessment was to identify areas for improvement and action that would help the Village Board function more effectively. Action items identified by the trustees included:

- ❖ More time for group discussion, either the day before the meeting or during the meeting
- ❖ More deliberation time on issues
- ❖ More time to talk about practical items
- ❖ Timing (when to bring up an issue)
- ❖ All to understand the roles that staff and officials play to make the Village go forward
- ❖ Working together with respect and responsibility
- ❖ Abstract policy decisions

The group discussed the differing roles and responsibilities of the legislative and executive functions of government and the differing perspectives held by elected officials and Village staff. The following table lists items that elected officials and staff must understand about one another in order to work together effectively.



| Elected Officials | Staff |
|---|--|
| Must be responsive to constituents in order to be effective | Must adhere to the professional standards of their professional associations and/or certification boards |
| Want to know where various constituent groups stand on various issues | Technical training/standards or practices may conflict with preferred solutions or other goals |
| Do not like surprises | Staff are great resources to develop ideas and alternatives and give good advice |
| Like to have choices (compromises and alternatives) | Trust, teamwork, and respect can go a long way, while public criticism has a negative impact |
| In the end, it is the Board's decision | A word of appreciation is always welcome |



Mr. Kuhn explained that the Village Board establishes and expresses the community’s and organization’s vision and establishes goals consistent with that vision. It approves policies, plans, and programs consistent with those goals and monitors the effectiveness and efficiency of Village administration and services. The Board also arbitrates conflicts among competing interests, defines the kinds and levels of service to be provided, and provides financial resources for the administration and implementation of the Village’s services and programs. It provides collective leadership to the Village and the greater community and selects a Village Manager.

Effective administration and management is the capacity or ability to motivate people to do things – to cause something to happen that otherwise wouldn’t happen. The trick in being an effective leader in government is to see to it that things happen in the context of the democratic process.

--Robert Kipp

On the administrative side, the Village Manager serves as the critical connecting link between the legislative and administrative functions of Village government, acting as the Board’s advisory expert on Village policy and operations and helping the Board think strategically. The Village Manager sets the administrative course to meet the Village’s goals and leads the departmental directors to ensure the proper execution of their functions. The Manager also oversees fiscal affairs, recommends personnel actions, and acts as the Board’s agent for enforcing policies and ordinances.

Public meetings and hearings provide a framework for constructive interaction with the public and are the mechanical means of taking action. Village Board decisions are the basis for actions by staff, so goals should be stated as clearly as possible.

Myers-Briggs Exercise

Board members were asked to participate in an exercise using the Myers-Briggs Type Indicator (MBTI) to increase personal awareness and enhance team effectiveness with regard to communication and decision-making. This tool identifies people as one of 16 different “types” based on four scales: source and direction of energy (Extroversion v. Introversion), how one gathers information (Sensing v. iNtuiting), how one makes decisions (Thinking v. Feeling), and attitude toward life (Judging v. Perceiving). Knowledge of one’s MBTI “type” can help team members be aware of their impacts in group settings, know what to expect from others, and know how to adapt to others as needed.

Relative Frequency of MBTI Personality Types in the United States Population

| | | | |
|----------------------|----------------------|---------------------|---------------------|
| ISTJ 11.6% | ISFJ 13.8% | INFJ 1.5% | INTJ 2.1% |
| ISTP 5.4% | ISFP 8.8% | INFP 4.4% | INTP 3.3% |
| ESTP 4.3% | ESFP 8.5% | ENFP 8.1% | ENTP 3.2% |
| ESTJ 8.7% | ESFJ 12.3% | ENFJ 2.5% | ENTJ 1.8% |

The Myers & Briggs Foundation



Village Board Priorities for 2011-2012

The final element of the strategic planning session involved setting priorities. Each Board member identified two to six specific items that he or she felt should be top Village goals for the upcoming year. Eleven items were mentioned, and the number of votes each item received is shown in the following table.

| Topic | Board Member Votes (out of 7 possible) |
|--|---|
| Financially sound Village government/fiscal responsibility/staffing/restructure Westin | 6 |
| Downtown property development/restaurant/funding | 6 |
| Flooding/stormwater | 5 |
| Customer-friendly policies/inspirational motto | 3 |
| Inspection process | 1 |
| Police providing for a safe community | 1 |
| Providing social services | 1 |
| Regional planning | 1 |
| Specific goals for departments, management by objectives | 1 |

Highest Priorities

The goals of the individual Board members can be prioritized based upon their rankings by the group as a whole. A majority of Board members identified financial issues, flooding/stormwater, and downtown development as goals for the 2011-2012 fiscal year.

- ❖ **Fiscal responsibility:** Ensure that the Village continues to operate in a financially sound manner through careful fiscal planning and budgeting as well as addressing pensions and other service delivery-related costs.
- ❖ **Downtown development:** Investigate development options for Village-owned and non-Village-owned vacant properties within the downtown. Options may include identifying and pursuing an anchor restaurant, public gathering spaces, and/or land swaps to facilitate development. The Village should also examine how its money is being spent within the downtown and consider reallocating funds to achieve visible changes, including pedestrian-friendly improvements.
- ❖ **Stormwater/flooding:** Address stormwater flooding issues in the downtown Lombard area and throughout the community by reprioritizing stormwater improvement within the Capital Improvement Plan.



Secondary Priorities

A minority of Board members identified customer-friendly policies as a goal for the 2011-2012 fiscal year.

- ❖ **Customer-friendly policies:** Continue and enhance customer-friendly and business-friendly service delivery. Consider implementing a customer-service focused motto for the Village.

Other Interests

Other items that were mentioned by individual trustees included looking at the building inspection process, policing, social services, regional planning, and departmental goals.

- ❖ **Building inspections:** Evaluate the building permit and inspection process and establish measurable objectives.
 - ❖ **Policing:** Ensure that the Village continues to be a safe community through adequate policing.
 - ❖ **Social services:** Contract a social services coordinator for the Village.
 - ❖ **Regional planning:** Educate the Village Board and the public about ongoing regional planning efforts and the Village's role in those efforts.
 - ❖ **Departmental goals:** Create specific goals for each department and follow up on the achievement of those goals.
-



Appendix A: FY 2011-2012 Department Objectives

Public Works

- ❖ Develop succession plan to address long term department staffing.
- ❖ Continue to review snow and ice control techniques to ensure that the services are provided in accordance with Village Board expectations and in the most cost effective manner.
- ❖ Continue to revise the Public Works Emergency Response Plan (PWERP).
- ❖ Address the issue of storage for bulk rock salt.
- ❖ Continue the beautification of public spaces in accordance with adopted Village Board policies and planning documents.
- ❖ Continue to develop an effective Capital Improvement Plan to meet the Village Board expectations.

Finance

- ❖ Continue to evaluate Village-wide software packages.
 - ◆ Continue to research and evaluate the Village needs and requirements of implementing a new software package, including cost analysis as well as method of funding.
 - ◆ Recommend a Village-wide software package to the Village Board of Trustees.
 - ❖ Identify and implement technologies, procedures, and processes in financial management that improve operational efficiency throughout the Village.
 - ◆ Work to identify and execute employee self service applications that will improve operations within the Finance Department.
 - ◆ Develop a plan to use e-government solutions to improve service to customers
 - ◆ Work with bank to implement new technologies to streamline processes and increase security.
 - ◆ Research scanning of permanent files and electronic agendas.
 - ❖ Evaluate how the Finance staff can provide additional assistance to each department to help alleviate increased workload due to decreased manning.
-



- ❖ Continue working with the Utilities division of Public Works to complete the change over to a wireless meter reading system.
- ❖ Revise quarterly financial reports to provide reader-friendly format, as well as in accordance with requirements.

Community Development

- ❖ Continue a leadership role in pursuing development opportunities in the downtown and the downtown perimeter based upon the Village Board and community direction, focusing on implementing the goals and recommendations set forth within the downtown plan.
 - ❖ Continue to implement economic development strategies to attract, maintain or expand businesses opportunities within the community, to include creating innovative solutions to fill commercial vacancies and innovative solutions to vacant lot development.
 - ❖ To meet and/or exceed customer service demands, undertake an examination of the existing permit process and seek innovative strategies to address concerns, establish measurable objectives for permit proficiency, evaluate established objectives on a semi-annual basis and establish measurable objectives for inspection proficiency.
 - ❖ Utilizing the Board of Building Appeals, review, incorporate and advance amendments to relevant sections of the Building Code, with particular emphasis upon updating and implementing the latest version of the International Building Codes and companion documents.
 - ❖ Advance the full integration of the Building Division and Code Enforcement through technological advances, integrated data sharing and review processes, staffing coordination and continued and advanced use of the Administrative Adjudication process.
 - ❖ Continue to monitor that new development meets or exceeds engineering standards established by law and professional engineering practices.
 - ◆ Continue with the program to inspect at least 1/5 of the stormwater detention facilities in the Village for the Pond Inspection Program.
 - ◆ Administer the permit review process relating to the Clean Water Act NPDES II, IDDE and BMP regulations.
 - ◆ To address flooding issues, continue participation in intergovernmental flood remediation programs and should funding be made available, increase funding for backyard drainage grants as warranted.
-



- ❖ Complete the update of the Lombard Comprehensive Plan, as directed by the Village Board and relevant committees.

Police

- ❖ Conduct an evaluation of different scheduling options.
- ❖ Continue the evaluation of a new records management system (RMS) for the police department towards implementation.
- ❖ Conduct a multi-faceted evaluation of potentially new or expanded public relations initiatives designed to improve communication and outreach with residents and businesses, to include:
 - ◆ Evaluate and / or expand web based services.
 - ◆ Evaluate a business check program, including the promotion of the service.
 - ◆ Evaluate an expansion of the Citizen's Police Academy (CPA) Program to include a senior or a youth component.
- ❖ Evaluate the possibility of upgraded mobile devices.
- ❖ Evaluate options to physically enclose or protect the mobile command vehicle.
- ❖ If manpower allows, implement 30-60-90 day temporary duty assignments (TDY) in Investigations or other specialty positions.

Fire

- ❖ Maintain the ability to develop our current staff of officers. Bring the officers to a higher level of proficiency and leadership skills.
 - ◆ Increase "in-house" training of all officers.
 - ◆ Increase one on one training with Battalion Chiefs to cover Tactics & Strategy, and Command.
 - ◆ Increase local training classes for all shift officers.
 - ◆ Train with HR Department to cover discipline and review processes.
 - ❖ Cover areas of town more efficiently and economically with possible increase in revenue stream.
 - ◆ Create a working relationship with neighboring communities.
-



- ◆ Create workshops with neighboring communities.
 - ◆ Work with other Village Department Heads/Chiefs to trade-off needs and responses.
 - ❖ Create a Village-wide Physical Fitness Program.
 - ◆ Establish measurable targets for physical condition training with all departments.
 - ◆ Increase knowledge of all Village personnel, targeting all departments' wants and needs.
 - ◆ Work on securing possible sites for working out with local gyms.
 - ❖ Enhance a formalized performance evaluation system with quarterly and annual reviews.
 - ◆ Establish a work team of officers and union members to create a workable format.
 - ◆ Utilize labor management committee to evaluate new program and set up enforcement parameters.
 - ◆ Establish training classes for all department personnel on how to use and work with new review process.
 - ❖ Establish a scheduling strategy which minimizes the department exposure to overtime including additional pay and other forms of supplemental compensation.
 - ◆ Work with chief officers to establish a work team to look at all department areas of overtime and additional pay.
 - ◆ Create workable options to decrease overtime and additional pay.
 - ◆ Implement new options with back-up plans to adjust for possible weakness in new plans.
 - ❖ Implement Village wide Radio Alarm Receiving System.
 - ◆ Work collaboratively with other Village departments to develop the best radio alarm monitoring system operational model and implementation methods.
 - ◆ Create an ordinance that facilitates a realistic migration of "copper wire" subscribers to radio alarm technology.
-



- ◆ Develop request for proposal and technical requirements.
- ❖ Adopt updated Uniform Fire and Building codes
- ◆ Work with the Community Development Department to review updated code language, eliminating any non-relevant language.
- ◆ Re-codify and clean up existing ordinances to facilitate the adoption of these new codes.

Village Manager's Office



Appendix B: FY 2010-2011 Department Accomplishments

Public Works

- ❖ Through the work of the Public Works Safety Committee, the Village expanded the ClarityNet training to include additional work practice modules. Additionally, the Committee has developed a program to identify the causes of accidents and require individuals to take greater accountability for accidents. Supervisors received additional training on accident investigation.
- ❖ The Department continued to enhance the emergency response protocols as part of the Public Works Emergency Response Plan (PWERP).
- ❖ Due to the economic downturn, a permanent storage solution has not been achieved for the storage of bulk rock salt. For the meantime, salt will continue to be stored safely and securely under tarps.
- ❖ The Department completed improvements in the downtown in response to a downtown planning document developed by Community Development.
- ❖ The Department of Public Works successfully managed approximately \$24,000,000 in capital improvements.
- ❖ Coordination continues to move forward on the intersection improvements at Madison & Illinois Route 53. The Village has executed agreements with IDOT and York Township. The improvements will include a fully improved intersection, complete with a traffic signal, at Madison and Route 53.

Finance

- ❖ The Finance Department has started a two year project of evaluating software solutions that will provide the Village with the best integrated Enterprise Resource Planning (ERP) System. The solution will replace the Village's current ERP system. The goal is to have the most comprehensive integrated system available to provide staff and residents with information and capabilities at their fingertips. This year the Finance Department put together a software evaluation team with representatives from each department. The team worked together to come up with a list of requirements. Once the requirements were identified, the Finance Department sent out a Request for Quote (RFQ) to 13 vendors. Three vendors met the requirements and are currently being reviewed for integration purposes. Each vendor provided software demonstrations for all Village employees. The software evaluation team collected their
-



department's feedback for each vendor. Currently, the Finance Department is reviewing the feedback.

- ❖ In FY 2010 staff made contact with all department heads asking for their input (both pro/con) on conversion to a calendar year. The departments had very positive feedback on converting to a calendar year. The Finance staff evaluated the process to convert to a calendar year and feels that it is a good idea to wait until a financial software package is selected. Doing so would simplify the conversion process.
- ❖ Due to software limitations we are not able to implement the purchase order email function. However, we were able to significantly increase the number of vendors using the EFT program. This was accomplished by advertising the benefits of direct deposit and eliminating the option for vendors to pick up checks in person at the Village Hall.
- ❖ The Finance Department worked with the Village's Utilities Superintendent and Public Works Director to take a recommendation to the Village Board of Trustees for Sensus Metering Systems to begin installing FlexNet Advanced Metering Infrastructure (AMI) system. This system includes TGB structures, network router, RNI servers, and related software. Finance staff will continue to work with United Meters (subcontracted through Sensus) throughout the meter change-out process to obtain commercial and residential compliance. This project will be on-going for two years. Finance staff attends on-going meetings with Sensus, HD Supply, United Meters and Public Works to discuss updates, status and problems.
- ❖ The Village requested projections of future net operating income from two separate entities in order to evaluate the financial condition of the Lombard Public Facilities Corporation (LPFC). Analysis of these projections was used to compile a list of options to improve the financial condition of the LPFC.

Community Development

- ❖ The Downtown Plan has been completed and adopted as part of the Village's Comprehensive Plan. This document, called the Downtown Revitalization Guidebook, includes seven development concept plans for the core downtown area, six development concept plans for the East St. Charles Road area, strategies for transportation and for streetscape and façade enhancement, visual identity standards and signage concepts, and in implementation plan.
 - ❖ Staff has developed a Village-wide economic development plan to retain, expand, and attract commercial and industrial businesses, promote general economic development and business growth, increase municipal revenue
-



sources and identify incentives for specific development opportunities, and encourage redevelopment along key commercial corridors. The plan is currently under review by the Economic and Community Development Committee.

- ❖ Staff completed all aspects of the Circulator planning and operations activities and the program is ready for implementation. However, due to budget issues with the Regional Transportation Authority, the Lombard Circulator program has been placed on hold until two full years of funding have been secured.
 - ❖ The Building Division took a comprehensive look at all of the processes from the customer's experience as they call on the phone, view the Village web page, come to the permit counter, and how their time is spent from the beginning to the end of the permit process. Additional handouts and permit processing requirements have since been added to the web page and additional research is being undertaken to allow customers more access to their permit information online.
 - ❖ Additional cross training was implemented for field inspectors to allow one inspector to perform many different types of inspections. Cross training is underway with support staff.
 - ❖ Forms used by customers have been reviewed to make the building permit process easier to understand and more efficient.
 - ❖ Out-of-date codes were updated, including the 2008 National Electrical Code and 2009 International Energy Code, and Community Development staff engaged in outreach efforts to builders, developers, and residents to prepare them for the new codes and to solicit input.
 - ❖ Code Administration has integrated the newly acquired information posted on the intranet and the foreclosure sale information from the DuPage County Sheriff's list.
 - ❖ Code Administration has increased participation in administrative adjudication and a follow-up fine payment process has been implemented.
 - ❖ Code Administration is implementing a process by which Planning and Building staff will have access to ongoing banner permit status when all outstanding banner permits expire.
 - ❖ Seventy-one detention facilities were inspected through the Pond Inspection Program with 21 facilities noted as having items that needed correction. All 21 facilities are now in compliance.
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- ❖ Projects at 320 Eisenhower Lane North, 660 Western Ave., 1 Yorktown Shopping Center, and the grading work at Sunset Knolls were completed in compliance with detention and BMP requirements.
- ❖ All funds were used in the construction of five Backyard Drainage Grant projects involving 13 properties.
- ❖ The PES inspector has dedicated approximately 19 hours per week on the QA/QC project on an ongoing basis, working to verify and update the utility locations in the GIS program.
- ❖ Staff has developed an internal procedure to ensure that new easements are scanned and saved into GIS.
- ❖ Updates to Lombard's Comprehensive Plan, including specific sections related to senior housing and the Westmore/Meyers Road area, are underway and should be completed by the end of FY11.
- ❖ Updated development information, census data, and building and zoning information were added to the Village website.
- ❖ Staff has increased visibility of enforcement activities and code compliance by submitting press releases and articles for the *Pride*.
- ❖ The lower level was reorganized to accommodate the Building and Fire Prevention functions.

Police

- ❖ The expansion of the garage / sally port was been added to the Village's Capital Improvement Plan (CIP) for completion in FYE 2015.
 - ❖ The feasibility of a front desk "power shift" to address peak hours of service demand was explored by the command staff. Current budget constraints preclude the hiring of any additional personnel at this time.
 - ❖ The police department has continued to explore a new records management system. This has now become part of a Village-wide initiative. Several vendors have been on site to provide demonstrations of their software and capabilities. It is hoped that a purchase can be accomplished before the end of the fiscal year, although this is still subject to budget constraints.
 - ❖ The command staff has researched the advantages and feasibility of a part-time booking officer and does not recommend the hiring of additional personnel for this activity.
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- ❖ Contact has been made with a variety of departments including the Illinois State Police, the FBI and St. Charles regarding the use of their outdoor rifle ranges.
- ❖ Improvements have been made at the COP Center including some housekeeping, a new TV / VCR-DVD and wiring and installation for a multi media projector. This has greatly enhanced the opportunities for both instructors and students when the center is used as a classroom.
- ❖ All records clerks are being trained to work the front desk. This will provide a clear benefit and enhances our ability to provide coverage at the front desk in a variety of situations.
- ❖ NEMRT received funding for the “next generation” of Firearms Training System which was delivered to Lombard. We served as a host site for instructor training and subsequently put all of our sworn officers through the firearms training program.
- ❖ Working with the Community Development Department, we have concluded that no viable locations exist for relocation of the COP Center to downtown Lombard that would not require funding and / or that could accommodate the necessary parking required for the groups that would potentially use the site.

Fire

- ❖ Organized and executed Touch a Truck community outreach event.
 - ❖ Hired, trained and integrated five (5) part-time fire prevention inspectors.
 - ❖ Re-designed and implemented a new public education program.
 - ❖ Facilitated and participated in a complete Fire Department operational assessment.
 - ❖ Created and implemented a false fire alarm ordinance.
 - ❖ Conducted research in preparation of new fire and building code adoption.
 - ❖ Promoted and assimilated a new Fire Chief, Assistant Chief, Battalion Chief, two lieutenants and four firefighters.
 - ❖ Sold Squad 85 and engine 46.
 - ❖ Coordinated fire station enhancements including: parking lot reconstruction at fire station two, replacement of air conditioning units at fire station one, and all new security door controls at both stations.
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- ❖ Reorganized both Training and EMS coordination duties and eliminated pension related stipends.
- ❖ The Fire Department replaced ALS Medic Unit 63.

Village Manager's Office

- ❖ The Village Clerk's Office processed approximately 450 Freedom of Information requests during the year in accordance within the shortened period of time the State mandated from seven to five business days.
 - ❖ The Village Clerk's division conducted recruitment and training of 15 Voter Registrars and attended training seminars regarding the April 2011 Consolidated Election.
 - ❖ The Village Clerk and Communications divisions implemented the Granicus/Legistar interface, which provides streaming video of all Village Board and Plan Commission meetings on the Village Website. The Clerk's Office is currently working with Granicus to enhance their integration to provide closed captioning for the streaming video.
 - ❖ The Human Resources division reviewed and made changes to the current New Employee Orientation program.
 - ❖ The Human Resources division revised the notification and tracking of Family Medical Leave process via a database.
 - ❖ Human Resources staff attended various training seminars and conferences to stay current with the many legislative changes that affect all aspects of Human Resources. HR Staff have also worked closely with our third party administrator to assure proper implementation and compliance with the new Health Care Reform laws.
 - ❖ A State representative from the Department of Human Rights conducted three training sessions for Village employees at no cost to the Village. In addition, an outside independent firm was hired for a nominal fee to conduct a training session for Engaging the Disengaged which the Village was allowed to videotape; therefore making the cost more effective as the training can be conducted as many times as needed via the video at no extra cost to the Village.
 - ❖ The established electronic media outlets that the Village of Lombard utilizes were continued (i.e., TribLocal, Daily Herald online, and DuPage Convention & Visitors Bureau).
 - ❖ The Manager's Office reinstated the Intergovernmental dinner.
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- ❖ The Communications Division worked diligently on making the best use of the Lombard Channel with the staff time available, including continuance of the live broadcast of the Village Board and Plan Commission meetings. In addition, staff broadcast several productions of the Village President's "Open Mike" segment as well as special programming such as the Lilac Parade, Memorial Day event, "Woman of the Year" and "Man of the Year."
 - ❖ An emphasis on Public Service Announcements (PSAs) was made this year. Staff created PSAs and has downloaded free PSAs from pertinent websites relative to Village services.
 - ❖ Regarding social media, the Village has active "Linked In" and "Twitter" accounts with the number of contacts growing each day.
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