

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

DISTRICT #

Resolution or Ordinance (Blue) _____
Recommendations of Boards, Commissions & Committees (Green) _____
Other Business (Pink) X

Waiver of First Requested _____

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: David A. Hulseberg, Village Manager

DATE : January 27, 2009 B of T February 5, 2009

SUBJECT: 2009 Strategic Plan

SUBMITTED BY: David A. Hulseberg, Village Manager *David A. Hulseberg*

BACKGROUND/POLICY IMPLICATIONS:

Attached for your review is the proposed 2009 Village of Lombard Strategic Plan based on input from the planning session held on October 22, 2008.

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director

Village Manager *David A. Hulseberg*

Date

1/27/09

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.



MEMO TO : Honorable President and Board of Trustees

FROM : David A. Huliseberg, Village Manager *dh*

DATE : January 27, 2009

SUBJECT : APPROVAL OF 2009 STRATEGIC PLAN

Attached is the proposed 2009 Strategic Plan for the Village of Lombard. The 2009 Strategic Plan is based upon input from the Village Board and the senior management team held on October 22, 2008.

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 five strategic directions and a series of prioritized action plans for implementing those strategic directions. The section entitled STRATEGIC DIRECTIONS AND ISSUES FOR 2009 summarizes those concepts.

The new and updated strategic directions for 2009 are as follows:

Economic and Community Development –The focus of the current strategic plan will focus more on business development and the downtown rather than



residential development as in recent years. Business growth in Lombard during the past several years has been steady with a number of new restaurants and the new hotel and convention center. The Village will take a closer look at how to retain current businesses as well as recruitment methods for prospective business throughout the Village and with a focus on the downtown visioning efforts.

Capital Improvement Plan Development - One of the five guiding principles of the Village of Lombard address the issue of public safety. "The Village should continue with proactive yet fiscally prudent planning for capital improvements as reflected in the ten year Capital Improvement Program." Another of the five guiding principles speaks to "maintain a proactive stance in carefully monitoring the financial resources of the community." The Village's capital improvement plan, perhaps more than any other area, will carefully combine these two guiding principles, in an effort to complete as many projects as necessary and as fiscally responsible.

Transportation - The Village of Lombard is committed to providing the best possible programs and services to its residents. Transportation is one area that the Village is looking at intergovernmentally in order to provide residents a needed commodity in an affordable manner. The Circulator Program will be 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.

Open Space Preservation - Green space and open space are always considered by the Village of Lombard when considering development options. Preserving open space in the community has always been part of the overall development process. As areas of open space become available, the Village will consider the properties and, where feasible, consider the land acquisition for open space preservation.

Community Communications - Communication is always at the forefront of discussions regarding strategic planning and this year is no exception. Emergency response communication and a review of the current communications program will be analyzed. Electronic options will be explored as well.

Consideration of the proposed 2009 Strategic Plan has been scheduled for the Village Board meeting of February 5, 2009.

dah

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Village Manager *David A. Huliseberg*
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submit



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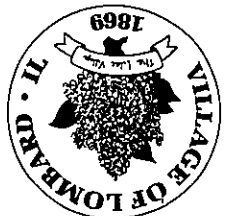
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Village of Lombard
plan 2009

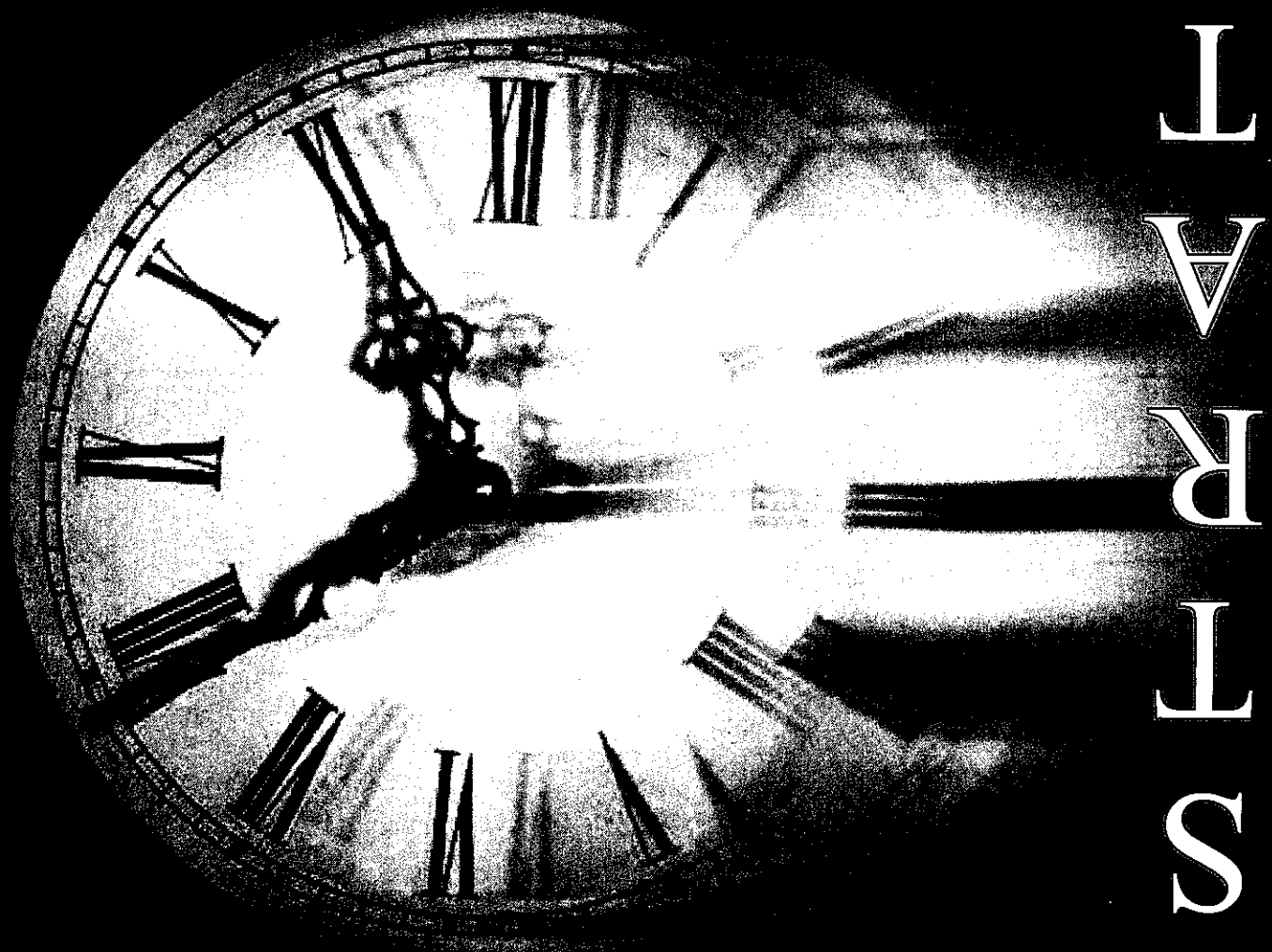


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Introduction

Strategic Planning Process Summary

The Village of Lombard has a long history associated with strategic planning, dating back to 1993. The strategic planning process is an annual exercise aimed at identifying strategic directions to act as the basis for policy and administrative decision-making. The Village administration acknowledges the importance of strategic planning as an essential tool in striving for excellence. It 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 2009 Strategic Plan, a workshop was held on October 22, 2008. This facilitated session included the Village President, Village Trustees, Village Manager and key department heads, who first reviewed the historical and current environments. This review acted as the foundation for discussion of the strategic issues facing the Village and drafting of projects and actions to address those items. Participants were engaged in both activities to analyze current events, small and large group brainstorming and action planning, which resulted in the Village's planned direction for the future.

The 2009 Strategic Plan was approved by the Village Board on -----. The plan will be a significant guide, not only in planning and prioritizing projects, but in developing the budget for fiscal year 2009-2010.

Questions about the Village's strategic planning process or the content of this report should be directed to David Hulseberg, Village Manager, at (630) 620-5756 or hulsebergd@villageoflombard.org.

Attendance at the October 22, 2008 strategic planning workshop included:

- Village President, William "Bill" Mueller
- Village Clerk, Brigitte O'Brien
- Trustee Greg Gron
- Trustee Richard Tross
- Trustee Jack O'Brien
- Trustee Dana Moreau
- Trustee Laura Fitzpatrick
- Trustee Richard Soderstrom
- David Hulseberg, Village Manager
- William Heniff, Community Development Director
- George E. Seagraves, Fire Chief
- Raymond Byrne, Chief of Police
- Carl Goldsmith, Director of Police Works
- Chris Stilling, Assistant Director of Community Development
- Jerry Howell, Fire Marshal
- Dave Gorman, Assistant Director of Public Works

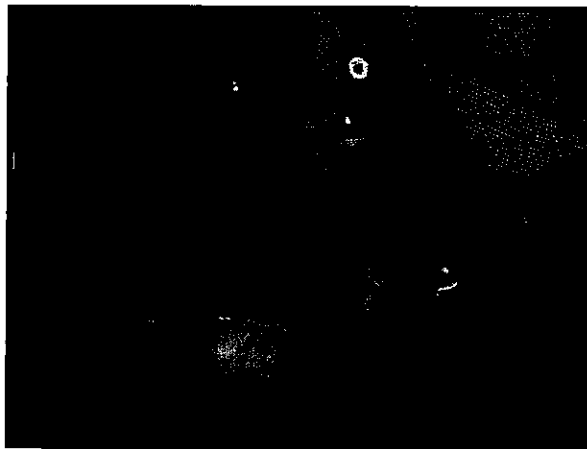


History of the Strategic Planning Effort

In 1998, the Village's first strategic planning group prepared an article entitled, "Lombard—The Liliac Village Blooms in the New Millennium." The article, which was updated in 2002 and again in 2008, has served as the basis for evaluating accomplishments stemming from the annual strategic planning process. The recently-revised article can be found in its entirety on page 5, following the "Guiding Principles."

The Village of Lombard recognizes the value of gathering feedback directly from the community in order to guide development of future actions. As such, on October 27, 2007, the Village's third Community Forum was held. The Community Forum brought together citizens and leaders from various community groups in a community-wide planning process. The report appendix includes a section, "2007 Community Forum," which reflects the outcomes of that session.

Based upon their review of past plans and understanding of the present community and general environment, the strategic planning group identified five new strategic directions and a series of related action plans, which can be found in the section entitled "Strategic Directions." Pursuit of these goals, as well as ongoing ones from prior strategic plans, is intended to ensure that the Village continues to move toward realizing its overall Vision and Mission. As a reference point, the report appendix includes a section, "Historic Strategic Plans in Review," which lists many of the accomplishments since the Village's strategic planning process began in 1993.



The Village of Lombard adopted Mission and Vision statements setting forth the Village's purpose (Mission Statement) and a description of what the Village will look like in the future (Vision Statement). Lombard will also be guided by a set of principles in planning adequately for the future it desires. The five guidelines, as identified in 2005, as well as the Mission and Vision statements, are delineated below.

Mission Statement

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

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.

*The article, "The Liliac Village Blooms in the New Millennium – December 31, 2013," provides greater detail about the shared vision.



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- 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.

Guiding Principles





Coming Home to Lombard The Lilac Village Blooms in the New Millennium—December 31, 2013

Believing that Lombard is a beautiful, progressive, and family-friendly community that deserves recognition as such, the strategic planning group prepared a description of Lombard as if it were looking back from December 31, 2013. The purpose of this exercise is to provide a planning vision for Lombard to follow in order to achieve recognition as one of the most livable cities in the United States with a population under 100,000.

Lombardians can take pride in the recognition that their home town has received in recent years. For example, in 2007 the National Civic League nominated Lombard as one of the finalists for its prestigious All-America City Award. Chicago Magazine has also rated Lombard 4th within its category of 39 municipalities in terms of health & safety, housing, transportation, leisure services, and schools. Overall, Lombard was ranked 27th from among 192 communities in the Chicago metropolitan area. In 2008, Relocate-America recognized Lombard as one of the top 100 places to live and **Newsweek** included three Glenbard District 87 schools in its list of top high schools in Illinois, including Lombard's Glenbard East High School.

What follows is the planning group's view of Lombard looking back from the future:

LOMBARD, Illinois—The Village of Lombard is pleased to be recognized as one of the most livable cities in the United States.

Lombard's active and involved citizens and businesses deserve much of the credit for this distinction. Lombard is a community of well-maintained neighborhoods with style and character which boasts a balanced mix of housing options. People move to Lombard because it is the type of place where they want to live and raise their families. Although expanding, vibrant, and sharing in the sustainable and varied growth of a major metropolitan area, the "Lilac Village" has managed to retain its hometown flavor and small town feel.

If you walk or ride around Lombard, it's easy to see the pride that residents and businesses share in their community. Lombard's tree lined streets have retained their long-standing charm even as new homes are added to the village's diverse housing stock. Residents and visitors alike appreciate our community gateways and well-kept public and private properties. The educational experience offered by Lombard's excellent schools is recognized throughout the region. The student bodies reflect a level of diversity that enriches the community.

Recreational and leisure opportunities abound in Lombard. The open spaces of Lombard's park system offer a wide variety of recreational opportunities. The modernized Helen Plum Library offers state-of-the art information services and resources. The Illinois Prairie Path and Great Western Trail form part of a regional recreational trail system enjoyed by thousands of walkers, joggers and bicycle enthusiasts at all times, especially since the addition of the Great Western Trail bridge lighting project. We continue to add to our stock of recreational amenities, which now include a pool, the newly-constructed "Lombard's Paradise Bay Water Park" and regional sports facility. Seasonal community activities, including at least one nationally recognized sporting or cultural event each year, and designation as an "Art Friendly Village" and "Tree City, USA" serve to enrich community life.



People are attracted to Lombard as a place to shop and visit due to its strong and dynamic economy. Lombard is designated as a National Main Street community in which business life is enhanced through the efforts of the strong Chamber of Commerce and Lombard Town Centre organizations. The Village is commended by the DuPage Convention and Visitor's Bureau for its active involvement in local tourism, and works closely with its business community to maintain high commercial occupancy rates and an excellent shopping experience. The Lombard Conference Center and adjacent four star Westin hotel attract business travelers and tourists alike. Along Butterfield Road, many fine stores at Yorktown Center, the Shops on Butterfield, the Highlands of Lombard, and Fountain Square of Lombard are all easily accessible, making Lombard's location one of its many sought after attributes. The revitalized St. Charles Road and Roosevelt Road corridors are important and integral components of Lombard's commercial and industrial base.

"Lombard Pride" is a hallmark of the community. Characteristic of that pride is Lombard's nationally recognized Liliac Festival, whose tradition of success stems from a network of intergovernmental cooperation. So too is the cohesiveness and activism of Lombard's citizens. The population is diverse, and residents are well informed and understand the community. Open communications and responsiveness to residents' needs are evident, by the comfort all stakeholders feel in contacting Village elected officials and staff. A community visioning process, structured around a series of town meetings has become a focal point for public input. This has resulted in better communication between residents and the Village, with the residents becoming more involved in local government.

Lombard's thriving and recognizable historic downtown, with its exciting mix of high quality restaurants, retailers, and entertainment is a central gathering spot for community events, and a great place to live, work, and shop. The area has recently been augmented by a revitalized train station. An added plus for the downtown is the presence of a first class medical facility. In both the downtown throughout the community, those who appreciate the arts can enjoy a mix of entertainment and cultural productions, such as the Elmhurst Symphony. Each year, the Village is home to marquee events that it sponsors along with its business community. Lombard also looks forward to participation in the 2016 Chicago Olympics via the blue line for event transit.

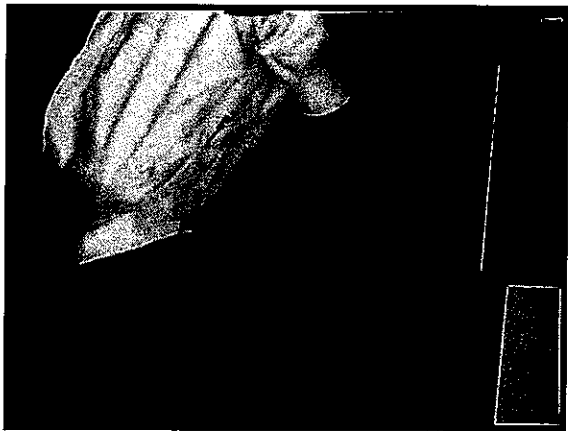
Lombard is an environmentally friendly town that supports energy and environmentally conscious design. A well trained professional staff handles public services. Village government facilities have been upgraded in accordance with a long-range public facilities plan. Lombard's nationally accredited police department, and fire services provided from three fire stations, guarantee the safety of residents and businesses. Plans for providing social services and help for those in need are in place. Millions spent on upgrading the community's infrastructure has paid off in street, sidewalk, and flood control improvements. Lombard's location near state highways, its unique circulator system, and a variety of alternative transportation arrangements for seniors, residents with disabilities, commuters, and other residents makes it one of the most convenient transportation hubs in the state.

Lombard is every person's hometown. People who leave can't wait to come home. For them, coming home to Lombard is what they want to do. We suggest that everyone pay Lombard a visit and see for themselves.



Strategic Planning Process--2008

On October 22, 2008, Village President William "Bill" Mueller and Village Manager David Hulseberg kicked-off the annual strategic planning workshop, both noting the Village's long commitment to the planning sessions and community forums. President Mueller acknowledged some of the major accomplishments over the past year and ensured participants that Lombard can truly set itself apart from other communities. Mueller added that the Village has focused on its unique, small town character by striving to make the community better, not just bigger. Lombard has also sought to preserve and enhance the quality of life that maintains the Village's essential character.



Workshop Findings

All participants were asked to give a word or image that they felt best characterized the Village. Some of the responses included: dynamic, stability, friendly, great eating, communities and families, enriching, flexible, service-orientation, community-oriented, sense of history and pride, community pride, home, historical presence, tight-knit, hometown, adaptive, exciting character, and revitalization. When asked how they thought Lombard would best be able to sustain its successes and continue to excel in the future, participants noted some of the following ideas:

- Focus on hometown, small atmosphere
- Become known as community that retains quality of life by becoming better, not just bigger
- Continue annual strategic planning to keep ideas fresh
- Develop a greater understanding of the community and what "small town" means to residents
- Consider how to better marry the concepts of small town and big town amenities
- Maintain a strong financial base
- Provide for security, stability, and strength
- Recognize the changing faces of the community, as the Village has expanded greatly over the past 20 years
- Prepare for the needs of all types of residents
- Expand the working partnership between the leadership team and the Village board
- Keep energy coming into the community and encourage youth

Considering the present environment (such as physical, economic, and political issues), a group discussion was held about the Village's greatest assets. Below is a list of the themes mentioned:

- Tremendous amount of business space
- Great community corridors
- Strong community brand of the "Lilac Village"
- Confidence and trust



- Good schools
- Great parks
- Collective sense of community among local government agencies
- People are actively engaged in the Village and ensuring its success

Finally, Trustees and department heads were asked to work in small groups to brainstorm the required revisions to the article, "Lombard—The Lilac Village Blooms in the New Millennium." Six primary themes of the article were noted: neighborhoods, appearance, recreation, downtown, economic vitality, and customer service and communication. Each small group was assigned to themes and reported the main ideas about each theme they felt should be addressed by the revised article.

Neighborhoods and Appearance

- Wonderful mix of housing
- Concentrate on affordability
- Maximize housing and transportation affordability in marketing efforts
- Livability—the Village as a "one stop shop"
- Circulator transportation should truly be for residents
- Appearance is good; community is well-maintained
- Should pursue new avenues for adorning the town
- Will lose many mature trees in future, so need to replant and continue designation as "Tree City"

Recreation and Downtown

- Lighted Prairie Path
- Pool and Water Park to be completed
- Expanded trail systems
- Regional sports facility (connected to 2016 Olympics?)
- Emphasis on open and green spaces
- Award winning art program
- Library meets a growing community's needs, beyond Internet and books
- Downtown is a town center, not just economic hub
- Recognize downtown as more than intersection of Main Street and St. Charles Road
- Identify and pursue a major anchor store for downtown
- Revitalized downtown train station
- Sense of place
- Downtown as a community in itself
- Downtown can be emotional and historical
- Identity

Customer Service and Communication and Economic Vitality

- Stress importance of initial contact with Village staff
- Provide more first contact information
- People feel comfortable talking to staff and elected officials
- Effective response for all types of communication
- Focus on primary contacts with the public—first impressions
- Recognize email correspondence as becoming a primary means of communication
- Four main community economic areas

Strategic Direction	Goal	Weight
Economic and Community Development	Business (economic) development action plan and Roosevelt Road Plan implementation	9
	Downtown strategy (101 S. Main, Hammerschmidt, etc.)	6
	Branding initiative	3
	Re-visit TIF allocations	0
	Downtown development partnerships	0
Capital Improvement Plan Development	Capital Improvement plan review	12
	Stormwater/sanitary management issues (flooding)	2
	Beautification of public space	1
	Re-address Capital Improvement plan	0
	Revisit facilities master plan	0
Transportation	Route 53 access	4
	Circulator implementation	3
	Transportation circulation	0
Open Space Preservation	Ken Loch golf course annexation	3
	Open space preservation to control flooding	0
Community Communications		1 (total)
	Emergency response communications	1
	Communication program—identify message	0

During the afternoon of the workshop, Village Trustees and department heads collaborated to imagine the ideal future they want the Village to work toward. With the sound foundation of Lombard's accomplishments and challenges as well as strengths and weaknesses in mind, participants began by drafting project-oriented goals that will be utilized to guide Village policy and administrative decision-making in the next fiscal year. Once goals had been listed, they were sorted into like themes and then prioritized by the Board through a weighted-voting process. The group resolved the goals that rose to the top through prioritization, naming the themed categories. These emerged as the areas of strategic direction.

Strategic Directions

- Vitality as more than retail
- Do not miss opportunities throughout the Village by focusing on one avenue or segment
- Dynamic approach to all economic issues
- Vitality should address neighborhood centers
- North Avenue and Roosevelt Road
- Yorktown / Butterfield Road / 22nd Street
- Westmore Road and Main Street
- "Corridors of Commerce"





Also, below are a list of ideas that were not classified during the brainstorming and prioritization activities, but may be helpful for the Village to consider as plans are further solidified:

- Enhance budget review process (data)
- State Route 53
- Expand / enhance GIS
- Comprehensive flooding/sewage plan
- Downtown public transportation improvements
- Village marketing plan
- Student government program
- Customer service workshop
- Eastgate shopping center
- Northern Baptist Theological Seminary
- Yorktown transportation hub

In order to ensure accountability for and implementation of strategic directions, each of the goals was assigned to a Village department. Again, the leaders worked in small groups to detail the specific actions that would be required to accomplish each goal. Their resulting action plans consider elements such as: policies and agreements, structures, resource requirements, ongoing initiatives, external obstacles, and internal constraints.

Strategic Directions Summary

The new and updated strategic directions (in order of prioritization) for 2009 are as follows:

- I. Economic and Community Development
A business development action plan will be developed and a strategy plan for the downtown.
- II. Capital Improvement Plan Development
A capital improvement plan review will be conducted as well as a concentrated focus on stormwater management.
- III. Transportation
The Circulator Program will continue to be implemented. Transportation needs for the downtown will be identified as well.
- IV. Open Space Preservation
Annexation of available properties that become available will be considered, especially the Ken Loch Golf Course site.
- V. Community Communications
Emergency response communication will be evaluated. Additional opportunities to increase the overall communication to residents will be explored as well.

In addition to the detail in the subsequent pages, a table is useful to represent all the goals and projects considered by the strategic planning group during the workshop. Each goal relates to a theme and a number indicates the weight each was given during the prioritization process:



The following items were a result of the small group discussion that occurred at the Strategic Planning workshop:

Economic and Community Development

Issue Statement

The focus of the current strategic plan will focus more on business development and the downtown rather than residential development as in recent years. Business growth in Lombard during the past several years has been steady with a number of new restaurants and the new hotel and convention center. The Village will take a closer look at how to retain current businesses as well as recruitment methods for prospective business throughout the Village and with a focus on the downtown visioning efforts.

Action Plan

- Business development action plan
- Create inventory of all businesses by class and location
- Identify viable business strategies by locale
- Undertake a targeted marketing analysis and recommend Village participation strategies
- Establish partnerships for vision plan

Responsibility—Community Development Department in conjunction with property owners.

- Downtown strategy plan
- Review TIF allocation and grant procedures
- Develop downtown vision plan
- Establish partnerships where applicable

Responsibility—Community Development Department, Lombard Town Centre, downtown property owners, downtown businesses and residents..

Capital Improvement Plan

Issue Statement

One of the five guiding principles of the Village of Lombard address the issue of public safety. "The Village should continue with proactive yet fiscally prudent planning for capital improvements as reflected in the ten year Capital Improvement Program." Another of the five guiding principles speaks to "maintain a proactive stance in carefully monitoring the financial resources of the community." The Village's capital improvement plan, perhaps more than any other area, will carefully combine these two guiding principles, in an effort to complete as many projects as necessary and as fiscally responsible.

Action Plan

Capital Improvement plan review



- Overall review
 - Priorities
 - Funding
 - Funding options outside the Village
- Staff conduct independent needs review
 - Focus on life cycle
 - Prioritize needs
 - Base on requirement vs. preference
 - Conduct benefit analysis
 - Dollars spent to help the most number of residences vs. dollars spent on individual residences

Responsibility—Public Works Department

- Stormwater management
- Problem identification and strategies
- Prioritize needs by location
- Feasibility of private detention for Village to control

Responsibility—Public Works Department

Transportation

Issue Statement

The Village of Lombard is committed to providing the best possible programs and services to its residents. Transportation is one area that the Village is looking at intergovernmentally in order to provide residents a needed commodity in an affordable manner. The Circulator Program will be 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.

Action Plan

- Circulator implementation
 - Identify the Yorktown hub
 - Where it will go
 - Who will be involved in implementation
- Lobby RTA and other parties involved in Yorktown
- Identify operational needs and locations
- Provide for multiple modes of transportation (other than circulator)
 - Pedestrian sidewalks
 - Bicycle pedways
 - Between Yorktown and downtown

Identify transportation needs related to downtown

Conduct public education efforts for transportation program



Responsibility—Community Development Department and the Village Manager's Office

Open Space Preservation

Issue Statement

Green space and open space are always considered by the Village of Lombard when considering development options. Preserving open space in the community has always been part of the overall development process. As areas of open space become available, the Village will consider the properties and, where feasible, consider the land acquisition for open space preservation.

Action Plan

- Ken Loch annexation
- Keep property as green space
- Consider feasibility of purchasing the property
- Evaluate opportunities with the park district
- Consider alternative funding sources

Responsibility—Community Development Department

Community Communications

Issue Statement

Communication is always at the forefront of discussions regarding strategic planning and this year is no exception. Emergency response communication and a review of the current communications program will be analyzed. Electronic options will be explored as well.

Action Plan

- Emergency response communications
- Explore reverse 911 systems
- Explore potential opportunities with Du-Comm
- Find a system that is reliable for emergencies only
- Evaluate costs and make a recommendation

General communications program

- Identify a message
- Expand Pride Newsletter
- Coming construction projects
- Water quality reports
- Budgetary information
- Start e-mail alerts to residents

Responsibility—Communications & Marketing Division in conjunction with Information Technology Division.



Environmental Scan

As the past influences the present and future, there are trends in the current environment which also affect the future. Trends affecting the future may be internal and to some extent under the Village's control, while many important trends are external. Because they exist in society at large, they are not easily affected by Lombard's actions. Before engaging in a group brainstorming session, Trustees and department heads reviewed a "Then and Now" summary sheet prepared by Village Manager, David Huliseberg.

In the present environment, change occurs rapidly and sometimes without much warning. It is therefore important to think ahead and outside a typical frame of mind in order to develop the best sense of what needs to be done in the future.

In the table on the next page, green text means "good," orange text means "warning," and red text means "problem."



Category	Several Years Ago	Today	What Needs to be Done
Sales taxes	Significant increase in retail development & sales tax revenue	Decrease in sales tax revenue; FY 2010 projected decrease of \$1.1 million (or 10%) compared to FY 2008 revenue	Raise awareness of supporting local businesses; Keep expenditures in line with revenues
Property taxes	EAV increasing 6-9% annually; tax rate decreasing	Village EAV will begin to decline	To capture amount allowed under tax caps, tax rate will increase
Sales tax referendum	Residents approved; added approx. \$9 million in revenue	Without this, operations & capital would have been severely reduced	
Unemployment in Illinois	Low unemployment—around 4.5%	Rising unemployment—around 7.5% & expected to go higher; reduced income tax revenue	Keep expenditures in line with revenues
Downtown TIF	Double digit annual increases in TIF revenue	1% increase in TIF revenue for FY 2009; likely will decrease for several years	Monitor projects to keep expenditures in line with revenues
Federal & State funding	Limited; dependent on lobbying	Likely to be very limited due to federal & state budget deficits	Continue to explore funding opportunities; require analysis of impact on local govts. for unfunded mandates
Economy	Strong	Recession, most likely severe	
Overall development	Strong & steady	Minimal; limited financing available due to credit crisis	Position Village as a development facilitator when economy improves
Retail stores & restaurants	Additional stores & restaurants opening	Likely to see some closings	Ensure Lombard remains good place to do business
Yorktown	Image, expanding, customers	Improved, Business Improvement District completed; Future-Unknown; Possible store closings due to economy	Continue relationship with Yorktown; explore additional opportunities
Development Opportunities	Yorktown; Allerton Ridge; Bethany Seminary; Downtown; Technology Drive; North Avenue	Ken Loch; Northern Baptist Seminary; Downtown; Roosevelt Road; South side of Butterfield; North Avenue	Implement Comprehensive Plan updates; Work with developers on long-range planning & development for sites
Competition from	Heavy	Improved our standing with	Work to keep local



Category	Several Years Ago	Today	What Needs to be Done
neighboring communities		recent developments	dollars in community
Facilities	Space & maintenance issues	Facility study on current & future needs	Take action on facility study recommendations
Pensions	High investment earnings; High costs	Low (or negative) investment earnings; even higher costs	Higher costs will reduce money available for operations
Public Safety (PSEBA) Employee Benefits Act	Courts rule that "catastrophic" = duty disability	5 former police/firefighters receiving benefits with additional duty disability applications filed with pension boards; 1 in 10 police and 1 in 4 fire have received duty disability over last 10 years	Change in legislation; Fund liability similar to pensions
Water costs	Rates had been fixed from City of Chicago	Approx. 15% increases by Chicago for 3 consecutive years; significant (8-9%) annual increases projected for Village water rates	Increase water rates; Reduce expenditures
Oil	\$40-50 per barrel; Low construction and fuel costs	\$70-150 per barrel; Very volatile; high construction & fuel costs; increased use of public transportation	Greener fleet; Reduce fuel usage; Reduce construction projects
Electricity	Rate regulated; low cost	Rate deregulated; significantly higher costs	Reconsider lighting policy in Village
Road salt	\$40 / ton	\$120 / ton	Reduce MFT projects; Build salt dome to buy salt during off-peak times

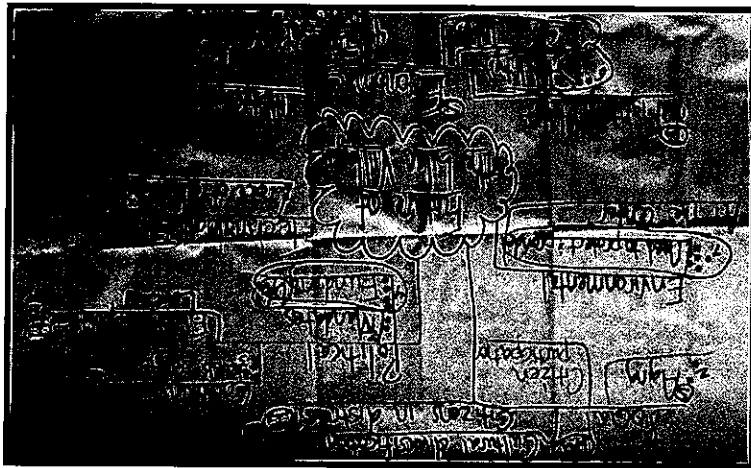
Utilizing a technique known as Mind Mapping, Sikich led the strategic planning group to create a shared picture of the Village's current reality through brainstorming. They identified and then documented trends present in society that shape Lombard's future directions. After all the trends were written on the Mind Map, Trustees voted on the trends to relate those they believe are most significant.

Major Trend	Minor Trend	Question	Votes
		Divide/Unite	
Social		Influence & Surprise	
		Citizen participation	1
		Aging	2
		Cultural diversification	
Political			
		Communication—all levels of government	3
		Election—politicize Lombard	2
		Mandates	2
		Funding	4
Technology		Divide/Unite	Influence
		Face of change	3
Economic		Surprise	
		Hot commodity	1
		Uncertainty of funding for future projects	4
		Fighting blight	1
		Stability	6
		Reality	6
Environmental		Need to protect and provide	7
		At "the center"	

In following table, the major trends and minor (sub) trends are listed. Additional columns indicate the number of votes a trend received (if any) and which questions they connected to in the discussion.

- What trends have the potential to divide rather than unite?
- Which trends do you have the most ability to influence?
- Are there any trends that surprise you?

Finally, a group discussion ensued around three questions:





Appendices

The following is a list of accomplishments, by department, from 2007 and 2008. The accomplishments are based on each year's Strategic Plan:

Village Manager's Office

- Recruited and hired a new Village Manager, Community Development Director and Public Works Director.
- Promoted greater intergovernmental cooperation for cost containment, reducing the tax burden to residents.
- Created more harmony and respect among the Village Board with team building activities at the Strategic Planning session.
- Continue to improve and expand the Village's crisis management team training with mock exercises. This also included intergovernmental cooperation among government entities.
- Continued to explore new ways of communicating with residents, especially through electronic methods.

Community Development

- Staff held numerous neighborhood and individual meetings with residents of the former York Center Co-op neighborhood. Staff worked with multiple attorneys counsels to develop a mutually agreeable template annexation agreement.
- A new R0 Single-Family Residence District was established along with a companion Comprehensive Plan amendment.
- Staff partnered with DuPage County on Special Service Area analysis.
- The Village entered into annexation agreements and annexed properties along School Street south of Roosevelt Road, York Center School, Fellowship Reformed Church and the Booster Station property.
- The Village approved an annexation agreement and facilitated a bond issuance for the Montini Catholic High School property for their campus expansion.
- Initiated an update to the annexation strategies report which an emphasis on policy changes and modified annexation strategies since it was last adopted.
- The Residential Redevelopment Report, a white paper of the issues and concerns raised by abutting residents, developers and realtors was completed. The report was transmitted to the Village Board in December, 2007.
- Staff held a series of workshop sessions and public meeting to review the recommended zoning and development recommendations set forth within the paper throughout 2008.
- The companion text amendments were adopted by the Village Board in Fall, 2008.
- Staff supplemented the amendment by creating developer and resident residential standards handbook.
- The Community Development Department staff, through the Community Relations Committee, undertook a comprehensive review of existing programs offered by the Village and other social service agencies serving the community.
- The Community Development Department staff has continued its outreach efforts to establish an Art Consortium between other interested communities. While funding consideration by other communities has slowed the implementation process, staff is continuing to coordinate the inclusion of art into the downtown area.



- Staff undertook additional communication efforts and enhancements to facilitate the AT&T U-verse integration, consisting of control room technological improvements and coordination activities.
- Lexis integration onto the Village's web-site has been explored and is ready for implementation.
- Accessibility related communication enhancements for the Village Board Room, through a Community development Block Grant, has been submitted for consideration, with implementation in FY 2010.
- Community Development Department staff secured approval from the Village Board for a Visioning Consultant (Houseal Lavigne Associates) to undertake and facilitate a public review and input process associated with the downtown. This activity will be completed in Winter 2009 with a final report to be transmitted to the Village Board in Spring, 2009. Staff continued ongoing communication activities with the Lombard Town Centre to promote and foster coordinated planning and implementation efforts.
- Throughout 2008 in-house staff facilitated and coordinated Lombard's participation in developing and implementing the Lombard Circulator effort. This consisted of regular meeting with an ad-hoc Circulator Committee, preparation of interim reports and recommendation, regular coordination with DuPage Mayor's and Manager's Conference and other service entities and securing funding approval by DuPage County and other agencies. The Circulator planning effort is moving into its implementation stage with a scheduled implementation in late 2009.
- The Village established a development moratorium and an Ad-hoc Committee to review the Roosevelt Road Corridor.
- Incorporated GIS ArcIMS onto the Village's web site.

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 to educate Lombard residents on the financial status of the Village.
- The Village significantly enhanced the Village website and implemented other technology upgrades to provide better information and access to residents.

Fire

- The Emergency Operating Center was completely rebuilt with all controllers converted to computer base technology. The UPS was improved to operate the ECC for four hours.
- System for locating fire hydrants using GPS is only a mapping layer. It does not locate the hydrants in the field.
- Rear parking lot and the front apron at Fire Station One was replaced.
- Fire Station One apparatus floor covered with an anti-slip system to improve safety.
- Fire Station Two apparatus floor light fixtures were replaced with high efficiency fluorescent to conserve energy and to improve the lighting. Fire Station One apparatus floor was relamped with new high efficiency bulbs.
- Replaced floating concrete section of apparatus floor at Fire Station Two.
- Added mobile lap top computers to emergency vehicles.



Police

- Implementation of ATV Patrols in the Village parks, the Great Western Trail and the Illinois Prairie Path
- Administrative Lieutenant position was added
- Purchased new mobile command vehicle
- 5th re-accréditation of Police Department
- Installation of surveillance cameras
- Implementation of Administrative Adjudication Process
- Increased IDOT grants and enforcement campaigns
- Local prosecution of DUI offenses
- Open House
- Assignment of officers to FBI's Regional Computer Forensics Laboratory
- Mobile crash reporting
- BEAST software for evidence and property control
- Aggressive driving program

Public Works

- The Village completed the Access Improvement Project that provides a traffic signal dedicated to Glenbard East High School at the south driveway.
- The 2010-2019 CIP contains \$70,000 for the expansion of the Sunset Knolls parking lot, which will provide for an additional 100 spaces. This project will also include the construction of a pedestrian/bike path between the parking facility and the school. This will be constructed in conjunction with the Lombard Park District and Glenbard High School District 87.
- The 2010-2019 CIP contains funding for the traffic signal and intersection improvements at SR 53 and Madison. These improvements are proposed for FY 2014.
- The Illinois Department of Transportation has completed the Preliminary Engineering & Environmental (Phase I) studies for SR 53 between North Avenue and Roosevelt Road. The reconstruction of SR 53 from North Avenue to St. Charles Road and the replacement of the structure over the East Branch of the DuPage River are included in IDOT's Fiscal Year 2009-2014 Proposed Highway Improvement Program.
- The Village completed the first phase of the Main Street Lighting program, which included the installation of decorative lighting between Roosevelt Road and Maple Avenue.



CONFIDENTIAL MEMORANDUM

TO: William J. Mueller, Village President and Board of Trustees

FROM: David Hulseberg, Village Manager *dm*

DATE: January 26, 2009

SUBJECT: Strategic Planning Workshop Follow-up

I asked our consultants to provide me with feedback from our meeting on how they felt the process went. I thought it best that this document be provided as one which was separate from the Strategic Plan itself.

Village Recommendations from Siskich:

At the request of Village Manager Hulseberg, Siskich observed the process and identified potential areas of improvement Lombard may wish to explore. The recommendations that follow are based on Siskich's expertise in strategic planning, performance measurement, and process improvement, as well as the facilitators' training and practical experience working both in and for local governments.

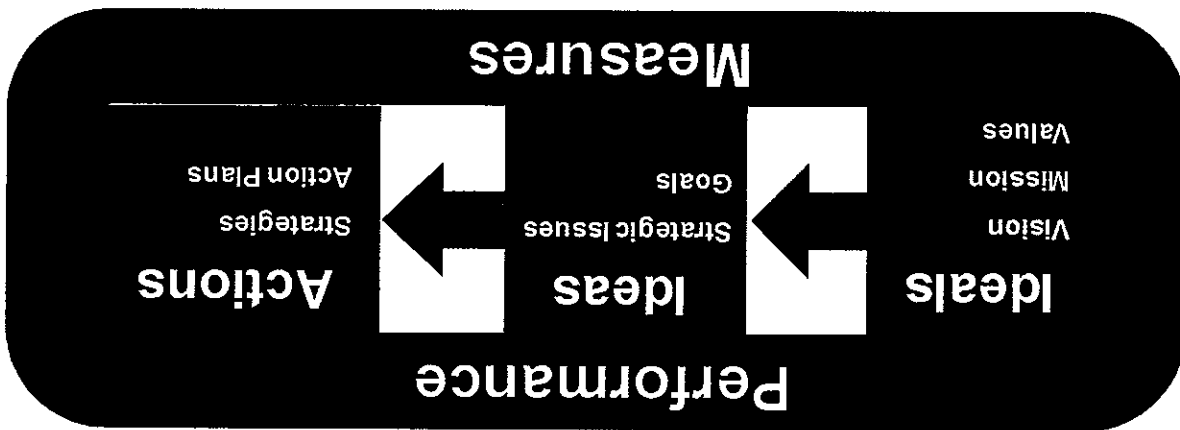
Performance-based strategic planning

The ultimate success of every government organization is dependent on how well it addresses three critical questions:

- Are the constituents' needs clearly understood?
- What products or services will most effectively address those needs?
- Is the product or service being provided in the most efficient way?

We believe the tools of strategic planning and performance measurement are critical for government organizations seeking to answer these questions and excel in an increasingly accountability-driven environment. The strategic planning process is one we see as a transition (as displayed in the graphic below) consisting of four main steps:

- Developing ideas about what the organization aspires to;
- Transforming ideas into goals;
- Converting ideas into specific, actionable items;
- And constructing performance measures



The Village of Lombard has importantly recognized the value of planning adequately for the future, as well as including affected stakeholders and key leaders in that process. Still, to truly understand whether it is achieving its goals, Lombard requires related measures of success. Performance measures assist organizations in: establishing accountability, making fact-based decisions (especially in budgeting), determining progress, and defining excellence.

In addition to the annual strategic planning workshop, the Village should consider adding a staff session where those most knowledgeable about the programs and services associated with the strategic planning group's goals could develop performance indicators, targets, and action plans. The measures could then be implemented with the plan, monitored regularly, and reviewed at subsequent strategic planning workshops.

Prouds and Sorries

As an example of what Sitch can provide we had the Village Board participate in a prouds and sorries exercise. This exercise was utilized to get an understanding of where the Village leaders see the organization. Before evaluating the present, it is necessary to own what has been done in the past. This activity allows individuals and the group as a whole to reflect on accomplishments and accept feelings about what has been done. Participants worked first alone, and then in small groups, to document lists of prouds and sorries (over the past two years). The consensus lists were presented their ideas to the whole group. Below is a summary of the small group reports, where like ideas are listed together:

Greatest "Prouds"

<ul style="list-style-type: none"> • Great, immediate response to emergency events 	<ul style="list-style-type: none"> • Development (including Westin, Conference center, Yorktown, Butterfield Road and Roosevelt study)
<ul style="list-style-type: none"> • Emergency response to storms 	<ul style="list-style-type: none"> • Growth of Yorktown area



• Westin Hotel / Conference Center	• Yorktown
• Shops of Butterfield	• Strong planning
• Daily response by staff and elected officials	• New Village Manager, as well as Public Works, Community Development, and Finance Directors
• New, qualified staff hirings	• Financial stability
• Website and communications	• Neighborhood improvements
• Circulator study	• Public transportation goals
• Green initiatives	• High quality storm and snow services
• New resident involvement	• Reviewed resident development standards

Significant "Sorries"

• Flooding problems	• Not proactive with flooding
• No access—Route 53	• Route 53 issues not addressed
• Library expansion	• Bureaucracy
• Cost over-runs and change orders	• Loss of good employees
• Adjustment to water rates (Chicago)	• Lack of identifying tools to implement the strategic plan
• Means to gauge resident satisfaction	• Loss of affordable senior housing development
• Yorktown PACE bus	• Loss of large businesses
• DuPage Theater demolition	• No plan for 101 South Main

Strengths and Weaknesses

Although Lombard certainly has much to celebrate in terms of specific projects and accomplishments, it is also necessary to look critically at what underlies past successes, as well as failures. Prouds and sorries allowed the strategic planning group to review the last two years—serving as a foundation for reflecting on the Village's internal strengths and weaknesses. Using a facilitative tool called a "Fishbone diagram," Sitchik led participants to name effects in six different areas for both strengths (prouds) and weaknesses (sorries). The result is a list that shows what Lombard has done that it needs to both leverage and avoid going forward into the future. In the table below, items with a "*" are those noted as the "greatest strengths" to be carried forward or "most troublesome weaknesses" to be overcome.



Strengths

Equipment	<ul style="list-style-type: none"> • Embrace all tools available • Planning* • Continual commitment to capital program
Information	<ul style="list-style-type: none"> • Diversity of communication channels • Communication* • Recognize reality* • Commitment
Policies	<ul style="list-style-type: none"> • Stable political structure • Financial stability* • Goal-oriented • Appetite for measured risk • Village planning and review process
People	<ul style="list-style-type: none"> • Staff commitment and loyalty* • Longevity • Have a voice* • Quality, qualified staff • Diverse staff experience • Committees
Relationships	<ul style="list-style-type: none"> • Support of residents* • Willingness to listen • Mutual respect and trust between Board and staff • Intergovernmental collaboration
Culture/Environment	<ul style="list-style-type: none"> • Strong sense of teams • Perseverance • Adaptable • Wide and diverse volunteer base

Weaknesses

Equipment	<ul style="list-style-type: none"> • Inadequate funding for strategic initiatives* • Means to reach residents in an emergency*
Information	<ul style="list-style-type: none"> • No feedback—condo residents are isolated • No measure of service satisfaction
Policies	<ul style="list-style-type: none"> • Focus on Village aesthetics • Out-dated policies
People	<ul style="list-style-type: none"> • Too many mistakes • Same faces • Thoroughness* • Cost over-runs* • Communication*



Relationships	•	Need policy regarding Board communication
Culture/Environment	•	Unwillingness to "let go"
	•	Out of our control

This type of exercise can serve as a place to understand the needs of the community and how to bridge differences in the future. In large part Lombard is well balanced but there appears to be some underlying issues which the Board needs to work on.

Dah

Straplannememotoboard1272009