

# Village of La Grange



## VILLAGE OF LA GRANGE

### La Grange 2020 Task Force Special Meeting

Village Hall Auditorium  
53 South La Grange Road  
La Grange, IL 60525

Wednesday – April 16, 2014 – 7:00 p.m.

### AGENDA

1. CALL TO ORDER AND ROLL CALL
2. APPROVAL OF MINUTES — March 19, 2014
3. REPORTS FROM PILLAR GROUPS AND GROUP DISCUSSION/  
FEEDBACK ON THOSE REPORTS
4. DISCUSSION OF REPORT DEVELOPMENT
5. ADJOURNMENT

(The next meeting is scheduled for Wednesday, May 21, 2014)

Individuals with disabilities and who require certain accommodations to participate at this meeting are requested to contact the ADA Coordinator at 708/579-2315 to allow the Village to make reasonable accommodations.

VILLAGE OF LA GRANGE  
Administrative Offices

**EXECUTIVE MEMO**

TO: La Grange 2020 Task Force  
FROM: Thomas E. Livingston, Village President  
DATE: April 14, 2014  
RE: **VILLAGE BOARD ACTION UPDATE**

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Dear Task Force Members,

Annual work on our budget and plans for the year continue. La Grange has received several distinctions since your last meeting worth noting. We have been named one of Chicago Magazine's Best Places to Live in Cook County. SafeWise has named the Village one of the 50 safest in Illinois and the La Grange Hospital was named one of 17 for Outstanding Patient Experience in Illinois. In addition, the Village has learned we have been awarded the prestigious Certificate of Achievement for Excellence (CAFR Award) for Excellence in Financial Reporting. Congratulations to all of those in the community and our Village team for pursuing excellence in La Grange. This has allowed us to take to the airwaves on WGN Radio and TV, WIND, and CBS-TV Chicago to amplify the La Grange brand to potential homebuyers and customers.

I have attached a document I developed almost a year ago to ask questions of myself on what it will take to position La Grange even stronger in the coming years. This was developed slightly before the commissioning of the task force. Please accept my offer to discuss any questions you have individually or as a group about La Grange and the task force in the next couple of months. I want to make sure you understand how much we appreciate your time and energy for the betterment of the Village.

Sincerely,

Tom Livingston

c: Village Board  
Village Clerk

## Questions Related to the Development of La Grange

**Is reestablishing a façade loan program expired in 2010 an imperative? There is currently no economic development tool and the façade loan is believed to be a strong driver in revitalizing the downtown.**

**Should the village government work with developers and banks to pursue mid-rise condo housing on Burlington S. of Stone Avenue station? More people – more consumers on West end? (cost – congestion).**

**Village government reserves used to be between 60%-70%. Now they are under 50%. (economic recession, extra MARS segment, healthcare/pensions) What is a moderately aggressive and appropriate target for village reserves in the coming years?**

**Should the village pursue infrastructure-trees in the ‘south business district’ that extend the ‘green canopy’ of LaGrange Road’s historic district?**

**Should the village pursue police and fire protection regionalism with other communities? Cost savings vs. ‘loss of control/governance, etc.**

**Is there commercial and community opportunity near East Avenue or the community center?**

**Is there a ‘LaGrange event’ that we would support that is presently lacking which would bring in customers?**

**A mid 1990s ‘Affordable Housing Law’ requires a certain amount of affordable housing mix in communities. LaGrange is under the threshold. What and where can this be addressed?**

**Reaffirmation of organizational support - service agencies: LADSE, Boy Scouts, BEDS, Aging Care, Pillars, YMCA (need one back in LaGrange?)**

## MINUTES

### **LA GRANGE 2020 TASK FORCE**

Village Hall Auditorium  
53 South La Grange Road  
La Grange, IL 60525

Wednesday, March 19, 2014

#### **I. CALL TO ORDER AND ROLL CALL**

A meeting of the La Grange 2020 Task Force was held on March 19, 2014 in the Auditorium of the Village Hall at 53 South La Grange Road, La Grange, IL, beginning at 7:13 p.m.

Present and Constituting a Quorum: Chairperson Michael Kotynek, Vice Chair Katie Justak, Jim Arnold, David Bucaro, Karen Deane, Clayton Edwards, Michelle Halm, Elyse Hoffenberg, Jimmy Janevski, Bridget Lacey, Karrie Lange, Anthony Lewandowski, John Lorenzen, Scott McPherson, Suzie Mosher, Mark Nelson, Steve Palmer, Russ Riberto, Sherry Robinson, Lisa Sagami, Elizabeth Stiles, Jeremy Strayer, Ray Swiatek, Laura Tussing, and Glenn Wentink.

Absent: Laura Blentlinger, John Boehms, Ellen Brewin, Julie Bunnell, Michael Cameron, Margaret Carlson, Ken Eastman, Richard Holly, Wayne Kardatzke, Meg LeFaivre, Mark A. Lies II, Ellen MacEntee, Caitlin Mallory-Marcon, John Pappas, Mark Reich, David Schwartz, David Wilkinson, Lester Williams, and Rebecca Wimbush.

Also Present: Village Clerk John Burns, Village Manager Robert Pilipiszyn, Assistant Village Manager Andrianna Peterson, and Finance Director Lou Cipparrone.

#### **II. APPROVAL OF MINUTES – February 19, 2014**

The minutes of the meeting on February 19, 2014 were presented for approval. Michelle Halm made a motion which was seconded by Clay Edwards to accept the minutes as presented. Motion carried.

#### **III. CONTINUATION OF SMALL GROUP DISCUSSIONS (OF ASSIGNED PILLAR)**

Chairperson Kotynek mentioned that La Grange was just voted as “best place to live” by Chicago Magazine. He noted that the purpose of tonight’s meeting is a working

session in order to continue small group discussions within each of the five strategic pillar groups. As such, no presentations are scheduled. Groups are encouraged to reach alignment on open issues and consider areas of overlap with other pillars. A template to be used by each pillar group was provided, with a focus on the identification of priorities and corresponding action items. Completion timelines are also welcomed.

Task Force progress continues on schedule with April reserved for synthesis and plan development. The Task Force is scheduled to present the final report to the Village Board in June.

It was noted that ideas raised in each group that do not end up being formally recommended will still be recorded.

Small group discussions ensued.

#### **IV. ADJOURNMENT**

There being nothing further to come before the La Grange 2020 Task Force, the meeting was adjourned at 9:00 p.m.

Respectfully Submitted:

Andrianna Peterson  
Assistant Village Manager

# **LaGrange 2020 Task Force**

**Pre-Read for April 16, 2014**

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- I) Economic Development**
- II) Community Vitality**
- III) Core Services**
- IV) Infrastructure**
- V) Finance**

**La Grange 2020 Task Force**  
**Draft Strategic Plan – Economic Development Committee**  
April 11, 2014

**Vision Statement**

Strengthen La Grange economic vitality by attracting diverse and successful businesses that generate tax revenue.

**Current Position of Economic Development**

Retention and vitality of the business district has remained relatively strong given the economic downturn in 2008. There are some open storefronts and underutilized spaces (such as the Chase office building) within main business districts that need to be filled, but prospects for big expansion and/or square footage business opportunities is limited with the exception of the property at Ogden and La Grange Road (YMCA Property) and the East Avenue industrial area. While La Grange maintains a healthy local economy, several neighboring suburbs are pursuing their own economic development opportunities as a way to lure businesses and local residents to their town. It is imperative for La Grange to remain innovative and proactive in fostering future growth opportunities to ensure continued success.

**SWOT Analysis**

STRENGTHS

- Established, historic and vibrant downtown that is family friendly and maintains an urban feel
- “Strategically located” - close proximity to downtown Chicago, access to I-290, I-294, and I-55, commuter trains, and centrally located to both major airports (MDW/ORD)
- In 2012, La Grange was named the most transit-friendly suburb in Metropolitan Chicago (train service, town centers intermingle with stations, walkability) by the Chaddick Institute for Metropolitan Development at DePaul University
- Safe/low crime
- Affluent
- Top rated schools
- Award winning
  - Voted “Best Places to Live” in 2014 by *Chicago Magazine*
  - Voted “Best Downtown” in 2009 by *Chicago Magazine*
- Pedestrian access – high rate of foot traffic and Walk Score (“Somewhat Walkable”) when compared to other suburbs
- Strong and financially stable local government
- La Grange Business Association (LGBA) presence and support to new and local businesses
- Viable parking options to support existing businesses
- Access to La Grange Road as a major thoroughfare
- Beautiful streetscape amenities

WEAKNESSES

- Lack of adequate parking to support new business
- Old buildings with dated infrastructure
- Space and land constraints
- High commercial property taxes

- Frequency of commuter and freight trains, which disrupt vehicle and pedestrian traffic within the main business district
- Village website needs improvement – data lacking relative to other communities
- Limited parking on the West End to support new business
- Lack of façade improvements to improve the appearance of businesses south of 47<sup>th</sup> Street
- Need better code enforcement to provide continuity of La Grange's image throughout all business districts
- Limited opportunity to impose another TIF due to “blighted area” criteria and political challenges
- No economic development tools to facilitate private and public improvement projects

#### OPPORTUNITIES

- Improvements to economic development's marketing and publicity efforts
- Revenue from proposed 1% restaurant tax
- Utilize the Community and Economic Development Commission
- Expansion of valet parking
- Further development of the East Avenue industrial area
- Redevelopment of the business district south of 47<sup>th</sup> Street
- Streetscape amenity opportunities south of 47<sup>th</sup> Street and the East Avenue industrial area

#### THREATS

- Developing business districts in surrounding suburbs
- Potential impact a new business may have on parking availability (i.e. a space was formerly used as a small business with two employees and is converted to a restaurant with heavy pedestrian and vehicle traffic)
- Balance of opportunity vs. community values (i.e. late night operations)
- Lack of parking opportunities to support future growth

### **Priorities for Economic Development**

#### 1. Maintain and Strengthen the Economic Vitality of La Grange

- **Recommendation: Revisit the purpose and value of the Community and Economic Development Commission as a resource to promote new and continued economic growth within the Village**
  - Review and update Commission membership
  - Establish a consistent monthly meeting schedule
  - Allow the Commission to review and make recommendations on economic development activities in the community, including business retention, business recruitment/attraction and marketing
  - Review incoming development projects to determine how they will economically impact the community
  - Prepare an annual report of economic development trends and activities which is submitted to the Village Board
- **Recommendation: Introduce a financial incentive to facilitate private and public improvement projects within the West End, East Avenue industrial area, and south of 47<sup>th</sup> Street**
  - Zoning relief
  - Reintroduce the façade assistance program
  - Pursue adaptive, creative reuse of warehouse areas on East Avenue (i.e. Gemini Gymnastics, Absolution CrossFit, BuckleDown Brewing in Lyons, etc.)

2. Promote La Grange as an Award-Winning Village through Robust Marketing and Publicity Strategies

- **Recommendation: Attract interest of prospective businesses by enhancing the information and functionality of the Economic Development website**
  - Better description of our location relative to Chicago, major expressways, commuter trains and airports
  - Include a detailed, interactive map of available properties
  - Incorporate an updated business promotion video highlighting the historic charm, urban environment, and vibrancy of the Village. Partner with Lyons Township Television (LTTV) or a local marketing or public relations firm
  - Solicit a website firm to improve the look and expand the data available on the economic development page, using a template that can easily be updated by village employees
  - Improve Search Engine Optimization (SEO) by meeting with an SEO consultant
- **Recommendation: Improve external marketing to promote existing businesses while also drawing attention to potential business development opportunities**
  - Solicit the help of a public relations firm to draft a comprehensive communication and marketing plan focused on distribution of press releases and free publicity
  - Partner with the La Grange Business Association to modernize the Ahh! La Grange campaign
  - Pursue creative marketing opportunities to draw pedestrian and vehicle traffic to the business districts (e.g. a billboard on I-55, SEO)
- **Recommendation: Improve the Village presentation when entering La Grange from major streets (e.g., La Grange Road, Ogden, 47th Street, etc.) to clearly identify the boundaries of the Village in a manner consistent with the Village's brand and identity**
  - Purchase Village markers similar to those used by the Village of Hinsdale
  - Expand the streetscape amenities to all business districts
  - Ensure uniform, and consistently stringent business code enforcement in all business districts

3. Planning for the Future of La Grange through Accessible and Sustainable Practices

- **Recommendation: Conduct a comprehensive parking study to assess future parking options while taking into account sustainable practices such as electric car charging stations**
- **Recommendation: Increased attention on providing and marketing accessible pedestrian and bike access to downtown as a way to ease the strain on available parking**
  - Establish and market accessible, dedicated bike routes/lanes to and from all business districts
  - Provide adequate bike racks within the Central Business District
  - Introduce bike friendly events and days within the Village
  - Improve lighting at major crosswalks
- **Recommendation: Task the La Grange Business Association (LGBA) to facilitate conversations with business owners to share costs associated with valet parking options, with the Village of La Grange actively involved in policy matters**

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**Vision Statement:** *To re-kindle a sense of community through greater communications and coordination among residents, businesses, government and not-for-profit partners allowing La Grange to grow and prosper.*

### Executive Summary

The literal definition of vitality is the power to live and grow. Simply put, this definition is the inspiration behind the Community Vitality Pillar of this report. Without a sense of vitality in our community we may cease to be a vibrant, welcoming place to live or do business. To bolster the Village's power to live and grow, communication is an important and necessary tool to move forward in today's world.

Why use precious resources on communication efforts?

Communication is the groundwork to building a reputation, ensuring the Village is ahead of the curve. New opportunities for growth increase as the Village looks to the future. In simple terms, *communication is the foundation to increase revenue*. Without multiple communication efforts, the Village may become stagnate and reduce its potential to grow. For example, big cities compete for company headquarters or for a high-profile event. The cities see themselves as the product that a company or event might want to buy. For La Grange to turn the next page in its history, the Village must start thinking of itself as a "product" and look for different ways to implement communication plans that are cost effective yet make an impact on both external and internal audiences.

Overall, the Village of La Grange has a fairly strong sense of community, but it can be greatly improved through communication efforts that are cost-effective, touch each stakeholder (e.g. residents, businesses, community organizations) in our community and help build a stronger foundation for Village revenue. To achieve this, the La Grange 2020 Task Force recommends a two-pronged approach: External and Internal Communication Efforts. First, external communications efforts focus on bringing new customers, businesses and residents to La Grange. Second, internal communication efforts focus on engaging residents to bolster a sense of pride in the place they call home.

Following is an outline to aid decision makers in identifying effective communications efforts to help the Village continue to grow its business and customer base and revenue as well as engaging its residents.

We envision the Village creating a “brand” or identity for La Grange, bolstering a sense of pride for our Village through events, streetscapes, promoting Village accolades and attributes, improving communication vehicles already in place, and growing community involvement through call-to-action opportunities such as informational forums and a variety of public events.

### **External Communication Efforts:**

**Recommendation: Create a brand or identity for La Grange.** Work with Village Staff, community volunteers and perhaps an outside PR firm to develop a branding strategy including a tagline selected by the resident contest described later that captures the essence of La Grange. (Near term action-cost: Village Staff Time, \$2000 for logo design. Measurement metric somewhat intangible though media pickups of new logo/tagline can be measured)

**Recommendation: Streetscaping. Install LaGrange signage or brickwork at the Village limits welcoming visitors to our home.** This signage or brickwork can include the village’s slogan, logo and accolades. It is a physical reminder not only to note where a person is, but that we are a special place. (Near term action-Cost: TBD from Village Public Works Department. Measurement metric intangible except for anecdotal information from residents and visitors)

**Recommendation: Update the Village website.** Make it easier for potential business owners, customers or residents to find information about LaGrange through the Internet and social media. The more information available about LaGrange and linking La Grange to popular search terms associated with the Village’s goals, the better the chance to expose the Village to new and exciting opportunities. (Near term action-Cost Village Staff time, Internet Consultant \$1500. Measurement metric is increased site visits, Facebook likes, Twitter followers etc.)

- a. Include accolades and current happenings on home page
- b. Use energizing colors to entice a visitor to peruse the site
- c. Add a tab about interesting facts such as famous people who have ties to La Grange (e.g. David Hasselhoff,)
- d. Add a tab named “Why La Grange” which includes attributes of the village- persuading business owners or potential residents to move here
- e. Include a page about vacant lots so that entrepreneurs or other business owners can envision their next potential location
- f. Add an easily identifiable way to email the Village for more information
- g. Join and include links to Facebook, Twitter and other social media outlets on homepage

**Recommendation: Create a tour of La Grange to entice potential business owners to build/lease their next location here.** Work with La Grange officials and the La Grange Business Association to develop a series of business open houses. (Longer-term action-Cost: Village Staff Time, food & beverage donations from business community. Measurement metric is recruitment of new business)

**Internal Communication Efforts:** Based on interviews with residents, there is a gap of communication between the Village government and its residents.

**Recommendation: Update the “Village Spokesman” to include more information on Village topics such as capital improvements, new or updated zoning codes and add an expanded version on its website that may also be emailed to residents.** (Near term action-Cost: Village Staff time, PR consultant \$1000. Measurement metric somewhat intangible)

**Recommendation: Conduct an Internet or telephone survey of residents every three to five years to gauge the effectiveness of Village government communication and what topics or issues may be on residents’ minds.** (Longer term action-Cost: Village Staff time, survey cost between \$500-1500 depending on format. Measurement metrics are survey results and public opinion movement)

**Recommendation: Involve residents in creating the slogan or tagline for La Grange.** A contest of this sort engages residents’ participation when properly publicized and implemented. (Near term action-Cost: Village Staff time, nominal cost for prizes. Measurement metric is amount of participation)

- The contest begins with asking residents to submit possible slogans for LaGrange and the “ingredients” for the slogan through the Village Spokesman, Village email to residents, Village website, social media, posters around town and local papers
- The Commission on Economic Development would select three best slogans meeting the criteria and put them back to the residents for a vote.
- The winning slogan and its author would be unveiled at the launching of a *new* LaGrange event with the winner and runners up receiving a nominal prize donated by a local business. The winner would also receive recognition on the Village Website, newsletter, social media and local papers. This could also be an opportunity to reach out to local electronic media.

**Recommendation: Create a series of new events.** At one of these events, the winner of La Grange's new slogan would be announced. (Longer term action-Cost: Village Staff time, donations from local restaurants and businesses, entertainment booking fees. Measurement metric is attendance and new revenue)

- Street fest with music, local food and retail vendors.
- LaGrange of yesteryear. Event that highlights the era La Grange when it was, or when the Village really started to boom. The La Grange Historical Society and the LGBA would sponsor event.
- Lemonade Concert In Park in conjunction with the La Grange Park District. Band concert and perhaps historic speeches around Day or Fourth of July.

**Recommendation: Hold an informational forum every quarter or twice a year for residents to come here the status of the Village, similar to the presentations made at 2020,** in an effort to inform residents about the development of certain topics. These informational forums may be sponsored by organizations like the Citizens' Council or Village itself. (Cost: Village Staff time. Measurement metric is citizen participation)

**Recommendation: Re-locate farmer's market to bring attention to different area of town.** (Near term action-Cost: Village Staff time. Measurement metric is vendor and customer participation)

- Update the Farmer's Market offerings to include more variety, similar to a French Market
- Identify a location on the East side of the Village (e.g. empty lot on East and Ogden.)
- Encourage attendance with publicity of new offerings and discount when dining at a local restaurant on day of Farmer Market
- Displays diversity of La Grange

**Recommendation: Engage the Village local residents, particularly students with an essay contest.** (Longer term action-Cost: Village Staff time. Measurement metric is citizen participation)

- Winner is Village President for a day.
- Theme is "What I like about La Grange" or "What La Grange means to me"
- Promote in local media

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# LaGrange 2020 – Core Services Pillar

## COMMITTEE MEMBERS:

Michael Cameron  
Margaret Carlson  
Michelle Halm  
Ellen MacEntee  
Suzie Mosher  
Laura Tussing  
Lester Williams  
Rebecca Wimbush

Police Chief : Michael Holub  
Fire Chief: Bill Bryzgalski

## VISION STATEMENT:

Effectively preserve the peace and safety of La Grange's residents and community by maintaining a standard of an adequately staffed fully staffed and capable Police and Fire Department

## CURRENT STATE OF THE VILLAGE OF LA GRANGE CORE SERVICES

### POLICE

- Police under staffed by 1 officer
- Call volume is increasing with higher demand on current man power and dispatch system
- Requests for School Resource Officer
- Community needs for self-policing activities/fundraisers

### FIRE

- Under staffed by 1 fireman (on ledger) – grant expires 2015
- Increase in Patient Assist/Well being calls
- Lack of bench strength and succession planning for senior positions
- Building maintenance needs
- Good regionalization/shared services for community coordination

## SWOT ANALYSIS

### STRENGTHS

- Response times, SOP's already established
- Ability to work collaboratively with neighboring villages.
- Fire: Provides public education
- Police: 1 canine handler; 2 Investigators (specialized services)
- Sought after Village for employment in recruiting

### WEAKNESSES

- No resource officers
- Special events lack adequate coverage and/or expensive overtime
- No succession planning budgets or process
- No emergency medical dispatch service
- Lagging in taking advantage of technology
- Pension costs factors

### OPPORTUNITIES

- Joint Dispatch with Western Springs and La Grange Park
- Emergency Medical Dispatch
- Efficient use of staff and expertise; proper software and maintenance
- Telecom upgrade opportunities
- Increase in community assistance for non-emergency calls (Right resource to the right call)
- Establish key objective of Core Service personnel priority for community

### THREATS

- Loose village identity to privatizing dispatch calls to outside source (if not going to Joint Dispatch)
- Stresses on dispatch service with increase of calls
- Stresses on police and fire service with shortage of personnel
- Developments in La Grange with high density or high revenue increasing strains on short-staffed current core services.

#### CORE SERVICES PRIORITIES:

- Build and maintain adequate staffing of both Fire and Police services as the Village grows
- Provide technological upgrade beginning with Joint Dispatch system
- Implement succession planning for smooth transitions of retirees
- Maintain efficacy of Core Services physical property and equipment

#### ACTION ITEMS:

1) Joint Dispatch Center with Western Springs and La Grange Park. The One-Time Consolidation capital expenditures for all 3 Villages comes to about \$845,500. This is outlined as annual loan assessment assuming a 10-year loan repayment attached.

2) In the next 2 years, Police should be at its restorative 28 staffed police officers to be at their 60% response/40% self directed coverage of La Grange. An established plan in place to ensure a fully staffed police force is priority.

3) Community involvement need: Citizen's Police Academy and its Alumni Association. This would take the strain off the police force for things like: 5k runs, Pet Parade crossing guards etc.

4) Fire is under staffed by 1, currently FEMA grant is paying for 1 fireman. Funding ends 2015 budget needs to reflect such. Not having this firefighter means it cuts into education programs for the public and leads to concerns of future residential growth at old YMCA corner (2-3 years); an established plan in place to ensure a fully staffed Fire Department is priority.

5) A thoughtful "measure" is needed for any development (population density/building and/or high revenue) within La Grange as it impacts Core Services.

#### MEASURING SUCCESS

Number of weeks without fully staffed Core Services

- Reasons why: injury; FMLA; retirement etc.

Year in Review reports outlining:

- Assists to respond
- Stresses on employees
- Overtime

Maintaining the "sought after Village" in recruiting (number of tests/applicants)

**Table 6 - 1**  
**Current Personnel**

Dispatch Center	FT Actual	PT Actual	On Duty Days	On Duty Afternoon	On Duty Nights
La Grange (8 Hour Shifts)	6	2	2	2	1
La Grange Park (8 Hour Shifts)	4	0	1	1	1
Western Springs (12 Hour Shifts)	4	3	1	0	1
<b>Total</b>	<b>14</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>3</b>

FT= Full Time

PT= Part Time

For the 2013 Fiscal Year, the three entities have a combined budget total of \$1,618,017 for the provision of dispatch services. The totals below also include capital expenditures. As mentioned earlier, some of the capital technical expenses from Western Springs are captured in their separate IT budget. The expenses are categorized as follows:

**Table 6-2**  
**2013 Budget**

Village	Personnel	O&M	Capital	Total
La Grange	\$490,493	\$122,500	\$113,843	\$726,836
La Grange Park	\$241,719	\$92,500	\$72,500	\$406,719
Western Springs	\$295,162	\$189,300	\$0	\$484,462
<b>TOTAL</b>	<b>\$1,027,374</b>	<b>\$404,300</b>	<b>\$186,343</b>	<b>\$1,618,017</b>

If the communities do not participate in a consolidation effort, they will each need to manage normal future cost increases and on-going expenses. The current dispatch salaries and general overhead expenses are anticipated to rise over time, estimated at a 2.5% increase per annum. The projected future expenditures for salaries and operations and maintenance under the current separate dispatch center model for the next ten years are displayed below in Table 6-3:

**Table 6-3**  
**Projected Future Expenditures**  
**Salary and O&M (2.5% Annual Increase)**

AGENCY	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
La Grange	\$ 612,993	\$ 628,300	\$ 644,000	\$ 660,100	\$ 676,600	\$ 693,500	\$ 710,800	\$ 728,600	\$ 746,800	\$ 765,500	\$ 6,867,193
La Grange Park	\$ 382,099	\$ 401,900	\$ 411,900	\$ 422,200	\$ 432,800	\$ 443,500	\$ 454,700	\$ 466,100	\$ 477,800	\$ 489,700	\$ 4,392,759
Western Springs	\$ 484,462	\$ 496,600	\$ 509,000	\$ 521,700	\$ 534,700	\$ 548,100	\$ 561,800	\$ 575,800	\$ 590,200	\$ 605,000	\$ 5,427,362
Total	\$ 1,489,514	\$ 1,526,800	\$ 1,564,900	\$ 1,604,000	\$ 1,644,100	\$ 1,685,200	\$ 1,727,300	\$ 1,770,500	\$ 1,814,800	\$ 1,860,200	\$ 16,687,314

Table 6-2 does not include the cost for approximately 1,200 hours annually that police officers work in dispatch at La Grange Park. This cost has been estimated at approximately \$57,840 annually considering the average salary plus fringe benefits for a police officer. Table 6-3, however, does include this cost as it is a real cost to operate the center.

There is also cost associated with the supervision of the three centers provided by their respective Police Departments as collateral duty today; it is an additional soft cost as it falls under other budgets. The costs for general employment services such as HR, Payroll, benefit administration, etc. are other soft costs that currently fall under the primary Police Department budgets or elsewhere within the Village budgets. *Therefore the true costs for operating the three separate centers are actually higher than the direct operating budgets for each suggest.*

For cost model purposes in this report an assumption was made that one-time capital costs would be financed, with the financing repayment costs becoming part of the on-going operational budget for the consolidated center. If the municipalities are able to find current capitol funds, or are able to budget separately for these costs, that component would come out of the total annual operating budget. The fiscal advisors and senior Village staff will need to determine what the most advantageous method of paying the one-time capital costs are. Including them in the operating costs and covering them through anticipated borrowing allows for those costs to be included in the total cost discussion within this report presentation. The annual loan assessment line in table 6-6 assumes a ten year loan repayment schedule if the one-time costs were to be financed. That same figure appears again in table 6-10 as Capitol Loan expenses.

The following chart details and summarize these one-time cost estimates.

**Table 6-6**  
**Opinion of Probable Cost**  
Consolidation  
One-Time Capital Expenditures

Equipment Cost Elements	Cost Opinion
CAD Systems	\$ 320,000
RMS Interface and Upgrades	\$ 40,000
Dispatch Position	\$ 20,000
Dispatch Console Furniture	\$ 11,500
Positron Viper Upgrade & Phone Set	\$ 70,000
Viper On Wheels (3rd Console for Backup)	\$ 85,000
911 Manager's Office	\$ 5,000
EMD Software	\$ 50,000
Renovations	\$ 60,000
Other Vendor Services	\$ 50,000
Fiber Connectivity	\$ 75,000
Contingency	\$ 59,000
<b>Total:</b>	<b>\$ 845,500</b>
<b>Annual Loan Assessment</b>	<b>\$ 93,300</b>

## 6.6 Personnel and Operational Costs for a Consolidated Center

The following charts provide a summary of the consolidated center staffing analysis section earlier in this report, provide estimated costs for the recommended staffing model and also provide on-going operational costs for the center.

Tables 6-7 and 6-8 summarize recommended staffing levels and related costs for personnel.

Table 6-9 summarizes future annual operational costs for the consolidated center.

Table 6-10 is a combination of the annual Loan Repayment Expense, Operating and Salary Costs, and thus a total cost table.

**Table 6-10**  
**Opinion of Probable Cost**  
Consolidation  
Annual Budget

User Agency	Total Annual Assessment Hosted
Capital Loan Expenses	\$ 93,400
Operating Expenses	\$ 214,000
Annual Salary Expenses	\$ 1,232,000
<b>New Annual Budget</b>	<b>\$ 1,539,400</b>

Table 6-11 projects the first year total consolidated center costs through 2022. It assumes an annual inflationary increase of approximately 2.5%.

**Table 6-11**  
**Opinion of Probable Cost**  
Consolidation  
10 Year Projection - All Costs

User Agency	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
La Grange	\$ 611,280	\$ 625,635	\$ 640,349	\$ 655,430	\$ 670,889	\$ 686,734	\$ 702,975	\$ 719,622	\$ 736,685	\$ 754,175	\$ 6,803,773
La Grange Park	\$ 432,141	\$ 442,289	\$ 452,691	\$ 463,353	\$ 474,281	\$ 485,483	\$ 496,964	\$ 508,733	\$ 520,796	\$ 533,160	\$ 4,809,892
Western Springs	\$ 495,979	\$ 507,526	\$ 519,564	\$ 531,801	\$ 544,344	\$ 557,203	\$ 570,378	\$ 583,895	\$ 597,729	\$ 611,920	\$ 5,520,425
<b>TOTAL</b>	<b>\$ 1,539,400</b>	<b>\$ 1,575,550</b>	<b>\$ 1,612,604</b>	<b>\$ 1,650,584</b>	<b>\$ 1,689,513</b>	<b>\$ 1,729,415</b>	<b>\$ 1,770,317</b>	<b>\$ 1,812,240</b>	<b>\$ 1,855,211</b>	<b>\$ 1,899,256</b>	<b>\$ 17,134,090</b>

### Funding Model Recommendation

The two most important aspects of a shared services model such as consolidated dispatch, where there needs to be consensus on best approach by all participating entities, are Governance and Cost Sharing. This section discusses a recommended approach to cost sharing and a related funding model or participation ratio.

Good cost sharing models are perceived by the participants as being fair and reasonable. It is also a desirable component for the model to be flexible over time as factors that impact it may change.

In general shared service cost sharing models acknowledge and incorporate the relative size of the consortium partners which is generally proportional to their contribution towards the composite work load. This relative size of the partner component also acknowledges that a certain proportion of costs are necessary simply to provide the core service, in this case public safety dispatch. In other words no matter what your work load is if you are going to provide the service you need a facility, systems, equipment and personnel to do so. It can be looked at as the shared overhead necessary just to provide the service. As a common factor population is often used as one component of the cost sharing model. The relative size of a municipality also often reflects their proportional ability to pay. A second frequent component is some measure of actual work load where that is available. This second factor will acknowledge difference in service usage levels that can be present and which may not be directly proportional to size.

The table below is a recommendation of participating ratios for this consortium and consolidated dispatch initiative. At present it anticipates three participating municipalities, but that is a component that can be easily changed in the future if other municipalities desire to join.

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**LA GRANGE 2020 TASK FORCE**  
**INFRASTRUCTURE PILLAR REPORT & RECOMMENDATIONS**  
**APRIL 11, 2014**

**Infrastructure Pillar Vision Statement:** Efficiently maintain, operate and improve Village infrastructure to support La Grange's Quality of Life, Functionality, and Economic Vitality.

Preface

The Village of La Grange owns and maintains a significant portfolio of infrastructure assets, including streets, water and sewer systems, and public facilities. These assets anchor the Village's economy by supporting business productivity and competitiveness, securing public health and safety, and contributing to the continued well-being of our community and its residents.

However, efficient operation and maintenance of La Grange's multi-faceted infrastructure is made difficult due to the advanced age of many of the village's assets. Rehabilitation and replacement is costly while under-investment in infrastructure can cause further deterioration, reduced service and result in a significant backlog of deferred capital projects. But we recognize that infrastructure improvements are necessary to meet the needs of an evolving community and we also realize that making sound and informed decisions regarding infrastructure investment is important for the Village particularly in light competing priorities for limited resources.

The Infrastructure Pillar of the La Grange 2020 Task Force believes that a well-managed infrastructure system should not rely on crises as a rationale for change. Rather, the Task Force sees a need for a more proactive approach that can determine systematically what is working well and what needs improvement. The Task Force recommends the following actions and strategies for consideration by the Village Board of Trustees, and other Village decision makers:

**1: ASSET MANAGEMENT**

The Village of La Grange's existing infrastructure can be more effectively and sustainably maintained by adopting an Asset Management Program. This program would incorporate two broad concepts, a: (1) business practice for making decisions on infrastructure based on quality data and (2) computerized system for tracking asset data used for optimizing maintenance, repair, rehabilitation, and replacement.

The program would begin with conducting a thorough inventory of every aspect of the Village's infrastructure and capturing that data in a computerized Asset Management System. These types of systems have been designed to be an efficient tool for tracking assets, optimizing operation and maintenance investments, determining the residual life cycle and replacement costs, and assisting with funding strategies. These systems are particularly important given the number of assets within the village and the significant amount of information that must be collected and analyzed to develop optimized and cost-effective asset management strategies.

Using an asset management business practice will provide key data and information on assets so that decision makers can identify the most effective maintenance and capital investment strategies that will meet well-defined targets, goals and objectives. Asset management also provides additional transparency and allows for community involvement in determining what

acceptable levels of service are while informing decision makers and citizens of the impacts that deferring investments will have on the system.

**Recommendation: *In the near term, implement a robust asset management program and develop a comprehensive asset management plan for village infrastructure with the following principals:***

- Staged implementation with initial focus on sewer, water and roadways.
- Ensure flexibility is built into the program for unexpected interruptions, events and changes in targets, goals and objectives.
- Employ Geographic Information System (GIS) technologies as part of the Asset Management System.
- Establish infrastructure targets, strategic goals, level of service requirements that are aligned with long-term financial forecasts and short-term budget agendas.
- Identify performance metrics to demonstrate successful objectives are reached for all infrastructure improvement investments.

## **2: REDUCE OPERATIONAL EXPENSES**

Reducing and controlling operating costs, while maintaining a high level of service, can be gained through efficiencies and best management practices. Reducing operating expenses can provide increased ability to finance other infrastructure investments.

**Recommendation: *In the near term, investigate potential benefits and drawbacks of expanding group purchasing (equipment/materials), resource sharing (labor/equipment) and consolidation of assets with other entities, such as:***

- Among various La Grange Village Departments.
- Overlapping community entities such as La Grange Park District and local School Districts.
- Surrounding villages such as LaGrange Park, Brookfield, Western Springs and Countryside.

**Recommendation: *In the near term, conduct a study to assess the potential savings of improving the energy efficiency, and environmental friendliness of village assets:***

- Replace street lights with more energy efficient bulbs.
- Conduct energy audit of village buildings (lighting, HVAC, insulation, etc.)
- Encourage sustainability and environmental stewardship through revisions to building codes and establish environmental standards for village contracts.
- Utilize solar panels or green roofs on Village assets.
- Reduce winter salt usage.

### **3: REVIEW & ASSESS INFRASTRUCTURE IMPROVEMENTS**

Infrastructure improvements are desired when existing infrastructure is obsolete or does not meet the current or the projected needs of the community. Given the magnitude of costs for improving infrastructure, decision makers must ensure that the benefits to the community provided by a given project outweigh the financial costs of implementation as well as the cost to operate and maintain the new asset.

Several major capital improvement projects have been proposed and are in different phases of implementation; planning, design and construction. Additional assessments are needed to prioritize these capital improvement projects based on limited funding availability.

**Recommendation: *In the near term, conduct a comprehensive study to assess a wide range of options available (from individual structure to major sewer improvements) to address sewer surcharging and basement backup.***

- Establish a process for ensuring all roof downspouts are disconnected from combined sewer system, such as a Village ordinance requiring disconnection of all roof downspouts and the development of a monitoring program to ensure compliance.
- Survey residents to clearly identify the location and extent of problem areas.
- Conduct economic assessment to determine best return on investment of all options including currently planned major capital improvements (MARS, OARS, South of 47th Street, etc.)
- Prioritize funding of recommended projects based upon results of a combination of an economic assessment, strategic goals and targets, and resident opinions.
- Identify performance metrics to verify that investments meet expectations.

### **4: IMPROVE SAFETY**

Insuring the well-being of the residents of the community and providing seamless operational functionality of the Village resources requires that safety be constantly assessed.

**Recommendation: *In the near term, conduct a study to identify safety issues throughout the village (through complaint, accident and claims data and resident survey) and prioritize potential infrastructure upgrades to improve safety, such as:***

- Improve pedestrian crossings of major arterial streets such as Ogden Avenue, 47th Street, Gilbert Avenue, La Grange Road, Central Business District, etc.
- Replace crumbling sidewalks and those with uneven slabs that cause trip hazards, wheelchair/stroller difficulties and increase village liability.

- Reduce speed limits along 47th Street, Brainard Avenue, Ogden Avenue, and other connector streets.
- Improve traffic control measures at major intersections such as Ogden Avenue and La Grange Road.
- Address inconsistent 2-way and 4-way stop sign intersections within areas of the Village
- Reconfigure 47th Street into a 3-lane boulevard with one through lane in each direction coupled with a center turn lanes and protected refuge islands for pedestrians at hazardous intersections.

#### **5: IMPROVE CONNECTIVITY**

The ability of village residents and visitors to access our various neighborhoods and commercial districts, on foot, by bike and by car, is a major factor for the viability and vitality of a community. To be able to easily travel from home to parks and commercial districts and from neighborhood to neighborhood increases the quality of life in La Grange and increases the desirability of our community.

**Recommendation: *In the near term, conduct a study to identify access limitations throughout the village and evaluate potential infrastructure upgrades to improve connectivity, such as:***

- Improve pedestrian access to La Grange Park District facilities through additional sidewalks along East Avenue.
- Improve access to Gordon Park via a Hillgrove Avenue bridge over Ogden Avenue.
- Develop a Village Bike Plan that identifies potential dedicated bike routes or bike lanes.
- Improve pedestrian access across the Burlington Northern Santa Fe railroad tracks through a pedestrian tunnel.

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## LA GRANGE 2020 TASK FORCE - FINANCE COMMITTEE – 19<sup>TH</sup> FEB MEETING

### Committee Members

Jim Arnold – [jimarnold0525@sbcglobal.net](mailto:jimarnold0525@sbcglobal.net)  
Jimmy Janevski – [jjanevski@aol.com](mailto:jjanevski@aol.com)  
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Ray Swiatek – [rayswiatek@gmail.com](mailto:rayswiatek@gmail.com)

### Village of La Grange Finance Director

Lou Cipparrone – [lcipparrone@villageoflagrange.com](mailto:lcipparrone@villageoflagrange.com)

## OUTLINE FOR FINAL DOCUMENT

### ▪ VISION STATEMENT

Support the Village of LaGrange in the development of a comprehensive financing strategy that reviews the opportunities for increased revenues, challenges the existing cost base, and encourages a proactive approach to funding future infrastructure needs.

### ▪ CURRENT STATE FOR OF THE VILLAGE OF LAGRANGE FINANCES

- Annual budget of approximately \$13 million from the General (operating) Fund
- As a result of the cost containment plan the village has reduced the transfer to the capital projects fund from \$1M annually to \$700K.
- Current the village has an outstanding bond (the 1998 street light bond) which will mature December 1, 2017 (current payment is ~\$300K)
- Water, Sewage and Parking operations are self-sufficient based on fees collected and carry own debt, including recently issued \$2.1M bonds for water meter project/pump station improvements
- Village reserves are projected to be 48% at the end of the fiscal year (April 30, 2014 ) compared to a target of 50-75%<sup>1</sup>
- The Village currently maintains Aa2 rating, which is a high bond rating for a non-home rule community. <sup>1</sup> (See Table 1 for budget summary)
- Current the village has approximately \$45M of debt capacity. If utilized current bond capacity of \$45M, results in annual payments (increase in property taxes) of \$3M for next 20 years. Village current annual property tax levy is approximately \$6M. If reissued debt which is maturing; \$300 annual debt payment results in \$4.5 million for improvements.
- Beginning in FY 2014-15 pension fund contributions will increase due to an update in pension assumptions / mortality tables, which offsets the recent increase in operating revenues. <sup>1</sup>
- Without a viable alternate revenue source in FY 2014-15, the Village will need to further reduce staffing/services or will again be facing operating deficits within 2 years. <sup>1</sup>

▪ **SWOT ANALYSIS**

➤ **STRENGTHS**

- Strong Credit Rating
- %50 of general fund revenues come from property taxes which is a reasonably stable source of revenue
- Vibrant, revitalized Central Business District
- Location/transportation ( La Grange Road/Ogden Ave & 2 train stations)

➤ **WEAKNESSES**

- 37% of the general fund revenues come Sales, Income and Utility tax which the village has limited control over. Last year (FY 2013-14) \$1.4ml came from Sales Tax, may be slightly higher this year.
- High operating costs associated with more services than other municipalities (full-time Fire Department, additional part-time Police Department, economic development, maintain CBD, brush pick-up, etc.)

➤ **OPPORTUNITIES**

- \$45 million of debt space
- Reduce operating costs through reduction of services
- Potential for increased revenues:
  - o Development -higher density with taller buildings, resulting in additional property tax and sales tax if mixed use
  - o Increase in utility tax, 1% = \$175k; imposed by local ordinance
  - o Increase in property tax to supports general operations; requires referendum.
  - o Increase in Non-home rules sales tax , currently at .25% = \$250k ; requires referendum

➤ **THREATS**

- Unplanned costs associated with infrastructure repairs
- Reduction in sales tax revenues associated with lost business to the growth of nearby municipalities
- Increasing pension costs
- Concentration risk of revenue associated with sales tax have any concentration risk
- Macroeconomic threats (housing downturn)

▪ **FINANCE PRIORITIES (CRITICAL NEEDS) DEFINED BY THE LA GRANGE 2020 TASK FORCE**

1. Balanced budget with identified revenues to cover operating costs
2. Maintain an operating cost structure that represents critical services for the village.  
Consider
3. Develop a proactive financing strategy to manage the aging village infrastructure
4. Maintain strong credit rating
5. Establish principles to ensure future growth initiatives ensure the recovery of any incremental costs

▪ **ACTION ITEMS**

1. The Village's current budget outlook forecasts a deficit in year 5 with reserves dipping below the 50% target. The Finance committee recommends continuing to closely monitor the possibility of increased revenue from the development of the YMCA property, and the possibility of increased revenue opportunities from easing village height restrictions on new business (as outlined by the Economic Development pillar). However the Finance committee recognizes that at time the village has limited ability to increase revenues associated with sales or property tax. As a result the committee would propose reviewing the possibility of implementing a 1-2% Utility Tax increase in year 4 in order to minimize the forecasted budget deficit.
2. The Finance Committee supports the implementation of the infrastructure asset management system proposed by the LaGrange 2020 Task Force Infrastructure pillar. The output of this asset management system should be used to develop a comprehensive plan for optimizing the maintenance, repair, rehabilitation and replacement of the aging village infrastructure.

The Finance Committee recommends using the output from an asset management process to develop a proposal for a \$5-10 million dollar bond to address the specific needs identified. Depending of the timing of the issuing of this bond, it could be funded by the retirement of the existing street lighting bond that expires in 2019 (year 5) reducing existing expenses by \$300k/year.

3. The Finance Committee recommends the continuation of cost containment efforts. These efforts should include:
  - The review of any vacancies created through natural attrition
  - Continued to negotiated reduced wages with union and non-union personnel
  - Continued reduced contributions to the Equipment Replacement Fund

In addition to the continued cost containment, the Finance Committee recommends that the village begin reviewing the possibilities of reducing the costs associated with the current services provided by the village or if necessary a strategic plan for reducing services in order to reduce operating expenses.

▪ **DEFINING AND MEASURING SUCCESS (SHORT TERM AND LONG TERM)**

- TBD

Footnote

1 – Finance Presentation prepared for La Grange 2020 Task Force

VILLAGE OF LA GRANGE  
GENERAL FUND  
FUND BALANCE SUMMARY THROUGH APRIL 30, 2019

				Fund Balance as % of Annual Expenditures
Fund Balance, April 30, 2011			6,745,000	
Revenues	2011-12	12,257,405		
Expenses	2011-12	<u>(12,352,711)</u>	<u>(95,306)</u>	
Fund Balance, April 30, 2012			6,649,694	53.83%
Revenues	2012-13	12,848,746		
Expenses	2012-13	<u>(12,353,230)</u>	<u>495,516</u>	
Fund Balance, April 30, 2013			7,145,210	57.84%
		<b>REVISED FOR MARS 640k &amp; VH ROOF 30k</b>		
Revenues	2013-14	12,990,410		
Expenses	2013-14	<u>(13,557,816)</u>	<u>(567,406)</u>	
<b>Fund Balance, April 30, 2014</b>			6,577,804	48.52%
		<b>1% Food &amp; Bev Tax; School Resource Officer &amp; Parking Manament Exp</b>		
Revenues	2014-15	13,720,567		
Expenses	2014-15	<u>(13,472,148)</u>	<u>248,418</u>	
<b>Fund Balance, April 30, 2015*</b>			<b>6,826,223</b>	50.67%
Revenues	2015-16	14,037,604		
Expenses	2015-16	<u>(13,841,339)</u>	<u>196,265</u>	
Fund Balance, April 30, 2016*			7,022,488	50.74%
Revenues	2016-17	14,383,311		
Expenses	2016-17	<u>(14,253,514)</u>	<u>129,797</u>	
Fund Balance, April 30, 2017*			7,152,284	50.18%
Revenues	2017-18	14,803,095		
Expenses	2017-18	<u>(14,736,837)</u>	<u>66,258</u>	
Fund Balance, April 30, 2018*			7,218,543	48.98%
Revenues	2018-19	15,234,884		
Expenses	2018-19	<u>(15,259,063)</u>	<u>(24,180)</u>	
Fund Balance, April 30, 2019*			<u>7,194,363</u>	47.15%

\* Includes \$750,000 Assigned Fund Balance for Economic Development.  
3/19/2014

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