



PRELIMINARY DRAFT

Village of La Grange, Illinois

Strategic Plan Summary Report

December 16, 2013



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PROCESS SUMMARY

INTRODUCTION

It was a pleasure for us to work with you again to conduct the Village's 2013 Strategic Plan update and retreat workshops. As an organization, you continue to be among the progressive class of municipal governments that engage in formalized strategic planning and goal-setting. Long-term planning is not a new phenomenon for progressive organizations and the value of these types of workshops continues to be recognized by governing boards in public sector organizations. As you know, strategic planning is a preferred approach to guiding the Village's future—it helps leaders become proactive, rather than reactive, and lessens the need to manage crisis by crisis. Overall, the 2013 workshops provided a very productive setting to methodically and strategically determine where it is you want to go as a Village government, as an organization, and as a community over the next several years.

The exercises and discussion sessions for 2013 again allowed Board members to exchange ideas with senior staff in the context of the present and future for the Village. It was beneficial for the Board, with a mix of new members, to participate as a leadership team in the process. The group was able to reflect back on the 2011 goals and share strategic issues of importance with one another and the management team. The Board's working dynamics were again very open and effective. While some differences of opinion on a few items were part of the discussions, different views are to be expected on particular issues or policies. That's democracy in action! We have no doubt the Board, as a whole, will work together to find viable solutions for the many goals and aspirations that were identified and prioritized as part of this update.

WORKSHOP OUTCOMES

REFLECTIONS

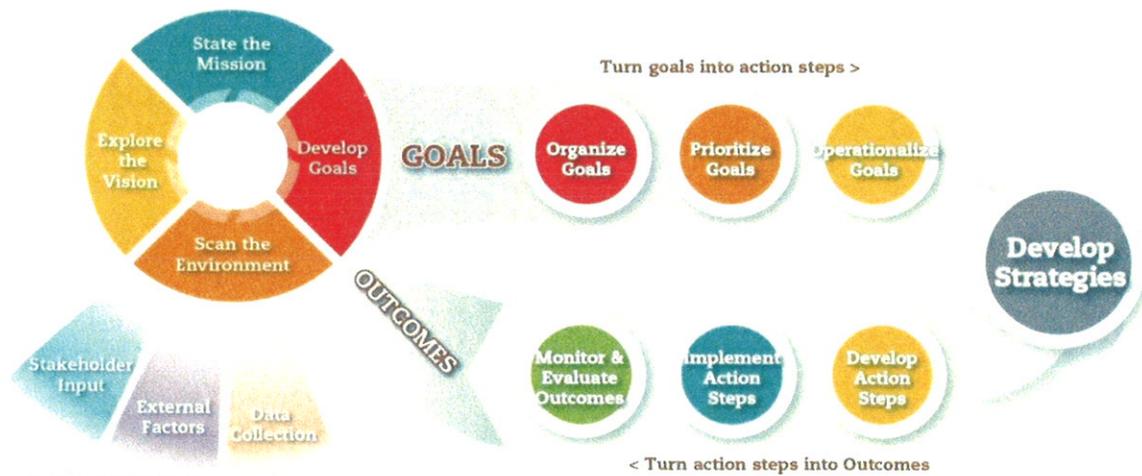
The 2013 workshops provided another positive setting for the Board and senior staff to methodically—strategically—determine where it is you wants to go as a Village government. Your ongoing work will serve the Village's residents and organization well into the coming years.

In light of the economic conditions that have impacted all units of government, including La Grange, it remains important to continue to proceed with careful thought. Your goals will only be realized through prioritization and the judicious use of your professional staff. As you well know, the high standards of performance you expect can place a strain on the organization because excellence requires adequate staff time, expertise, and resources. As noted in previous planning session reports, quality results equate to tough choices in prioritization and resource allocation. Only a limited number of objectives, goals, and services can be effectively managed and implemented at a given time. In a very realistic sense, ***clear and stable priorities*** must continue to be maintained if the Village desires to stretch its resources as possible.

As you have done in the past, continue to resist the temptation to “re-arrange” priorities as the fiscal year moves along. A pattern of “continuous” shifting can create a confusing tone in the organization and hamper your drive to reach your near and long-term goals.

The following pages capture the discussion sessions that comprised the strategic planning workshops for 2013. It is important to note that the format for all of the discussion sessions employed a highly participative and interactive methodology. The process utilized a group discussion approach known as *Nominal Group Technique* where participants were assured equal opportunities to speak and share opinions with the facilitator. During the activities, all Board members and senior staff had the opportunity to generate and share ideas, weigh alternatives, and further explain or refine their thinking. An overview of the strategic planning model that was used for this update can be seen in the illustration below. As the model visually demonstrates, strategic planning is a multi-phase process that most closely resembles an on-going cycle of information gathering, assessment, decision-making, and follow-through.

Strategic Planning Process Model- G. Kuhn



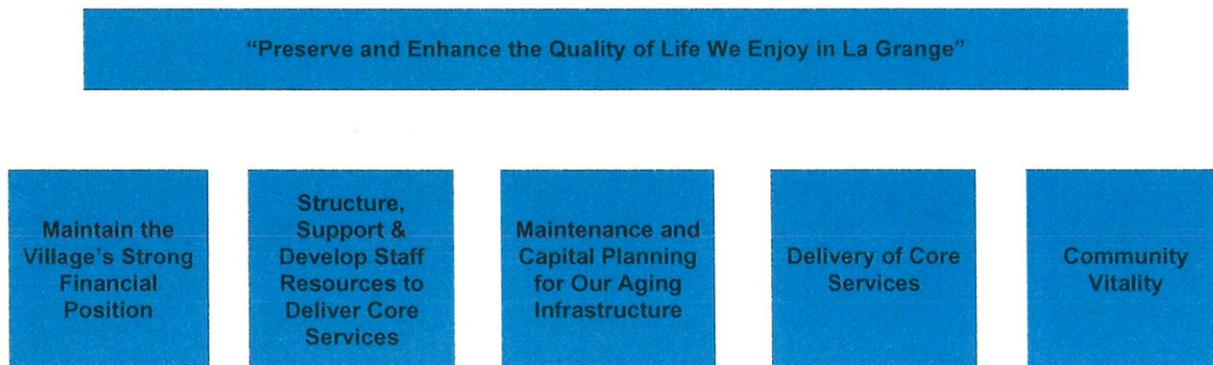
PROCESS OVERVIEW

On November 1 and 2, the La Grange Village President, Village Board, and senior staff met at Adventist La Grange Memorial Hospital to discuss the Village's current mission and values, visions for the future, as well as to review and update the Village's goals for 2014-15. More specifically, the workshop design consisted of five major components: 1) affirmation of mission, core values, and policy pillars; 2) visioning; 3) trend information/presentations; 4) environmental scan and S.W.O.T. analysis; and 5) goal setting. The workshops began with a brain-storming and reflection exercise and concluded with a review/update of the Village's goals. The summary of the reflection exercise responses is included in the appendix. The results of the goals update is presented later in this summary report.

PART I: REVIEW OF MISSION AND KEY VALUES

The 2013 workshop began with a policy/issue exercise during which participants spent time reviewing and confirming the Village's mission statement and key organizational values that are the policy pillars that capture the broad categories that frame the organization's goals and objectives (see the illustration below). Participants were then asked to review and comment or confirm the organizational values, pillars, and mission statement. The workshop participants confirmed the Village's mission statement while offering the comments that follow the illustration on the key pillars/values.

Village of La Grange 2011-12 Mission Statement and Strategic Pillars

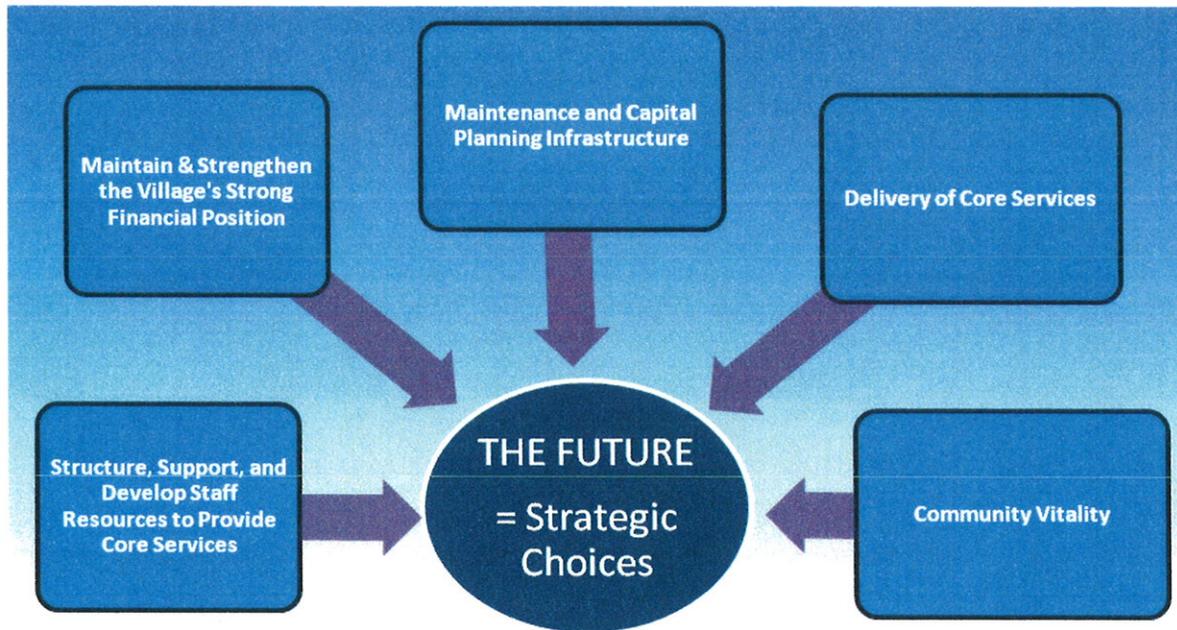


Comments on the Village's Policy Pillars

- Working to replace/upgrade our **Aging Infrastructure** is again a policy pillar. Aside from our aging infrastructure, we also face electricity issues as well as power outages. These problems will need to be addressed.
- Attention and commitment to providing our **Core Services** continues to be important and a critical policy pillar.
- **Community Vitality** remains an important policy pillar. However, Community Vitality is a broad term that covers more topics than other pillars. It is the end product- more of compass than checklist. Vitality is a reflection of all other items that we need to keep our eyes on. It includes community development and economic development and the activities that support these important functions.
- Maintaining a **Strong Financial Position** is affirmatively a central and critical policy pillar. However, the Village's position is not as strong as it has been. We still have a '50% cash fund balance, but this balance has diminished from a high point of nearly 60-75%. We need to focus beyond just maintaining our financial position, but work to advance it. We need more sources of revenues to work along with cautious budgeting.
- Supporting our **Staff Resources** remains a critical pillar. Our head count is down and we may need to restore some of these remaining positions, but we need more resources to fully accomplish all that this strategic policy pillar entails.

Based on these comments, the Village's Strategic Policy Pillars were confirmed and are displayed in the illustration below:

LA GRANGE, ILLINOIS STRATEGIC POLICY PILLARS 2013



PART II: VISIONING

Each workshop participant was asked to affirm or update their vision for the Village going forward. For this exercise participants were asked to reflect on the quality of life Village residents experience and how that quality of life vision could or should change ten to twenty years down the road. Participants engaged in this exercise by considering the phrase: "In 15 – 20 years, when I return to La Grange, I hope to see..., or, what I think I'll, see is...." The notes presented below are the thoughts and views as recorded by the facilitator on flip chart paper offered by participants. The Board's visions are presented first followed by staff visions.

VISION EXERCISE: LA GRANGE IN 15-20 YEARS

"In 15 – 20 years when I return to La Grange, I hope to see..., or, I think I will see:"

BOARD VISIONS

- Strong retail community, only the names of the retail businesses have changed, but they are the same in scale.
- We will work more closely with neighboring Villages.
- There will be no more vacant holes in our parking lots.
- We are currently separated/identified by neighborhoods. In the future, I think La Grange will have a more collective and singular vision.

- The current scale of the Village is good and will be maintained.
- We will have additional retail in the downtown and around town.
- There will be a similar look to our downtown buildings, but some buildings may need some 'spit and polish.'
- We need to harness our parking assets in the central business district. The central business district is distinct from the West end.
- Some areas lack sufficient retail to give La Grange cohesiveness.
- More retail 'critical mass' and less parking holes.
- Energy will come from our community organizations not part of local government. This is a positive.
- We will have found solutions to our water and sewer system challenges.
- I hope to see a more diversified central business district and a more cohesive system of neighborhoods.
- Hope that La Grange has more theater/art and a children museum that will attract people to our Village.
- We need to be mindful that government can only do so much; we should help facilitate additional cultural amenities.
- We have used our resources wisely to stretch our business areas.
- We will demonstrate our concern about our infrastructure with repair and investment.
- Hope to see that our community is thriving in the future.
- Rely on more alternative sources of energy and not just Com Ed.
- Hope that La Grange still feels like a village, but stores and retail businesses are even better.
- People will still want to live here and we continue to be a highly desirable area.
- Hope to see beautiful urban forests and that our streets are in good repair (both the look and feel of La Grange is maintained).
- All unsightly overhead wires are buried.
- We maintain the bucolic feel of La Grange.
- La Grange is welcoming. It looks and feels like a village, not a collection of high rises. We look like a 'winner' and a place where people want to be.
- La Grange continues to be regional leader in providing our core services at high levels.
- We are thoughtful about development. We are vibrant and the (West) Burlington corridor and Central Business District are tied together.
- South La Grange Road (South of 47th) should be our next target for development and will be a vibrant commercial area.
- The Burlington corridor contains more mixed use development with housing and retail.
- Hope that the Village has more upscale retail businesses.
- The Village has more green space. Keep the existing beautiful trees and push for more green space.
- Require developers to set aside more green space from developments.
- There would be a regional upscale retailer in-between the mom and pop stores and the national chains.

- There would be even more unique restaurants and bars. This mentality and profile of uniqueness would be applied elsewhere.
- Further develop the “unique brand” that typifies La Grange.
- La Grange continues to be seen as and considered a regional leader.
- Concerned that the trend nation-wide may be that retail will move away from mom and pop stores and will impact La Grange.
- La Grange is green and clean. Building facades are not cracked and faded. The Village is well lit and attractive to new business.
- People have a sense of purpose; they feel connected to a community that is exceedingly inviting.
- We are local government leaders; steady and progressive.
- The Village maintains its essential, livable character. We infill to increase density and are able to take advantage of opportunities that arise.
- Village Hall is relocated and replaced with a cultural center.
- The Central Business District is linked to outlying areas, such as having a medical center in the Central Business District.
- There is an urban bus system that takes people to all parts of the Village.
- We continue to ‘ratchet up’ our economy, vitality, and vibrancy within cost effective practices/policies.
- Resources are put to work to maintain and sustain our strong staff.

STAFF VISIONS

- La Grange’s streets are tree lined and inviting.
- There will be no change in the core services that we provide in the Public Works Department. We will continue to use manual labor, but our employees will be more tech savvy.
- Public Works will continue to maintain and repair our infrastructure, but we will address issues using new technologies and that fact will make us more efficient.
- Our unique services and infrastructure make it hard to combine or consolidate our services with other (neighboring) villages.
- Fire services may be consolidated or regionalized via agreements where we work together to provide Fire and Emergency Medical Services.
- People continue to like the Village’s current character.
- In general, Illinois is not a good service model for the future because there are too many municipalities.
- See increased privatization of services.
- See increasing service sharing and combining with other municipalities or governments.
- A more diverse population may drive changes to our services and businesses.
- Storefronts and shopping areas may be different as the economy becomes more technology-based.
- Police will still be required to respond to calls.

- Smaller shops may not survive, but our retail businesses may be driven by those who moved to La Grange in the future.
- The community oriented part of policing will not change. Our service model and delivery of services will be similar to the present.
- People will still be needed to respond to issues and problems related to our core services. This will be more or less the same. However, 25 years is a long time and the Village will fade if we don't adapt and change.
- La Grange should make a 'full court press' on public transportation and increased multi-family dwellings.
- La Grange will have clubs and restaurants that attract people. More active, outside activities should be encouraged. We should have three story residential retail. This will make La Grange more diverse and vibrant.
- La Grange must have more people to maintain its vibrancy.
- La Grange will be more culturally diverse. More residents like to see urban density such as six story residential buildings.
- If La Grange stays the same it will diminish. The Village needs youth and vibrancy.
- La Grange will look different, but we will be poised to make the necessary changes to maintain our Village.
- There will be more virtual interaction.
- The downtown will feel like "home" but, will look different.
- The issues the Village will have to address will be different. However, we will have set up a foundation and anticipated these changes (thereby enabling it).
- More virtual experiences will be available to communicate with our citizens. Our workforce will be different. People want to do business differently with the Village, and this will continue.
- Developers will push our height limits, especially with our easy access to transportation to Chicago.
- Don't see the demand for services going away. Instead see a continued demand for high levels of local services.
- There will be more Village staff in the community, but in not in the offices.
- Downtown is a litmus test. We must provide services that work.
- We have a culture of caring. We will still have staff, business community, and elected officials that care.
- Hope to see a West-end that is thoughtfully developed.
- Need to allow for more density.
- Same look, feel, emphasis on family oriented community and infill.
- Continue to use professional, fact-based approach to issues and decisions.
- Shared services should be considered, but we will need willing partners.
- The demand for services will not diminish.
- We want quick and inexpensive services, but we also want quality work. This challenge will need to be addressed.
- Regarding shared services, other communities may not have the same emphasis on quality as a value. Our residents have an expectation that we are a level above.

PART III: SENIOR STAFF TREND PRESENTATIONS

Senior staff was asked to make presentations updating the workshop members on major issues, challenges and trends faced by their department in the next several years. These presentations were structured, but informal enough to encourage comments and questions. Below are the key points presented and reviewed in these presentations.

Village Manager

Emphasis will continue to be on financial management, cost containment, and the impact of these cost containment measures. The question is how we move from short-term actions to long-term decisions to re-tool from these cost containment measures. Several key points were made in this presentation:

- The Village has three staff vacancies that have not been filled, even though the workload demand remains;
- The unintended consequences of these vacancies include: lower staff morale, lost institutional knowledge, operational tasks that remain unfinished; lack of staff time to devote to ongoing training needs; and added stress on existing staff;
- A new normal exists, but we can't shift these impacts to existing staff forever. We are trying to operate with this new normal long-term but we must identify a more holistic a long-term approach.
- We are trying to strengthen the organization to operate within the new normal through exploration of new revenue sources, possible restructuring, using technology and sharing services with other municipalities.

Community Development

Building projects are up, as are permit revenues. However, cost containment measures impact our ability to do our responsibilities and impact the tools required of our jobs. Our staff has limited opportunities to acquire new skills. The questions we are addressing are how we can use the additional revenue to provide core services. Several large issues that we will need to address are as follows:

- There is a need to address the adaptive reuse of historic structures such as churches or Jackson Storage (circa 1903). These are historic building that impact our neighborhoods and their character. We will need to manage the type of reuse/new use that will be allowed.
- Other major issues include green initiatives, drainage, basements and lot coverage on some properties and allowances of height vs. depth for basements.
- Rental stock/rental options need to be expanded and more quality and affordable choices need to be developed (YMCA redevelop project is an opportunity).
- Village should consider taking advantage of opportunity for greater density housing options especially access and integration with downtown and train transportation to Chicago.

Public Works/Engineering

The department will need to address a number of important infrastructure issues in the foreseeable future. These issues include the Village's aging roads, other buildings and facilities, water systems, sewers systems, as well as residential flooding. It is expected that the State and federal government will mandate that many of these issues be addressed. Funding these projects will be challenging. More specifically these issues including the following:

- Incorporating greater environment awareness in projects is desired, but it may come at a cost with respect to other issues (flooding and high intensity storms).
- Federal regulations and state regulatory mandates will increase especially with respect to water and sewer issues. Requirements will be more stringent and more unfunded mandates are expected especially with clean water, stormwater, and soil erosion issues.
- Similarly expect more restrictions on roadways, use of salt, additional green infrastructure initiatives, alternative transportation, lighting issues, light rail, and room for bikes and buses on our streets.
- It will be important to make greater use of technology including GIS.
- We will need to continue to plan for and address La Grange's aging infrastructure (sewers, water mains, roads, sidewalks). However, the Village should expect that there will be less funding (especially federal funding) for these initiatives. The Village will have to address the development of new sources of revenues (i.e. stormwater fees).
- Residential flooding issues will need to be addressed including the limited capacity of our sewer system reservoir (especially south of 47th street).
- Personnel retirements and loss of institutional knowledge will be an issue. Succession planning will be important to capture the existing staff's knowledge base and to build the skills of upcoming personnel who will fill these positions.
- The Public Works garage is at or near the end of its useful life. There are fewer grant opportunities to finance this type of replacement project. The Village should investigate private finance markets and funding projects over a longer time period (20-30 years).
- A comprehensive funding plan for all water and other infrastructure issues will be important.

Fire Department

The Village's cost containment program has significantly impacted the Fire Department especially in the area of Department administration. The Department has lost administrative staff resources and is holding the line on all other costs. This has resulted in morale issues and a constant need to stretch all the Department's resources. The other area that will require attention is the impact of aging infrastructure especially with electricity and Com Ed. The Department has addressed the prior strategic goal of replacing the apparatus floor. More specifically the Department will need to address the following:

- The Department's administrative assistant position is vacant and has not been re-filled. As a result the Fire Chief is now doing all the admin support/secretarial work for the department. This impacts the time available to address higher level issues and projects.
- Another area where the Department does not have staff resources is the required plan reviews the large development projects. As a result, the Village will have to look outside the Department conduct these reviews.
- Another area that will have to be addressed with outside resources is the review and analysis of Fire prevention sprinkler systems.
- There is a grant opportunity that is expected to allow the Village to address the issues with the Fire Station's Apparatus floor.
- Call volumes have increased including EMS calls, calls related to flooding, and the demands of mutual aid agreements.
- FOIA requests are also on the upswing. There is significant discovery work in this area especially with respect to FOIA requests that support of commercial development. This is an unintended consequence of a law originally designed only as a measure to address governmental transparency.
- Department needs to emphasize the importance and value of fire-fighting as a stable career and a profession that generates a great deal of community pride in its officers.

Police Department

The Department is facing a number of important challenges in the next five years including the need for greater technology, staff morale issues related to the Village's cost containment measures, statutory mandates for training, and loss of grant funding. More specifically the Department will need to address the following:

- The continued impact of cost containment measures and the loss of long-term positions is an important issue. The impacts of these measures including shift inequities, morale problems, lack of time and staff to cover mandated training, and lack of opportunities for promotion and job enrichment.
- There is more litigation in law enforcement, especially litigation related to excess force claims.
- Grant funding for law enforcement is mostly gone and unless we partner with other departments, we will no longer have grant funding as a financial resource.
- Greater use of technology will continue to be important. The Department is testing a parking ticket management program that should do a better job of tracking collections and offer payment options including online payments. We are BETA testing a hand-held parking citation system
- Succession planning will be very important in the next twelve months in order to avoid the loss of critical skills and knowledge.
- There may be opportunities to use consolidated service models and to develop a new structure for the Department. Cost containment may open the door for greater willingness to share services with other municipalities.

- The Police Station is in need of some repairs in the lower level. The lower level is subject to flooding and does not comply with the Americans with Disabilities Act (ADA).
- There is a renewed interest in a school resource officer for Lyon Township High School.

Finance

The Village faces a number of important financial issues in the foreseeable future including the impact of cost containment measures: the decision to defer the utility tax increase; the impact of increased pension costs; the need to restore the Village's fund balance to keep it in line with our financial policies; and the need to research and develop additional revenue sources. Below are the major financial issues the Village faces:

- The cost containment measures have significantly reduced the annual capital maintenance program, the Village's fund balance reserves, and the reserves for the vehicle replacement program. In addition, these measures also included deferring the utility tax increase. The good news is that cost containment has been successful in allowing the Village to meet its financial obligations during the recession.
- Overall the economy has improved and the Village has a small surplus in the budget due to increases in sales taxes and other revenues. Also, the Village received an AA2 rating from Moody's which is a very good rating especially because we are not a Home Rule municipality.
- On an ongoing basis, the Village and the Finance Department still face some challenges including the fact that Finance reduced its staff by two thirds of a position, pension costs continue to grow, any reductions in the State revenue sharing (LGDF, etc.) will significantly impact the Village, and the Village needs to analyze some new sources of funding programs and services.

PART IV: INTERNAL AND EXTERNAL ENVIRONMENTAL SCAN

The next workshop session was a review and accounting of the internal and external factors present in the environment that can and do impact the Village's core mission. This is a fundamental exercise in any strategic planning process known as S.W.O.T. Analysis.

In two different exercises, participants were asked to identify what constraints and practical difficulties are likely to be encountered, or would make it difficult, to achieve the desired future described in the vision statements. The exercise called on participants to explore the organization's strengths and weaknesses. The notes that follow are the thoughts and views shared during the environmental scan, phase.

EXERCISE A: SURRENDER OR LEAD EXERCISE

The first exercise was a pre-S.W.O.T. assignment entitled 'Surrender or Lead.' In this exercise, participants work in sub groups to develop responses to some simple but thought provoking statements. All participants were assigned to random working groups and were given the same series of structure statements. The participant's responses were recorded and discussed. Groups were also asked to select a name for their group which helped to develop a spirit of camaraderie. Responses to the structured statements are presented below. As a guide for readers, the words typed in bold indicate the provided prompts/statement and the normal text indicates the group's response to the "blank" lines.

Surrender or Lead Exercise

Group Name: ~Group One~

1. **We want to** preserve and evolve.
2. **If it weren't for** limited revenues, **we would** be more financially successful and stable.
3. **We need** a mutual commitment to cost containment by all.
4. Finances and staff support (succession planning) will have the biggest **impact on us**.
5. Collaboration and teamwork **makes us** successful.

Group Name: ~Too~

1. **We want to** continue to meet the demand for services, **but** financial uncertainty is an impediment.
2. **If it weren't for** the State's misguided leadership, **we would** be able to plan for the future.
3. **We need** to balance the needs of our various stakeholders; residents, businesses and the potential of both.
4. Financial certainty/uncertainty will have the biggest **impact on us**.
5. Our spirit and vision **makes us** resilient.

Group Name: ~Wonderful Water Fall~

1. **We want to** make everybody happy, but we can't.
2. **If it weren't for** a culture of progressive thinking, **we would** still have an empty Montgomery Wards.
3. **We need** to expand our outlook and thinking about progressive growth.
4. Creative solutions for revenue growth will have the biggest **impact on us**.
5. Being nimble and able to adapt to constant and change and demands **makes** more people happy.

EXERCISE B RAPID S.W.O.T. IDENTIFICATION 2013 ADDITIONS

Participants were next asked to use the outcomes of ‘Surrender or Lead’ as a starting point to develop and discuss the internal and external factors that can potentially impact the success of the Village, both negatively and positively. The participant’s responses, categorized as strengths, weaknesses, opportunities, or threats (S.W.O.T.) appear below. It is important to note that some items may appear in several or all categories.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Village staff are seen as leaders and innovators. • Ability to consider and embrace new models. • Adaptability. • Five year budget process that is fact based with boundaries. • Leadership. • Financial reserves and our general financial condition. • Low, low debt levels. • Perception and prominence of Village and its reputation. • Passionate/engaged community. • Our school district. • Staff and their abilities. • La Grange as a brand. • Good rapport with business and stakeholders. • Transportation – proximity to rails, highways, expressways, and airports. • Past successes breed more success. • The envious geographical location of the Village for all social/ economic strata. • Diverse housing stock. • The Hospital. • Our heritage. • La Grange Country Club. • La Grange member hospital. • Transparency and openness. • Ability to capture public policy talents of new professionals and interns. • Customer Service-personal touch. • High quality services. • We meet our citizen’s expectations. 	<ul style="list-style-type: none"> • State funding picture. • State decision making. • Limited staff development opportunities. • Need for more open space. • Our community institutions are not effectively integrated (hospitals, schools, YMCA). • Under developed commercial areas. • Lack of rental and entry level housing options in the Village. • BNSF area. • Sewers and aging infrastructure. • Corridor highways - Ogden, La Grange Road, 47th Street. • 47thStreet overpass. • Non-Home Rule revenue limitations. • La Grange Country Club. • Technology applications in Village government. • Building code that is in need of updating. • Current facilities (unmet needs and functionality issues). • Need to better leverage our local talent. • Citizen expectations that is high and increasing.

Village of La Grange Illinois S.W.O.T. EXERCISE

Opportunities	Threats
<ul style="list-style-type: none"> • Under developed downtown. • BNSF corridor. • Transit oriented new development. • Renewing (younger) population. • Leverage our success. • Public safety restructuring and blended service models. • YMCA. • Leadership that will allow us to move in new directions. • Succession planning. • Improve our reserves. • Low interest rates. • Effectively engaging residents on important issues (i.e. infrastructure). • Open space. • Developments that are outside the central business district. (West end, East end, South 47th Street, Willow Springs Road. • Under developed commercial and multi-family areas. • Variety and affordability of housing stock. • Hospital/healthcare are a draw for our community. • Declining churches with substantial real estate holdings. • Greater use of technology. • Video poker. • Our reputation for transparency and advertising this fact. • Willing partners in efforts to find regional solutions. • Possibility of a joint Police and Fire, facility and adaptive reuse of Village Hall. • Leveraging local talents to find new approaches/solutions. • Leveraging donations. • Availability of Public Administration/Public Policy students. • Intersection of La Grange Road and Ogden Avenue (State Projects). • Internal restructuring. 	<ul style="list-style-type: none"> • Personnel and maintaining our strong staff. • Transportation La Grange Road, Ogden Ave (congestion), 47th Street overpass. • Satisfying resident's expectations. • State funding issues. • Limited continued opportunities for staff development. • Reserves. • Complacency if we don't evolve, adapt, and progress. • Aging infrastructure. • Impacts of Countryside and Western Springs. • Potential for redevelopment of Country Club. We see it as an asset, but it's not part of the fabric of the Village. • Inadequacy of our building codes.

PART V: GROUP GOAL UPDATES, CONSOLIDATION, AND IDENTIFICATION

EXERCISE A: GOAL UPDATES IDENTIFICATION

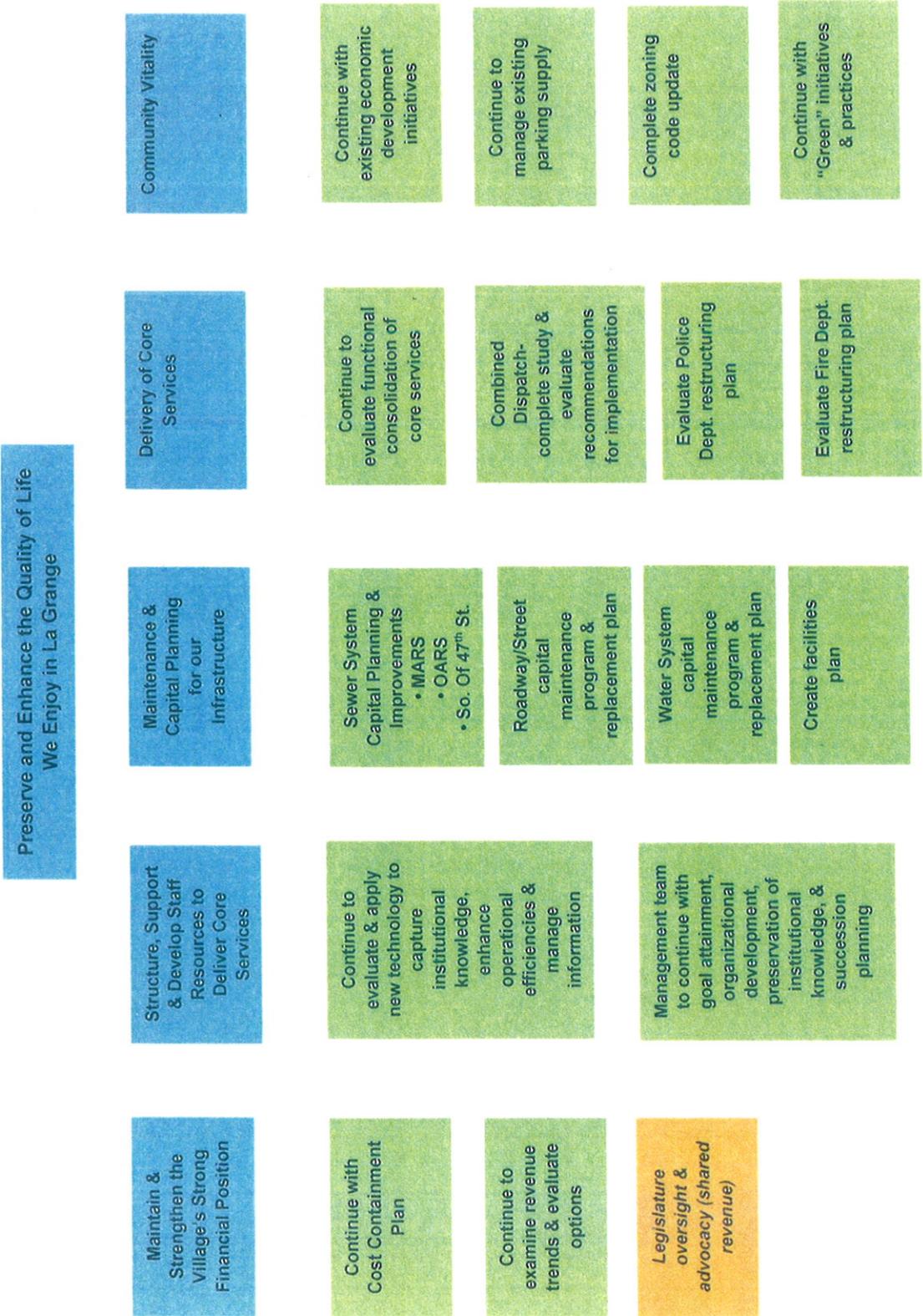
The final discussion sessions of the day provided a forum for the collaborative update, review and identification of strategic goals as expressed by Board members and senior staff.

As a group, all participants were asked to review each of the 2012 goals and categorize the goals as follows: The categories groups could choose from were: accomplished; retain; remove; keep and revise; or, delete/not relevant. After all the goals were revisited, participants were asked what additional goals should be included that were not already identified in the prior goal setting.

The group engaged in a lengthy and thoughtful discussion and exchange of ideas that resulted in the final categorization of all goals from 2012 tied to the values reviewed earlier in the workshops. Working as one group, participants also shared perspectives and rationales for all the goals that were reviewed along with financial, technical, operational, and strategic factors. New goals were also discussed and placed on the list only after group consensus was achieved. The end result was a revised set of goals for 2013. The page that follows shows a matrix of all the reviewed and updated goals by category under the Villages Policy Pillars.

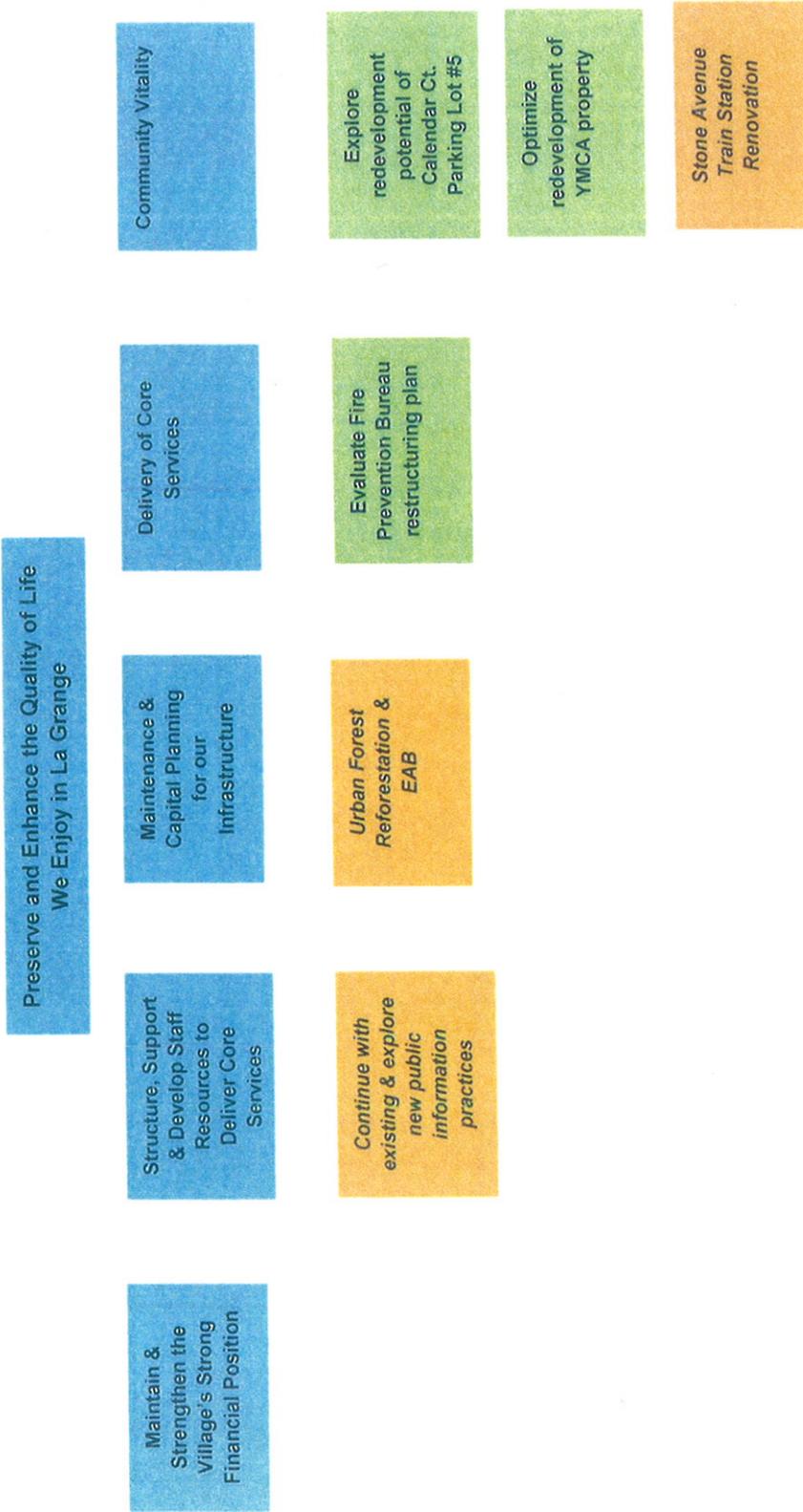
Village of La Grange 2013 Strategic Planning Workshop

2013 Strategic Plan



Village of La Grange 2013 Strategic Planning Workshop
2013 Strategic Plan

(continued)



KEY:

- Blue = core values
- Green = short-term goals
- Yellow = in-process goals

Management/Administrative activities box

1. "Parking lot" — height Update — Fire code
— density Update — Building code
— building code
2. Evaluate SRO proposal for Lyons Township High School; report back to the Village Board of Trustees via Executive Memo.
3. Public safety traffic enforcement and education — Police Department operations (budget objective).
4. Public safety traffic engineering — CIP budget.
5. Continue to improve building permit processes and practices (budget objective). Also, examine and evaluate cost of engineering services in reviewing building permit applications.
6. Apparatus Floor
 - (i) to be part of Facilities Plan
 - (ii) move to CIP budget as a "previously-identified but unbudgeted project".
7. Within the Village's budget document, annotate projects, activities and operations with a green dot to denote "green" practices or initiatives.
8. Analyze the value to the Village for an expanded role in using social media to communicate with residents; report back to the Village Board of Trustees via a workshop discussion.

9. Consensus direction to examine and evaluate food & beverage tax, as an alternative to the planned increase in the utility tax, as part of upcoming budget development process.
10. Evaluate creation of part-time administrative assistant position for Fire Chief / Fire Department; report back to the Village Board of Trustees via Executive Memo.
11. Regarding completion of zoning code, consensus direction to examine and evaluate code changes to encourage shallower basements for single family residential homes, offset by increased height.

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CONCLUSION

This 2013 Strategic Planning Summary Report represents an update of leadership's vision for the Village's future. The Village Board's ideas and goals were revisited, refined, and refreshed within the context of the current operating environment and therefore should become a working guide for both the Village Board and staff as you pursue the issues explored during the planning process. This report is designed to capture the topics and processes of your discussions and should be used to assist the organization in developing action plans in follow-up sessions that include your committees, staff, and consultants and Board members.

The next step is for senior staff to review the results and with the Village President and Board to fine-tune objectives and report back to the Board and appropriate committees on how and when the goals and objectives might be most efficiently and effectively addressed. What is apparent from the exchange of ideas and dialogue during the discussion sessions and workshop is that the organization is fortunate to have elected leadership that continues to look ahead while facing the unprecedented economic challenges that have impacted all communities.

One noted organizational observer summarized the challenges of progress this way:

*"The art of progress is to preserve order amid change,
and change amid order..." A. F. Whitehead*

Again, you have an ambitious couple of years that lay ahead. Best of luck to all as you work through these important goals.

*Gregory T. Kuhn, Ph.D. and Cristi H. Musser, MPA
Process Facilitators*

APPENDIX

Reflections – Changes or Impacts the Last Two Years/in the Village

1. Orange Cone
 - Barrier, new intensity with infrastructure improvements; tied to health welfare of citizen; intensified focus on safety (42nd Street, Ogden and other); caution sign – continuation but staff has been cautious conservation fiscal approach
2. Flashlight
 - Pressure on infrastructure
 - Funding reserves less than what we'd like despite demands from residents; residents even higher levels of expectation; revenue generation key
3. Paint Stick
 - Consistent
 - Color of services to residents personnel issues; challenging year; different pots, paint cans but still need to be consistent
4. Shower Flange Hose-Village's portion of state issues; infrastructure improvements hat we need to maintain.
5. Illinois Card-Uncertainty with state of Illinois (EMS' technology has changed) pension reform State fire code
6. Plumbing Fitting-Represents project Village has accomplished NWRD changes and more changes in water regulations – more regulations and less State and Federal funding
7. Baseball-New level of business– working professionals and home commitments people are busy; citizen s count on Village to make good decisions be transparent and communicate; keep up with technology to make lives of residents easier. Often alone in making decisions must do what's best for community.
8. Hard Hat-indicates of our project (Mars) infrastructure Village staff is strong team. Direction and day to day execution are in sync
9. Orange Traffic Cone-Caution with which we need to approach our finances state take more money and be mindful of what we spend locally. Concern about pension; that we have better information about pension
10. One Year Birthday Candle-Renewal-Village renewal-we renew in chunks and with young families engage younger people new residents have different expectation younger busy more disposable income and expect more; expect higher level services especially police and fire. Village has to be prepared to deliver; want value-the best
11. T-1 Line-continues to be deployment of technology; see change on shopping patterns (on-line) can't control be aware of it; change in how communicate; profound impact in how serve citizens this is a cane (T-1 Line) – seek new opportunities
12. Little Globe-Global economy and how it has changed over last several years grants and national level; we've done relatively well with developers interested again; still come back to finances; pension funding and investment s impacts local financial decision but is a world wide economy
13. Power Cord-How can we use technology energy between Board and Staff-ever mindful of changes that are occurring rapidly