

# Village of La Grange

VILLAGE OF LA GRANGE

## SPECIAL MEETING OF THE VILLAGE BOARD OF TRUSTEES

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

Monday, April 19, 2010  
7:30 p.m.



### AGENDA

1. CALL TO ORDER AND ROLL CALL
2. STRATEGIC PLANNING WORKSHOP
  - A. Overview  
*Liz Asperger, Village President*
  - B. Presentation of Proposed Operations Plan (to implement strategic priorities established by the Village Board – January 2010)  
*Gregory Kuhn, PhD., Session Facilitator,  
NIU-Center for Governmental Studies*  
  
*Village Manager  
All Department Heads*
  - C. Discussion  
*Village Board and Village Staff*
  - D. Village Board Consensus and Direction to Village Staff  
*Liz Asperger, Village President*
3. ADJOURNMENT

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 COMMITTEE REPORT**

TO: Village President, Village Clerk,  
Board of Trustees, and Village Attorney

FROM: Robert J. Pilipszyn, Village Manager *RJP/cb*

DATE: April 19, 2010

RE: **STRATEGIC PLANNING WORKSHOP —**  
**PRESENTATION OF OPERATIONS PLAN**

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**OVERVIEW**

In January 2010, the Village conducted a two-day strategic planning session. The Village Board engaged in visioning, goal setting, and prioritization of goals. The discussion was facilitated by Gregory Kuhn, Assistant Director and Senior Research Associate at Northern Illinois University's Center for Governmental Studies in De Kalb, Illinois.

A preliminary matrix of goals prioritized between short-term routine, short-term complex, long-term routine, and long-term complex was created. Major areas of emphasis for the Village going forward include economic development, financial planning and management, technology, public safety and capital projects.

At the conclusion of the two-day session, Village staff was tasked with developing an operations plan to implement the Village Board's priorities. Department Heads and I conducted several extension discussions to operationalize the 60 or so strategic priorities identified by the Village Board. That process has been completed and is now ready for discussion.

**OPERATIONS PLAN**

**Organization**

Attached for your review is the proposed operations plan. It represents our best effort to transform concepts and goals into an organized and planful framework consisting of: (1) programming and/or action steps; (2) division of labor; (3) recognition of potential stakeholders,

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(4) identification of financial resources needed or available; and (5) reasonable timeframes in which to check status, assess progress and work towards project completion.

Proposed Adjustments

As we developed the plan, we encountered the need to make some organizational modifications that we want to bring to your attention at this time.

First, to better manage staff resources towards implementing the Village Board's goals, we added a column entitled "Priority Level" and assigned a numerical value between 1 — 3 to each goal. The purpose for this designation is our attempt to divide the workload into thirds of varying degree. There was no precise method as to how we arrived at our cut-off points. We used what appeared to be reasonable gaps between the rank order average score for each priority. The first tier generally encompasses the first five strategic priorities within each of the four categories of the matrix, with the notable exception of short-term complex, which was heavily weighted towards the first three goals as scored by the Village Board.

Second, we propose a consolidation of four priorities:

- LTR-6        Tree replacement/reforestation (repeated in STR-11)
- LTR-9        Increased police services (clarity, consensus and expanded definition on this issue began to develop under LTR-5)
- LTR-11       Village - green practices (repeated in STR-17)
- LTR-8       Undertake Village Hall space efficiency/utilization study (repeated in STC-4)

Third, we propose a slight re-ordering among STC-3 and STC-5, to recognize that one goal is more actionable than the other.

Discussion

The purpose of this workshop is to not only unveil an operations plan for the Village, but to also reinforce the value in continuing a discussion among the Village's Executive Team (Village Board, Village Management and Department Heads). More specifically, it is to more fully appreciate the inter-relationship between policy development and operations.

What we hope to accomplish Monday night is clarification as may be necessary and concurrence from the Village Board that staff is going about and in the right direction towards implementing the Village Board's strategic goals. Towards that end, we suggest that particular attention is given to the project action, other participant and funding source columns. The timeframes proposed by staff is an assessment of our ability to reasonably research, analyze and recommend a course of action to the Village Board, across and within the matrix of priorities.

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We have retained the services of Mr. Kuhn to facilitate the discussion and to offer clarification of the Village Board's strategic priorities as may be required.

In my opinion, I believe that the proposed operations plan is on target with Village Board expectations. We have already conducted very successful workshop discussions on the Village Board's first two short-term routine strategic priorities — economic development and revisiting the Village's guiding financial policies. The workshops were timely and responsive. Village Board discussion and direction on financial policies at the budget workshop was particularly exceptional.

Operating Goals

As we proceed, we want you to be aware of the following operating goals we have identified in the administration of the plan:

1. We are working with Mr. Kuhn on a “best practices” mechanism to update the plan as milestones are achieved.
2. We are working with Mr. Kuhn on a “best practices” mechanism to record activities over time to document progress.
3. To maintain a sense of momentum, we are attempting to schedule one workshop discussion every month.
4. We are in the process of developing a master schedule to better organize and plan staff resources. (We note that much of the plan ties back to the budget process).
5. We believe that a regular review/update of the overall plan is appropriate. Our thought process is three times per year; January — May — September.

We look forward to a discussion of our first-ever operations plan.

c: Department Heads

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**SHORT-TERM ROUTINE**

No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Offer Participants or Outside Expertise	Potential Funding Sources(s)	Action/Schedule	Duration	Initiation Date	Key Status Date #1	Key Status Date #2
1	Define role, resources and priorities for economic development	1	Village Manager	Finance	Conduct workshop re: economic development - policy discussion	LGBA - business owners - property owners	750K TIF surplus - Community Development - economic development line item budget	Feb. 22, 2010	Immediately	2/12/10	Staff mtg.	3/13/10 Budget workshop
2	Revisit guiding financial policies and guidelines	1	Finance	Village Manager	conduct policy review at budget workshop on 3/13/10	N/A			1-3 months	In progress	3/13/2010 budget workshop	4/12/10 budget adoption
3	Create West End Business District Development Strategy	1	Com. Dev.	Village Manager	Conduct workshop 1. Advise I/BOT re: Comp. Plan 2. Obtain clarification & direction from VB	CEDC - W. End business and property owners - residents	750K TIF surplus	5/1/10	4-6 months	5/1/10	2/22/10	May/June 2010 workshop
4	Complete residential zoning code update	1	Com. Dev	Village Attorney	Adoption of amendments, if any	p.h. - Plan Com. - ZBA, as needed - DRC	N/A	Jan. 2012	In progress [2 years]	April 2010	April 2010	May 2010
5	YMCA property a) demolition & restoration b) redevelopment c) temp use	1	a) Com. Dev. b) VP/V/M c) Com. Dev.	a) Dept. Heads b) Com. Dev./Village Atty. c) Village Atty.	a) Demolition b) Status of re-development plan c) meeting with/later from YMCA re: proposal	a) None b) Village Board c) Village Board	N/A			Feb. 2010	3/1/10	4/1/10

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6	Pension Funds - update all assumptions	2	Finance	VM	1. Distribute Sharpe's actual list, to the Village Board of Trustees  2. Determine if Village's budget can accommodate \$75,000 expenditure to adjust/compress probable range of retirement, advise Village Board of Trustees accordingly.	T. Sharpe	N/A	≤ 1 month	Done	Done	Done
7	Improve building permit processes and practices	2	Com. Dev.	VM	1. Internal review and adjust processes and practices  2. External review with Village Engineer  3. Advise Village Board of Trustees of outcome		N/A	2 months	In progress	3/5/10	3/13/2010 budget workshop

No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action/Duration Schedule	Iniation Date	Key Status Date #1	Key Status Date #2
8	Stone Avenue train station Renovation a) refine and complete Phase I	2	A/VM	VM DPW Vlg Eng Finance	1. Discuss with Village Board of Trustees at CIP workshop 2. Provide update and direction to Legat 3. Conduct workshop - Return to Village Board of Trustees with revised scope and cost estimate, including extent to accomplish Phase II within \$1 million/\$1.4 million budget 4. Coordinate with Metra METRA platform reconstruction/eng. critical path	Legat Legat	CIP budget CIP budget CIP budget N/A	<1 month ≤ 1 month 3 months 1-2 years	Done Done Done In progress	3/8/10 3/8/10 3/8/10 3/15/10	4/8/10 May 2010 workshop
9	Repair water & sewer system leaks and blockages	2	DPW	Finance VM	1. Continue with sewer televising program 2. Continue with water leak survey 3. Identify water main to be replaced - preliminary basis on water main break repair history 4. Investigate technology to detect leaking water main points 5. Update Village Board of Trustees on sewer televising program results and water accountability		CIP budget CIP budget N/A CIP budget N/A	on-going on-going ≤ 1 year ≤ 1 year	in-progress in-progress 5/4/10 5/1/10	12/1/10 12/1/10 CIP budget submittal 9/1/10	Jan. 2011 CIP workshop

No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Source(s)	Action/Duration Schedule	Iniation Date	Key Status Date #1	Key Status Date #2
10	Consistent residential codes & commercial code enforcement	2	Com. Dev.		<p>1. Internal review and adjustment</p> <p>2. External review with Village Engineer</p> <p>3. Advise Village Board of Trustees of outcome</p> <p>4. DPW - recommend construction standards for:</p> <ul style="list-style-type: none"> <li>- size of taps</li> <li>- backyard drainage</li> </ul>	N/A	2 months	In progress	03/05/10	3/13/10 budget workshop	

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11	Urban forest a) proactive plan b) proactive plan against threats	3	DW	Finance	a) Reforestation b) EA/B	• Village Forester • EQCC? • Village Forester • Edcc	CIP budget CIP budget	\$1 year ≥ 10 years	5/1/10 In progress	9/1/10 Jan 2011 CIP workshop	12/1/10 CIP budget submittal Jan 2012 CIP workshop
12	Guiding policy on transparency/FOIA	3	VM	Village Atty.	Obtain clarification		N/A	\$2 years	5/1/10	5/1/11	5/1/12
13	Evaluation of water system pump station	3	DW	Finance	1. Site size chunks vs. comprehensive approach 2. subjective vs. objective concerns 3. right people in the right place/Employees	Baxter & Woodman	Water fund	\$2 years	5/1/10	12/1/10 CIP budget submittal	12/1/11 CIP budget submittal
14	Preservation of institutional knowledge	3	All department heads		1. Training 2. Mentoring 3. Succession planning		N/A	Ongoing			
15	Department head goal attainment and constraints	3	VM		Updates to Village Board as appropriate		N/A	Ongoing			
16	Village Management a) Professional development b) time for/with department heads c) organizational development	3	VM	Department heads	a) Attend more sessions and conferences b) Time w/for department heads c) MBNA - supervisory staff meetings		current budget	on-going			

No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action By the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
17	Underake review of "Green" practices and technology	3	Village Manager & Department heads		1. Review and consider as opportunities as they present themselves; Where practical 2. Refer back to technology priority			on-going	in progress		
18	Complete tech plan for 911 center	2	Police Chief		1. Phase II/digital mapping of cellular 911 calls 2. Update to Police & Fire dispatching software to capture/directly receive cell calls (position F3) 3. Enhancement to dispatch and records management software (VALOR) 4. Implement 5-yr. proposed budget 5. Implement NG911	State rules for NG911	— ETSB — \$100,000 federal appropriation	on-going	in progress		
19	Community Center	3	VM								
20	Fire Prevention Bureau	2	Fire Chief	Com. Dev.	1. obtain clarification 2. Options: * Maintain * Enhance * Dissolve	— East side neighborhood — FDLG	Village budget - identified but unbudgeted (\$10,000-\$25,000 est. for remodeling)				
21	(more restrictive) set of rules governing ethics & conduct	3	Village Attorney	VM	1. Village attorney to advise Village Board of Trustees regarding existing state and local statutes governing such matters; seek direction from there			on-going - 2 years	March 2010	March 2011	March 2012

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1	Create and adopt a technology plan for whole organization	1	Village Manager	All departments	1. Conduct inventory of current technology by dept. [how do we use it?]           2. Training to department heads regarding opportunities           3. Identify technology needs going forward           [Where can we add it?]           3. Assess limitations of technology           4. Evaluate operational impacts of technology - (staff, time, costs). Also, where do we cross thresholds from contractual to in-house IT staff?           5. Village website           6. Contact workshop with VBOY re: all of the above           7. Dis/staff training and information gathering opportunities		Current budget	5 months	5/1/10	6/1/10	July 2010 workshop
2	Support and resource pedestrian public safety	1	Village Manager	All departments	KLOA	conduct workshop with Village Board to discuss/advise status of program implementation and strategies	Current budget	\$1 year	In progress	8/1/10	

No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action By the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
2a	47th Street - 9th Ped crossing - evaluate - Wieldia ped crossing - investigate reducing profile of 47th St - jurisdictional transfer - 47th St. & East Ave. - traffic signal feasibility study <b>micro-corridor:</b> <ul style="list-style-type: none"><li>* Ogden Ave. corridor - speed study</li><li>* Ogden Ave. corridor - pedestrian improvements</li><li>* La Grange Rd. south of 47th St. - speed study</li><li>* La Grange Rd. &amp; 52nd St. - pedestrian crossing</li><li>* CREATC</li><li>* Maple Ave. pedestrian underpass</li><li>* complete pedestrian crossing signal upgrade - relocate push-button activation onto bollards</li><li>* "Safe Walking Routes to Schools" program - schools have confirmed establishment of existing walking routes</li><li>- conduct field survey to determine consistent: (a) regulatory signage, (b) traffic control signals, (c) pavement markings - near schools and parks</li><li>* public education</li><li>* La Grange Rd./CID - 2 mid-block pedestrian crossings</li><li>* pedestrian bridge over Ogden Ave. (YMCA &amp; Gordon Park redevelopment)</li><li>* traffic enforcement</li><li>* truck enforcement</li><li>* pedestrian crossing enforcement</li><li>* Joliet Rd.</li><li>* state legislation</li><li>* advocacy</li><li>* education (e.g. - new state law re: cell phone usage)</li></ul>										
2b											
3	Conduct focused analysis of parking demands in the Village  <b>micro-programming</b> <ul style="list-style-type: none"><li>- recommendation/reallocation of parking in West End</li><li>- Walker - parking study//West End</li><li>- Walker - CBD employees/best practices (compliance &amp; incentives)</li><li>- investigate parking technology - improve administration, enforcement and collection</li><li>- valet service</li></ul>	1	Village Manager	all departments	Report to Village Board of Trustees	• Walker • LGBA • CEDC	current budget	5/1/10	5/1/10	(coordinate w/ West End Business District Strategy workshop)	

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No.	Project or Action	Priority Level	Primary/Lead Dept	2ndary/Coopt. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action/Duration	Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
4	Village Hall space use and needs analysis	2	Com. Dev. Finance VM	DPW	a. status of study b. next steps c. affordability d. energy audit e. coordinate with HVAC as critical path	Chicago Design Network	current budget	FY 2009-10 - carpeting - walls - furniture FY 2010-11 and beyond - HVAC analysis (\$20,000) - Cook County grant - review budget as to next design phase	In progress	5/1/10	Jan. 2011 CIP workshop	
5	Joint dispatch	2	Police Chief		1. Chief to develop vision, identify motivated partners, and cultivate partnerships			Ongoing	In progress			

No.	Project or Action	Priority Level	Primary/lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
6	Fire Dept. station improvements a. E. wall b. apparatus floor c. other issues	2	a) Fire Chief b) Fire Chief & DPW c) Fire Chief		a). Repair b) Stabilize and action plan c). Prepare multi-year building maintenance plan	state & federal grants state & federal grants state & federal grants	FY2010-11 - Repair \$7,000 vs. rebuild \$220,000. FY2010-11 engineering study - further analysis of center bay \$40,000	In progress	5/1/10	Jan 2011 CIP workshop	
7	HVAC a. Village Hall	2/3		a) VFM, CD, Finance	a. {see above}		FY2008-10 - \$150,000 Village hall space needs	5/1/10	5/1/10	Jan. 2011 CIP workshop	
	b. Police and Fire		b) Police Chief & Fire Chief	Finance	b. Mechanical engineer - upgrade Fire Department component to improve environmental balance Police Chief's office, outside wall office, insulation issue		FY2010-11 - \$50,000 - Dept. of Public Works - office space & some HVAC				
	c. Department of Public Works		c) DPW	Finance	c. preliminary design		FY2009-10 - \$20,000 - HVAC analysis				

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No.	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action/Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
1	[Thoughtful] redevelopment of parcels in the Village	Com. Dev	Finance	1. Keep in touch with owners and land use approvals 2. Clarification from Village Board of Trustees in context of ED workshop	• Property owners • Plan Commission	N/A	on-going	in progress	2/22/10	
2	Maintain Village's fiscal health over the long term, including pension funds, budgets mgmt, and a/c revenues	1	Finance	VM	1. Conduct "mini-workshop" with VBOT by reviewing financial policies at budget workshop in March 2010 2. Get consensus from 3/13/10 workshop - during FY 2010-11, work towards: a) funding annual required contribution for P&T pension funds schedule pension workshop in Sep/Oct 2010; in advance of preliminary property tax levy b) getting GF balance back up to policy range minimum of 50% c) consider use of TIF surplus funds for these purposes d) consider implementing addl. expenditure controls to get reserves back up to policy range min. of 50%	N/A	<1 months 1 year	in progress	3/13/10	Done
3a	CIP a. Maintain current level b. Study funding options	1	Finance	DPW	conduct capital projects workshop with the Village Board	Engineers	current budget	<4 months	2/1/2010 CIP workshop	3/13/2010 CIP workshop
3b	CIP a. Develop specific schedule	1	DPW	Finance	1. Neighborhood street survey - status 2. MARS/QARTS		current budget	in progress		Jan. 2011 CIP budget workshop
4	Update zoning code reference STR1 4)	1	Com. Dev,	VM	- P.U.D. - All other districts - Housekeeping	- Village Attorney - Plan Commission - Village Board of Trustees	Current budget	January 2012	April 2010	April 2010

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No.	Project or Action	Priority Level	Primary/Lead Dept	2ndry/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expertise	Potential Funding Sources(s)	Action Duration Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
5	Undertake long-term staff level analysis	2	Fire Dept. Police Dept. Comm. Dev. Dept. Public Works	Lou - Finance RP - Management AP - Labor	1. Develop long-term operating vision for departments		Current budget	\$1 year	Underway	10/1/10 (performance goal)	1/1/11 (personnel discussion as part of budget process)
6	Tree replacement/ reforestation program - residential - commercial business district	2	[Consolidate with short-term routine- tier 3]								
7	Undertake "global" approach of entire railroad corridor	2	Com. Dev.	Finance VM	1. Economic development workshop 2. Use Comprehensive Plan as yardstick to measure private development proposals and related public policy (economic development, etc.)		Current budget	Ongoing ongoing	underway	2/22/10	

No.	Project or Action	Priority Level	Primary/Lead Dept	2. Indy/Coop. Dept(s)	Action by the Village	Other Participants or Outside Expenses	Potential Funding Sources(s)	Action/Burden Schedule	Initiation Date	Key Status Date #1	Key Status Date #2
8	Continue to design and integrate pedestrian/bicycle amenities	3	DPW Com. Dev.	AVM	1. Maple Avenue underpass	* IH8 * PDLG * Various utilities * Village Board * ICC * Residents and businesses	* Grants * Village Buffs public improvement contribution	5 years	Underway - Village preliminary engineering	2/1/10 CIP workshop	2/1/11 CIP workshop
					2. Odgen Avenue pedestrian bridge	* IDOT * BNSF * PDLG * YMCA developer	* YMCA developer * State capital bill * Grants	\$5 years	Underway - preliminary design & cost estimate	2/1/10 CIP workshop	2/1/11 CIP workshop
					3. Coordinate Master Plan for Gordon Park	* PDLG	* PDLS	5 years	Underway	2/1/11 CIP workshop	2/1/12 CIP workshop
					4. 47th Corridor	* IDOT * Residents and businesses	* State budget	5 years	Underway	2/1/11 CIP workshop	2/1/12 CIP workshop
					5. Future road projects [public]	* KICoA study * Residents * p.h.	* TBD * CNAQ * Developer	on-going	Resurfacing project begins (5-10)	2/1/11 CIP workshop	2/1/12 CIP workshop
					6. Future development projects [private]				-	-	-
					7. Pedestrian underpass - other railroad corridors	* VB * BNSF * ICC * Metra * Various utilities * Lyons 1 Two, High school	* CNAQ * Grants	TBD	TBD	TBD	TBD
						* Residents & businesses					

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9	Increased police services	3		{consolidate with long-term routine:#5}							
10	Undertake East side industrial/railroad corridor beautification	3	Village Manager Com. Dev. Dir./		1. Develop preliminary plan a) property maint. b) ownership 2. CREATE	• IH8 • Private property owners • industrial design appearance stds. • IH8 • Grants • Federal transportation funds	\$5 years.	1/1/12 CIP	TBD	TBD	
11	Village - green practices	3		{consolidate with short-term routine:#17}				\$10 years	Underway	TBD	TBD
12	Develop plans to finish unimproved space at Police Dept.	3	Police Chief	Finance VM	Create usable space to meet long-term vision	• Village Board • Departmental employees • Other agencies?	\$2 years	Underway	1/1/11 CIP	1/1/12 CIP	

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1	Capitalize on technology as a tool for efficiency, effectiveness and document mgmt.	2 (see short-term complex-Tier 1 - #1)	All department heads	All department heads	1. Plan for assessment for long-term technology plan 2. Design and implement schedule - IT consultant	• KLOA • IDOT • Engineering firm • Western Springs • State legislators • Cook County • Metra railroad • Residents	Current budget	≤ 3 years	5/1/10	5/1/11	5/1/12
2	Implement 47th Street Corridor Plan	1	DPW	All departments	1. Clarify vision (#1) Create/Reconfiguration 104th and East (intersection) 2. Assess and measure Impact 3. Identify funding sources	• KLOA • IDOT • Engineering firm • Western Springs • State legislators • Cook County • Metra railroad • Residents	Current budget and State of Illinois	≤ 3 years* *subject to who funds the improvements	5/1/2010	5/1/11	5/1/12
3 and 4	West End Infrastructure	1			1. Stone Avenue Station renovation 2. Parking 3. Other infrastructure improvements (to support redevelopment) - Overhead street lighting - Assess W & S - Condition - Upgrade - Bury overhead utilities - Burlington Avenue repaving - Lot 13 repaving 2012-13 (\$315,000) - Replace RR pedestrian crossing with a wider sidewalk 4. Traffic capacity/intersection Burlington & Brichard 5. Partnership with CIRS 6. Bicycle access and parking 7. Yardside ballot comprehensive plan	• Legat/HBG • KLOA • WSMTD • METRA • BNSF • Property owners • LTHS • Engineering firm • CEDC • Commuters • Com Ed • VIE residents • business owners	In progress	≤ 3 years	12/1/10	12/1/11	
5	MARS & OARS	1	DPW Village Engineer	Finance	1. Feasibility study 2. Detailed engineering	• Village Engineer • IDOT • YMCA developer • MWRD	• Current budget • Debt service/bonds • Loans - stimulus • Grants • Fee increase	2011-12	In progress	5/1/10	Fall 2010

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6	Functional consolidation of care services	2	Police Fire	Finance VM	1. Dispatch 2. fire	TBD	Current budget	On-going	Underway	Annual review of operating plan	
7	Senior Services	3	Police (Elder Services) Fire	Village Manager	• Repeat info fair • Info resource • Village as landlord	• Senior Center • Aging well	Current budget	On-going	Underway	Annual review of operating plan	
8	Fire Dept. facility repairs	3	Fire DpW	Finance VM	• Apparatus floor • East wall	Structural Engineer	Current budget	On-going	Underway	S/1/10	11/1/10
9	Long Term Plan to bury utilities in the village	3	DpW	Finance VM	1. Hillgrove, Bransard to Gilbert	• Com Ed	Current budget Grants	On-going	Underway	1/1/11	1/1/12
		3	Com. Dev.	Finance VM DpW	2. Future redevelopment projects	TBD	TBD	TBD	TBD	CIP	TBD