

**VILLAGE BOARD
COMMITTEE OF THE WHOLE MEETING**

**DECEMBER 15, 2014 – 7:00 P.M.
LEMONT VILLAGE HALL
418 MAIN ST.
LEMONT, IL 60439**

AGENDA

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. DISCUSSION ITEMS**
 - A. IRMA – ANNUAL UPDATE ON LIABILITY/WORKERS COMPENSATION RISK POOL
DISCUSSION
(ADMIN.)(REAVES)(SCHAFFER/DONAHUE)**
 - B. LONG RUN CREEK WATERSHED PLAN DISCUSSION
(PLANNING & ED)(STAPLETON)(JONES/GLAS)**
 - C. UPDATE TO STRATEGIC PLAN DISCUSSION
(ADMIN.)(REAVES)(SCHAFFER)**
 - D. FY 16 BUDGET PROCESS UPDATE
(FINANCE)(SNIEGOWSKI)(SMITH)**
- IV. UNFINISHED BUSINESS**
- V. NEW BUSINESS**
- VI. AUDIENCE PARTICIPATION**
- VIII. ADJOURN**

Village Board

Agenda Memorandum

To: Mayor & Village Board

From: George Schafer, Village Administrator
Eileen Donahue, Hr Generalist

Subject: Annual Update on Liability/Workers Compensation Risk Pool

Date: December 15, 2014

BACKGROUND/HISTORY

The Village of Lemont is a member of the Intergovernmental Risk Management Agency (IRMA). As our risk management agency, IRMA provides Workers Comp insurance as well as Property, Auto, General Liability and Public Officials Liability Coverage.

In addition to the coverage's provided, IRMA is a pro-active partner in providing training and regulatory resources to all Departments at the Village of Lemont.

Margo Ely was hired as the Executive Director in April of 2014 and has already made a significant positive impact on the organization. Dan LeTourneau has been with IRMA for many years as the Director of Risk Management Services.

DISCUSSION

Ms. Ely and Mr. LeTourneau will give the Board an overview of the services IRMA provides to their members as well as an update on current claim status for the Village of Lemont and the value of pooled services.



Village of Lemont
Planning & Economic Development Department

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TO: Committee of the Whole
FROM: Martha M. Glas, Village Planner
THRU:
SUBJECT: Long Run Creek Watershed Plan
DATE: December 10, 2014

SUMMARY

In 2012 the Lower Des Plaines Ecosystem Partnership (LDPEP) pursued and was awarded an IEPA 319 grant to complete a watershed-based plan for Long Run Creek. The Village is a LDPEP partner and was the fiscal agent for the grant. Applied Ecological Services was contracted to collect data and develop the plan. The plan was submitted to the IEPA and was approved in May. Approval of a watershed-based plan by IEPA allows water quality improvement projects identified in the plan to be eligible for additional implementation funds from the IEPA 319 program.

Jurisdictions within the watershed include Lemont, Homer Glen, Lockport, Orland Park, Palos Park, Cook County and Will County. Projects that would improve water quality in the watershed are identified in the plan by jurisdiction. Municipalities can apply for funds individually or collectively as was done under LDPEP.

RECOMMENDATION

The plan is multi-jurisdictional and as such, not all recommendations made in the plan are suitable for all the jurisdictions involved. The intent of the plan, however, is to help guide decision making as it relates to improving water quality in the watershed. The specific projects identified in the plan for improving water quality should be given consideration and should be pursued if feasible. The overarching goal of the plan complements the goals outlined in the recently adopted Lemont 2030 Comprehensive Plan. As a plan that addresses local and regional watershed needs, staff finds the plan to be an asset and recommends support of the plan.

The plan can be downloaded at: <http://www.longruncreek.org/watershedplan>

Full print copies will be made available at the meeting.

Village Board

Agenda Memorandum

To: Mayor & Village Board

From: George Schafer, Village Administrator

Subject: **Update to Strategic Plan Discussion**

Date: December 11, 2014

BACKGROUND/HISTORY

The Village Board participated in a comprehensive strategic planning process in 2012, and the document was finalized in October of 2012. The strategic plan is a short-term strategy that reflects the current priorities of the Village Board, and is meant to provide a structure for anticipating the needs of the community.

Through previous workshops with the Board, modifications to the plan were deemed necessary due to ensuring consistencies with the recently updated comprehensive plan, to reflect any altered priorities since adoption of the original plan and to eliminate any inconsistencies within the original plan. The five major priority areas identified by the Village Board in the original plan will not change; these priority areas include Financial Stability, Workforce Development, Intergovernmental Cooperation, Economic Development & Redevelopment, and Quality Infrastructure. However, language in the priority areas and key performance indicators that define success in these areas will need to be redefined and clarified to assist with the plan's implementation. In addition, the broad strategic actions required to reach these new indicators will also need to be adjusted. The plan's update was discussed at a management staff level, then in front of the Village Board at the October Committee of the Whole and the strategic planning session in November. Subsequent to these meetings, I have met with the department heads again to further refine the updated plan.

RECOMMENDATION

As a result of this feedback over the last several months, the attached document portrays a final draft of the necessary change to the plan, compared to the original document. The changes will lead to a more simplified plan and a plan more reflective of the Board's current priorities.

ACTION REQUIRED

The item is up for discussion only. If a consensus is reached on the updated KPI's and Strategic Initiatives of the plan, staff will distribute the updated plan for implementation into 2015-16

ATTACHMENTS

1. Updated Strategic Plan with comparison from the original plan

Financial Stability

2012

Strategic Priority: Maintain a positive financial position with a goal of achieving greater reliance on local revenue sources. Continuing to demand balanced budgets, while investing in infrastructure assets and avoiding negative adjustments in service quality.

Key Performance Indicators:

- Reserves shall be established at 30% (\$500,000) in the General Fund by April 30, 2015
- Financial Software System will be fully implemented by April 30, 2014
- Operating costs are increases are no greater than 2.2% annually as indexed by revenue increases
- Locally generated revenues from economic growth will grow by 5% from April 1, 2012 – March 31, 2015.

Strategic Initiatives:

- Implement Cost Containment plan to limit operating costs by 2.2%
- Establish baselines for service levels

2014

Strategic Priority: Maintain a positive financial position with a goal of achieving greater reliance on local revenue sources. Continuing to demand balanced budgets, while investing in infrastructure assets and avoiding negative adjustments in service quality.

Key Performance Indicators:

- Reserves shall be established at 30% of normal operating expenditures (total expenditures less inter fund transfers, capital and one time grants in the General Fund by April 30, 2015
- Operating costs are increasing no greater than 2.2% annually unless there is a direct off-setting revenue to support the increase.
- Five year operating financial plan will be in place by December 31, 2015
- Core functions of the Financial Software System will be fully implemented and utilized by April 30, 2014. Enhancements, including e-suite features, will be implemented and utilized by Dec 31, 2015

Strategic Initiatives:

- Implement a cost containment plan utilizing multi departmental resources in obtaining the best services and costs for operating supplies and services.
- Establish baselines for service levels and operating costs through implementation of data analytics programs
- Project revenues and expenditures over a 5 year period to utilize in long range operation financial plan, updated annually
- Develop plan to implement and utilize enhancements to the financial system, updated annually

Workforce Development

2012

Strategic Priority: Provide strong leadership, guidance, and training in technical, management and leadership skill sets to ensure all levels of staff are prepared for new challenges and opportunities. The organization will model a philosophy of community-oriented service with the emphasis on open communication.

Key Performance Indicators

- A performance evaluation system will be aligned with board adopted strategic priorities by April 30, 2013
- All supervisory and exempt staff are fully trained in management and leadership skills by December 31, 2014
- All staff will regularly report on the deterioration of public assets without regard to departmental limits.

Strategic Initiatives

- Establish a career development program for each employee by Dec. 31, 2013- include job enrichment, leadership/management training and succession planning
- Develop general training plan for all employees by Dec. 31, 2013
- Develop overall position classification system to include an updated personnel evaluation system aligned with strategic priorities by Dec. 31, 2013
- Develop an overall staff program openly sharing information among departments and learning to “see and act” across multiple disciplines
- Continue and further develop an overall philosophy of community policing in the Police Department
- Develop a Village wide program/philosophy to utilize technology and other innovative methods in service delivery (For purposes of improving services, increasing productivity, reduce staff time, etc).
- Create a cost-effective human resource program to ensure benefits and programs are efficiently meeting and exceeding employee needs and expectations, as well as evaluate the cost-advantages of each benefit or program.

2014

Strategic Priority: Provide strong leadership, guidance, and training in technical, management and leadership skill sets to ensure all levels of staff are prepared for new challenges and opportunities. The organization will model a philosophy of community-oriented service with the emphasis on open communication.

Key Performance Indicators

- A performance evaluation system will be aligned with board adopted strategic priorities by April 30, 2013
- A leadership training and succession planning program for all supervisory and exempt staff will be adopted and updated annually, beginning with the fiscal year ending April 30, 2015
- A general staff awareness program emphasizing the openly sharing of information among departments and learning to “see and act” across multiple disciplines, will be adopted by fiscal year ending April 30, 2015 and updated annually.
- A community-oriented service program for all staff will be adopted by year ending 2015.

Strategic Initiatives

- An program will be developed for each management employee, for implementation May 1, 2015 and updated annually through the budget process.
- A succession planning financial analysis will be completed by April 30, 2015
- Management Staff meetings will include a departmental duties sharing component where synergies and informational sharing opportunities are identified
- An employee sharing program will be developed and implemented
- A customer service training program will be developed and implemented for all employees
- A community policing strategy will be in place by December 31, 2015
- A community oriented service recognition program will be established and implemented

Intergovernmental Cooperation

2012

Strategic Priority: The Village will provide strong leadership to engage other jurisdictions to achieve our vision. Inviting cooperation and coordination in providing the most efficient and effective methods for the best service to the community.

Key Performance Indicators:

- Overlapping tasks and costs shared with other taxing bodies are identified by December 31, 2014
- Lemont's vision for effective service delivery will be presented to the other taxing bodies annually.

Strategic Initiatives:

- Develop 3-year plan to eliminate redundant services in community
- Develop 3-year plan to share operational costs among governments
- Mayor and Village Board host annual event and/or attend other taxing bodies meetings to communicate Village's vision & key initiatives

2014

Strategic Priority: The Village will provide strong leadership to engage other jurisdictions to achieve the community's vision. The Village will invite cooperation and coordination in providing the most efficient and effective methods for the best service to the community.

Key Performance Indicators:

- Opportunities for collaboration with other taxing agencies are identified by April 30, 2015
- Three major collaboration opportunities will be implemented by April 30, 2016.
- Lemont's vision for collaborative service delivery and brand strategy progress will be shared with the taxing bodies bi-monthly administratively and annually via elected officials.

Strategic Initiatives:

- Mayor and Village Administrator will meet with agency leaders to discuss joint efforts and collaboration opportunities.
- Mayor and Village Administrator develop detailed agenda for Village Board hosted event with elected boards of other taxing bodies
- Mayor and Village Board host event in May 2015 and annually thereafter to communicate efforts and invite cooperation in working together to achieve the community's vision.

Economic Development & Redevelopment

2012

Strategic Priority: Maximize the unique qualities of Lemont, including its history, faith and landscape(s), to invite unique commercial and residential development, as well as promoting tourism-based destination opportunities. Development and redevelopment will be market based with public assistance as needed to meet our objectives.

Key Performance Indicators

- Lemont's population will be 17,000 by December 31, 2015
- Commercial/Retail occupancy will be at or below the vacancy rate of Lemont's market area
- Sales tax receipts increase to \$2 million by December 31, 2015

Strategic Initiatives

- Pursue annexation in unincorporated Cook County
- Establish baseline conditions for key economic development/redevelopment indicators
- Create and implement economic development master marketing program
- Create master plans to support economic development goals of Village Board
- Improve effectiveness of development, building code and code enforcement programs

2014

Strategic Priority: Cultivate a reputation within the Chicago region as a business friendly municipality. Maximize Lemont's unique qualities to invite further development of new and existing visitor attractions. Development and redevelopment will be market driven, with public assistance as needed to meet our objectives.

Key Performance Indicators

- Lemont's Sales Tax year-over-year trends will be at or above the average of its peer communities, as identified in the Lemont Target Industries Report.
- Lemont will be promoted to at least 250,000 members of our target audience(s), with messages relevant to each audience.
- Building permit reviews shall average 5 business days or less
- The Village will execute at least one capital improvement that supports eco-tourism.

Strategic Initiatives

- Establish baseline conditions for key economic development/redevelopment indicators
- Transform the Village website into a vital economic development tool.
- Revise Village development review and code enforcement standards and processes as necessary to improve customer experience, internal efficiency, and effectiveness in achieving our desired outcomes
- Develop and execute brand-based marketing strategies aimed at the Village's target audiences; commercial developers and brokerages; residential real estate brokers; retailers; small businesses; and homebuyers
- Develop a schedule of capital and programming improvements that is tailored to the cultivation of eco and heritage tourism.

Quality Infrastructure

2012

Strategic Priority: Maintain the reliability of the infrastructure with deliberate, budgeted improvements based on equitable assessments of the systems. Develop future infrastructure systems needed to meet expected growth.

Key Performance Indicators:

- A plan to meet “Lemont East” water capacity needs will be in place by January 1, 2014
- A comprehensive five-year capital improvement plan, including a funding plan, is in place by April 1, 2013
- No more than 30% of all local roads are rated less than Level II or less by April 1, 2015

Strategic Initiatives:

- Conduct a comprehensive review of existing road evaluation system
- Develop infrastructure expansion plan for future growth
- Establish a multi-department CIP

2014

Strategic Priority: Maintain the reliability of the infrastructure with deliberate, budgeted improvements based on equitable assessments of the systems. Develop future infrastructure systems needed to meet expected growth.

Key Performance Indicators:

- A comprehensive five-year capital improvement and equipment plan, including a funding plan, in place by April 1, 2015 and updated annually
- No more than 30% of all local roads are rated less than Level II by December 31, 2016
- A plan to meet future Village wide infrastructure needs, as indexed by projected build out will be in place by August 30, 2015

Strategic Initiatives:

- Forecast revenues annually for the five-year capital improvement plan, to include potential bond issuances and other revenue sources.
- Develop analytic program for infrastructure evaluation and future benchmarking needs
- Conduct a comprehensive review of existing road evaluation system including evaluation of the rating methodology and evaluation of rating definitions
- A consultant will be engaged to complete an infrastructure study for Lemont East by April 30, 2014

Village Board

Agenda Memorandum

To: Mayor & Village Board

From: George Schafer, Village Administrator
Chris Smith, Finance Director

Subject: FY16 Budget Process Update

Date: December 15, 2014

BACKGROUND/HISTORY

Last fiscal year, staff changed the budget process to involve the directors and finance committee early on in the process. Additionally, the Capital Improvement Program was separated from the budget discussions to ensure that the program could be adopted early in March for competitive bidding purposes. The changes that were implemented last year were successful in that it allowed Finance to prepare the budget documented for the GFOA budget award and allow various capital projects to be bid out earlier in the year. Additionally, it engaged discussions among departments for ideas regarding enhancements to future budget processes and current monitoring of the year to date actual expenditures verses budget.

DISCUSSION

The FY16 budget will follow a similar process as last year with various enhancements.

Capital Improvement Program-

All departments began compiling the FY16-FY20 Capital Improvement Program in August 2014. A rough draft was submitted to Finance in November. This year the emphasis has been on implementing a comprehensive five year program that is refreshed on an annual basis. The Finance Committee will meet the week of December 15th to finalize the proposed Capital Improvement Program. The Board will receive the proposed draft on December 28th.

FY16 Annual Operating Budget-

The Budget kickoff occurred on November 24th. All directors and managers received a packet outlining the criteria for budget submission. New items this year include:

- Current Year Estimates need to be entered into New World
- Staff met separate to compile a 5 year financial plan for equipment, vehicles, and building maintenance.

Departments will be submitting their FY16 budget to finance on December 28th. The Finance Committee will meet the week of January 12th, 26th and February 2nd to discussion the submissions. The Board will receive a proposed draft on February 10, 2015.

Outlined below is the proposed calendar:

Capital Improvement Plan Process:

August 8 th	Dept Kick-Off CIP Process
November 21 st	Dept submit CIP Sheets to Finance
November/December	Staff/Finance/Engineering Meetings to Discuss submitted Sheets/Requests
Week of December 15th	Finance Committee Meetings
December 28 th	Submit Proposed CIP document
January 12, 2015	COW Meeting – Capital Discussion/ Financial Trends
January 26, 2015	COW Meeting – Finalize Capital Discussion
March 9, 2015	Adopt Resolution at VB Meeting Authorizing Projects and associated Funding Sources

Operational Budget:

November 24 th	Department Kickoff – Info given to directors to begin budget
December 28 th	Department Submit Budget to Finance
Week of January 12th	Finance Committee Meetings
Week of January 26th	Finance Committee Meetings
Week of February 2nd	Finance Committee Meetings
February 10, 2015	Submit Proposed Budget document
February 16, 2015	COW Meeting – Budget Discussion
March 16, 2015	COW Meeting – Presentation of Full Budget – Final Comments received on Final Draft Document
March 23, 2015	Public Hearing on Budget at VB Meeting
April 13, 2015	Pass Budget Ordinance

Please note that the proposed COW meetings in January fall on a regular schedule meeting, which will result in a long evening. Other option for January would be to have a meeting on a Saturday or Sunday.