



# 2014-2019 STRATEGIC PLAN

## DASHBOARD PROGRESS REPORT

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VILLAGE OF  
LAKE ZURICH  
ILLINOIS

*At the Heart of Community*



# YEAR II

# INTRO

## 2016 REPORT INTRODUCTION

Over the past year, the Village of Lake Zurich has made substantial progress in the implementation of its 2014–2019 Strategic Plan. This report highlights the Village’s accomplishments, focusing on the progress made toward the realization of the community’s long-term goals. Many projects are prioritized through the annual budgeting process, at which time staff and resources are allocated to achieve a particular objective. Several other objectives listed in the Strategic Plan are “ongoing” efforts, with the Village capitalizing on new opportunities as they arise, and will remain works in progress.

## FISCAL SUSTAINABILITY

		GOAL #1
OBJECTIVE		% COMPLETE TREND
<b>A</b>	<b>Development of a Financial Strategic Plan</b> • Financial Strategic Plan in final draft stages	20% ●
<b>B</b>	<b>Priority Based Budgeting</b> • Scheduled for outlying plan years	0% ●
<b>C</b>	<b>Development of a TIF Debt Management Plan</b> • Series 2009A TIF bond anticipated for reissuance. Approximate interest payment savings of \$400,000	90% ●
<b>D</b>	<b>Long-Term Pension Obligations Plan</b>	10% ●
<b>E</b>	<b>Maximize Current &amp; Identify Potential New Revenue Sources</b> • Various grants awarded	20% ●
<b>F</b>	<b>Continue Organizational Analysis to Increase Efficiencies</b> • ICMA/CPSM Recommendations in process	60% ●
<b>G</b>	<b>Develop Long-Range Forecasting</b> • 5-Year financial forecasts developed for all funds	100% ✓
<b>H</b>	<b>Develop Plan to Obtain Home Rule Status</b> • Complete. Referendum held November, 2014	100% ✓
<b>I</b>	<b>Identify Areas of Service Overlap</b> • FRD Department mutual aid agreements revised for greater speed and efficiency • Joint salt facility with Ela Township completed • Ela Road improvements started, Lake County has assumed all Phase III responsibility	20% ●
<b>J</b>	<b>Identify Opportunities to Provide Services to Other Agencies</b> • Lake Zurich has assumed dispatch services for Tower Lakes and Wauconda	40% ●
<b>K</b>	<b>Identify Underutilized Village Properties for Potential Sale</b> • Completed at this time. Several concepts considered during FY-2016	20% ●
<b>L</b>	<b>Develop Cost/Benefit Analysis of Transitioning to Separate Park District</b> • Scheduled for consideration in later plan years	0% ●

# DEVELOPMENT

GOAL #2

OBJECTIVE	% COMPLETE	TREND
<b>A</b> <b>Revitalization of Downtown</b> <ul style="list-style-type: none"> <li>• No Further Remediation letter received from Illinois Environmental Protection Agency</li> <li>• Design completed for located utilities underground for Block C</li> <li>• Department of Public Works evaluating relocation and replacement of water mains and sanitary and storm sewers</li> </ul>	20%	●
<b>B</b> <b>Continued Implementation of 6-Point Downtown Redevelopment Plan</b> <ul style="list-style-type: none"> <li>• Special Events Coordinator position approved, position filled</li> <li>• Special Events Sponsorship Program designed and developed, revenues totalling \$14,000 for first year</li> <li>• New Downtown Winter Celebration successful</li> </ul>	20%	●
<b>C</b> <b>Become More Business Friendly &amp; Customer Oriented</b>	20%	●
<b>D</b> <b>Expand Role as Economic Hub in Southwest Lake County</b> <ul style="list-style-type: none"> <li>• Village leased own booth, over 400 brokers, realtors, businesses contacted, multiple discussions held</li> <li>• Retail leakage data available for first time from Lake County Partners on a quarterly basis</li> </ul>	50%	●
<b>E</b> <b>Continue Route 22 Development</b> <ul style="list-style-type: none"> <li>• Approximately 20 businesses located to Route 22 in 2015, up from 8 in 2014</li> </ul>	40%	●
<b>F</b> <b>Develop Recommendations for Future Annexations</b> <ul style="list-style-type: none"> <li>• Scheduled for Future Plan Year</li> </ul>	0%	●
<b>G</b> <b>Continue Route 12 Development</b> <ul style="list-style-type: none"> <li>• Approximately 15 businesses located to Route 12 in 2015</li> </ul>	40%	●
<b>H</b> <b>Update Regulations, Develop Policies to Include Comprehensive Plan Revisions</b> <ul style="list-style-type: none"> <li>• Codes changes designed to decrease wait time for permittees (soil conservancy, site plan review, exterior appearance) developed. Approval of changes anticipated by June, 2016.</li> </ul>	10%	●
<b>I</b> <b>Partner with the Business Community to Identify Its Needs &amp; How They Can Be Met</b> <ul style="list-style-type: none"> <li>• Scheduled for Plan Year 3</li> </ul>	0%	●
<b>J</b> <b>Develop a Comprehensive Marketing Plan for the Village</b> <ul style="list-style-type: none"> <li>• Removed from FY-2016 Budget due to anticipated revenue shortfalls. To be determined.</li> </ul>	0%	●

- Strategies are in place to achieve objective and proceeding as planned. High probability of successful completion of objective.
- Likely probability that objective will be achieved within acceptable parameters with possible modification of scope and strategies as Plan progresses.
- Probability that objective will not be achieved without significant adjustment of resources or extenuating factors.
- To be accomplished beyond current Plan Year 1.

# INFRASTRUCTURE

GOAL #3

OBJECTIVE	% COMPLETE	TREND
<b>A</b> <b>Ensure a Sustainable, Healthy, &amp; Economical Water Source</b> • Leak detection project conducted, leaks repaired, approximately 12,000 GPD saved • Water mains repaired on Maple Avenue and Terrace Lane	40%	●
<b>B</b> <b>Explore Feasibility of a Fixed Asset Analysis &amp; Inventory</b> • Review for later plan years	0%	●
<b>C</b> <b>Examine Available GIS Capabilities for Potential Operational Usefulness</b> • Planned for Year 3	0%	●
<b>D</b> <b>Address Stormwater Management Issues</b> • Grand Avenue main size increased to mitigate flooding in residential areas • Reinstalled lift station on Partridge Lane to mitigate residential flooding • Adoption of Lake County Watershed Development Regulations	20%	●
<b>E</b> <b>Develop a Formalized, Long-Range Street Maintenance Program</b> • Pavement Management Plan in place. Approximately 4 miles of roadway resurfaced for total cost of approximately \$2,000,000.00	20%	●
<b>F</b> <b>Develop a Formalized, Long-Range Sanitary Sewer Plan</b> • Planned for Years 2 and 3 • Approximately 9,000 feet of sanitary interceptor sewer is scheduled for rehabilitation and lining	20%	●
<b>G</b> <b>Prepare a Formalized Municipal Facility Maintenance Plan</b> • Planned for Year 3	0%	●
<b>H</b> <b>Identify &amp; resolve Outstanding Concerns with Village-Owned Properties</b> • Addressed in later plan years	0%	●
<b>I</b> <b>Address Emerald Ash Borer Issue</b> • Removal of all infested trees completed • Tree replacement pilot program in place for FY-2016B	50%	●
<b>J</b> <b>Identify Means to Enhance Pedestrian Mobility (Sidewalks, Bike Paths, Trails, etc.)</b> • Keuchmann Park walking path restoration underway in conjunction with Ancient Oaks Foundation • Echo Lake Sidewalk Improvement project in conjunction with Ela Township completed	40%	●



# SERVICE SUSTAINABILITY

GOAL #4

OBJECTIVE	% COMPLETE	TREND
<b>A</b> Establish a Service Sustainability Plan <ul style="list-style-type: none"> <li>• Inventory of services drafted</li> </ul>	10%	●
<b>B</b> Develop a High-Performance Organization <ul style="list-style-type: none"> <li>• CALEA reaccreditation awarded to Police Department</li> <li>• Records Management System in testing stages</li> <li>• Starcom radio network transition underway</li> </ul>	10%	●
<b>C</b> Establish a Performance Measurement & Management System <ul style="list-style-type: none"> <li>• National Citizen Survey conducted October, 2015. 94% of participants ranked Village as an excellent or good place to live with over 90% assigning positive ratings as a good place to raise children</li> </ul>	60%	●
<b>D</b> Identify Methods of Alternative Service Delivery <ul style="list-style-type: none"> <li>• Village contracted with Lake County for inspection services with estimated savings of approximately \$100,000</li> </ul>	10%	●
<b>E</b> Develop a Technology Update Plan <ul style="list-style-type: none"> <li>• Addressed in later plan years</li> </ul>	0%	●

# CIVIC ENGAGEMENT

GOAL #5

OBJECTIVE	% COMPLETE	TREND
<b>A</b> Create an Infrastructure of Civic Engagement <ul style="list-style-type: none"> <li>• Resident surveys conducted for video gaming, Route 59 extension, stormwater management/funding</li> <li>• Village website redesigned for easier use</li> <li>• Benchmarks E-Newsletter developed and distributed on a regular basis</li> <li>• Facebook and Twitter presence established</li> </ul>	20%	●
<b>B</b> Nurture a Culture of Radical Transparency <ul style="list-style-type: none"> <li>• Illinois Policy Institute Transparency Project Score of 91%, Village recipient of Sunshine Award</li> </ul>	20%	●
<b>C</b> Develop a Comprehensive Communications Plan <ul style="list-style-type: none"> <li>• General, hierarchical, priority-based approach established to engage community</li> </ul>	20%	●
<b>D</b> Provide Opportunities for Elected Officials to Engage Citizens Outside Regular Board Meetings <ul style="list-style-type: none"> <li>• Planned for Year 3</li> </ul>	0%	●

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# FISCAL YEAR 16B TARGET PROJECTS

Fiscal Year 2016B covers an eight-month fiscal period of May 1 to December 31, 2016, after which the Village will transition to a calendar-based fiscal year that starts on January 1, 2017. During this interim fiscal period, the Village will focus on the following initiatives to further advance the community's strategic goals and objectives.

## COMPLETE COMMUNITY DEVELOPMENT/PUBLIC WORKS REORGANIZATION

*Fiscal Sustainability Objective F: Continue organizational analysis to increase efficiencies.*

*Service Sustainability Objective B: Develop a high-performance organization*

Separate Community Development and Public Works Departments refocuses their efforts on their respective responsibilities, removes a layer of bureaucracy and improves communication.

## FINANCIAL SOFTWARE SYSTEM REPLACEMENT PLAN

*Fiscal Sustainability Objective F: Continue organizational analysis to increase efficiencies*

Plan will identify options for replacing obsolete financial software that is no longer supported by its vendor.

## FIRE RESCUE DEPT. FACILITY STUDY

*Fiscal Sustainability Objective F: Continue organizational analysis to increase efficiencies*

Study will consider maintenance, functionality and operational costs of existing 4 stations.

## COMPLETE WAUCONDA DISPATCH INTEGRATION

*Fiscal Sustainability Objective J: Identify Opportunities to Provide Services to Other Agencies*

Integration of Wauconda dispatch improves system efficiency and maximizes partner agencies' investments in shared services.

## WATER METER PERFORMANCE CONTRACT

*Infrastructure Objective A: Ensure a sustainable, Healthy & Economical Water Source*

Project will reduce leakage, improve water meter accuracy and increase operational efficiency.

## GIS IMPLEMENTATION PLAN

*Infrastructure Objective C: Examine available GIS capabilities for potential operational usefulness*

Plan will identify the resources needed to use GIS to support planning, economic development and infrastructure management. Implementation will be considered for FY 2017-2018 budgets.

## ANNUAL ROAD RESURFACING PROGRAM

*Objective E: Develop a formalized, long-range street maintenance program*

Project invests \$2 million in annual street resurfacing, implementing the recommendations of the Pavement Management Plan.

## COMPLETE SEWER LINING PROJECT

*Infrastructure Objective F: Develop a formalized, long-range sanitary sewer plan*

Completion of \$3.3 million investment in sanitary sewers supports long-term system reliability and infrastructure life.

## ASH TREE REPLACEMENT PROGRAM

*Infrastructure Objective I: Address Emerald Ash Borer Issue*

Pilot program invests \$50,000 in FY 2016B to replace trees lost to emerald ash borer (EAB) infestation. Tree replacement will require ongoing commitment in future budget years.

# FISCAL YEAR 16B TARGET PROJECTS

## CONTINUED

### CIP 10-20 YEAR EXTENSION

*Infrastructure Objectives D, E, F, and G*

*Fiscal Sustainability Objective A: Development of a financial strategic plan*

Capital Improvement Program will be extended from 5-year window to 10-20 year horizons to better anticipate long-term infrastructure costs and explore future funding options.

### STREAMLINE REVIEW FOR SITE PLANS AND BUILDING EXTERIORS

*Development Objective C: Become more business friendly & customer oriented*

Staff review for site plans and exteriors that meet codes reduces response times and accelerates development activity.

### DOWNTOWN REDEVELOPMENT

*Development Objective A: Revitalization of Downtown*

Priority placed on completing the review and approval of proposed developments for Village-owned Block A and Block C properties.

### KMART REDEVELOPMENT

*Development Objective G: Continue Route 12 development*

Staff will capitalize on renewed interest in redeveloping Kmart site in favor of new mixed use residential/commercial project.

### ZONING CODE REVIEW

*Development Objective H: Update regulations, develop policies to include Comprehensive Plan revisions*

Zoning regulations will be assessed for revisions and updates to better match community development goals. Changes would be implemented in FY 2017.

### COMPLETE SIGN CODE REVISIONS

*Development Objective H: Update regulations, develop policies to include Comprehensive Plan revisions*

Sign code revisions will provide new opportunities for businesses to advertise, within the context of the community's appearance standards.

### LIQUOR CODE REVIEW/REVISION REWRITE

*Development Objective C: Become more business friendly & customer oriented*

*Development Objective I: Partner with business community to identify its needs and how they can be met*

First adopted in 1994, the Liquor Code has been repeatedly amended to create 23 different classes of liquor licenses. A restructured liquor code will streamline license categories, reexamine requirements, and support current and future liquor establishments.

### SPECIAL EVENTS IMPLEMENTATION

*Development Objective K: Enhance community image and positive interactions through special events*

Village will host or partner with 17 special events, providing positive experiences for residents and guests to build community image and support other civic engagement goals.

### ICMA INSIGHTS IMPLEMENTATION

*Service Sustainability Objective C: Establish a performance measurement/management system*

National benchmarking platform will provide context and guidance for future service delivery decisions, complementing the community's feedback from the National Citizens Survey.