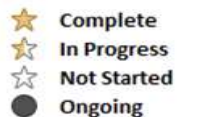


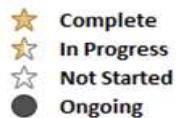
FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
1. Implement an operating budget and capital improvement strategy that is balanced over the long term.					
a. Continue to develop long-term financial forecasts mechanisms that allow the City to annually identify future revenue and expenditure trends in efforts to prepare plans that address anticipated problems in a timely fashion.					
Investment Program	Implement a more robust program with the goal of enhancing investment earnings.	☆	FY19	FIT	
Long Term Financial Forecasting	Continue the use of the City's "10 Year General Fund Financial Forecasting Mechanism" to enhance the financial planning efforts, as a part of the organization's standard financial reporting practices during the budget process.	●	Ongoing	FIT	
Aaa Bond Rating and other recognitions	Maintain Bond Rating Level with Moody's and pursue other recognitions and awards to celebrate the City's long history of fiscal stewardship.	●	Ongoing	FIT	
Alternative Sources of Revenue	Pursue alternative (non-property tax) revenues.	●	Ongoing	FIT	
Budget Development and Reporting Process	Continue OPEB Reporting Standards on City Financial Statements.	●	Ongoing	FIT	
Budget Development and Reporting Process	Implemented GFOA recommended modifications to the City's annual budget document to enhance reporting practices.	●	Ongoing	FIT	
Capital Investment Program Analysis	Establish and conduct a comprehensive analysis to assess capital funding requirements by class of asset based on inventory and current replacement costs.	●	Ongoing	FIT	



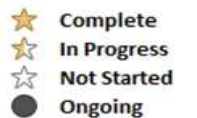
FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
b. Identify internal/external challenges that may impact the City's ability to remain flexible in the management of financial resources.					
Fire Vision 2020 Committee	Re-establish the committee to explore capital and operational enhancements to improve the Fire Department's service capacity.	★	FY18	HR	
Internal/External Challenges	Identify internal and external challenges that may impact City's management of financial resources.	●	Ongoing	FIT	
c. Evaluate and prioritize City services; then identify opportunities for alternative service delivery.					
Alternative Health Insurance Coverage	Create a program to guide dependents aging off of City Health Insurance in finding alternative coverage.	☆	FY19	HR	
City's Cable TV (LFTV) Restructuring Program	Completed an organizational restructuring of the LFTV Division of the City Manager's Office and hired contractors to operate the division of OCM.	★	FY18	OCM	
Core and Elective Functions and Performance Management	Continue operational restructuring/streamlining, reviewing functions and performance management to ensure maximum alignment.	●	Ongoing	OCM	
Cross Train Staff and Seek Shared Service Opportunities	Explore opportunities throughout the organization that allow for increased flexibility to respond to shifting demands for service and greater efficiencies and economic benefits.	●	Ongoing	All Departments	
Organizational Review and Restructuring Opportunities	Combined duties of Fire Marshal & Admin BC positions, establishing Division Chief of Operations position, saving a total of \$66,000 Annually.	★	FY18	FD, HR	



FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
Organizational Review and Restructuring Opportunities	Successfully converted two full-time Community Service Officer Positions into four part-time positions that provide better and more consistent service and road coverage.	★	FY18	PD, HR	
Organizational Review and Restructuring Opportunities	Streamline internal customer service process regarding licenses and permits issued within the Office of the City Manager.	☆	FY19	OCM	
Organizational Review and Restructuring Opportunities	Continue use of Shared Administrative Assistant between FD & HR Admin Needs.	●	Ongoing	FD, HR	
d. Improve the effectiveness and efficiency of City programs and activities in achieving results that are valued by the public.					
5 Year Comprehensive Vehicle Apparatus Replacement Plan	Contingent on RFPD and LB Service Agreements.	●	Ongoing	FD	
Board of Fire and Police Commissioners	Complete update of BFPC Rules and Regulations.	★	FY18	HR, FD, PD	
Board of Fire and Police Commissioners	Serve as staff secretary/liaison to help coordinate process to establish Hiring and Promotional List for Public Safety.	●	Ongoing	HR, FD, PD	








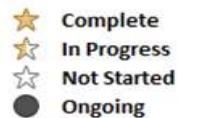
FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
BS&A Software (Selection)	Issue a RFP for new ERP system for the City's finance and land use software; coordinate a review committee to assess proposals received and select a vendor.	★	FY18	FIT	
BS&A Software (Implementation)	Implement the new software solutions to assist with improving the internal and external business processes through the deployment of the Enterprise Resource Planning system software solution, which requires significant effort by all Finance and Information Technology department staff.	★	FY19	FIT	
Budget Development and Reporting Process	Implement new City-Wide process utilizing the City's new ERP system (Reoccur Annually).	☆	FY19	FIT	
City Retiree Insured Health Plan	Complete transfer of Medicare-eligible retirees, realizing a 3% reduction in stop loss quote.	★	FY18	HR	
ERP Online Portal - AccessMyGov	Facilitate customer online transactions/employee self-service.	●	Ongoing	FIT	
Northern Illinois Benchmarking Cooperative (NIBC)	Establish the Northern Illinois Benchmarking Cooperative (NIBC) to jointly explore, develop and share performance metrics that support a collaborative performance management and benchmarking program for public safety.	★	FY18	OCM, PD	
Vehicle/Animal License and Parking Program	Implement a change in vendor to recognize \$46,000 in annual cost savings.	★	FY18	FIT	









- ★ Complete
- ★ In Progress
- ☆ Not Started
- Ongoing



FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
e. Develop and implement an effective economic development strategy to create jobs, enhance economic diversification, and promote income growth.					
<i>No Projects Identified</i>					
2. Continue to pursue alternative sources of revenue, while thoughtfully reducing expenditures through public and private partnerships and special service agreements.					
a. Create consortiums and shared service agreement opportunities with neighboring municipalities to reduce expenditures.					
Consolidated Public Safety Services for Local Dispatch	Extended agreement in to continued pursuit of these opportunities, in effort to make all services more efficient, sustainable, and affordable for residents.		FY18	FD, HR, FIT, OCM, Glenview Public Safety Dispatch Consortium Program	
Consolidated Public Safety Services for Fire and EMS Services	Continue to investigate opportunities for shared service agreements with local area fire departments or districts, specifically exploring potential provision of services to Rockland Fire Protection District and full fire and EMS services to Lake Bluff.		Ongoing	FD, HR, FIT, OCM, Neighboring Fire Districts, RFPD, Village of Lake Bluff	
Electric Aggregation Consortium	Continue partnership with EAC to evaluate utility service projects and options.		Ongoing	OCM, PW	
Organizational Review and Restructuring Opportunities	Explore opportunities for increased shared services through work with Lake County.		FY19	CD, Lake County	
Water Utility Services	Began providing Water Plant operations for two/three days per week as well as negotiations to sell water to the City of Highwood.		Ongoing	OCM, PW	



FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
b. Further steward relationships between the City and community stakeholders to identify potential public/private partnerships.					
Deerpath Golf Course Renovation Project	Continue ongoing renovations to enhance the course's infrastructure and amenities of the Deerpath Golf Course as well as, to preserve this very important Community Asset for future generations.		FY21	PFR, PW, OCM	
Grants & Outside Funding	Continue to seek out grants and other outside funding.		Ongoing	All Departments	
McCormick Ravine Restoration	Continued negotiations with LFOLA regarding the transfer of City-owned property with in the Ravine to enhance the project.		FY19	OCM, LFOLA	Duplicate in ESRL - 2 - A
c. Create opportunity for residents to make "legacy contributions" - donations for specific directed purposes or for the General Fund.					
<i>No Projects Identified</i>					
d. Explore opportunities to increase volunteer efforts to reduce City operational costs.					
<i>No Projects Identified</i>					
3. Ensure the public is well informed and understands the financial condition of the City and the efforts made previously to continue to keep the budget in balance.					
a. Publicize the Comprehensive Fiscal Plan, cost-saving initiatives and staff reductions that had been implemented.					
Budget on City of Web Site	Promote financial transparency by continuing to publish the Annual Budget on the City website.		Ongoing	FIT	
Financial Reporting	Enhanced Financial Reporting via ERP.		FY19	FIT	
Financial Reporting	OPEB Reporting on City Financial Statements.		FY20	FIT	
b. Utilizing multiple modes of media and communication to inform the community (i.e. printed information; information repositories, kiosks, hotlines; websites and social media; press, media and other technological advances).					
Budget on City of Web Site	Promote financial transparency by continuing to publish the Annual Budget on the City website.		Ongoing	FIT	
Financial Transparency Portal	Enhance financial transparency by providing financial data for residents to view on the City's web site via the OpenGov Application.		FY18	FIT	

-  Complete
-  In Progress
-  Not Started
-  Ongoing

FISCAL STEWARDSHIP

Strategic Priorities	Description	Status	Timeline	Responsible Parties	Notes/Commentary
c. Publicize updates to budgets at regular intervals.					
Budget on City of Web Site	Promote financial transparency by continuing to publish the Annual Budget on the City website.	●	Ongoing	FIT	
4. Continue to actively encourage and support economic development.					
a. Develop and implement business incentive programs to further support economic vitality.					
<i>No Projects Identified</i>					
b. Examine regulations, fee structure and time required to open new business or make modifications.					
<i>No Projects Identified</i>					
c. Identify opportunities to leverage large number of employees working in the City of Lake Forest (i.e. Conway Park, Lake Forest College, Lake Forest Hospital, and other Corporate Businesses)					
<i>No Projects Identified</i>					

