

VILLAGE OF LOMBARD  
REQUEST FOR BOARD OF TRUSTEES ACTION  
For Inclusion on Board Agenda

\_\_\_\_\_ Resolution or Ordinance (Blue) \_\_\_\_\_ *Waiver of First Requested*  
\_\_\_\_\_ Recommendations of Boards, Commissions & Committees (Green)  
  X   \_\_\_\_\_ Other Business (Pink)

TO: PRESIDENT AND BOARD OF TRUSTEES  
FROM: Scott Niehaus, Village Manager  
DATE: December 8, 2021 (B of T) Date: December 16, 2021  
TITLE: Village of Lombard Strategic Plan 2021-2024  
SUBMITTED BY: Nicole Aranas, Assistant Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Attached please find a copy of the propose Village of Lombard 2021-2024 Strategic Plan for review by the Village Board of Trustees. This document identifies a shared vision, priorities, initiatives, and operational strategies to guide Village operations over the next three years.

Please place this item on the consent agenda for the December 16, 2021, Board of Trustees meeting.

Review (as necessary):

Village Attorney X _____	Date _____
Finance Director X _____	Date _____
Village Manager X <u>SN</u> _____	Date <u>12/8/21</u> _____

NOTE: All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda Distribution.

**MEMORANDUM**

**TO:** Scott Niehaus  
Village Manager

**FROM:** Nicole P. Aranas *NPA*  
Assistant Village Manager

**DATE:** December 8, 2021

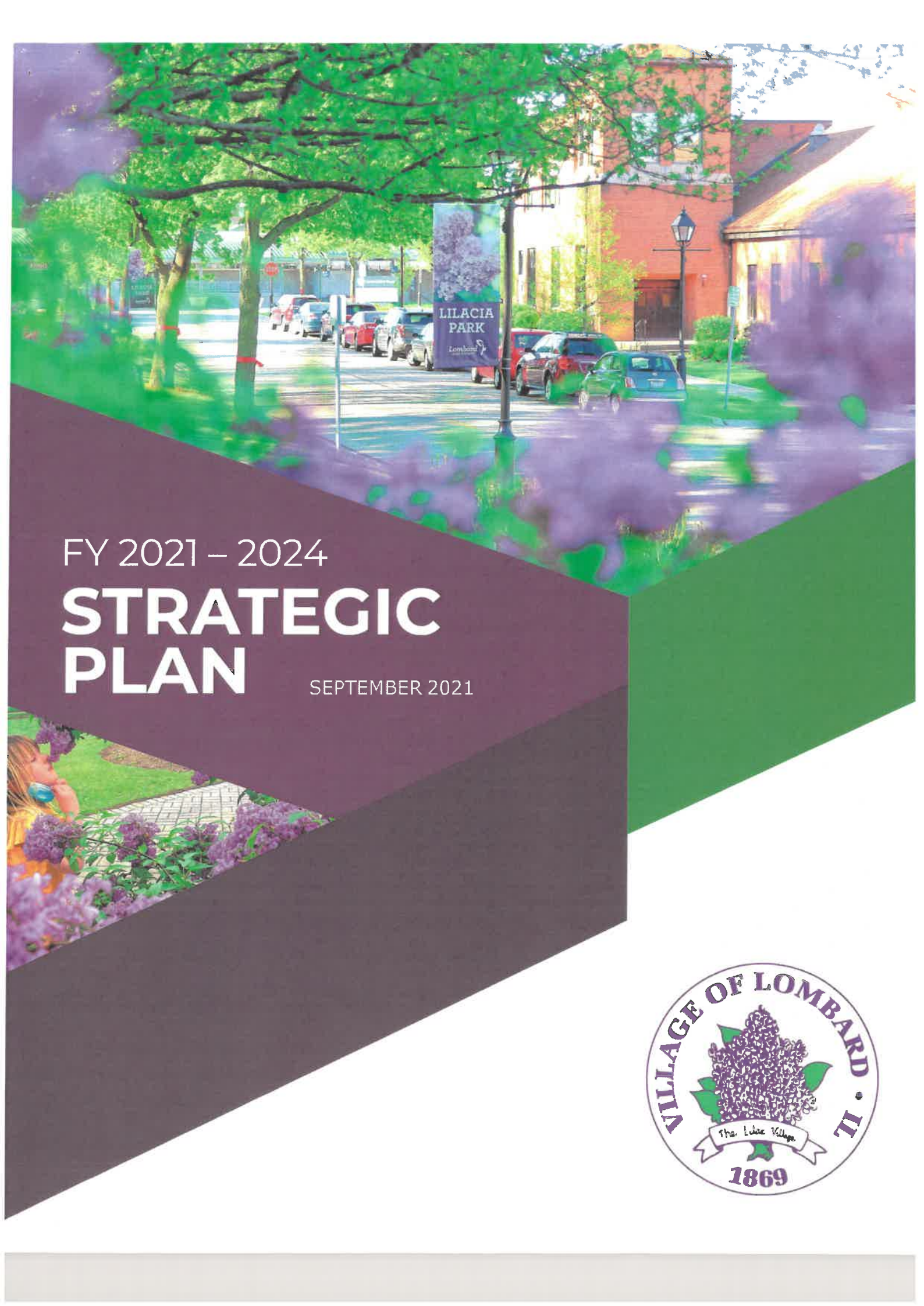
**SUBJECT:** Village of Lombard Strategic Plan 2021-2024

Attached please find a copy of the proposed Village of Lombard 2021-2024 Strategic Plan for review and potential approval by the Village Board of Trustees. This document has previously been circulated with the Village Board and senior management for review and comment and was the subject of a Village Board workshop on December 2, 2021. The Strategic Plan for 2021-2024 was developed to identify a shared vision, priorities, initiatives and operational strategies to guide Village operations.

The Strategic Plan process involved multiple sessions with an outside facilitator to examine the operating environment and conduct a SWOT analysis. Through the sessions, elected officials and senior management team to develop a set of priorities, key outcomes, and performance targets. Using this information as a guide, a set of strategic initiatives have been identified and documented within the plan. The strategic priorities and desired outcomes that serve as the basis of this plan are as follows:

- **FINANCIAL SUSTAINABILITY**
  - Financial strength
  - Prudent use of Federal funds
  - Stable and predictable revenue
- **ECONOMIC DEVELOPMENT**
  - Business flexibility
  - Economic development awareness
  - Key sites developed/redeveloped
- **COMMUNICATION & COMMUNITY IMAGE**
  - Increased accessibility
  - Meet information needs of the whole community
  - Board and Committees reflective of community
- **OPERATIONAL EXCELLENCE**
  - Competent workforce
  - Efficient service delivery
  - Improved operational effectiveness
- **WELL MAINTAINED INFRASTRUCTURE**
  - Facilities adequate to meet operational needs
  - High quality and reliable utility and roadway systems
  - Effective project management

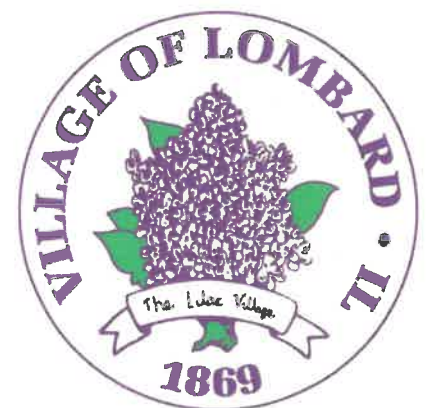
Please place this item on the consent agenda for the Village Board Meeting on December 16, 2021 for consideration and possible approval by the Board of Trustees. Upon approval by the Village Board of Trustees, the 2021-2024 Strategic Plan will be shared, posted to the Village website, and append Village Budget documents. Further, upon approval of the plan, Village staff will undertake communications to publicly communicate the Strategic Plan and its contents. Please let me know of any issues, questions or concerns in regards to the proposed plan.



FY 2021 – 2024

# STRATEGIC PLAN

SEPTEMBER 2021





RAPP CONSULTING GROUP

September 24, 2021

Scott Niehaus  
City Manager  
Village of Lombard  
255 E. Wilson Avenue  
Lombard, Illinois 60148

RE: FY 2021-2024 Strategic Plan – Village of Lombard

Dear Scott,

I am pleased to present the 2021-2024 Strategic Plan and Summary Report to the Village of Lombard. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

It has been a pleasure assisting the Village with this important project. The Board of Trustees, you and the senior management displayed clear thinking, dedication and focused effort.

Thank you for the opportunity to provide these services to the Village of Lombard.

Craig R. Rapp  
President



# TABLE OF CONTENTS

Transmittal Letter	
Executive Summary	01
Strategic Plan Summary FY 2021-2024	02
Vision, Mission, Principles	03
Reviewing the Environment, SWOT Analysis	04
Strategic Priority 1: Financial Sustainability	05
Strategic Priority 2: Economic Development	06
Strategic Priority 3: Communication & Community Image	07
Strategic Priority 4: Operational Excellence	08
Strategic Priority 5: Well Maintained Infrastructure	09
Strategic Planning Participants	10

# EXECUTIVE SUMMARY

From April 2020 – June 2021, with a 12-month break to accommodate the pandemic and an election, the Village of Lombard engaged in a strategic planning process. The process resulted in a strategic plan covering FY 2021-2024.

The plan consists of five **strategic priorities** — the issues of greatest importance to the Village of Lombard over the next three years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment, followed by a SWOT analysis. On June 3 and June 5, 2021, the Village Board and senior management team held strategic planning sessions. They developed a set of priorities, key outcomes and performance targets, and outlined draft versions of the organization’s vision, mission and values.

Based upon those priorities, the Village’s senior management team met on June 14, 2021, to identify a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



strategy

The Plan

## Five Strategic Priorities

- 1 FINANCIAL SUSTAINABILITY
- 2 ECONOMIC DEVELOPMENT
- 3 COMMUNICATION & COMMUNITY IMAGE
- 4 OPERATIONAL EXCELLENCE
- 5 WELL MAINTAINED INFRASTRUCTURE

# STRATEGIC PLAN SUMMARY 2021–2024

## Village of Lombard

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Financial Sustainability	Financial strength	- Bond Rating	- BBB in 2023 - AA+ in 2028	a) Develop plan and process to promote strong Village financial condition to rating agencies b) Develop options for use of federal stimulus funds c) Establish strategy for revenue diversity and stabilization
	Prudent use of Federal funds	- Revenue generated - Expenditures leveraged - Cost savings achieved	- Businesses assisted are in targeted sectors most impacted - Positive ROI on Federal Funds used for Economic Development by 2024	
	Stable & predictable revenue	- Revenue variability reduction	- From 2021-2024 revenues remain stable	
Economic Development	Business flexibility	- # business regulations modified - # development policies refined	- Flexible guidance and policies in place by 2022	a) Develop policies to reflect existing & future development trends b) Develop action plan for economic development awareness c) Develop incentive policy and strategies tailored to sites
	Economic Development Awareness	- % positive business and public awareness	- 50% public awareness of Village ED efforts - 20% increase in utilization of ED tools by 2024	
	Key sites are developed or redeveloped	- # key site signed agreements - # key site approvals granted	- Reuse/redevelopment underway at each key development site by 2024	
Communication & Community Image	Increased accessibility	- % increase in engagements - % positive feedback results	- 20% increase of followers by 2024 - More than 50% feel well-informed	a) Expand communications channels/modes b) Develop social media promotional strategies c) Develop Communications presentation for remote audiences d) Adopt Boards and Commission policy and fill vacancies e) National Citizen Survey or alternative survey method conducted to survey public
	Meet information needs of the whole community	- # non-traditional group interactions - # of community meetings	- 75% of residents say Village public information functions are rated positively by 2024	
	Boards and Committees reflective of community	- # applications increased - Board/Committee makeup-community segment ratio	- No vacancies on committees by 2022 - Applicant pool doubled over prior recruitment	
Operational Excellence	Competent workforce	- % meeting training standards - # employees meeting standards	- =>98% employees meet expectations on performance evaluations by 2024	a) Develop contingency and innovation strategy b) Develop improved customer service process improvements and survey methods c) Explore uses of technology to support improved operational effectiveness
	Efficient Service Delivery	- Processing, response, cycle times	- Improved service delivery via innovation – one area per department by 2024	
	Improved operational effectiveness	- # innovations improve service - # process improvements - % positive satisfaction rating	- Reduced operational costs -2021-2024 - Resident satisfaction at/above 75% by 2024	
Well Maintained Infrastructure	Facilities adequate to meet operational needs	- Condition ratings achieved - # gaps closed	- Complete facility plan for public safety by 2024 - Complete fleet expansion project by 2024 - Address 2 operational deficiencies by 2024	a) Develop and implement comprehensive facilities plan b) Complete feasibility assessment of shared Public Safety Facility c) Revise Pavement Management Policy (6. J.) d) Develop inspectional program(s) for infrastructure & maintenance strategies e) Enhance CIP implementation to meet targeted needs
	High quality and reliable utility and roadway systems	- Roadway OCI achieved - Water main break rate reduction - Sewer back up reduction	- OCI of 74/100 - 20 main breaks/100 M by 2024 - Reduction of 25% in sewer back-ups by 2024	
	Effective project management	- Deadlines met - Budget targets achieved	- 95% of projects completed on-time/on-budget - Change orders limited to +15%	



## OUR VISION

Our shared vision for Lombard is a community of excellence by its government working together with residents and businesses to create a distinctive sense of spirit and an outstanding quality of life.



## OUR MISSION

The Mission of the Village of Lombard is to provide superior and responsive governmental services to the people of Lombard.



## OUR GUIDING PRINCIPLES

The Village of Lombard will continue to proactively address issues related to public safety, and to plan for future public safety needs that may arise. Public safety is considered to include police, fire and public works services.

The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.

The Village of Lombard should continue with proactive, yet financially prudent, planning for capital improvements as reflected in the ten-year Capital Improvement Program.

The Village of Lombard and other governmental agencies should continue working in a spirit of strong intergovernmental cooperation, as has been the practice to the present time.

The Village of Lombard should continue to foster customer-friendly policies.



## Reviewing the Environment, Setting Strategic Priorities

Following the value proposition, vision, mission and guiding principles discussion, the group continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis--a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the Village Board and senior staff in advance of the planning session. Using the SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.

### STRENGTHS

- Experienced staff
- Communications/transparency
- Financial stability
- Collaborative staff/morale

### WEAKNESSES

- Age of facilities
- Tax base
- Non Home Rule status

## SWOT Analysis

- Development sites
- Public outreach
- Changing demographics
- Innovation

### OPPORTUNITIES

- Declining tax base
- Unfunded mandates
- Public mistrust/  
misinformation
- Large scale emergencies

### THREATS

STRATEGIC PRIORITY 1

# Financial Sustainability



**OUTCOME**

Financial strength

**KEY OUTCOME INDICATOR**

Bond rating

**TARGET**

BBB in 2023; AA+ in 2028

**OUTCOME**

Prudent use of Federal funds

**KEY OUTCOME INDICATOR**

Revenue generated; Expenditures leveraged;  
Cost savings achieved

**TARGET**

Businesses assisted are in targeted sectors most impacted; Positive ROI on Federal Funds used for Economic Development by 2024

**OUTCOME**

Stable and predictable revenue

**KEY OUTCOME INDICATOR**

Revenue variability reduction

**TARGET**

From 2021-2024 revenues remain stable

## STRATEGIC INITIATIVES

- a. Develop plan and process to promote strong Village financial condition to rating agencies
- b. Develop options for use of federal stimulus funds

- c. Establish strategy for revenue diversity and stabilization

STRATEGIC PRIORITY 2

# Economic Development



**OUTCOME**

Business flexibility

**KEY OUTCOME INDICATOR**

# business regulations modified; # development policies refined

**TARGET**

Flexible guidance and policies in place by 2022

**OUTCOME**

Economic Development Awareness

**KEY OUTCOME INDICATOR**

% positive business and public awareness

**TARGET**

50% public awareness of Village ED efforts;  
20% increase in utilization of ED tools by 2024

**OUTCOME**

Key sites are developed/re-developed

**KEY OUTCOME INDICATOR**

# key sites signed agreements; # key site approvals granted

**TARGET**

Reuse/redevelopment underway at each key development site by 2024

## STRATEGIC INITIATIVES

a. Develop policies to reflect existing and future development trends

b. Develop action plan for economic development awareness

c. Develop incentive policy and strategies tailored to sites

STRATEGIC PRIORITY 3  
**Communication & Community Image**



**OUTCOME**

Increased accessibility

**KEY OUTCOME INDICATOR**

% increase in engagements; % positive feedback results

**TARGET**

20% increase of followers by 2024; More than 50% feel well-informed

**OUTCOME**

Meet information needs of the whole community

**KEY OUTCOME INDICATOR**

# non-traditional group interactions; # of community meetings

**TARGET**

75% of residents say Village public information functions are rated positively by 2024

**OUTCOME**

Boards and Committees reflective of community

**KEY OUTCOME INDICATOR**

# of applications increased; Board/Committee makeup-community segment ratio

**TARGET**

No vacancies on committees by 2022; Applicant pool doubled over prior recruitment

**STRATEGIC INITIATIVES**

- a. Expand communications channels/modes
- b. Develop social media promotional strategies
- c. Develop Communications presentation for remote audiences
- d. Adopt Boards and Commission policy and fill vacancies
- e. National Citizen Survey or alternative survey method conducted to survey public

STRATEGIC PRIORITY 4

# Operational Excellence



**OUTCOME**

Competent workforce

**KEY OUTCOME INDICATOR**

% meeting training standards; # employees meeting standards

**TARGET**

=>98% employees meet expectations on performance evaluations by 2024

**OUTCOME**

Efficient Service Delivery

**KEY OUTCOME INDICATOR**

Processing, response cycle times

**TARGET**

Improved service delivery via innovation-one area per dept by 2024

**OUTCOME**

Improved operational effectiveness

**KEY OUTCOME INDICATOR**

# innovations improve service; # process improvements; % positive satisfaction rating

**TARGET**

Reduced operational costs – 2021-2024;  
Resident satisfaction at/above 75% by 2024

## STRATEGIC INITIATIVES

- a. Develop contingency and innovation strategy
- b. Develop improved customer service process improvements and survey methods

- c. ) Explore uses of technology to support improved operational effectiveness

# STRATEGIC PRIORITY 5

## Well Maintained Infrastructure



### OUTCOME

Facilities adequate to meet operational needs

### KEY OUTCOME INDICATOR

Condition ratings achieved; # gaps closed

### TARGET

Complete facility plan for public safety by 2024;  
Complete fleet expansion project by 2024;  
Address 2 operational deficiencies by 2024

### OUTCOME

High quality and reliable utility and roadway systems

### KEY OUTCOME INDICATOR

Roadway OCI achieved; Water main break rate reduction; Sewer back up reduction

### TARGET

OCI of 74/100; 20 main breaks/100M by 2024;  
Reduction of 25% in sewer back-ups by 2024

### OUTCOME

Effective project management

### KEY OUTCOME INDICATOR

Deadlines met; Budget targets achieved

### TARGET

95% of projects completed on-time/on-budget; Change orders limited to +15%

## STRATEGIC INITIATIVES

- a. Develop and implement comprehensive facilities plan
- b. Complete feasibility assessment of shared Public Safety Facility
- c. Revise Pavement Management Policy (6. J.)

- d. Develop inspectional program(s) for infrastructure & maintenance strategies
- e. Enhance CIP implementation to meet targeted needs



## STRATEGIC PLANNING PARTICIPANTS

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board of Trustees provided leadership and direction, and took time out their schedules to commit to long-term thinking. They defined a set of outcomes that are important to the citizens, businesses and stakeholders with whom they partner and serve.

The Village's senior staff supported the Village Board and offered challenges to conventional thinking

### VILLAGE BOARD

Keith Giagnorio, Village President  
Brian LaVaque, Trustee – District #1  
Anthony Puccio, Trustee – District #2  
Bernie Dudek, Trustee – District #3  
Andrew Honig, Trustee – District #4  
Dan Militello, Trustee – District #5  
Bob Bachner, Trustee – District #6  
Elizabeth Brezinski, Village Clerk  
Scott Niehaus, Village Manager  
Nicole Aranas, Assistant Village Manager

### VILLAGE STAFF

Tim Sexton, Director of Finance  
Bill Heniff, Director of Community Development  
Carl Goldsmith, Director of Public Works  
Roy Newton, Chief of Police  
Richard Sander, Fire Chief  
Avis Meade, Communications Coordinator  
Kathy Dunne, HR Director  
Tom Bayer, Village Attorney  
Jason Guisinger, Village Attorney