



MEMORANDUM

TO: Scott Niehaus
Village Manager

FROM: Nicole P. Aranas
Assistant Village Manager

DATE: November 23, 2021

SUBJECT: Village of Lombard Strategic Plan 2021-2024

Attached please find a draft copy of the Village of Lombard 2021-2024 Strategic Plan for review and eventual approval by the Village Board of Trustees. A copy of this document was previously shared with the Board and Village staff under separate cover upon its initial receipt. The Strategic Plan for 2021-2024 was developed to identify our shared vision, priorities, initiatives and operational strategies to guide Village operations.

The Strategic Plan process involved multiple sessions with a facilitation 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

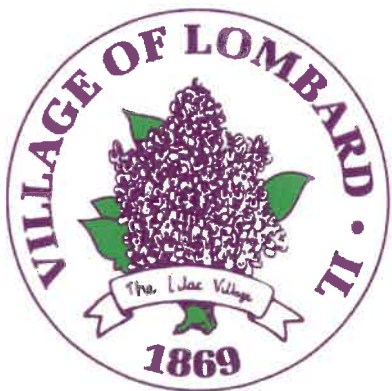
A copy of the 2021-2024 Strategic Plan is being shared here once again for review and potential discussion at the upcoming Village Board workshop. Upon review, the item will be placed on an upcoming Village Board Meeting agenda for consideration and possible approval by the Board of Trustees. Upon approval by the Village Board of Trustees, the 2021-2024 Strategic Plan will be shared, posted to the Village website, and append Village Budget documents. A copy of the proposed communications plan for publicly communicating the Strategic Plan and contents will also be shared within the Board under separate cover. Please let me know of any issues, questions or concerns in regards to the draft 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



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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