



March 24, 2022

TO: Public Works and Environmental Concerns Committee

FROM: Carl Goldsmith, Director of Public Works *CG*

SUBJECT: 2021-2024 Strategic Plan

The Village of Lombard Board of Trustees and Department heads routinely engage in efforts to develop and update the Strategic Plan. The Strategic Plan is a tool that provides the following benefits to the Village:

- Assists and guides a municipality in determining its priorities, direction, and future as an organization
- Provides a blueprint and guide for Village operations that focuses on identified, clear, and collective goals
- Aids in prioritizing resources and facilitates management decisions that target these desired outcomes
- Provides a shared vision for the Village of Lombard and a basis to identify, evaluate, and communicate progress on results

Through 2020 and 2021, the Village engaged in the planning process, which was interrupted by COVID 19. The process was completed in 2021 with the adoption of the plan at the December 16, 2021 Village Board of Trustees meeting.

The Strategic Plan process involved multiple sessions with an outside facilitator to examine the operating environment and conduct a strengths, weakness, opportunities and threats (SWOT) analysis. Through the sessions, elected officials and senior management team developed a set of shared priorities, key outcomes, and performance targets. 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

The Strategic Plan is being shared with the Committee in order to ensure that the forthcoming discussions on the Village’s Capital Improvement Plan are consistent with current Village Board priorities. The 2021-2024 Strategic Plan is the first plan that includes an emphasis on **Well Maintained Infrastructure** and shows the Village Board’s commitment. The goals set forth in the Strategic Plan for infrastructure are as follows:

Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Facilities adequate to meet operational needs	<ul style="list-style-type: none"> ● Condition ratings achieved ● #gaps closed 	<ul style="list-style-type: none"> ● Complete facility plan for public safety by 2024 ● Complete fleet expansion project by 2024 ● Address 2 operational deficiencies by 2024 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> ● Roadway OCI achieved ● Water main break rate reduction ● Sewer back up reduction 	<ul style="list-style-type: none"> ● OCI of 74/100 ● 20 main breaks/100 M by 2024 ● Reduction of 25% in sewer back-ups by 2024 	
Effective project management	<ul style="list-style-type: none"> ● Deadlines met ● Budget targets achieved 	<ul style="list-style-type: none"> ● 95% of projects completed on-time/on-budget ● Change orders limited to +15% 	

Staff will provide an overview of the goals and objectives and efforts that have been undertaken to achieve the desired outcomes.



Village of Lombard 2021-2024 Strategic Plan

220111



Strategic Plan Overview

WHAT IS THE BENEFIT OF A STRATEGIC PLAN?

- Assists and guides a municipality in determining its priorities, direction, and future as an organization
- Provides a blueprint and guide for Village operations that focuses on identified, clear, and collective goals
- Aids in prioritizing resources and facilitates management decisions that target these desired outcomes
- Provides a shared vision for the Village of Lombard and a basis to identify, evaluate, and communicate progress on results





Strategic Planning Process

WHAT WAS THE TIMELINE?

- Village engaged professional facilitation through Rapp Consulting between April 2020 and June 2021
 - Inclusive of a 12-month break to accommodate the pandemic and a local election
- Began with an examination of the operating environment, followed by a SWOT analysis
- Village Board and senior management team held planning sessions in June 2021
- Developed a set of priorities, key outcomes, performance targets, and outlined draft versions of the organization's vision, mission and values
- Draft prepared and reviewed winter 2021 and approved by the Village Board on Dec. 16, 2021





Our Vision, Mission & Guiding Principles

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

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

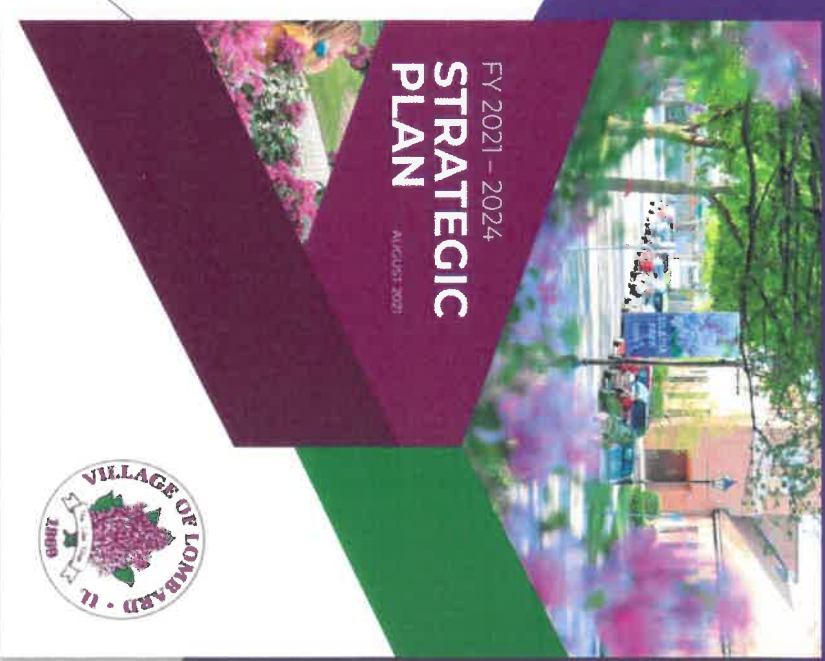


Strategic Priorities

The 2021-2024 Strategic Plan consists of five strategic priorities:

- Financial Sustainability
- Economic Development
- Communication & Community Image
- Operational Excellence
- Well Maintained Infrastructure

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.





Financial Sustainability

- **Strategic Priorities**
 - Financial strength
 - Prudent use of Federal funds
 - Stable and predictable revenue
- **Strategic Initiatives**
 - Develop a plan and process to promote strong Village financial condition to rating agencies
 - Develop options for use of federal stimulus funds
 - Establish a strategy for revenue diversity and stabilization

STRATEGIC PRIORITY 1 Financial Sustainability





Economic Development

- **Strategic Priorities**
 - Business flexibility
 - Economic development awareness
 - Key sites are developed/re-developed
- **Strategic Initiatives**
 - Develop policies to reflect existing and future development trends
 - Develop action plan for economic development awareness
 - Develop incentive policy and strategies tailored to sites

STRATEGIC PRIORITY 2 Economic Development





Communication & Community Image

- **Strategic Priorities**
 - Increased accessibility
 - Meet information needs of the whole community
 - Boards and Committees reflective of community
- **Strategic Initiatives**
 - Expand communications channels/modes
 - Develop social media promotional strategies
 - Develop Communications presentation for remote audiences
 - Adopt Boards and Commission policy and fill vacancies
 - National Citizen Survey or alternative survey method conducted to survey public

STRATEGIC PRIORITY 3 Communication & Community Image





Key Outcome

Indicators & Target

- **% Increase in engagements**
 - 20% increase of followers by 2024
- **% Positive feedback results**
 - More than 50% feel well-informed
- **# Non-traditional group interactions and # of community meetings**
 - 75% of residents say Village public information functions are rated positively by 2024
- **# Applications increased and Board/Committee makeup community segment ratio**
 - No vacancies on committees by 2022
 - Applicant pool doubled over prior recruitment

STRATEGIC PRIORITY 3

Communication & Community Image





Operational Excellence

- **Strategic Priorities**
 - Competent workforce
 - Efficient service delivery
 - Improved operational effectiveness
- **Strategic Initiatives**
 - Develop contingency and innovation strategy
 - Develop improved customer service process improvements and survey methods
 - Explore uses of technology to support improved operational effectiveness

STRATEGIC PRIORITY 4 Operational Excellence





Well Maintained Infrastructure

- **Strategic Priorities**
 - Facilities adequate to meet operational needs
 - High quality and reliable utility and roadway systems
 - Effective project management
- **Strategic Initiatives**
 - Develop and implement comprehensive facilities plan
 - Complete feasibility assessment of shared Public Safety Facility
 - Develop inspectional program(s) for infrastructure & maintenance strategies
 - Revise the Pavement Management Policy (6. J) Enhance CIP implementation to meet targeted needs





Next Steps

HOW WILL THIS BE COMMUNICATED?

- Will raise awareness among residents, businesses, and staff of the Village's strategic plan and its strategic goals following formal approval through the following platforms
 - Website
 - News Items
 - Social media
 - Electronic Newsletter
 - Presentations





Questions or comments?



Email communications@villageoflombard.org



Website www.villageoflombard.org