



# Strategic Planning and Goal Development Update

*Full Report*

# 2024-2026



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach Engagement and Regional Development*

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The Village of Lindenhurst would also like to thank the community members who participated in the stakeholder feedback phase of the process. An effective strategic plan includes feedback from stakeholders to ensure that needs and expectations are understood.

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# Village of Lindenhurst Background

Lindenhurst is a village in Lake County, Illinois, United States. Per the 2020 census, the population was 14,406.<sup>1</sup> Lindenhurst lies within Lake Villa Township.

The Village of Lindenhurst, a non-home rule community, is governed by a Village President (Mayor), six Trustees and a Village Clerk, who are elected at large with four-year staggered terms.<sup>2</sup> Other positions (non-elective) are appointed by the Mayor or President with the advice and consent of the Board of Trustees. The appointed positions include the following: Treasurer, Administrator, Collector, Director of Operations, and Chief of Police. By adoption of local ordinance, the Administrator is empowered to conduct certain day-to-day operations of the community and serves as administrative head of the public works, engineering, building and zoning, police and administration departments of the village.

The President of the Board of Trustees (Mayor) is elected for a four-year term and serves as the chief elected official of the village and presides over at all Board of Trustees meetings and ceremonial occasions.

The six trustees of the Village Board are elected to serve four-year terms and may be elected for an indefinite number of terms. The board formulates policy and enacts local laws, usually in the form of resolutions and ordinances. The Village Board is responsible to the Lindenhurst residents.

The Village Trustees are also members of the village's two standing committees for finance and human resources. Each of these committees consists of three members, including the chairman.

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<sup>1</sup>"Lindenhurst village, Illinois". United States Census Bureau. Retrieved April 15, 2022.

<sup>2</sup>[https://www.lindenhurstil.org/government/village\\_board.php](https://www.lindenhurstil.org/government/village_board.php)

# Introduction

Strategic planning is an effective way to identify and confirm an organization's vision for the future and set organizational purpose and direction by incorporating clear priorities and measurable goals. The Village of Lindenhurst leadership has followed a regular review of their strategic direction. In May 2023, the village engaged the Northern Illinois University Center for Governmental Studies (NIU-CGS) to facilitate the update process of the village's strategic plan. This process included broad stakeholder feedback ranging from focus groups to leadership and elected official interviews. The October 2023 workshop served to focus leadership and energize the organization.

In October 2023, the NIU-CGS team collected stakeholder input that was later shared with the village leadership and staff who participated in the strategic planning workshop. The findings were used during the workshop sessions to assist participants in making informed decisions related to crafting a strategic vision and future direction for the village and the community it serves. Ultimately, workshop participants created new or updated existing strategic goals which all focused on where the village wants to go as an organization in both the short and long term. As was discussed during the workshop, executive-level strategic planning sessions are a staple for progressive organizations and are recommended (and encouraged) to be done regularly (Figure 1). This report provides a summary of the process and presents the consensus on strategic directions and goals for board members and staff.

It is important to keep in mind that the judicious use of the village's limited resources (including financial resources and professional staff time) will be key to achieving good results. Only a limited number of goals and objectives can be managed and implemented effectively at any given time. In a very realistic sense, clear and stable priorities must be maintained if the village desires to stretch its resources as far as they can go.

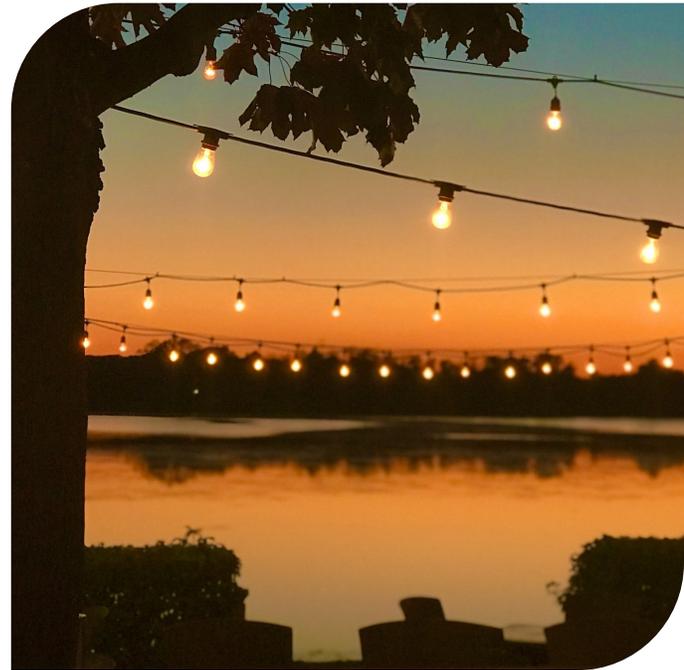
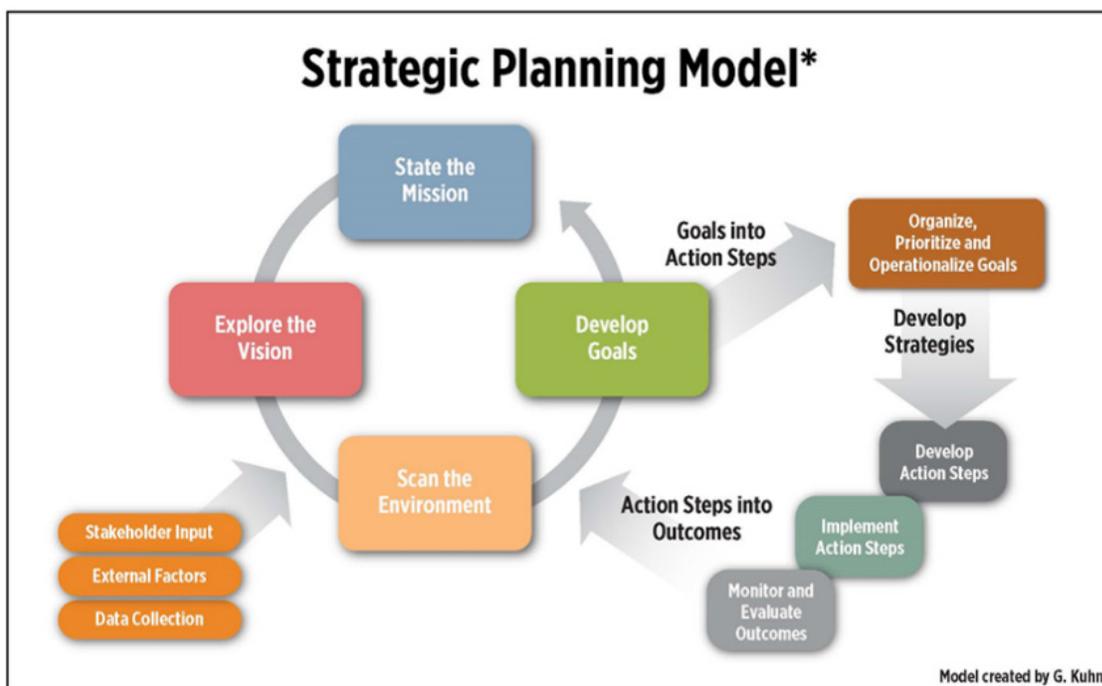


Figure 1. Strategic Planning Model



\* Model generally represents the steps that are taken for this type of initiative.

# Pre-Workshop Stakeholder Input

It was essential to the village’s leadership to include broad stakeholder input as part of the environmental scanning component of the strategic planning process. This stakeholder input involved analyzing internal and external factors that shape, influence, and impact the village’s services and mission. To gather perspectives from a cross-section of stakeholders, the NIU-CGS team conducted interviews with members of the village’s leadership team and facilitated focus groups with key stakeholders.

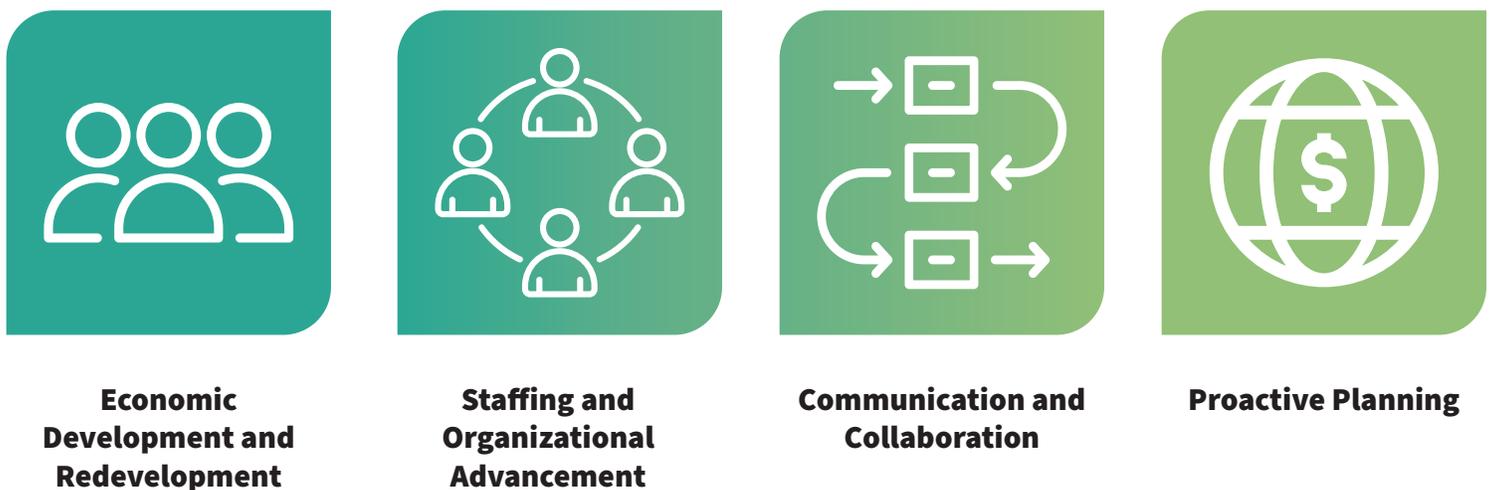
## Focus Groups

Three in-person focus groups were conducted in October 2023 to gain stakeholder input. Each focus group had approximately 8-10 participants representing the following groups:

- **Front- and Mid-line Staff**
- **Intergovernmental Agencies and Civic Organizations**
- **Village Residents**

The focus group sessions were designed as a primer for the strategic planning process. The information presented was shared in summation at the workshop and added exploratory and thematic information for the board and senior leadership team to consider. As a result of the focus group feedback, the facilitators identified four overarching themes presented in Figure 2. The themes represent important topic areas that the village’s leadership considered as they went through the workshop exercises to develop short- and long-term goals. Therefore, it is not unusual to see alignment between the focus group themes and the priority areas identified as part of the entirety of the process. Please see [Appendix A](#) for a full summary of all focus group questions and aggregated responses for each theme.

*Figure 2. Identified Focus Group Themes*





# Leadership Workshop

## Outline of Exercises and Discussion Sessions

All discussion sessions in the planning effort employed approaches that were highly participative and interactive. The workshop facilitators utilized a group discussion approach called ‘Nominal Group Technique’ where the facilitator assured participants equal opportunities to speak and share opinions. During the workshop discussions, individuals had the opportunity to generate and share their ideas, as well as participate in small and large group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding the village’s purpose, future directions, goals, and priorities.

### Introductions and Icebreaker Exercise

Participants were asked to introduce themselves and share their name, department, and the length of time they have served in their role in the village. Next, they engaged in an introductory or icebreaker exercise titled, “Garage Sale.” Workshop participants collected an item from a “garage sale” table that represented to them an idea, issue, or topic that they felt was important to the village’s future and should be discussed as part of the strategic planning process. The exercise was designed to stimulate conversation and help participants describe or identify an important strategic issue or topic that will shape or impact the village’s future. This was a brainstorming exercise. No evaluative or judgmental debate was permitted during this session. Next is a Word Cloud summary (Figure 3) and list (Figure 4) of those answers.

Figure 3. Garage Sale Icebreaker: important issue, initiative, or idea that should be part of the village’s future? – Word Cloud





Figure 4. *Garage Sale Icebreaker: important issue, initiative, or idea that should be part of the village’s future? – List Statements that include an asterisk (\*) indicate the idea was repeated or agreed with by other participants.*

Item	Important Issue or Initiative
<b>Water drop</b>	Great water, consider being more entrepreneurial by selling water.
<b>Squad car</b>	Police Department has the ability to protect given current state, how do we become even better prepared?
<b>Brick</b>	Want to draw people to the downtown, brick and mortar businesses are important and unique.
<b>Golf ball</b>	Village needs a signature business or golf course. Potentially work with Park District to create a draw for the village.
<b>Light bulb</b>	Want Lindenhurst in the spotlight – have a positive image, build the name and brand.
<b>Flashlight</b>	Theatrical spotlight – consider having a concert venue that could increase revenue and create a draw to the community.
<b>Cable splitter</b>	Village does more with few resources but need to increase staff in the Park District. Staff retention and new hires will be important.
<b>Dollar sign</b>	Revenue generation: Economic development is important, broadest scope, housing included, rooftops and diversity of housing stock is also important.
<b>Flower</b>	Undertake beautification efforts such as street entry signs and streetscape for corridors.
<b>CD</b>	Ability to share information, organizational memory and succession planning, technology/GIS.
<b>Garbage can</b>	Recycling: Compost pick up, plant exchanges, power alternatives. Look at alternatives, create incentives.
<b>Fire truck</b>	Village has a once-in-a-generation opportunity to transform Grand Avenue corridor and look at village buildings. Build new Village Hall and have a Village Center. Partner with Fire District.
<b>PVC</b>	Need to determine how to staff Public Works in the future, especially sewage treatment.
<b>Road map</b>	<p>How does Lindenhurst put itself on the map? Branding?</p> <ul style="list-style-type: none"> <li>- Safest place in Illinois.</li> <li>- “Having something unique”.</li> </ul>

## Visioning for the Future

Village leadership next participated in a visioning exercise to describe the desired future direction of the village by responding to the following prompt: “Imagine that you left the community tomorrow and didn’t return until 2030 or 2035. Develop one or two “vision” statements that would describe what you think you would see or hope you would see at the village regarding accomplishments, programs, changes, services, etc., 10 or 15 years into the future?” Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. Responses are listed below in Figure 5.

*Figure 5. 2023 Visions for the Future – Hope or think you will see in 10-15 years*

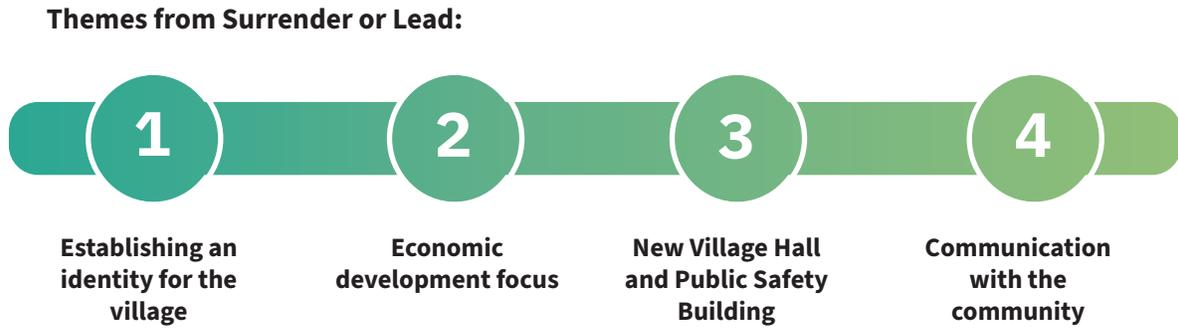
*Statements that include an asterisk (\*) indicate the idea was repeated or agreed with by other participants.*

### Village of Lindenhurst Visions for the Future (2023)

- Downtown area that is vibrant: thriving businesses and mixed use.
- Updated Route 45 corridor.
- Branding of community.\*
- Route 132 is redone.
- Water tower redone.
- New Village Municipal Center, then Costco, then Lindenhurst Center complete\*
- Amenities in place and residents’ demands and needs are met. Village is self-sustaining.\*
- New concert venue comes to town, also maybe a community solar farm.\*
- New streetscapes and identity to Grand Avenue corridor and the Routes 132 & 45 intersection.\*
- High quality services and community support.\*
- The village’s special events draw people to the downtown.\*
- Remote-read water system that is tower based\*
- Use Michigan as an example
- Green space accessed through trails and sidewalks.\*
- Maybe in new municipal complex.
- Route 45 is widened in advance of redevelopment.
- Expansion of the Park District offerings.
- More technology for the Police Department.
- Increased vibrancy and magnetism.
- More full-cycle housing.
- Increased ability to recruit staff.
- Village is known as a first-class community.

# Environmental Scanning Part I— Surrender or Lead

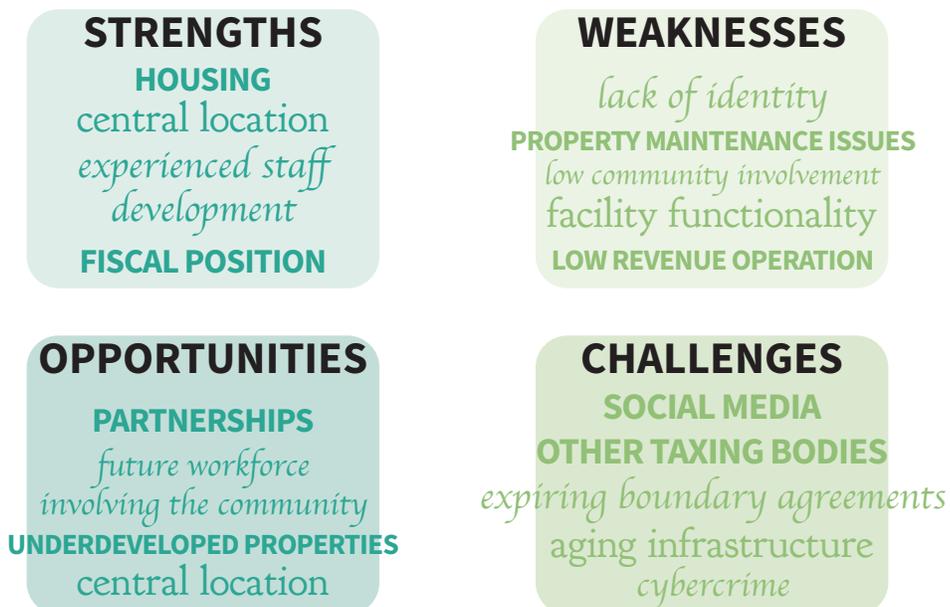
Next, participants were introduced to a leadership exercise entitled “Surrender or Lead.” Participants were asked, in small groups, to respond to a series of structured questions to reveal hopes, perspectives, challenges, opportunities, and possible barriers based on the collective view of each group. The responses were recorded and combined themes from the three groups are reported below. For a full list of Surrender or Lead responses from each group, see [Appendix B](#).

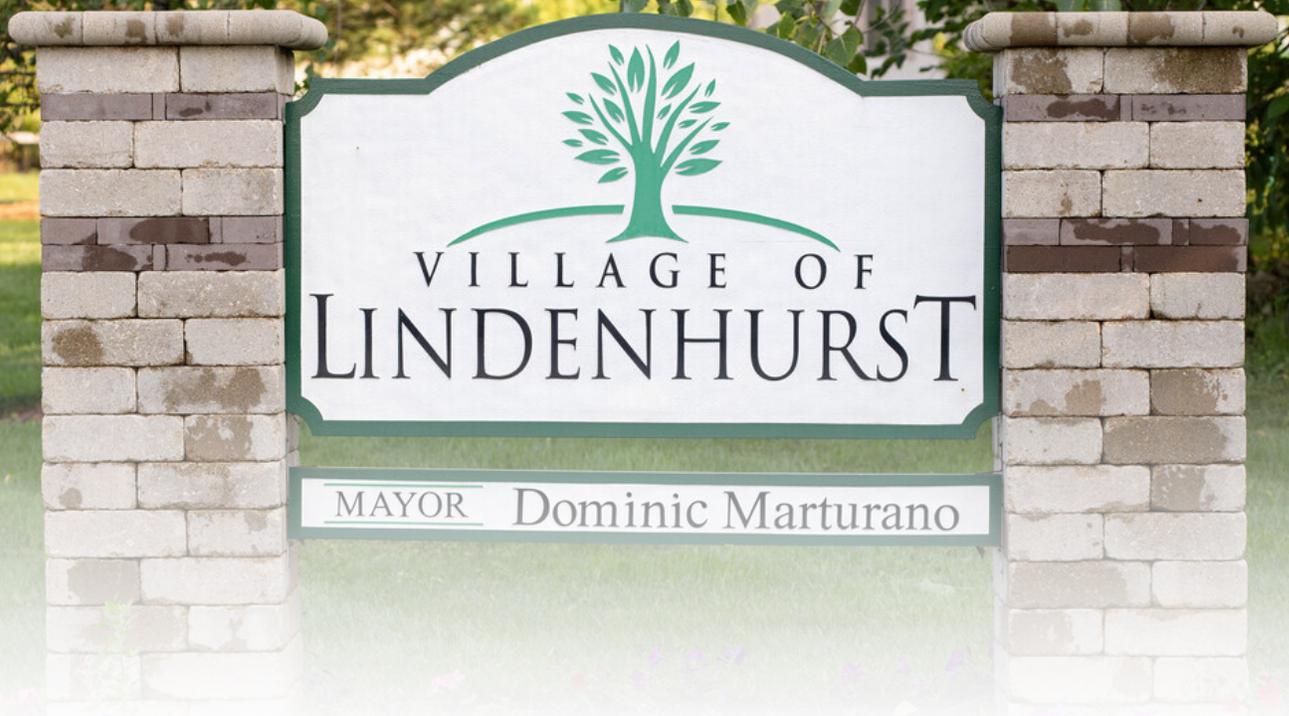


# Environmental Scanning Part II— Large Group SWOC Analysis

The next step of the strategic planning workshop involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the village, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the village’s strengths (S) and weaknesses (W). In what areas does the village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities (O) are on the horizon that can be used to the village’s advantage? Conversely, what trends or challenges (C) lie ahead that would be obstacles or hindrances? The top answers to the SWOC Analysis are captured next in Figure 6. For a full list of SWOC Analysis responses, see [Appendix C](#).

Figure 6. Village of Lindenhurst S.W.O.C. Analysis Responses – Summary Diagram





## Nominal Group Goal Identification

With the preceding discussion sessions and exercises acting as a sound foundation for goal setting, the final workshop session was designed for small and large group work and the development of new or updated goals. To begin the process, participants returned to the same groups they had worked with during the Surrender or Lead exercise. Goals from the village's 2020 Strategic Plan were reviewed by all groups and discussions on progress, completion level, revisions, and updating were discussed. In addition, new goals could also be suggested by the groups. After the goals were reviewed and developed, each group presented ideas to the larger group for discussion. Goals that the groups developed could be extensions or refinements of prior goals or could be new goals. Furthermore, the goals that were developed could be very specific or broad, but all goals pointed to important outcomes that leaders hope to see in the years ahead.

The agreed-upon criteria used for classifying goals as either short- or long-term involved the following: **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three years. **Long-term goals** were those goals that could or should be completed or substantially underway within a four- to eight-year timeframe. Routine goals, although not necessarily simple or easy, were goals that could be accomplished with a strong commitment by the village, and could likely be accomplished within present budget streams, some modest outside assistance, or with minor task or staff reallocations. Complex goals were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies, or a private partner or contractor.

**Routine goals** are not simple or easy but can be accomplished with current village resources.

**Complex goals** require extraordinary resources, experts, or funding to accomplish.

## Open Group Discussion and Consolidation of Goals and Objectives

This final phase of the discussion served as the forum for board members and staff to discuss, refine, and compare the ideas and goals offered by each work group in the previous sessions. Participants gave their opinions and further explained the alignment, ideas, and policy outcomes expressed in the goals. Following the workshop, NIU-CGS staff worked with the village's administrative leadership to refine and consolidate the goals, where appropriate. Below is a list of the goals developed at the workshop by short- and long-term or ongoing. A full breakdown of consolidated or completed goals as compared to the 2020-2022 plan's goals can be found in [Appendix D](#).

# Strategic Goals

Strategic goals describe an initiative, objective, action item, or key related task necessary to achieve the village's desired future state. The strategic goals highlight the activities and initiatives that the village will focus on in both the short and long term and will often change and evolve from one strategic planning process to the next. As a result of the entirety of the 2023 process, village leadership developed two short-term routine goals, six short-term complex goals, five long-term routine goals, and four long-term complex goals. The village's strategic goals fall under one of the village's strategic priority areas. For a full breakdown of consolidated or completed goals as compared to the 2020-2022 plan, see [Appendix D](#).

## 2024-2026 Village Of Lindenhurst Updated Strategic Goals

### Short-Term Routine Goals

- **Work to increase the effectiveness of the village's message with the broader community utilizing our communication outlets and engagement opportunities.**
- **Create corridor development plans including codified standards for land use, aesthetics, and beautification (streetscapes, wayfinding, benches, flags) for Grand Avenue and US 45.**

### Short-term Complex Goals

- **Identify and explore business attraction strategies.**
- **Explore annexing properties village-wide.**
- **Develop strategies to preserve the proper operation of the village's wastewater treatment plant.**
- **E.g., Addressing aging infrastructure and equipment, reducing infiltration and inflow, and anticipating the challenges of the facility with respect to the highly specialized nature of the operation.**
- **Develop marketing strategies and funding for future employment, recruiting, and retention.**
- **Create business development and mix or diversity of businesses plan.**
- **Engage appropriate parties including the Lake Villa Fire Protection District regarding developing plans for a "Village Center" and determine the structure of a potential partnership.**

### Long-term Routine Goals

- **Continue to explore and evaluate potential additional revenue sources including funding for roads and streets.**
- **Conduct an organizational review and advancement study to evaluate staff roles and responsibilities.**
- **E.g., undertake a market compensation study, job description review, etc.**
- **Explore plans to expand the public works garage to enhance workspace and functionality.**
- **Undertake financial analysis and planning to address sanitary district cash flow and needs.**
- **Develop a village-wide succession and staffing plan focusing upon specialized training, cross-training opportunities, and responding to the challenges of a modern workforce. (Moved from short-term routine category)**

### Long-term Complex Goals

- **Engage stakeholders to help create a community brand and defined identity for the village.**
- **Create a development plan for open or vacant properties to help solidify boundaries and explore annexation possibilities.**
- **Develop plans and construct a new municipal complex ("Village Center") meeting the needs of improved municipal services and public safety and establishing a centralized location for commerce and community (combined Village Hall and Public Safety building).**
- **Determine an overall housing strategy for the community.**

# Prioritization of Goals

After the workshop, each board member was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. The board was provided an online ranking tool where point values were assigned to each goal in each quadrant of the time (short or long term) and complexity (routine or complex) matrix by individuals. The calculation of goal prioritization consisted of “forced ranking” where the ranking of each identified goal is averaged by the rankings given by all participants. For example, if a goal were given the scores of 2, 5, 6, 6, 1, 2, and 3, the average total would be 3.57. The lower the score, the higher the priority. Again, the average totals were based on the ratings provided.

The following illustration presents the board’s top three goals within each quadrant as they emerged from the consensus ranking exercise. The top three goals from each category are offered here as a process “snapshot” of the most important strategic goals or issues areas for staff to address in the months and years ahead. For a full list of all goals prioritized, see [Appendix D](#).

## TOP THREE SHORT-TERM GOALS

### Routine Goals\*

1. Create corridor development plans including codified standards for land use, aesthetics, and beautification (streetscapes, wayfinding, benches, flags) for Grand Avenue and US 45.
2. Work to increase the effectiveness of the village’s message with the broader community utilizing our communication outlets and engagement opportunities.

*\*Only two short-term routine goals were developed.*

### Complex Goals

1. Develop strategies to preserve the proper operation of the village’s wastewater treatment plant.  
-E.g., Addressing aging infrastructure and equipment, reducing infiltration and inflow, and anticipating the challenges of the facility with respect to the highly specialized nature of the operation.
2. Identify and explore business attraction strategies.
3. Engage appropriate parties including the Lake Villa Fire Protection District regarding developing plans for a “Village Center” and determine the structure of a potential partnership.

## TOP THREE LONG-TERM GOALS

### Routine Goals

1. Continue to explore and evaluate potential additional revenue sources including funding for roads and streets.
2. Develop a village-wide succession and staffing plan focusing upon specialized training, cross-training opportunities, and responding to the challenges of a modern workforce.
3. Undertake financial analysis and planning to address sanitary district cash flow and needs.

### Complex Goals

1. Engage stakeholders to help create a community brand and defined identity for the village.
2. Develop plans and construct a new municipal complex (“Village Center”) meeting the needs of improved municipal services/public safety and establishing a centralized location for commerce and community (combined Village Hall/Public Safety building).
3. Create a development plan for open/vacant properties to help solidify boundaries and explore annexation possibilities.

# Strategic Priority Areas

The village developed five strategic priority areas to help frame and guide strategic goals and initiatives during the 2020-2022 strategic plan. Strategic priority areas are the core elements that guide the village and its decision makers. Priority areas represent larger themes or priorities that encompass all the village’s strategic goals. Strategic priority areas can change slightly from one strategic planning process to the next. The village expressed the ongoing relevance of these strategic priority areas going forward and has retained them to frame the 2024-2026 strategic goals, initiatives, and action steps and will ultimately help guide the village’s most strategic activities for the next several years. The strategic priority areas identified in 2020-2022, and reinforced in 2023, are illustrated below in Figure 7. For a full breakdown of strategic priority area and goal alignment, see [Appendix E](#).

Figure 7. 2023 Village of Lindenhurst Strategic Priority Areas



## Conclusion

The value of the strategic planning process will only be realized if this report is used as an active working guide for village leadership. This document captures the content of the discussions and assists the village's leaders in developing implementation plans for their future goals.

In the village's ever evolving operating environment, adapting to changes in demographics, community trends, technology advancements, and best practices, among others, will be key. The strategic plan is meant to be a road map for the village with the flexibility to adapt to those changes. Therefore, it is recommended that the village continue to undertake a regular review (monthly, quarterly, or semi-annually) of the strategic plan and its goals to identify the need for updates or modifications, so the entire village consistently recognizes and meets changes in community needs and expectations. In addition, the village is encouraged to continue to continue engaging in regular strategic planning process updates or renewals every two to three years.

What is apparent from the exchange of ideas and dialogue during the environmental scanning and strategic planning workshop is that the village is fortunate to have a progressive leadership team that is looking ahead and committed to strategic thinking and planning.

We wish you well with the ambitious years that lie ahead.



**Greg Kuhn and Jim Norris,**

NIU-CGS Project Coordinators and Session Facilitators

# Appendix A: Focus Group Feedback Summary

## Summary

One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that emerged during the focus group sessions, a process known as coding. Coding is done by analysts' individual readings of the data, followed by key term searches with the aid of document software. The words and phrases listed below are the results of the NIU-CGS team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analysts' coding, the researcher identifies terms that recur across groups and across questions. The results reveal key topics or issues that should be weighed and considered when proceeding with strategic planning discussions.

The information that follows is a summary of key themes and topics that emerged during the exploratory focus group sessions. The focus group sessions served as a primer for the strategic planning process. The information that is presented in this summation was designed to add exploratory and thematic information for village leadership to consider during the strategic planning update workshop.

The same exploratory focus group discussion questions were asked to each focus group and are listed below:

- 1 How would you describe the Village of Lindenhurst to a stranger or someone who doesn't live or work in the area?
- 2 If you left and didn't return for 10-15 years, what services do you think you would see the village offering or what do you hope you would see when you return?
- 3 What do you like best about the village? Related to that, what are the strengths or greatest assets of the village?
- 4 Conversely, can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses or greatest needs in the village?
- 5 What are or should be the top priorities for the village over the next three to five years?
- 6 If you could change or initiate one key item or one goal for the village, what would it be?

# Overall Themes That Emerged Based On Focus Group Feedback

Statements that include an asterisk (\*) indicate the idea was repeated or agreed with by other participants.

## Economic Development and Redevelopment

- Increase revenue streams.
- Diversify the tax base through attraction of light industry, data centers, etc.\*
- Incentivize more businesses to come to Lindenhurst.\*
- E.g., Costco or more big box stores, restaurants and coffee shops, gas stations, increased night life.
- Work to make ordinances more business friendly and less restrictive.
- Take a futuristic approach to the development of a Lindenhurst Business Park.\*
- Support home-based and small businesses.
- Maintained fiber infrastructure, Web, Internet, etc.
- Revise ordinances, promote shop local, investigate potential grant programs.\*
- Develop/redevelop the property on Route 45 (Costco, etc.).
- Existing TIF will spur redevelopment.

## Proactive Planning

- Protect the village's open space and enhance the quality of the lakes.\*
- Utilize green space downtown to attract residents, visitors, make Lindenhurst a destination.
- Develop a succession plan for all departments, especially police staffing.
- Revisit the village-wide infrastructure improvement plan.
- Ensure road construction is taken care of.
- E.g., fix Grand Avenue and Route 45.
- Upgrade the village's wastewater treatment plant.
- Consider and plan for the village's diverse generational population.
- Add more 55+ housing.
- More single-family housing units.
- Make improvements/updates to the village's senior center.
- Maintain good school ratings and develop property.\*
- Revisit and update the village's equipment replacement plan as needed.

## Staffing and Organizational Advancement

- Improve code enforcement and ordinances to be less restrictive to prospective businesses.
- Continue infrastructure update underground.\*
- Explore the structure of the public works function and the streets and water units, etc.
- Increase the budget for staffing in the Police Department to provide more opportunities for specialty staff in the Police Department.
- Create a dedicated position for a Code Enforcement Officer that is separate from the Police Department.
- Establish a space to gather downtown by completing the construction and development of the Lindenhurst Center.\*
- Increase staffing\* and retention.\*
- Examine employee compensation and look for ways to improve.
- Provide more internal opportunities for advancement.\*
- Establish employee recognition practices.
- Research best practices for hiring interns.
- Increase training budget for all departments.

## Communication and Collaboration

- Continue to focus on partnerships and improving intergovernmental communication.
- Collaborate with the park district and establish good communication avenues.
- Increase opportunities for community engagement events (concerts, markets, etc.)\*, such as hosting at the completed Lindenhurst Center.
- Increase communications with residents by using all formats for communication (Facebook, email, newsletter, etc.)
- Work to build a brand and identity for Lindenhurst.\*
- Reach out to a broader audience to communicate the village's assets and advertise to recruit staff.
- Attract retail to both vacant buildings and vacant land.
- Communicate with existing residents and incentivize moving their businesses to Lindenhurst.
- Promote shopping local in Lindenhurst.

# TOP PRIORITIES FOR FOCUS GROUP STAKEHOLDERS



**Collaborate with intergovernmental partners and improve relationships.**



**Protect open space and enhance the quality of lakes.**



**Explore staffing levels and needs to align with services and growth.**



**Focus on retention of employees and training. Provide more opportunities for advancement within the organization.**



**Increase revenue streams by adding to the village's business**



**Build a brand and identity for Lindenhurst and advertise that, make Lindenhurst a destination, no longer a "hidden gem".**



**Complete the Lindenhurst Center.**

# Appendix B:

## Surrender or Lead Exercise

The **bolded and underlined** sections are key phrases that each group provided in response to the Surrender or Lead exercise's open-ended questions and prompts during the leadership workshop.

### Group #1

1. We want to **increase staffing levels**, but **are currently limited with revenues**.
2. The two most important things to focus on are **business development** and **business diversity/identity** because **it would increase revenue streams via more traffic in business district**.
3. If it weren't for **the State of Illinois**, we would **have a full beautification and development program**.
4. We need to finally **commit and invest in a new Village Hall and Public Safety Building**.
5. **Recruiting, retention, and succession planning** will have the biggest impact on the village in the coming 2-3 years.

### Group #2

1. We want to **grow**, but **thoughtfully**.
2. The two most important things to focus on our **community's needs** and **desires** because **we want community acceptance and buy-in**.
3. If it weren't for **State of Illinois mandates and fiscal policies**, we would **be better able to achieve our goals**.
4. We need to finally **embrace Lindenhurst as a bedroom community**.
5. **A deliberate execution of a plan for the Grand Avenue corridor** will have the biggest impact on the village in the coming 2-3 years.

### Group #3

1. We want to **establish our identity**, but **we are encumbered by our ideals**.
2. The two most important things to focus on our **community** and **communication** because a **smarter resident is a better citizen**.
3. If it weren't for **outside forces (communities, townships, IDOT)**, we could **act on plans**.
4. We need to finally **establish a Town Center**.
5. **The world – mental health/unrest...unpredictability** will have the biggest impact on the village in the coming 2-3 years.

# Appendix C: 2023 SWOC Analysis Responses

Figure 8. Village of Lindenhurst S.W.O.C. Analysis Responses – List

INTERNAL

## STRENGTHS

- Experienced staff
- Fiscally responsible
- Fiscal position
- Lakes
- Schools
- Parks
- Forest preserve
- Library
- Intergovernmental relations with other governments
- Housing – mixed housing and new development for downsizers
- Central location – near Milwaukee and Chicago
- Transportation
- Technology
- Infrastructure
- Facilities
- Lake water
- Utility capacity
- Safe
- Quality of life

## WEAKNESSES

- Low revenue operation
- Property maintenance issues
- Identity, branding
- Cost of development including fees
- Housing – don't have much millennial-type housing or apartments
- Location
- Infrastructure
- Community involvement
- Reluctance on bold ideas by the community
- Training and access to training
- Lack of economic development strategies, programs
- Land inventory
- Public facility maintenance, design, and functionality

Figure 8. Village of Lindenhurst S.W.O.C. Analysis Responses – List

EXTERNAL

## OPPORTUNITIES

- Grand Avenue project (enhance safety and attract businesses)
- Undeveloped or vacant property
- Annex property
- Community involvement
- Expiring boundary agreements
- Community branding/identity and name recognition
- Partnership and working with the county
- Intergovernmental collaboration
- Social media
- Provide enhanced quality of life
- Mixed-family housing – attract younger population
- Location
- Embrace more bold ideas
- Technology – leverage to improve efficiencies
- Future workforce
- Succession and workforce planning
- Infrastructure improvements
- Revenue diversification

## CHALLENGES

- State of Illinois
- State of Wisconsin
- Public facility maintenance issues
- Expiring boundary agreements
- Lack of intergovernmental cooperation
- Social media
- Lack of local community stakeholders (e.g., absentee landlords)
- Location
- Technology – cybercrime
- Future workforce – retirements
- Aging infrastructure
- Civil unrest, uncertainty, unpredictable nature of crime
- Other taxing bodies' fiscal responsibility

# Appendix D: Strategic Goals

## 2024-2026 Prioritized Strategic Goals – Priority Dashboard

The following illustration presents the dashboard of High, Medium, and Lower priority levels for all the strategic goals developed based on the consensus ranking exercise (Figure 9). The goal priority dashboard demonstrates the most important strategic goals, tasks, and objectives for the village to address in the months and years ahead.

Figure 9. 2024-2026 Prioritized Strategic Goals Dashboard

<b>Short-Term Routine Goals</b> <i>Short-term routine goals have a timeframe of 1-3 years. The term “routine” does not mean the following goals are simple or easy, but that they could largely be accomplished by the village with required budget and staffing allocations, and/or with minor external assistance.</i>	<b>Priority Level</b>
<b>Create corridor development plans including codified standards for land use, aesthetics, and beautification (streetscapes, wayfinding, benches, flags) for Grand Avenue and US 45.</b>	<b>High</b>
<b>Work to increase the effectiveness of the village’s message with the broader community utilizing our communication outlets and engagement opportunities.</b>	<b>Medium</b>
<b>Short-Term Complex Goals</b> <i>Short-term complex goals have a timeframe of 1-3 years. The term “complex” means the following goals are complicated or multi-layered and require extraordinary resources such as technical specialists, funding, or the collaboration or agreement of another unit of government, outside organization, business, or agency.</i>	<b>Priority Level</b>
<b>Develop strategies to preserve the proper operation of the village’s wastewater treatment plant.</b> <i>- E.g., Addressing aging infrastructure and equipment, reducing infiltration and inflow, and anticipating the challenges of the facility with respect to the highly specialized nature of the operation</i>	<b>High</b>
<b>Identify and explore business attraction strategies.</b>	<b>Medium</b>
<b>Engage appropriate parties including the Lake Villa Fire Protection District regarding developing plans for a “Village Center” and determine the structure of a potential partnership.</b>	<b>Medium</b>
<b>Develop marketing strategies and funding for future employment, recruiting, and retention.</b>	<b>Lower</b>
<b>Explore annexing properties village-wide.</b>	<b>Lower</b>
<b>Create business development and mix/diversity of businesses plan.</b>	<b>Lower</b>

## 2024-2026 Prioritized Strategic Goals – Priority Dashboard (cont.)

The following illustration presents the dashboard of High, Medium, and Lower priority levels for all the strategic goals developed based on the consensus ranking exercise (Figure 9). The goal priority dashboard demonstrates the most important strategic goals, tasks, and objectives for the village to address in the months and years ahead.

Figure 9. 2024-2026 Prioritized Strategic Goals Dashboard

<b>Long-Term Routine Goals</b> <i>Long-term routine goals have a timeframe of 4-8+ years. The following goals are “routine”, not simple or easy, but could largely be accomplished by the village with required budget and staffing allocations, and/or with minor external assistance.</i>	<b>Priority Level</b>
<b>Continue to explore and evaluate potential additional revenue sources including funding for roads and streets.</b>	<b>High</b>
<b>Develop a village-wide succession and staffing plan focusing upon specialized training, cross-training opportunities, and responding to the challenges of a modern workforce.</b>	<b>Medium</b>
<b>Undertake financial analysis and planning to address sanitary district cash flow and needs.</b>	<b>Medium</b>
<b>Explore plans to expand the public works garage to enhance workspace and functionality.</b>	<b>Lower</b>
<b>Conduct an organizational review and advancement study to evaluate staff roles and responsibilities.</b> <i>- E.g., undertake a market compensation study, job description review, etc.</i>	<b>Lower</b>
<b>Long-Term Complex Goals</b> <i>Long-term complex goals have a timeframe of 4-8+ years. The following goals are complicated or multi-layered goals that require extraordinary resources such as technical specialists, funding, or the collaboration or agreement of another unit of government, outside organization, business, or agency.</i>	<b>Priority Level</b>
<b>Engage stakeholders to help create a community brand and defined identity for the village.</b>	<b>High</b>
<b>Develop plans and construct a new municipal complex (“Village Center”) meeting the needs of improved municipal services/public safety and establishing a centralized location for commerce and community (combined Village Hall/Public Safety building).</b>	<b>High</b>
<b>Create a development plan for open/vacant properties to help solidify boundaries and explore annexation possibilities.</b>	<b>Medium</b>
<b>Determine an overall housing strategy for the community.</b>	<b>Lower</b>

# 2020-2022 Village of Lindenhurst Consolidated and Completed Goals

Goals that are depicted in red with a strike through and are followed by a (✓) are those that have been completed or budgeted for and removed from the goal or initiative list for the 2023-2028 Strategic Plan. Goals depicted in blue are those that are new or updated goals or initiatives since the 2020-2022 Strategic Plan.

## Short-term Routine Goals

- Work to enhance communication and engagement **opportunities** between the village and the community.
- Develop a village-wide succession plan and identify areas for improved efficiencies, specialized training, and cross-training opportunities. **(Move to long-term routine category)**

### COMPLETED OR BUDGETED FOR

- ✓ Develop a drainage improvement/culvert 50-50 replacement plan.
- ✓ Update and implement refinements in the command structure for the Police Department.
- ✓ Review and determine current and upcoming SWALCO contract(s).
- ✓ Prioritize current stormwater needs and develop plan to fund and implement stormwater projects.
- ✓ Explore the possibility of implementing a TIF District to help with redeveloping the Linden Plaza.

## Short-term Complex Goals

- Develop strategies to enhance the preservation of the village's water treatment plant capacity through reduction of infiltration and inflow.
- Examine FAU possibilities throughout the village including County Place Drive and Valley Drive.
- Explore annexing property at **Routes 132 & 45 village-wide** ~~to establish defined boundaries.~~

### COMPLETED OR BUDGETED FOR

- ✓ Identify and explore business attraction strategies.
- ✓ Develop and implement a redevelopment plan for the Linden Plaza.
- ✓ Create a village-wide sidewalk connectivity plan.

## Long-term Routine Goals

- Explore plans to expand the Public Works garage to enhance workspace and functionality.
- Continue to explore and evaluate potential additional revenue sources, **including funding for roads and streets.**
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities.
  - **E.g., undertake a market compensation study, job description review, etc.**

### COMPLETED OR BUDGETED FOR

- ✓ Implement a long-term Capital Improvement Plan focused on proactive infrastructure repairs and sustainability (e.g., reduction of electric use, solar power, rain gardens, enhanced water storage).
- ✓ identify efficiencies, explore technology upgrades and improvements, and approaches to economic development.

## Long-term Complex Goals

- Work to engage stakeholders to create a community brand and defined identity for the village.
- Explore approaches and establish a plan to create a town center.
- Create a development plan for open/vacant properties to help solidify boundaries and explore annexation possibilities.

### COMPLETED OR BUDGETED FOR

- ✓ Execute identified business attraction strategies.
- ✓ Examine possibilities for a redesign of the water distribution system interconnection with Lake Villa and Central Lake County Joint Action Water Agency (CLCJAWA).
- ✓ Explore possibilities and workable approaches to mitigate flooding issues.

# Appendix E:

## Strategic Priority Area and Goal Alignment



### Community Branding and Engagement

- Work to increase the effectiveness of the village’s message with the broader community utilizing our communication outlets and engagement opportunities.
- Engage stakeholders to help create a community brand and defined identity for the village.
- Develop marketing strategies and funding for future employment, recruiting, and retention.



### Capital Infrastructure Planning and Improvements

- Develop strategies to preserve the proper operation of the village’s wastewater treatment plant.
  - » *E.g., Addressing aging infrastructure and equipment, reducing infiltration and inflow, and anticipating the challenges of the facility with respect to the highly specialized nature of the operation.*
- Engage appropriate parties including the Lake Villa Fire Protection District regarding developing plans for a “Village Center” and determine the structure of a potential partnership.
- Explore plans to expand the public works garage to enhance workspace and functionality.
- Develop plans and construct a new municipal complex (“Village Center”) meeting the needs of improved municipal services and public safety and establishing a centralized location for commerce and community (combined Village Hall and Public Safety building).



### Business Recruitment and Retention

- Create corridor development plans including codified standards for land use, aesthetics, and beautification (streetscapes, wayfinding, benches, flags) for Grand Avenue and US 45.
- Identify and explore business attraction strategies.
- Create business development and mix and diversity of businesses plan.



### Responsible Growth and Development

- Explore annexing properties village-wide.
- Create a development plan for open or vacant properties to help solidify boundaries and explore annexation possibilities.
- Determine an overall housing strategy for the community.



### Future-Ready Operations

- Continue to explore and evaluate potential additional revenue sources including funding for roads and streets.
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities.
  - » *E.g., undertake a market compensation study, job description review, etc.*
- Undertake financial analysis and planning to address sanitary district cash flow and needs.
- Develop a village-wide succession and staffing plan focusing upon specialized training, cross-training opportunities, and responding to the challenges of a modern workforce.