



Strategic Planning and Goal Development Update

Executive Summary

2024-2026



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach Engagement and Regional Development

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Introduction

In May 2023, the Village of Lindenhurst engaged the Northern Illinois University Center for Governmental Studies (NIU-CGS) to facilitate the process of updating the village's strategic plan. This process included broad stakeholder feedback ranging from focus groups to leadership and elected official interviews. Themes emerging from this feedback were shared at the village's strategic planning leadership workshop held in October 2023. The findings were used to assist workshop participants in making informed decisions related to crafting a strategic vision and future direction for the village as an organization 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. The full report provides a summary of the process and presents the consensus on strategic directions and goals for board members and staff.

FUN FACT

Lindenhurst was one of the first post-World War II suburban-style developments in northwestern Lake County. Most contemporaneous developments were in suburbs much closer to Chicago.

- The Encyclopedia of Chicago, 2004

Strategic Goals and Priority Areas

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.

At the leadership workshop, stakeholder input from the focus groups and interviews was shared in thematic form. This feedback helped inform a series of discussions on leadership’s visions for the future and the village’s current strengths, weaknesses, opportunities, and challenges (S.W.O.C.). Workshop participants ultimately used the discussions and exercises to review and update the goals from their previous plan. This included suggested additions, modifications, and, in some cases, removal of goals that had been completed. After the review, participants then had an opportunity to share new goals for the village for both the short (1-3 years) and long (4-8+ years) term.

High-Priority Goals

The village’s staff and Board of Trustees were asked to delineate, via an online ranking exercise after the workshop, which goals should be given the highest priority. In total, after both the update review and creation of new goals, the group developed two short-term routine goals, six short-term complex goals, five long-term routine goals, and four long-term complex goals. **The highest priority goals from each category are offered as a process “snapshot”, representing the most important strategic goals for the board and staff to address in the months and years ahead.** To view the full list of goals developed, please refer to the full report.

TOP THREE SHORT-TERM GOALS1-3 YEAR TIME FRAME

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 GOALS4-8+ YEAR TIME FRAME

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. These priority areas highlight the activities and initiatives that the village will focus on in both the short and long term. The strategic priority areas identified in 2020-2022, and reinforced in 2023, are illustrated below. Full definitions, rationale, and goal alignment can be found in the full report.



Strategic Priority Areas



Strategic Plan Process Acknowledgements

MAYOR

Dominic Marturano

VILLAGE BOARD OF TRUSTEES

Trustee Patty Chybowski

Trustee Pat Dickson

Trustee Patrick Dunham

Trustee Ronald Grace

Trustee Heath Rosten

Trustee Dawn Suchy

Clerk Melissa Forsberg

VILLAGE ADMINISTRATOR

Clay Johnson

VILLAGE SENIOR STAFF

Anita Archambeau

Karleen Gernady

Charles Hernandez

Chief Thomas Jones

Kevin Klahs

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.

