



2022 – 2025

STRATEGIC PLAN

APRIL 2022





RAPP CONSULTING GROUP

April 29, 2022

RE: 2022-2025 Strategic Plan – Village of Lemont

Dear Mayor Egofske,

On behalf of Cory Poris Plasch and the entire Rapp Consulting Group, I am pleased to present the 2022-2025 Strategic Plan and Summary Report to the Village of Lemont. 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 of Lemont with this important project. The Board of Trustees displayed clear thinking, dedication, and focused effort.

We particularly wish to thank George Schafer for his leadership and the department heads for their help and support during the process.

Yours truly,

Craig R. Rapp
President

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EXECUTIVE SUMMARY

From November 2021 through April 2022, the Village of Lemont engaged in a strategic planning process. The process resulted in a strategic plan covering 2022-2025.

The plan consists of four **strategic priorities** — the issues of greatest importance to the Village of Lemont 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, Board interviews, Environmental Scan and a SWOT analysis. On March 3, 2022, the team held a day long strategic planning session. They developed a set of priorities, key outcomes, performance targets, and confirmed the organization’s vision, mission and values.

Based upon those priorities, the senior management team met in April 2022 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

Four Strategic Priorities

- 1 FINANCIAL STABILITY
- 2 OPERATIONAL EXCELLENCE
- 3 WORKFORCE DEVELOPMENT
- 4 COMMUNITY PRIDE

STRATEGIC PLAN SUMMARY 2022–2025

Village of Lemont

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Financial Stability <i>A financially strong community</i>	Diverse revenue base	<ul style="list-style-type: none"> - Water rates - # new funding sources - Home rule progress 	<ul style="list-style-type: none"> - Obtain \$1M in new external funding 2022-2025 - New water/sewer rate structure implemented by 2023 - Authorize home rule for referendum by 2025 	<ul style="list-style-type: none"> a) Evaluate diversified funding options b) Develop financial ratios c) Develop a comprehensive Police Pension Policy document d) Develop a Home Rule Communication Plan e) Develop a water/sewer rate structure migration plan
	Maintain minimum financial ratios	<ul style="list-style-type: none"> - Financial target compliance - General fund balance - Capital/operating ratio compliance 	<ul style="list-style-type: none"> - Annual compliance with general fund balance target - Annual compliance with pension funding policy - Annual compliance with capital/operating spending ratio 	
Operational Excellence <i>An organization that delivers results</i>	A safe, reliable, and sustainable water supply	<ul style="list-style-type: none"> - Amount and source of water supply - Storage capacity 	<ul style="list-style-type: none"> - Achieve and maintain 2 times average day storage by 2024 - Water source determined by 2025 	<ul style="list-style-type: none"> a) Develop and implement Water Capacity Project b) Develop and implement water supply determination project c) LPR Implementation d) Body Camera Plan implementation e) GIS Expansion Project f) Plan and Execute Operational Efficiencies Analysis g) Online permitting process plan
	Technology enhanced service delivery	<ul style="list-style-type: none"> - # new technology implemented - Technology-enhanced improvement 	<ul style="list-style-type: none"> - LPR operating model fully implemented by 2025 - Police body cameras fully deployed by 12/23 	
	Cost efficient operations	<ul style="list-style-type: none"> - Cost savings - Efficiency improvements - Improved cycle times 	<ul style="list-style-type: none"> - GIS fully implemented by 2025 - All depts improve efficiency in one core process by 2025 - Improve average permit time by 10% 	
Workforce Development <i>A capable, well-trained workforce</i>	A right sized organization	<ul style="list-style-type: none"> - Optimal staffing needs determined 	<ul style="list-style-type: none"> - Operational capacity needs addressed for 3 departments by 2024 	<ul style="list-style-type: none"> a) Update and Implement Police Staffing Org. Study b) Conduct Public Works Org. Study c) Review/Implement Comm. Dev. Org. Study d) Develop organization wide Succession and Development Plan e) Review compensation and non-compensation plan and benefits to attract and retain staff f) Develop employee recruitment strategy
	A stable, well-managed organization	<ul style="list-style-type: none"> - # internal promotions - Avg. tenure 	<ul style="list-style-type: none"> - Adopted succession plan by 2025 	
	An employer of choice	<ul style="list-style-type: none"> -Time to fill -Employee surveys 	<ul style="list-style-type: none"> - </= _%_ time to fill vacancies - % positive employee satisfaction surveys increase 	
Community Pride <i>A forward-looking community with a proud history</i>	A beautiful community	<ul style="list-style-type: none"> - Positive survey results - Positive business feedback 	<ul style="list-style-type: none"> - __% of people say downtown is attractive by 2025 - % of people say all Lemont is attractive by 2025 - Distressed properties resolved by 2025 	<ul style="list-style-type: none"> a) Distressed Property Improvement Program b) Implement Civic Space and Parking Study Priority Recommendations c) Downtown Safety Improvement Program d) Develop and Implement Economic Vitality Program e) Adopt Business Retention Program
	A stable, growing business environment	<ul style="list-style-type: none"> - Vacancy rates 	<ul style="list-style-type: none"> - Top ten taxpayers are retained 2022-2025 - Under 10% vacancy outside downtown by 2025 	
	Expanded recreation opportunities and access	<ul style="list-style-type: none"> - # new civic amenities 	<ul style="list-style-type: none"> - 3 new civic/amenity spaces developed by 12/2025 - Downtown Lemont visits increase annually 2022-25 	



OUR VISION

The Village of Lemont is a thriving, family-oriented, and fiscally-sound community with a wide range of housing, business, and recreational opportunities. Lemont provides a safe, attractive, and welcoming environment with a true sense of community for our residents, visitors, and businesses.



OUR MISSION

Our mission is to maintain the quality and character of our community and to preserve its heritage while fostering its growth. We accomplish this through cost-effective services, delivered with the highest degree of professionalism.



OUR VALUES

TRANSPARENCY

We value honest, open communication and easy access to information. We are committed to accessible and fair governance.

ENTHUSIASM

We value positive energy and a “can-do” spirit. We foster an enjoyable working environment where we deliver services with a smile and helpful attitude.

INTEGRITY/RESPECT

We are consistent and fair in our words and deeds. We value sincerity, decency, and respect in treatment of our residents, visitors and fellow employees

CONTINUOUS IMPROVEMENT

We value and support the active pursuit of suggestions, ideas, and creative approaches to service delivery and problem solving – leading to continuous improvement in everything we do.

TEAMWORK/COLLABORATION

We are supportive and respectful of each other as we work together to achieve our organizational goals. We value a commitment to service, teamwork and support that achieves our desired outcomes.

Reviewing the Environment, Setting Strategic Priorities

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT Analysis — a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. The results are displayed below.

DO WELL

- Public Works
- Special Events/Economic Development
- Police/Public Safety
- Customer Service
- Efficient Operations

DO BETTER

- Staffing (capacity, succession)
- Appearance/Community Aesthetics (vacancies, light, streetscapes)
- Tax Base
- Water

SWOT Analysis

- Property Issues
- Staffing
- Communication
- Online Technology
- Policing

DO MORE

- Staffing
- Financial
- Downtown
- Water
- Tax Base
- Housing
- Vacant Buildings > Commercial

CONCERNS

STRATEGIC PRIORITY 1

Financial Stability



OUTCOME

Diverse revenue base

KEY OUTCOME INDICATOR

Water rates; # new funding sources; home rule progress

TARGET

Obtain \$1M in new external funding 2022-2025

New water/sewer rate structure implemented by 2023

Authorize home rule for referendum by 2025

OUTCOME

Maintain minimum financial ratios

KEY OUTCOME INDICATOR

Financial target compliance; general fund balance; capital/operating ratio compliance

TARGET

Annual compliance with general fund balance target

Annual compliance with pension funding policy

Annual compliance with capital/operating spending ratio

STRATEGIC INITIATIVES

- a. Evaluate diversified funding options
- b. Develop financial ratios
- c. Develop a comprehensive Police Pension Policy document

- d. Develop a Home Rule Communication Plan
- e. Develop a water/sewer rate structure mitigation plan

STRATEGIC PRIORITY 2

Operational Excellence



OUTCOME

A safe, reliable, and sustainable water supply

KEY OUTCOME INDICATOR

Amount and source of water supply; storage capacity

TARGET

Achieve and maintain 2 times average day storage by 2024

Water source determined by 2025

OUTCOME

Technology enhanced service delivery

KEY OUTCOME INDICATOR

new technology implemented; technology-enhanced improvement

TARGET

LPR operating model fully implemented by 2025

Police body cameras fully deployed by 12/23

OUTCOME

Cost efficient operations

KEY OUTCOME INDICATOR

Cost savings; efficiency improvements; improved cycle times

TARGET

GIS fully implemented by 2025

All depts improve efficiency in one core process by 2025

Water source determined by 2025

STRATEGIC INITIATIVES

- a. Develop and implement Water Capacity Project
- b. Develop and implement water supply determination project
- c. LPR implementation

- d. GIS expansion project
- e. Plan and execute operational efficiencies analysis
- f. Online permitting process plan

STRATEGIC PRIORITY 3

Workforce Development



OUTCOME

A right sized organization

KEY OUTCOME INDICATOR

Optimal staffing needs determined

TARGET

Operational capacity needs address for 3 departments by 2024

OUTCOME

A stable, well-managed organization

KEY OUTCOME INDICATOR

internal promotions; average tenure

TARGET

Adopted succession plan by 2025

OUTCOME

An employer of choice

KEY OUTCOME INDICATOR

Time to fill; employee surveys

TARGET

</= __% time to fill vacancies

% positive employee satisfaction surveys increase

STRATEGIC INITIATIVES

- Update and implement Police Staffing Org Study
- Conduct Public Works Org Study
- Review/implement Communication Development Org Study
- Develop organization wide Succession and Development plan
- Review compensation and non-compensation plan and benefits to attract and retain staff
- Develop employee recruitment strategy

STRATEGIC PRIORITY 4

Community Pride



OUTCOME

A beautiful community

KEY OUTCOME INDICATOR

Positive survey results; positive business feedback

TARGET

- ___% of people say downtown is attractive by 2025
- ___% of people say all Lemont is attractive by 2025
- Distressed properties resolved by 2025

OUTCOME

A stable, growing business environment

KEY OUTCOME INDICATOR

Vacancy rates; taxpayers retained

TARGET

- Top ten taxpayers are retained 2022-2025
- Under 10% vacancy outside downtown by 2025

OUTCOME

Expanded recreation opportunities and access

KEY OUTCOME INDICATOR

new civic amenities ; # of visits

TARGET

- 3 new civic/amenity spaces developed by 12/2025
- Downtown Lemont visits increase annually 2022-25

STRATEGIC INITIATIVES

- a. Distressed Property Improvement Program
- b. Implement Civic Space and Parking Study priority recommendations
- c. Downtown safety improvement program
- d. Develop and implement economic vitality program
- e. Adopt business retention program

STRATEGIC PLANNING PARTICIPANTS

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

The Village of Lemont senior staff supported the Board and offered challenges to conventional thinking.

VILLAGE BOARD

John Egofske, Mayor

Charlene Smollen, Clerk

Janelle Kittridge, Trustee

Dave Maher, Trustee

Ken McClafferty, Trustee

Kevin Shaughnessy, Trustee

Rick Sniegowski, Trustee

Ron Stapleton, Trustee

VILLAGE STAFF

George Schafer, Village Administrator

Kay Argo, HR Manager

Linda Molitor, Community Relations Manager/Executive Assistant

Marc Maton, Chief of Police

Ralph Pukula, Public Works Director

Chris Smith, Finance Director

Darshana Prakash, Assistant Finance Director

Jason Berry, Community Development Director

CONSULTANTS

Rapp Consulting Group

Craig Rapp

Cory Poris Plasch