FY 2018 – 2021

STRATEGIC PLAN

May 2018

VILLAGE OF LEMONT

NORTHERN ILLINOIS UNIVERSITY
Center for
Governmental Studies
Outreach, Engagement, and Information Technologies

May 10, 2018

RE: FY 2018-2021 Strategic Plan - Village of Lemont

Dear Mayor Egofske,

I am pleased to present this FY 2018-2021 Strategic Plan and Summary Report to the Village of Lemont. The plan reflects the organization's commitment to strategic thinking, measurable results and the delivery of quality services.

Thank you for the opportunity to assist the Village with this project. The Board of Trustees, and senior staff are to be commended for your interest, dedication and collective effort.

I also want to thank Village Administrator George Schafer for his help and support during the process.

Yours truly,

Craig R. Rapp
Senior Advisor NIU/CGS
President, Craig Rapp, LLC

TABLE OF CONTENTS

Executive Summary..... 1

Strategic Plan Summary 2018-2021 2

Mission, Vision, Values 3

Strategic Planning Process 4

Internal and External Analysis-SWOT..... 9

Defining Priorities, Outcomes, Targets 12

Implementing the Vision: Strategic Initiatives..... 15

Strategic Planning Participants 17

Appendix I: SWOT Analysis

EXECUTIVE SUMMARY

From August 2017 through April 2018, the Lemont Village Board and senior leadership team engaged in a strategic planning process. The process resulted in a strategic plan covering FY2018-2021.

The plan consists of six ***strategic priorities*** – the issues of greatest importance to the Village 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 Village's Vision, Mission and Core Values. This was followed by a review of the operating environment via an environmental scan conducted by staff. On January 25-26, 2018, the Village Board and senior leadership team held strategic planning sessions. They developed a set of priorities, key outcomes and performance targets, and refined the organization's vision and mission, and values.

Based upon those priorities, the Village's senior staff met during February through April 2018 to develop a set of strategic initiatives and action plans.

The strategic priorities, key outcome indicators, and strategic initiatives are summarized on the following page.

The Plan

Six Strategic Priorities

1. COMMUNITY DEVELOPMENT
2. FINANCIAL SUSTAINABILITY
3. INFRASTRUCTURE MAINTENANCE
4. COMMUNITY IMAGE
5. ECONOMIC VITALITY
6. OPERATIONAL EFFECTIVENESS

STRATEGIC PLAN SUMMARY 2018-2021

Village of Lemont

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR (KOI)	TARGET	STRATEGIC INITIATIVES
COMMUNITY DEVELOPMENT	Consistent levels of new & redeveloped housing	- # new units permits; home sales; reinvestment EAV	-New and redeveloped housing at or above 2016-17 levels	a) Update Regulatory Environment (UDO, UBC, Comp Plan) JB b) Residential strategy / initiative JB c) Develop long-term boundary strategy GJS d) Village Residents / Staff / PZC / Village Board - Development Communication Strategy GJS
	Board, PZC and staff have common vision on development system, growth & redevelopment	-UDO variances; % agreement on PUD requests	Unified vision on development achieved by 12/19	
	A unified, consistent Village boundary	-# of pockets annexed; boundary agreements achieved	-All Pockets completed by 1/2020 -Boundary and annexation issues resolved by 1/2020	
COMMUNITY IMAGE	Regional awareness of Lemont	- social media & -Press release reach; community video views	-External awareness of Lemont increased yearly -in survey results - 10% annual increase in-external media mentions starting 2019	a) Implement branding program recommendations LM b) Enhanced and targeted Public / Community Relations Program LM c) Implement Channel 6/Video Streaming collaboration program LM d) Multi-jurisdictional image consistency and/or visioning project. GJS
	A positive Image of Lemont	-resident sentiment; visitor/non-resident sentiment	- % residents surveyed having favorable opinion increased by 10% by 21 - % non-residents surveyed having favorable opinion increased by 10% by 21	
ECONOMIC VITALITY	Downtown and uptown are thriving, stable retail districts	-Occupancy rates; EAV; - Retail sales tax	-Occupancy=/> Chicagoland avg. -5% annual retail sales tax growth	a) Develop downtown retail stability strategy JB b) Develop uptown retail stability strategy JB c) Establish Downtown Tourism Program LM d) Implement/Support Lemont Forge and Related HQRA projects GJS e) Establish non-retail commercial enhancement strategy JB
	Downtown Lemont and HQRA are destinations	-# of visitors @ events -# DT touches by non-residents; non-Lemont sales tax,	-Non-Lemont visits increased by 20% 2018- 2021 -Non-Lemont sales tax increased 5% annually	
	Non-retail commercial sectors are economically successful	-#of new businesses -Commercial EAV growth	- $10M annual commercial EAV growth	
FINANCIAL SUSTANABILITY	Broad revenue base	New Revenue streams	Increase in annual revenues from new sources by 750 k beginning in FY 2020	a) Home Rule success project GJS b) Establish cost reduction plan CS c) Develop pension funding plan d) Develop governmental fund stability strategy – CS e) Comprehensive new revenue streams f) Legislative Advocacy - MM
	Sound financial fundamentals	Fund balances Pension funding	Fund balance and pension targets met by FY 21.	
	Stability of all governmental funds	- internal loan repayment -operating cost increases	- 83/Main loan 100% repaid by FY 23 - Operating costs increase less than CPI	
INFRASTRUCTURE MAINTENANCE	Water storage, supply & sewer capacity meets demands of the community, regulators	-Measured storage supply; Measured Pumping -Overflow events	-2.3M gallon storage capacity by 1/2020 - Pumping capacity 6.23 MGD by 1/2023 -50% reduction-overflow events 2018-20	a) Implement water storage/supply and sanitary sewer long term control plan - RP b) implement comprehensive pavement improvement plan - RP c) Establish Expenditure and funding plan for facilities and incorporate into 5 yr. capital plan - RP d) Comprehensive Motor Vehicle, Nuisance and other Public safety code compliance program- MM
	A road system that meets Village standards	-% of streets meeting established criteria: --PCI	- 75% streets at/above Village standard by 7/2020	
	Well-maintained facilities	- maintenance & repair $ -replacement costs	- Life cycle costs of facilities improved by 1/2021	
OPERATIONAL EFFECTIVENESS	Cost efficient operations	-Cost savings; peer, industry standard comparisons	-Operating costs annual increases at or below comparable municipalities	a) Establish Continuous Improvement program - GJS b) Establish employee engagement strategy c) Develop a customer excellence program - CS d) Comprehensive employee development and succession plan program - KA e) Develop comprehensive employee evaluation and pay plan - KA f) comprehensive community policing strategy – MM
	An enhanced customer service experience	-Satisfaction ratings; online availability of information/services; -perception of police	-10%- increase online availability of info/services -Departmental satisfaction ratings increased 10% by 12/21 -Perception of police increased annually	
	A well-trained, capable and engaged workforce	-Certifications, licenses, performance evaluations, engagement	> All departments have qualified staff to assume "next level" positions by 2020. - By 2020 all employees rated on standards and evaluation criteria consistent with strategic plan. - Employee engagement increases annually	

Updated: 7.6.18

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.

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.

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 a 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.

STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the Village of Lemont answered four key questions- "Where are we now? Where are we going? How will we get there? and What will we do?" The process encompassed two major activities: a plan development phase and an implementation phase. Details of the process are depicted below.

1 Where are we now?
2 Where are we going?
3 How will we get there?
4 What will we do?

DEVELOPMENT

IMPLEMENTATION

Where we are now?

Scan the environment
–
Conduct internal and external analysis (SWOT)
–
Develop Strategic Profile
–
Identify Strategic Challenges

Where we are going?

Define our Mission
–
Articulate Core Values
–
Set a Vision
–
Establish Goals
–
Identify Key Intended Outcomes

How will we get there?

Develop Initiatives
–
Define Performance Measures
–
Set Targets and Thresholds
–
Cascade throughout organization

What we will do?

Create Detailed Action Plans
–
Establish Accountability: Who, What, When
–
Identify Success Indicators
–
Provide Resources

Assessing the Environment

To answer the question "Where are we now?", the strategic planning process began on January 8, 2018 with an assessment of the Village's operating environment via an environmental scan, conducted by staff. An environmental scan is a review of elements in the external and internal environments that impact performance. The scan included a detailed review and summary of finances, the economy, economic development, Village operations, staffing, facilities and intergovernmental relations.

The scan revealed the most difficult challenges facing the Village overall, as well as in each of the departments. The scan was presented to the Village Board on January 8, 2018 and was used as foundation and background for the strategic planning retreat.

Themes from Environmental Scan:

- Retailing is changing significantly
- State budget affects Lemont
- Village has a strong General fund
- Financing and maintaining infrastructure is a challenge
- Numerous untapped revenue options exist-including home rule
- Focusing economic development will be a key issue
- Annexation is both a challenge and opportunity
- Creating a common vision among jurisdictions is an opportunity
- Many opportunities for collaborative services

The January 8th session concluded with a preliminary discussion of the Village's Vision, Mission and Values. Revisions to each were developed for final review at a future meeting.

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Establish strategic planning process
- Review current Vision, Mission, Values
- Conduct Environmental Scan

STRATEGIC PLANNING SESSION

- Two Days
- Review
  -Environmental Scan
  -Internal SWOT
- Draft Vision, Mission, Values
- Challenges, Priorities
- Outcomes, Targets

STRATEGIC ACTION PLANNING

- Management Review
- Initiatives Development
- Action Plans
- Vision, Mission, Values Refined
- Board Review

Setting Direction, Value Proposition and Organizational Culture

On January 25-26, the leadership team—the Board of Trustees and senior staff—held a retreat to develop a strategic plan. As they continued exploration of "Where are we now?" the group was challenged to define the current organizational culture and its value proposition. The organization's culture, and the value proposition it puts forth provide the foundation for the way in which services are delivered and strategic direction is set. The three value propositions and core cultures are summarized below:

Three Value Propositions

Operational Excellence
They adjust to us

Product/Service Leadership
They 'ooh and 'ah' over our products/services

Customer Intimacy
We get to know them and solve their problems/satisfy their needs

Four Core Cultures

Control Culture
Strengths: Systematic, clear, conservative
Weaknesses: Inflexible, compliance more important than innovation

Competence Culture
Strengths: Results oriented, efficient, systematic
Weaknesses: Values can be ignored, human element missing, over planning

Collaboration Culture
Strengths: Manages diversity well, versatile, talented
Weaknesses: Decisions take longer, group think, short-term oriented

Cultivation Culture
Strengths: Creative, socially responsible, consensus oriented
Weaknesses: Lacks focus, judgmental, lack of control

The group engaged in an extended discussion regarding the value proposition and its relationship to the culture. While there were a variety of different perceptions regarding the value proposition, it was generally believed that customer intimacy reflects much of the current approach, however, **operational excellence** has been important and will continue to be important for operational stability, therefore it should be the primary value proposition, with **customer intimacy** as a secondary focus.

The team then conducted a review of their Mission, Vision and Values statements. From the previous discussion, the team felt that they needed slight adjustments to reflect current reality, and they worked on new ideas for each. They brainstormed key concepts, which were used to create draft statements. The proposed statements, along with the originals, are listed below.

Mission Statement (previous)

"The Village of Lemont is dedicated to promoting and preserving the character of the community and ensuring a high quality of life through professional public service provided in a friendly, consistent, and fiscally responsible manner, emphasizing the best interest of the community as a whole."

Brainstormed Mission Statement concepts: Genuine, preserving heritage, cost-effective/ efficient, high quality of life, growing, pubic services, fiscally responsible

MISSION STATEMENT

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.

Vision Statement (previous)

"In 2030, Lemont will be a community where people want to live or visit. It will be known for its thriving downtown excellent schools, successful businesses, and strong sense of community. Although new residents and businesses will grow the community, Lemont's quaint character will remain. The families who have lived in Lemont for the past 200 years will continue to choose Lemont as their hometown for future generations."

Brainstormed Vision Statement concepts: Existing-too long, a place where people want to live, people want to live generationally, include residents and visitors, recreational opportunities-unique advantage, safe, attractive, feel welcoming, authentic/distinctive

VISION STATEMENT

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.

Values (previous)

Accountability (Reliability, Results-Orientation), **Continuous Improvement**, **Teamwork / Collaboration**, **Problem Solving** (Creativity and Innovation), **Dedicated Public Service** (Improving quality of life, providing outstanding customer service)

Brainstormed Values: Fun, transparent, continuous improvement, enthusiasm, relaxed, supportive environment, authentic, enjoyable

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 a 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.

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Establish strategic planning process
- Review current Vision, Mission, Values
- Conduct Environmental Scan

STRATEGIC PLANNING SESSION

- Two Days
- Review
  -Environmental Scan
  -Internal SWOT
- Draft Vision, Mission, Values
- Challenges, Priorities
- Outcomes, Targets

STRATEGIC ACTION PLANNING

- Management Review
- Initiatives Development
- Action Plans
- Vision, Mission, Values Refined
- Board Review

Internal and External Analysis – SWOT

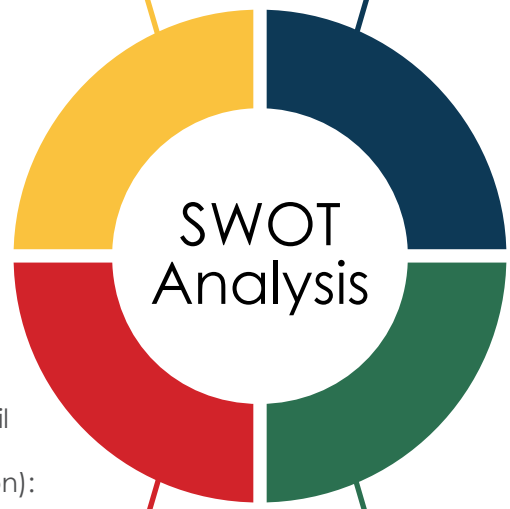
Following the culture, value and mission discussion, the leadership team continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis: a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the City Council and senior staff in advance of the planning session. The SWOT process revealed the most frequently mentioned characteristics in each area:

STRENGTHS

- Staff
- Leadership
- Finance
- Community
- Services
- Location and natural assets
- Internal: tech, equipment, infrastructure

WEAKNESSES

- Limited resources and budget constraints
- Lack of business and development
- Employee retention and stability
- Efficiency of internal processes and guiding codes
- Lagging technical innovation



OPPORTUNITIES

- Untapped natural resources: Quarry, tourism opportunities, trail connection, canal
- Development (desired destination): older codes-code change opportunities, historic downtown leverage, residential-high demand
- Collaboration with other governments, Social media/ website/promotion of village

THREATS

- Financial: state funding, costs-infrastructure/pension
- Economic development: downtown issues--i.e., business development, truck traffic, parking
- Growth: lack of land for development, surrounding common land use, Lack rooftops
- Values: Leadership, skill set employee

Meaningful community participation, collaboration and leadership.

The group compared ***strengths*** with ***opportunities*** and ***weaknesses*** with ***threats***, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. Below are the results of this analysis.

STRENGTHS LEVERAGING OPPORTUNITIES

(Make good things happen)

- Maximize natural resources
- Leverage development
- Collaboration with other governments
- Marketing

WEAKNESSES EXACERBATED BY THREATS

(Keep bad things from happening)

- Financial constraints — potential to get worse
- Development — lack of land and options-impacts retention
- Employee Retention — impacts momentum to address other issues
- Efficiency of internal processes and guiding codes
- Technology — lagging behind, lack of technology

Following this exercise, the group examined the results, and then engaged in additional brainstorming to identify a broad set of issues and challenges facing the community.

ISSUES/CHALLENGES

- Development
- Maximize natural resources
- Collaboration
- Marketing
- Financial constraints
- Employee retention
- Technology
- Variety of housing stock
- Business attraction-empty buildings
- Infrastructure-maintain and expand
- Community image
- Workforce
- Balance between residential and commercial
- Economic development
- Community planning

Based upon the issues and challenges identified, the group debated where the Village's focus should be over the next three years. After significant discussion, six strategic priorities emerged, and were adopted.

STRATEGIC PRIORITIES

COMMUNITY DEVELOPMENT

FINANCIAL SUSTAINABILITY

INFRASTRUCTURE MAINTENANCE

COMMUNITY IMAGE

ECONOMIC VITALITY

OPERATIONAL EFFECTIVENESS

Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used to create guidance, and ultimately, definitions.

1. Community Development

Balance of types and uses; comprehensive plan, code enforcement and updating, natural resources, i.e., the quarry area, signage, historic preservation, annexation of pockets.

2. Financial Sustainability

Balanced budget, strong local revenues, flexibility, cost control.

3. Infrastructure Maintenance

All systems: roads, water, facilities technology, and equipment, reliability, parking, right tools (buy question), competing interests and expansion.

4. Community Image

Who/what is Lemont? Strengths/attributes, marketing, attract/retain people/ business, citizen engagement.

5. Economic Vitality

Business promotion, downtown, strategy, inventory, fill vacancies, redevelopment, sustainable, diversity.

6. Operational Effectiveness

Efficiency, collaboration, workforce: capabilities and training; capacity and succession, customer service, technology.

Key Outcomes, Indicators, and Targets by priority

With definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

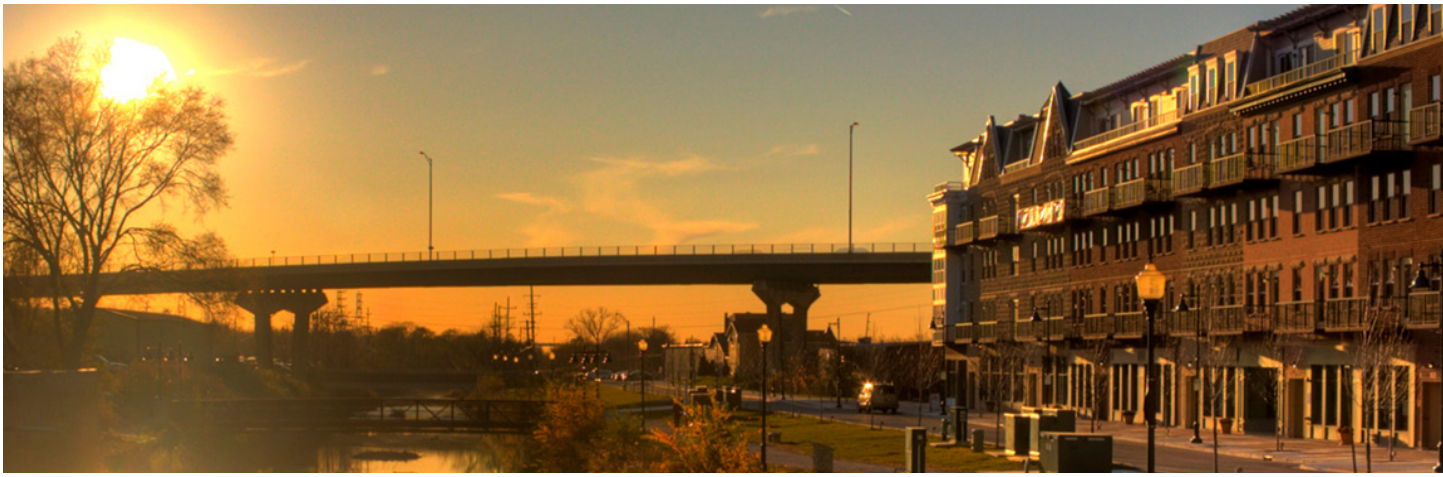
The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Community Development

a. **Outcome:** Consistent levels of new and redeveloped housing
   KOI: # of new units, permits; home sales; reinvestment EAV
   Target: New and redeveloped housing at or above 2016-17 levels

b. **Outcome:** Board, PZC and staff have common vision on development system, growth and redevelopment
   KOI: UDO variances; % agreement on PUD requests
   Target: Unified vision on development achieved by 12/2019

c. **Outcome:** A unified, consistent Village boundary
   KOI: # of pockets annexed; boundary agreements achieved
   Target: All Pockets completed by 1/2020; Boundary and annexation issues resolved by 1/2020



Financial Sustainability

a. **Outcome:** Broad revenue base
   KOI: New Revenue streams
   Target: Increase in annual revenues from new sources by 750k beginning in FY 2020

b. **Outcome:** Sound financial fundamentals
   KOI: Fund balances; Pension funding
   Target: Fund balance and pension targets met by FY 2021

c. **Outcome:** Stability of all governmental funds
   KOI: Internal loan repayment; operating cost increases
   Target: 83/Main loan 100% repaid by FY 2023; Operating costs increase less than CPI

Infrastructure Maintenance

a. **Outcome:** Water storage, supply & sewer capacity meets demands of the community, regulators
   KOI: Measured storage supply; Measured Pumping Overflow events
   Target: 2.3M gallon storage capacity by 1/2020; Pumping capacity 6.23 MGD by 1/2023; 50% reduction-overflow events 2018-20

b. **Outcome:** A road system that meets Village standards
   KOI: % of streets meeting established criteria: --PCI
   Target: 75% streets at/above Village standard by 7/2020

c. **Outcome:** Well-maintained facilities
   KOI: maintenance & repair cost; replacement costs
   Target: Life cycle costs of facilities improved by 1/2021

Community Image

a. **Outcome:** Regional awareness of Lemont
KOI: Social media & Press release reach; community video views
Target: External awareness of Lemont increased yearly in survey results; 10% annual increase in-external media mentions starting 2019

b. **Outcome:** A positive Image of Lemont
KOI: Resident sentiment; Visitor/non-resident sentiment
Target: % residents surveyed having favorable opinion increased by 10% by 2021; % non-residents surveyed having favorable opinion increased by 10% by 2021

Economic Vitality

a. **Outcome:** Downtown and uptown are thriving, stable retail districts
KOI: Occupancy rates; EAV; Retail sales tax
Target: Occupancy=/> Chicagoland average; 5% annual retail sales tax growth

b. **Outcome:** Downtown Lemont and HQRA are destinations
KOI: # of visitors at events; # DT touches by non-residents; Non-Lemont sales tax
Target: Non-Lemont visits increased by 20% 2018–2021; Non-Lemont sales tax increased 5% annually

c. **Outcome:** Non-retail commercial sectors are economically successful
KOI: #of new businesses; Commercial EAV growth
Target: $10M annual commercial EAV growth

Operational Effectiveness

a. **Outcome:** Cost efficient operations
KOI: Cost savings; peer, industry standard comparisons
Target: Operating costs annual increases at or below comparable municipalities

b. **Outcome:** An enhanced customer service experience
KOI: Satisfaction ratings; Online availability of information/services; Community perception of Police
Target: 10% increase online availability of info/services; Departmental satisfaction ratings increased 10% by 12/2021; Perception of police increased annually

c. **Outcome:** A well-trained capable workforce
KOI: Certifications, licenses, performance evaluations
Target: All departments have qualified staff to assume "next level" positions by 2020; By 2020 all employees rated on standards and evaluation criteria consistent with strategic plan; Employee engagement increases annually

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Establish strategic planning process
- Review current Vision, Mission, Values
- Conduct Environmental Scan

STRATEGIC PLANNING SESSION

- Two Days
- Review
  -Environmental Scan
  -Internal SWOT
- Draft Vision, Mission, Values
- Challenges, Priorities
- Outcomes, Targets

STRATEGIC ACTION PLANNING

- Management Review
- Initiatives Development
- Action Plans
- Vision, Mission, Values Refined
- Board Review

Implementing the Vision: Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The Village of Lemont will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the Targets.

The following are strategic initiatives developed by staff, refined by the Village Board.

Community Development

- Update Regulatory Environment (UDO, UBC, Comp Plan)
- Residential strategy / initiative
- Develop long-term boundary strategy
- Village Residents / Staff / PZC / Village Board - Development Communication Strategy

Financial Sustainability

- Home Rule success project
- Establish cost reduction plan
- Develop pension funding plan
- Develop governmental fund stability strategy
- Comprehensive new revenue streams
- Legislative Advocacy

Infrastructure Maintenance

- Implement water storage/supply and sanitary sewer long term control plan
- Implement comprehensive pavement improvement plan
- Establish Expenditure and funding plan for facilities and incorporate into 5 yr. capital plan
- Add facilities to CIP
- Comprehensive Motor Vehicle, Nuisance and other Public safety code compliance program

Community Image

- Implement branding program recommendations
- Enhanced and targeted Public / Community Relations Program
- Implement Channel 6/Video Streaming collaboration program
- Multi-jurisdictional image consistency and/or visioning project

Economic Vitality

- Develop downtown retail stability strategy
- Develop uptown retail stability strategy
- Establish Downtown Tourism Program
- Implement/Support Lemont Forge and Related HQRA projects
- Establish non-retail commercial enhancement strategy

Operational Effectiveness

- Establish continuous improvement program
- Establish employee engagement strategy
- Develop a customer excellence program
- Comprehensive employee development & succession plan
- Develop comprehensive employee evaluation & pay plan
- Comprehensive community policing strategy

In the coming months, the staff, with Village Board input, will finalize detailed action steps for each strategic initiative. The collective actions will become the on-going work plan for the staff over the FY 2018-2021 performance period.

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board 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 Village.

Lemont Village's senior staff supported the Board and offered challenges to conventional thinking.

Village Board

Mayor John Egofske
Trustee Debbie Blatzer
Trustee Ryan Kwasneski
Trustee Dave Maher
Trustee Ken McClafferty
Trustee Rick Sniegowski
Trustee Ron Stapleton

Clerk Charlene Smollen

Village of Lemont Senior Staff

Village Administrator George Schafer
HR Manager Kay Argo
Community Development Director Jason Berry
Police Chief Marc Maton
Community Relations Manager Linda Molitor
Public Works Director Ralph Pukula
Finance Director Chris Smith