



Village of **Lindenhurst**

Strategic Plan and Goal Development 2020

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NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement and Regional Development

Executive Summary

Strategic planning is a preferred approach to guiding an organization’s future rather than making decisions issue by issue. The Village of Lindenhurst (“the Village”) engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning workshop with Board and senior staff members in January of 2020. Prior to the workshop, several focus groups were held with community stakeholders to gather input on their vision regarding the Village’s future. With the focus groups as a starting point for discussions, the strategic planning workshop provided a positive atmosphere for the Board and senior staff members to work together and collaboratively review and develop the Village’s visions of the future and strategic goals to determine where it is the Village wants to go as an organization and as a community. As was discussed and reviewed during the workshop, executive-level workshops and strategic planning sessions are a staple of good governance and leadership for progressive organizations.

Prior to the strategic planning process, staff reviewed and updated the Village’s vision and mission statements as well as the core principles. While these were not reviewed during the strategic planning workshop retreat, they continue to serve as a guide for driving the Village towards the future direction they wish to go.

Vision Statement

The Village of Lindenhurst endeavors to be the friendliest and most appealing community in Lake County, Illinois; enriched by small-town values and traditions, fostering an atmosphere where citizens and businesses can thrive.

Mission Statement

The Village of Lindenhurst, in partnership with our community, continuously strives to provide a safe, healthy, and vibrant environment through quality customer service, public safety, progressive leadership, and financial responsibility.

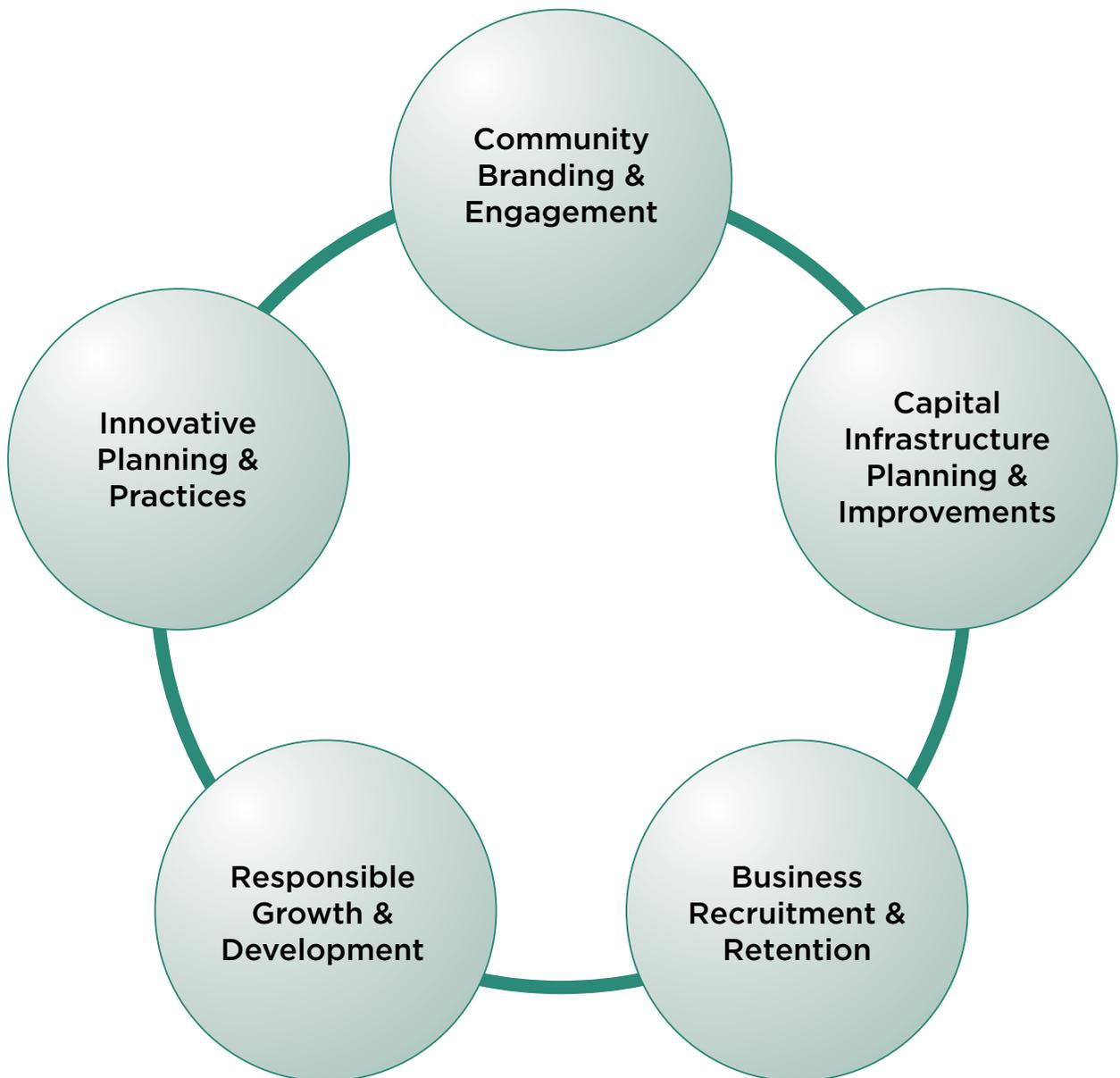
Core Principles

Vision	Embracing innovative solutions for a better future.
Accountability	Demonstrating transparency through ethical, efficient government.
Leadership	Inspiring and expecting the best of ourselves, each other, and our community.
Unity	Connecting people through collaborative engagement.
Excellence	Striving to be our best through integrity, teamwork and exceptional customer service — nurturing a friendly, desirable place to live.

Strategic Priorities

Ultimately, five key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified as a result of the strategic planning process [in no particular order] are illustrated below.

Strategic Priority Areas



Strategic Goals

After discussions regarding the visions for the future, important topics, strengths, weaknesses, opportunities, and threats for the Village, participants were asked to identify short - and long-term goals. After the goals were developed, participants were then asked to classify each goal according to a matrix model of complexity and time. Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine (please see full report for defined criteria).

Following the classification exercise, the Board was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed seven short-term routine goals, six short-term complex goals, four long-term routine goals and six long-term complex goals. The top three goals from each category are offered as a process “snapshot” representing the most important strategic goals or priority areas for the Board and staff to address in the months and years ahead (see below). For a full review and appreciation of all the strategic goals and priority areas presented, discussed and ranked, please refer to the full report.

SUMMARY OF TOP 3 GOALS ORGANIZED IN TIME/COMPLEXITY MATRIX

Short-Term Routine Goals

- Explore the possibility of implementing a TIF District to help with redeveloping Linden Plaza/Grand Avenue commercial corridor
- Prioritize current stormwater needs and develop plan to fund and implement stormwater projects
- Work to enhance communication and engagement between the Village and the community

Short-Term Complex Goals

- Develop and implement a redevelopment plan for Linden Plaza and Grand Avenue commercial corridor
- Identify and explore business attraction strategies
- Explore annexing property, especially at Routes 132 & 45 to establish defined boundaries

Long-Term Routine Goals

- 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)
- Continue to explore and evaluate potential additional revenue sources
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements

Long-Term Complex Goals

- Execute identified business attraction strategies
- Explore possibilities and workable approaches to mitigate flooding issues
- Work to engage stakeholders to create a community brand and defined identity for the Village

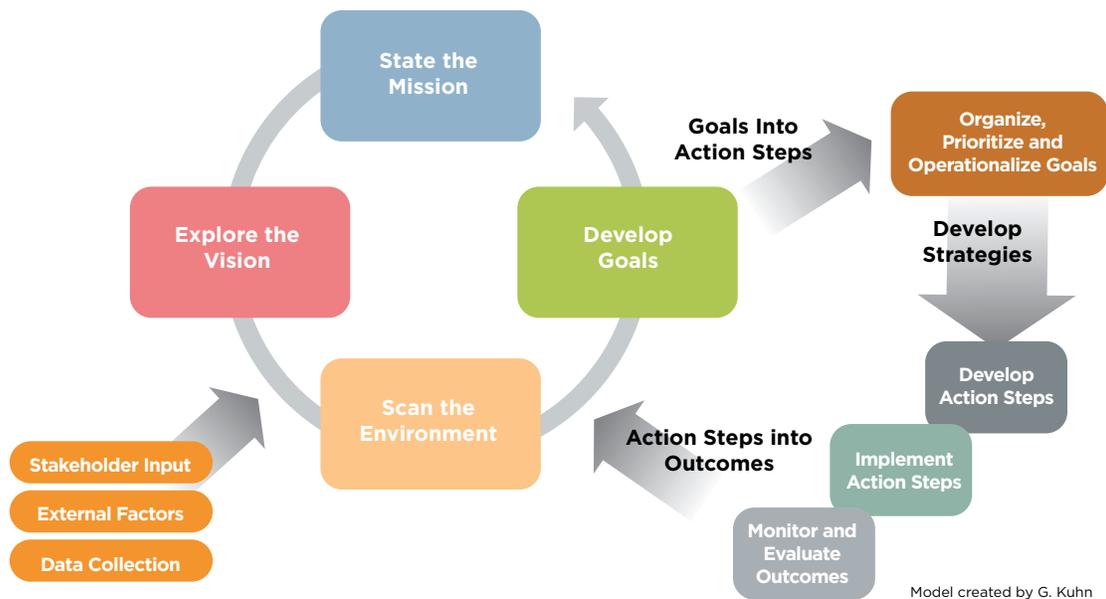
Introduction

As an organization, the Village has placed itself among the special class of governmental entities that have made a commitment to formalized strategic planning and goal setting exercises (Figure 1). As Village leaders are aware of, strategic planning is not a new phenomenon for progressive communities and government agencies. Policymaking boards and staff in both private and public organizations, including the Village, recognize the value of such processes. This important work will serve the community well into the coming years.

The Board and senior staff members gathered in January 2020 to discuss the Village’s vision, important policies, topic areas, develop goals, and ultimately establish the future direction for the Village. The strategic planning workshop provided a positive atmosphere to set aside time to methodically, strategically, determine where it is the Village wants to go as an organization. As was shared with the Board and senior staff members at the conclusion of the workshop, the organization should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board and senior staff members’ efforts throughout this process and the Village’s budgeting process.

Keep in mind that the judicious use of the Village’s limited resources (including financial resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented 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:

Taking Stock, Stakeholder Focus Groups

This pre-workshop component is an important piece designed to help ground the environmental scanning portion of the process. Listening is vital to planning, and these steps are an important part of “taking stock” and helping to understand current Village policies and operational perspectives, perceptions and preferences. In total, three (3) focus groups were held with community members and Village staff with approximately 12–20 participants in each session.

These focus group sessions included:

- Village front-line staff
- Community stakeholders
- Residents

The focus group sessions were designed to serve as a primer for the strategic planning process. The information presented next in summation was designed to add *exploratory and thematic information* for the Board and Senior Leadership Team to consider during the strategic planning workshop session. As a result of the three focus group sessions and the responses recorded, the facilitators identified five overarching themes that emerged during the environmental scanning process. The themes represent important topic areas that the Village should direct efforts towards over the next 3-5 years. The themes are presented below [in no particular order]. Please see [Appendix A](#) for a full summary of all focus group questions and aggregated responses for each theme.

Environmental Scanning — Overarching Themes



Outline of Workshop:

Leadership Exercises and Discussion Sessions

Session I. Introduction Exercise — Icebreaker and Visioning

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process was informed by the environmental scanning components and the identified strengths, weaknesses, opportunities and threats for the Village. The workshop facilitators utilized a group discussion approach called ‘*Nominal Group Technique*’ where participants were assured equal opportunities to speak and share opinions by the facilitator. During the workshop sessions, individuals had the opportunity to generate and share their ideas, as well as participate in 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 organizational values, purpose, future directions, and priorities.

Each participant engaged in a visioning exercise by selecting two items from the “garage sale” table, and using them to answer two questions. The first item was used to answer the visioning question, “In 10-15 years when I return to the Village, I hope to see, or think I will see...,” in regards to services, programs, staffing levels, capital needs and general concepts that should or would be present in the Village at these intervals. The second item was related to the question, “What are some important topics the Village will need to address in the next 1-3 years?” 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. This was a brainstorming exercise—all ideas about the Village’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

Exploration of the Village of Lindenhurst’s Desired Future Condition: Visions of the Future

Garage Sale Item	Visions of the Future
Helmet	Bike path connectivity and network through the community. Physically appealing downtown area (e.g., Village Green vision)
3M Hooks	Have a community brand. Have Lindenhurst’s name on more entities (e.g., Library entrance). Have more name recognition and promote the Village. Have an established identity
Play-Doh	Path and sidewalk connectivity throughout the community. Be able to bike from the north side of the Village to the other side without having to go on the highway. Establish the community’s identity, keep the family focus and atmosphere, offer family activities different from Gurnee
Memory chip	A small hospital (non-profit) in the Village. A different economic development landscape and the ability for the Village to respond successfully, address and invest in technology changes and community expectations
Hand sanitizer	Lindenhurst is growing but growing clean and remains family-friendly

Garage Sale Item	Visions of the Future
Valve	Water main replacements with less interruptions. One hundred percent of old mains replaced and no longer use 4 inch valves.
AT&T	Evolving technology in police functions and services - continue to remain efficient, increase officer safety, online reporting, don't lose interactions/engagement with residents
Police car	Strong/supportive Police Department with well-trained officers who have the technology and equipment they need to be successful. Maintain interactions and relationships with the community
Drafting compass	Centralize Village services in a unified building - municipal complex
Brick	A town center (Linden Plaza), availability and accessibility of local goods (e.g., hardware store), fine dining options, entertainment options, mixed-use development
Fidget spinner	Lindenhurst is a place with vitality, youth, a trendsetter, sustainable, constantly moving forward - staying vibrant

Additional Notes:

A consistent amount of open space devoted to the enjoyment of the outdoors.

A complete buildout of the Village's corridor along Grand Ave. and 45

A vibrant downtown area, most likely at Linden Plaza location, but could also be at 45 and Sand Lake

Exploration of the Village of Lindenhurst's Important Topic Areas/Issue

Garage Sale Item	Important Topics/Issues
Wire	Address issues with the overhead power lines throughout the community and downtown area (i.e., often go down/lose power)
Pipe	Continue moving forward with stormwater projects and road improvements (e.g., Valley Road), move forward and fund infrastructure projects to enhance the beautification of the Village
Pipe	Aging wastewater infrastructure - reduce inflow and infiltration, update treatment plant
Fire truck	Funding for roadway improvements
Fire hydrant	Continue high-quality water supply
Illinois MPP	Become a small business hub with no empty buildings. Help keep a sense of community and promote economic development
Police car	Police recruitment and retention strategies
Brick	Growth and development, need to create gathering places and family activities
CD	Failing technology in lift stations, need funding for technology upgrades
Hard hat	Construction and complete streets, review streets that can be complete
Fish	Be vibrant to stand out - attract attention, be bold, be better than our neighboring communities/think differently

Session II. Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities or possible barriers based on the collective view of each participant’s team. The group’s responses were recorded on flip chart paper and are reported below. Bolded sections are key phrases that the group provided in response to the exercise’s open questions and prompts.

Group #1

1. We want to **create a higher sense of community**, but **need involvement from all stakeholders**.
2. The two most important things to focus on are **vision** and **goals** because **that will form our identity**.
3. If it weren’t for **community partnerships**, we would be **limited in our progress**.
4. We need to finally **take a bold step**.
5. **Creation of our identity** will have the biggest impact on the Village in the coming 2-3 years.

Group #2

1. We want to **grow the Village**, but **remain family-oriented**.
2. The two most important things to focus on are **identity** and **infrastructure** because **these are essential aspects of who we plan to be**.
3. If it weren’t for **money**, we **wouldn’t be here**.
4. We need to finally **take the lead and be open to change**.
5. **Grand Avenue completion** will have the biggest impact on the Village in the coming 2-3 years.

Group #3

1. We want to **make Lindenhurst the best it can be**, but **remain fiscally responsive**.
2. The two most important things to focus on are **infrastructure** and **economic development** because **these are the top expectations of our residents**.
3. If it weren’t for **lack of funding**, we would **build our own downtown center**.
4. We need to finally **think big and bold**.
5. **Condition of the State of Illinois** will have the biggest impact on the Village in the coming 2-3 years.

Session III. Environmental Scanning: Internal and External S.W.O.T Analysis

The next step of the strategic planning process involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of 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 organization’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 **threats (T)** lie ahead that would be obstacles or hindrances?

S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

Internal

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • 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 • Location -near Milwaukee and Chicago • Transportation • Technology • Infrastructure • Facilities • Lake water • Utility capacity • Safe • Quality of life 	<ul style="list-style-type: none"> • Low revenue operation • Property maintenance issues • Identity, branding • Non-resident property owners • Cost of development including fees • Housing - don't have millennial-type housing/ apartments • Location - Amongst other retail centers • Infrastructure • Community involvement • Reluctance on bold ideas by the community • Training and access to training • Lack of economic development - strategies, mechanism, programs • Land inventory

External

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Grand Avenue project (enhance safety/attract businesses) • Undeveloped/vacant property • Annex property • Public transportation • Community involvement • Expiring boundary agreements • Community branding/identity and name recognition • Partnership/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/workforce planning • Infrastructure improvements • Revenue diversification 	<ul style="list-style-type: none"> • State of Illinois • State of Wisconsin • Property 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

Session IV. Nominal Group Goal Identification

With the preceding sessions as a sound foundation for **goal-setting**, the final session was a healthy group discussion of goals and/or action items needed to achieve the future visions as expressed by the group. To begin the process, participants returned to the groups they had worked with during the previous exercise. Each member was allotted time to highlight the three or four most important policy and program goals that they think the Village should accomplish in the next one to five years. The groups then shared their short- and long-term goals with the larger group. Goals that participants developed could be highly specific or general.

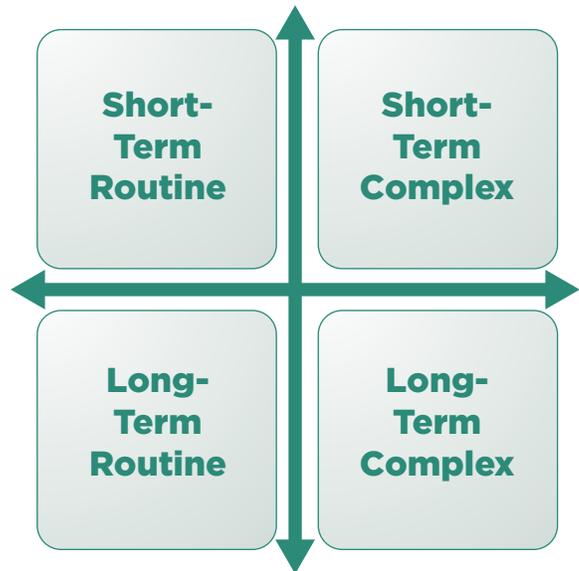
Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of time and complexity (Figure 2). Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

The agreed upon criteria used for classifying goals as either short- or long-term and routine or complex 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 three 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/contractor.

Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Board and staff members to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Figure 2. Goal Time & Complexity Matrix
Developed by Professor G. Gabris



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 and complexity 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 (Figure 3). The top three goals are offered here as a process “snap shot” of the most important strategic goals or issues areas for staff to address in the months and years ahead. In total, the group developed seven short-term routine goals, six short-term complex goals, four long-term routine goals and six long-term complex goals.

Figure 3. Top Three Goals within Each Quadrant of the Time and Complexity Matrix

Short-Term Routine Goals

- Explore the possibility of implementing a TIF District to help with redeveloping Linden Plaza/Grand Avenue commercial corridor
- Prioritize current stormwater needs and develop plan to fund and implement stormwater projects
- Work to enhance communication and engagement between the Village and the community

Short-Term Complex Goals

- Develop and implement a redevelopment plan for Linden Plaza and Grand Avenue commercial corridor
- Identify and explore business attraction strategies
- Explore annexing property, especially at Routes 132 & 45 to establish defined boundaries

Long-Term Routine Goals

- 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)
- Continue to explore and evaluate potential additional revenue sources
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements

Long-Term Complex Goals

- Execute identified business attraction strategies
- Explore possibilities and workable approaches to mitigate flooding issues
- Work to engage stakeholders to create a community brand and defined identity for the Village

As part of the overall planning process, the strategic planning team developed a total of 23 goals. The above summarizes only the top 3 priorities as arranged in the time and complexity matrix. For a full review and appreciation of all the strategic goals developed, discussed and ranked, please see [Appendix B](#).

Strategic Priority Areas

Ultimately, five key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified as a result of the strategic planning process [in no particular order] are illustrated below.



Conclusion

The value of the strategic planning process will only be realized if it is used as an active working guide to both the Village's leadership team and staff as the issues explored during the strategic planning process are pursued. It is designed to capture the content of the discussions and to assist the Village in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

What is apparent from the exchange of ideas and dialogue during the discussion sessions and the strategic planning workshop is that the Village is fortunate to have progressive leadership and a management team that is looking ahead and committed to strategic thinking and planning. One noted observer summarized the challenges of organizational progress this way:

*“The art of progress is to preserve order amid change,
and change amid order...”*

— A.N. Whitehead

We wish you well with the ambitious year that lies ahead.

Handwritten signatures of Greg Kuhn and Jeanna Ballard. The signature for Greg Kuhn is on the left, and the signature for Jeanna Ballard is on the right.

Greg Kuhn and Jeanna Ballard, Session Facilitators

Appendix A:

Focus Group Summary Themes & Responses

Focus Group Summary

One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that cut across all groups. 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 present the results of the study 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 analyst's coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that, they highlight 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/outreach sessions. The sessions were designed to serve 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 the Board and Senior Leadership Teams to consider during the strategic planning workshop sessions.

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 here?
2. If you left Lindenhurst tomorrow, and didn't return for 10-15 years, what do you think you'll see, or what do you hope you'll see, when you return?
3. What do you like best about Lindenhurst? Related to that, what are the strengths/greatest assets of the Village? Opportunities?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Lindenhurst? Threats?
5. What are/should be the top priorities for the Village over the next 3-5 years?
6. If you could change or initiate one key item or thing about the Village, what would it be?

Overall Themes

The data below were derived from the analysis of the bundled focus group data. Using qualitative analysis techniques such as reviews of phrases, developing sorting categories, and conducting word counts, the following comment themes, topics, and phrases surfaced.

Environmental Scanning — Overarching Themes



Economic Growth & Development

- Re-design/re-develop plaza area (e.g., mixed-use, more small businesses, attract younger demographics, modernize, beautify) or address blighted issues
- Entertainment districts (e.g., music venue, incorporate different cultures, varied options for varied ages)
- Look into annexing land for future development
- Diversified tax base (e.g., commercial, small business, industry, etc.)
- Attract young talent to the community
- Think big picture (cohesion between development and community values)
 - *Comparison to 2018 Community Survey: 84% of respondents ranked economic and business development to be an important issue for the Village to consider*

Business Attraction & Retention

- Thriving and well-developed business park
- Business development plan (e.g. balance of businesses, culture, and arts)
- Encourage 'shop small' initiatives
- Business incentive options/packages for new and existing businesses
- Strategic approach to business development (e.g., what businesses are needed and that can also be sustained to help the community thrive and grow)
 - *Comparison to 2018 Community Survey: Local Availability of needed goods and services ranked as one of the Bottom 10 Attributes (4/10) and 30% of respondents it as Very or Somewhat Dissatisfied*

Green Initiatives & Sustainability

- Connectivity throughout the community (e.g., sidewalks, benches, bike paths, walkable destinations)
- Code enforcement
- Green initiatives incorporated with development
- Protect and maintain green space and forest preserves
- Long-range plans for lakes – address the sediment problems
- Make sure business and commerce growth are harmonious with nature
 - *Comparison to 2018 Community Survey: Fairness and consistency of code and ordinance enforcement ranked as one of the Bottom 10 Attributes (7/10) and 26% of respondents rated it as Very or Somewhat Dissatisfied*
 - *Comparison to 2018 Community Survey: 72% and 61% of respondents ranked parks and green spaces and lakes management (respectively) as an important issue for the Village to consider*

Organizational Development

- Succession planning
- Align staffing levels with service demands and expectations
- Staffing evaluation and recommendations
- Development opportunities for staff
- Establish clear priorities and expectations
- Be open to change
- Communication plan to reach and engage with more residents
- Emergency management planning (e.g., plan for the next crisis)
 - *Comparison to 2018 Community Survey: Professionalism of police officers and staff ranked as one of the Top 10 Attributes (7/10) and 83% rated it as Very or Somewhat Satisfied*
 - *Comparison to 2018 Community Survey: 72% of respondents were Very or Somewhat Satisfied with availability of information about Village programs, events, services, and issues. However, 21% were Very or Somewhat Dissatisfied with government's efforts to actively seek input from citizens*

Community Identity

- Create a downtown development plan
- Establish a community identity
- Downtown as a destination - gathering place for the community that has a hometown feel
- Niche for community – draw people in
- More gathering places outside of the downtown
- Community workspace
- Utilize the lakes as part of Lindenhurst's identity
 - *Comparison to 2018 Community Survey: Overall image and reputation of the Village ranked as one of the Bottom 10 Attributes (10/10) and 19% rated it as Very or Somewhat Dissatisfied*

Strengths

- Experienced, knowledgeable and responsive staff
- Safe community
- Library
- Inter-governmental and community organization cooperation
- Park District
- Grand Avenue project (e.g., help with connectivity, economic growth)
- Lake Michigan water
- Involved residents
- Forest preserves, parks and lakes
- Fiscally responsible
- Schools
- High-level of services
- Lindenfest

Opportunities for Improvement

- Lack of diversity
- Identity crisis – who is Lindenhurst?
- Small businesses not supported by community enough
- Lack of community volunteers
- Variety of businesses
- No downtown/destination
- Aged/failing infrastructure
- Lack of funding for capital improvements
- Village staffing levels
- Resistant/slow to change
- Motivation for businesses to locate in Lindenhurst
- Communication
- Lack of prioritization and clear expectations
- The plaza
- Piecemeal development – no cohesion

Appendix B:

Prioritized Strategic Short- and Long-Term Strategic Goals

SHORT-TERM ROUTINE GOALS	GROUP AVERAGE
Explore the possibility of implementing a TIF District to help with redeveloping the Linden Plaza	1.9
Prioritize current stormwater needs and develop plan to fund and implement stormwater projects	2.3
Work to enhance communication and engagement between the Village and the community	3.3
Develop a village-wide succession plan and identify areas for improved efficiencies, specialized training and cross-training opportunities	4.6
Develop a drainage improvement/culvert 50-50 replacement plan	4.7
Review and determine current and upcoming SWALCO contract(s)	5.6
Update and implement refinements in the command structure for the Police Department	5.7

SHORT-TERM COMPLEX GOALS	GROUP AVERAGE
Develop and implement a redevelopment plan for the Linden Plaza	1.4
Identify and explore business attraction strategies	1.9
Explore annexing property at Routes 132 & 45 to establish defined boundaries	4.0
Develop strategies to enhance the preservation of the Village's water treatment plant capacity through reduction of infiltration and inflow	4.4
Examine FAU possibilities throughout the Village including County Place Drive and Valley Drive	4.6
Create a village-wide sidewalk connectivity plan	4.7

LONG-TERM ROUTINE GOALS	GROUP AVERAGE
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)	1.7
Continue to explore and evaluate potential additional revenue sources	2.3
Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements	2.6
Explore plans to expand the Public Works garage to enhance work space and functionality	3.4

LONG-TERM COMPLEX GOALS	GROUP AVERAGE
Execute identified business attraction strategies	2.0
Explore possibilities and workable approaches to mitigate flooding issues	3.3
Work to engage stakeholders to create a community brand and defined identity for the Village	3.4
Create a development plan for open/vacant properties to help solidify boundaries and explore annexation possibilities	3.6
Explore approaches and establish a plan to create a town center	3.7
Examine possibilities for a redesign of the water distribution system interconnection with Lake Villa and Central Lake County Joint Action Water Agency (CLCJAWA)	5.0