

VILLAGE OF LAKE ZURICH

A Collaborative Roadmap for Successful Municipal Governance



Strategic Plan

2011 - 2013

Strategic Plan 2011 - 2013

Strategic Goals

- *Ensure the Long-Term Sustainability of the Village*
- *Provide Community-Focused Municipal Services*
- *Facilitate Informed Decision-making*
- *Adhere to Ethical Behavior in all Government Operations*

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Introduction

In the fall of 2009, the Village Administration commenced the process of preparing a new Strategic Plan for Lake Zurich; a project goal identified in the Fiscal Year 2010 budget. This project was coordinated by the Administration and included the participation of the Village President, Board of Trustees, Village Clerk, Village Attorney, all department directors, graduate student interns, and was facilitated by Dr. Gregory Kuhn, Northern Illinois University – Center for Governmental Studies.

Dr. Kuhn conducted the Strategic Planning and Goal Identification Workshops on two separate days, which took place in the Community Room of the Village's Police Department facility. The Summary Report of this two-day workshop was released by NIU during winter 2009. This particular document serves as the foundation for the *Village of Lake Zurich's Strategic Plan 2011 – 2013*. Also completed during this fiscal year, the Department of Building and Zoning - Planning and Economic Development conducted an in-house community wide business attitude survey during September and October 2009, while the Administration conducted the Village's first community wide citizen satisfaction survey. NIU through its Public Opinion Laboratory conducted the citizen satisfaction survey in late January – early February, and released the findings in mid-February 2010. These two documents represent an integral part of the Strategic Plan and serve as two of the key elements in the environmental assessment cycle, along with the organizational and financial evaluations, which are conducted annually. The strategic planning cycle is depicted in the diagram on the following page, which identifies the Overall Organizational Management and Planning Process.

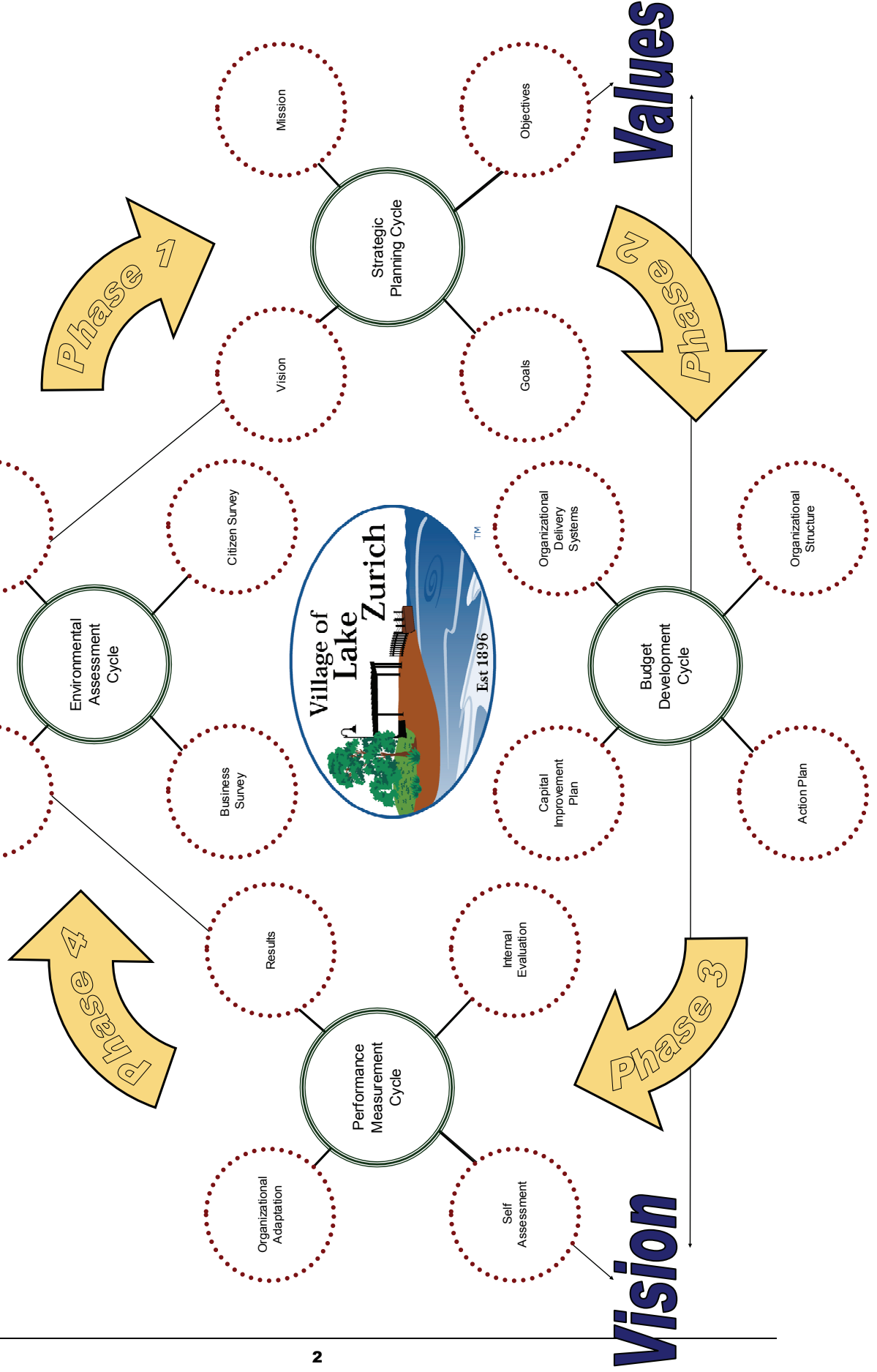
Village Administration, in an effort to conserve on consultant costs, prepared this final document for adoption by the Village President and Board of Trustees. The Strategic Plan 2011 - 2013 consolidates and fully incorporates all of the results contained in the Summary Report from the strategic planning and goal identification workshops. As described in detail within the Strategic Plan, four (4) overarching strategic goals were generated from among the more than 70 suggestions inputted by the participants. The remaining suggestions were further refined and identified as programs, projects, and objectives under each of the four strategic goals.

Looking forward, the Village has a new, collaboratively developed road map for the next two years to assist in the governance and operation of Lake Zurich. Through this Strategic Plan, the action planning and performance measurement cycles can be formulated to complete the overall *Annual Operational Work Plan* that will guide departmental operations toward accomplishing the Village Board's strategic goals. Once all of these new tools are finally in place, the Village will have one of the most sophisticated, unique and comprehensive organizational management and planning processes from amongst its peers. This strategic plan can serve as the necessary springboard for future budgets, actions plans, and performance monitoring plans, all of which will lead to the future financial prosperity, security, and improved service delivery throughout Lake Zurich. Congratulations to all that participated!

Leadership

Village of Lake Zurich

Organizational Planning Cycles



Mission Statement

The mission of the Village of Lake Zurich is to strive to provide our residents and businesses exceptional quality municipal services. We will achieve this through strategic planning, fiscal responsibility, and transparent, accessible, and responsive municipal leadership and staff. This will result in continually improving quality-of-life and a return on investment for all stakeholders in the community.

Our Community Vision

Vibrant Downtown – a charismatic, well-developed downtown area that captures the rich social, cultural, and economic distinction of Lake Zurich

Sense of Community – a commitment to fostering quality relationships with all community stakeholders in pursuit of common goals

Leadership by Example – an organization that serves as a regional beacon of efficient, effective, and economical governance

Diversity and Vitality – a prosperous community founded on a diverse range of business, industry, and housing

Service Delivery – maintaining a service delivery framework built on best practices that balances resources and needs

Guiding Principles of Our Organization

Trust & Integrity – We believe that our organization is honest in our actions, open with our communications, and that we provide fair and dependable public services.

Teamwork – We believe that our organizational team strives for success through a collaborative approach utilizing our dedicated, innovative, and forward-thinking team of professionals to deliver high-quality public services.

High-performance, Quality Services – We believe that our organization delivers cost-effective, efficient, and responsive public services evaluated through clearly defined performance-measures.

Caring & Respectful Leadership – We believe that our organization provides guidance to our personnel and the community by establishing the people's goals and objectives derived from listening to needs.

Transparency & Accountability – We believe that our organization is open, accessible, and promotes understanding throughout the community by educating the public about Village operations and services.

Dedicated Professionals – We believe that our organization, in order to sustain itself, must attract, develop, and retain qualified individuals with high ethical standards and a desire to serve the public.

Village Strategic Goals

SG 1 - Ensure the Long-Term Sustainability of the Village

Inherent in this goal is ensuring the financial, operational, and administrative capacity to maintain service levels in accordance with the mission and vision of Lake Zurich. This includes the development and maintenance of a comprehensive Capital Improvement Plan (CIP), Capital Equipment Plan (CEP), and potable water and storm water/wastewater plans. This will require a high level of maintenance for public infrastructure as well as private property in addition to the need to revisit and renew the plans and strategies for infrastructural maintenance on a regular basis.

Consultation and deliberation of established plans and strategies from impacted stakeholders must be urged as well as the utilization of purposeful design to develop a downtown development strategy. Policies, which will spur investment and reinvestment opportunities by the business and development community, will need to be established and supported to provide meaningful development through proper planning and resource management. The creation of a dynamic and collaborative atmosphere that welcomes new and diverse business types, attracts investments and encourages public/private partnerships is also critical in this arena.

The Village's mission, vision, and goals must be continuously consulted in order to set the context, direction, and priorities of Village operations. This will entail consulting, researching and examining, both internally and externally, of methods to streamline Village operations.

Village Board Objectives (2011-13)

1. **Ensure the maintenance of the Village's capital assets and infrastructure through systematic planning processes**
2. **Promote the overall development/redevelopment of the community**
3. **Utilize up-to-date best practices and policies**
4. **Attain fiscal balance and sustainability**

SG 2 - Provide Community-Focused Municipal Services

Providing community focused municipal services requires measures that seek to improve the quality of life for the residents, business owners, and visitors of Lake Zurich. This includes actively soliciting feedback from community stakeholders for incorporation into the community and organizational planning process while encouraging problem solving at all levels of municipal operations. This will foster an organizational culture of continuous improvement and goal achievement.

Programs and processes that provide information and education to staff, elected officials and community stakeholders regarding financial policies, service operations, and the organizational planning processes of the Village will need to be developed and implemented.

It is essential to develop strategies that eliminate redundancy and maximize productivity through an investment in technology and training initiatives to adapt to changing demographic, societal, and economic trends. Strategic partnerships between the governing body, management, employees, and community stakeholders will help the Village evaluate and develop current and/or future service needs while establishing measurable performance standards across all Village operations.

Utilizing evaluation standards that are objective, measurable, and representative of the service, program, and/or employee ensures the identification of the strengths and weaknesses of Village operations allowing for responsible financial planning consistent with the Village's mission and vision. This enables the Village to maintain a balanced budget accompanied by sufficient reserves while simultaneously providing reliable Village services that consider the breadth and diversity of community stakeholders.

Village Board Objectives (2011-13)

1. **Tailor service delivery to the needs of the community**
2. **Deliver Village services efficiently and effectively**
3. **Maximize the quality of Village services based on available financial resources and strategic prioritization**

SG 3 - Facilitate Informed Decision-making

Informed decision-making means having the capacity and expertise to use objective and measurable methods of information analysis. This includes an evaluation of current and potential protocols for information gathering and dissemination. This will ensure maximization of existing communication methods while employing multiple streams of information in the decision-making process.

Efforts to solicit feedback from community surveys, business surveys, and internal surveys will help develop benchmarking criteria and strategic timelines for incorporation into Village operations. This requires accurate and relevant records that use concise, easy-to-understand formats and comparative data (e.g. per capita cost, historical trends) used to uphold Village-wide efforts to increase community communication and participation in everyday operations.

Internally, departmental representatives are encouraged to collaborate on the identification and prioritization of strategic departmental initiatives, information processes, and information technology solutions that increase the quality of data collection and analysis including the expansion of public outreach and information campaigns regarding Village projects/programs.

Continued efforts to implement and improve measurables for efficiency, effectiveness, and economy will streamline the components of the Lake Zurich Action Plan (CIP, CEP, Strategic Plan, Budgeting, Performance monitoring, etc.) to promote informed governance. This places an increased emphasis intended outcomes and the related performance measures and targets.

Village Board Objectives (2011-13)

1. **Provide timely, relevant, and high-quality information and analysis**
2. **Utilize results-oriented reporting and evaluation procedures**
3. **Promote interactive communication throughout the organization**
4. **Foster innovation and ingenuity all levels of municipal operations to allow decision-making responsibility and accountability at the most effective organizational levels.**

SG 4 - Adhere to Ethical Behavior in all Government Operations

Ethical behavior is acting in accordance with the rules or standards for appropriate conduct and in accordance with the standards of municipal services profession. This means that employees agree to conduct their profession in a manner reflective of the highest standards of honesty and respect for each other and the residents, business owners, and visitors of Lake Zurich.

Inherent in this goal is establishing effective communication methods with federal, state, regional, and local governments to cultivate positive relationships and to deepen awareness of regional, state, and national initiatives and activities. Locally, this will require collaboration with community stakeholders and community-based organizations to identify joint ventures or partnerships that further the community vision.

This entails inviting a cross section of the citizens to assist with the exchange of information with other community stakeholders, conducting a bi-annual citizen satisfaction survey to solicit direct feedback from community residents and incorporating technology and innovative solutions to enhance communications with community stakeholders. Community outreach activities will enhance the community's understanding of the multiple and varied roles, responsibilities, and processes of municipal operations to encourage an open environment. This will entail the use of communication methods founded on the ideals of transparency, accountability, and accessibility.

Operational decisions should incorporate elements that embrace both tangible and intangible benefits while cognizant of the diverse cultural and socioeconomic segments throughout the community. This assures the provision of comprehensive services that seek to achieve the most good for the greatest number of citizens.

Village Board Objectives (2011-13)

1. **Comply with all contractual obligations and government regulations**
2. **Foster active stakeholder participation in government**
3. **Promote openness and transparency in governmental processes**

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