

Village of Tinley Park Strategic Plan 2020-2025



Approved March 3, 2020



Prepared for the Village of Tinley Park by Management Partners



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Methodology



Located about a half hour from downtown Chicago and recognized as one of the premier destinations for music lovers, the Village of Tinley Park's population and businesses are growing. Tinley Park combines the business advantages of a growing suburban community with the competitive strengths of the Chicago market.

Introduction and Background

Tinley Park leaders have been using a strategic plan developed several years ago and updated regularly to direct Village resources. The Village Board initiated a strategic planning process in 2019 to update the policy priorities and goals that will be used by elected officials and professional staff to allocate resources over the next five years. The 2020 to 2025 plan includes a vision, mission and values that are foundational to the resulting goals and strategies.

Strategic Planning Process

The Mayor, Village Board, Village Manager, Assistant Village Manager and senior staff were individually interviewed to identify Tinley Park strengths, weaknesses, opportunities and challenges, as well as issues and potential goal areas for discussion during a strategic planning workshop that was open to the public. In addition to the interviews, four focus groups were held with members of the business community and Village employees to hear their ideas about opportunities and service enhancements needed to maintain and enhance the position of the Village within the region. A summary of input from the 2019 Citizen's Survey and an environmental scan of Tinley Park socio-demographic data was reviewed and incorporated into the key themes that emerged from the various sources. A summary of the data and information was prepared as a briefing document. The briefing document was distributed to Village Trustees prior to the strategic planning workshop.

The same group that was interviewed (Board members, Village Mayor, Village Clerk, Village Manager, Assistant Village Manager and senior staff) participated in workshops on November 18 and 19, 2019 at the Tinley Park Convention Center. The purpose of the sessions was to develop a vision and mission for the future of the Village, as well as to

discuss values and identify goals and strategies for the next five years. This document presents the results of the workshops.

Strategic Plan Elements

This strategic plan contains major key components. Each is described below.

A **vision** is a clear and concise statement of where the Village of Tinley Park wants to be in the future. The vision serves as the guiding principle for decisions and programs the Village provides.

A **mission statement** states the purpose of the Village and guides the prioritization of opportunities. It defines what the organization stands for and what it will do. The mission also directs the day-to-day actions of Tinley Park and its employees.

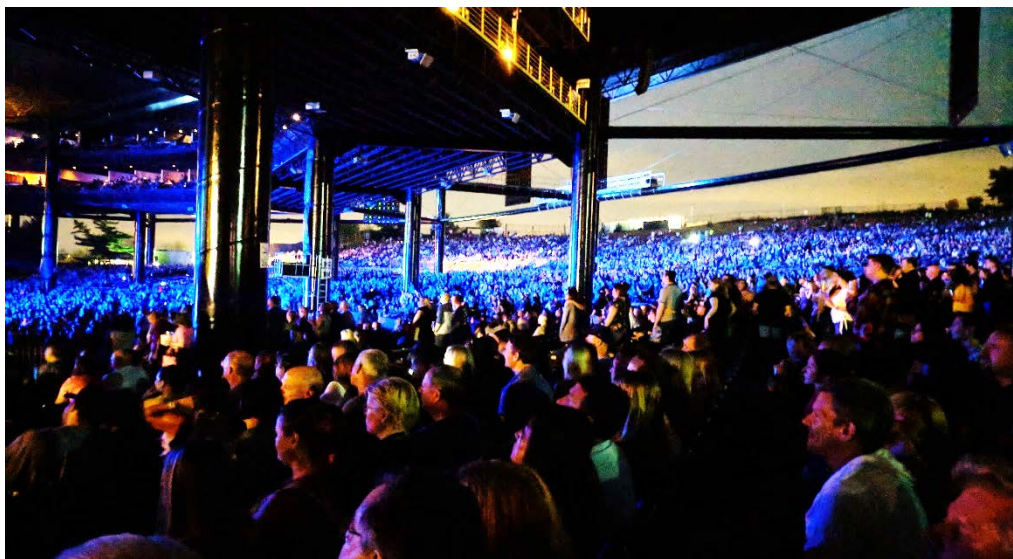
The **values** are the core operating principles of Tinley Park. Values govern the actions and behaviors of policy makers and employees to effectuate the mission and vision of Tinley Park.

Goals are closely aligned with the vision and state the desired outcomes to be achieved. Goals provide the “why” of the specific actions the organization will take. Typically, a strategic plan has four to six goals, which may be achieved over several years.

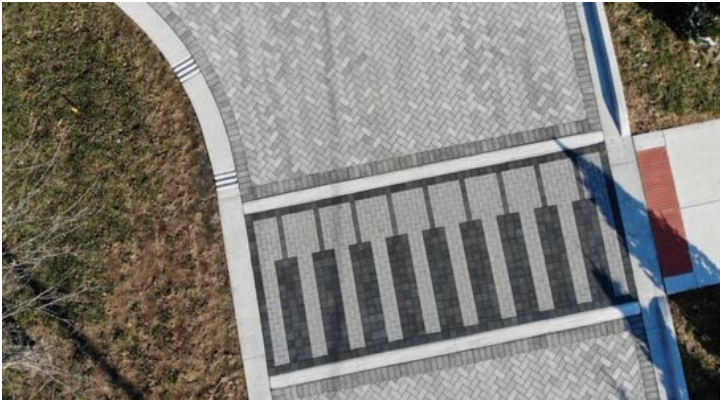
Strategies are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined.

The broad steps to achieve the goals are identified in an **Implementation Action Plan**. The action plan provides key tasks, the person assigned responsible for carrying out the actions, resources required, milestones, and success measures. The implementation action plan spans five years, since some of the goals require long-term strategies.

Staff will **report** to the Mayor and Village Board on the status of strategy execution periodically, detailing progress and seeking further direction as needed.



VISION



The vision describes where the Village wants to be in the future.

Tinley Park is a destination community in the region, embracing all walks of life through music and entertainment, vast resources and first-class services.

MISSION



The mission describes the purpose of the organization.

We are committed to providing a safe, high-quality experience for residents, the business community and visitors.

VALUES



Core values establish the operating principles of the organization. They govern the actions and behaviors of policy makers and employees.

Village Before Self: With a focus on ethical, cooperative and cost-effective work and service, we put the collective needs of the community first through:

- **Accountability,**
- **Efficiency,**
- **Inclusion,**
- **Integrity,**
- **Innovation,**
- **Leadership,**
- **Safe and supportive environment, and**
- **Teamwork.**

Goal A. Support and enhance a comprehensive public safety network in partnership with the community we serve.



Success Measures

- *Percent of residents Rating safety services as good or excellent*
- *Percent change in safety service capacity*
- *Percent of grant funds acquired for safety services*

Strategies

1. Strengthen community resilience through prevention and educational resources in accordance with nationally established standards.
2. Expand safety service capacity through the acquisition of available grants and other resources.
3. Promote technology, research, training and development to support enhanced safety services.
4. Complete implementation plan for the 2018 Police Staffing Study and determine attainable deployment models for all public safety operations.

Goal B. Cultivate a highly motivated workforce through investments in our employees, processes and technology.



Success Measures

- *Percent of employees rating internal communication as good or excellent*
- *Percent of residents rating customer service as good or excellent*
- *Percent of departments and programs using comparable performance measures*

Strategies

1. Minimize silos and use cross-functional department teams, where appropriate, to promote workflow efficiencies.
2. Implement technology solutions to streamline processes and achieve efficiencies.
3. Improve internal communications.
4. Create an organization-wide practice and mentality of “Village before self” through outstanding customer service to residents and coworkers alike.
5. Develop a formal recognition program to evaluate and reward employee creativity, encourage suggestions, and motivate employee performance.
6. Analyze future staffing needs as part of developing a succession plan program.
7. Develop comparable performance measures to assess Tinley Park departments and programs with similar organizations.

Goal C. Expand economic development opportunities.



Success Measures

- *Percent change in capital improvement funds approved for improvements in southwest Tinley Park*
- *Percent of development review applicants rating the overall process as good or excellent*

Strategies

1. Develop and maintain partnerships with intergovernmental agencies.
2. Develop a consensus plan for the I-80 corridor.
3. Prepare an infrastructure investment plan to support development in the southwest part of the Village.
4. Prioritize corridor improvements to support redevelopment and future land use.
5. Focus efforts to redevelop and attract new businesses to Park Center Plaza and Tinley Park Plaza.
6. Develop a plan to increase the vibrancy of Downtown Tinley.
7. Increase economic development promotions through effective teamwork by community development and marketing staff.
8. Streamline development-related review processes.

Goal D. Increase neighborhood and business district stability.



Success Measures

- *Percent change in the number of properties with active code enforcement orders*
- *Percent change in square feet of occupied business space*

Strategies

1. Develop a proactive code enforcement program to reduce property deterioration.
2. Develop a means of attracting new businesses to fill current vacancies.
3. Create a program to welcome and engage new businesses.
4. Develop focused partnerships with major employers in the community.
5. Support job creation by attracting, retaining, and growing a diverse local workforce.
6. Promote and support business retention.

Goal E. Improve community engagement and tourism.



Success Measures

- *Percent of residents rating Village sponsored community engagement as good or excellent*
- *Percent change in linear square feet of connected green space*

Strategies

1. Expand community engagement efforts.
2. Grow existing customer service platforms to address resident and stakeholder needs.
3. Expand Village tourism infrastructure.
4. Recruit entertainment and tourism-related businesses.
5. Connect Village green spaces and gathering areas to enhance walkability and pedestrian access.
6. Engage the Tinley Park business community to support tourism and branding initiatives.
7. Develop Harmony Square as a regional destination and “third place” for residents and visitors.

Conclusion



The Village of Tinley Park Strategic Plan includes input from Village leaders, members of the business community, and employees as well as the Mayor, Village Clerk, Trustees, Village Manager, Assistant Village Manager and department directors. Information obtained from the citizen's survey, focus groups and environmental scan data were used to inform the Village Board in determining strategic priorities to address the most important needs of the community. As such, this plan includes a broadly representative direction and provides a framework for the foreseeable future.

Over the next five years, Village Trustees, staff and the public should use this document as a roadmap of things to accomplish. Through careful budgeting and work planning, staff will work to implement the goals and strategies in the plan and periodically provide progress updates to the Trustees and residents about what has been achieved.

Throughout the next five years, other management tools and plans, such as the budget, Capital Improvement Program, Comprehensive Plan, and other tactical documents, as appropriate, will be aligned with the Strategic Plan to ensure all Village efforts are working toward common ends. The accompanying Implementation Action Plan contain the details to accomplish the goals and strategies of this plan.

ELECTED OFFICIALS

Mr. Jacob C. Vandenberg
Mayor

Ms. Kristin A. Thirion
Village Clerk

Ms. Cynthia A. Berg
Trustee

Mr. William P. Brady
Trustee

Mr. Michael W. Glotz
Trustee

Mr. William A. Brennan
Trustee

Ms. Diane M. Galante
Trustee

Mr. Michael G. Mueller
Trustee

Mr. David Niemeyer
Village Manager