

RESOLUTION NO. R-15- 47

**A RESOLUTION APPROVING A STRATEGIC PLAN FOR THE  
VILLAGE OF ADDISON FOR FISCAL YEAR 2016-2021**

**WHEREAS**, the Mayor and Board of Trustees of the Village of Addison believe in the concept of sound organizational planning; and

**WHEREAS**, the Mayor and Board of Trustees met in open session, to discuss the establishment of a Strategic Plan for the Village organization for fiscal year 2016-2021, and

**WHEREAS**, the Mayor and Board of Trustees believe that formal adoption of this Strategic Plan will serve to direct Village resources toward achievement of these priorities,

**NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED BY THE MAYOR AND BOARD OF TRUSTEES OF THE VILLAGE OF ADDISON DU PAGE COUNTY, ILLINOIS, as follows,**

**SECTION ONE:** That the Strategic Plan attached hereto as Exhibit A is formally adopted for the Village organization for fiscal year 2016-2021.

**SECTION TWO:** The Village Manager is hereby authorized and directed to commence efforts toward achievement of said Strategic Plan; to assign work to subordinate personnel; and to periodically monitor progress.

**SECTION THREE:** This Resolution shall be in full force and effect from and after its passage and approval in the manner provided by law.

PASSED THIS 7<sup>th</sup> day of December 2015.

Ayes: Trustees Hundley, Layne, Lynch, Mc Dermott & Theodore

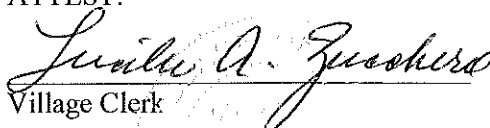
Nays: None

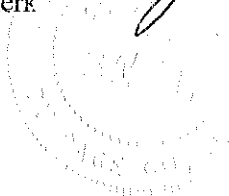
Absent: Trustee Kleczko

APPROVED THIS 7<sup>th</sup> day of December 2015.

  
Mayor

ATTEST:

  
Village Clerk



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# VILLAGE OF ADDISON STRATEGIC PLAN

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November 2015

**CENTER FOR GOVERNMENTAL STUDIES**  
NORTHERN ILLINOIS UNIVERSITY  
DEKALB, ILLINOIS 60115



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement, and Information Technologies*

R-15-47



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement, and Information Technologies*

November 30, 2015

RE: 2016-2019 Strategic Plan—Village of Addison

Dear Mayor Veenstra,

On behalf of the Center for Governmental Studies at Northern Illinois University, I am pleased to present this 2016-2019 Strategic Plan and Summary Report to the Village of Addison.

The plan reflects the organization's commitment to strategic planning, and to delivering measurable results. I appreciate the dedicated effort put forth by you, the Board of Trustees, and senior staff.

I also want to thank Village Manager Block for his assistance and support during the process.

Yours truly,

Craig R. Rapp  
Senior Associate  
President, Craig Rapp LLC

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## *Executive Summary*

The Village of Addison engaged in a strategic planning process over three meetings on August 24, August 31, and September 28, 2015. The sessions yielded a draft strategic plan for the three-year period 2016-2019.

The strategic plan consists of six *strategic priorities*, which are the highest priority issues for the next three years; a series of *desired outcomes*, which provide a vision of success, *key outcome indicators*, which will be monitored to determine success; and a set of *performance targets*, which define the successful outcome.

On August 24, the Board and senior staff began the process of developing the strategic plan. The group discussed purpose and value proposition, examined the strengths, weaknesses, opportunities and threats (SWOT analysis), identified the major challenges facing the Village, and adopted the set of six strategic priorities.

On August 31, the group reviewed the priorities, and developed a set of key outcome indicators (KOIs) and performance targets for each priority. The KOIs and targets are the measurement framework necessary to track achievement of the outcomes identified.

On September 28, the senior management team met and developed a set of strategic initiatives and action plans that will be used to make achieve the outcomes desired.

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

## Village of Addison-Strategic Plan Summary 2016-19

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Strategic Initiatives
<b>Economic Development</b>	Vibrant shopping areas	Retail/comm. vacancies	Reduce vacancies to 3% by 2018	a) New business recruitment program
	Successful commercial development	Reinvestment dollars	\$250,000 of private reinvestment per year	b) Existing business retention program
	Diversified & high quality retail	New retail not currently in Addison	3 new businesses not currently in Addison	c) Targeted new business incentive program d) Management
<b>Community Image</b>	Fully-integrated community-no fragmentation	Jt. community projects across socio-econ lines to support quality of life	6 joint community projects in one year	a) Joint community image program
	Consistent quality education throughout Village	--Test scores --Adult educ. Options --	-Schools rank in top 20% -5% increased enrollment of Addison residents	b) Schools in the top 20% c) Increase Addison residents enrollment
	An educated community re: quality of life issues	Feedback on community survey	5% increase in understanding over 2016 baseline	d) Conduct citizen survey
<b>Housing</b>	Expanded supported living hsg options for seniors	Independent and assisted complexes	One new complex open by end of 2018	a) Senior friendly housing complex
	A high % of Addison residents remain here	Senior friendly complexes, high-end rental complexes	One new senior-friendly townhse or high-end rental bldg. by 12/31/18	b) Targeted independent and assisted living complex
	Current unincorporated areas are successfully incorporated	Street extensions	5 blocks incorporated	c) Annexation initiative
<b>Infrastructure</b>	Improved productivity via technology	Productivity measures	5 % increase each dept.	a) Productivity improvement
	Improved reliability-hard infrastructure	Unscheduled repairs and services calls	25% reduction, unscheduled repairs -	b) Hard infrastructure reliability improvement
	Comprehensive facilities plan in place and funded	Facilities plan	Plan completed, funding secured	c) Facilities plan
<b>Civic Engagement</b>	Intergovl partners understand all priorities	Priorities of all partners	Common set of priorities adopted by 12/31/18	a) Collaborative intergovernmental priorities project
	Improved efficiency of customer service ops.	Efficiency measures	5% increase in each identified area	b) Community event participation increase program
	Increased involvement at community events	Participation/attendance rates	5% increase in attendance	
<b>Employee Development</b>	Fully trained and capable employees	Overall perf eval scores	85% of employees overall perf eval score > 3.5	a) Performance improvement program
	Stable and qualified employees	Attrition rate	< 1 termination/yr. < 5 resignations/yr.	b) Competitive compensation program
	Competitive compensation pkg.	Comparable salaries-other cities	90% of positions in upper quartile	



# *Village of Addison Strategic Planning Process*

## **Overview**

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 was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

## **Strategic Plan Development—SWOT, Setting Priorities, Defining Outcomes**

On August 24, the Village of Addisons leadership team held a retreat for the purpose of developing a strategic plan. As part of the exploration of “Where are we now?” the group was challenged to define the current organizational culture and its value proposition—understanding that an 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 four core cultures are summarized below:

### Three Value Propositions

#### **Operational Excellence** (Wal-Mart, Southwest Airlines)

- ☐ They adjust to us (command and control)

#### **Product/Service Leadership** (Apple, Google)

- ☐ They ‘ooh and ‘ah’ over our products/services (competence)

#### **Customer Intimacy** (Nordstrom, Ritz-Carlton)

- ☐ We get to know them and solve their problems/satisfy their needs (collaborative)

### Four Core Cultures

#### **Control** Culture (Military - command and control)

- ☐ Systematic, clear, conservative
- ☐ Inflexible, compliance more important than innovation

#### **Competence** Culture (Research Lab – best and brightest)

- ☐ Results oriented, efficient, systematic
- ☐ Values can be ignored, human element missing, over planning

#### **Collaboration** Culture (Family-teams)

- ☐ Manages diversity well, versatile, talented
- ☐ Decisions take longer, group think, short-term oriented

#### **Cultivation** Culture (Non-profit/religious group-mission/values)

- ☐ Creative, socially responsible, consensus oriented
- ☐ Lacks focus, judgmental, lack of control

The group engaged in an extended discussion regarding the value proposition and the relationship to the culture. While there were a variety of different perceptions regarding the value proposition, it was generally agreed that while the customer intimacy reflects much of the current approach, operational excellence is important and will continue to be important for financial stability, therefore it should be the primary value proposition, with customer intimacy as a secondary focus. The group will need to continue this discussion- and in particular, how it will affect the implementation of the strategic plan.

The team then conducted a brief review of their Mission, Vision and Guiding Principles. In the case of the Mission and Guiding Principles, the group felt that the existing statements reflected current reality, and therefore no change was necessary. They are:

Mission Statement:

To create a dynamic, engaged and sustainable community in which all residents, businesses and employees enjoy economic opportunity, social stability and a sense of well-being.

Guiding Principles:

Our behavior is governed by our guiding principles and values, and our success depends on consistently living these values as an organization and as a community.

- ☐ Conduct that is at all times honest, fair, ethical and respectful
- ☐ Service that is responsive, respectful, and of high quality
- ☐ A code of honor that is marked by trust, openness and integrity
- ☐ Superior standards of professionalism and expertise bolstered by ongoing training and commitment to learning
- ☐ Commitment marked by helpfulness, teamwork, collaboration and information sharing
- ☐ Freedom to excel, create value and contribute to our purpose

In the case of the Vision Statement, the group felt that a new vision was appropriate. They decided to brainstorm vision concepts and leave the drafting of a full Vision Statement to a Board-Staff subgroup, who will present it to the full Board for adoption. The Vision Statement is a description of who and what they wish the city to be in the future.

Vision Statement concepts:

Vision Statement:

- ☐ People want to live, work or visit
- ☐ All stages of life
- ☐ Live, stay, grow
- ☐ Quality schools
- ☐ Safe
- ☐ Entertainment options
- ☐ Strong sense of community



Following the mission, vision and guiding principles discussion, the group conducted an assessment of the environment within which the Village operates. 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 Board and senior management team in advance of the planning session. The SWOT process revealed the most frequently mentioned characteristics in each area:

### STRENGTHS

- Good location, financial stability, intergovernmental cooperation, cohesive Village Board, experienced Village staff

### WEAKNESSES

- Development: retail, filling vacancies, Poor Image: social, economic, schools, reputation, age of community, aging of staff-succession, housing options

### OPPORTUNITIES

- Business/economic development, quality housing options, technology & transparency (staying ahead), civic engagement, transportation (example-Choose DuPage), employee enrichment

### THREATS

- Economic instability, unpredictable state/federal government, vacancies/loss of businesses, negative school perception, diverse population-divided, fragmented

The group then engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. This effort helped to crystalize the current challenges and opportunities facing the community. The results of this analysis are listed below:

### STRENGTHS-OPPORTUNITIES

#### (Make good things happen)

- Use our location to attract economic development & residential growth & transportation
- Our experienced staff will help enrich our employees-to pass on sustainable knowledge encouraged by the cohesive Village Board
- Technology and transparency will help promote civic engagement, including the cohesive Board
- Our financial stability (Village Bond rating) will help bring in business development

### WEAKNESSES-THREATS

#### (Keep bad things from happening)

- Development (commercial)
- Improve poor image—schools, fragmented population
- Housing options—senior, transitional

This led to the identification of a broad set of issues and challenges facing the community:

### ISSUES/CHALLENGES

- Economic development
- Community Image

- Housing options
- Civic engagement
- Elementary school reputation
- Fragmentation
- State and Federal unpredictability
- Maintaining the capabilities and capacity of employees
- Technology infrastructure
- Infrastructure—maintaining and improving

Once the current challenges were identified, the group discussed the issues that were most important to the success of the Village in the next three-five years. From that discussion, a set of six Strategic Priorities emerged. They are:

### **STRATEGIC PRIORITIES**

1. Economic Development
2. Community Image
3. Housing
4. Infrastructure
5. Civic Engagement
6. Employee Development

#### **Defining the Strategic Priorities**

In order to clarify the meaning of each priority in the context of the Village of Addison, the group identified key concepts for each. These will be used to develop a short definition of each Priority.

#### **Economic Development**

Commercial/retail-new, redevelopment-commercial, industrial manpower/staffing, workforce, reducing vacancies-retail

#### **Community Image**

Schools, rental neighborhoods, fragmented, perception of low income, crime/safety, racial bias

#### **Housing**

Senior options, transition (for seniors), rental regulation, neighborhood maintenance (code enforcement), unincorporated annexation planning

#### **Infrastructure**

Streets, sanitary sewer, water, stormwater, IT, facilities, maintain/improve/upgrade, modern, state-of-the-art

### **Civic Engagement**

Transparency, civic functions/events, empowering citizens, involving other taxing bodies, two-way communication, internal engagement (employees)

### **Employee Development**

Training, fully capable, attract and retain the best, inclusion (engaging/empowering), competitive wages and benefits

### **Determining Success: Defining Outcomes, Indicators, Targets**

After identifying strategic priorities, the group focused on developing a set of desired outcomes. Once the outcomes were established, Key Outcome Indicators (KOI's) were defined and Performance Targets were developed. KOI's are measures that will be tracked to reveal progress toward the desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

The alignment created between Outcomes, KOI's, Targets and Strategic Priorities is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

### **Key Outcomes, Indicators, and targets by priority are:**

#### **Economic Development**

Outcome: Vibrant shopping areas; KOI: Retail/comm. vacancies; Target: (1) Reduce vacancies to 3% by 2018

Outcome: Successful commercial development; KOI: Reinvestment dollars; Target: \$250,000 of private reinvestment per year

Outcome: Diversified & high quality retail; KOI: New retail not currently in Addison: 3 new businesses not currently in Addison

#### **Community Image**

Outcome: Fully-integrated community-no fragmentation; KOI: Jt. community projects across socio-econ lines to support quality of life; Target: 6 joint community projects in one year

Outcome: Consistent quality education throughout Village KOI: Test scores, Adult educ. Options; Target: -Schools rank in top 20%, 5% increased enrollment of Addison residents

Outcome: An educated community re: quality of life issues; KOI: Feedback on community survey; Target: 5% increase in understanding over 2016 baseline

#### **Housing**

Outcome: Expanded supported living hsg options for seniors; KOI: Independent and assisted complexes; Target: One new complex open by end of 2018

Outcome: A high % of Addison residents remain here; KOI: Senior friendly complexes, high-end rental complexes; Target: One new senior-friendly townhse or high-end rental bldg. by 12/31/18

Outcome: Current unincorporated areas are successfully incorporated; KOI: Street extensions; Target: 5 blocks incorporated



### Infrastructure

Outcome: Improved dept. productivity via use of technology; KOI: Productivity measures; Target: 5% increase in each dept.

Outcome: Improved reliability-hard infrastructure; KOI: Unscheduled repairs and services calls Target: 25% reduction, unscheduled repairs -2016-2019

Outcome: Comprehensive facilities plan in place and funded; KOI: Facilities plan; Target: Plan completed, funding secured

### Civic Engagement

Outcome: Intergovernmental partners understand all priorities; KOI: Priorities of all partners; Target: Common set of priorities adopted by 12/31/18

Outcome: Improved efficiency of customer service ops.; KOI: Efficiency measures; Target: 5% increase in each identified area

Outcome: Increased involvement at community events; KOI: Participation/attendance rates; Target: 5% increase in attendance

### Employee Development

Outcome: Fully trained and capable employees; KOI: Overall perf eval scores; Target: 85% of employees overall perf eval score > 3.5

Outcome: Stable and qualified employees; KOI: Attrition rate; Target: < 1 termination/yr., < 5 resignations/yr.

Outcome: Competitive compensation pkg.; KOI: Comparable salaries-other cities; Target: 90% of positions in upper quartile

## 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. To accomplish this, the senior management team met on September 28, and developed a set of strategic initiatives for each priority. 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 Performance Targets.

### 1. Economic Development

- a. New business recruitment program
- b. Existing business retention program
- c. Targeted new business incentive program
- d. Management

### 2. Community Image

- a. Joint community image program
- b. Schools in the top 20%
- c. Increase Addison residents enrollment
- d. Conduct citizen survey

### 3. Housing

- a. Senior friendly housing complex
- b. Targeted independent and assisted living complex
- c. Annexation initiative

### 4. Infrastructure

- a. Productivity improvement
- b. Hard infrastructure reliability improvement
- c. Facilities plan

### 5. Civic Engagement

- a. Collaborative intergovernmental priorities project
- b. Community event participation increase program

### 6. Employee Development

- a. Performance improvement program
- b. Competitive compensation program

### Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Board led the way, defining a direction and a set of outcomes that are important to the community. The Trustees and senior staff all spent time engaged in new ways of thinking to come up with a set of plans that will help the Board successfully measure and achieve the outcomes they defined.

### Elected Officials

*Mayor*

Richard Veenstra

*Board of Trustees*

Tom Hundley

Cathy Kluczny

Sylvia Layne

Bill Lynch

Joe McDermott

Harry Theodore

*Village Clerk*

Lucille Zuccherro

### Senior Management Team

*Village Manager*

Joseph Block

*Assistant Village Manager/Community*

*Development Director*

John Berley

*Finance Director*

Roseanne Benson

*Director of Police*

Timothy Hayden

*Director of HR/Risk Management*

Don Pinson

*Director of Community Relations*

Don Weiss

*Director of Public Works*

Rick Federighi

*Purchasing Agent*

Anna Hendrey

*IT Manager*

Mike Sampey