

Village of Orland Park 2018 Strategic Planning and Goal Development Executive Summary



Prepared by Session Facilitators

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EXECUTIVE SUMMARY

Strategic planning is a preferred approach to expressing and guiding an organization's future. Rather than making decisions issue by issue, a holistic strategic planning process serves as a designed conversation to provide a forum for a methodical exchange of ideas and development of strategic goals. The Village of Orland Park (the "Village") engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a series of strategic planning workshops with Board members and staff. As an organization, the Village has followed a regular process of establishing goals for the Board and staff to follow to provide quality services for the community. As part of the 2018 process, the workshop retreat sessions provided a collaborative atmosphere for the Board and management staff to take the time to work together to explore the future, develop strategic goals and determine where it is the Village wants to go as an organization. As was discussed and reviewed during the workshop, executive-level retreats and strategic planning sessions are a staple of good governance and leadership for progressive organizations.

STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITIES

Ultimately, six key strategic priority areas were identified as an outcome of the 2018 planning process. These six strategic priority pillars highlight the key activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified during the workshop [in no particular order] include:

- *Fiscal stewardship, planning and stability,*
- *Economic development,*
- *Adaptation, innovation technology and effectiveness,*
- *Organizational development and service delivery,*
- *Infrastructure maintenance and improvements, and,*
- *Quality of life.*

STRATEGIC GOALS

As part of the planning process, participants were asked to identify short - and long-term goals for the Village. After the goals were developed, participants were then asked to classify each goal according to a matrix model of time and complexity. 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 Mayor and Board were asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed eight short-term routine goals, ten short-term complex goals,

six long-term routine goals and nine long-term complex goals. The top three goals (and ties) from each category are offered here 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. For a full review and appreciation of all the strategic goals and priority areas presented, discussed and ranked, please refer to the full report.

Top Three Goals within Each Quadrant of the Time and Complexity Matrix	
SHORT-TERM ROUTINE	<ul style="list-style-type: none"> •Develop a long-term financial plan to maintain the Village’s strong fiscal position •Evaluate and refine the Village’s Capital Improvement Program •Continue to take steps to review and streamline services and service delivery approaches
SHORT-TERM COMPLEX	<ul style="list-style-type: none"> •Create Village-wide economic development plans and strategies to attract commercial and retail development across the community •Identify a qualified developer for the Triangle development project •Provide the Village Board with an objective analysis on staffing levels and potential organizational refinement or changes
LONG-TERM ROUTINE	<ul style="list-style-type: none"> •Implement the outcomes of the Village’s long-term financial analysis/financial plan • Implementation and completion of the Main street Triangle development project •Develop an organizational risk management plan to address staffing and technology needs
LONG-TERM COMPLEX*	<ul style="list-style-type: none"> •Continue to identify strategies to attract day-time employment options and businesses to the Village to support the community’s retail and dining industries •Implement the Villages economic development plans and strategies •Work with IDOT to complete the widening of 143rd Street to Will-Cook Road •Develop and implement a Comprehensive Park Improvement Plan to identify and complete Village-wide park improvements (i.e., equipment, facilities, etc.) •Implement identified strategies to streamline Village services and processes

**Note:* There was a three-way tie for the top three goals in the long-term complex category.

Village of Orland Park

2018 Strategic Planning and Goal Development

FULL REPORT



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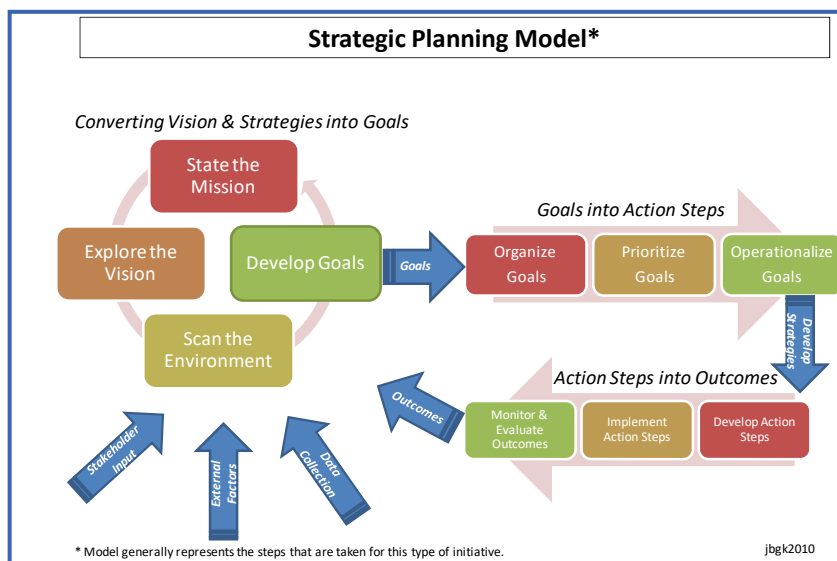
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INTRODUCTION

The Village of Orland Park (“the Village”) has placed itself among the special class of organizations that engage in formalized strategic planning and goal setting exercises (Figure 1). Strategic planning sessions are not a new phenomenon for progressive organizations and the value of such processes continues to be recognized by policy-making boards and staffs in both private and public organizations. This important work will serve the organization and the community well into the coming years.

Figure 1. Strategic Planning Model

The Village Board and staff gathered in 2018 to explore and discuss the future, share a vision for the community and establish goals for the Village of Orland Park. The 2018 workshop provided a positive setting to set aside time to methodically—*strategically*—determine where it is the Village wants to go as an organization. As has been shared with the Mayor, Board and staff 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 staff member’s efforts throughout this process and the Village’s budgeting process—do not pull a seemingly easy goal from the bottom of the list of priorities just because it seems easy to accomplish. This kind of continuous shifting can create a confusing tone in the organization.



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. The Village as an organization has high standards, so it’s important to keep in mind that high standards can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. In the end, quality policies and 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.

Pre-Session Environmental Scan: Taking Stock -- Stakeholder Focus Groups

This valuable pre-session component is an important piece designed to help ground the environmental scanning portions of the process. These steps are an important part of “taking stock” and help to understand current Village policies and operational perspectives, perceptions, and preferences.

Listening is vital to planning and six (6) focus groups were held with community members. These sessions included:

- Village Staff
- Civic Organizations
- Advisory Groups & Commissions
- Business & Business Associations
- Residents (2)

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 sessions (*see [Appendix C](#) for a full summary of all focus group questions*).

Key Themes & Data Analysis Highlights – Focus Group Aggregated General Themes

- **The Village of Orland Park *is* ...**
 - Family-friendly with family values
 - Neighborly with a great sense of community
 - A retail mecca
 - Environmentally aesthetically pleasing
 - A well-rounded community
- **The Village of Orland Park *offers* ...**
 - Outstanding municipal services
 - Strong Village leadership (Board members and staff)
 - Responsive Village staff and quality customer service
 - Variety of dining, retail, entertainment and recreational opportunities
 - “City living” with a small town feel
 - Excellent schools
- **The Village of Orland Park *should strive towards* ...**
 - Diverse economic development and proactive planning
 - Improving community engagement and communication
 - Establishing cohesive leadership among Board members

- Diversifying revenue sources and tax base
 - Addressing Village staffing needs
 - Promoting the strengths of the Village to make it a destination
 - Updating parks and equipment
 - Revitalizing youth programs and facilities
- **The Village of Orland Park future expectations and priorities should include ...**
- An open and transparent Village Board
 - Developing a strategic and cohesive economic development plan
 - Identifying a community brand to promote the Village
 - Developing the I-80 corridor
 - Diversifying the tax base

Outline of Leadership Exercises and Discussion Sessions

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process utilized a group discussion approach called ‘*Nominal Group Technique*’ where participants are assured equal opportunities to speak and share opinions by the facilitator. During the workshop discussion sessions, individuals had the opportunity to generate and share both individual and group ideas, 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.

Session I. Introduction Exercise – Icebreaker, Important Topic, and Visioning

Each participant engaged in an opening exercise by selecting two items from the facilitator’s “garage sale” table. The first item chosen was used to describe and illustrate an important policy topic to be discussed during the workshop. The second item chosen was used to describe Municipal services and service demands. Participants were then asked the visioning question “In 10-12 years, when I return to the Village, I hope to see, or think I will see...” in regards to what services, programs, staffing levels, capital needs, and general facets would or should be present at the Village at this interval. Participants were asked to think about their ideas ahead of time and then share them with the group during the workshop. This was a brainstorming exercise and 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. **Note: (^) indicates a statement that was repeated more than once.*

A. Opening Exercise: Important Policy Topic (s) Brainstorming

Garage Sale Item	Policy Topic(s)
Whistle	Create policies and determine when they should be implemented, re-evaluated, and/or removed
Play-Doh	Shape how the Village can be, re-invent the Village to avoid getting lost, take risks, still be a destination
Brick	Plan for infrastructure replacement, repair, and maintenance
Brick	Brick & mortar- problem in economic development (i.e., vacancy rates rising)
Checkbook	Manage and finance current services while looking for additional revenue
Doll	Staffing model – explore different structures and trade-offs
Memory card	Explore smart technology for security purposes
Band-Aids	Develop long-term vision for issues, solutions, and decisions
Garbage can	Review the garbage collection model
Hard hat	Downtown fully developed
Golf ball	Keep cost structure low
Reducer	Address water policies and infiltration
Beads	Identify special events and consider revenue sources and funding
Capitol	Address the impact of external factors on local financial strength
USB	Conduct a cost/benefit analysis on technology to improve police efficiency
Light bulb holder	“Keep the light on”- economic development regional recreation/entertainment options, for any and all opportunities.

B. Municipal Services

Garage Sale Item	Services
Lifesaver	Leader in the community, helping others lead with responsibility, re-evaluate service delivery model – afford to provide assistance to others
Map	“All roads lead to Orland Park” provide municipal services for everyone (not just residents) continue to be everything to everyone
Fish	Lake as an asset – educational and recreational opportunities
Headset	Communication – external and internal
Baseball	Investment in fields, recreation, special events and prioritizing them by importance – balance funding and quality programs.
Fire hydrant	Aging infrastructure – water (potable stormwater) and street repair
Rubber duck	Recreational opportunities
Jacks	Continue recreational strength and reputation – quality service
Smiley face	Provide quality services to keep customers happy
Baseball	Recreational services maintained during tough budgets

Hard hat	Capital re-investment in infrastructure and parks
#1	First year with the Village not collecting leaves
Clothes hook	Aging recreational facilities – repair/replacement to address issues before they get worse.
Baseball with bank logo	All services cost money – identify funding sources and options
Watch	Orland Park is used to high level service and responsiveness. Need to maintain/improve as incidents and businesses grow
#30 valve	Establish timely aging water/stormwater management

C. Exploration of the Village of Orland Park's Desired Future Condition

Visions of the Future:

At the conclusion of the ice-breaker and brainstorming exercise, participants were then asked to envision the future. Using their imagination and knowledge of the community, participants were asked to respond to the following visioning question: "In 10-12 years, when I return to the Village, I hope to see, or think I will see..." Responses included visions related to services, development, programs, housing, economic activity, organization design, capital needs, general facets, etc. that would or should be present at the Village in the future.

- Still be a vibrant community, green spaces, downtown thriving (^), little to no vacancies, prosperous Village
- Development in the Triangle area will include a vibrant entertainment district (^), our I-80 corridor will have a business campus (^), the Mall will be re-developed (more entertainment, fitness) to have mixed uses (i.e., hotel) (^)
- Same population dynamics (balance of young families and aging-in-place). All lifecycle needs met/services provided
- Re-balancing of local economy (i.e., closer, better paying jobs), keep it a great place to raise a family, extension of what we are, adapt to changes and trends
- Higher-performing organization with less reliance on full-time employees and more reliance on technology
- More of a high-performing organization, shrinking workforce empowered/engaged workforce, crown jewel of the Chicago southland, Orland Park to be the destination spot; maintain rich heritage and legacy and balance that with future development/growth
- IT Department more standardized, minimize call requests, support help via remote, remote environments more cloud-based solutions, keep-up and stay in front of technology changes
- Implementation of technology, permit, inspections, submit a plan all online, most development services online, Orland Park will still be on the cutting edge of technology meeting demographic changes to address the next generation expectations, mix of in-house experts and outside consultants
- Village Manager continues to assist staff, Board, residents strategically and proactively to avoid crises. Continue to be unique, take calculated risks, economically diverse, re-invest in the community to continue to be progressive
- Diversified economy – office space, higher paying employment opportunities

- Existing infrastructure and parks are maintained
- Continue to be a family-oriented place, remain the crown jewel of the south Chicago suburbs
- Human Resources Department more involved in strategic-level work (i.e., better use of automation/technology to improve efficiency, employee self-service) and to help in more strategic roles – performance metrics, workforce planning, etc., in less processing/more partnering
- Public Works staff more accountable and engaged, buy-in to policy. Do more with less, better utilization of technology and social media
- Technology will take over most daily financing tasks, department more outsourced and smaller department more involved in daily things on a strategic level
- Smaller workforce, multiple disciplines, cross-training, re-definition of core services, more contracting out, more private-public partnerships, updating complexes, “experience type” businesses, I-80 development with medical/office to attract higher paying jobs
- Improved infrastructure, “shiny penny” in recreation services, Ravinia South concert venue – beautiful and exciting, permanent facility, identified additional revenue sources – enhance amenities, (i.e., pool to attract visitors/residents)
- Progressive Police Department in technology and programs, more training, cyber-crime, size will stay the same or become larger

Session II. Environmental Scanning

Part 1: Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that sub-groups of the participants work to develop responses to simple but extremely effective and thought-provoking questions. Participants were divided into three working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal perspectives, challenges, and frustrations of the participants as a whole. The participants’ responses were recorded and discussed. The responses provided by each group are shared below. Underlined sections represent key phrases that groups provided in response to the open questions. Groups were asked to name their group to offer a spirit of camaraderie among group members.

Team 1

[Team Name: Reality Meets...]

1. We want to do everything but do not have the resources.
2. The two most important things to focus on are trends and innovation because we want to stay relevant.
3. If it weren’t for external factors (State, County, Amazon effect), we would be able to continuously improve our infrastructure and expand our services.
4. We need to finally realize that our current resources are limited; and therefore, we cannot be all things to all people.
5. Diversifying our economic base will have the biggest impact on our future.

Team 2

[Team Name: Never Surrender]

1. We want to preserve Orland Park but must change to make it happen.
2. The two most important things to focus on are awareness and marketing because it keeps Orland Park vibrant.
3. If it weren't for Illinois and Cook County (locations and stigma) and Orland Park location, we would be the #1 big suburb instead of #5.
4. We need to finally accept reality of a changing economy.
5. Decisions we make in the next 3-5 years will have the biggest impact on our future.

Team 3

[Team Name: Kathy's Crusaders]

1. We want to remain the best community in the region but we have fiscal and economic challenges.
2. The two most important things to focus on are diversifying the tax base and economic development because we want to maintain the service levels our residents and visitors have been accustomed to.
3. If it weren't for Cook County and the State of Illinois' fiscal irresponsibility, we would more financially stable.
4. We need to finally identify new revenue sources.
5. State and County fiscal policies and unfunded mandates will have the biggest impact on our future.

Session III. Environmental Scanning

Part 2: 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 difficult to achieve the desired future state. These elements included both internal and external factors, such as 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"> ◆ Quality of life ◆ Retail base ◆ Transportation grid access ◆ Facilities were thought out ◆ Low taxes ◆ Staff ◆ Multi-county ◆ Neighbors ◆ Region ◆ Public safety/safe community ◆ Services offered and how to respond ◆ Customer service ◆ Assets, lands, buildings ◆ Open lands, parks ◆ Location ◆ Events ◆ Expectations ◆ Development of community ◆ Being a destination ◆ Reputation and Orland Park Board ◆ Mall ◆ Use of social media ◆ Knowledge base ◆ Revenue sources and use over time ◆ Road network, street network ◆ Two Metra services through Orland Park ◆ Schools ◆ Medical facilities in Orland Park ◆ Community college access at Moraine Valley and Joliet Junior College ◆ Orland Park Fire and Police Departments 	<ul style="list-style-type: none"> ◆ Percentage of personnel costs ◆ Don't adapt to change easily ◆ Aged facilities ◆ Aged infrastructure replacement needs ◆ Low taxes ◆ Slow pace of change in government ◆ Close to buildout ◆ Perception of threats or public views of things including the Mall (^) ◆ Customer service ◆ Technology ◆ Location ◆ Expectations ◆ Use of social media ◆ Cash flow from revenues ◆ Metra ◆ Orland Park Fire and Police Departments ◆ Flattish Orland Park home values ◆ Inability to attract/retain younger generations ◆ Traffic ◆ Single source interconnect ◆ Citizen engagement

<ul style="list-style-type: none"> ◆ Price, value, quality, cost of living profile, and return ◆ Traffic ◆ Water supply ◆ Citizen engagement 	
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EXTERNAL

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◆ Community brand ◆ Market community ◆ Use of social media ◆ Downtown ◆ Changing demographics ◆ Village cash flow ◆ Metra station/service - Southwest service ◆ High-quality express train ◆ Market school system ◆ Fire District (funding) ◆ Increase home values ◆ Attract and retain younger population ◆ Citizen engagement ◆ Traffic ◆ Retail base ◆ Percentage of personnel costs ◆ Land on the I-80 Corridor ◆ Transportation/access ◆ Shifting economy ◆ Low taxes ◆ Neighboring towns and counties ◆ Technology (internal/external) ◆ Location ◆ Residents' expectations for high quality services ◆ Increase efficiencies ◆ Development community – Orland Park is a destination 	<ul style="list-style-type: none"> ◆ Amazon ◆ Retail base ◆ Outside governments taking revenue ◆ Shifting economy ◆ Brick & mortar changes/trends ◆ Neighboring towns ◆ Neighboring counties ◆ Location ◆ Residents' expectations for high quality services

Session IV. Nominal Group Goal Identification

This extensive discussion session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the Village. With the preceding sessions serving as a sound foundation for goal setting, the final session was a healthy group discussion of goals or action items needed to achieve the future visions as expressed by the group. To begin the process, each member was allotted time to highlight the three or four most important policy and program goals that he or she thinks the Village should accomplish in the next one to five years.

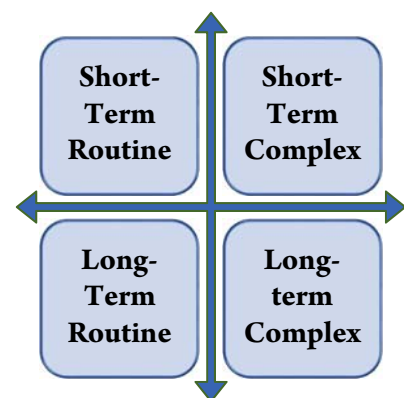
Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions or debates were deferred to a follow-up session where all participants engaged in open discussions of the goals or action items, their impact on the region, the organization, and their relative importance to the Village's current or future circumstances.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of complexity and time. Agreed criteria were used to classify a goal as short- or long-term and as complex or routine (Figure 2). 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."

All statements were recorded on flipchart paper. The goals and their classifications as short - or long-term, complex or routine are indicated below. Agreed criteria were used for classifying goals as either routine or complex. **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three fiscal years. **Long-term goals** were those goals that could or should be completed or substantially underway within a three- to eight-year timeframe. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. **Routine goals**, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams or with minor revenue enhancements or reallocations.

Figure 2. Goal Time & Complexity Matrix

– Professor G. Gabris



Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for the Village Board members and management staff 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.

Prioritization of Goals

Following the classification exercise, the Board was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. Board members were provided an online ranking tool where point values were assigned to each goal in each quadrant of the matrix by individuals. The calculation of goal ranking consisted of “forced ranking” where the ranking of each identified goal is averaged by the rankings given by all Board members. For example, if a goal was 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 presents the group’s top three goals, within each quadrant, as they emerged from the consensus ranking exercise (Figure 3). The top three goals (and ties) are offered here as a process “snap shot” of the most important strategic goals or issues areas for the Board and staff to address in the months and years ahead. In total, the group developed six short-term routine goals, four short-term complex goals, five long-term routine goals, and five long-term complex goals.

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

SHORT-TERM ROUTINE	<ul style="list-style-type: none"> •Develop a long-term financial plan to maintain the Village’s strong fiscal position •Evaluate and refine the Village’s Capital Improvement Program •Continue to take steps to review and streamline services and service delivery approaches
SHORT-TERM COMPLEX	<ul style="list-style-type: none"> •Create Village-wide economic development plans and strategies to attract commercial and retail development across the community •Identify a qualified developer for the Triangle development project •Provide the Village Board with an objective analysis on staffing levels and potential organizational refinement or changes
LONG-TERM ROUTINE	<ul style="list-style-type: none"> •Implement the outcomes of the Village’s long-term financial analysis/financial plan •Implementation and completion of the Main street Triangle development project •Develop an organizational risk management plan to address staffing and technology needs
LONG-TERM COMPLEX*	<ul style="list-style-type: none"> •Continue to identify strategies to attract day-time employment options and businesses to the Village to support the community’s retail and dining industries •Implement the Village’s economic development plans and strategies •Work with IDOT to complete the widening of 143rd Street to Will-Cook Road •Develop and implement a Comprehensive Park Improvement Plan to identify and complete Village-wide park improvements (i.e., equipment, facilities, etc.) •Implement identified strategies to streamline Village services and processes

*Note: There was a three-way tie for the top three goals in the long-term complex category.

The results of the short- and long-term objectives and actions required to attain goals and achieve the future vision were an important outcome of this phase of the process. The top key strategic priority areas

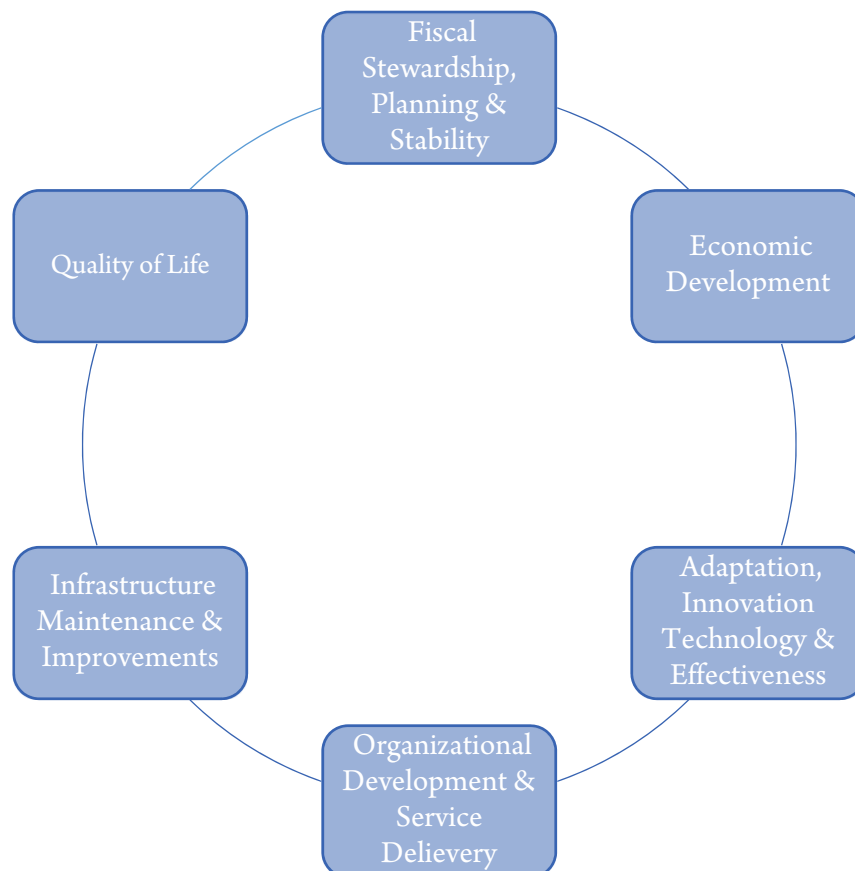
are discussed next. For a full review and appreciation of all the strategic goals and priority areas presented, discussed, and ranked, please see [Appendix A](#).

STRATEGIC PRIORITY AREAS

Several key strategic priority areas surfaced during the sessions and were observable in many of the goal areas. The six thematic strategic priority areas [in no particular order] are:

- *Fiscal stewardship, planning and stability,*
- *Economic development,*
- *Adaptation, innovation technology and effectiveness,*
- *Organizational development and service delivery, infrastructure maintenance and improvements, and,*
- *Quality of life.*

Figure 4. Strategic Issue Areas



The next step of the process involved incorporating both the 2018 goals as well as the previous 2016 goals with the updated *Strategic Issue Areas* which were identified as an outcome of the process. For a review of the previous 2016 strategic goals and the 2018 goals tied with the updated 2018 strategic issue areas, please see [Appendix B](#).

Conclusion

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

The next step is for the Village's senior staff to review the results, fine-tune these goals and objectives in their action-planning session, and report back to the Village Board (and/or appropriate committees) on how and when they might be most efficiently and effectively addressed.

What is apparent from the exchange of ideas and dialogue during the discussion sessions and workshops is that the organization is fortunate to have progressive leadership and a management team that is looking ahead. One noted observer summarized the challenges of 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 years that lie ahead.



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Session Facilitators
NIU Center for Governmental Studies

APPENDIX A: PRIORITIZED 2018 STRATEGIC GOALS

APPENDIX A: 2018 Prioritized Strategic Short- and Long-term Strategic Goals

SHORT-TERM ROUTINE			
TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
20	2.9	STR - 6	Develop a long-term financial plan to maintain the Village's strong fiscal position - Explore, and analyze additional/possible revenue sources
22	3.1	STR - 1	Evaluate and refine the Village's Capital Improvement Program - Examine life cycle needs Village-wide (i.e., facilities, playgrounds, streets, sidewalks etc.) - Identify Capital Improvement Program revenue sources
25	3.6	STR - 5	Continue to take steps to review and streamline services and service delivery approaches - Continue to undertake process improvement analyses across departments and units - Identify automation or technology enhanced opportunities for Village service delivery
26	3.7	STR - 3	Refine and enhance the Village's marketing program to attract and retain businesses
30	4.3	STR - 7	Analyze and enhance community special events - Align community events with community preferences - Identify new revenue sources for funding (i.e., sponsorships)
40	5.7	STR - 2	Work to enhance community engagement - Develop strategies to engage with, attract and retain all demographics
42	6.0	STR - 4	Continue to implement the Village's recently adopted branding strategy
47	6.7	STR - 8	Develop an internal communication plan for employees as part of staffing and service delivery considerations, studies or changes

SHORT-TERM COMPLEX

TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
22	3.1	STC - 5	Create Village-wide economic development plans and strategies to attract commercial and retail development across the community - Work to decrease vacancies in all sections and areas of commercial activity - Promote economic diversification in our local economy - Promote diverse development along the I-80 corridor - Explore opportunities to develop/re-develop Harlem Ave.
24	3.4	STC - 1	Identify a qualified developer for the Triangle development project
34	4.9	STC - 2	Provide the Village Board with an objective analysis on staffing levels and potential organizational refinement or changes
36	5.1	STC - 9	Identify strategies to flatten the Village's operational cost curve - Explore outsourcing options and diverse service delivery models - Explore findings and possible gains from process improvement assessments - Encourage and enhance brainstorming, innovation and emerging trends
40	5.7	STC - 6	Work to accelerate infrastructure improvements and repairs - Examine approaches and alternatives to balance the funding of projects with implementation
41	5.9	STC - 4	Create strategies to attract and retain substantial development or redevelopment in the downtown area
43	6.1	STC - 7	Analyze and implement strategies to revise the Village's overall approach to workforce planning and management - Examine the design of the existing compensation structure - Identify, assess and consider new approaches to workforce attraction, maintenance and retention
44	6.3	STC - 3	Provide the Village Board with an objective analysis of concepts and ideas related to redeveloping/enhancing the mall

46	6.6	STC - 8	Implement the Village's overall marketing and branding plan to attract diverse residents, visitors, developers, investors, etc., to the community - Elevate the Village's brand and awareness as a quality community, as a residential choice, and business opportunities for commercial enterprises
55	7.9	STC - 10	Develop a 'smart-city' initiative to increase internal and external technology use in the community

LONG-TERM ROUTINE			
TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
13	1.9	LTR - 3	Implement the outcomes of the Village's long-term financial analysis/financial plan
15	2.1	LTR - 1	Implementation and completion of the Main Street Triangle development project
26	3.7	LTR - 4	Develop an organizational risk management plan to address staffing and technology needs - Identify gaps and solutions - Identify a proactive approach towards workforce planning, succession planning and future staffing levels
30	4.3	LTR - 5	Explore possible consolidation of related responsibilities and facilities between the various Village's departments
31	4.4	LTR - 6	Enhance and expand the use of social media used Village-wide - Identify changes and trends to stay on the cutting edge of community and constituent/resident communication platforms and techniques
32	4.6	LTR - 2	Identify a cross-section of new or refined recreational opportunities and programs for diverse segments of our population

LONG-TERM COMPLEX			
TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
16	2.3	LTC - 4	Continue to identify strategies to attract day-time employment options and businesses to the Village to support the community's retail and dining industries
20	2.9	LTC - 5	Implement the Village's economic development plans and strategies - Establish a diversified economy (i.e., balance between corporate, medical, STEM, technology, entertainment, dining, and retail industries) - Attract Tax A businesses and higher-end employment options - Attract substantial business development on the 1-80 corridor - Continue to work with IDOT on the feasibility and Develop Wolf Road/I-80 interchange
32	4.6	LTC - 2	Work with IDOT to complete the widening of 143rd Street to Will-Cook Road
32	4.6	LTC - 3	Develop and implement a Comprehensive Park Improvement Plan to identify and complete Village-wide park improvements (i.e., equipment, facilities, etc.)
32	4.6	LTC - 9	Implement identified strategies to streamline Village services and processes - Implement automation strategies for the Village's internal and external services - Implement identified process improvements
39	5.6	LTC - 8	Develop a stabilization strategy for legacy shopping centers and stores
41	5.9	LTC - 1	Continue to work with Metra to improve Metra service levels and frequency to the Village, and, work to promote the creation and implementation of an express train
47	6.7	LTC - 6	Develop and implement enhanced safety measures for public buildings
56	8.0	LTC - 7	Explore establishing a Village internal bus service program to improve connectivity and promote Village-wide attractions

APPENDIX B:

2016-2018 Legacy Goals Tied with 2018 Strategic Issue Areas

APPENDIX B: 2016-2018 LEGACY GOALS TIED WITH 2018 STRATEGIC ISSUE AREAS

2018 Strategic Issue Area: *Fiscal Stewardship, Planning and Stability*

2018 Short-term Goals:

- Develop a long-term financial plan to maintain the Village's strong fiscal position
 - Explore, and analyze additional/possible revenue sources

2018 Long-term Goals:

- Implement the outcomes of the Village's long-term financial analysis/financial plan

2018 Strategic Issue Area: *Economic Development*

2018 Short-term Goals:

- Refine and enhance the Village's marketing program to attract and retain businesses
- Create Village-wide economic development plans and strategies to attract commercial and retail development across the community
 - Work to decrease vacancies in all sections and areas of commercial activity
 - Promote economic diversification in our local economy
 - Promote diverse development along the I-80 corridor
 - Explore opportunities to develop/re-develop Harlem Ave.
- Identify a qualified developer for the Triangle development project
- Create strategies to attract and retain substantial development or redevelopment in the downtown area
- Provide the Village Board with an objective analysis of concepts and ideas related to redeveloping/enhancing the mall

2018 Long-term Goals:

- Implementation and completion of the Main street Triangle development project
- Implement the Villages economic development plans and strategies
 - Establish a diversified economy (i.e., balance between corporate, medical, STEM, technology, entertainment, dining, and retail industries)
 - Attract Tax A businesses and higher-end employment options
 - Attract substantial business development on the I-80 corridor
 - Continue to work with IDOT on the feasibility and Develop Wolf Rd./I-80 interchange
- Develop a stabilization strategy for legacy shopping centers and stores

- Continue to identify strategies to attract day-time employment options and businesses to the Village to support the community's retail and dining industries

Carry over 2016-2018 Goals/Objectives:

- *Develop an I-80 Development Initiative with an emphasis on taxable businesses.*
- *Develop program for the recruitment of targeted professional services, restaurants, and entertainment businesses in the Village of Orland Park.*
- *Continue program for the revitalization of legacy retail centers in Orland Park; Advance mall expansion; and add Harlem Avenue to revitalization plan.*
- *Conduct and present a feasibility analysis of a business incubator program. A business incubator will help new and startup companies to develop by providing services such as management training or office space.*
- *Provide analysis and support to staff and the Village Board in order to meet the Village's economic development goals, including attracting corporate office, restaurant and entertainment development, incentivizing professional services and improving the Village legacy shopping centers.*
- *Provide analysis and support to staff and the Village Board in order to develop a long term master plan for the area designated as Downtown Orland Park.*
- *Create a long-term marketing plan for the development of the downtown and develop further efforts to promote the downtown area.*
- *Develop niche strategy for downtown area.*

2018 Strategic Issue Area: Adaptation, Innovation Technology & Effectiveness

2018 Short-term Goals:

- Develop a 'smart-city' initiative to increase internal and external technology use in the community

2018 Long-term Goals:

- Enhance and expand the use of the use of social media use Village-wide
 - Identify changes and trends to stay on the cutting edge of community and constituent/resident communication platforms and techniques

Carry over 2016-2018 Goals/Objectives:

- *Integrate technology across the entire organization and enhance customer service.*

2018 Strategic Issue Area: *Organizational Development & Service Delivery*

2018 Short-term Goals:

- Continue to take steps to review and streamline services and service delivery approaches
 - Continue to undertake process improvement analyses across departments and units
 - Identify automation or technology enhanced opportunities for Village service delivery
- Continue to implement the Village's recently adopted branding strategy
- Develop an internal communication plan for employees as part of staffing and service delivery considerations, studies or changes
- Provide the Village Board with an objective analysis on staffing levels and potential organizational refinement or changes
- Identify strategies to flatten the Village's operational cost curve
 - Explore outsourcing options and diverse service delivery models
 - Explore findings and possible gains from process improvement assessments
 - Encourage and enhance brainstorming, innovation and emerging trends
- Analyze and implement strategies to revise the Village's overall approach to workforce planning and management
 - Examine the design of the existing compensation structure
 - Identify, assess and consider new approaches to workforce attraction, maintenance and retention

2018 Long-term Goals:

- Develop an organizational risk management plan to address staffing and technology needs
 - Identify gaps and solutions
 - Identify a proactive approach towards workforce planning, succession planning and future staffing levels
- Explore possible consolidation of related responsibilities and facilities between the various Village's departments
- Implement identified strategies to streamline Village services and processes
 - Implement automation strategies for the Village's internal and external services
 - Implement identified process improvements

Carry over 2016-2018 Goals/Objectives:

- *Enhance two-way communication with the community.*
- *Dedication to employee development and customer service enhancement and incorporate the High Performance Organization (HPO) Framework.*

2018 Strategic Issue Area: *Infrastructure Maintenance & Improvements*

2018 Short-Term Goals:

- Evaluate and refine the Village's Capital Improvement Program
 - Examine life cycle needs Village-wide (i.e., facilities, playgrounds, streets, sidewalks etc.)
 - Identify Capital Improvement Program revenue sources
- Work to accelerate infrastructure improvements and repairs
 - Examine approaches and alternatives to balance the funding of projects with implementation

2018 Long-term Goals:

- Work with IDOT to complete the widening of 143rd Street to Will-Cook Road
- Develop and implement a Comprehensive Park Improvement Plan to identify and complete Village-wide park improvements (i.e., equipment, facilities, etc.)
- Continue to work with Metra to improve Metra service levels and frequency to the Village, and, work to promote the creation and implementation of an express train

Carry over 2016-2018 Goals/Objectives:

- *Maintain and enhance core services, with an emphasis on storm water management and road improvements.*
- *Maintain and improve parks, facilities and Open Lands*

2018 Strategic Issue Area: *Quality of Life*

2018 Short-term Goals:

- Analyze and enhance community special events
 - Align community events with community preferences
 - Identify new revenue sources for funding (i.e., sponsorships)
- Work to enhance community engagement
 - Develop strategies to engage with, attract and retain all demographics
- Implement the Village's overall marketing and branding plan to attract diverse residents, visitors, developers, investors, etc. to the community
 - Elevate the Village's brand and awareness as quality community as a residential choice and business opportunities for commercial enterprises

2018 Long-term Goals:

- Identify a cross-section of new or refined recreational opportunities and programs for diverse segments of our population
 - Develop and implement enhanced safety measures for public buildings
 - Explore establishing a Village internal bus service program to improve connectivity and promote Village-wide attractions
-

Carry over 2016-2018 Goals/Objectives:

- *Maintain and enhance intra-Orland Park transportation.*
- *Improve public safety of the community.*

APPENDIX C: FOCUS GROUP SUMMARY

APPENDIX C: 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 Orland Park to a stranger or someone who doesn't live or work here?
2. If you left Orland Park, and did not see or encounter the Village for 10-12 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 the Village of Orland Park? Related to that, what are the strengths/greatest assets of the Village?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in the Village? Challenges?
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. *Note: the number in the parenthesis represents the number of times that phrase/theme was repeated. Some categories, topics, and phrases that were seen as closely related by the analysts were combined for the theme/phrase/word counts presented below.*

1. **How would you describe the Village of Orland Park to a stranger or someone who doesn't live or work here?**
 - Home/family-friendly/sense of community/neighborly (32)
 - Upscale/gem of the south side/clean/big city with small town feel/multicultural (19)
 - Retail mecca/dining and entertainment options/diverse housing options/well-rounded community (18)

- Open spaces/recreational opportunities/connectivity/parks (16)
- Great location/proximity to Chicago and highways/good public transportation (12)
- Great schools (10)
- Progressive/growing/evolving with the times (9)
- Safe (9)
- Quality Village services/hard-working and responsive leadership (5)

2. If you left Orland Park tomorrow, and did not see or encounter the Village for 10-12 years, what do you think you'll see, or what do you hope you'll see, when you return?

- Frequent Themes or Phrases

- Become a destination/variety of dining and entertainment options/walkability/community events/gathering places/defined downtown (22)
- Streetscaping /road repair and funding/improved traffic flow/widen Wolf Road/maintain infrastructure/ I-80 Corridor developed (19)
- Reinvest in the community/identify brand/adapt to demographic changes/evolve with emerging trends (13)
- Preserve open space and forest preserves/maintain parks and recreation opportunities/update sport facilities and fields (12)
- Diversify employment opportunities/attract and retain younger population/mixed use Class A offices/vocational opportunities (11)
- Diverse redevelopment/downtown development/support small businesses (10)
- Diversify tax base/identify innovative revenue sources/financial stability/better connection between Village and taxing bodies (9)
- Intergovernmental collaboration/Village responsiveness and cohesion/new Village Hall (6)
- Maintain legacy/continue family-friendly traditions/preserve welcoming atmosphere (5)

3. What do you like best about the Village of Orland Park? Related to that, what are the strengths/greatest assets of the Village?

- Frequent Themes or Phrases

- Village leadership and employees/quality customer service/municipal services /quality infrastructure (21)
- Family-friendly /engaged community/dedicated leaders/faith-based institutions/civic organizations/volunteerism/diversity (16)
- Parks and recreation/youth activities/walking paths/green space/Park District (13)
- Location/access to public transportation/proximity to highways and healthcare/La Grange Road (9)
- Balance jobs/business-friendly/quality standards for businesses and development/potential for growth and development/Chamber of Commerce (9)
- School District/private schools (6)
- Retail and dining options/local theater group (5)
- Safe community/low crime (5)
- Financially stable/reasonable property taxes/adequate tax base (4)

- Affordability in housing/quality housing options (3)

4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in the Village? Challenges?

- Frequent Themes or Phrases

- Village staffing levels/communication and engagement/sharing resources/collaboration/unified direction and focus/follow-through (24)
- Balance between small and corporate businesses/heavy focus on retail/lack of strong industrial base/Orland Park Square Mall/'one size fits all' approach to businesses (13)
- Infrastructure maintenance/location/lack of express train/traffic/congestion/road construction (12)
- Prepare for future expectations and changes/aware of demographic trends/attract and retain younger generation (11)
- No draw/unidentifiable downtown/sprawling community/perceived as 'old' (7)
- Attracting diversified industries/not business-friendly/inconsistent business regulations and processes (5)
- Lack of high-paying employment options (4)
- Cook County/taxes (3)
- Adult recreational activities and facilities/revitalize youth programs (3)

5. What are/should be the top priorities for the Village over the next 3-5 years?

- Frequent Themes or Phrases

- Mixed use economic development/redevelopment/fill vacancies/cohesive economic plan/I-80 development/marketing campaign /complete the triangle (46)
- Enhance Board community engagement/cohesive Board leadership/geographical Board representation (16)
- Improved community and community engagement/open to community input/transparency (15)
- Diversified revenue and tax base/financial planning (13)
- Village staffing needs and levels/update Village facilities/use of technology/change Village structure/performance metrics (11)
- Intergovernmental collaboration/research best practices (11)
- Street maintenance and improvements/congestion/express train (9)
- Technology Master Plan/smart city/fiber optic throughout community (9)
- Update parks and equipment/focus on youth program and facilities/in-house youth recreation opportunities (8)
- Reinvent the Village/open to change/become a destination/promote strengths of community (7)
- Higher paying employment opportunities/more career opportunities (3)

6. If you could change or initiate one key item or thing about the Village, what would it be?

- Frequent Themes or Phrases

- Cohesive Village Board leadership/transparency/open to community input/intergovernmental collaboration/proactive strategic plan (26)

- Downtown redevelopment/redevelop mall/cohesive economic plan/explore incentives for development/intentional growth/market to developers/streamline business processes to enhance efficiencies (17)
- Promote Village's strengths/marketing campaign/become a destination/develop community identity (11)
- I-80 development (8)
- Change Village to City/update Village facilities/improve staffing levels (7)
- Separate Mayor's job (7)
- Diversify tax base (5)
- Focus on youth programs and facilities/provide in-house youth recreation opportunities (5)
- Infrastructure improvements (3)