
VILLAGE OF ANTIOCH

2017-2020 Strategic Plan

Summary Report

July 2016

CENTER FOR GOVERNMENTAL STUDIES
NORTHERN ILLINOIS UNIVERSITY
DEKALB, ILLINOIS 60115



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**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development



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July 29, 2016

RE: 2017-2020 Strategic Plan—Village of Antioch

Dear Mayor Hanson,

On behalf of the Center for Governmental Studies at Northern Illinois University, I am pleased to present this 2017-2020 Strategic Plan and Summary Report to the Village of Antioch.

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 Village Board, and senior staff.

I want to thank Jim Keim and Lori Romine for their assistance and support during the process.

Yours truly,

Craig R. Rapp
Senior Associate
President, Craig Rapp LLC

Table of Contents

Executive Summary	4
Strategic Plan Summary 2017-2020	5
Strategic Planning Process	6
Defining Strategic Priorities	8
Key Outcomes, Indicators, Targets By Priority	9
Implementing the Vision: Strategic Initiatives and Action Plans	10
Strategic Planning Participants.....	12
Appendix I –Strategic Initiatives	13

Executive Summary

The Village of Antioch engaged in a strategic planning process over three meetings held April 23, June 14, and July 20, 2016. The sessions yielded a draft strategic plan for the three-year period 2017-2020.

The strategic plan consists of five *strategic priorities*—**Financial Strength, Economic Development, Maintain Infrastructure Systems, Workforce Development, and Organizational Effectiveness**—which are the highest priority issues for the next three years; a series of *desired outcomes*, that provide a vision of success; *key outcome indicators*, that will be monitored to determine success; and a set of *performance targets*, which define the successful outcome.

On April 23, the Board of Trustees, Village Administrator and senior staff began the process of developing the strategic plan. The group examined the organization's operating environment, identified the major challenges facing the Village, and adopted a set of priorities, desired outcomes, key outcome indicators (KOI's), and performance targets.

On June 14, and at a follow-up meeting on July 20, the management team reviewed and refined the outcomes, KOI's and targets. In addition, they developed a set of strategic initiatives for each priority. The initiatives are the projects and programs necessary to achieve the desired outcomes.

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

Village of Antioch-Strategic Plan Summary 2017-20

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Strategic Initiatives
Financial Strength	Clear picture of short term (3 yr.) financial operations	3 year: -Revenue, expenses, debt, reserves	Increase accuracy of financial projections	a) Develop 3-yr. financial plan b) Create comprehensive capital inventory c) Develop capital funding strategy d) Conduct operating revenue/expense analysis
	Buffer against econ downturn/ increase bond rating	All fund balances	-40% General Fund -25% water/sewer -AA rating	
	Adequate funding for capital needs	Defined funding sources	-Full funding of capital needs	
Economic Development	Increased tax base	-EAV _Sales tax	-EAV and sales tax growth meet operating	a) Conduct retail marketing analysis b) Implement 2016 Economic Development Plan c) Develop new Comp Plan d) Market Antioch brand e) Develop feedback mechanisms f) Create beautification program
	Balanced development	-Results—development distribution -National/regional standards	__% Change from current to VOA adopted policy/standard	
	Recognized “destination”	Survey, feedback results	Businesses, visitors, real estate brokers indicate that Antioch is a recognized destination	
Maintain Infrastructure Systems	Have the right facilities for future demand	-Efficiency measures -Benchmark standards	Decisions made consistent w/ benchmark standards & community demand	a) Establish community benchmarks b) Develop capital asset strategy for growth c) Create community education program re: Lake Michigan water d) Conduct infrastructure standards review-all systems e) Establish watermain replacement program f) Complete I&I studies g) Develop capital facilities plan
	Compliant infrastructure systems	Infrastructure category standards	Meet standards-every system	
	Reliable, quality water system	__#_ breaks _water quality measurement results	__% Reduction-watermain breaks __% Improved quality	
Workforce Development	Staffing levels meet Village needs	Staffing analysis reports	100% of department targets met by 2021	a) Conduct staffing study b) Update Perf. Eval process c) Conduct comprehensive employee feedback process d) Complete compensation study e) Implement trng. program
	Competent staff	Results-performance evaluations, tests	100% of employees met job expectations	
	Be an employer of choice	- Survey results-employees - Survey results-applicants	100% say Antioch is a desirable place to work	
Organizational Effectiveness	Leadership (Bd.-staff) cohesiveness	Self-assessment results	__% meetings/interactions conform to est. norms & standards	a) Establish Bd-Staff relationship review process b) Update Info mgmt. system c) Develop Village App d) Conduct technologies assess. e) Dev/implement Community survey f) Determine service level stand. g) Board/staff standards policy
	Service levels & delivery aligned w/ community expectations	Community feedback results	__% satisfaction w/ levels __% satisfaction w/ delivery	
	Technology enhanced staff effectiveness	Staff & operational efficiency measurement results	efficiency improvement in 2 target areas	

Village of Antioch 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 the desired 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: Mission, Vision, and Values

On April 23, the Village of Antioch leadership team—Board of Trustees and senior management—held a retreat for the purpose of developing a strategic plan. The first step in the process was a review of the Village’s Mission, Vision and Values statements to determine relevance to the current environment and to the next three-year period.

Because the Village had recently completed a community visioning process, they had a new/revised Vision Statement and a set of six core values. Within each value statement is embedded a mission statement. This effort represented a recent, and significant community effort; therefore, these statements were accepted as being both current and relevant to the planning period 2017-2020:

Vision Statement

Antioch is a community steeped in rich history and tradition, anchored by a safe, small-town atmosphere, and known for its quality of life. Its vibrant economy draws from the charm of a quaint downtown, a well-educated workforce, and a robust commercial sector. The variety of recreational opportunities available to residents and visitors are accentuated by the area’s proximity to the Chain of Lakes and network of locally-established park, open space, and trail systems. Antioch proudly supports the collaboration of its educational institutions, faith-based and philanthropic organizations, and service agencies to provide opportunities for investment and the enrichment of our families, businesses, and community.

Core Values, Mission statements

Small Town Atmosphere & Historic Community Character - Mission: Enhance Antioch's unique attributes - its small town feel and historic community character. Build upon the cornerstone of service and the Village's culture of renewal, volunteerism, and philanthropy. Revitalize and expand downtown as a community focal point that offers a unique and memorable experience for residents and visitors.

Pedestrian Connectivity & Community Accessibility - Mission: Increase travel options through enhanced walking, bicycling, and transportation systems. Enhance mobility through increased connectivity of activity centers and improved active transportation network.

Entertainment, Recreation & Active, Healthy Lifestyles - Mission: Promote fun, active lifestyles, quality of life, and community health by improving the availability of social and recreational opportunities.

Open Spaces & the Natural Environment - Mission: Prioritize the enhancement, restoration, and utilization of open spaces and natural environment. Support and protect Antioch's

unique open space and lake heritage through environmental stewardship.

A Vibrant Economy, Business Diversity, & Tourism - Mission: Strengthen the Village's economy and its position as a commercial center through the promotion of increased specialty retail, dining opportunities, Antioch's tourism sectors, and a diverse portfolio of businesses that support the Antioch Vision.

High Quality Education, Community Services, & Civic Engagement - Mission: Support quality, comprehensive education and life-long learning opportunities, provide community services for a changing population, and maintain a high standard of public safety.

Review operating environment, Set Priorities, Outcomes, Targets

As part of the exploration of “Where are we now?” the group conducted an assessment of the environment within which the Village operates. This was done via a survey of the group—examining the organization’s internal challenges, as well as threats in the external environment. A questionnaire was distributed to the leadership team in advance of the planning session. Responses to the questionnaire were summarized, with the most frequently mentioned response to each question presented for consideration:

1. What are the most challenging issues facing the Village – emanating from outside the organization (e.g.-state mandates, general economy)?
 - State Budget/Illinois fiscal health
 - Finding funding sources
 - State/External Mandates
 - Reporting
 - Training
 - Economy
 - Business community vitality
 - Competition from Wisconsin
 - Stagnant housing market
2. What are the most challenging issues facing the Village—from within inside the organization (e.g.-financing operations, retaining quality staff)?
 - Board-staff working relationships/team
 - Staff capacity-spread thin
 - Politics, lack of consensus
 - Infrastructure-deteriorating
 - Capital funding
 - Staff training
 - Recruiting/retaining good staff
3. What are the highest priorities for the Village over the next 3-5 years?
 - Economic Development & redevelopment
 - Infrastructure
 - Service delivery efficiencies
 - Adequate staffing
 - Financing –operations, capital

The group then engaged in an exercise using the summarized data. They compared internal challenges with external challenges to determine whether certain combinations might raise heretofore-unrecognized issues. They also compared previous priorities to their proposed priorities to test the validity of the issues, and they examined a summary of highest priority issues identified by the group.

A lengthy discussion ensued regarding the challenges confronting the Village, as well as the relevance of the priorities established in the previous strategic plan. This process helped to crystalize the group's opinion regarding the strategic priorities for 2017-2020:

STRATEGIC PRIORITIES

1. Financial Strength
2. Economic Development
3. Maintain Infrastructure Systems
4. Economic Development
5. Organizational Effectiveness

Five of the six priorities were the same priorities contained in the previous strategic plan. It was determined that the sixth—Establish a Community Vision—had been accomplished, and therefore was deleted. The group determined that there were no other priorities that rose to a high enough level to be added to this list.

Defining the Strategic Priorities

In order to ensure that the meaning of each priority is clearly understood in the context of Village of Antioch, the group reviewed the definitions that had previously been developed for each. The group confirmed that all five definitions were still valid for the next performance period.

Financial Strength

Manage resources with the objective of a positive financial position that can ensure sustainability during unexpected economic pressure while ensuring the viability of important infrastructure systems, services and commitments to our employees. Achieving our long-term financial policy objectives. ☐

Economic Development

Enhance the Village's market position and regional competitiveness through a series of catalytic infrastructure investments, which foster business expansion and retention. Provide strategic, targeted incentives for development and redevelopment toward the goal of expanding the Village's tax base and achieving desired quality of life; e.g. the chain of lakes recreation and downtown sectors – toward the goal of expanding the Village's tax base and achieving desired quality of life. ☐

Maintain Infrastructure Systems

Proactively maintain efficient and effective infrastructure to support the high level of community expectations and encourage future development

Workforce Development

Provide strong leadership that establishes a workforce environment that promotes trust and cooperative goals and strengthens others through empowerment. Create processes that recognize the value of every employee, develop future leadership opportunities, strive for continuous improvement, and work to retain a high-quality workforce. ☒

Organizational Effectiveness

Provide services to the community while leveraging available resources in a way that optimizes services to all areas of the Village and its residents and businesses. ☒

Determining Success: Desired Outcomes, Key Indicators, and Performance Targets

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

The outcome-indicator-target process provides organizational focus by establishing a limited set of outcomes within each strategic priority. The alignment created between outcomes 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:

Financial Strength

Outcome: Clear picture of short term (3 yr.) financial operations; **KOI:** 3 year-Revenue, expenses, debt, reserves; **Target:** Increase accuracy of financial projections

Outcome: Buffer against econ downturn/ increase bond rating; **KOI:** All fund balances; **Target:** 40% General Fund, 35% Water/Sewer, AA rating

Outcome: Adequate funding for capital needs; **KOI:** Defined funding sources; **Target:** Full funding of capital needs

Economic Development

Outcome: Increased tax base; **KOI:** EAV, Sales tax; **Target:** EAV & Sales tax growth meet operating needs

Outcome: Balanced development; **KOI:** Results—development distribution, national/regional standards; **Target:** __% change from current VOA adopted policy/standard **Outcome:** Capable and well-trained staff; **KOI:** Internal promotional hiring rate; **Target:** 100% supervisor & mgmt. positions filled internally

Outcome: Recognized destination; **KOI:** Survey, feedback results; **Target:** Businesses, visitors, real estate brokers indicate that Antioch is a recognized destination

Maintain Infrastructure Systems

Outcome: Have the right facilities for future demand; **KOI:** Efficiency measures, benchmark standards; **Target:** Decisions made consistent with benchmark standards and community demand

Outcome: Compliant infrastructure systems; **KOI:** Infrastructure category standards; **Target:** Meet standards—every system

Outcome: Reliable, quality water system; **KOI:** ___# breaks, water quality measurement results; **Target:** ___% reduction-watermain breaks, ___% improved quality

Workforce Development

Outcome: Staffing levels meet Village needs; **KOI:** Staffing analysis reports; **Target:** 100% of department targets are met

Outcome: Competent staff; **KOI:** Results-performance evaluations, tests; **Target:** 100% of employees met job expectations

Outcome: Be an employer of choice; **KOI:** Survey results-employees, Survey results-applicants; **Target:** 100% say Antioch is a desirable place to work

Organizational Effectiveness

Outcome: Leadership (Board-staff) cohesiveness **KOI:** Self-assessment results; **Target:** ___% meetings/interactions conform to established norms and standards

Outcome: Service levels and delivery aligned with community expectations; **KOI:** Community feedback results; **Target:** ___% satisfaction with levels, ___% satisfaction with delivery

Outcome: Technology enhanced staff effectiveness; **KOI:** Staff and operational efficiency measurement results; **Target:** Efficiency improvement in 2 target areas

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. The Village of Antioch accomplished this through development of strategic initiatives for each priority—listed below. 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. Financial Strength

- a. Conduct operating revenue/expense analysis
- b. Develop a three-year financial plan
- c. Develop a comprehensive capital inventory
- d. Develop capital funding strategy

2. Economic Development

- a. Conduct retail marketing analysis
- b. Implement 2016 Economic Development Plan
- c. Develop new Comprehensive Plan
- d. Market Antioch brand
- e. Develop feedback mechanisms
- f. Create beautification program

3. Maintain Infrastructure Systems

- a. Establish community benchmarks
- b. Develop capital asset strategy for growth
- c. Create community education program regarding Lake Michigan water
- d. Conduct infrastructure standards review-all systems
- e. Establish watermain replacement program
- f. Complete I & I studies
- g. Develop capital facilities plan

4. Workforce Development

- a. Conduct a staffing study
- b. Update performance evaluation process
- c. Conduct comprehensive employee feedback process
- d. Complete compensation study
- e. Implement training program

5. Organizational Effectiveness

- a. Establish Board-staff relationship review process
- b. Update information management system
- c. Develop a Village app
- d. Conduct technologies assessment
- e. Develop and implement a community survey
- f. Determine Service Level Standards
- g. Develop a Board-staff standards policy

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of the Village Board and senior staff who spent time engaged in detailed discussions of the current environment and future challenges. This effort resulted in a set of plans that will help the Board successfully measure and achieve the outcomes they defined.

Mayor and Village Board

Mayor	Lawrence M. Hanson
Trustee	Ed Macek
Trustee	Ted Poulos
Trustee	Jay Jozwiak
Trustee	Mary Dominiak
Trustee	Scott Pierce
Trustee	Jerry Johnson

Senior Staff

Village Administrator	Jim Keim
Finance Director	Joy McCarthy
Community Development Director	Michael Garrigan
Police Chief	Steve Huffman
Fire Chief	John Nixon
Public Works Director	Dennis Heimbrodt
Emergency Management Director	Lee Shannon
Parks Director	Shawn Roby
Village Clerk	Lori Romine