

Summary Report

Strategic Planning and Goal Identification Workshop 2010

**for the
Village of LaGrange, Illinois**

**Elected Official and Department Head
Workshops Held January 2010**

**Final Report:
February 2010**

NIU Center for
Governmental Studies
NIU Outreach

Village of LaGrange, Illinois

Strategic Planning and Goal Identification Workshop

Summary Report

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INTRODUCTION

Congratulations to the Board and staff of the Village of LaGrange. As an organization, you have taken the time to engage in a formalized strategic planning and goal setting process that will aid in your decision-making. Executive-level retreats and strategic planning sessions are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by policy-making boards and executive staffs. As a Village, you have undertaken a goal-setting process on a regular basis for over a decade. Strategic thinking and planning is a preferred approach to guiding the Village's future rather than making decisions issue by issue or crisis by crisis. Your workshop held at the LaGrange Memorial Hospital provided a positive setting to set aside time to methodically—"strategically"—determine where it is you want to go as a community and as a Village government. Your work will serve the Village's residents and organization well into the coming years. We congratulate you on the investment you made in the special workshops that were held in January.

It will be important to appreciate that your achievements will be realized only through the judicious use of your resources including time, finances, staff and technical experts. The Village is well known for its high standards of performance. However, high standards require that you approach your work in a fashion that maintains balance. In the end, quality equates to tough choices, prioritization and thoughtful resource allocation. Only a limited number of objectives, goals and services can be effectively managed and implemented at a given time. In a very realistic sense, **clear and stable priorities** will provide the pathway needed to achieve your goals while stretching resources as far as they will go. Goal attainment must also be accomplished along side the day-to-day delivery of the Village's core services. Clear direction and thoughtful strategies will allow you to do both successfully.

Resist the temptation to "re-arrange" priorities as the fiscal year moves along. Stick to the results of your group workshop in January. Combine the results of the workshop with your budgeting process and then move forward. Be disciplined, don't pull a seemingly "easy" goal from the bottom of the list of priorities just because it seems "easy." I have observed this scenario in a couple of organizations I have worked with, and in a matter of a few months—a whole new "priority" list emerges that can unravel the consensus list developed in the group setting. This kind of "continuous shifting" creates a confusing tone in the organization.

Outline of Exercises and Discussion Sessions

Session I. Visions of the Future

Exploration and identification of the Village's desired future condition.

The format for all 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 were assured equal opportunities to speak and share opinions with the facilitator. During the sessions, individuals had the opportunity to generate and share individual ideas, weigh alternatives, and further refine their thinking. As these ideas were shared and debated, the group worked steadily toward a consensus of organizational value, purpose, future directions and priorities. The responses listed below are in no particular order. When a number in parentheses follows a response, the number represents the number of other individuals commenting on the same or similar vision.

Each participant was asked to articulate what he or she perceives to be the preferred future state of the Village one, five, ten and twenty years down the road. What services, programs, staffing levels, capital needs and general facets would or should be present at the Village and in the Village at these intervals? Board members and other participants were asked to jot down their ideas ahead of time and then be ready to share them with the group during the first session. This was a brainstorming exercise—any and all ideas about the Village's future were encouraged and shared. No evaluative or judgmental debate was permitted during this session.

NOTE: The summary notes and statements listed in various sections of the report are the "unedited" notes that have been transcribed directly from the flipchart sheets that were used in each session.

A FUTURE VIEW OF LAGRANGE, ILLINOIS

VISION STATEMENTS

Participants conducted this exercise by responding to the phrase: "In 15 – 20 years when I return to LaGrange I hope to see, or think I will see...."

Village Board

1. I would like to see a very safe community for families, safe from crime, safe on foot and on bike – people getting along (2)
2. Similar to way it is today – small town charm ambiance (5)
3. That our institutions stay strong

4. A diverse community – economically, a place people choose to live, affordability, ethnically, age, etc. (4)
5. Great transportation still available (1)
6. Small town charm is enhanced, northeast corner of Ogden and LaGrange developed – Gordon Park revitalized
7. West end of town is vibrant with successful businesses/re-developed (2)
8. Sidewalks with improved infrastructure throughout (inclusive) (buried) (1)
9. A more diverse set of businesses in the downtown area beyond dining – some retail expansion (1)
10. Protect our urban forest/canopy of trees, preserve and replace our trees including in the business district (1)
11. Thriving community with high quality of life, professional staff and involved residents
12. Railroad corridor will add to quality of life and economic health
13. Strong financial position is maintained
14. Clean and tidy business corridors maintained and inviting (1)
15. "Fresh paint" improved housing re-investment vitality, etc., a look of pride (1)
16. Historic district will be maintained while coming to the 21st century standards
17. Improve transitional properties where commercial and residential meet
18. A real sense of community and belonging – a destination

Department Heads

1. I would hope to see that the police department would be the epicenter of leading service consolidation and collaborating with other units of government in the area
2. Changed infrastructure for new modes of transportation
3. Technology will change the way we respond to citizens and do business. Communications etc. / will need to be more available, faster, 24/7 access etc. people will want their needs fulfilled instantly
4. Financial demands will force creativity and consolidation
5. The need for legal services will remain – but all codes would be maintained as time moves along
6. Staff would have sustained a culture of caring – invested in LaGrange
7. Possible transportation hub being centered in LaGrange – it might translate into funding
8. I see the role of Finance Department shrinking in some areas because of technology but we will need to maintain even better records and maintain a high customer service posture.
9. Village as a lifestyle center connected via a network of pathways (bike, foot, etc.), maybe even a water feature
10. Local entertainment, public art, even a high end education facility next to the hospital

Session II. Group Exercise – “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 some simple, but extremely effective and thought-provoking questions. Participants’ members were broken up into two 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 recorded below. Underlined sections are key phrases that groups were asked to respond to. Groups were given the assignment to name their group and to offer a spirit of camaraderie among group members. Responses to the exercise questions are presented below:

Group #1 – “Green Alpha Team”

1. We want to maintain our reserves at 50%, but we cannot due to declining revenues.
2. We cannot lose our focus on the delivery of core/high quality public services, because it is the core mission of a successful local government.
3. If it weren’t for the growth and vitality we enjoy, we would be facing dramatically different challenges.
4. We should finally determine the role of village government in economic development (define and communicate).
5. We have to develop and execute our comprehensive public safety program, because it advances the quality of life in LaGrange.
6. Embracing appropriate technology more fully makes us more effective and efficient in the delivery of services.

Group #2 – “Deuces Wild”

1. We want to accomplish much, but we have limited resources and time.
2. We can’t stop problem solving, because we face constraints.
3. If it weren’t for our community connectivity, we would not have the quality of life we enjoy.
4. We should finally embrace a process of developing and integrating technology into operational efficiencies.
5. We have to continue to be proactive, because our goal is to be ahead of the curve.
6. Teamwork makes us effective.

Group #3 – “Critical Services”

1. We want to provide premium services, but resources, e.g. revenue, staff, grants, and so forth, are limited.
2. We can’t enhance services, because resources are limited/already lean.
3. If it weren’t for limited resources, we would enhance services, i.e., public safety.
4. We should finally come to an agreement on the highest and best use of T.I.F. tools and proceeds.

5. We have to carefully prioritize our resources (under present circumstances), because we can't be all things to all people.
6. Our people make us strong.

Group #4 – “Mark, Our Words:”

1. We want to continue our solid financial position, but there are many variables outside our control.
2. We can't undertake to reach 25 goals, because the practical reality is we have limited human and financial resources.
3. If it weren't for significant resident contributions, we would not be a leading village.
4. We should finally address realistic goals for the west end.
5. We have to support and encourage visionary thinking at the staff level, because the staff has the expertise and ability to get us where we want to be.
6. Residents, the board, and staff working together make us more effective and prosperous.

Surrender or Lead Themes

Each group nominated a spokesperson and presented responses to the “Surrender or Lead” exercise. A very lively and insightful discussion followed the presentation of the above responses. Participants were encouraged by the similarity of the responses given the independent work of each group in developing the responses. This is not an uncommon finding during the surrender or lead exercise. The following “common themes were offered by the participants and discussed:

- Resources, resources, resources (how to use them/how to deal with limits)
- Resident, staff, business communication essential; board and staff as a team is essential
- Need to prioritize all things we do, make decisions and stay focused, can't be all things to all people
- Technology will impact everything– we need to acknowledge and leverage it
- Progress will be achievable and noticeable, but leadership is critical

Session III. Internal and External Environmental Scan

The next step of the strategic planning process was a review and accounting of the internal and external factors present in the environment that can potentially impact the success of the Village, both negatively and positively.

Given the futuristic statements of the preceding session, and the 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, conditions, trends, regulations, agencies, resources, etc. Furthermore, what are the organization's strengths and weaknesses? In what areas does it regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to its advantage? Conversely, what trends lay ahead that would be obstacles or hindrances?

**S.W.O.T. EXERCISE
(Strengths, Weaknesses, Opportunities, Threats)**

INTERNAL

STRENGTH

- ◆ Strong staff
- ◆ Committed board
- ◆ Fiscal condition
- ◆ Residents/diversity of residents, ethnically economic, age
- ◆ Business environment
- ◆ Location
- ◆ Transportation
- ◆ LaGrange socioeconomics
- ◆ Other institutions in LaGrange
- ◆ Transparency
- ◆ Strong plan for infrastructure
- ◆ Desirable place to work, longevity of employees
- ◆ Setting standard of excellence for others in service operations
- ◆ Culture of caring
- ◆ Culture of professionalism
- ◆ Starting from a strong base

WEAKNESS

- ◆ Declining revenue
- ◆ Ever changing business environment
- ◆ Risk of overload limits to capacity of staff and board
- ◆ Lack of current comprehensive economic development plan
- ◆ Transparency
- ◆ Don't have all the information we could have/community survey, etc.
- ◆ Aging infrastructure
- ◆ Special interest group

EXTERNAL

OPPORTUNITY

- ◆ Re-development site in LaGrange
- ◆ Neighboring community programs/actions learn from others
- ◆ Location
- ◆ Transportation
- ◆ Synergy of success to add more success
- ◆ Area socioeconomics
- ◆ Technology and its use
- ◆ Succession planning at staff, board, and community levels
- ◆ Integration/I.D. of local support agencies and synergy
- ◆ Willingness to work together to do more and break down barriers
- ◆ Transparency
- ◆ Relationships with representatives and state agencies (e.g., Metra, IDOT)
- ◆ Better articulated goals with a timeline that we monitor
- ◆ Balanced community input/survey

THREAT

- ◆ Economic conditions
- ◆ State mandates legislation, control
- ◆ Federal mandates, legislative control
- ◆ Neighboring community programs/actions
- ◆ Some socioeconomic factors can hinder limit affordability
- ◆ Working without realistic plan or priorities – risk of overload
- ◆ Unwillingness of some to work together
- ◆ Transparency
- ◆ IDOT/Metra
- ◆ Board works in role and stays on same page
- ◆ Community input/survey, etc.
- ◆ Special interest group
- ◆ Can we manage expectations of others always

Session IV. Nominal Group Goal Identification

Board Member and Senior Management Staff

This lengthy 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 sessions were lengthy presentations and discussions of goals or action items needed to achieve the future visions as expressed by the group. To begin the process, each participant was allotted time to highlight the three or four most important policy/program goals that he or she thinks the Village should accomplish in the next one to two years. Senior management staff also added important goals after hearing the issues identified by the Board.

The group then repeated this process for longer term goals. Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions/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. 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 chart 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 by the end of the next fiscal year (approximately 2 year time-frame). Long-term goals are those goals that could or should be completed or substantially underway within the next 3-7 years. 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 staff resources, budget streams or only minor organizational enhancements or reallocations.

Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for the Board members and staff to discuss, evaluate and debate the ideas and goals offered by each participant in the previous sessions. Participants are asked to give their opinions, evaluations and judgments of the importance and value of different policy objectives.

Following the classification exercise, the group was asked to delineate, via a ranking exercise, which goals should be given higher priority than others. Group members were provided ranking sheets where point values were assigned to each goal in each quadrant of the matrix by individuals. The resulting narrowing of short- and long-term objectives and actions required to attain goals and achieve the future vision was an important outcome of this phase of the process.

Session V. Prioritized Goals

Prioritization of Goals

The final prioritized rankings, across all corners of the goals matrix, are listed below. The calculation of goal ranking consisted of “forced ranking” where the ranking of each identified goal is averaged by the ranking given by all board members. For example, if a goal is 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.

CONSENSUS RANKING OF PRIORITIZED SHORT-TERM GOALS

LAGRANGE 2010 SESSION Short-Term Complex

GROUP AVG	YOUR RANKING	TOTAL SCORE	GOAL ID #	GOAL
1.7	2, 1, 1, 2, 1, 3, 2	12	11	Creation and adoption of technology plan for whole organization including website update.
2.1	1, 4, 2, 1, 5, 1, 1	15	6	Support and resource pedestrian public safety including public safety projects, complete identified safety improvements beginning on 47th (connectivity).
3.1	4, 3, 3, 3, 2, 2, 5	22	19	Conduct an analysis - explore partnership opportunities for joint dispatch / communication.
4.6	5, 5, 4, 7, 3, 4, 4	32	20	Analyze and determine HVAC system replacement at all Village buildings.
5.0	3, 7, 5, 5, 7, 5, 3	35	23	Conduct focused analysis of parking demands in Village / exploring options for various user groups.
5.3	7, 2, 6, 4, 4, 7, 7	37	21	Repair east wall of Fire Station building and continue with other needed repairs.
6.1	6, 6, 7, 6, 6, 6, 6	43	13	Re-visit Village Hall space use and needs options, etc., undertake space analysis.

LAGRANGE 2010 SESSION Short-Term Routine

GROUP AVG	YOUR RANKING	TOTAL SCORE	GOAL ID #	GOAL
4.1	3, 13, 3, 3, 2, 2, 3	29	8	Define the role and determine resources / develop priorities for economic development (post TIF Strategies).
5.1	9, 2, 1, 1, 20, 1, 2	36	15	Revisit our guiding financial policies and guidelines.
5.6	10, 6, 4, 5, 6, 3, 5	39	26	Create/determine a West End Business District development strategy.
6.6	12, 1, 2, 7, 11, 5, 8	46	1	Completion of the residential zoning code update (and continue).
6.7	5, 8, 5, 2, 17, 4, 6	47	28	Clarify, monitor and remain engaged in the redevelopment project/parcel explore alternatives - for the YMCA property.
8.1	13, 4, 6, 6, 15, 12, 1	57	3	Undertake actuarial study of pension assumptions / update all.
9.1	15, 9, 8, 13, 4, 8, 7	64	14	Improve our building permitting processes and practices. Examine revise/use technology.
9.6	6, 16, 19, 8, 1, 6, 11	67	2	Complete / refine Phase I of Stone Avenue Station project.
9.9	14, 5, 9, 9, 13, 7, 12	69	4	Repair existing water and sewer system leaks / blockages fixed.
10.1	8, 10, 7, 14, 3, 9, 20	71	12	Develop consistent code enforcement goals residential/commercial.
11.9	1, 3, 21, 4, 18, 20, 16	83	9	Develop a guiding policy on Village transparency (FOIA).
11.9	17, 7, 13, 16, 10, 16, 4	83	17	Develop a proactive plan for LaGrange urban forest and identified threats.
12.0	20, 11, 15, 11, 7, 10, 10	84	25	Evaluation of pump station - equipment and production.

LAGRANGE 2010 SESSION Short-Term Routine

GROUP AVG	YOUR RANKING	TOTAL SCORE	GOAL ID #	GOAL
12.3	4, 14, 14, 12, 5, 19, 18	86	24	Preservation of institutional knowledge - capture for succeeding staff.
12.9	2, 12, 10, 15, 21, 13, 17	90	10	Verify/update Department Head position specifications and offer guidance on goals and goal attainment and understand scope of constraints and demands.
13.6	21, 15, 11, 17, 8, 14, 9	95	27	Create more opportunities for professional development training, time apportionment, department heads, and supervisors.
13.9	7, 17, 16, 19, 14, 11, 13	97	5	Undertake review of "green technology" approaches / efficiency practices in Village organization.
14.6	18, 18, 12, 10, 12, 17, 15	102	18	Complete the technology plan for 911 communication center.
16.3	11, 21, 17, 21, 9, 21, 14	114	28	Explore current use of community center leased to Park District.
18.1	19, 19, 18, 18, 16, 18, 19	127	22	Continue positive fire prevention and update fire codes.
18.7	16, 20, 20, 20, 19, 15, 21	131	16	Update and develop a set of governing rules, ethics code, etc.

CONSENSUS RANKING OF PRIORITIZED LONG-TERM GOALS

LAGRANGE 2010 SESSION Long-Term Complex

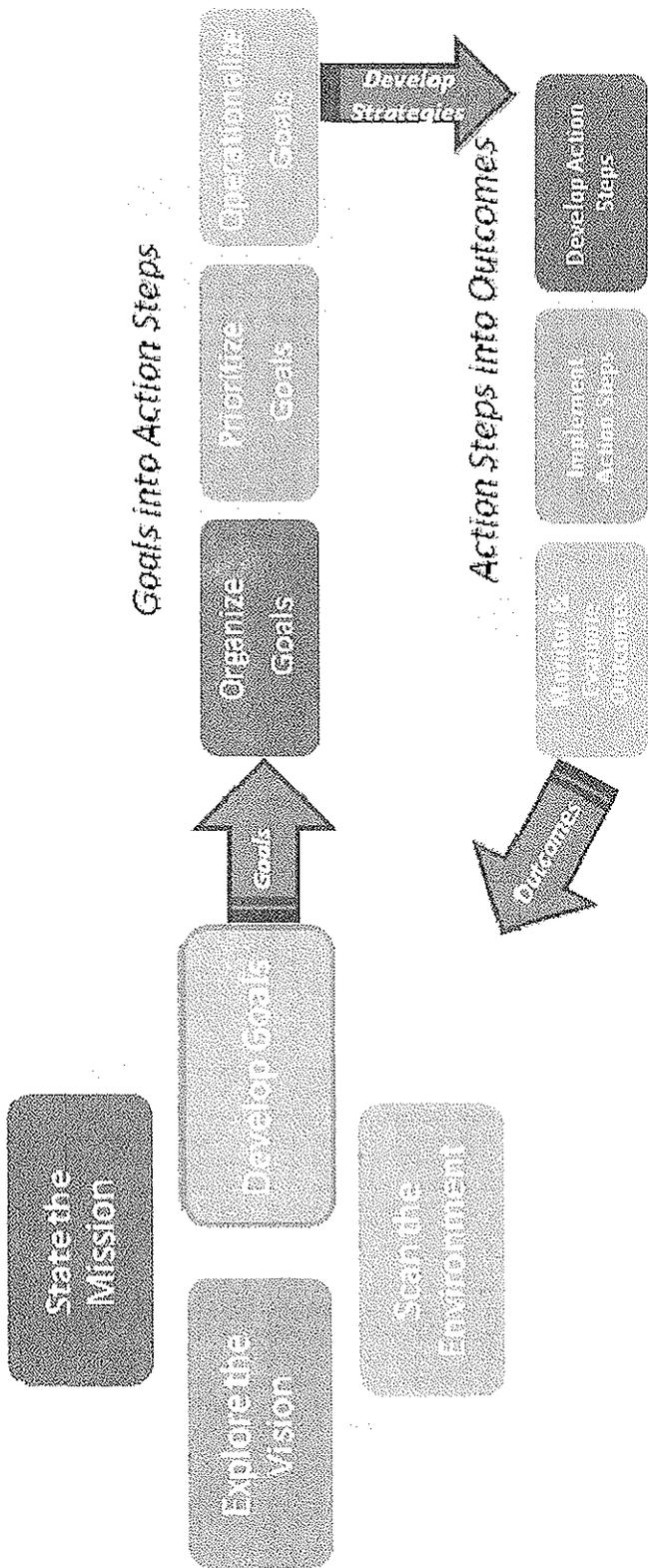
GROUP AVG	YOUR RANKING	TOTAL SCORE	GOAL ID #	GOAL
1.9	1, 2, 1, 2, 1, 2, 4,	13	17	Capitalize on using technology as a tool for efficiency/effectiveness including document management.
3.4	2, 1, 6, 5, 2, 6, 2,	24	6	Implementation of 47th Street Corridor Plan - ascertain long-term impact of any changes.
4.1	9, 6, 8, 1, 3, 1, 1,	29	14	Explore solutions and manage demand/availability for parking in West End business area and infrastructure.
4.7	10, 3, 5, 3, 6, 3, 3,	33	4	Stone Avenue Station renovation completed. Improvement to west end infrastructure, including parking and other non CBD areas.
5.4	3, 4, 7, 4, 7, 4, 9,	38	3	Undertake a sewer replacement/enhancement relief sewer program. (Complete engineering and overall framework).
5.6	5, 8, 2, 7, 4, 8, 5,	39	19	Work to take the lead/outreach toward functional consolidation of core services (fire, etc., where feasible).
6.6	4, 9, 4, 10, 9, 9, 10,	46	7	Village facilitates more collaboration of senior services in community with other entities in the Village - helping to coordinate information on services available.
6.6	6, 10, 3, 6, 8, 7, 6,	46	26	Undertake Village Hall space efficiency/utilization study to increase productivity.
6.9	8, 5, 9, 8, 5, 5, 8,	48	18	Implement/resolve all Fire Department facility repairs/improvements.
8.6	7, 7, 10, 9, 10, 10, 7,	60	9	Work on a long-term plan to bury utilities in Village.

LAGRANGE 2010 SESSION Long-Term Routine

GROUP AVG	YOUR RANKING	TOTAL SCORE	GOAL ID #	GOAL
4.4	1, 1, 5, 5, 8, 5, 6	31	21	Encourage thoughtful re-development of parcels in the Village.
5.0	9, 8, 7, 4, 1, 7, 1	35	1	Continue Pension Fund monitoring, budget management, long-term fiscal health including alternate revenues.
5.3	2, 2, 12, 10, 7, 1, 3	37	5	Continue current capital plan at present level. Analyze and study long-term capital funding options to offer alternative to pay as you go approach/debt financing.
5.3	4, 10, 8, 3, 5, 2, 5	37	10	Develop a specific schedule for capital improvements/repairs.
5.4	3, 4, 9, 9, 2, 3, 8	38	11	Undertake zoning code/updates including drainage.
6.4	5, 3, 6, 6, 4, 10, 11	45	20	Undertake long-term staffing level analysis to meet mandates, minimum levels / labor agreements, etc.
6.9	8, 13, 1, 7, 9, 8, 2	48	2	Undertake a tree replacement / reforestation program in neighborhoods and CBD.
7.1	10, 7, 4, 13, 3, 4, 9	50	15	Undertake a "global" approach of entire railroad corridor.
8.3	7, 5, 10, 2, 11, 11, 12	58	16	Continue to design and integrate pedestrian /bicycle paths in capital improvements.
8.6	6, 11, 13, 1, 12, 13, 4	60	8	Increased police services to help deter crime and respond and include profile to meet demands.
8.6	11, 6, 3, 12, 6, 12, 10	60	13	Undertake east residential transition beautification (IHB tracks, etc.).
9.1	13, 12, 2, 11, 13, 6, 7	64	12	Develop a Village "green" policy posture - can we do more as Village and incent others.
10.3	12, 9, 11, 8, 10, 9, 13	72	25	Develop plans to finish unimproved space at Police Department.

Strategic Planning Model*

Converting Vision & Strategies into Goals



* Model generally represents the process that was employed for this initiative.

Conclusion

This report should be used as a working guide to both the Village Board and staff as you pursue the issues explored during the strategic planning process. This report is designed to capture the content of your discussions and to assist the organization in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

The next step is for your senior staff to review the results and fine-tune these objectives in their action-planning session and report back to the Board and appropriate committees on how and when they might be most efficiently and effectively addressed. It is apparent from the thorough exchange of ideas and dialogue during the workshops is that the organization is fortunate to have elected leadership and a management team that is forward thinking and ready to serve the community.

One noted organizational observer summarized the challenges of progress this way:

*"The art of progress is to preserve order amid change,
and change amid order..." A.F. Whitehead*

Notes from Preliminary Sessions

Imaging Ice Breaker

An ice-breaker exercise was conducted to kick-off the 2 day workshop. Participants were asked to select from a collection of items typically found in a hardware store and then relate that item to the Village as a community, government, or organization. The following notations captured the essence of participant's responses.

1. Village Board's role is to make sure things function, our job is to act like the lubrication. (oil)
2. Light and transparency, broadening our transparency, expand our openness (light bulb)
3. We need to know where we stand versus other communities. Benchmark against others' best practices. (tape measure)
4. Tie together needs and wants, government and citizens, we link together – community. (chain)
5. We have a myriad of professional experiences and backgrounds (paint brush) to paint the picture that's LaGrange.
6. If you can't measure it, you can't manage it. Need to know where we join. (tape measure)
7. Illuminating/beacon direct but doesn't run itself needs energy. (light bulb)
8. Ideas – like to see people embrace, create new ideas. (light bulb)
9. Potential – sits coiled but to reach its potential, it strains against forces. (phone cord)
10. Flexible connector between village staff and board, residents and staff, etc. (flexible pipe)
11. What color do we paint? The Board needs to choose the color. (brush)
12. We need to work together, we're all tied together and create strength. (chain)
13. Communication between each other and with residents. (phone cord)
14. Methodical approach to management allows us to analyze things, but you can also re-set the timer. (timer)
15. Chain equals strength, different link is one individual, but together they make synergy. It's purposeful/connects. (chain)

Imaging Exercise Themes

- Linkages –connecting
- Giving back - helping
- Not one size fits all
- Variation that also accounts for common visions, aspirations etc.
- Positive references
- Choices/involvement
- Communications

Review of the 2007 Planning Session – LaGrange’s Current Paradigm

Following the ice-breaker exercise, the group reviewed the results of the Village’s previous strategic planning exercise. As part of that review, the facilitator lead the Village Board through a review of the “basic pillars” of the Village’s public policy philosophy as depicted in the accompanying drawing. Participants were asked to reflect and comment on the philosophical pillars/organizational values that frame policy-making and day-to-day services in the Village. As part of this exercise the group was asked to review and reflect upon the results of the Village’s previous Strategic Planning exercise held in 2007. As part of that review, the facilitator led the Village Board through an evaluation of the “basic pillars” of the Village’s public policy framework as indicated below (see bullet points) and 2007 diagram.

Participants were asked to reflect and comment on the relevance of the existing organizational values in 2010. Village Board members engaged in a healthy discussion regarding progress made in the furtherance of the values and broad goals identified in the 2007 paradigm. Board and staff members were asked to continue to consider their importance, relevance and application during the remainder of the strategic planning sessions that followed.

- Preserve and enhance the quality of life in LaGrange
- Economic development
- Community development including Public Safety and Core Services
- Maintain aging infrastructure/capital projects
- Maintain the village’s strong financial position
- Structure, support and development of staff resources to deliver core services

VILLAGE OF LA GRANGE
CURRENT PARADIGM
2007 PLANNING SESSION

