

VILLAGE OF LOMBARD  
REQUEST FOR BOARD OF TRUSTEES ACTION  
For Inclusion on Board Agenda

\_\_\_\_\_ Resolution or Ordinance (Blue) \_\_\_\_\_ *Waiver of First Requested*  
\_\_\_\_\_ Recommendations of Boards, Commissions & Committees (Green)  
  X   \_\_\_\_\_ Other Business (Pink)

TO: PRESIDENT AND BOARD OF TRUSTEES  
FROM: Scott Niehaus, Village Manager  
DATE: February 11, 2026 (B of T) Date: February 19, 2026  
TITLE: Village of Lombard Strategic Plan 2026-2029  
SUBMITTED BY: Nicole Aranas, Assistant Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Attached please find a copy of the proposed Village of Lombard 2026-2029 Strategic Plan for review by the Village Board of Trustees. This document identifies a shared vision, priorities, initiatives, and operational strategies to guide Village operations over the next several years.

Please place this item on the consent agenda for the February 19, 2026 Board of Trustees meeting.

Review (as necessary):

Village Attorney X \_\_\_\_\_ Date \_\_\_\_\_  
Finance Director X \_\_\_\_\_ Date \_\_\_\_\_  
Village Manager X Scott Niehaus \_\_\_\_\_ Date 2/11/26

NOTE: All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda Distribution.

**MEMORANDUM**

**TO:** Scott Niehaus  
Village Manager

**FROM:** Nicole P. Aranas  
Deputy Village Manager

**DATE:** February 10, 2026

**SUBJECT:** Village of Lombard Strategic Plan 2026-2029

Attached please find a copy of the proposed Village of Lombard 2026-2029 Strategic Plan for review and potential approval by the Village Board of Trustees. The Strategic Plan for 2026-2029 was developed to identify a shared vision, priorities, initiatives and operational strategies to guide Village operations. This document has previously been circulated with the Village Board and senior management for review and comment and has been the subject of Village Board workshops and collaborative discussions with staff.

The Strategic Plan process involved multiple sessions with an outside facilitator to examine the operating environment and conduct a SWOT analysis. Through these sessions, elected officials and the senior management team developed a set of priorities, key outcomes, and performance targets. Using this information as a guide, a set of strategic initiatives has been identified and documented within the plan. The strategic priorities and desired outcomes that serve as the basis of this plan are as follows:

**INCREASED FISCAL STRENGTH**

- Enhanced financial strength to support capital financing
- Stable and predictable revenue streams
- Funding secured for public safety facilities

**BROADEN COMMUNICATION & ENGAGEMENT**

- Expanded and updated communication practices
- Community engagement needs understood and supported
- Broadened understanding of Village operations

**EXPAND ECONOMIC DEVELOPMENT**

- Desirable location for investment
- Local and regional awareness of Lombard
- Key sites are developed

**IMPROVE OPERATIONAL EFFECTIVENESS**

- Improved workforce proficiency
- Service delivery that meets or exceeds industry standards
- Operational support capacity

**MODERNIZE INFRASTRUCTURE SYSTEMS**

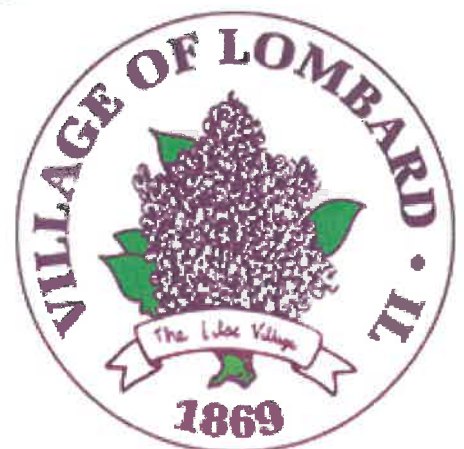
- Facilities that meet operational needs
- Improved infrastructure quality and reliability
- Technology enhanced infrastructure management

Please place this item on the consent agenda for the Village Board Meeting on February 19, 2026 for consideration and potential approval by the Board of Trustees. Upon approval by the Board, the 2026-2029 Strategic Plan will be posted to the Village website and circulated internally. If approved, Village staff will also coordinate appropriate outreach to key stakeholders and the community regarding the Strategic Plan and its contents. Please let me know if there are any issues, questions, or concerns regarding the proposed plan.



2026-2029  
**STRATEGIC  
PLAN**

JANUARY 2026





## VILLAGE OF LOMBARD

255E. Wilson Ave.  
Lombard, Illinois 60148-3926  
(630) 620-5700 Fax (630) 620-8222  
www.villageoflombard.org

January 26, 2026

**Village President**  
Anthony Puccio

**Village Clerk**  
Ranya Elkhatib

**Trustees**

Brian LaVaque, Dist. 1  
Jessie Hammersmith, Dist. 2  
Bernie Dudek, Dist. 3  
Patrick Egan, Dist. 4  
Dan Militello, Dist. 5  
Bob Bachner, Dist. 6

**Village Manager**  
Scott R. Niehaus

*"Our shared Vision for Lombard is a community of excellence exemplified by its government working together with residents and businesses to create a distinctive sense of spirit and an outstanding quality of life."*

*"The Mission of the Village of Lombard is to provide superior and responsive governmental services to the people of Lombard."*

Re: 2026-2029 Lombard Strategic Plan

To our Lombard Community,

*If we are intentional about where we are going as a community, we are far more likely to arrive there together.*

On behalf of the Village Board, I am pleased to present the Village of Lombard's Strategic Plan for the coming years. This plan reflects a thoughtful effort to establish clear priorities and provide direction for the Village's future, informed by collaboration between the Village Board and Village staff and by an understanding of Lombard's current conditions and long-term needs.

The Strategic Plan serves as a multi-year framework to guide decision-making, align resources, and maintain focus on the goals most important to Lombard's continued success. It builds upon the Village's strong foundation while supporting thoughtful leadership, responsible stewardship, and the continued delivery of high-quality services.

By establishing common priorities, the plan helps ensure alignment across Village operations and provides a consistent reference as policies are considered and initiatives are advanced. It is intended to support informed decisions and coordinated efforts over the life of the plan.

I would like to thank my fellow Village Board members and the Village staff for their time, professionalism, and dedication throughout this effort. Their ongoing commitment will be essential as we carry this plan forward.

Together, we will continue working to ensure Lombard remains a strong, vibrant, and well-managed community for today and the future.

Sincerely,

VILLAGE OF LOMBARD

A handwritten signature in black ink, appearing to read "Anthony Puccio", is written over the printed name.

Anthony Puccio  
Village President



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# EXECUTIVE SUMMARY

From June 2025 through December 2025, the Village of Lombard engaged in a strategic planning process. The process yielded a strategic plan covering 2026-2029.

The plan consists of five **strategic priorities** — the issues of greatest importance to the Village over the next four years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with a kick-off meeting in June 2025 to discuss the previous plan, updates to the new plan, and a Strengths, Weaknesses, Opportunities & Threats (SWOT) analysis. On August 28-29, 2025, the Village's leadership team held strategic planning and governance sessions. They identified a set of priorities, key outcomes, and performance targets and reviewed the Village's vision, mission, and guiding principles.

Based upon those priorities, the Village's management team met on September 4, 2025, to determine a set of strategic initiatives and begin the process of developing detailed action plans. The strategic priorities, key outcome indicators, performance targets, and strategic initiatives are summarized here and on the following pages.



The Plan

## Five Strategic Priorities

- 1 INCREASE FISCAL STRENGTH
- 2 IMPROVE OPERATIONAL EFFECTIVENESS
- 3 BROADEN COMMUNICATION & ENGAGEMENT
- 4 EXPAND ECONOMIC DEVELOPMENT
- 5 MODERNIZE INFRASTRUCTURE SYSTEMS



## OUR VISION

Our shared vision for Lombard is a community of excellence by its government working together with residents and businesses to create a distinctive sense of spirit and an outstanding quality of life.



## OUR MISSION


The Mission of the Village of Lombard is to provide superior and responsive governmental services to the people of Lombard.



## OUR GUIDING PRINCIPLES

The Village of Lombard will continue to proactively address issues related to public safety, and to plan for future public safety needs that may arise. Public safety is considered to include police, fire, and public works services.


The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.



The Village of Lombard should continue with proactive, yet financially prudent, planning for capital improvements as reflected in the ten-year Capital Improvement Program.

The Village of Lombard and other governmental agencies should continue working in a spirit of strong intergovernmental cooperation, as has been the practice to the present time.

The Village of Lombard should continue to foster customer-friendly policies.



# STRATEGIC PLANNING PROCESS

Strategic planning enables leaders to examine current conditions, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process is 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? The process is divided into a development phase and an implementation phase, depicted below:



## DEVELOPMENT

## IMPLEMENTATION

Where we are

Where we're going

How we'll get there

What we'll do

- Scan the environment
- 
- Conduct internal and external analysis (SWOT)
- 
- Develop Strategic Profile
- 
- Identify Strategic Challenges

- Define our Mission
- 
- Articulate Core Values
- 
- Set a Vision
- 
- Establish Goals
- 
- Identify Key Intended Outcomes

- Develop Initiatives
- 
- Define Performance Measures
- 
- Set Targets and Thresholds
- 
- Cascade throughout organization

- Create Detailed Action Plans
- 
- Establish Accountability: Who, What, When
- 
- Identify Success Indicators
- 
- Provide Resources

## Initiating the Process: Setting Expectations, Charting the Course

The strategic planning process began with a meeting of the consultant and the Village's senior staff on June 24, 2025. The meeting included a review of strategic planning principles, a discussion on the status of previous strategic plans, current organizational challenges, and other operational issues.

The group established a timeline for the strategic planning effort, coordination of the governance training, a process for conducting a SWOT analysis, and details regarding implementation.

## Reviewing the Environment, SWOT Analysis

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT analysis—a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. The results are displayed below.

### DO WELL

- Strong, Experienced & Responsive Staff & Leadership
- High-Quality Core Services
- Responsiveness to Citizens
- Transparency & Communication
- Community Engagement

### IMPROVE

- Economic Development & Redevelopment
- Revenue Growth
- Staff Recruitment & Retention
- Organizational Development
- Infrastructure
- Community Identity
- Community Engagement

## SWOT Analysis

- Business Recruitment & Retention
- Economic Development
- Community Engagement
- Communication & Transparency
- Infrastructure
- Future Planning

### DO MORE

- Fiscal Stability
- Revenue Sustainability
- Workforce Recruitment & Retention
- Organizational Capacity
- Infrastructure
- Growth Management

### CONCERNS

## Setting Direction: Mission, Value Proposition, Vision, Priorities

On August 28-29, 2025, the Board of Trustees and senior staff held a retreat to develop the strategic plan. To address the question "Where are we now?" the group was challenged to define its value proposition. A value proposition is how an organization chooses to deliver its services and provide value to its customers (citizens). There are three different value propositions commonly used across all sectors of the economy (see below). Organizations choose a primary value proposition, then set and meet threshold standards on the other two.

During the extended discussion, it was acknowledged that value propositions and service approaches varied by department and circumstance. It was concluded, however, that operational excellence has been foundational and will continue to be important for operational stability. For that reason, operational excellence was chosen as the primary value proposition, with customer intimacy the secondary focus.

### From Challenges to Priorities

The leadership team engaged in a review of the current operating environment using the results of a SWOT (Do Well, Do Better/Improve, Do More, Concerns) analysis conducted in advance of the planning session.

### THREE VALUE PROPOSITIONS

#### Operational Excellence

(example: Wal-Mart, Southwest Airlines) Motto: "No frills, no fuss, just results."

#### Product/Service Leadership

(example: Apple, Google) Motto: "They 'boh and ah' over our services."

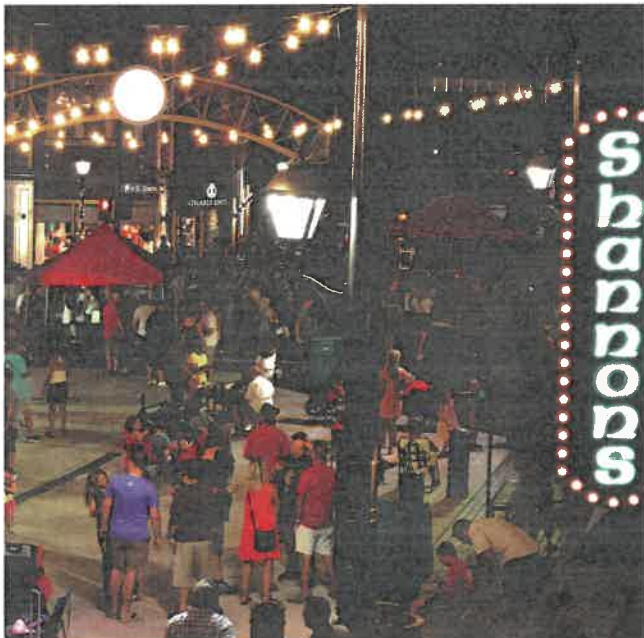
#### Customer Intimacy

(example: Nordstrom, Ritz-Carlton) Motto: "We get to know them, solve their problems, satisfy their needs."

Using the SWOT data, along with an environmental scan that evaluates factors in the operating environment that impact organizational performance, a facilitated process yielded a set of leadership challenges and strategic issues confronting the Village.

Based upon the challenges and issues, the leadership group established a set of five strategic priorities for the performance period 2026-2029. Within each priority, a set of desired outcomes was defined, along with key outcome indicators (KOIs), and a set of performance targets.

To successfully address the strategic priorities, achieve outcomes, and reach the targets, the management staff, in collaboration with the Board, identified a set of strategic initiatives and detailed action plans to be implemented over the duration of the plan.



# STRATEGIC PLAN SUMMARY 2026-2029

## Village of Lombard

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
<b>Increase Fiscal Strength</b>  <i>A financially responsible organization</i>	Enhanced financial strength to support capital financing	Bond rating progress	Bond Rating: A by 2027, AA by 2030	a) Credit Rating Review & Update Project b) Home Rule Education & Comparative Analysis Initiative c) Public Safety Capital Financing Strategy Development
	Stable and predictable revenue streams	Revenue growth trends	Annual revenue growth $\geq$ 2% (2025-2029)	
	Funding secured for public safety facilities	Public safety funding secured	Public safety facility funding secured by FY 2027	
<b>Improve Operational Effectiveness</b>  <i>Operational capacity to meet service demand</i>	Improved workforce proficiency	Succession and staffing readiness	- Succession plans in all departments by 2027 - 98% training compliance: $\geq$ 90% authorized staffing by 2028	a) Workforce Readiness & Succession Planning Program b) Service Standards Performance Alignment Project c) Operational Support Systems Enhancement Initiative
	Service delivery that meets or exceeds industry standards or established service levels	Service delivery performance	Core services meet/exceed peer cities by 2028	
	Operational support capacity to meet service levels	Support system performance	Support systems meet industry standards by 2028	
<b>Broaden Communication and Engagement</b>  <i>A community that feels connected</i>	Expanded and updated communication practices	New engagement methods deployed	Five new engagement approaches by 2029	a) Multi-Channel Community Engagement Expansion Project b) Community Engagement Survey & Insight Deployment Program c) Internal Messaging Priorities & Coordination Framework d) Village-wide Communications Campaign Implementation e) Community Perception Measurement & Tracking Survey
	Community engagement needs understood and supported	Community feedback and survey results	Community survey completed and strategy deployed by 2027	
	Broadened understanding of Village operations	Public awareness of Village operations	Updated information plan implemented by 2027	
<b>Expand Economic Development</b>  <i>A well-planned community</i>	Lombard is a desirable location for investment	Assessed value and tax yield	EAV + sales/amusement tax grow $\geq$ 2% annually (2025-2029)	a) Economic Incentives & Policy Evaluation Review b) Economic Development Awareness Action Plan c) Targeted Industry & Business Marketing Strategy Launch
	Increased local and regional awareness of Lombard	Local/regional awareness indicators	2% annual non-Lombard sales tax gain + 10% recognition lift by 2029	
	Key sites are developed	Development of priority sites	Yorktown, Roosevelt Rd., Downtown, and North Ave. sites advanced by 2029	
<b>Modernize Infrastructure Systems</b>  <i>Infrastructure that supports our community</i>	Facilities that meet operational needs	Public facility progress	- Public safety facility construction underway by 2028 - Facility assessments completed by May 2027; $\geq$ 50% deficiencies in CIP by 2028	a) Public Safety Facilities Construction Planning Project b) Village Facilities Condition Assessment Program c) Potable Water Redundancy Storage Improvements d) Infrastructure Technology Reliability Optimization Initiative
	Improved infrastructure quality and reliability	Water system reliability	South water tower complete by 2028; Well rehab by 2027	
	Technology enhanced infrastructure management	Technology-enabled efficiency	- Evaluate and/or deploy at least one new infrastructure technology by 2027 - Increased system reliability due to new technology - Infrastructure maintenance costs contained or reduced	

## STRATEGIC PRIORITY 1

# Increase Fiscal Strength



### OUTCOME

Enhanced financial strength to support capital financing

### KEY OUTCOME INDICATOR

Bond rating progress

### TARGET

Bond Rating: A by 2027, AA by 2030

### OUTCOME

Stable and predictable revenue streams

### KEY OUTCOME INDICATOR

Revenue growth trends

### TARGET

Annual revenue growth  $\geq$  2% (2025-2029)

### OUTCOME

Funding secured for public safety facilities

### KEY OUTCOME INDICATOR

Public safety funding secured

### TARGET

Public safety facility funding secured by FY 2027

## STRATEGIC INITIATIVES

1. Credit Rating Review & Update Project
2. Home Rule Education & Comparative Analysis Initiative
3. Public Safety Capital Financing Strategy Development

## STRATEGIC PRIORITY 2

# Improve Operational Effectiveness



### OUTCOME

Improved workforce proficiency

### KEY OUTCOME INDICATOR

Succession and staffing readiness

### TARGET

Succession plans in all departments by 2027  
98% training compliance:  $\geq$  90% authorized staffing by 2028

### OUTCOME

Service delivery that meets or exceeds industry standards or established service levels

### KEY OUTCOME INDICATOR

Service delivery performance

### TARGET

Core services meet/exceed peer cities by 2028

### OUTCOME

Operational support capacity to meet service levels

### KEY OUTCOME INDICATOR

Support system performance

### TARGET

Support systems meet industry standards by 2028

## STRATEGIC INITIATIVES

1. Workforce Readiness & Succession Planning Program
2. Service Standards Performance Alignment Project
3. Operational Support Systems Enhancement Initiative

## STRATEGIC PRIORITY 3

# Broaden Communication & Engagement



### OUTCOME

Expanded and updated communication practices

### KEY OUTCOME INDICATOR

New engagement methods deployed

### TARGET

Five new engagement approaches by 2029

### OUTCOME

Community engagement needs understood and supported

### KEY OUTCOME INDICATOR

Community feedback and survey results

### TARGET

Community survey deployed and strategy deployed by 2027

### OUTCOME

Broadened understanding of Village operations

### KEY OUTCOME INDICATOR

Public awareness of Village operations

### TARGET

Updated information plan implemented by 2027

## STRATEGIC INITIATIVES

1. Multi-Channel Community Engagement Expansion Project
2. Community Engagement Survey & Insight Deployment Program
3. Internal Messaging Priorities & Coordination Framework
4. Village-wide Communications Campaign Implementation
5. Community Perception Measurement & Tracking Survey

## STRATEGIC PRIORITY 4

# Expand Economic Development



### OUTCOME

Lombard is a desirable location for investment

### KEY OUTCOME INDICATOR

Assessed value and tax yield

### TARGET

EAV + sales/amusement tax grown  $\geq 2\%$  annually (2025-2029)

### OUTCOME

Increased local and regional awareness of Lombard

### KEY OUTCOME INDICATOR

Local/regional awareness indicators

### TARGET

2% annual non-Lombard sales tax gain + 10% recognition lift by 2029

### OUTCOME

Key sites are developed

### KEY OUTCOME INDICATOR

Development of priority sites

### TARGET

Yorktown, Roosevelt Rd., Downtown, and North Ave. sites advanced by 2029

## STRATEGIC INITIATIVES

1. Economic Incentives & Policy Evaluation Review
2. Economic Development Awareness Action Plan
3. Targeted Industry & Business Marketing Strategy Launch

## STRATEGIC PRIORITY 5

# Modernize Infrastructure Systems



### OUTCOME

Facilities that meet operational needs

### KEY OUTCOME INDICATOR

Public safety facility progress

### TARGET

Public safety facility construction underway by 2028  
Facility assessments completed by May 2027;  
≥50% deficiencies in CIP by 2028

### OUTCOME

Improved infrastructure quality and reliability

### KEY OUTCOME INDICATOR

Water system reliability

### TARGET

South water tower complete by 2028  
Well rehab by 2027

### OUTCOME

Technology enhanced infrastructure management

### KEY OUTCOME INDICATOR

Technology-enabled efficiency

### TARGET

Evaluate and/or deploy at least one new infrastructure technology by 2027  
Increased system reliability due to new technology  
Infrastructure maintenance costs contained or reduced

## STRATEGIC INITIATIVES

1. Public Safety Facilities Construction Planning Project
2. Village Facilities Condition Assessment Program
3. Potable Water Redundancy & Storage Improvements
4. Infrastructure Technology Reliability Optimization Initiative



## STRATEGIC PLANNING PARTICIPANTS

The Strategic Plan was developed with the hard work and dedication of many individuals. The Board of Trustees led the way, taking time out of their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community.

The Village's senior staff supported the Board and offered an operations perspective and context regarding capacity and capabilities.

### BOARD OF TRUSTEES

Anthony Puccio, *Village President*

Ranya Elkhatib, *Village Clerk*

Brian LaVaque, *Trustee District 1*

Jessie Hammersmith, *Trustee District 2*

Bernie Dudek, *Trustee District 3*

Patrick Egan, *Trustee District 4*

Dan Militello, *Trustee District 5*

Bob Bachner, *Trustee District 6*

### DEPARTMENT HEADS & STAFF

Scott Niehaus, *Village Manager*

Nicole Aranas, *Deputy Village Manager*

Kathy Dunne, *HR Director*

Stephanie Calvillo, *Communications Coordinator*

Tim Sexton, *Finance Director*

Rhonda Heabel, *Assistant Finance Director*

Jamie Cunningham, *Assistant Finance Director*

Trevor Dick, *Economic Development & Planning Director*

Keith Steiskal, *Building Director*

Anna Papke, *Planning & Zoning Manager*

Carl Goldsmith, *Public Works Director*

Rick Sander, *Fire Chief*

Nathan Gac, *Deputy Fire Chief*

George Hyland, *Deputy Fire Chief*

Joe Grage, *Chief of Police*

Benny Ranallo, *Deputy Chief of Police*

Mike Chudzinski, *Deputy Chief of Police*

### CONSULTANT

Rapp Consulting Group

Craig Rapp, *President*