



2023 – 2025

STRATEGIC PLAN

MARCH 2023





RAPP CONSULTING GROUP

March 2023

RE: 2023-2025 Strategic Plan – Village of Weston

Dear President Maloney,

On behalf of Cory Poris Plasch and the entire Rapp Consulting Group, I am pleased to present the 2023-2025 Strategic Plan and Summary Report to the Village of Weston. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

It has been a pleasure assisting the Village of Weston with this important project. The Village Board displayed clear thinking, dedication, and focused effort.

I want to thank the community members, Village department directors, and elected officials who shared their ideas and inspiration. Your plan identifies clear targets for moving the Village forward through a more Energized Workforce, Innovative Service Delivery, Responsible Growth, and improved Community Engagement. I am confident your 2023-2025 Strategic plan will succeed through the commitment and efforts of Village employees and elected officials. I want to express our gratitude to the community for entrusting us to serve you.

Yours truly,

Craig R. Rapp
President

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EXECUTIVE SUMMARY

From August 2022 through December 2022, the Village of Weston engaged in a strategic planning process. The process yielded a strategic plan covering 2023-2025.

The plan consists of four **strategic priorities** — the issues of greatest importance to the Village of Weston over the next three 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 an examination of the operating environment, consisting of an environmental scan, a community survey, focus groups, Village Board interviews, and a SWOT analysis. On November 29th, the Village’s leadership team held a full day strategic planning session. They developed a set of priorities, key outcomes, performance targets, and identified concepts for draft vision, mission, and values statements.

Based upon those priorities, the Village’s management team met on December 14th, to identify a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



The Plan

Four Strategic Priorities

- 1 AN ENERGIZED WORKFORCE
- 2 INNOVATIVE SERVICE DELIVERY
- 3 RESPONSIBLE GROWTH
- 4 COMMUNITY ENGAGEMENT

STRATEGIC PLAN SUMMARY 2023–2026

Village of Weston

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
An Energized Workforce	Increased employee satisfaction	# of stay interviews conducted % of positive ratings on employee survey	Stay interviews of 100% of staff annually Positive rating on employee satisfaction survey at ≥85% by 12/2025	a) Develop Employee Engagement Plan b) Create and implement Employee Continuing Education Plan c) Establish committee to develop organizational customer service expectations c) Develop an interdepartmental cross training strategy d) Comprehensive review of staff roles and responsibilities e) Explore additional shared service opportunities for staffing gaps
	Customer response expectations defined	# of departments with standards defined	Customer service standards established for all departments by 12/2023	
	Organizational capacity of Village optimized	# of departmental staffing evaluations completed # of roles confirmed or realigned	Staffing evaluation completed by one department annually 100% of roles aligned and adapted with each completed staffing evaluation within 12 months	
Innovative Service Delivery	Technology enhanced service delivery	% of Asset Management software implemented % of units with maintenance documented	Asset Management Software fully implemented by 12/2023 Maintenance documented for all units by 12/2024	a) Develop comprehensive technology strategy b) Create Communication Plan to align service delivery results and community expectations c) Conduct annual departmental operations analysis d) Review and formalize existing regional partnerships e) Develop new regional partnerships strategy
	Economical operations	# of staff hours saved \$ of Cost savings	All departments evaluate one core service for process improvement annually All departments develop improvement plan for one core service annually beginning 1/2024	
	Innovative Regional Partnerships	# of partnerships initiated	Initiate one regional partnership discussion annually	
Responsible Growth	Key Commercial / Industrial (C/I) sites developed or redeveloped	# of key sites with plans approved # key sites with signed development agreements	Development or redevelopment underway at three key sites annually	a) Update Comp Plan to include Corridor Study results for Key Sites b) Update Comp Plan to include results of Housing Study c) Develop Key Sites Marketing Plan d) Establish Village Development policies and procedures
	Increased availability of housing stock	# of housing units	Construction started on 30 housing units annually	
	Expansion of C/I tax base consistent with Village plans	C/I assessed value # of new infill site projects	Assessed value of new C/I construction ≥20% of total Village C/I value (adjusted for re-assessment) by 12/2025 25% of new C/I development on infill sites by 12/2025	
Community Engagement	An Engaged and Informed Community	# of website visits # of residents signed up for outgoing communications # of incoming calls for information	≥10% increase in website traffic by 2024 ≥10% increase in residents signed up for outgoing communications by 12/2023 Decrease of at least 10% annually for incoming calls for information	a) Develop Community Outreach Plan b) Develop Committee/Commission Recruitment Plan c) Create a Resident Satisfaction Success Plan d) Create a GIS Enhancement Communication plan
	Fully rostered Committees and Commissions	# of applications received # of open positions	Zero vacancies on Committees and Commissions by 2024	
	Increased resident satisfaction	% of positive survey results	≥75% of residents indicate satisfaction with Village by 2027	



OUR VISION

Weston is a resilient, purposeful, and forward-thinking community that welcomes opportunity, values communication, and fosters community connections so that everyone can enjoy a high quality of life.

OUR MISSION

Our mission is to support a high quality of life, balancing the needs and expectations of all those we serve. We do this through the delivery of reliable, cost-effective services, leveraging collaborative partnerships, embracing continual improvement, and purposefully guiding growth.



OUR VALUES

Respect

We strive to treat everyone with dignity and courtesy

Integrity

We say what we mean and do what we say

Continuous Improvement

We strive to make things better every day

Fair & Consistent

All are equal; we work on behalf of the interests of the entire community

Collaboration

We believe in the power of working together

Reviewing the Environment, Setting Strategic Priorities

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.

STRENGTHS

- Staff
- Fiscal/financial responsibility
- Facilities/Equipment/Infrastructure
- Community

WEAKNESSES

- Financial constraints
- Staffing challenges
- Restrictive codes/regulations
- Customer service
- Communication/website
- Leadership (staff and officials)
- Trust between staff and elected officials
- Lack of vision
- Identity issues
- Working on assumptions/not verifying information
- Micro-managing staff
- Lack of HR department
- Inconsistent direction

SWOT Analysis

- Growth
- Redevelopment
- Collaboration
- Recreation
- Communication/outreach
- Financial
- Technology

OPPORTUNITIES

- Financial
- Trust
- Fairness
- Customer service
- Communication
- Social media
- Reactive not proactive

THREATS

STRATEGIC PRIORITY 1

An Energized Workforce



Outcome

Increased employee satisfaction

Key outcome indicator

of stay interviews conducted: % of positive ratings on employee survey

Target

Stay interviews of 100% of staff annually
Positive rating on employee satisfaction survey ≥85% by 12/2025

Outcome

Customer response expectations defined

Key outcome indicator

of departments with standards defined

Target

Customer service standards established for all departments by 12/2023

Outcome

Organizational capacity of Village optimized

Key outcome indicator

of departmental staffing evaluations completed; # of roles confirmed or realigned

Target

Staffing evaluation completed by one department annually
100% of roles aligned and adapted with each completed staffing evaluation within 12 months

STRATEGIC INITIATIVES

- a) Develop Employee Engagement Plan
- b) Create and implement Employee Continuing Education Plan
- c) Establish committee to develop organizational customer service expectations
- d) Comprehensive review of staff roles and responsibilities
- e) Explore additional shared service opportunities for staffing gaps

STRATEGIC PRIORITY 2

Innovative Service Delivery



Outcome

Technology enhanced service delivery

Key outcome indicator

% of Asset Management software implemented; % of units with maintenance documented

Target

Asset Management Software fully implemented by 12/2023; Maintenance documented for all units by 12/2024

Outcome

Economical operations

Key outcome indicator

of staff hours saved; \$ of cost savings

Target

All departments evaluate one core service for process improvement annually; All departments develop improvement plan for one core service annually beginning 1/2024

Outcome

Innovative regional partnerships

Key outcome indicator

of partnerships initiated

Target

Initiate one regional partnership discussion annually

STRATEGIC INITIATIVES

- a) Develop comprehensive technology strategy
- b) Create Communication Plan to align service delivery results and community expectations
- c) Conduct annual departmental operations analysis

- d) Review and formalize existing regional partnerships
- e) Develop new regional partnerships strategy

STRATEGIC PRIORITY 3

Responsible Growth



Outcome

Key Commercial/Industrial (C/I) sites developed or redeveloped

Key outcome indicator

of key sites with plans approved; # key sites with signed development agreements

Target

Development or redevelopment underway at three key sites annually

Outcome

Increased availability of housing stock

Key outcome indicator

of housing units

Target

Construction started on 30 housing units annually

Outcome

Expansion of C/I tax base consistent with Village plans

Key outcome indicator

C/I assessed value; # of new infill site projects

Target

Assessed value of new C/I construction $\geq 20\%$ of total Village C/I value (adjusted for re-assessment) by 12/2025; 25% of new C/I development on infill sites by 12/2025

STRATEGIC INITIATIVES

a) Update Comp Plan to include Corridor Study results for Key Sites

b) Update Comp Plan to include results of Housing Study

c) Develop Key Sites Marketing Plan

d) Establish Village Development policies and procedures

STRATEGIC PRIORITY 4

Community Engagement



Outcome

An engaged and informed community

Key outcome indicator

of website visits; # of residents signed up for outgoing communications; # of incoming calls for information

Target

≥10% increase in website traffic by 2024;
≥10% increase in residents signed up for outgoing communications by 12/2023;
Decrease of at least 10% annually for incoming calls for information

Outcome

Fully rostered Committees and Commissions

Key outcome indicator

of applications received: # of open positions

Target

Zero vacancies on Committees and Commissions by 2024

Outcome

Increased resident satisfaction

Key outcome indicator

% of positive survey results

Target

≥75% of residents indicate satisfaction with Village by 2027

STRATEGIC INITIATIVES

- a) Develop Community Outreach Plan
- b) Develop Committee / Commission Recruitment Plan

- c) Create a Resident Satisfaction Success Plan
- d) Create a GIS Enhancement Communication plan

STRATEGIC PLANNING PARTICIPANTS

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board 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 stakeholders with whom they partner and serve.

The Village's senior staff supported the Village Board and offered an operations perspective as well as challenges to conventional thinking.

Village Board

Mark Maloney, President
Steve Cronin, Trustee
Barbara Ermeling, Trustee
Nathan Fiene, Trustee
Jasper Hartinger, Trustee
Jamie Weiland, Trustee
Hooshang Zeyghami, Trustee

Department Heads & Staff

Keith Donner, Village Administrator
Pamela Brehm, Village Clerk
Michael Wodalski, Director of Public Works
Nathan Crowe, Director of Technology Services
Jessica Trautman, Director of Finance
Jennifer Higgins, Director of Planning and Development
Shawn Osterbrink, Director of Parks and Recreation
Josh Finke, S.A.F.E.R. Fire Chief

Consultants

Rapp Consulting Group
Cory Poris Plasch