

CITY OF VILLA PARK

The Hidden Jewel



2017 – 2022

STRATEGIC PLAN

December 2017



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INTRODUCTION

Importance of Strategic Planning to the City of Villa Park

Executive Summary of This Plan

INTRODUCTION: **IMPORTANCE OF STRATEGIC PLANNING**

What is Strategic Planning?

Strategic Planning is a systematic process of envisioning a specific desired future, defining benchmarks that measure progress toward achieving that desired future, and identifying the strategies that facilitate the achievement of that desired future. Strategic planning focuses the City of Villa Park's energy, resources and stakeholders on a common set of strategic priorities that are aligned with the Villa Park Mission and Core Values, and that produce the outcomes and results that realize the desired future. Ultimately, strategic planning is an opportunity for the City of Villa Park to assess and adjust its future direction in response to a changing environment.

Why is Strategic Planning Important for the City of Villa Park?

“Aging infrastructure.” “Rising costs.” “No community center.” “Limited revenue streams.” All are examples of some of the potential future challenges on the minds of Villa Park's residents, Council members and staff as they contemplate the City's operating environment going forward.

Opportunities are on their minds as well. A new City Manager brings a wealth of experience and energy to Villa Park. A highly educated resident population with diverse backgrounds is a valuable reservoir of talent for the City's numerous opportunities for community involvement. The community continues to offer a desirable quality of life that makes it an attractive oasis amid the bustle of the larger cities that surround it.

But challenges must be mitigated or they grow into problems, and opportunities must be leveraged or they become unfulfilled possibilities. Strategic planning accomplishes each of these necessary outcomes. The process that produced this strategic plan grew out of a desire by some members of the City Council to develop a blueprint for the City's future that would ensure the sustainability of the quality of life enjoyed by residents now, and address the opportunities and challenges that lie ahead. A strategic plan is that blueprint and the vision it offers is the community's assurance that Villa Park will continue to be the “Hidden Jewel” that is treasured by those who live and work here.

INTRODUCTION: EXECUTIVE SUMMARY OF THIS PLAN

The City of Villa Park 2017-2022 Strategic Plan consists of an introduction and three primary components:

The Introduction sets the stage for the remainder of the Plan:

- Importance of Strategic Planning to the City of Villa Park . . . defines the reasons why the Plan is critical to effective management of the City
- Executive Summary . . . a brief overview of the content of the Plan document

The Foundation includes the essentials upon which this Strategic Plan is built:

- Mission . . . the fundamental purpose for which the Villa Park city government exists
- Core Values . . . the fundamental beliefs and principles that collectively create the organizational culture of the City of Villa Park and guide the decisions and actions of the City and its Council, staff and volunteers
- Stakeholders . . . individuals and groups that are relevant to the operations, affairs, outcomes and ultimate success of the City of Villa Park

The Future outlines the ideal future that The City of Villa Park envisions for itself:

- 2022 Vision . . . a narrative description – aligned with both the Mission and the Core Values – of the ways in which the City of Villa Park will work toward fulfilling its Mission in the future . . . a vivid, specific picture of the City and its activities on the last day of the fiscal year, five years from now
- Strategic Priorities . . . initiatives designed to produce the desired Vision for the City; they are priorities because they are the primary focus of the City’s time and energy

Fulfilling the Vision includes the various routes to achieving the City’s Vision:

- Core Strategies . . . the proactive paths leading to achievement of the Strategic Priorities that collectively represent achievement of the City of Villa Park’s Vision
- Key Success Measures . . . high level metrics that quantify the degree of progress made toward achieving the City’s Vision
- Action Steps . . . the specific steps that must be taken to fully execute each Core Strategy, ultimately realizing the City’s Vision

Specific details of each Action Step – including deadlines – are included in an Action Plan developed by City staff after this Strategic Plan is approved by the Council. Tactical in nature, an Action Plan is not part of a Strategic Plan.

FOUNDATION OF THE STRATEGIC PLAN

Mission

Core Values

Stakeholders

THE CITY OF VILLA PARK: MISSION

The City of Villa Park's Mission is its purpose. One of the two foundational elements of a strategic plan, the Mission is a statement that succinctly defines the reason the City government exists, the audience it serves, and the value it delivers to that audience. Vision, Core Strategies and all other content in a Strategic Plan must be perfectly aligned with the Mission, and an effective strategic planning process always begins with drafting a Mission (if there is no existing statement) or with the revision or reaffirmation of an existing mission statement.

The City of Villa Park has an existing mission statement that has appeared on the "Philosophy" page of the City Budget since at least 2011 without revision. On that page, it was specifically labeled as "Mission" for the first time in the 2016-2017 Budget and remains so labeled in the current 2017-2018 Budget. The City Council reaffirmed the Mission after a review on September 19, 2017, and the Mission was formally approved as a part of the Strategic Plan by the Council in December 2017.

**The Mission of the City of Villa Park:
To deliver the best possible quality of life
to the residents of Villa Park
using the most cost effective and efficient means.**

THE CITY OF VILLA PARK: CORE VALUES

The Core Values of the City of Villa Park represent the beliefs, philosophies, norms, standards and principles that guide the policies and procedures of the City and the conduct and decisions of its Council members, staff and volunteers. Core Values are one of the two foundational elements of a strategic plan, are enduring and constant, and reflect the organizational culture desired by the City’s leadership. Vision, Core Strategies and all other content in the strategic plan must be perfectly aligned with the Core Values, and an effective strategic planning process always begins with defining a set of values (if there is no existing set of defined values) or with the revision or reaffirmation of an existing set of values.

The City of Villa Park has an existing set of values that were developed in 2016 and have appeared – specifically identified as “Values” – on the “Philosophy” page of the last two City Budgets. Prior to the 2016-2017 Budget, value statements appeared as a part of the Philosophy on the “Philosophy” page but were not specifically identified as values. The City Council reaffirmed the current set of Core Values after review on September 19, 2017 and formally approved them as a part of the Strategic Plan in December 2017.

The City Council, staff and volunteers are committed to living these values every day as we serve the residents of the City of Villa Park:

- Accountability:** We accept responsibility for results and outcomes.
- Commitment:** We engage ourselves with the people we serve, dedicating our time and energy to that which we believe.
- Communication:** We exchange thoughts, opinions and information well, relaying clear messages to the best of our ability.
- Excellence:** We always strive to do better, and to excel beyond the expectations of the community we serve.
- Integrity:** We always exhibit sound moral and ethical principles and good character, demonstrating honesty and trustworthiness to the community we serve.
- Respect:** We treat others justly, fairly and with dignity, showing high regard for others and treating them as we would like to be treated.
- Teamwork:** We work well together by combining individual talents and strengths, supporting each other and working cooperatively to achieve mutual objectives.
- Transparency:** We are accessible to the community and conduct all affairs of the City openly, honestly and clearly.

THE CITY OF VILLA PARK: STAKEHOLDERS

Stakeholders are people who participate in – or have an impact on – the fulfillment of the Vision of the City of Villa Park. Most live in the City, but some do not. Even those non-residents play a role in the quality of life in Villa Park. These are the City’s key stakeholders:

City Council: Five community leaders with diverse backgrounds and skill sets provide strategic and policy leadership for the City of Villa Park.

City Staff: Ten City staff, including five full-time employees, three part-time employees and two part-time contract staff, perform a wide range of managerial, administrative and operational functions.

Volunteers: Estimated to number nearly 500, volunteers provide specialized expertise to City leaders (i.e. Law Enforcement Advisory Committee, Investment Advisory Committee, Infrastructure Management Advisory Committee) and provide leadership and organizational support to community activities and projects (i.e. Women’s League, Community Services Foundation).

Government: Several federal, state and county agencies, regulators and legislative bodies that can impact Villa Park in a variety of ways, from environmental regulations to school governance to affordable housing mandates to water restrictions to revenue sharing and more.

Contractors: A variety of businesses, agencies and organizations provide products and services to the City of Villa Park, such as law enforcement, financial audits, fire protection and refuse collection.

Media: Print and broadcast media (and – at times – bloggers, internet radio hosts and local access television hosts) cover news occurring in Villa Park, promote activities sponsored by the City and by local organizations, and contribute to shaping the image of the City in the eyes of those living outside Villa Park.

City Residents: 5,918 (2016 population estimate) people reside in Villa Park and hold attitudes, opinions and votes that provide critical support for the City as it pursues the fulfillment of its Mission and Vision.

THE CITY OF VILLA PARK: STAKEHOLDERS . . . CONTINUED

Incoming Workers: An unknown number of non-residents commute to work in Villa Park each day, including town center workers, school teachers and many members of the City staff. Many of those workers patronize local businesses, educate Villa Park's children and participate in local organizations (for example, some are members of Rotary) while they are in Villa Park.

Students/Parents: 4,736 students attend the four Orange Unified School District schools located in Villa Park and varying estimates place the share of those students who live in Villa Park at 7%-10%. Therefore, more than 4,000 students commute in and out of the City each school day, arriving by OUSD buses, parental or car-pool vehicles or (for some high school students) their own vehicles. Temporary parking for pickup and drop-off, traffic flow, pedestrian safety and damage to private property near schools are among issues impacting both residents and the students and parents themselves during the school year.

THE FUTURE OF THE CITY OF VILLA PARK

The City of Villa Park 2022 Vision

Strategic Priorities

THE CITY OF VILLA PARK: 2022 VISION

Vision is how the leadership of the City of Villa Park articulates their view of the ideal future of the City and its government, five years from now. Vision is the unique path the City chooses to follow in fulfillment of its Mission. The Vision of the City of Villa Park is intended to be unique and distinct from the vision of other cities, and it is intended to be the definition of success for our City. Every tactical and strategic activity that is a part of day-to-day City operations is focused on achieving our Vision and pursuit of that Vision will never fundamentally be at odds with either the Mission or the Core Values of the City of Villa Park.

The Vision of the City of Villa Park appears below. It was initially drafted by the City Council on November 30, 2017 and was formally approved as a part of the Strategic Plan in December 2017.

**On June 30, 2022, the City of Villa Park
remains one of the most desirable residential communities
with a quality of life rarely duplicated,
focused on priorities that sustain
its reputation as “The Hidden Jewel.”**

THE CITY OF VILLA PARK: STRATEGIC PRIORITIES

Strategic Priorities are initiatives designed to produce a desired future Vision and are the primary focus of the City's time and energy. When successfully achieved, Strategic Priorities collectively make the City's Vision a reality.

The five Strategic Priorities listed below are in random order and were identified by the City Council on November 30, 2017 and formally approved as a part of the Strategic Plan in December 2017.

*In pursuit of their 2022 Vision,
the City of Villa Park is focused on
five strategic priorities:*

Maintain a Functionally Sound Infrastructure

Sustain a Low Crime Rate

Facilitate the Existence of a Community Center

Enhance the Attractiveness of Our Community

Preserve Fiscal Stability

Each Strategic Priority is supported by a Core Strategy that describes the path leading to successfully addressing the Priority. One or more Key Success Measures define the metrics that measure progress toward successfully addressing the Priority. Core Strategies for each Priority appear on page 14 and Key Success Measures for each Priority appear on pages 15-16.

FULFILLING THE VISION

Core Strategies

Key Success Measures

Action Steps

THE CITY OF VILLA PARK: CORE STRATEGIES

Core Strategies are proactive action statements (though not specific tactical action steps) that describe the paths to achieving the desired outcomes inherent in the Strategic Priorities that collectively comprise the City of Villa Park’s Vision. The Core Strategies were drafted by the City Council on November 30, 2017 and approved as part of the Strategic Plan in December 2017. They are listed according to the Strategic Priority they support.

Strategic Priority:

Maintain a Functionally Sound Infrastructure

Core Strategy: Develop and implement an Infrastructure Management Plan

Strategic Priority:

Sustain a Low Crime Rate

Core Strategy: Fund law enforcement and public safety sufficiently to sustain our current low crime rate

Strategic Priority:

Facilitate the Existence of a Villa Park Community Center

Core Strategy: Facilitate collaboration among Villa Park residents and community organizations to identify the action steps and funding sources needed to make a Community Center a reality for Villa Park

Strategic Priority:

Enhance the Attractiveness of Our Community

Core Strategy: Collaborate with the community to define and implement ways to enhance the beauty and heritage of Villa Park

Strategic Priority:

Preserve Fiscal Stability

Core Strategy: Define the factors that determine the state of the City’s financial stability and soundness, and regularly communicate the status of those factors through a variety of channels that will reach virtually all Villa Park residents

THE CITY OF VILLA PARK: **KEY SUCCESS MEASURES**

Key Success Measures quantify progress toward achieving the Strategic Priorities that are – collectively – the City of Villa Park Vision. The Key Success Measures in this Plan gauge outcomes (results that are strategic and make significant contributions to realizing the City’s Vision) rather than activities (tactical action steps that contribute to outcomes).

The Key Success Measures in this Plan, listed below, were drafted by the Villa Park City Council on November 30, 2017 and approved as part of the Strategic Plan in December 2017.

Core Strategy

Develop and implement an Infrastructure Management Plan

Key Success Measure: An Infrastructure Management Plan is approved and implemented no later than June 30, 2022

Core Strategy

Fund law enforcement and public safety sufficiently to sustain our current low crime rate

Key Success Measure: Villa Park property and violent crime rates are maintained at a level not to exceed the rolling average of the three most recent years for which statistics have been reported

Core Strategy

Facilitate collaboration among Villa Park residents and community organizations to identify action steps and funding sources needed to make a Community Center a reality for Villa Park

Key Success Measure: Action steps and funding sources needed to make the Community Center a reality for Villa Park have been fully identified by June 30, 2022

KEY SUCCESS MEASURES . . . CONTINUED

Core Strategy

Collaborate with the community to define and implement ways to enhance the beauty and heritage of Villa Park

Key Success Measure: On a survey conducted bi-annually, at least 51% of Villa Park residents give the attractiveness of the City a favorable rating

Core Strategy

Define the factors that determine the state of the City's financial stability and soundness and regularly communicate the status of those factors through a variety of channels that reach virtually all Villa Park residents

Key Success Measure: The City receives annual audit reports of its financial statements from an Independent Auditor, containing no significant reportable findings or material weaknesses in accordance with accounting principles generally accepted in the United States

Key Success Measure: The City will obtain an independent opinion validating the City's fiscal solvency from an independent Rating Agency by June 30, 2022

THE CITY OF VILLA PARK: ACTION STEPS

Action Steps are the specific actions that the City will take to achieve each of the Core Strategies that will, in turn, collectively lead to the fulfillment of the City's Vision. Because Action Steps are tactical in nature they are not included in a strategic plan and are therefore not included in this one. However, because they are critical to the execution of Core Strategies and to the fulfillment of the Mission and Vision they deserve mention in the City's Strategic Plan.

Action plans typically organize Action Steps according to the Core Strategy they help to achieve, and according to the Priority in the Vision that the Core Strategy supports. Action Steps include the specific details of what action is to be taken, the name of person who is responsible for taking that action, the date by which the work should be started and the date by which it should be finished. Also included are the hard costs (dollars spent on material resources) and soft costs (staff time) of completing the Action Step, and the status of progress toward completing the Step (updated continuously as work on the Step proceeds). Any item with hard costs is approved by the City Council prior to any expenditure.

City staff develop and implement action plans to execute the strategy developed by the Council. The City Manager has the lead role in action planning and in implementing the Plan pursuant to the direction of the Council, requesting assistance from other City staff as appropriate. On occasion, City Council members may choose to assume direct responsibility for implementing Action Steps with which they already have some involvement through their work on a Council or community committee. The City Manager will include an action plan progress update as a part of his regular management report to the Council each month.