



Agenda
Village of Glen Ellyn
Special Village Board Workshop Meeting
Monday, June 22, 2026
6:00 PM
Glen Ellyn Civic Center, Room 301

Meeting Procedures Statement

Visitors are most welcome to attend all meetings of the Village Board and can find copies of the Agenda at the meeting or online at www.glenellyn.org prior to the meeting. Any individual with a disability requiring a reasonable accommodation in order to participate in a meeting should contact The Village of Glen Ellyn ADA Coordinator, 630-469-5000, at least five (5) business days in advance of the next scheduled meeting. All matters on the Agenda may be discussed, amended, and acted upon.

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Roll Call**
- D. Audience Participation**

- 1) Open:

Members of the public are welcome to speak to any item not specifically listed on tonight's agenda for up to (3) three minutes during the Audience Participation portion of the agenda. For those items which are on tonight's agenda, you will have the opportunity to comment when the item is discussed. Please complete the Audience Participation form and submit it to the Village Clerk and if you have materials you wish to share with the Board, provide those also to the Village Clerk.

When recognized, please step to the podium to my left and state your name for the record. Individuals wishing to address the Board shall exercise proper decorum and respect for the proceedings and the business of the Village Board and shall refrain from abusive demeanor and language. Public officials are not obligated to respond to questions.

- E. Discussion**

- 1) Presentation and Discussion of the 2026-30 Strategic Plan

- F. Adjourn**

Civility Pledge - In the interest of civility, I pledge to promote civility by listening, being respectful of others, acknowledging that we are striving to support and improve our community, and understanding that we each may have different ideas for achieving that objective.



Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 6/22/2026 6:00 PM
Department: Administration
Department Head: Mark Franz
Category: Other
Prepared By: Mark Franz

AGENDA ITEM (ID
2026-495)

DOC ID: 2026-495

Presentation and Discussion of the 2026-30 Strategic Plan

Statement of the Issue:

Presentation and discussion of the 2026-30 Strategic Plan

Analysis:

Beginning late last year, the Village Board and staff undertook a strategic planning initiative, facilitated by Cory Plasch of CP2 Consulting who guided the process and provided the attached draft Strategic Plan Summary Report ("Plan"). The process included several public meetings and incorporated an Environmental Scan, SWOT analysis, and an internal stakeholder survey. Public meetings were held on January 5, January 20, and February 17, 2026, at the College of DuPage. Senior staff members and the Village Board participated in strategic visioning sessions and discussed current challenges. Additionally, references to the current Strategic Plan, Comprehensive Plan, and Community Survey were used to inform the overall approach. The objective was to develop a strategic plan for the next five years, extending through 2030. The Plan identifies five *strategic priorities* that are most significant for the Village in the coming years:

1. Financial Resiliency
2. Workforce Excellence
3. Thriving Community
4. Community and Economic Development
5. Proactive Infrastructure Management

Additionally, we reviewed our current Vision and Mission Statements. The group agreed to update our public statements as follows:

Current:

Our Vision Statement: Glen Ellyn is a place where people seek to live! A welcoming, engaged community with a vibrant downtown, cultural and recreational opportunities--in a safe, attractive environment for residents, businesses, and visitors.

Our Mission Statement: Our mission is to support a high quality of life in Glen Ellyn. We do this through the equitable delivery of reliable, cost-effective services and promoting a community of trust, respect and citizen involvement.

Proposed:

Our Vision Statement: Glen Ellyn is a community rich in tradition, civic pride, and opportunity, where historic character, a thriving Downtown, and engaged residents create an exceptional quality of life for every generation.

Our Mission Statement: We preserve what makes Glen Ellyn special, provide outstanding public services, and invest thoughtfully in the future to ensure the Village remains safe, sustainable, and prosperous.

Subject

All successful organizations must establish clear priorities and an action plan that is formalized within a strategic plan. The Village has consistently implemented such a plan over the years.

A fundamental aspect of strategic planning is understanding past performance. Identifying future community needs (through surveys), aligning long-term development objectives (via the Comprehensive Plan), and evaluating financial challenges—including benchmarking against peer communities with a Financial Scorecard—are essential to formulating a new strategic plan.

The Environmental Scan led to the following conclusion: The Village of Glen Ellyn enters its 2026-2030 strategic planning process from a position of strength, demonstrated by exceptionally high resident satisfaction, robust quality of life, and a well-maintained community. Residents consistently express high satisfaction regarding safety, parks and recreation, education, the natural environment, and local businesses. Glen Ellyn benefits from a solid economic foundation, a highly educated population, and a favorable location with excellent transportation access.

Nevertheless, the Village faces significant long-term considerations, including infrastructure investment requirements, housing affordability and diversity, workforce recruitment challenges, sustainability initiatives, and growing demands on municipal services. Looking forward, maintaining core services while proactively addressing evolving community needs will be vital for the Village's continued success.

The strategic priorities, key measures of success, performance targets and strategic initiatives are summarized in the attached draft Plan.

Budget Impact:

N/A

Contribution to Strategic Plan

New Plan

Action Requested:

Staff anticipates that the Village's consultant will present the draft Plan and facilitate a discussion with the Village Board to refine and enhance the final version of the strategic plan. After receiving

feedback from the Village Board, staff will be able to make further adjustments and prepare a final document to submit as the 2026-30 Village of Glen Ellyn Strategic Plan.

Attachments:

1. Glen-Ellyn-2026-2030-R2

STRATEGIC PLAN SUMMARY REPORT





June 2026

Dear Village President Jim Burket and Village Manager Mark Franz,

It is my pleasure to present the 2026-2030 Strategic Plan and Summary Report for the Village of Glen Ellyn. This plan reflects the Village's shared vision for the future, its commitment to achieving meaningful results, and its ongoing dedication to providing exceptional services to residents and stakeholders. While continuing to support the delivery of essential public services, the Strategic Plan establishes a clear framework for organizational priorities, strategic decision-making, and long-term success.

The development of this plan was the result of a thoughtful and collaborative process spanning several months. Through community data, leadership discussions, and careful analysis of the information gathered, the Village has refined its Vision, Mission, and strategic priorities to guide its work in the years ahead. It has been a privilege to partner with the Village throughout this process.

I would like to extend my sincere appreciation to the Village Board, leadership team, staff, and community participants who contributed their time, perspectives, and expertise. Their engagement and commitment have been instrumental in shaping this plan and positioning the Village for continued success.

Yours Truly,
Cory Poris Plasch
President/CEO
CP2 Consulting

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Executive Summary

In December 2025, the Village of Glen Ellyn initiated a comprehensive strategic planning process to establish organizational priorities and direction for the years 2026-2030.

The resulting Strategic Plan is centered around five key goals that were identified as the Village's highest priorities for the planning period. Each goal is supported by desired outcomes, measurable key outcome indicators, and corresponding performance targets. These elements were developed through a collaborative process involving Village leadership, staff, and valuable input from stakeholders.

Throughout the planning process, the Village also undertook a review of its foundational statements. As a result, the Vision and Mission were updated to better reflect the organization's aspirations, purpose, and guiding principles.

To support implementation of the Strategic Plan, a cross-departmental staff team was assembled to identify initiatives and action steps aligned with each strategic goal. This team will continue to play a central role in advancing the plan, developing project-level implementation strategies, and fostering organizational alignment. In addition, communication efforts will help ensure that employees throughout the organization understand the Strategic Plan and can connect their daily responsibilities to the achievement of the Village's long-term objectives.



Vision, Mission

Vision

Glen Ellyn is a community rich in tradition, civic pride, and opportunity, where historic character, a thriving Downtown, and engaged residents create an exceptional quality of life for every generation.

Mission

We preserve what makes Glen Ellyn special, provide outstanding public services, and invest thoughtfully in the future to ensure the Village remains safe, sustainable, and prosperous.



The Strategic Planning Process

The Strategic Planning Process seeks to answer five questions:

1. Where are we right now? (Plan Development)
2. Where do we want to be? (Plan Development)
3. How do we get there from here? (Plan Implementation)
4. How will we know when we get there? (Plan Implementation)
5. Are there changes in the future external environment that we need to consider?

DEVELOPMENT

Where are we now?

Scan the Environment
Conduct Internal and External Analysis (SWOT)
Develop a Strategic Profile
Identify Strategic Challenges

Where are we going?

Define Our Mission
Articulate Core Values
Set a Vision
Identify Key Intended Outcomes

IMPLEMENTATION

How will we get there?

Develop Initiatives
Define Performance Measures
Set Targets and Thresholds
Spread Throughout Organization

How will we know?

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

Assessing the Current Environment

The Strategic Planning Process began with a meeting with the consultant and the Village of Glen Ellyn staff. The meeting included a review of strategic planning principles, a discussion of organizational value proposition, the status of vision and mission statements, and a tutorial on preparing an Environmental Scan. The session concluded with a timeline for the planning process, assignments for preparation of the Environmental Scan, and a process for conducting the stakeholder outreach.



Stakeholder Engagement

To answer the question “Where are we now?”, the Strategic Planning Process began with gaining an understanding of the operating environment. This is the first activity in developing a Strategic Plan as internal and external forces, dynamics, and constraints must be considered to arrive at the most effective strategy.

Assessing the environment included:

- An internal stakeholder survey of employees
- A landscape analysis survey of Board members and key staff
- An environmental scan

As environmental factors change over time, they need to be evaluated and incorporated into the strategic thinking and planning process using current data.



Environmental Scan

The Village of Glen Ellyn enters its 2026-2030 strategic planning process from a position of strength, characterized by exceptionally high resident satisfaction, a strong quality of life, and a well-maintained community. Residents report high levels of satisfaction with safety, parks and recreation, education, the natural environment, and local businesses. Glen Ellyn benefits from a strong economic base, a highly educated population, and a desirable location with excellent transportation access. At the same time, the Village faces important long-term considerations, including infrastructure investment needs, housing affordability and diversity, workforce recruitment challenges, sustainability planning, and increasing demands on municipal services. As the Village looks ahead, maintaining core services while addressing emerging community needs will be central to its continued success.

Statistics to Consider

- Population of approximately **28,000** residents, with a highly engaged and satisfied community.
- Quality of Life: **97%** of residents rated Glen Ellyn as an excellent or good place to live, and **95%** rated the overall quality of life positively.
- Safety: **94%** of residents expressed satisfaction with safety in the community, exceeding national benchmarks.
- Community Engagement: **79%** of residents reported feeling connected and engaged with the community.
- Economic Vitality: **86%** rated local businesses and service establishments as excellent or good, representing a **21% increase since 2017**.
- Parks, Recreation, and Environment: Resident satisfaction reached **92%** for parks and recreation and **92%** for the natural environment.
- Education and Culture: **90%** of residents rated educational and cultural opportunities positively, while **89%** rated health and wellness opportunities positively.
- Housing: Single-family detached homes comprise approximately **64%** of housing units and account for more than **50%** of overall land use within the Village. Housing diversity remains limited, with multi-family housing representing a relatively small share of the housing stock.
- Median Household Income: **\$118,208**, significantly higher than the DuPage County median household income of **\$94,930**.
- Transit: The Glen Ellyn Metra Station averages approximately **1,930** weekday boardings, reinforcing the Village's role as a regional commuter destination.
- Infrastructure: Public Works maintains approximately **115 miles** of water main, **85 miles** of sanitary sewer lines, **70 miles** of storm sewer pipe, **89 miles** of roadway, and **147 miles** of sidewalk (VGE owned).
- Housing Needs: Identified priorities include expanding housing options for residents with disabilities, increasing affordable housing opportunities, and supporting wage growth that better aligns with the local cost of living.
- Sustainability Planning: Key focus areas identified in the Sustainability Baseline Assessment include transportation and land use, buildings and energy, greenspace, waste management, water and flooding, and health and safety.

Internal Stakeholder Survey Results

A survey of internal stakeholders was conducted between December 29, 2025 and February 16, 2026 as part of the strategic planning process. Internal stakeholders are individuals or groups who are within the organization by virtue of being elected to or employed/appointed by the organization. They are essential to the successful implementation of the strategic plan, so their input is ideally incorporated into the process. Additionally, they often have key information based upon their interaction with the community and can identify emerging community themes.

Key Takeaways

- A total of 78 responses were received.
- When asked about the Village's greatest strengths, respondents most frequently identified dedicated and professional staff (68%), quality public services (60%), financial stability (44%), and strong community engagement (38%).
- When asked about the most significant challenges facing the Village, staffing and recruitment (71%), aging infrastructure (56%), and communication (47%) were noted most often.
- Respondents cited improving internal processes (83%), employee development and training (70%), and enhancing the use of technology (40%) as the greatest opportunities for improvement or innovation.
- When asked what they would change about how the Village operates, respondents most frequently mentioned streamlined decision-making (29%), better communication (25%), more cross-department collaboration (16%), and more training and development opportunities (16%).
- 71% of respondents somewhat or strongly agreed with the statement "The Village operates with openness and transparency".
- 63% of respondents somewhat or strongly agreed with the statement "The Village is open to new ideas and ways of doing things".
- 77% of respondents strongly or somewhat agreed they would apply for their position again.
- 81% of respondents strongly or somewhat agreed they plan to remain with Glen Ellyn for at least another year.

Understanding the Environment

An integral part of the Strategic Planning Process is a SWOT Analysis, which stands for strengths, weaknesses, opportunities, and threats. It provides a situational overview of the environment in which strategic planning takes place and allows a systematic examination of factors impacting the community. **Strengths and Weaknesses** examine the internal operating environment, while **Opportunities and Threats** evaluate the external operating environment.

To provide ample opportunity for reflection, a SWOT survey was distributed to the Board Members and staff prior to the Strategic Planning session. During the Strategic Planning Retreat, the SWOT data was reviewed to determine key themes and strategic issues.



SWOT Analysis

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • Staff • Community • Finances • Infrastructure • Safety • Elected officials • Business 	<ul style="list-style-type: none"> • Code • Mobility (parking, freight train traffic) • Aging facilities and existing infrastructure • Growth and economic development • Budget and financial planning • Conflicting vision for the future 	<ul style="list-style-type: none"> • Technology • Partnerships • Housing • Economic development • Staff retention / attraction • Alternate funding sources • Infrastructure 	<ul style="list-style-type: none"> • Staffing • Unfunded / underfunded mandates • Economic uncertainty • Political divisiveness • Managing resident expectations • Aging infrastructure

The Strengths and Opportunities groups combined to discuss how internal strengths coupled with external opportunities could be enablers of success.

The Weaknesses and Threats groups combined to discuss how internal weaknesses coupled with external threats could be challenges to success.

Then, the groups combined, and all participants reviewed the key themes.

A list of strategic issues was determined, and included:

- Aging infrastructure
- Economic / redevelopment / business growth
- Financial sustainability
- Staffing including attraction and retention
- Alternate funding / partnerships
- Operational efficiency / governmental efficiency
- Leadership (staff and elected): unify, maintain, develop, decision-making
- Communication
- Technology
- Housing
- Roosevelt Rd corridor – infrastructure, economic development, divides community
- Coordinating with other government entities
- Partnerships
- Public safety

SWOT Analysis (cont.)

Finally, the most important organizational priorities were finalized, taking into account information gathered throughout the process, including the Environmental Scan.

Through this analysis, five Strategic Goals were identified: **Workforce Excellence, Financial Resilience, Thriving Community, Community and Economic Development, and Proactive Infrastructure Management.**

Participants were then divided into cross-functional groups. They determined desired Outcomes (what success looks like), Key Outcome Indicators (how to measure progress towards success), and Performance Targets (a measurable goal achieved by a defined date) for each Strategic Goal.



Targets by Strategic Goal

STRATEGIC GOAL Workforce Excellence

OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Workforce development	<ul style="list-style-type: none"> Employee training participation rate Supervisor leadership participation rate Employee retention rate 	<ul style="list-style-type: none"> 80% participation by 12/2028 80% supervisor participation by 12/2028 Increase employee retention rate by ____ (date). *Baseline available ____ (date) 	<ul style="list-style-type: none"> Establish a formal leadership development curriculum and training ladder Implement onboarding & an employee orientation program
Forward-thinking organization	<ul style="list-style-type: none"> # of departmental talent management plan meetings completed % of personnel manual updated % participation in Wellness Program 	<ul style="list-style-type: none"> Employee compensation planned annually through departmental talent management meetings 95% of temporary benefit initiatives and all state / federal laws and best practices incorporated into personnel manual Increase Wellness Program participation for all employees by 10% 	<ul style="list-style-type: none"> Execute compensation plan recommendation Complete personnel manual update to ensure compliance with federal and state laws and best practices <ul style="list-style-type: none"> Distribute comprehensive personnel manual and train supervisors with implementation Implement wellness committee initiatives including a creation of a calendar of events
Increased operational efficiency	<ul style="list-style-type: none"> # of departments with key services identified <ul style="list-style-type: none"> # of core processes improved Project milestones 	<ul style="list-style-type: none"> Complete assessment of core services in each department by July 2027 and tie to subsequent budget discussions Improve at least one core process annually <ul style="list-style-type: none"> Update ERP system by 12/2030 	<ul style="list-style-type: none"> Create more clarity of purpose for all departments Utilize department assessments to prepare budget for 2027 and beyond <ul style="list-style-type: none"> Strengthen cross-department workflow alignment ERP system update plan
Enhanced technology baseline	<ul style="list-style-type: none"> % of positive survey scores IT system uptime Project milestones 	<ul style="list-style-type: none"> Positive employee IT survey scores of at least 90% annually <ul style="list-style-type: none"> Maintain 99% uptime on major IT systems annually AI policy evaluated and adopted by 12/2030 	<ul style="list-style-type: none"> Conduct internal IT survey Develop and execute a 5-year IT capital plan <ul style="list-style-type: none"> Identify and evaluate AI tools and use cases and implement one new police and fire technology by 2028
Future-ready public safety workforce	<ul style="list-style-type: none"> Police and fire (EMS) retention rate Project milestones Assess accreditation for police, fire, and public works 	<ul style="list-style-type: none"> Retain 85% of police and fire (EMS) staff annually <ul style="list-style-type: none"> Complete the assessment of fire/EMS by 12/2026 Complete an assessment and costs of accreditation by 12/2028 	<ul style="list-style-type: none"> Identify strategies to retain public safety personnel and implement by 01/2027 <ul style="list-style-type: none"> Fire/EMS assessment Accreditation assessment

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Financial Resilience			
OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Self-sustaining Village Links/R22	<ul style="list-style-type: none"> • \$ operating income coverage 	<ul style="list-style-type: none"> • Increase cash reserves by \$300K–\$500K annually 	<ul style="list-style-type: none"> • Implement operational and capital strategies to maintain self-sufficiency
Maintain financial stability	<ul style="list-style-type: none"> • Bond rating • % funds in reserve 	<ul style="list-style-type: none"> • AAA rating affirmed during any issuance • All funds meet reserve policy annually 	<ul style="list-style-type: none"> • Maintain AAA bond rating strategy • 5-year forecast
Financial transparency	<ul style="list-style-type: none"> • Scorecard project milestones • Meet or exceed GFOA scoring thresholds annually for PAFR, ACFR, and budget awards 	<ul style="list-style-type: none"> • Simplified Financial Scorecard in 12/2026 • Exceed GFOA scoring thresholds annually for PAFR, ACFR, and budget awards 	<ul style="list-style-type: none"> • Develop and maintain simplified financial scorecard • Produce PAFR, ACFR, and budget documents that meet or exceed GFOA standards
Financial stewardship	<ul style="list-style-type: none"> • \$ in grants applied for • \$ in grants received 	<ul style="list-style-type: none"> • Receive at least an average of \$100k in grants annually 	<ul style="list-style-type: none"> • Update grant tracking process and prioritize grant searches



Targets by Strategic Goal (cont.)

STRATEGIC GOAL Thriving Community			
OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Professional customer service	<ul style="list-style-type: none"> • % of positive survey results 	<ul style="list-style-type: none"> • Positive survey scores above average of national comparable communities by 12/2029 	<ul style="list-style-type: none"> • Conduct Community Survey every 5 years
Actively support special events	<ul style="list-style-type: none"> • # of special events supported 	<ul style="list-style-type: none"> • Determine clear sustainability parameters for 100% of special events supported by ____ (date) 	<ul style="list-style-type: none"> • Establish a special events matrix to evaluate sustainability of each special event
Model Village Board and Commissions	<ul style="list-style-type: none"> • Attendance rate • % of reports from advisory commissions • % compliance with ordinance 	<ul style="list-style-type: none"> • Increased consistency of attendance <ul style="list-style-type: none"> • Annual reports from advisory commissions • 100% compliance with new governance ordinance annually 	<ul style="list-style-type: none"> • Distribute the “Rules of Engagement Handbook” to the Board / Commission members • Annual report strategy • Governance ordinance and protocols for Village Board and Board and Commissions implemented
Golf recreation for all ages	<ul style="list-style-type: none"> • Program utilization rate • # of rounds 	<ul style="list-style-type: none"> • Fill 80% of programming opportunities annually • 80,000 rounds of golf annually 	<ul style="list-style-type: none"> • Expand golf programs for all demographics
Reliable communication	<ul style="list-style-type: none"> • % of website updated 	<ul style="list-style-type: none"> • 100% ADA-compliant website by 01/2028 	<ul style="list-style-type: none"> • Modernize website to ensure ADA compliance
Collaborative partnerships	<ul style="list-style-type: none"> • Project milestones 	<ul style="list-style-type: none"> • Identify and update existing IGAs and MOUs by 12/2027 	<ul style="list-style-type: none"> • Develop inventory of IGAs and MOUs

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Community and Economic Development

OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Business district revitalization	<ul style="list-style-type: none"> • Project milestones 	<ul style="list-style-type: none"> • Update zoning code by 03/2027 <ul style="list-style-type: none"> • Adopt Roosevelt Rd master plan by 12/2030 • Roosevelt Rd beautification begins by ___(date) 	<ul style="list-style-type: none"> • Update zoning code • Adopt Roosevelt Rd master plan • Implement Roosevelt Rd beautification plan
Greater housing diversity	<ul style="list-style-type: none"> • # of zoning districts that allow multi-family zoning • \$ of preservation grants awarded 	<ul style="list-style-type: none"> • Expand zoning permissions to allow multi-family zoning in at least ___# additional districts by 12/2027 <ul style="list-style-type: none"> • Fully utilize preservation grant funds annually 	<ul style="list-style-type: none"> • Implement Comprehensive Plan & Housing Assessment recommendations
Efficient building permit review and approval process	<ul style="list-style-type: none"> • % of permits complete at submission • % of permits processed within 15 days 	<ul style="list-style-type: none"> • Permits complete upon submission improved by ___% by ___(date) <ul style="list-style-type: none"> • First review of permits completed within 15 days, 95% of the time, quarterly 	<ul style="list-style-type: none"> • Conduct quarterly check-ins and reporting for building permit processing time
Desirable location for investment	<ul style="list-style-type: none"> • Assessed value and tax yield 	<ul style="list-style-type: none"> • EAV + sales / amusement tax growth equal to or greater than 2% annually 	<ul style="list-style-type: none"> • Complete economic development action plan with external consultants as needed • Evaluate and promote business incentives
Context-sensitive growth	<ul style="list-style-type: none"> • # of annexations • # of new developments • % of new buildings and additions requiring zoning variations 	<ul style="list-style-type: none"> • Evaluate, on average, at least one annexation agreement annually • Approve at least one commercial, multi-family, or attached single-family development annually <ul style="list-style-type: none"> • Demonstrate a year-over-year reduction of 5% in the percentage of new buildings and additions that require zoning relief 	<ul style="list-style-type: none"> • Approve at least one annexation or annexation agreement annually • Approve at least one commercial, multi-family, or attached single-family development annually • Demonstrate a year-over-year reduction in the percentage of new buildings and additions that require zoning relief

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Proactive Infrastructure Management (Page 1)

OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Future-ready infrastructure planning	<ul style="list-style-type: none"> • Facility Plan project milestones complete • % of needs with funds aligned 	<ul style="list-style-type: none"> • Update all Facility Plans to optimize utilization by ____ (date) • Funds aligned with needs by ____ (date) 	<ul style="list-style-type: none"> • Develop plans for two fire stations, Public Works Reno Center, GWA plan upgrades, Civic Center, firefighter training tower • Evaluate funding alternatives
Safe and reliable streets and sidewalks	<ul style="list-style-type: none"> • # of square feet of sidewalks improved • # of curb ramps improved • # of identified traffic signal equipment modernized • Complete Safe Routes Plan milestones complete • Transportation Plan milestones complete • % of Roosevelt Rd improvements complete • Average # Pavement Condition Index 	<ul style="list-style-type: none"> • Complete annual sidewalk improvements in consideration of ADA transition plan • Modernize all traffic signal equipment (Lambert Rd 12/2027, Main/Elm 12/2028, Park/Sheehan with Sheehan FAU Project Target 12/2030) • Complete Safe Routes to School Community Travel Plan by 12/2027 <ul style="list-style-type: none"> • Active Transportation Plan updated by 12/2030 • Complete Roosevelt Rd Lighting and Sidewalk Improvements Design by 12/2028 <ul style="list-style-type: none"> • Average PCI of ≥ 70 	<ul style="list-style-type: none"> • Develop and execute Capital Improvement Plan annually • Develop and implement Downtown streetscape improvements • Complete annual roadway improvement projects
Pedestrian friendly, transit oriented and modernized Downtown which supports safety and economic vitality	<ul style="list-style-type: none"> • Complete milestones for Phase IV Downtown project 	<ul style="list-style-type: none"> • Complete Design and Land Acquisition for Metra Station and Multimodal Access Improvements Project (12/2027) <ul style="list-style-type: none"> • Complete project by 12/2030 	<ul style="list-style-type: none"> • Complete commuter station, pedestrian underpass, plaza, streetscape and utility improvements (Phase 4) and ongoing maintenance of current Downtown improvements

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Proactive Infrastructure Management (Page 2)

OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Well-maintained and reliable water and sewer infrastructure	<ul style="list-style-type: none"> • Completion of master plan for water and sewer infrastructure • Complete specific water and sewer system improvements recommended in plan 	<ul style="list-style-type: none"> • Complete development of Water and Sewer Master Plan by 12/2027 • Complete # of projects recommended in the plan 	<ul style="list-style-type: none"> • Plan future water main and lead service line replacement, water reservoir improvements, sanitary sewer improvements, sanitary lift station improvements, and storm sewer improvements
Future-ready infrastructure planning	<ul style="list-style-type: none"> • % of CIP annual projects completed annually 	<ul style="list-style-type: none"> • Complete 90% of all Capital Improvement Plan (CIP) projects on time and on budget 	<ul style="list-style-type: none"> • Execute the Capital Improvement Plan (CIP) including separate IT improvement and facility improvement plans, and fleet equipment replacement annually (Village and GWA)
Thriving tree community	<ul style="list-style-type: none"> • Tree maintenance metrics 	<ul style="list-style-type: none"> • Achieve benchmark with year-over-year improvement 	<ul style="list-style-type: none"> • Plant, prune, and maintain trees to meet annual targets



Strategic Plan Implementation

Implementation is the final step in the Strategic Planning Process and consists of staff developing Initiatives to support the Strategic Goals determined during the Strategic Planning Process. The following Initiatives will be reported on regularly, showing the measurable progress the Village of Glen Ellyn is making toward its Strategic Goals and associated Performance Targets.

Workforce Excellence

- Establish a formal leadership development curriculum and training ladder
- Implement onboarding & an employee orientation program
- Execute compensation plan recommendation
- Complete personnel manual update to ensure compliance with federal and state laws and best practices
- Distribute comprehensive personnel manual and train supervisors with implementation
- Implement wellness committee initiatives including a creation of a calendar of events
- Create more clarity of purpose for all departments
- Utilize department assessments to prepare budget for 2027 and beyond
- Strengthen cross-department workflow alignment
- ERP system update plan
- Conduct internal IT survey
- Develop and execute a 5-year IT capital plan
- Identify and evaluate AI tools and use cases and implement one new police and fire technology by 2028
- Identify strategies to retain public safety personnel and implement by 01/2027
- Fire/EMS assessment
- Accreditation assessment

Financial Resilience

- Implement operational and capital strategies to maintain self-sufficiency
- Maintain AAA bond rating strategy
- 5-year forecast
- Develop and maintain simplified financial scorecard
- Produce PAFR, ACFR, and budget documents that meet or exceed GFOA standards
- Update grant tracking process and prioritize grant searches

Strategic Plan Implementation (cont.)

Thriving Community

- Conduct Community Survey every 5 years
- Establish a special events matrix to evaluate sustainability of each special event
- Distribute the “Rules of Engagement Handbook” to the Board / Commission members
- Annual report strategy
- Governance ordinance and protocols for Village Board and Board and Commissions implemented
- Expand golf programs for all demographics
- Modernize website to ensure ADA compliance
- Develop inventory of IGAs and MOUs

Community and Economic Development

- Update zoning code
- Adopt Roosevelt Rd master plan
- Implement Roosevelt Rd beautification plan
- Implement Comprehensive Plan & Housing Assessment recommendations
- Conduct quarterly check-ins and reporting for building permit processing time
- Complete economic development action plan with external consultants as needed
- Evaluate and promote business incentives
- Approve at least one annexation or annexation agreement annually
- Approve at least one commercial, multi-family, or attached single-family development annually
- Demonstrate a year-over-year reduction in the percentage of new buildings and additions that require zoning relief

Strategic Plan Implementation (cont.)

Proactive Infrastructure Management

- Develop plans for two fire stations, Public Works Reno Center, GWA plan upgrades, Civic Center, firefighter training tower
- Evaluate funding alternatives
- Develop and Execute Capital Improvement Plan annually
- Develop and execute Capital Improvement Plan annually
- Develop and implement Downtown streetscape improvements
- Complete commuter station, pedestrian underpass, plaza, streetscape and utility improvements (Phase 4) and ongoing maintenance of current Downtown improvements
- Plan future water main and lead service line replacement, water reservoir improvements, sanitary sewer improvements, sanitary lift station improvements, and storm sewer improvements
- Execute the Capital Improvement Plan (CIP) including separate IT improvement and facility improvement plans, and fleet equipment replacement annually (Village and GWA)
- Plant, prune, and maintain trees to meet annual targets



Strategic Plan Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board and Staff 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.

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Paul Stephanides

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Consultant

Cory Poris Plasch, President, CP2 Consulting

