Agenda
Village of Glen Ellyn
Regular Workshop Meeting
Monday, April 15, 2019
7:00 PM
Glen Ellyn Civic Center, Room 301

Village Board Workshop Procedures Statement

Visitors are most welcome to attend all meetings of the Village Board and can find copies of the Agenda on their chairs 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. For those items which are on tonight's agenda, the public will have the opportunity to comment at the time the item is discussed. In either case, please complete the Audience Participation form and turn it in to the Village Clerk. It is requested that, if possible, one spokesman for a group be appointed to present the views of the entire group. Speakers who are recognized are requested to step to a microphone and state their name, their topic and the group, if any, they are representing prior to addressing the Village Board. 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. The practice of ceding time to other speakers shall be prohibited, except in the discretion of the presiding officer of the meeting. Public officials are not obligated to respond to questions.

E. Website Presentation (Presented by Communications Coordinator Plahm) (Discussion Only)

1. Communications Coordinator Plahm will give a presentation on the Village's new website.

F. Civic Center Parking Garage (Presented by Assistant Village Manager Holmer) (Discussion Only)

1. Assistant Village Manager Holmer will lead a discussion regarding the public parking garage project proposed for the Civic Center.

G. 2018-2020 Strategic Plan - CY19 Q1 (Presented by Village Manager Franz) (Discussion Only)

1. Village Manager Franz will discuss the 2018-2020 Strategic Plan.

H. Other Items

I. Adjournment

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

Meeting: 04/15/19 07:00 PM
Department: Glen Ellyn Village Board
Department Head: William Holmer
Category: Discussion Item
Prepared By: William Holmer

SCHEDULED

AGENDA ITEM (ID # 3930) DOC ID: 3930

Assistant Village Manager Holmer will lead a discussion regarding the public parking garage project proposed for the Civic Center.

Background

Momentum has continued with the design of the proposed parking garage and preconstruction activities, including engaging utility companies to design the relocation of utilities on the site. Environmental and geotechnical surveys have been completed and we await the results of a traffic study. At a recent Village Board workshop on March 11, 2019, the Board was supportive of the most recent designs with minimal feedback for changes. Additionally, the Board has directed staff to continue to explore the potential option for ingress/egress through the adjacent church parking lot.

Issues & Impacts

Exterior Final Design

The exterior final design is complete with input from the Village Board, staff, and neighbors. I have attached an image of the final design showing the most recent changes which include additional brick on the lower portion of the structure as requested by our neighbors; and, a small amount of brick on the stair tower as requested by staff.

Traffic Study

A traffic study performed by Erikksson Engineering is near completion and the engineer has provided staff with an update summarizing that the study is unremarkable as it relates to impacting the surrounding neighborhoods. The street network can accommodate the additional traffic from the project and future growth. He also notes a secondary benefit of the garage to downtown traffic conditions is the reduction of vehicles circulating on adjacent streets to find vacant parking spaces. Staff will share the study in its entirety upon receipt of a final product. Recall that our residential neighbors to the south have expressed opposition to the idea of ingress/egress through the church parking lot. The engineer suggests that traffic from the garage will not be impactful to the neighborhood.

Guaranteed Maximum Price (GMP)

The team has developed a draft guaranteed maximum price (GMP) for the project which reflects a cost of $15,090,000. I have attached that document which also depicts a couple of alternates including a deduction in the event the Board chooses to eliminate ingress/egress through the church lot as an option; and, additional cost in the event construction is delayed into next spring.

As we continue to work through logistical items related to the garage such as location of trash enclosure, grease pickup at restaurants, and discussions with our residential neighbors, staff is proposing to take a phased approach. Because we continue to work through some logistics, staff suggests a first phase of the project to include utility work and demolition of the building at 423 N.

Main Street to establish the pedestrian connection. We know that there is a desire to complete this portion of work no matter the ultimate outcome regarding a garage and staff intends to present a GMP for phase 1 at the meeting on April 22, 2019. GMP #1 is expected to be approximately $2,400,000.

Strategic Plan

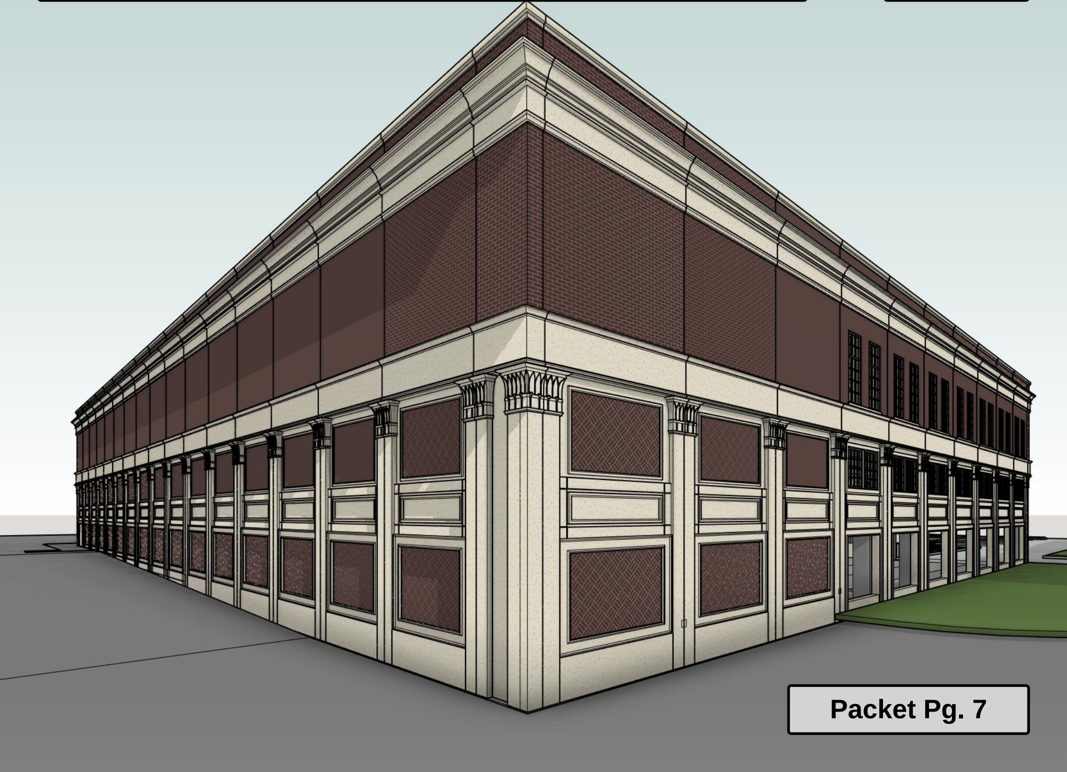
> **Strategic Issue I: INFRASTRUCTURE.** Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility and technology improvements. **Action Step:** Evaluate parking garage alternatives as well as economic development partnerships that would increase parking in the downtown by October 2019. *Village Board provided further direction to proceed with plans to construct a parking garage behind the Civic Center by June 2020.*

Action Requested

Staff is seeking feedback from the Board regarding the phased approach to the project and the GMP. Does the Village Board support a phase 1 approach to accomplish utility work and a pedestrian connection to Main Street while staff continues to work through other site-related issues?

ATTACHMENTS:

- 2019-02-15_NE-ENTRY-BRICK-INFILL (JPG)
- 2019-02-15_NE-ENTRY-BRICK-INFILL-AXON (JPG)
- 04-SE CORNER-LEVEL-BASE (JPG)
- 2019.04.02 - Parking Garage - DRAFT GMP (PDF)



DRAFT

Mortenson

VILLAGE OF GLEN ELLYN
Civic Center Parking Garage
Glen Ellyn, IL

DESIGN BUILD SUMMARY

DRAFT - GUARANTEED MAXIMUM PRICE
April 2, 2019

TOTAL DESIGN BUILD COST		**$15,090,000**
1.0 - Direct Construction Costs	$12,417,907	
2.0 - Professional Fees	$1,063,880	
3.0 - Furnishings & Equipment	$0	
4.0 - Soft Costs	$342,528	
5.0 - Technology & Infrastructure	$50,000	
6.0 - Desing & Construction Contingency	$592,969	
7.0 - Contractor Insurance & Fees	$622,716	

NOTES:

Utility Relocation Work to begin in August 2019. Construction to being October 1, 2019
Construction Complete in June 2020

ALLOWANCES INCLUDED ABOVE		**$292,000**
413 N Main Sewer Relocation	$70,000	
Utility Overtime Allowance	$15,000	
Survey, Abatement & Demoliton of 435 N. Main	$93,000	
Building Permits	$50,000	
CCTV / Code Blue System Allowance	$50,000	
Vehicle Charging Stations (2 total)	$14,000	

ALTERNATES

ADD - Paint the inside of the garage to include precast walls and the underside of the Double T's	$145,953
DEDUCT - Eliminate garage access through church parking lot *(Includes concrete infill wall)*	($85,434)
ADD - Delay Construction Start to Spring of 2020	$508,000

Glen Ellyn Parking Structure

Village of Glen Ellyn

Glen Ellyn, IL

Mortenson

DRAFT

Design Build - GMP

April 2, 2019

Description				Cost/SF	GMP Cost	Notes
1.0	**Direct Construction Costs**			**Cost/SF**		
	05	Enabling Work			$ 558,974	ComEd / Telecom relocations
	10	Building Sitework			$ 1,238,487	
	20	Parking Stucture	112,469	$91.18	$ 10,254,513	
	25	Main Street Plaza Sitework			$ 270,389	
	30	Church Parking Lot Improvements			$ 95,544	
		Subtotal		**$110.41**	**$ 12,417,907**	
2.0	**Professional Fees**					
	a.	Architecture & Engineering Fees				
		Walker / Shive Hattery / Erikson			$983,700	
		Rubino (geotech)			$29,230	
		DLZ (survey)			$5,950	
	b.	Mortenson Preconstruction			$25,000	
	e.	Reimbursables & Printing/Plotting			$20,000	
		Subtotal		**$9.46**	**$1,063,880**	
3.0	**Furnishings and Equipment**					
	a.	Furniture & Furnishings			N/A	
	b.	Artwork			N/A	
	c.	Interior Plantings			N/A	
	d.	Window Treatments			N/A	
	e.	Interior Signage			in 1.0	
	f.	Exterior Signage			in 1.0	
		Subtotal		**$0.00**	**$0**	
4.0	**Soft Costs**					
	a.	Survey			in 2.0	
	b.	Soils Analysis			in 2.0	
	c.	Environmental Analysis			$12,000	Phase 1 / Phase 2 survey
	d.	Testing & Inspection Services			$70,000	
	e.	Builder's Risk Insurance			$24,215	.195% of Construction
	f.	Building Permits Allowance			$50,000	
	g.	ComEd Engineering			$95,518	
	h.	Comcast Engineering			$13,171	
	i.	AT&T Engineering			$45,124	
	j.	WOW Engineering			$15,000	
	k.	Legal / Easment Negotiations			$7,500	
	l.	Water / Sewer Tap Fees			$10,000	
	m.	Telephone Service Connection				By Service Provider
	n.	Permit Consulting			N/A	
		Subtotal		**$3.05**	**$342,528**	
5.0	**Technology Infrastructure**					
	a.	Telephone Network Switch			N/A	
	b.	Telephone Handsets			N/A	
	c.	Structured Cabling			in 1.0	
	d.	CCTV Cameras / System / Code Blue Allowance			$50,000	Raceway only in 1.0
	e.	Cable TV Infrastructure			N/A	
	f.	A/V Teleconferencing			N/A	
		Subtotal		**$0.44**	**$50,000**	
6.0		**Total Project Soft Costs (2.0 + 3.0 + 4.0 + 5.0)**		**$12.95**	**$1,456,408**	
7.0		**Total Project Costs (1.0 + 6.0)**		**$123.36**	**$13,874,315**	
8.0	**Design/Build Insurances & Fee**					
		Design/Bidding Contingency		0.75%	**$103,737**	
		Construction Contingency		3.50%	**$489,232**	
		General Liability Insurance		1.30%	**$188,075**	
		P&P Bond		0.70%	**$102,588**	
		Design-Build Fee		2.25%	**$332,054**	
		Total			**$15,090,000**	

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

Meeting: 04/15/19 07:00 PM
Department: Glen Ellyn Village Board
Department Head: Lindsey Kaminsky
Category: Discussion Item
Prepared By: Lindsey Kaminsky

SCHEDULED

AGENDA ITEM (ID # 3919) DOC ID: 3919

Village Manager Franz will discuss the 2018-2020 Strategic Plan.

Background
The attached Strategic Plan and Action Plan has been updated to incorporate results over the last quarter. Since this is the last update for this particular Village Board, staff wanted to present some of the accomplishments over the last few years and identify some goals that have been delayed or are off track. Remember, this plan has been our road map for the last few years which has guided staff to execute on these strategic issues, goals and action steps. Once the new Village Board takes office, another strategic planning session will be scheduled to reset a new plan moving forward. The timing and schedule of that plan is to be determined.

Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. **Strategic planning** is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward. Three main purposes for strategic planning is important is as follows:

1. Provides clarity, direction, and focus for your organization

2. Drives organizational alignment

3. Communicate your message.

Strategic Plans allow Village Boards (or Corporate Boards) to focus on strategic issues and goals, and management to focus on actions steps to achieve those goals. The Village 2018-2020 Strategic Plan was created and executed within this recommended framework. The strategic issues continue to be:

1. **Strategic Issue I: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility, and technology improvement.**
2. **Strategic Issue II: ECONOMIC DEVELOPMENT. Engage in progressive and proactive economic development to attract and retain key businesses to foster a vibrant business community by strategically increasing the Village's footprint, adding housing variety and increasing downtown commercial growth and residential density.**
3. **Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT: Communicate, inform, engage, and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.**
4. **Strategic Issue IV: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.**

5. **Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection at no cost to the taxpayer.**

This plan includes both short-term and long-term goals and, like most plans, evolves over time as priorities shift and resources are assigned. Each strategic issue has multiple goals and action steps associated with each. These action steps have comments and indicates a status based on a classification of the following:

- On Schedule
- Delayed
- Off Track
- High Priority Project

In addition, the Village Board has identified the highest priority projects (blue) to indicate the level of importance to those particular goals. We have achieved or are on schedule with 14 of the 15 strategic goals and the vast majority of action steps including 9 of the 10 priority action steps; so the execution has been fairly good, but we still have work to do. Staff will be discussing some of these projects along with action steps that are off track at the Village Board Workshop on Monday night.

Recommendation
For discussion purposes only, no action is requested at this time.

ATTACHMENTS:

- 2018-20 Village Strategic Plan-CY19 Q1 Update-2019-04-01 (PDF)

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

KEY:
Green: On-Track - no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. X indicates completion.
Yellow: At-risk - known or potential issues are likely to affect project scope, schedule and/or budget. Successful projection completion still achievable.
Red: Critical - significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources
Blue: Highest priority Initiatives of Village Board

TOTAL STRATEGIC ISSUES COMPLETE/ON T	14/15
TOTAL GOALS COMPLETE/ON TRACK	52/59

2018-2020 Village Strategic Issues and Critical Goals

ISSUES	Strategic Issue I: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility, and technology improvements.	On Track	Complete	Notes
I-1	Evaluate and implement pedestrian and vehicular traffic improvements in and around the community.		X	Taylor Ave. Ped underpass, Park Blvd, Lake Ellyn sidewalk improvements, Taft and Lambert, etc. complete. Proceeding ahead with Streetscape Improvements and applying for grants for Train Station/Ped Tunnel project
I-2	Develop an implementation strategy to invest in Village facilities by December 31, 2019.			Police Station Complete Civic Center complete by 4/25/19 Forest Preserve building-7/19 Update facilities plan for Village in CY20 Historic Center flood issue. Fire Company-Assessment by 8/1/19 PW minor improvements by 10/1/19 GWA facility project 11/19 & new facility plan is complete, going to EOC by 6/1/19
I-3	Develop and continuously review the 5-year Capital Improvement Plan (CIP) and monitor and enhance funding options as necessary to execute plan.		X	Complete and incorporated into CY19 Budget. On budget and on time with projects in CY18; same goal is CY19.
I-4	Improve downtown infrastructure including pedestrian accessibility and parking improvements to encourage more pedestrian activity, outdoor dining, and enhance special event space in the CBD to spur future private investment.			Streetscape and parking garage plans proceeding ahead with approval of Design Teams and GMP by 5/1/19 including issuing bonds. Tentative timing: Garage to be started in October 2019, completed by July 2020; Streetscape designed in 2019, construction in 2020 and 2021.
ISSUES	**Strategic Issue II: ECONOMIC DEVELOPMENT. Engage in progressive and proactive economic development to attract and retain key businesses to foster a vibrant business community by strategically increasing the Village's footprint, adding housing variety and increasing downtown commercial growth and residential density.**	**On Track**	**Complete**	**Notes**
II-1	Implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV growth and sales tax growth.			Pete's Fresh Market, Giesche approved; McChesney and Fresh Market waiting for market forces to converge.
II-2	Update Comprehensive Plan to assist in guiding future development, revise codes and regulations that inhibit commercial development and business retention, and continue to make the approval process more user friendly.			Planning continues at CBD density discussion is scheduled for March/April; full plan to be discussed in June/July.
II-3	Review and consider annexation opportunities to increase the tax base, control future development, share costs of infrastructure, and provide and protect high quality of life for neighborhoods.			Various annexation projects are proceeding along: Swift Rd.; Hill Ave.; Cumnor/Alcorn Arden; Highland on the horizon.

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2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

II-4	In partnership with our local business-oriented agencies, continue to provide progressive and proactive efforts to recruit new businesses and retain current business by creating a favorable, welcoming climate for all businesses.			New restaurants adding to restaurant niche; 18 hour downtown becoming a reality. Alliance and Chamber events help create a more vibrant climate; recruitment efforts continue promoting GE charm, TIFs, and award program.	
ISSUES	**Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT: Communicate, inform, engage, and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.**	**On Track**	**Complete**	**Notes**	
III-1	Develop and utilize a comprehensive communications plan to educate and inform the community and continue to implement a management strategy that mandates responsiveness and convenience.			Plan is in place including social media and other tools, community survey being utilized regularly; new website will be key component of plan, 5/19	
III-2	Utilize multiple communication tools to ensure the Village is engaged with residents, businesses, and intergovernmental partners.			Continue to find new ways to engage stakeholders.	
III-3	Communicate the strategic plan and priorities and ensure the Village Board and Boards and Commissions are aligned.			Quarterly updates on website and VB workshops.	
III-4	Recruit and identify meaningful roles for volunteers.			Completed a more formal communication plan to volunteers, Village President meets with chairs a few times a year.	
ISSUES	**Strategic Issue IV: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.**	**On Track**	**Complete**	**Notes**	
VI-1	Evaluate new revenue concepts and cost controls that continue to deliver high quality services and necessary capital investment.		X	Renegotiated contracts in 2018: EMS, Refuse and water rates. Evaluating revenue options: Food and Beverage Tax, storm water fee, and building permit fees. Food and Beverage Tax approved; Water/Sewer Fee frozen for CY19; survey pending.	
VI-2	Complete financial monitoring including annual audits, five-year forecast, CIP, and Scorecard as appropriate to maintain long-term financial stability.		X	Budget and audit awards received. Scorecard to be completed by 10/19	
VI-3	Ensure maximum productivity and efficiency by reviewing staffing allocations, creating succession plans, motivating employees by focusing on talent development and training to empower the greatest asset in the organization: employees.			Focused on retention and results. Succession planning is ongoing within all departments. Performance reviews and talent management meetings completed determining 100% merit system. Assessment of overall employee engagement by 6/19.	
ISSUES	**Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection, at no costs to the taxpayer.**	**On Track**	**Complete**	**Notes**	
V-1	Develop and implement business goals and growth options to maximize profits without sacrificing overall quality or resident/community benefits.			2019 was challenging weather year, impacting golf and restaurant, banquet business was strong again. Restaurant renovation did met goal of 15% increase, something to build on for 2019	
V-2	Reposition Reserve 22 with renewed focus on quality and consistent food and service.		X	New Management team on board and driving results. Met quality goals for the year. Need to continue to be consistent.	
V-3	Sustain the financial stability of the business through capital planning and cash reserve policies.		X	Cash reserve policy modified, 10-year capital plan finalized, and budget plan for CY19 completed.	

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2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

V-4	Develop a comprehensive marketing plan and ensure communication and alignment between Recreation Commission and Village Board.		X	New Marketing Strategist currently executing plan for 2019.	

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

2018-2020 Village Strategic Issues and Action Plan

Strategic Issue I: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility, and technology improvements.

Goal #	Action Steps	On track	Complete	Comments	Dept.
I-1a	Construct the pedestrian underpass on Taylor Ave. by December 2018.		X	Project scheduled this fall, completion by December 31.	PW/ Admin
I-1b	Complete Phase I engineering design and submit grants for the pedestrian tunnel and renovated or new train station by March 1, 2019.		X	Team selected 18 month process to finalize design and identify funding sources. Grant applications are submitted for first round of grants.	CD/ PW/ Admin
I-1c	Design and construct Roosevelt Rd. access improvements for the Baker Hill shopping center as well as improved access south of Roosevelt Rd by December 2019.			Finalizing IDOT submittal, design in winter, spring construction ideally.	PW/ Admin
I-2a	Complete the renovations of the Civic Center including overseeing the Innovation DuPage build-out on time and on budget by May 2019.			Expected the GMP by end of July, 2018. Construction began in November including HVAC improvements. Substantial completion is expected by April 25.	All
I-2b	Build out the salt dome space at the Forest Preserve Building by April 2019 and facilitate the McKee House Preservation group on plans to save this historic structure by October 2019.			Forest Preserve moved out by February 1, complete renovations for winter 2019/20; McKee House committee is struggling raising funds, update schedule for VB in Q1.	PW/ Admin
I-2c	Complete and monitor GWA infrastructure projects including Combined Heat and Power (CHP) and Facilities Improvement Project (FIP) by November 2019.			CHP completed, but monitoring is ongoing. Phase I of Facility Project substantially completed by April 2018; Phase II deadline is November 2019, concerns with timing. New Facility Study draft completed by 4/1/19.	PW
I-2d	Update the annual facilities plan that ensures annual investment in Village facilities including Fire Stations, Police Station, Public Works, Village Links, and History Center by December 2018.		X	Police Station Complete Civic Center complete by 4/25 Forest Preserve building-7/19 Update facilities plan for Village by CY19/20 Historic Center flood issue. Fire Company-Assessment PW minor improvements GWA facility project 11/19 & new facility plan is complete.	Admin
I-3a	Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement by Jan. 1, 2020.			Reoccurring annually.	All
I-3b	Develop and begin to implement the Roosevelt Road water main replacement project by November 2019.			Phase I (Nicoll Way to IL-53) Complete; other water improvements being designed, RFP pending	PW
I-4a	Design and update utility and streetscape improvements in CBD to enhance critical commercial area to allow further private investment and improve quality of life by December 2019.			CBD Utility Study completed, revised budget set at $12-14M; design team (Civil Tech) finalizing Phase I. Water/Sewer rate Study to be completed by October 2019.	PW/Admin
I-4b	Evaluate parking garage alternatives as well as economic development partnerships that would increase parking in the downtown by October 2019. Village Board provided further direction to proceed with plans to construct a parking garage behind the Civic Center by July 2020.			GMP going to VB on 4/8/19; plan review process and construction to start in summer/fall CY19.	CD/ Admin

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

I-4c	Execute implementation of Phase I of Village way finding plan by December 2019.			Finalizing installment plan by CY19 Q2	CD/PW
				TOTAL COMPLETE/ON TARGET=TOTAL: 11/12	

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

4/1/2019

Strategic Issue II: ECONOMIC DEVELOPMENT. Engage in progressive and proactive economic development to attract and retain key businesses to foster a vibrant business community by strategically increasing the Village's footprint, adding housing variety and increasing downtown commercial growth and residential density.

Goal #	Action Steps	On track	Complete	Comments	Dept.
II-1a	Focus on key development sites in the CBD and move forward with Giesche and McChesney sites and other underutilized parcels by December 31, 2019.			Final PUD on 4/8 VB meeting. Could begin construction within 90 days. No update on McChesney.	CD/ Admin
II-1b	Review plans and work with Pete's Fresh Market to ensure their project is completed by July 2019.			Plans approved by Village, permit issued and project preceding. Projected to be complete by summer 2019.	CD/ Admin
II-1c	Execute the Economic Development plan including TIF promotion, Awards Program, business retention, as well as market village events, business education and promote available sites and other opportunities to grow EAV, sales tax and a diverse and dynamic commercial districts; monitor annually by December 31, 2019.			Efforts continue on all fronts; business recruitment and retention efforts focused on award program, TIF Districts promotion and development review. CBD becoming a thriving restaurant district with good mix of entertainment and other retail options.	CD/ Admin
II-2a	Engage the community in a process and update the Village's Comprehensive Plan by August 2019.			Project has begun, downtown density question to be presented to VB CY19 Q2. Final plan to be completed by CY19 Q3.	CD
II-2b	Implement an online building permit system to provide customer flexibility and improved service by May 2019.			Staffing issues have delayed this project, but making steady progress.	CD
II-2c	Review and modify building codes, and ARC guidelines to create more flexibility for businesses by December 2019			Zoning Code modifications approved by VB; Sign Codes finalized in fall 2018, building and ARC codes scheduled for Q4 2019.	CD
II-3a	Embrace residential and commercial annexation opportunities: * Finalize the annexation of the industrial properties on the north side of Hill Ave. **Complete** *Finalize the annexation of DuPage Forest Preserve between Crescent and St. Charles by March 1, 2018.- **Complete** * Finalize the annexation of the industrial properties on the south side of Hill Ave by July 1, 2019 *Finalize the annexation of the development on Swift Rd. through the existing pre-annexation agreement. **Complete** *Continue to pursue annexation on Cumnor, Acorn and Fairway by October, 2019. * Continue to pursue annexation of areas near GWA by May, 2020.			Hill Ave. should be finalized in August on north side of street, south side may take longer; St. Charles Forest Preserve approved by VB; Swift Rd. is moving forward; Cumnor/Acorn is proceeding ahead; GWA on hold temporarily.	CD/ Admin
II-4a	Grow business relationships with economic development partners, including but not limited to, Alliance of Downtown Glen Ellyn, Glen Ellyn Chamber of Commerce, Choose DuPage, College of DuPage, Glen Ellyn Public Library, DuPage Convention and Visitors Bureau. Ongoing.			Assist with events, Innovation DuPage, marketing and communications, support COD initiatives; strengthen role with CVB.	CD/ Admin
II-4b	Develop a plan to include the new Innovation DuPage in our business recruitment and retention efforts by January 2019 and implement plan by June 2019			Working with partners including Library, Realtors, HS, Chamber and Alliance.	Admin
II-4c	Consider including additional green space (plaza/pocket parks/fire pits), sidewalk cafes, a sound system, improved alleys and parking lots, and enhanced lighting in the CBD as part of the streetscape improvements being considered by October 2018.			CBD Utility Study In Progress, will be included in Streetscape Plan. Purchased 423 Main to create better accessibility for parking garage.	Admin/ PW
II-4d	Partner with the Chamber and the Alliance on opportunities to encourage CBD businesses to extend hours by increasing pedestrian traffic and customers through special events and activities. Ongoing.			Events and new restaurants and retail shops are achieving that goal.	CD/ Admin

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

II-4e	Monitor and promote a balanced approach to meeting the parking needs of the community and work with the business community to educate and collaborate on solutions by April 2019.			Short term parking ideas such as signage, private use, valet parking, and enforcement modifications being implemented. Shared with VB in march) Rolling out communication plan and additional modifications over next year as capital projects impact downtown parking.	Admin/Police/Fin
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/12	

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.

Goal #	Action Steps	On track	Complete	Comments	Dept.
III-1a	Educate and promote the community survey as part of the strategic planning process by March 2018.		X	Survey completed in October 2017.	Admin
III-1b	Conduct emergency preparedness drill annually in the new EOC and continue to promote Reverse 911 system, radio station, cable station for emergency communication by August 2018		X	Drill complete in October 2018. Follow up work and communicate legislative and County changes over next year.	PD/ Admin
III-1c	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. -Ongoing			Ongoing. Periodic review in place.	All
III-1d	Develop an annual joint marketing plan with the Chamber and Alliance focused on special event promotion annually by end of February.		X	Reoccurs annually.	Admin
III-2a	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website by May 2019.			VB approved; timeline being developed.	Admin
III-2b	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by December 2019.			Admin to lead this effort with Finance, Property Maintenance and Police Records.	Admin/PW
III-2c	Continue to evaluate and increase opportunities for partnership with intergovernmental entities. Ongoing			COD: ID, Police training and range utilization, Culinary Partnership Village Links; Park District: reviewing property ownership, capital projects; Library: capital projects, payroll support: Schools: Space needs assistance, HS capital and parking collaboration; IGA with SD 41 for water main; Lombard IGA with Hill Ave. water main project; Forest Preserve: Salt Storage, stormwater projects.	Admin
III-2d	Enhance social media presence and cable channel utilization as communication toolsby July 2019.			Village is using various social media platforms effectively; Twitter for PD; reviewing Next Door. budgeted improvements to cable equipment for CY19.	Admin
III-3a	Communicate any updates to 2018-20 Strategic Plan after New Board takes over in May and incorporate goals into the annual budget process -Ongoing.			Working with VB to develop Strategic Plan update with new VB this summer/fall.	Admin
III-4a	Encourage voter turnout by promoting Town Hall Meetings and the election process by October 2018.		X	Working with Civic Betterment Party to promote activities as appropriate.	Admin
III-4b	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions and work with the Alliance and Chamber to foster volunteerism for special events. Ongoing			Reoccurring annually. Annual meeting with Village President and the Board/Commission Chairs is schedule for February 2019. New members scheduled for VB meeting in May.	Admin
III-4c	Continue to be responsive and adapt to elected officials requests for information and involvement. Ongoing		X	Continue producing Manager's Reports and conducting biweekly meetings with Elected Officials; provide updates on ED, Capital projects, and other important topics. New Elected Officials meetings held in March/April.	Admin
				TOTAL COMPLETE/ON TARGET=TOTAL: 11/12	

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

Strategic Issue IV: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating
Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments and explore cost sharing partnerships with intergovernmental groups and

Goal IV	Action Steps	On track	Complete	Comments	Dept.
IV-1a	Monitor state budget impacts and identify new revenue sources and grant opportunities to address budget shortfalls including HRST increase and potential new revenues to address capital projects by November 2018: *HRST Increase in June 2018 *No increase to W/S for 2019. *New building permit fees to go into effect by January 1, 2019. *Food and Beverage Tax to go into effect by March 1, 2019. *EMS Contact (3 years) by July 2019 *Issuing 3 Series of Bonds (Series 1-Complete; Series 2-Spring; Series 3-Fall)		X	Home Rule increase agreed to in 2018 budget, Food and Beverage Tax approved for capital projects beginning March 2019. Plan to issue bonds by end of year to pay for streetscape, parking garage, and Civic Center renovations. Fees/Fines completed and being implemented. Rate Study W&S.	All
IV-1b	Periodically adjust Village fees and fines to be commensurate with the cost of providing services by establishing gradual and appropriate increases in line with other communities by October 2018.		X	Building Permit, Parking, Business registration, parking fines, and other fees/fines being considered and implemented.	All
IV-1c	Evaluate opportunities to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently and transition the IT department by December 2019			Updating a Five-Year Plan; preparing to hire IT Director- retirement, complete 2019 goals including AP, building permit, camera and parking kiosk projects, RMS	All
IV-1d	Automate the Accounts Payable process by July 2019.			Slow rollout continues, system working, but need Dashboard to be implemented before we go 100%.	Finance/ Admin
IV-2a	Develop a five-year Capital Improvement Plan (CIP) to guide future capital investment and present to Village Board as part of annual budget process annually by August 2018.		X	Reoccurring annually.	Finance/ Admin
IV-2b	Complete annual five year forecast by October 2018.		X	Reoccurring annually.	Finance
IV-2c	Complete the Financial Scorecard by August 2019.			Scheduled for Q3 CY19	Finance
IV-2d	Receive the budget and audit awards from GFOA by October 1, 2019.		X	Reoccurring annually.	Finance
IV-2e	Review reserve policy for all funds by May 2018.		X	Completed General Fund, W&S and Links/Reserve 22 are being evaluated. Scheduled for approval in July.	Finance
Iv-3a	Create succession plans in all departments and continually review staffing allocation and needs. - Ongoing		X	Discussing internally.	All
IV-3b	Foster training, continuing education, skill development, and cross-training for personnel by October 1, 2019.			Part of employee engagement assessment.	All
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/11	

4/1/2019

2018-2020 Village of Glen Ellyn Strategic Plan
CY19 - Q1

Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection, at no costs to the taxpayer.

Goal V	Action Steps	On Track	Complete	Comments	Dept.
V-1a	Generate profit to cover annual debt, execute CIP targets, build cash reserves, and meet financial goals at the Village Links/Reserve 22 by January 1, 2019: • Operating Revenues at $3M in Golf; and $2.5M in Food & Beverage including $850K in banquet sales • Overall Operating Profits at 18% of Revenues, to cover debt, capital projects, and maintain adequate cash reserves. • Guest Satisfaction Rating at 4 or above, measured by online reviews, customer satisfaction rating cards, and Secret Shopper program			Challenging year in CY18; need stronger golf year to carry over into restaurant. Banquet business still growing steadily.	Village Links-Reserve 22
V-1b	Review reserve policy, future capital projects and determine a timeframe for possible short-term investments in the facility by May, 2018.		X	Dinning Room Renovation moving forward.	Admin/Village Links-Reserve 22
V-1c	Evaluate catering and take-out programs as way to grow business by December 2019.				Village Links-Reserve 22
V-1d	Develop a sales & marketing team to maximize capacity of banquet business, with a goal of reaching $1M in banquet sales by December 2020.		X	Hired new Marketing Strategist who is implementing new marketing plan developed by our consultant.	Admin/Village Links-Reserve 22
V-2a	Review and modify staffing structure and hire Executive Chef and Restaurant Manager to improve upon employee retention, employee training, and build a quality staff to implement business plan starting in March 1, 2018.		X	Exec Chef hired on January 5, 2018. Restaurant Manager hired on April 18, 2018.	Admin/Village Links-Reserve 22
V-2b	Provide consistent service and a creative culinary experience by December 1, 2019			Prelaunch the restaurant in mid-October with dinning room renovation, new Chef and staff via a new marketing strategy.	Village Links-Reserve 22
V-3a	Develop a 10-year Capital Improvement Plan that prioritizes potential renovations including clubhouse, patio and/or pavilion enhancements by October 2019.			Reviewed with Rec Commission in April.	Village Links-Reserve 22
V-3b	Evaluate kitchen needs and options to consider potential to renovate/expand business options by December 2018.		HOLD	Dinning room construction was priority. Funds not available to take on more projects. On hold.	Village Links-Reserve 22
V-3c	Execute a renovation of the Reserve 22 Dining Room by August, 2018.		X	Scheduled for discussion with VB in May.	Village Links-Reserve 22
V-4a	Develop a communication process to keep Recreation Commission informed and engaged on project progress and provide quarterly reports to the Village Board starting in April 1, 2018		X	Ongoing.	Admin/Village Links-Reserve 22
V-4b	Execute a Marketing Plan which accomplishes maximum exposure/branding of the Village Links and Reserve 22 while generating new avenues of growth by December 2019.			Hiring Marketing Manager in CY18; developed a marketing plan. Adding a wedding component and developing more specific goals for golf.	Admin/Village Links-Reserve 22
V-4c	Monitor and coordinate customer feedback system including Secret Shopper and Comment Cards and achieve goal of over 4 to be reviewed monthly with Recreation Commission. Monthly		X		Admin/Village Links-Reserve 22
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/12	