



Agenda
Village of Glen Ellyn
Special Meeting
Monday, May 19, 2014
7:00 PM
Glen Ellyn Civic Center, Room 301

Village Board Meeting 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. Meetings are taped and also televised on WideOpenWest Channel 6, AT&T Channel 99, and Comcast Cable Services Channel 10. Any individual with a disability requiring a reasonable accommodation in order to participate in a meeting should contact Harold Kolze, 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. Roll Call

C. Pledge of Allegiance

D. Audience Participation

1. Proclamation in recognition of National Public Works Week.
2. Open:

Members of the public are welcome to speak to any item *not* specifically listed on tonight's agenda for up to 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, address and the group they are representing prior to addressing the Village Board.

E. Chidester/Elm/Linden/Lenox (CELL) Project Bid Award: (Professional Engineer Minix) (Trustee Ladesic)

1. Motion to approve award of a construction contract to R. W. Duntelman Company of Addison for improvements associated with the Chidester-Elm-Lenox-Linden Improvements Project, in the amount of \$_____ (including a 5% contingency), to be expensed to the Water, Sanitary Sewer and Capital Projects Funds.

F. Over/Underpass Feasibility Study: (Presented by Professional Engineer Minix and Project Consultant HDR Engineering) (Discussion Only)

1. Professional Engineer Minix and Project Consultant HDR Engineering will present information regarding alternatives to surface crossings of the Union Pacific Railroad tracks for both pedestrians and vehicles in the Glen Ellyn Central Business District, and concepts to improve pedestrian accommodations at the existing Taylor Street underpass.

G. Village Strategic Issues and Critical Goals 2014-2017: (Presented by Village Manager Franz) (Discussion Only)

1. Village Manager Franz will present information regarding the 2014-2017 Strategic Plan.

H. Reminders

1. A special Village Board Meeting is scheduled for Tuesday, May 27, 2014 at 7:00PM in the Galligan Board Room of the Glen Ellyn Civic Center.

I. Other Business

J. Motion to adjourn to Executive Session for the purpose of discussing pending or threatened litigation without returning to open session thereafter. (Trustee McGinley)



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

Meeting: 05/19/14 07:00 PM
Department: Administration - Recognition
Department Head: Al Stonitsch
Category: Proclamation
Prepared By: Caroline Conlon

SCHEDULED

AGENDA ITEM (ID # 1237)

DOC ID: 1237

Proclamation in recognition of National Public Works Week.

ATTACHMENTS:

- Proclamation Public Works Week 2014 (PDF)



Proclamation

WHEREAS, the Public Works services provided in our community are an integral part of our citizens' everyday lives; and

WHEREAS, such facilities and services could not be provided without the dedicated efforts of public works professionals, engineers, managers and employees, who are responsible for the abundant supply of good quality drinking water, excellent wastewater treatment facilities, an extensive local road system, and an award winning forestry program; and

WHEREAS, the support of an understanding and informed citizenry is vital to the efficient operation of Public Works systems and programs such as water, sewers, streets, forestry, and snow removal; and

WHEREAS, the quality and effectiveness of these facilities, as well as their planning, design, construction, operation, and maintenance, are vitally dependent upon the efforts and skills of qualified and dedicated personnel; and

NOW, THEREFORE, I, ALEXANDER W. DEMOS, President of the Village of Glen Ellyn, do proclaim the week of May 18-24, 2014, National Public Works Week in the Village of Glen Ellyn and call upon all citizens to recognize the contributions which Public Works staff and officials make to our community.

VILLAGE PRESIDENT
ATTEST:

VILLAGE CLERK

DATE



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

Meeting: 05/19/14 07:00 PM
Department: Public Works
Department Head: Julius Hansen
Category: Contract
Prepared By: Bob Minix

SCHEDULED

AGENDA ITEM (ID # 1236)

DOC ID: 1236

Motion to approve award of a construction contract to R. W. Dunteman Company of Addison for improvements associated with the Chidester-Elm-Lenox-Linden Improvements Project, in the amount of \$_____ (including a 5% contingency), to be expensed to the Water, Sanitary Sewer and Capital Projects Funds.

INTRODUCTION AND OVERVIEW

The 2014 Village roadway construction program will feature three major projects. Award of a construction contract to Schroeder Asphalt Services for the 2014 Street Resurfacing Project was approved by the Village Board in March and work is just getting underway. The **Chidester-Elm-Lenox-Linden (CELL) Improvements Project** has now been bid and is the subject of this memorandum. The Elm-Geneva Connectors-Cottage Improvements Project was let on May 9, 2014.

The CELL Improvements Project will include rehabilitation of approximately 4,400 ft. of roadways at four locations as shown on the attached Area Map. Work will include reconstruction of Elm and Chidester between Lenox and Riford; reconstruction of Lenox Road between Hawthorne and Oak; and enhanced resurfacing of Linden between Main and Lenox. Proposed underground improvements include new water main on the reconstruction streets as well as replacement of sanitary sewer service lines into the parkway areas. Lenox will be widened in accordance with Board decisions rendered in 2013 to provide a dedicated parking lane adjacent to Lake Ellyn Park. New sidewalk will be provided on Elm, Chidester and the east side of Lenox through the park. The project design consultant was RHMG Engineers.

The project was configured with a base bid covering the project essentials. Two alternate bids were included for an upgraded brick paver treatment at the intersection of Lenox and Linden and, at the Park District's discretion and expense, a paver upgrade to the proposed sidewalk in and near Lake Ellyn Park.

Bids were received originally for the project on April 17, 2014. Due to issues with the low bidder's proposal, the Board rejected all the original bids and the project was re-bid on an expedited schedule. The project was advertised again, with bids once more received on May 9, 2014.

The re-bidding process was successful in soliciting competent bids from the seven contractors that participated; the disappointing news is that the price for the project increased significantly. The new low bid was submitted by R. W. Dunteman Company, a very experienced firm with many recent Glen Ellyn projects of a similar nature. The Dunteman low base bid was \$3,318,208 as compared to the previous (and questionable) low bid from Copenhagen Construction of \$2,758,055. The Engineer's estimate for the base bid work was \$3,827,288. The current budget for the project, which includes construction and resident engineering expenses, is \$3,350,000.

ISSUES AND ITEMS FOR DISCUSSION

1. The recent Dunteman base bid of \$3,318,208 is approximately 15% below the Engineer's estimate of \$3,827,288. Dunteman was the third low bid at the April 17, 2014 bid opening with a base bid of \$3,224,200 about 3% lower than their re-bid amount. I spoke with Jeff Dunteman, one of the principals of the firm, about the difference between the two bids. Mr. Dunteman explained that certain suppliers and sub-contractors had increased their numbers in the interim to reflect changing commodity and work load conditions.
2. Bid Alternate No. 1 would upgrade the intersection of Lenox and Linden with regular (non-permeable) concrete pavers instead of the full depth asphalt roadway section. The Dunteman cost for Alternate 1 is \$27,171 as compared to the Engineer's estimate of \$22,284. The intersection upgrade would look the same as the brick paver parking areas, a substantial component in the base bid work. The parking lane pavers would differentiate the parking area from the through travel lanes, add a pleasing aesthetic element and, most importantly, perform a crucial stormwater management task due to the permeable nature of the proposed system. It is estimated that the parking lane paver installation cost is about \$175,000. As the intersection of Lenox and Linden is essentially the entryway to Lake Ellyn Park and the boathouse, an upgraded entrance element is worth considering and provides a transition to the boathouse driveway in keeping with the desired look proposed by the Lake Ellyn Park master plan.
3. Bid Alternate No. 2 would upgrade the proposed sidewalk on the east side of Lenox adjacent to (and sometimes within) the park. In lieu of the base bid concrete sidewalk, permeable unit pavers would be installed. Acceptance of Alternate 2 will be at the discretion and cost of the Glen Ellyn Park District. The Dunteman cost for Alternate 2 is \$77,575; the Engineer's estimate is \$50,750. The Park District decision on Alternate 2 is pending and a status update will be supplied during the Board discussion on the bid award.

BIDDING RESULTS

Seven bids were received at the May 9, 2014 rebid. The proposals were opened and read by Deputy Village Clerk Patti Underhill. Of the seven bidders participating in the original April 17 bid opening, six contractors re-submitted. Copenhagen Construction did not re-bid, while Orange Crush submitted a bid for the first time. Please note the following results:

Chidester-Elm-Lenox-Linden Improvements Project Bid Results - May 9, 2014 Rebid				
Contractor	Base Bid	Alt. #1	Alt. #2	April 18, 2014 Base Bid
R. W. Dunteman Co.	\$3,318,208	\$27,171	\$77,575	\$3,224,200
Swallow Construction	\$3,321,952	\$33,871	\$85,188	\$3,611,647
Northwest General Contractors	\$3,334,959	\$29,021	\$77,575	\$3,925,140
A Lamp Concrete Contractors	\$3,389,462	\$29,155	\$29,000	\$2,992,468

Landmark Contractors	\$3,474,400	\$24,232	\$61,988	\$3,452,404
Orange Crush	\$3,552,383	\$32,947	\$65,250	Did not bid
Martam Construction	\$3,588,780	\$39,040	\$141,375	\$3,587,886
Engineer's Estimate (RHMG)	\$3,827,288	\$22,284	\$50,750	\$3,827,288

The re-bid significantly closed the gap between contractors that was evident in the April 18, 2014 bid results. Looking only at the base bids for the May 9 results, the four lowest bidders were within about 2% of each other and all bidders were within about 8% of each other. All bids were below the Engineer's estimate.

Regardless of the combination of base bid and alternatives that could be awarded, there would be no change in the bidding order and Dunteman would be the lowest bidder.

R. W. Dunteman is a very established contractor and has performed numerous projects in Glen Ellyn, most recently the 2013 Street Improvements, 2012 Hawthorne Improvements and 2011 Sunset-Turner Improvements projects. Dunteman is fully capable of performing the project according to the plans and required time schedules.

CONSTRUCTION CONTRACT AWARD

The low, responsible and responsive bidder for the project is R. W. Dunteman Company. If awarded, a construction contract with Dunteman with that includes a 5% contingency is recommended. For the scenario that includes award of the base bid plus both alternates, the total award amount would be **\$3,595,000**. The distribution and **SY14** account numbers are shown in the accompanying table. The Project Number for the CELL Improvements Project is 13003.

Chidester-Elm-Lenox-Linden Improvements Project Recommended Funding for Construction (including 5% Contingency) Base Bid + Alternate 1 + Alternate 2 to R. W. Dunteman Co.			
Project Item	Funding Source	Account No.	Amount
Water Main	Water Fund	50100-580100-13003	\$650,000
Sanitary Sewer	Sanitary Sewer Fund	50200-580100-13003	\$410,000
Street & Storm Sewer	Capital Projects Fund Street Program	40000-580160-13003	\$2,535,000
		TOTAL	\$3,595,000

Funding for any other combination of base bid plus alternates can be readily developed, as only the Total and the Capital Projects fund amounts would need to be modified.

The Park District share of the costs would \$81,500 (including a 5% contingency) and would be reimbursed to the Capital Projects Fund.

The specified construction schedule calls for work to begin on Chidester and Elm right away and be substantially completed by August 29, 2014 with final completion by September 19, 2014. Work on Lenox and Linden will start no sooner than July 7, 2014 and be substantially completed by October 31, 2014, with a final completion date of November 14, 2014.

BUDGET STATUS

The SY14 proposed budget contains projected **construction** expenditures of \$2,100,000 in Capital Project, \$660,000 in Water and \$310,000 in Sanitary Sewer funds for the Chidester-Elm-Lenox-Linden Improvements Project. Resident Engineering expenses are currently budgeted at \$280,000 consisting of \$190,000 in capital, \$60,000 in water and \$30,000 in sanitary sewer monies.

ACTION REQUESTED

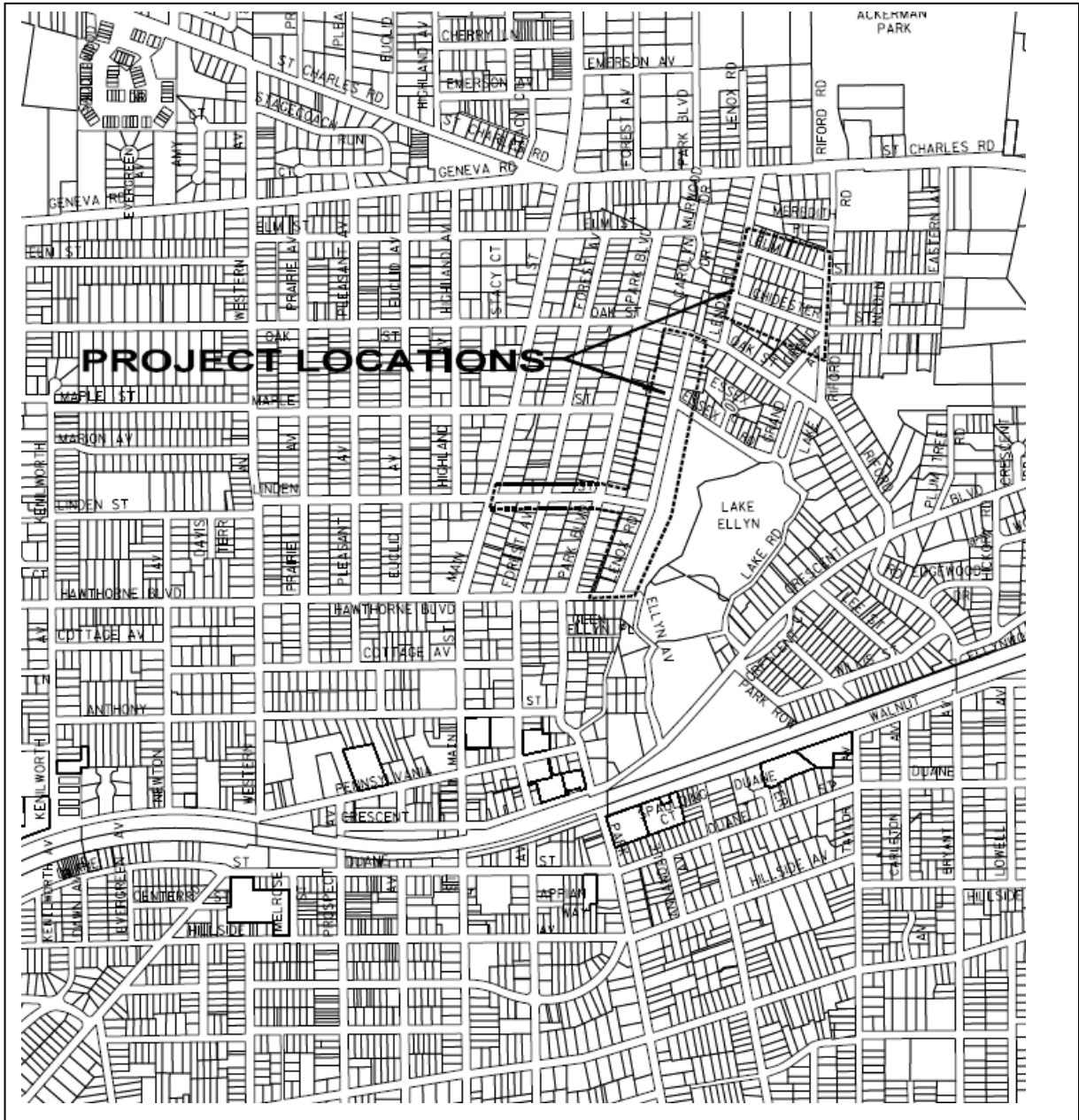
The Village Board is requested to consider the proposed low bid before them for the Chidester-Elm-Lenox-Linden Improvements Project, as well as the alternates presented at the May 19 Special Village Board Meeting.

ATTACHMENTS:

- Area Map (DOC)

CHIDESTER-ELM-LENOX-LINDEN IMPROVEMENTS PROJECT

AREA MAP





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

Meeting: 05/19/14 07:00 PM
Department: Public Works
Department Head: Julius Hansen
Category: Presentation
Prepared By: Bob Minix

SCHEDULED

AGENDA ITEM (ID # 1239)

DOC ID: 1239 A

Professional Engineer Minix and Project Consultant HDR Engineering will present information regarding alternatives to surface crossings of the Union Pacific Railroad tracks for both pedestrians and vehicles in the Glen Ellyn Central Business District, and concepts to improve pedestrian accommodations at the existing Taylor Street underpass.

In January 2014, the Village Board authorized HDR Engineering, Inc. to conduct feasibility studies of alternatives to surface crossings of the Union Pacific Railroad tracks for both pedestrians and vehicles in the Glen Ellyn Central Business District. In addition, the consultant was to develop concepts to improve pedestrian accommodation at the existing Taylor Street underpass. The consultant has completed most of the tasks associated with the assignment and has prepared a draft report entitled "Pedestrian and Vehicular Grade Separation Feasibility Study" and a copy of the report is transmitted herewith. Prior to finalizing the report, the consultant will provide a presentation to the Village Board of their findings and recommendations.

The scope of the Over / Underpass Feasibility Study, as identified in the original Request for Proposal, was divided into three main components:

- q Assess possible configurations and costs for implementation of a pedestrian underpass near the Glen Ellyn train station, develop a recommended concept plan and costs, recommend possible funding sources for project implementation and develop a project implementation schedule.
- q Evaluate possible corridors and locations for alternatives to vehicular railroad grade crossings in the Central Business District locale to identify project opportunities, restraints, costs, schedule and funding opportunities.
- q Develop and assess alternates to the current pedestrian sidewalk configuration at the Taylor Avenue underpass including restraints, costs, schedule and funding opportunities.

For Taylor Avenue, the report recommends a new pedestrian underpass located to the east of the existing opening, suitable for a 10-ft wide paved surface between Walnut and Willis. An estimated cost for the pedestrian underpass is \$2.1million.

For a CBD pedestrian underpass, multiple alternatives were examined and assessed against criteria such as cost, tunnel length, loss of parking, Prairie Path impacts, multiple user access and travel pattern changes. The option called the Western Alternative appears to offer the best combination of price and limited impacts. Estimated cost of the West Alternative is \$7.7 million.

Regarding vehicular grade separation in the CBD, three underpass and one bridge alternatives were conceptually developed and assessed against criteria including parking impacts, pedestrian access, possible road and driveway closures, retaining wall size and locations and community character changes. There are significant and fundamentally unappealing aspects and negative impacts associated with each of the grade separation alternatives to the extent that none are deemed feasible.

The report includes a table of available federal and state funding opportunities.

The HDR team will be making their presentation at the May 19, 2014 Village Board workshop.

ATTACHMENTS:

- GlenEllyn_FeasibilityStudy_201405 (PDF)



Village of Glen Ellyn

Pedestrian and Vehicular Grade Separation Feasibility Study

May 2014

Attachment: GlenEllyn_FeasibilityStudy_201405 (1239 : Over / Underpass Feasibility Study)



Introduction

As stated in the Village's "Eras of Change" the railroad was an early influence on the development of the community. The railroad provided access to the many amenities Glen Ellyn had to offer. Over time, Glen Ellyn has evolved from a resort community to the vibrant suburb it is today. Through time and with other regional influences the strength of downtown has ebbed and flowed. In some regard, the development of the CBD is closely related to the railroad. While the success of the downtown is not solely related to the windfall derived from the presence of commuter trains, the Union Pacific railroad has had a strong influence on the evolution of, and impacts to the CBD, for better and for worse.

The Village of Glen Ellyn in recent years has performed a market analysis of the downtown. Responses to the merchant and public surveys indicate that parking is not convenient, the one-way streets are confusing, and the rail crossing is a hindrance. The resulting Downtown Strategic Plan identifies many opportunities and on the converse, challenges. One such challenge is the parking and circulation within the downtown. It is desired to enrich the downtown and one aspect of enrichment is to improve vehicular, parking, and pedestrian access. One way to improve the access is to consider grade separation facilities for pedestrians and vehicles.

The Village of Glen Ellyn wishes to improve pedestrian and vehicular movements within the CBD. First, there are three existing at-grade rail crossings in the CBD at Prospect Avenue, Main Street, and Park Boulevard, each have the potential to be developed into a grade-separated vehicular and pedestrian underpass. Second, east of the CBD, there is a grade-separated crossing of the Union Pacific Railroad at Taylor Avenue. While the underpass itself serves vehicular and pedestrian crossings east of the CBD, the pedestrian accommodation is insufficient. Third, in the downtown, improved pedestrian access is desired at the Metra Station, particularly to provide cross access of the rail line.

This Feasibility Study is an early and continuing step toward enabling the Village to implement its Downtown Strategic Plan and reach its long term goals. In the short term, the results of this Feasibility Study will enable Village staff to address frequent resident and customer complaints about downtown congestion caused by a high frequency of passenger and freight train activity through town. This study will evaluate the feasibility to:

- I) Improve the pedestrian crossing at Taylor Avenue
- II) Identify a most suitable location for a pedestrian underpass in the vicinity of the Metra Commuter Rail Station and
- III) Identify a most suitable location for a grade-separated rail crossing within the CBD

The following details the purpose and need of each location, the evaluation criteria, a summarization of impacts, and a recommended action. It is important to note that each

location, Taylor Street, the CBD Pedestrian Underpass, and the CBD Grade Separations are three separate projects were all evaluated independently of each other.

Taylor Avenue

Taylor Street is an existing grade separation where Taylor Street is an underpass of the UP tracks. The cross section of the roadway is only 10 feet wide with a raised 3 foot sidewalk on the east side. The sidewalk is too narrow, does not meet ADA policy, and does not permit a safe set back from traffic. The narrow cross section only allows for one vehicle to pass through at a time with traffic signal control. The pedestrian approach from the south does not allow a clear sight line through the underpass. The pedestrian way is not controlled by traffic signals, similar to the vehicles. Therefore, opposing conflict occurs for pedestrians and bicyclists. A safer pedestrian underpass is needed at Taylor Avenue.



Figure 1 Taylor Avenue Looking North

The surrounding area is residential with local streets. The Illinois Prairie Path (IPP) is also grade separated from Taylor Avenue and is parallel to the UP. A ramp connection between Taylor Avenue and the IPP is located to the west of Taylor Avenue. Sidewalk exists on the east side of Taylor Avenue and crosses west with a marked crosswalk to the west side of Taylor Avenue.

The following items were taken into consideration for locating the new underpass:

- Minimize changes to railroad structure
The railroad structure has sheet pile that extends approximately 16 feet of east and west of the underpass itself. The location of the path was selected to be outside this area to maintain the current integrity of the rail structure.

- Continuity of existing travel ways
The existing paths/sidewalks are on the east side of Taylor Avenue. Reuse of existing facilities leads to less impacts with utilities.
- Minimize right of way
Due to the angle of Taylor Street and the clearance needed between the roadway and the pedestrian way, additional right of way would be needed to be purchased on the west side of Taylor Avenue.
- Consideration of future roadway widening
Based on the alignment of the roadway, the existing roadway configuration and the associated right of way, it appears an easterly widening of the roadway would be the most feasible.

For these reasons, the alignment of the pedestrian underpass is located to the east. Exhibit 1 reflects a plan view of the proposed pedestrian underpass alignment. It is recommended to improve the paved surface to a 10-foot width along Taylor Avenue from the Walnut Avenue north to Willis Street. An estimated cost to construct the Taylor Avenue pedestrian underpass is \$2,100,000.

Other enhancements for future consideration include a ramp connection to the IPP on the east side of Taylor Avenue. This is represented in dotted line on Exhibit 1. Way-finding signing would be beneficial between the IPP and Taylor Avenue. These topics could be addressed in the Preliminary Engineering Study.

Renderings of what the future pedestrian underpass would look like from the users' viewpoint are shown on the next page.



Figure 2 Taylor Avenue Looking North at New Pedestrian Underpass



Figure 3 Taylor Avenue Looking South at New Pedestrian Underpass

CBD Pedestrian Underpass

A pedestrian underpass in the vicinity of the Metra commuter station is an important component of the Downtown Strategic Plan. As was previously stated, common complaints about the downtown are the proximity of parking and the ability to cross the tracks when trains are present. The ability to cross the tracks is a problem for all users: commuter, merchant, student, bicyclist, and consumer. A safe and time saving passageway to assist in crossing the tracks would enhance the accessibility to the CBD and would generate additional trips.



Figure 4 Pedestrians Waiting for Freight Train at Park Boulevard

The criteria used to identify a reasonable location for the pedestrian underpass include:

- **Ability to Serve Multiple Users**
While the general area considered for a pedestrian underpass is the Metra commuter station, the underpass would be used by multiple users. Therefore, the access should be centrally located and highly visible.
- **Minimize Parking Impacts**
Since the availability and proximity of parking is of concern to the CBD users, minimizing the number of spaces impacted is an important factor.
- **Travel Pattern Changes**
A travel pattern change could be either a change in space layout resulting in one-way travel or access drive realignments. If vehicular changes are made that deter trips to the CBD, then the underpass will be perceived as a hindrance versus a benefit.

Five alternatives were evaluated for the pedestrian underpass. Three alternatives are located east of the train station and two alternatives are located west of the train station. The differences between alternatives all occur south of the tracks. The ramp and stair connections on the north side of the tracks were constant for the three alternatives east of the station and constant for the two alternatives west of the station.

The north side connection east of the station is a switchback ramp with access from the tunnel to track level. ADA routes would lead from the track level to the east at Park Boulevard or west around the station to the existing ramp. Stairs are also available to get to both street level and track level. The north-east ramp is shown to be compatible with the future Crescent Avenue parking changes.

The north side connection west of the station is a switchback ramp with access to street level and track level. The ADA route is accommodated via the switchback ramp. Stairs are available leading only to track level. Parking loss and a change in parking layout is associated with the north-west side.

East Alternative A is located between the IPP and the commuter parking lot. The ramp extends from Park Boulevard toward Forest Avenue. A staircase is located nearest Forest Avenue. This alternative results in a 110-foot long tunnel, a loss of parking, a change in parking layout to one-way westbound with diagonal parking, and modifications to the IPP alignment. Alternative A is shown in Exhibit 2 and is estimated to cost \$9,300,000.

East Alternative B is located in the same general location between the IPP and the commuter parking, however, is a switchback ramp encroaching into the commuter parking lot. This alternative has the similar impacts as Alternative A, except it impacts more parking spaces. Alternative B is shown as Exhibit 3 and is estimated to cost \$8,100,000.

East Alternative C is a similar layout of Alternative B, except it is located between the tracks and the commuter parking. The tunnel length is shorter than Alternative B at 65-feet long. This alternative, like A and B, changes the parking layout to one-way with diagonal parking and has more parking impacts. However, it does not change the alignment of the IPP. Alternative C shown as Exhibit 4 and is estimated to cost \$6,700,000.

The West Alternative is a circular ramp located south of the tracks between the commuter lots at Forest Avenue. The West Alternative results in a 75-foot tunnel, a loss of parking spaces, and a change in the location of the exit drives. Parking is retained as parallel parking and the exit drives are retained as one-way out. The West Alternative is shown as Exhibit 5 and is estimated to cost \$7,700,000.

The Forest Avenue Alternative is a switchback ramp north-south along Forest Avenue. This alternative results in a 145-foot tunnel with a kink to pass under the railroad and to pass under the exit drive. This alternative has a loss of parking and alignment changes

to the IPP. The Forest Avenue Alternative is shown as Exhibit 6 and is estimated to cost \$11,600,000.

A summary of the impacts of each alternative is provided as Table 1. Generally, all alternatives provide access to all users. All Alternates all have centrally located stair cases near the Forest Avenue / Commuter Lot intersection. The ramp entrance, which would be used by ADA and bicyclists, varies with each alternative. Alternate A has the furthest east entrance while the remaining alternate ramp entrances are centrally located near the Forest Avenue / Commuter Lot intersection.

Table 1: CBD Pedestrian Underpass Impact Summary

	EAST ALT A	EAST ALT B	EAST ALT C	WEST ALT	FOREST ALT
Parking Loss	22	39	42	7	3
Multiple User Access		X		X	X
Travel Pattern Change	X	X	X	X	
IPP Impact	X	X		X	X
Length of Tunnel	110'	110'	65'	75'	145'
Cost (\$M)	9.3	8.1	6.7	7.7	11.6

Comparing the three key items which are parking impacts, multiple-use access, and travel pattern changes, the Western and Forest Alternatives have the least impact to parking, serve multiple users, and have the least impact to travel pattern change. When adding in the length of tunnel and the associated cost, the Western Alternative is a shorter tunnel and costs less than the Forest Alternative.

Renderings of what the Western Alternative could look like from the user's perspective are shown on the next page.



Figure 5 Western Alternative Looking North along Forest Avenue



Figure 6 Western Alternative Looking East from Parking Lot

CBD Grade Separation

To address frequent complaints/requests about downtown congestion in relation to the passenger and freight train activity through the town, the current Village Board has asked about the feasibility of road grade separations. Three primary routes within the CBD were evaluated as railroad underpasses including (from east to west) Park Boulevard, Main Street, and Prospect Avenue. In addition to the three underpass alternatives, a fourth route under consideration is an overpass between Lorraine Street from south of the tracks to Western Avenue on the north side.



Figure 7 Cars Waiting for Freight Train at Park Boulevard

The criteria used to identify a reasonable location for the roadway grade separation included:

- **Parking Impacts**
Since the availability and proximity of parking is of concern to the CBD users, minimizing the number of spaces impacted is an important factor.
- **Pedestrian Access**
While the improvement is for the mobility of vehicles, pedestrian access must be maintained to the adjacent properties.
- **Retaining Walls**
It is understood that the roadways will be lowered/raised to go under/over the railroad. Retaining walls will need to be utilized to accommodate the change in roadway elevation and contain the elevation changes within the roadway right of way to minimize impacts to adjacent properties.

- Community Character / Context
Will the use of retaining walls and lowered streets change the character of the community?

The plan layout of each alternative location: Park Boulevard, Main Street, Prospect Avenue, and Lorraine/Western with the associated summarized impacts as discussed below are provided as Exhibits 7 through 10.

The key design aspects of the grade separation are:

- The roadway will need to be lowered 18.5 feet to 22.5 feet to go under the railroad. At the Lorraine/Western location the road will need to be raised 23 feet to cross over the railroad.
- To minimize longitudinal impacts, the roadway grade is 7.5%. To meet ADA requirements, the sidewalk grade is 5%. The difference in percentage of grade results in the sidewalk and roadway at the low point, under the railroad, to be at different elevations as reflected in Figure

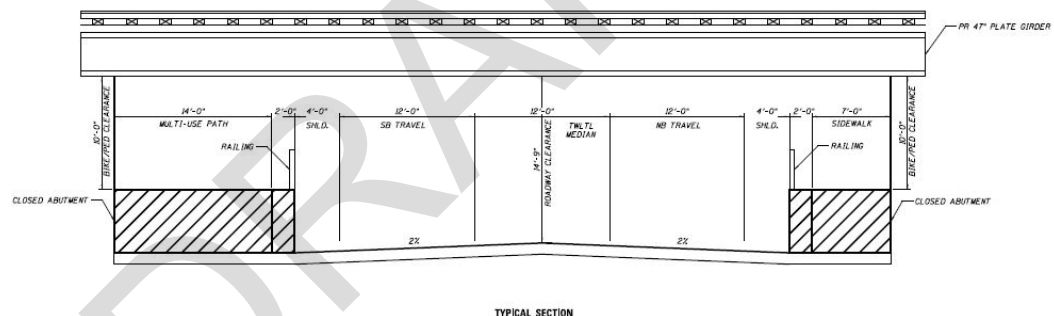


Figure 8 Typical Section for Underpasses

- Each alternative results in tiered sidewalks to maintain street access and building access.
- With each alternative an additional bike bridge is needed to maintain a safe crossing for the IPP.
- The Main Street alternative results in a bridge crossing of Duane Street over Main Street. With no access between Duane and Main.
- The extent of pavement impacts range from 3,700 linear feet of pavement to 5,300 linear feet of pavement.
- Each road with a profile adjustment has retaining walls. Retaining walls range in height from 2 feet to 23 feet.
- Many parking lots need to be re-graded with retaining walls on-site to maintain vehicular access.

- Many private driveways are closed and homes lose access.
- The Lorraine/Western alternative results in closure of Western Avenue.
- The Lorraine/Western Alternative appears to have many site redevelopment opportunities; however, timing of each site with the roadway improvement is extensive.
- Without looking at the cost of the structures and drainage, the roadway and retaining wall costs range from \$8 to \$13 Million

As can be seen with the plan views and the generalized summary of impacts, there are many issues associated with the grade separations. The grade separation may provide improved mobility for the vehicular traffic, yet, the intent of improving vehicular mobility is to improve accessibility and enhance the CBD. The extent of lowering/raising roadways and the associated access impacts does not improve accessibility of the CBD. The need for tiered sidewalks to provide access down at street level and at store level does not enhance visibility of the CBD. The character of the community changes with the extent of the retaining walls, lowered streets, and modified parking lots.

A grade separation is not feasible at Park Avenue, Main Street, Prospect Avenue, or at Lorraine/Western. A grade separation would not address the purpose of the improvement which is to improve the vehicular mobility to enhance the accessibility of the CBD. Implementation of a grade separation would result in secondary negative impacts to the community.

Funding Opportunities

Based on the proposed types of improvements and the intended purpose of the improvements a matrix of potential funding sources was identified. The funding opportunities are listed in Exhibit 11. There are many opportunities for funding. Generally, funding sources can be combined to offset the local match. HDR is able to assist the Village of Glen Ellyn in grant writing and identifying further the best funding scenarios.

Summary

A feasibility study was performed for three different projects in the Village of Glen Ellyn. The three projects are:

1. Taylor Avenue Pedestrian Underpass
2. CBD Pedestrian Underpass
3. CBD Vehicular Grade Separation

For the Taylor Avenue Pedestrian Underpass an eastern alignment was selected that will minimize changes to the existing railroad structure, minimize right of way need, maintain route continuity, and will allow for future improvements to Taylor Street if desired. The Taylor Avenue Pedestrian Underpass improvement is estimated to cost \$2,100,000.

For the CBD Pedestrian Underpass the Western alignment west of the train station was selected that minimizes parking loss, minimizes travel changes, and provides a central location for multiple users. The Forest Avenue alignment is estimated to cost \$7,700,000.

For the CBD Vehicular Grade Separation it was determined that all alternatives resulted in changes to the context of the CBD, resulted in negative vehicular and pedestrian access to adjacent properties, and overall did not enhance the CBD. It is not recommended to proceed with a vehicular grade separation within the CBD.

DRAFT

TAYLOR ST. PEDESTRIAN
TUNNEL ALTERNATIVE

TAYLOR

ELEV. 712.5'

ELEV. 724'

ELEV. 708'

WALNUT

TAYLOR

EXHIBIT 1

EAST PEDESTRIAN
TUNNEL ALTERNATIVE A



EXHIBIT 2

EAST PEDESTRIAN
TUNNEL ALTERNATIVE B



EAST PEDESTRIAN
TUNNEL ALTERNATIVE C





WEST PEDESTRIAN
TUNNEL ALTERNATIVE

FOREST

CRESCENT

ELEV. 738'

ELEV. 744'

LENGTH: 75'

TUNNEL FLOOR
DEPRESSED -17'

-3 PARKING
SPOTS

-7 PARKING SPOTS

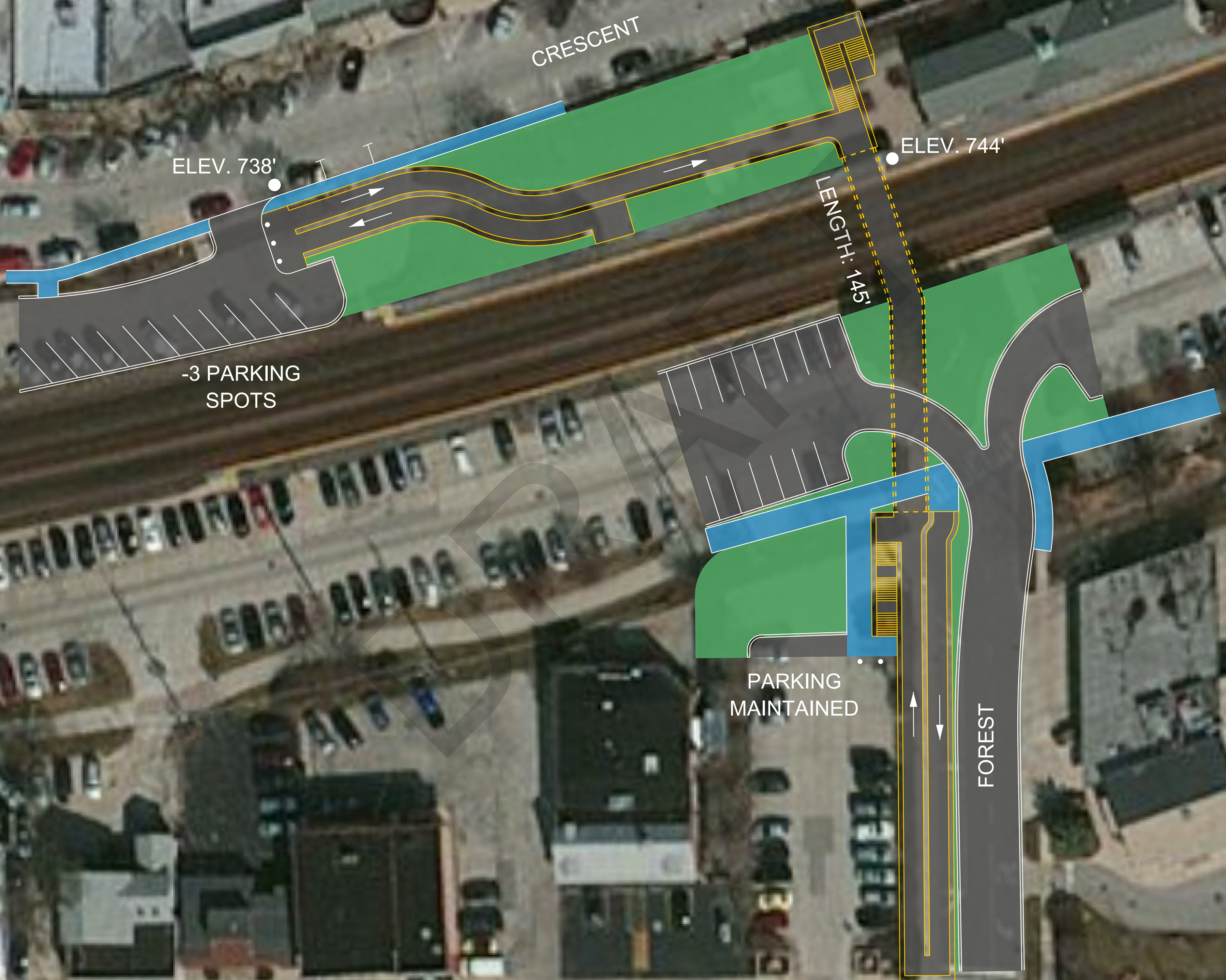
+3 PARKING
SPOTS

DUANE

FOREST

EXHIBIT 5

FOREST AVE. PEDESTRIAN
TUNNEL ALTERNATIVE



PARK BLVD.
UNDERPASS ALTERNATIVE

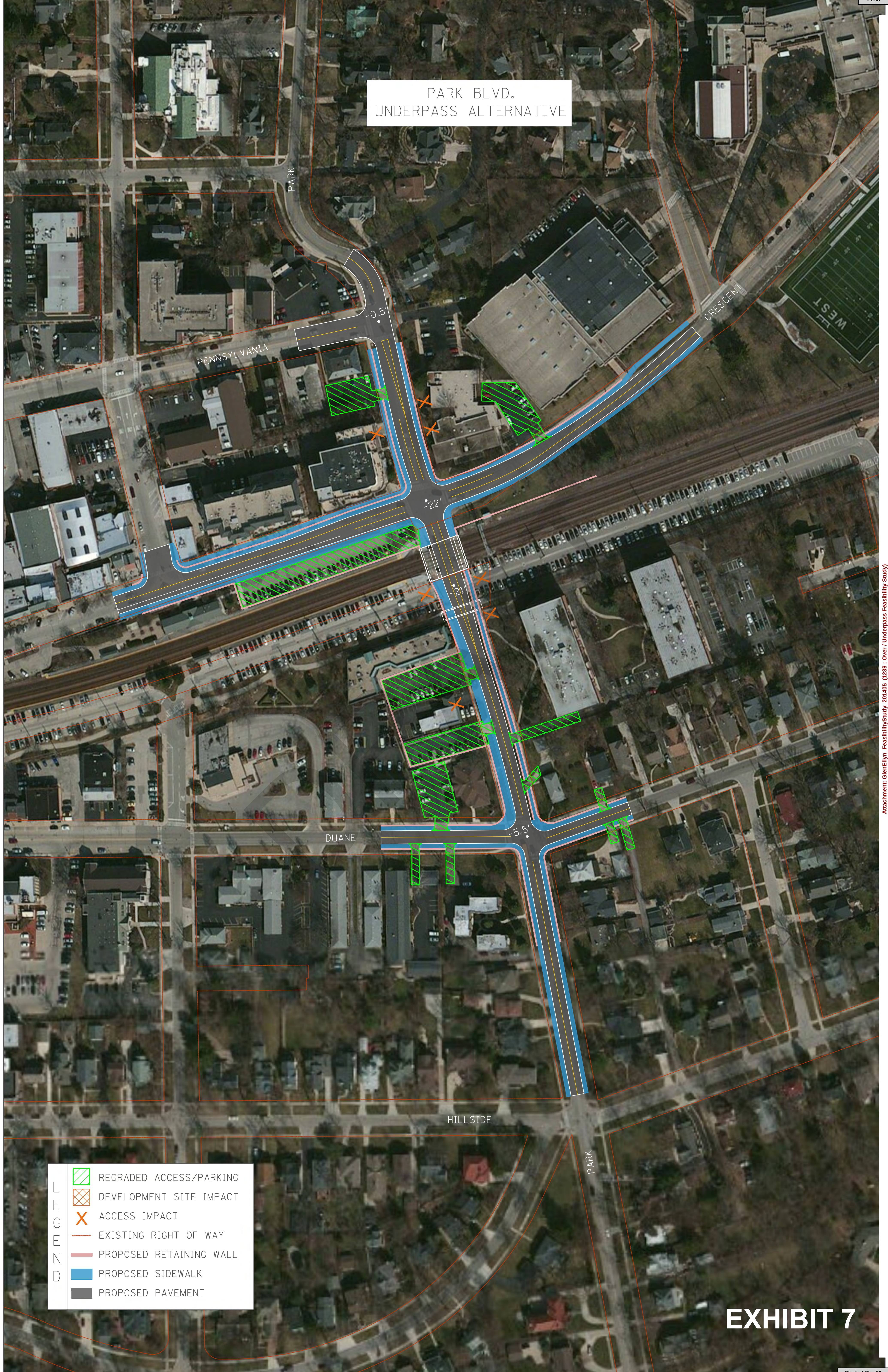
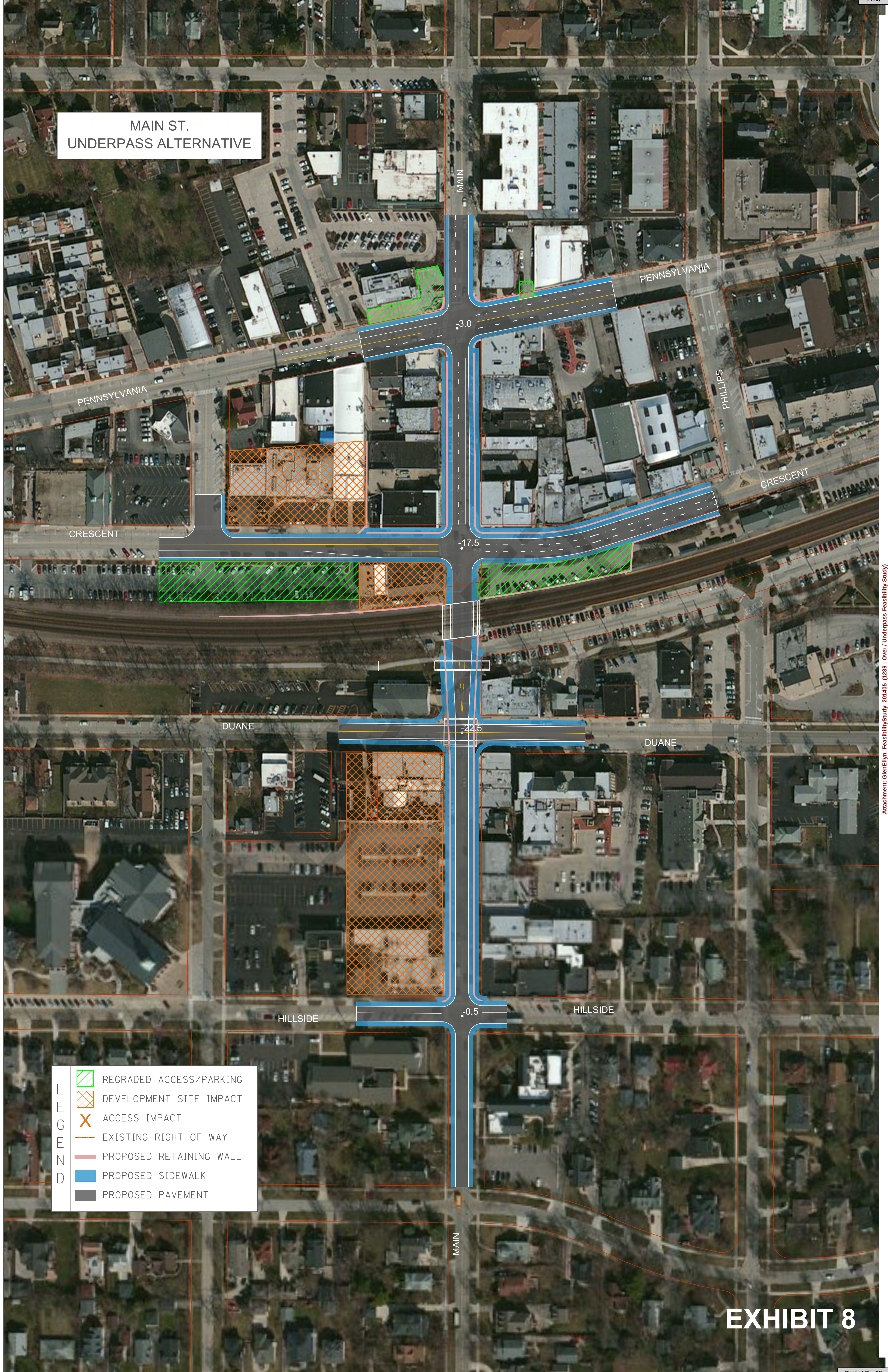


EXHIBIT 7

MAIN ST.
UNDERPASS ALTERNATIVE



- LEGEND
- REGRADED ACCESS/PARKING
 - DEVELOPMENT SITE IMPACT
 - ACCESS IMPACT
 - EXISTING RIGHT OF WAY
 - PROPOSED RETAINING WALL
 - PROPOSED SIDEWALK
 - PROPOSED PAVEMENT

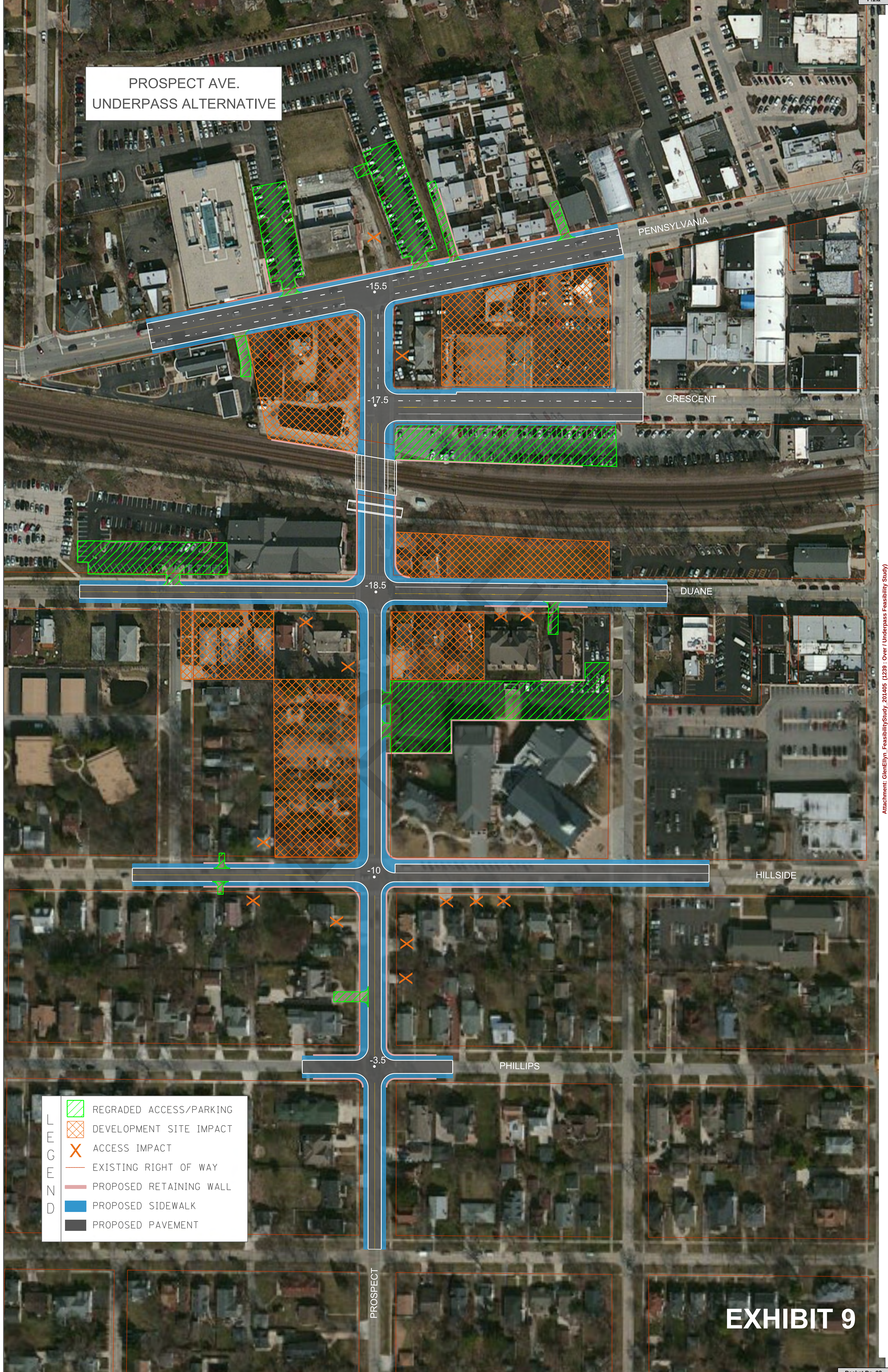
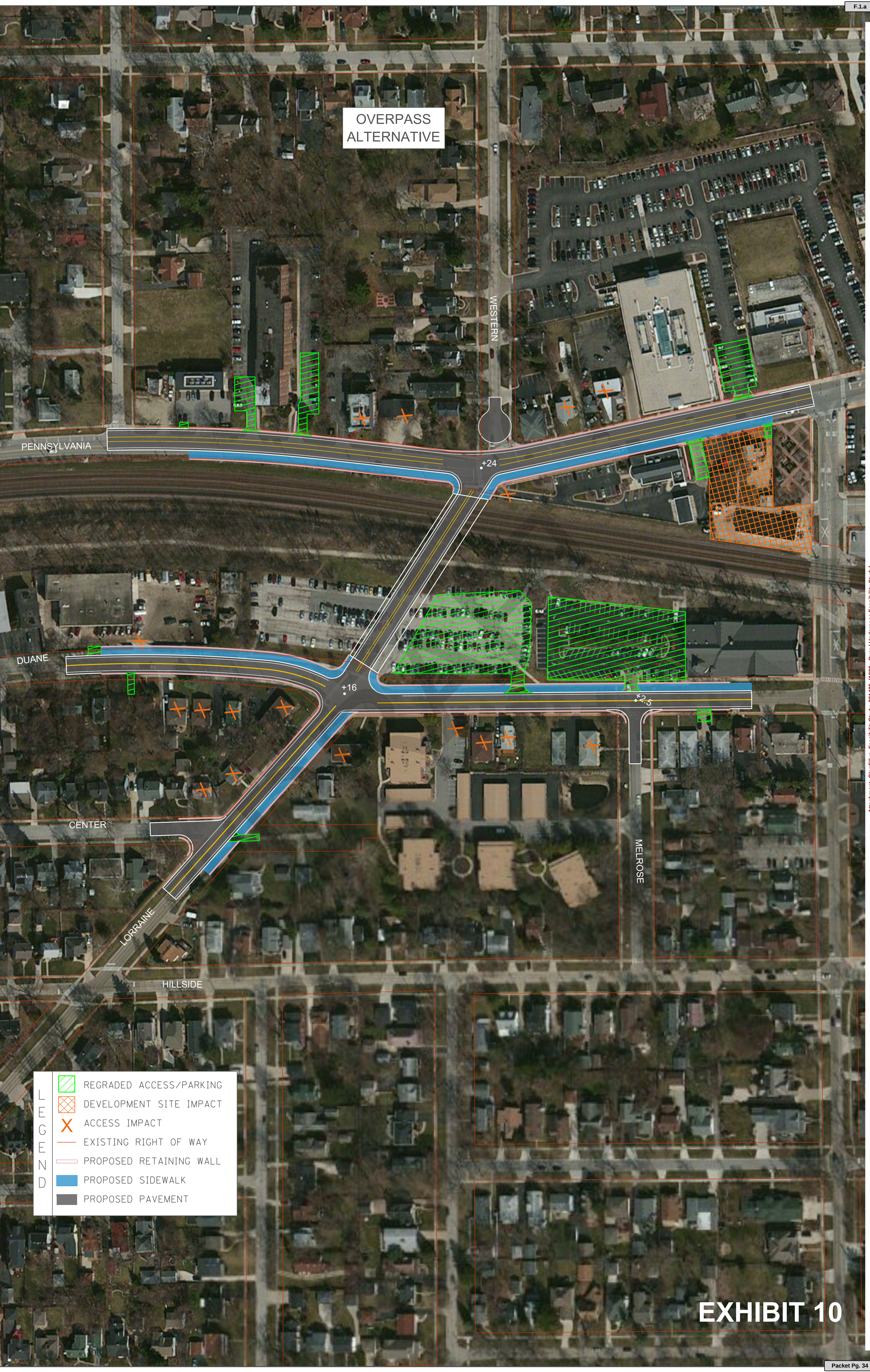


EXHIBIT 9



Attachment: GlenEllyn_FeasibilityStudy_201405 (1239 : Over / Underpass Feasibility Study)

EXHIBIT 10

GLEN ELLYN GRADE SEPARATION FEASIBILITY STUDY
POTENTIAL FUNDING SOURCES

Fund	Objective	Funding Ratios (maximum percentages) (federal / non-federal or state / local)	Eligible Items				Pedestrian Underpass Eligible?	Roadway Grade Separation Eligible?
Federal								
Federal Transportation Bill (Currently: MAP-21)								
Transportation Alternatives Program	Competitive application program to fund projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects. Administered through CMAP.	80 / 20		x	x	x	Yes	No
Surface Transportation Program (STP) - DuPage	Program administered by the DuPage Mayors and Managers Conference to allocate federal STP funds to DuPage municipalities. 30% of DuPage STP funds must go to Transportation Control Measure (TCM) projects, which reduce single-occupancy auto travel and/or have a positive impact on air quality, including transit, pedestrian, and bicycle improvements.	70/30 local for highway projects; 75/25 for TCM projects				x	Yes	Yes, but unlikely
Rail-Highway Safety (Section 130) Program	Program to reduce the number of fatalities and injuries at public highway-rail grade crossings through the elimination of hazards and/or the installation/upgrade of protective devices at crossings. Administered by IDOT Central Bureau of Local Roads Rail Unit to Districts and Railroad Companies	90/10		x	x	x	Yes	Yes
Congestion Mitigation and Air Quality (CMAQ)	Provides a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas). Administered by CMAP through an annual call for projects.	80/20		x		x	Yes	Yes
Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant program	Annual competitive funding program for multi-modal, multi-jurisdictional or other projects that are challenging to fund through existing programs.Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. USDOT also evaluates projects on their expected contributions to economic recovery, as well as their ability to facilitate innovation and new partnerships. Typical projects have NEPA, design, and ROW completed and are ready for construction.	Standard project: up to 80/20				x	Yes	Yes
Federal Transit Administration (Section 5309)	Federal transit funding program allocated through the Regional Transportation Authority to Metra, CTA and Pace. Requires coordination with eligible grant recipient (Metra, CTA or Pace).	80/20		x	x	x	Yes, at transit station	Yes
Job Access and Reverse Commute (Section 5316)	Federal transit funding program allocated through the Regional Transportation Authority to Metra, CTA and Pace. Requires coordination with eligible grant recipient (Metra, CTA or Pace). Address transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment.	80/20		x	x	x	Yes, at transit station if need is shown and met	Yes, if need is shown and met
U.S. Dept. of Housing and Urban Development	Local Technical Assistance Program, administered by CMAP and Community Planning Program, administered by RTA. Both programs provide assistance to communities to undertake planning projects that advance principles of GoTO 2040 Plan, transit oriented development, and transit enhancement. Competitive program with annual call for projects in Spring. Programs use same application. Common project types include transporation planning, TOD planning, and bicycle/pedestrian planning.	Up to 100%		x			Yes	No
State								
Illinois Department of Natural Resources Bicycle Path Program	Competitive program that helps with the acquisition, construction and rehabilitation of public, non-motorized bicycle paths and directly related support facilities. Applications must be received by IDNR by March 1 of each calendar year. http://dnr.state.il.us/ocd/newbike2.htm .	50/50; maximum grant award is \$200,000	x	x	x	x	Yes	No
Illinois Department of Natural Resources Recreational Trails Program	Competitive program that helps with the acquisition, development, rehabilitation and maintenance of motorized and non-motorized recreation trails. Applications are due March 1 of each calendar year.	80/20	x	x	x	x	Yes	No
High Growth Cities Assistance Program	Program administered by IDOT Bureau of Local Roads. For municipalities over 5,000 residents that have experienced at least a 5-percent increase in population between two decennial censuses or between a decennial census and a special census. Funding is based on population and relative per capita population increase.	up to 100%	x	x	x	x	Yes	Yes

GLEN ELLYN GRADE SEPARATION FEASIBILITY STUDY
POTENTIAL FUNDING SOURCES

Fund	Objective	Funding Ratios (maximum percentages) (federal / non-federal or state / local)	Eligible Items				Pedestrian Underpass Eligible?	Roadway Grade Separation Eligible?
Illinois Grade Crossing Protection Fund	To help defray the cost of installing necessary improvements and reduce accidents at railroad/highway and railroad/pedestrian crossings	60% ICC/State, 40% local; up to \$12 million	x	x	x	x	Yes	Yes. The Illinois Commerce Commission accepts applications on a continual basis. Applicants may reapply every year. Project evaluation is based on crash criteria. Separate applications are required for each project type. Applicants are notified when the Five Year Plan is published, generally in the Spring.
Motor Fuel Tax - State	Motor Fuel Tax provides funds for the purpose of improving, maintaining, repairing, and constructing highways	up to 100%	x	x	x	x	No	Yes. IDOT Local Planning and Programming Unit to Local Agencies
General Obligation Bonds	Bonds authorized through general purpose units of government for capital improvements		x	x	x	x	Yes	Yes



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

Meeting: 05/19/14 07:00 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Kristen Schrader

SCHEDULED

AGENDA ITEM (ID # 1240)

DOC ID: 1240

Village Manager Franz will present information regarding the 2014-2017 Strategic Plan.

Background

Last year, the Village Board completed a strategic planning process that was facilitated by Lee Crumbaugh, Forrest Consulting, and consisted of three strategic planning sessions, one with senior management and two with the Village Board. At these sessions, Village leadership reviewed various surveys conducted by key stakeholders of the Village including Boards and Commission members, the elected Village Board, and Village employees. This process was the basis for the development of a 2014-2017 Strategic Plan. The Plan identifies the need to develop goals and action steps and a process that includes accountability and measurement of such goals. Each year, this Plan will be realigned with the priorities of the Village Board and management and will be integrated with the budget process. Every two years, a realignment process will be completed with all new elected officials. Every four years, a comprehensive strategic planning process is recommended, similar to what was completed last year. Lastly, the Village might want to consider a community survey as a component of this process to ensure our most important stakeholders are involved in evaluating our performance and providing feedback and input in our strategic planning process. In lieu of a community survey, the Financial Scorecard does an effective job of comparing overall finances with comparable communities and was completed early this year.

Strategic Plan: The 2014-2017 Strategic Plan Report is attached for your review (Attachment 1). Village leadership developed a Vision Statement as part of the strategic planning process which states the following:

Vision 2017

The Village of Glen Ellyn is building on its many assets, providing excellent service and addressing financial sustainability.

The Village is building on Glen Ellyn's vitality, history, charm, housing diversity and small-town atmosphere.

- *Economic development process excellence and a business-friendly reputation are producing a vibrant downtown and a thriving Roosevelt Road business district.*
- *Glen Ellyn is embracing opportunities for residential and business growth.*
- *Important infrastructure and Village facilities needs are being addressed.*

The Village is providing excellent service to residents and businesses.

- *As the representative of all residents, the Board of Trustees is providing committed, impartial, well-informed leadership for the Village.*
- *Village staff is capable, productive, customer-friendly and supported.*

- *The Board of Trustees and staff have an effective partnership grounded in teamwork, trust and constructive dialogue.*
- *The valued talents of resident volunteers are enlisted through a streamlined set of commissions and task forces.*
- *Residents and businesses are well served through open communications, easy access to information and e-commerce solutions.*

The Village is addressing financial sustainability through responsible fiscal management.

- *The Village Board and staff are committed to maintaining the fiscal health of the Village as indicated by continuation of the Village's AA bond rating.*
- *Appropriate actions are supporting the Volunteer Fire Company to protect the recognized fiscal benefit it delivers to the Village.*
- *The Village Board and staff are reducing and controlling costs without impairing essential functions.*
- *Strong relations with other units of government are enabling resource sharing and expense reduction.*

This vision and the planning process were utilized to develop goals and action steps based on the strategic issues identified by the Village Board. These key 2014-2017 strategy goals are as follows:

- **CAPITAL ALLOCATION:** Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.
- **FINANCIAL STABILITY:** Assure continued financial stability by aligning Village services with revenue.
- **ECONOMIC DEVELOPMENT:** Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.
- **CUSTOMER SERVICE:** Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.
- **HUMAN RESOURCES:** Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.

Over the last two years, management has developed a tracking process to evaluate progress and update stakeholders on the goals of the organization. Last fall, the Village Board requested some addition input into the goal creation. Trustee McGinley and I worked on establishing more defined goals in addition to the action steps that were provided in the latest draft. In addition, the budget process provided an opportunity for the Village Board to identify some additional priorities for the next 20 months. The result is the attached Village Goals Summary that will be the guide for the next 20 months taking us through the CY15 budget process. These documents will be updated quarterly and shared with the Village Board as well as our management team to keep the organization informed and aligned on progress.

We are excited to complete this process and be able to focus on clearly defined goals and action

steps. We look forward to your feedback and will incorporate any changes as necessary. If you have any comments or questions, please let me know.

Recommendation

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

Attachments

- 1 - Village Vision and Strategies, 2014-2017 - *Dated September 12, 2013*
- 2 - Village Goals Summary Spreadsheet

ATTACHMENTS:

- VGE-Forrest Consulting Vision and Strategies 2014-2017 (PDF)
- Strategic Issues and Critical Goals 05-14-2014 (PDF)



Glen Ellyn

The Village of Glen Ellyn Vision and Strategies, 2014-2017

DRAFT 2: September 12, 2013



We build organizations™

Facilitated by

Lee Crumbaugh, SMP

Forrest Consulting

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www.forrestconsult.com



INTRODUCTION

The Village of Glen Ellyn is a unique, strong and vibrant community. Much of the Village's success over the decades has flowed from thoughtful planning and focused implementation driven by elected leaders and management.

With this understanding, new Village President Alex Demos and Village Manager Mark Franz initiated a strategic planning process for the Village. For the past two months, the President, Trustees, Clerk, Village Manager, legal counsel, senior management and other staff have been engaged in strategic visioning and strategy development. This work has been conducted because the Village's previous strategic plan has expired. The Village needs a new strategic plan for 2014-2017 that addresses its current situation and direction and includes the views of the new elected officials seated in April 2013.

Objectives

The objectives of the planning process, designed and facilitated by certified strategic planning consultant Lee Crumbaugh of Forrest Consulting, a former Trustee, have been to:

- Build understanding and foster communications among the President, Trustees, Clerk, Village Manager, legal counsel and senior management.
- Promote agreement on how the Board will function and relate to Village staff.
- Develop alignment and consensus around a strategic vision and key strategies.

Process

The process has involved:

1. An e-survey issued to all Village staff, seeking input on strengths, weaknesses, opportunities and threats, asking for thoughts about what the Village should begin now for greater future success, and asking what the respondents would most like to see achieved in the next four years.
2. A staff workshop, including the Village Manager, senior management and supervisors.
3. An e-survey issued to the members of the Village commissions, with the same questions described above for the staff survey.
4. An e-survey issued to the Village's elected officials, also with the same questions described above for the staff survey.

Next Steps

The next steps to complete the strategic plan and begin implementation are:

1. Village Board and management review of the redrafted vision and edited strategy list, acceptance of a final list by the Board, and presentation of the vision and strategies to Village residents in a Board meeting.
2. Development by management, with Board input and review, of a set of action steps, reviewed and updated annually, to drive implementation for each strategy. For each action step, a timeline for achievement should be set, how to measure progress should be determined, and the person responsible for overseeing achievement should be identified.
3. Adoption of a process which helps assure plan implementation and follow-through. The generic process for successful implementation that Forrest Consulting recommends (but recognizes needs to be tailored to best fit the circumstances of the Village) consists of:
 - Monthly planning updates – to keep on track and address problems.
 - Quarterly planning "check-ins" – to review progress and adjust action steps.
 - A final quarter assessment - to see what results have been achieved for the year.
 - An annual streamlined re-planning session or sessions to reset any strategies that have been achieved and/or to swap strategies in or out based on changing needs.
 - Annual updates of action steps for each strategy (or re-adoption of action steps not yet completed).

Forrest Consulting has been privileged and pleased to work with the Board and staff in development of the shared vision for 2017 and development of key strategies that will lead to the vision over the next four years. We will be pleased to answer questions or address any concerns about the shared vision and key strategies as laid out in report.

We stand ready to offer implementation counsel and assistance and future planning process and facilitation services as they might be needed.

VILLAGE OF GLEN ELLYN WEAKNESSES

Respondents to the e-surveys were asked to identify what they saw as the five greatest weaknesses of the Village. These weaknesses were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Weakness	Group citing		
	Board	Commissions	Staff
Lack of Commercial Base and Opportunities to Grow	✓	✓	✓
Downtown – Aging/ Retail Not Diverse	✓	✓	✓
Infrastructure - Aging / Train Crossings, Parking, Traffic, Cellular	✓	✓	✓
Taxes	✓	✓	
Perceived as Unfriendly to Business	✓	✓	✓
Staff Drives, Board Role Limited	✓		
Too Many Units of Government / Two School Districts	✓	✓	
Slow, Outdated Processes	✓	✓	✓
Communication With Stakeholders	✓		✓
Community Does Not Vote	✓		
Lack of Consistent Leadership	✓		
Residents Resist Change	✓	✓	
Public Pension Liabilities	✓		
Staff Management Skills	✓		
Traffic		✓	✓
Land Locked, No Room for Growth		✓	✓
Visibility, No Major Feature or Draw		✓	
Above Ground Utility Lines		✓	
Not Comprehending Importance of History/ Preservation		✓	
Teardowns Not Blending with Streetscape		✓	
Park District - Overfunded, Expanding		✓	
Not Supporting Stricter Tree Preservation Ordinance		✓	
Roosevelt Road Blight, Need for Clean-Up		✓	
Communication With/Among Staff/Departments			✓
Too Lean a Workforce			✓
Space and Storage Areas for Departments			✓
Narrow Mindedness, Lack of Long-Term Vision			✓
Lack of a Professional Fire Department			✓
Lack of Resources			✓

Biggest Opportunities

E-survey respondents identified what they saw as the three biggest opportunities for the Village to be more effective or efficient, develop new services, innovate, provide better service or otherwise be more successful over the next four years. These opportunities were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Opportunities	Group citing		
	Board	Commissions	Staff
Economic Development - New/ Existing Businesses, in TIFs	✓	✓	✓
Emergency Resident Notification System	✓		
Streamlining Processes/ Consolidate Village & Non-Village Entities	✓		
Enforcing Maintenance Codes On Buildings	✓		
Improving Relationships and Efficiencies With Neighboring Municipalities	✓	✓	
Improving Staff Efficiency/ Reducing Workshops During Work Hours	✓		
Infrastructure Improvement (Including Cellular Services Plan)	✓	✓	
Overhauling Planning & Development	✓		
Storm Water Improvements	✓	✓	
Streamlining Development and Construction Approval Processes	✓		
Streamlining Efforts for Residential Development	✓		
Reduce Taxes	✓		
Technology Advancements - Online Bill Payment, Etc.	✓		✓
Parking		✓	✓
Annexation		✓	
Reduce Taxes		✓	
Maintain Character		✓	
Promote Glen Ellyn		✓	
Renovated Village Links Clubhouse		✓	✓
Communications		✓	✓
Environmental Friendly Development, Sustainability Plan		✓	
Be More Business Friendly		✓	
Beautification, Tree Planting		✓	
Teardown Ordinance		✓	
Work With Schools to Reduce Their Costs		✓	
Appreciate, Recognize, Train and Evaluate Staff			✓
New Police Facility			✓
Full-Time Professional Fire Department			✓

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WHAT THE VILLAGE SHOULD BEGIN DOING NOW

Respondents to each e-survey were asked to identify the top three things they thought the Village should begin doing now for greater success in the future. These items were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Begin doing now	Group citing		
	Board	Commissions	Staff
✓ Improve Planning & Development Service, Processes	✓	✓	✓
✓ Infrastructure - Parking, Crossings/ UP Underpass Support, Data Plan	✓	✓	✓
✓ Look For Ways to Reduce Expenses	✓		
✓ Seek Economic Development, including in TIF Districts	✓	✓	✓
✓ Adopt an Achievable Four-Year Plan	✓		
✓ Avoid Litigation	✓		
Focus on Finances/ Prioritize Services	✓	✓	✓
✓ Halve Staff Training/ Workshops, Focus Staff on Their Departments	✓		
✓ Make Use of Up-To-Date Technology a Priority	✓		✓
✓ Plan/ Schedule Flood Control Infrastructure Repair/ Replacement	✓	✓	✓
✓ Spend Only What's Needed to Spend	✓		
Plant Trees		✓	
Promote the Village		✓	
Retain and Build Strong Staff		✓	✓
Annex Areas to the Village		✓	✓
Plan for Improved Government Facilities (Police, etc.)		✓	✓
Enlarge Tax Base		✓	
Reduce Taxes		✓	
Focus on Historic Preservation		✓	
Bury More Utility Lines		✓	
Improve Communication with Employees and Residents			✓
Improve Employee Training, Motivation, Recognition and Compensation			✓
Empower Employees			✓
Better Prioritization/ Process/ Implementation Management			✓

VILLAGE OF GLEN ELLYN VISION 2017

In both the staff workshop and the first Board workshop, elements of a strategic vision for the Village of Glen Ellyn in 2017 were identified, using the survey findings as input.

In the second Board workshop, the participants reviewed a draft strategic vision for the Village derived from the results of the previous workshop. Following is a revised draft strategic vision for the Village based on the review at the second Board planning workshop.

STRATEGIC GAPS

In the second Board workshop, the participants reviewed a provisional list of strategic gaps that had been derived from the results of the various surveys and the discussions at the staff workshop and the first Board workshop. Following is the list of strategic gaps that emerged from the review:

Strategic Gaps	
1.	Perception of being uncooperative, both by business and residents
2.	Pension liabilities
3.	Resource allocation
4.	Differing priorities
5.	Lack of aligned partners
6.	Change resistance
7.	Process slowness and weakness
8.	Lean staff, and workload and time limitations
9.	Skills gaps
10.	Communications shortfalls
11.	Lack of trust between all parties
12.	Lack of alignment between all parties
13.	Board turnover

Strategic gaps are major impediments to achievement of the strategic vision. The following table maps the identified gaps for the Village to the vision points that they are most likely to impede achievement of if strategies do not sufficiently address them.

Strategy ideas	Final round of voting: 6 votes each			Initial round of voting: 5 votes each		
	Overall vote total	Votes from officials elected	Votes from management	Overall vote total	Votes from officials elected	Votes from management
✓ Review commissions	10	7	3	2	1	1
✓ Improve downtown parking perception	7	5	2	8	7	1
✓ Rethink capital allocations	11	4	7	9	4	5
✓ Attract and retain businesses	7	4	3	8	5	3
✓ Develop and implement strategy to fund new police station	13	3	10	7	2	5
✓ Balance between taxing ability and services Village should provide	9	3	6	8	3	5
✓ Develop and implement marketing plan for fire company <i>Sussex</i>	6	3	3	4	1	3
✓ Recognize traffic issues and train impact	3	3	0	10	8	2
✓ Develop and implement strategy for improving relationship with residents	7	2	5	3	2	1
✓ Pursue needed human resources activities	6	2	4	5	2	3
✓ Increase revenue generation from Village assets	4	2	2	3	1	2
✓ Embrace residential and commercial annexation opportunities	3	2	1	2	1	1
✓ Align goals of Board and staff and continually revisit them	4	1	3	6	2	4
✓ Budget bottom up	2	1	1	2	2	0
✓ Pursue proactive economic development	2	1	1	3	2	1
✓ Develop and implement policy for PR and dealing with press	0	0	0	2	1	1
✓ Be forward thinking in technology, not catch-up	0	0	0	1	0	1
✓ Maintain diverse tax base	0	0	0	2	0	2
✓ Develop a pipeline for volunteers	0	0	0	0	0	0
✓ Encourage staff training and development	0	0	0	1	0	1
✓ Provide more opportunities for dialogue with a broader segment of the community	0	0	0	0	0	0
✗ Develop and implement a communications strategy	0	0	0	2	0	2
✗ Establish a business liaison position	0	0	0	0	0	0
✗ Establish a Board of Trustees that defines, debates and acts	0	0	0	0	0	0
✗ Develop and implement information technology strategic plan	0	0	0	3	0	3
✗ Improve processes in all sectors of Village government	0	0	0	1	0	1
✗ Develop and implement a data plan for the Village as a whole	0	0	0	1	1	0
✗ Consolidate Village plans - update the Comprehensive Plan	0	0	0	0	0	0
✗ Train commissioners on how to use the Comprehensive Plan	0	0	0	0	0	0
✗ Review and align skill sets, align priorities and people, and address perceptions in relation to service needs	0	0	0	0	0	0
✗ Consider compensation and develop a comprehensive plan	0	0	0	0	0	0

Attachment: VGE-Forrest Consulting Vision and Strategies 2014-2017 (1240 : 2014 Village Goals)

Strategy Selection

As the strategy ideas were being prioritized in the two-round multi-voting process, workshop participants discussed them. After the voting, participants reviewed the lengthy list and the priorities, and then combined related ideas. Through this process, participants developed a consensus around a short list of strategies for the Village to pursue in the 2014-2017 strategic plan. After the workshop, Forrest Consulting developed descriptive wording for each strategy.

Village of Glen Ellyn Strategies 2014-2017

These five strategies were selected at the second Board workshop for implementation by the Village in 2014-2017:



Glen Ellyn

Strategies 2014-2017

(Draft 2 9/12/2013)

1. **CAPITAL ALLOCATION:** Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.
2. **FINANCIAL STABILITY:** Assure continued financial stability by aligning Village services with revenue.
3. **ECONOMIC DEVELOPMENT:** Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.
4. **CUSTOMER SERVICE:** Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.
5. **HUMAN RESOURCES:** Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.

Strategies Mapped to Strategic Gaps

Effective strategies address strategic gaps. The following table maps the five strategies to the strategic gaps that they potentially will address, to varying degrees:

Strategies	Strategic Gaps												
	1 Perceived as uncooperative	2 Pension liabilities	3 Resource allocation	4 Differing Priorities	5 Lack of aligned partners	6 Change resistance	7 Processes slow, weak	8 Lean staff, worktime limits	9 Skills gaps	10 Communications shortfalls	11 Lack of trust	12 Lack of alignment	13 Board turnover
1. CAPITAL ALLOCATION: Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.		✓	✓									✓	✓
2. FINANCIAL STABILITY: Assure continued financial stability by aligning Village services with revenue.		✓	✓					✓				✓	
3. ECONOMIC DEVELOPMENT: Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.	✓	✓	✓				✓			✓			
4. CUSTOMER SERVICE: Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. HUMAN RESOURCES: Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.	✓			✓		✓	✓	✓	✓	✓	✓	✓	

The Balanced Scorecard



In the end, each of the set of action steps attached to each strategy needs to:

- Be assigned to an individual to assure successful implementation.
- Have a specific timeline for implementation.
- Have specific metrics attached so it can be progress can be monitored, measured and assessed.

Ideas for Village Action Steps

The strategy ideas generated in brainstorming but not selected for current implementation are an excellent starting point for action step development.

- Some of these ideas are in fact more tactical than strategic and may be potential action steps in and of themselves for implementing a selected strategy.
- Others are in effect sub-strategies to selected strategies and may suggest action steps to pursue for implementing the selected strategies.
- Yet other ideas are full strategies that should be considered for future implementation.

The following table is presented to aid in action step development. The strategy ideas not selected are grouped under the various selected strategies. (Some of the non-selected strategy ideas appear to better align with selected strategies than others, of course.) Also, the non-selected strategy ideas are categorized by whether they seem more tactical, a current sub-strategy or a strategy to be considered for future implementation.

IMPLEMENTATION

Strategic plan implementation is beyond the scope of Forrest Consulting's current work with the Village. But successful planning demands effective implementation.

Effective Strategy Implementation

Effective strategy implementation requires:

- An organized, prioritized, focused effort over time;
- Consisting of interrelated activities undertaken by various individuals and groups;
- Supported by the necessary resources and management attention;
- Measured, assessed and steered based on progress and obstacles encountered.

Process for Successful Implementation

As stated in the Introduction, Forrest Consulting recommends adoption of a process tailored to the Village's specific needs and requirements that will help assure plan implementation and follow-through.

The generic process for successful implementation that Forrest Consulting recommends consists of:

1. Monthly planning updates – to keep on track and address problems.
2. Quarterly planning "check-ins" – to review progress and adjust action steps.
3. A final quarter assessment - to see what results have been achieved for the year.
4. An annual streamlined re-planning session or sessions to reset any strategies that have been achieved and/or to swap strategies in or out based on changing needs.
5. Annual development of a new set of action steps for each strategy (or re-adoption of action steps not yet completed).

Village Strategic Issues and Critical Goals

GOALS	Strategic Issue #1: CAPITAL ALLOCATION - Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on highest priority.	Target Date
1	Evaluate Police Station alternatives and pursue a course of action as determined by the Village Board	By 08/01/2014
2	Evaluate downtown pedestrian and vehicle traffic improvements	By 06/01/2014
3	Continue to develop a priority list of capital projects and evaluate funding options	By 08/01/2014
4	Complete Village Board approved capital and ongoing maintenance projects	By 12/31/2014
5	Identify projects and funding options for unfunded/unbudgeted projects for Village Board consideration	By 08/01/2014
GOALS	Strategic Issue #2: FINANCIAL STABILITY - Assure continued financial stability by aligning Village services with	Target Date
1	Create and deliver a bottom up budget approach and transition to a calendar year budget	5/1/2014
2	Evaluate cost controls that continue to deliver high quality services	Ongoing
3	Complete necessary financial monitoring including audit, five year forecast, and Scorecard	By 08/01/2014
4	Implement e-billing and e-government solutions that improves service to the residents and/or controls costs	By 03/01/2015
5	Develop short and long term strategies and plans to meet any and all financial challenges including sustaining the Volunteer Fire Company	1/1/2014
6	Evaluate new revenue concepts and ensure fees are in line with market	Ongoing
GOALS	Strategic Issue #3: ECONOMIC DEVELOPMENT - Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.	Target Date
1	Create and deliver strategic plan for Economic Development that focuses on overall commercial vitality	By 7/1/2014
2	Review and implement efficiency changes in all permit processes	By 12/31/2014
4	Review and consider annexation opportunities to increase the tax base and control future development	Ongoing
5	Review ARC/Planning Commission roles	By 10/01/2014
GOALS	Strategic Issue #4: CUSTOMER SERVICE - Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communication.	Target Date
1	Create communication plan for emergencies	By 02/01/2014
2	Develop a resident (customer) management strategy	By 06/01/2014
3	Evaluate efficiencies that continue to deliver high quality services	Ongoing
4	Enhance and improve communications with residents and the Village Board	By 06/01/2014

GOALS	Strategic Issue #5: HUMAN RESOURCES - Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.	Target Date
1	Review Staff allocation and opportunities to eliminate redundancies	Ongoing
2	Implement merit based pay system organization wide	Ongoing
3	Develop succession plans for all departments focused on talent management and an overall training program.	Ongoing
4	Evaluate internal human resources improvements to assist in protecting a greatest asset: employees.	Ongoing
5	Evaluate all position vacancies and analyze needs and opportunities for efficiencies for SY14.	Ongoing

2013-17 Village Strategic Issues and Critical Goals - Year 1

Strategic Issue #1: CAPITAL ALLOCATION - Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on highest priority

Goals	Action Steps	Started	On track	Complete	Comments	Dept.
1	Continue to evaluate the space needs analysis and provide alternatives to meet the needs of the Police Department and other departments and make a recommendation to the Village Board by January 1, 2014					Admin
1	Purchase 59 S. Park in order to preserve the Village's flexibility to consider future improvements to Panfish Park by November 1, 2013					Admin
2	Evaluate funding options and complete feasibility study work with Metra/Union Pacific to advance the development of a pedestrian tunnel by June 1, 2014				Long term goal, budget feasibility study in FY 13/14	Admin/PW
3	Shift street program focus from reconstruction to resurfacing and maintenance program by 12/31/2014					Admin/PW
3	Update and include annexation areas in new 10-Year CIP					Admin/PW
4	Complete the annual Capital Improvement Program projects including facility improvements and equipment replacement by May 1, 2014.				See attached CIP Scorecard	All
4	Successfully manage the 2013 roadway construction projects including resolution of parking, sidewalk and street width issues on Lenox and possible new sidewalk on Linden, Oak and Brandon by November 1, 2014					PW
4	Oversee Duane-Glenwood (Metra) parking lot project to completion by January 1, 2014.					PW
4	Begin implementation of clear water reduction strategies, studies and projects as recommended by the 2011 SSES report and 2012 Central Basin study including lining of sewers and selected sewer replacement/relief sewer construction by May 1, 2014					PW
4	Develop and implement the Roosevelt Road water main replacement project by November 1, 2014					PW

4	Start a sidewalk program to systematically inspect every sidewalk in the Village and record condition and take action to repair any tripping hazards by May 1, 2014								PW
5	Complete the addition of the salt storage facility by September 1, 2014								PW
5	Apply for grant to fund needed vehicle exhaust extraction systems for both fire stations by May 1, 2014								FD
5	Evaluate new streetscape plan, develop cost estimates, and apply for grant funding for streetscape plan in the downtown by December 2014								Admin
5	Evaluate economic development partnerships that would increase parking in the downtown								Admin
TOTAL COMPLETE/ON TARGET=TOTAL:									

Strategic Issue #2: FINANCIAL STABILITY - Assure continued financial stability by aligning Village services with revenue.

Goals	Action Steps	Started	On track	Complete	Comments	Dept.
1	Develop a bottom-up budget approach and complete a detailed review of all department and fund budgets by May 1, 2014					Finance
1	Transition to a Calendar Year budget by May 1, 2014					Finance
2	Partner with neighboring municipalities to share costs associated with infrastructure projects by May 1, 2014					Admin/PW
2	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 January 1, 2015					Finance/ Admin
2	Evaluate the concept of in-house legal services					Admin
2	Develop a pre-qualification process for engineering services and consider restructuring engineering services to incorporate a more in-house approach by September 1, 2014					Admin/PW
2	Review purchasing cards policy and overall purchasing approach by December 31, 2014					Finance
3	Complete annual update to the annual five year forecast by February 1, 2014					Finance
3	Complete annual update to the 2013 Financial Scorecard report by May 1, 2014					Finance
4	Develop an information technology strategic plan by May 1, 2014					Admin
4	Utility Billing customer service improvement:					Finance
4	* Implement online utility bill access with credit card payment at no additional charge to the customers by January 1, 2015					Finance
4	* Lay the groundwork and schedule UBCIS upgrade and conversion, which will allow for E-Billing by February 2015					Finance
5	Analyze sustainability of the Volunteer Fire Company and evaluate potential tax/fee increase and develop a Memorandum of Understanding with GEVFC to formalize responsibilities by May 1, 2014					Admin/FD

5	Maintain the 18-hole course in superior condition; maintain greens that are smoother and faster than those at most public golf courses and rebuild golf revenue at the Village Links by January 1, 2015						Rec
5	Build the new restaurant, bar and banquet business into a destination that generates \$1.7M in revenue by January 1, 2015						Rec
5	Maintain AA1 Bond rating by maintaining a diverse tax base				Ongoing		Finance
5	Develop long term funding plan to meet future pension obligations by October 2014						Finance/ Admin
6	Implement the false alarm fee ordinance by July 1, 2014						PD/Admin
6	Evaluate fees and fines to determine if a market adjustment is necessary by October 1, 2014						Finance/ Admin
TOTAL COMPLETE/ON TARGET=TOTAL:							

Strategic Issue #3: ECONOMIC DEVELOPMENT - Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.

Goals Action Steps		Started	On Track	Complete	Comments	Dept.
1	Develop an Economic Development Strategic Plan by April 1, 2014:				Developing a strategic plan based on Downtown Plan, Comp Plan, and previous strategic planning.	Admin
1	* Target areas for economic development				Developed opportunity sites through commercial districts; working with list of desired retailers for downtown and Roosevelt Road focusing on Roosevelt Glen and old Dominick's site	Admin
1	* Create a marketing plan for economic development				Marketing plan being developed with Alliance and downtown, pending funding question; joined CVB with community partners; monitor these initiatives and enhance in the future	Admin
1	Issue an RFP for 825 N. Main by February 1, 2014 and analyze results by May 1, 2014					P&D/Admin
1	Establish a business liaison position by November 1, 2013				Economic Development Coordinator to take on this responsibility and work closely with P&D, Chamber and Alliance, and other departments to facilitate a business-friendly process	Admin
1	Complete a Village wayfinding plan and begin implementing by September 1, 2014					P&D/PW
1	Maintain an attractive pedestrian environment by encouraging sidewalk cafes, downtown events, and capital investment in the downtown			Ongoing		P&D/Admin
2	Develop a plan to streamline development approvals and reviews, permits, and new business opening in the Village by June 1, 2014					P&D
2	Consider implementation of an online building permit system to provide customer flexibility and service by January 2015					P&D
2	Complete Sign Code by February 1, 2014			X		P&D
2	Adopt 2012 Energy Codes by August 1, 2014					P&D
3	Implement a communication strategy with the Village Board to engage them on economic development decisions and outcomes by June 2014					Admin

4	Embrace residential and commercial annexation opportunities * Continue to pursue and analyze costs and benefits of annexation of Glen Oak Country Club and other residential areas off of Hill Ave. by August 1, 2014 * Continue to pursue and analyze costs and benefits of annexation of 150 properties in the Marston/Bemis Area by August 1, 2014 * Finalize the annexation of the industrial properties on Hill Ave. by August 1, 2014 * Continue to pursue and analyze costs and benefits of annexation of areas north and south of Butterfield Road by January 1, 2015			Ongoing		P&D/Admin
	Consider combining the Plan Commission and Architectural Review Commission by July 1, 2014					P&D
5	TOTAL COMPLETE/ON TARGET=TOTAL:					

Strategic Issue #4: CUSTOMER SERVICE - Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communication.

Goals	Action Steps	Started	On track	Complete	Comments	Dept.
1	Implement Reverse 911 by November 15, 2013					Admin
2	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by December 2014					Admin
2	Increase the customer convenience and interactivity and functionality of the Village website by November 1, 2013			Ongoing	Website update complete, continue to add additional functionality of online payments and forms to website	Admin
2	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgment of their request.			Ongoing		Admin
3	Prepare a plan and analysis to enhance Administrative Adjudication Program in partnership with Police Department to include other code violations by June 2014					PD/Admin
3	Prepare a plan and analysis to implement changes to the public safety alarm ordinances by May 1, 2014					FD/PD
3	Prepare a report on advantages and disadvantages of implementing a Crime Free Housing ordinance by July 1, 2014					PD
4	Develop a Village Board/Staff Relations Policy to maintain a professional relationship that works for the benefit of the organization by June 2014					Admin
4	Consider a process to complete a community survey biannually as part of the strategic planning process by October 2014					Admin
4	Develop an online electronic Agenda Packet Program by January 1, 2014			X		Admin
4	Coordinate the development of a 5-year GIS Strategic Plan by May 1, 2014					Admin
4	Align the goals of Board and staff and revisit them annually during budget discussions and biannual retreats			Ongoing		Admin

TOTAL COMPLETE/ON TARGET=TOTAL:

Strategic Issue #5: HUMAN RESOURCES - Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.

Goals	Action Steps	Started	On track	Complete	Comments	Dept.
1	Continue to control personnel costs by evaluating benefits options and staffing options.					Admin
1	Continue to utilize technology in innovative ways to consolidate functions, streamline work processes, and deliver services more efficiently			Ongoing		Admin
2	Enhance Village's merit pay plan by updating the Village's performance evaluation tool, implementing the transition to focal point annual reviews by January 1, 2014					Admin
3	Foster training, continuing education, skill development, and cross-training for all employees			Ongoing		Admin
3	Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments			Ongoing		Admin
4	Conduct informal audit of Village's HR policies and procedures, and develop recommendations; complete comprehensive review of the Village's Personnel Manual by October 2014					Admin
4	Establish an enhanced wellness program by October 1, 2014					Admin
4	Deploy Munis Employee Self-Service module by December 1, 2014					Admin

TOTAL COMPLETE/ON TARGET=TOTAL:

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