Agenda
Village of Glen Ellyn
Glen Ellyn Village Board
Special Workshop Meeting
Monday, August 31, 2020
7:00 PM
Glen Ellyn Civic Center, Galligan Board Room
Streaming on www.glenellyn.org

This meeting will be conducted by audio and video conference as well as broadcasted on cable and streamed online without a physically present quorum of the Village Board because of a disaster declaration related to COVID-19 and public health concerns affecting the Village of Glen Ellyn. The Illinois General Assembly passed Senate Bill 2135 on May 23, 2020, which was signed by the Governor on June 12, 2020. Senate Bill 2135 (now Public Act 101-0640) amends the Open Meetings Act and allows the Village Board to participate electronically in Board meetings when it is not feasible due to a disaster such as COVID-19. The Village President has determined that an in-person meeting at the Civic Center is not practical or prudent because of the disaster. Physical attendance at the Civic Center by the public is also not feasible because of the disaster. The Village Manager and Village Clerk will be in attendance at the Civic Center in compliance with the Act.

To participate in this meeting at the appointed date and time, please visit the following link:
https://us02web.zoom.us/j/81760719227?pwd=U2RkSUFWZzZxYnJLV09lUlJkQVRlQT09

Password: 213580

Or join by telephone:

Dial (for higher quality, dial a number based on your current location): US: +1 312 626 6799 or +1 301 715 8592 or +1 646 558 8656 or +1 253 215 8782 or +1 346 248 7799 or +1 669 900 9128

Webinar ID: 817 6071 9227
Passcode: 213580

A. Call to Order

B. Pledge of Allegiance

C. Roll Call

D. Audience Participation

1. Open:

The Illinois General Assembly passed Senate Bill 2135 on May 23, 2020, which was signed by the Governor on June 12, 2020. Senate Bill 2135 (now Public Act 101-0640) amends the Open Meetings Act and allows the Village Board to participate electronically in Board meetings when it is not feasible due to a disaster such as COVID-19. To participate in this meeting at the appointed date and time, please visit https://us02web.zoom.us/j/81760719227?pwd=U2RkSUFWZzZxYnJLV09lUlJkQVRlQT09

In lieu of participating in the electronic meeting, the public may also complete a public comment form which will be read into the record during the meeting. This form can be found at www.glenellyn.org/publiccomment. Members of the public are welcome to speak or submit public comment forms on 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 may speak up to (3) three minutes on those items or may submit public comment forms which will be read into the record during that agenda item.

E. Comprehensive Plan Update (Presented by Community Development Director Springer) (Discussion Only)

1. Community Development Director Staci Springer will present an update on the comprehensive plan process and a proposed 3D immersive model.

F. 2020-2022 Strategic Plan (Presented by Village Manager Franz) (Discussion Only)

1. Village Manager Franz and Consultant Craig Rapp will lead a discussion on the 2020-2022 Strategic Plan draft.

G. Other Items

H. Adjournment

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

Meeting: 08/31/20 07:00 PM
Department: Community Development
Department Head: Staci Springer
Category: Discussion Item
Prepared By: Kelly Purvis

SCHEDULED

AGENDA ITEM (ID # 4601) DOC ID: 4601

Community Development Director Staci Springer will present an update on the comprehensive plan process and a proposed 3D immersive model.

The Village entered into a contract with Houseal Lavigne Associates (HLA) in July of 2018 for an update to the 2001 Comprehensive Plan. To date, the consultants have completed the following elements:

- Workgroup kick-off meeting
- Background research and data collection
- Creation of project webpage
- Stakeholder meetings
- Comprehensive Plan posters placed in public venues
- Community service provider survey conducted
- 3 digital surveys completed by the consultant (youth, resident, business)
- Preparation of the Issues and Opportunities Memorandum
- Review of the Issues and Opportunities Memo by the Workgroup and Plan Commission
- Preparation of the Downtown Sub-area Plan
- Review of the Downtown Sub-area Plan by the Workgroup
- Review of the Downtown Sub-area Plan by the Plan Commission at a public meeting
- Review of the Downtown Sub-area Plan by the Village Board at a public meeting
- Review of all of the catalyst sites at a public open house meeting
- Preparation of the complete Draft Comprehensive Plan document
- Review of the Draft Comprehensive Plan by the Workgroup

Over the last year, staff has been working with the consultants to incorporate feedback from Village departments, the School Districts, the Forest Preserve District, the Library and the College of DuPage on specific sections of the plan. Staff has completed the third review of the document and revisions are being made by the consultant before the plan is brought before the public at another open house meeting.

The next steps in the process include a public open house to highlight some of the key aspects of the draft Comprehensive Plan (tentatively scheduled for October 6, 2020), public hearings before the Plan Commission to review the draft Comprehensive Plan (3 meetings anticipated) and formal adoption of the Comprehensive Plan by the Village Board. See the following schedule of meetings that have been completed and that are still to be held.

Glen Ellyn Comprehensive Plan Meeting Schedule		
Meeting	**Date**	**Status**
Workgroup Meeting (Kick-off)	7/19/2018	Complete

Stakeholder Meetings (3 meetings)	8/21/2018	Complete
Workgroup Meeting (I & O Memo)	10/3/2018	Complete
Plan Commission Meeting (I&O Memo)	10/25/2018	Complete
Workgroup Meeting (Downtown Sub-Area)	3/19/2019	Complete
Plan Commission Meeting (Downtown Sub-Area)	5/23/2019	Complete
Village Board Workshop (Downtown Sub-Area)	6/17/2019	Complete
Village Open House on Catalyst Sites	6/26/2019	Complete
Workgroup Meeting (Draft Comp Plan)	8/6/2019	Complete
Village Open House on Draft Comp Plan	10/6/2020	Tentative
Plan Commission Public Hearing (Draft Comp Plan)	10/22/2020	Tentative
Plan Commission Public Hearing (Draft Comp Plan)	11/12/2020	Tentative
Plan Commission Public Hearing (Draft Comp Plan)	01/14/2021	Tentative
Village Board Meeting (Final Comp Plan)	02/22/2021	TBD

Should the Village Board have comments or questions about the Comprehensive Plan schedule or the next steps in the process, please contact Village Manager Mark Franz.

Downtown 3D Immersive Model:
In conjunction with the Comprehensive Plan Update, HLA has been working on a pilot project featuring a 3D immersive digital model of the Avere on Duane development site. The immersive model will allow real-time manipulation of development features such as building height, setbacks, façade stepbacks, etc., all while providing the user with an accurate context of the site and its surroundings from street level.

Staff believes that on a larger scale, this may be a useful tool that could allow the Village to truly visualize what impacts, if any, specific projects in the downtown may have. Staff has requested that the development team for the McChesney & Miller site provide the necessary graphic data to HLA for the creation of a similar 3D model for their project (and they have agreed to). While the Village could continue to build out a downtown model on a site-by-site basis, HLA has indicated that it would be far more effective to create a model of the whole downtown at once and add in specific development proposals on an as-needed basis. Creating the full downtown model would significantly reduce the amount of time it would take to produce models for individual development project sites, while reducing the cost to each developer and providing the full context of the downtown instead of just the block surrounding each site. It would enable the user to drop into the downtown from different vantage points, which would provide a more robust understanding of a development's actual impact. This tool could also be used to understand the impact of regulatory decisions (changes is zoning requirements for example), or to market specific locations within the downtown for development.

In addition, as part of the build-out of the full immersive model for the downtown, HLA would create a model of each of the downtown catalyst site concepts included in the draft Comprehensive Plan. A complete downtown 3D digital model would provide an additional visual tool, to assist the Village Board in making long-term decisions that will guide the Village for years to come. HLA has indicated that the full downtown model would cost $32,500 to create. HLA staff will be attending the Zoom meeting on August 31, 2020 to showcase this new technology that they created and the Avere on Duane pilot project site. They will also be available to answer any questions on either the 3D immersive digital model or the Comprehensive Plan.

Village Board Action:
If the Village Board determines that HLA should move forward with completing a 3D immersive model for the downtown C5A & C5B Zoning Districts, staff will draft an agreement to bring forward for consideration at the next regularly scheduled Village Board meeting.

CC: Katie Ashbaugh, Planner
Cole Jackson, Associate Planner
Houseal Lavigne Associates

X:\Plandev\PLANNING\Comp Plan\2018 Update\Update memo to VB on CP Process 08242020.doc

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

Meeting: 08/31/20 07:00 PM
Department: Glen Ellyn Village Board
Department Head: Lindsey Kaminsky
Category: Discussion Item
Prepared By: Lindsey Kaminsky

SCHEDULED

AGENDA ITEM (ID # 4607) DOC ID: 4607

Village Manager Franz and Consultant Craig Rapp will lead a discussion on the 2020-2022 Strategic Plan draft.

Background

From October through December 2019, the Village Board, management staff, and our consultant Craig Rapp, engaged in a strategic planning process that utilized the community survey data, financial scorecard data and an in-process comprehensive plan to assess the overall environment and develop strategic objectives for the next several years. The process resulted in a strategic plan covering 2020-2022. The draft plan was discussed with the Village Board at the July Workshop and is attached to this agenda item. The plan consists of five ***strategic priorities*** which are those issues of greatest importance to the Village over the next three years:

1. Financial Stability
2. Development
3. Effective Governance
4. Workforce and Operations
5. Infrastructure

Associated with each priority is a set of **strategic initiatives**, **actions** (*desired outcomes)*, and **measures of success** (*key outcome indicators)*, describing expected results and how the results will be measured.

Subject

All successful organizations need to develop a set of priorities and an action plan that are formalized into a strategic plan. The Village has regularly and consistently executed on a strategic plan for years. Over the last three years, the Village has identified the following top 10 priorities and has achieved a level of success in executing these goals:

1. Construct the pedestrian underpass on Taylor Ave. by December 2018 **- Complete**
2. Complete the renovations of the Civic Center, including overseeing the Innovation DuPage build-out on time and on budget by May 2019 **- Complete**
3. 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 - **In progress, delayed due to Frida event and Covid-19**
4. 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 - **To be completed by May 2021**

5. Focus on key development sites in the CBD and move forward with Giesche and McChesney sites and other underutilized parcels by December 31, 2019 - **Both projects are moving forward**

6. 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 - **Ongoing, EAV and Sales Tax growth continues, with some impact expected from Covid-19**

7. Embrace residential and commercial annexation opportunities:
    - Finalize the annexation of the industrial properties on the north side of Hill Avenue - **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 Avenue by September 1, 2020 - **In progress**
    - Finalize the annexation of the development on Swift Road through the existing pre-annexation agreement - **Complete**
    - Continue to pursue annexation on Cumnor Avenue by November 2020 **- In progress**
    - Continue to pursue annexation of areas near GWA by December 2020 - **On Hold**

8. Engage the community in a process and update the Village's Comprehensive Plan by May 2020 - **In progress, delayed by Covid-19**

9. Monitor state budget impacts and identify new revenue sources and grant opportunities to address budget shortfalls including HRST increase and food and beverage tax - **Complete**
    - HRST Increase in June 2018
    - No increase to W/S for 2019 or 2020.
    - New building permit fees went into effect on January 1, 2019
    - Food and Beverage Tax went into effect on March 1, 2019.
    - EMS Contact (3 years) took effect July 2019
    - Issuing 3 Series of Bonds (Series 1-Complete-2018; Series 2-Fall-2020; Series 3-2024 if necessary)

10. 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, 2020 and 2021 - P**artially Complete. Bad weather years in 2018 and 2019 and Covid-19 impacts in early 2020.**
    - 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. Prime cost between 75% and 85%.

- Guest Satisfaction Rating at 4 or above, measured by online reviews, customer satisfaction rating cards, and Secret Shopper program

Understanding where we have been is a key component of strategic planning. Understanding the future needs of the community (community survey), long term development goals (Comprehensive Plan), and the financial challenges and how the Village of Glen Ellyn compares to our peers (Financial Scorecard) are critical to developing a new strategic plan.

The most recent planning effort began with an examination of the operating environment via an environmental scan, and a SWOT analysis. On November 5 and 18, 2019, the Board and senior management team held strategic planning sessions. They drafted the organization's vision, mission and values to guide their work. They then developed a set of priorities, key outcomes and performance targets. Given the ongoing Covid-19 pandemic, financial sustainability, public health, business retention efforts and internal and external communication efforts have been reprioritized. The goals and action plan have been modified to address those issues.

Based upon those priorities, the senior management team met on December 6, 2019 to determine how to execute this plan and developed a draft action plan. The strategic priorities, key measures of success, performance targets and strategic initiatives are summarized in the attached draft plan. In addition, the community survey, financial scorecard, and comprehensive plan link (still in progress) will be included as part of the final strategic plan.

Staff asked for comments from the Village Board and those have been incorporated into the most recent version.

Recommendation

Staff looks forward to our consultant Craig Rapp leading a final discussion related to this draft plan with the Village Board. Once we receive any additional feedback from the Village Board, staff can incorporate these modifications into a final document to present to the Village Board as the 2020-22 Village of Glen Ellyn Strategic Plan at a future Village Board meeting.

ATTACHMENTS:

- Draft 2020-2022 Strategic Plan (PDF)

FY 2020 – 2022

STRATEGIC PLAN

July 2020 Draft

VILLAGE OF GLEN ELLYN
1834

RAPP CONSULTING GROUP

July 2020

RE: FY 2020-2022 Strategic Plan – Village of Glen Ellyn

Dear Mayor McGinley,

I am pleased to present the 2020-2022 Strategic Plan and Summary Report to the Village of Glen Ellyn. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

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

I particularly wish to thank Village Manager Mark Franz for his help and support during the process.

Yours truly,

Craig R. Rapp
President

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Appendix I: SWOT Analysis

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EXECUTIVE SUMMARY

From October through December 2019, the Village of Glen Ellyn engaged in a strategic planning process. The process resulted in a strategic plan covering 2020-2022.

The plan consists of five **strategic priorities**—the issues of greatest importance to the Village over the next three years. Associated with each priority is a set of **desired outcomes**, **key outcome indicators**, and **performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment via an environmental scan, and a SWOT analysis. On November 5th and 18th, 2019, the Board and senior management team held strategic planning sessions. They drafted the organization’s vision, mission and values to guide their work. They then developed a set of priorities, key outcomes and performance targets.

Given the ongoing COVID-19 pandemic, financial sustainability, public health, business retention efforts and internal and external communication efforts have been reprioritized. The goals and execution plan have been modified to address those issues.

Based upon those priorities, the senior management team met on December 6, 2019 to identify a set of strategic initiatives and begin development of detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.

The Plan

Five Strategic Priorities

1. FINANCIAL SUSTAINABILITY
2. DEVELOPMENT
3. EFFECTIVE GOVERNANCE
4. WORKFORCE AND OPERATIONS
5. INFRASTRUCTURE

STRATEGIC PLAN SUMMARY 2020–2022

Village of Glen Ellyn

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Financial Sustainability	Maintain Financial stability	- Bond Rating	- Maintain AAA -Maintain fund balance targets	a) Strategy for revenue diversity & growth b) Capital prioritization c) 5 yr. forecast for Links & restaurant d) 5 yr. financial plan e) Continue & enhance financial scorecard
	Village Links/R22 is self-sustaining	-Net income -Cash reserves	-Positive net income annually -Cash reserves meet policy by ___	
	Capital funding viability	-Fund balance targets	- __% funding of 5 yr. capital plan--rolling average	
Development	Optimize new investment in the downtown	-EAV increase downtown -Alignment w/ comp plan	- __% increase dwtn EAV 2020-2022 - __% consistency w/ comp plan	a) ROI review b) Complete Comp Plan c) Downtown project impact analysis d) Business retention program e) Multi-jurisdictional business resource program f) Key marketing program
	Successful growth, development, expansion & retention	-Retail vacancy rates -Commercial sq. ft added -Multi-fam units added	-Retail vacancy rate _% by__ -25k sq. ft new retail by __ - 400 new multi fam by __	
	Effective stewardship of incentives	-Policy compliance -Leverage/ROI	__% compliance w/ policy __% ROI targets achieved	
Effective Governance	Robust citizen participation	-Board candidate applications -Participation numbers	-=/> _#_applicants per Adv Bd vacancy - =/> _#_ Adv members file for Board	a) Citizen Academy b) Create Board effectiveness index c) Board and Commission improvement process d) Board application and recruitment process e) Comprehensive community survey
	Effective Board meetings	-Board effectiveness index -Board actions	- < __% of issues continued - =/> 7 out of 10 on annual effectiveness index evaluation	
	A well-informed community	-Gaps addressed -Usage targets	-__% respondents rate communications meet needs	
	An engaged community	-Citizen comments - # Participants -Survey results -Click rates, open rates	-__% citizens indicate effective engagement by ___ -Transparency eval score of __by__ -__% increase in web comments btwn 2020-22	
Workforce and Operations	Adequate staffing to meet service demands	-Staffing ratios -Service delivery targets	-Staffing & service levels defined in 3 key areas by ___	a) Conduct staffing study b) Service delivery/alt. service delivery determinations c) Review pay & classifications d) Develop 5yr. IT plan f) Develop/determine staff effectiveness standards
	Competitive Compensation	-Compensation targets	-All positions reviewed by 2022 -	
	IT infrastructure adequate to meet service delivery	-Replacement plan -User satisfaction rate	-+/>__% of users indicate IT meets delivery needs annually	
Infrastructure	Well managed projects	-Deadline compliance -Budget compliance	-Industry best practices implemented-each area by 2022	a) Major project tracking system b) 5 yr. CIP c) Metra projects d) Parking garage e) Master utility plan f) Best practices review g) Facility study & 5 yr. plan
	Transit oriented downtown	-ADA improvements -Parking optimization	-Metra/underpass by 2025 -Parking complete by 1/2021 -Metra Phase II by 3/2023	
	Safe & reliable roads & utilities	-Project milestones	- 90% of master utility plan deadline targets met -__% of CBD SVI deadlines met	

OUR VISION

Glen Ellyn is a welcoming, engaged community where people want to live thanks to our vibrant downtown, diverse cultural offerings and exciting recreational opportunities—all provided in a safe, attractive environment for residents and visitors.

OUR MISSION

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

OUR VALUES

RESPECT
Honor each person, treat everyone with dignity and value their individuality

ACCOUNTABILITY
Commit to action and accountability to achieve successful results

LEADERSHIP
Guide and facilitate others to make a positive difference in the community

PRINCIPLES OF SERVICE
Serve the needs of the community with professionalism and courtesy

EQUALITY AND INCLUSIVITY
Provide equal opportunities for participation in all community activities and initiatives

BEST FOR THE COMMUNITY
Work on behalf of community interests, not individual interests

TRUST
Earn trust through reliability, honesty and effectiveness

STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the Village of Glen Ellyn was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do? The process is divided into a development phase and an implementation phase. The full process is depicted below.

1. Where are we now?
2. Where are we going?
3. How will we get there?
4. What will we do?

DEVELOPMENT

Where we are

Scan the environment
–
Conduct internal and external analysis (SWOT)
–
Develop Strategic Profile
–
Identify Strategic Challenges

Where we're going

Define our Mission
–
Articulate Core Values
–
Set a Vision
–
Establish Goals
–
Identify Key Intended Outcomes

IMPLEMENTATION

How we'll get there

Develop Initiatives
–
Define Performance Measures
–
Set Targets and Thresholds
–
Cascade throughout organization

What we'll do

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

Initiating the Process – Setting Expectations, Reviewing Current Situation

The strategic planning process began with a meeting of the senior management team and the consultant on October 4, 2019. The meeting included an overview of strategic planning principles, previous planning efforts, and a discussion of how to brief the Board on the current environment. In addition, the team an examined the Village's current vision statement, discussed organizational value proposition, and how to address the mission statement and organizational values at the upcoming retreat sessions.

The group debated the merits of various organizational value propositions, and brainstormed concepts for mission and values statements. They established a commitment to brief the Board on the following: strategic plan progress, financial scorecard, comprehensive plan and community survey results. Lastly, they developed ideas for presenting the vision, mission and values discussion to the Board at the strategic planning sessions.

Setting Direction: Mission, Vision, Value Proposition and Organizational Culture

On November 5th and 18th, the Village Board and senior staff held sessions to develop the strategic plan. To address the question of "Where are we now?", staff presented data from a variety of sources to present a full picture of the current operating environment. Following staff presentations, the group was challenged to define the current organizational culture and its value proposition—understanding that an organization's culture, and the value proposition it puts forth provide the foundation for the way services are delivered and strategic direction is set.

The three value propositions and core cultures are summarized as follows.

DATA SOURCES

Community Survey
https://www.glenellyn.org/692/Community-Survey

Financial Scorecard
http://www.glenellyn.org/218/Finance-Commission-Reports

Comprehensive Plan
http://www.hlplanning.com/portals/glenellyn/

FOUR CORE CULTURES

Control Culture
(example: Military - command and control)
Strengths: Systematic, clear
Weaknesses: Inflexible, compliance over innovation

Competence Culture
(ex: Research Lab – best and brightest)
Strengths: Results oriented, efficient
Weaknesses: Values, human element can be ignored

Collaboration Culture
(example: Family-teams)
Strengths: Manages diversity well, versatile
Weaknesses: Group think, short-term oriented

Cultivation Culture
(example: Non-profit/religious group-mission/values)
Strengths: Socially responsible, consensus oriented
Weaknesses: Lacks focus, judgmental

THREE VALUE PROPOSITIONS

Operational Excellence
(ex: Wal-Mart, Southwest Airlines)
- They adjust to us (command and control)

Product/Service Leadership
(ex: Apple, Google)
- They 'ooh and 'ah' over our products/services (competence)

Customer Intimacy
(ex: Nordstrom, Ritz-Carlton)
- We get to know them and solve their problems/satisfy their needs (collaborative)

The group engaged in an extended discussion regarding the value proposition and its relationship to the culture. It was generally agreed that customer intimacy reflects much of the community's history and current approach. It was also noted that the organization is innovative and committed to new and different ways of operating. The staff mentioned that operational excellence has been important and will continue to be important for operational stability. Following a facilitated discussion, it was agreed that **customer intimacy** was the primary value proposition, with **operational excellence** as a secondary focus.

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Assess Current Environment
- SWOT Analysis

SET PRIORITIES, TARGETS

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
  - Vision/Mission/Values
  - Internal SWOT
- Challenges, Priorities
- Outcomes, KOI's, Targets

IMPLEMENT THE PLAN

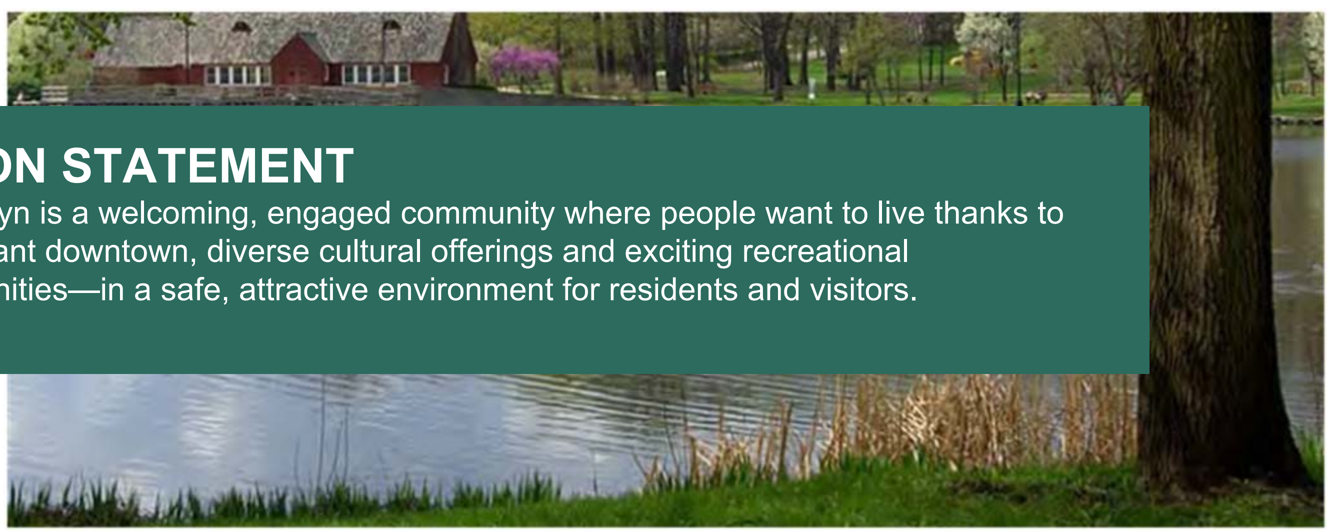
- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

The group then directed their attention to their mission, vision and values statements. They agreed that the vision statement needed updating. They examined the current statement, and spent time debating their purpose and long-term aspirations for the community. They compared their vision statement to statements from other communities. A brainstorming process ensued, resulting in the identification of key concepts the group favored for the vision. These were then used by the consultant over the succeeding weeks to create a draft statement which was submitted to the Village for final approval. The vision is listed on the following page.

The group then turned its attention to their mission and organizational values. Similar to the process used for the vision statement, the group reviewed sample statements, discussed their beliefs, considered the decisions regarding value proposition and organizational culture, and identified concepts that reflected their consensus. These were used by the consultant to draft a mission statement and a list of values. The mission and value statements are listed below.

MISSION STATEMENT

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



VISION STATEMENT

Glen Ellyn is a welcoming, engaged community where people want to live thanks to our vibrant downtown, diverse cultural offerings and exciting recreational opportunities—in a safe, attractive environment for residents and visitors.

VALUES

RESPECT
Honor each person, treat everyone with dignity and value their individuality

ACCOUNTABILITY
Commit to action and accountability to achieve successful results

LEADERSHIP
Guide and facilitate others to make a positive difference in the community

PRINCIPLES OF SERVICE
Serve the needs of the community with professionalism and courtesy

EQUALITY AND INCLUSIVITY
Provide equal opportunities for participation in all community activities and initiatives

BEST FOR THE COMMUNITY
Work on behalf of community interests, not individual interests

TRUST
Earn trust through reliability, honesty and effectiveness

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Assess Current Environment
- SWOT Analysis

SET PRIORITIES, TARGETS

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
  - Vision/Mission/Values
  - Internal SWOT
- Challenges, Priorities
- Outcomes, KOI's, Targets

IMPLEMENT THE PLAN

- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

Reviewing the Environment, Setting Strategic Priorities

Following the vision, mission and values discussion, the leadership team continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis--a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the Board and senior staff in advance of the planning session. Using the SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.

SWOT Analysis

STRENGTHS

- competent
- dedicated staff
- financial stability
- customer service oriented
- engaged community
- teamwork and collaboration

WEAKNESSES

- Fractional Board-lack of cohesive vision
- staff issues-lean staff, workload/retention
- compensation-raises not competitive with other communities
- communication-interface with customer needs improvement
- technology-outdated systems

OPPORTUNITIES

- Development
- communication/discussion
- community partnerships/involvement
- investment in infrastructure

THREATS

- Money--growing expenses outpace revenues
- distrust of government-internal and external
- differing views of development
- attraction and retention of residents-cost of housing

A welcoming, engaged community with a vibrant downtown

The group used this information to identify those opportunities that would be helped the most by the organization's inherent strengths and which external threats were most likely to exacerbate their weaknesses.

STRENGTHS LEVERAGING OPPORTUNITIES

(Make good things happen)

- Financial stability – investment in infrastructure
- Customer service oriented – communication
- Teamwork and collaboration – community partnerships
- Engaged community – discussion

WEAKNESSES EXACERBATED BY THREATS

(Keep bad things from happening)

- Fix Board dysfunction to minimize – distrust of government, differing views on development
- Fix staff compensation issues to minimize – departures/loss of staff
- Fix external communications to minimize – distrust of government

Following this exercise, the group examined the results, and then engaged in additional brainstorming to identify the strategic issues and challenges facing the organization.

STRATEGIC ISSUES/CHALLENGES

- Infrastructure
- Communication--external communication
- Development
- Community partnerships
- Board dysfunction
- Community expectations of the Board
- Staff issues
- Technology
- Pensions
- Financial sustainability
- Lack of vision
- Electoral process
- Business development

Based upon the challenges and issues identified, a facilitated discussion ensued to determine the highest priorities for the strategic planning period. The following priorities emerged as the most important over the next three years.

STRATEGIC PRIORITIES

FINANCIAL SUSTAINABILITY

DEVELOPMENT

EFFECTIVE GOVERNANCE

WORKFORCE AND OPERATIONS

INFRASTRUCTURE

Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used at the retreat to create guidance, and ultimately will be used to create definitions.

Financial Sustainability

- Bond rating
- Reserves
- New revenue
- Taxes-consistency in definition
- Financial policies, procedures

Development

- Downtown/CBD
- Roosevelt Rd.
- Design guidance
- Financial approach-leverage or not
- Catalyst sites
- Public and Board input process

Effective Governance

- Board and staff relationships-decision-making
- Time management
- Communications with residents/ engagement
- Transparency
- Board and Commission interaction
- Election process--succession
- External communication
- Intergovernmental relations

Workforce and Operations

- Staff capacity
- Technology
- Training
- Compensation
- Work processes
- Outsourcing/alternative service delivery
- Part time vs full time

Infrastructure

- CBD
- Streets/streetscape
- Parking
- Development support
- Stormwater
- Water/sewer/streets/stormwater
- Drinking water
- Project management/ communication
- Asset management
- Facilities

Key Outcomes, Indicators, and Targets by Priority

With concepts/definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measurable terms.

The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Financial Sustainability

a. **Outcome:** Maintain financial stability
KOI: Bond rating; EAV
Target: Maintain AAA; Maintain fund balance targets

b. **Outcome:** Village Links/R22 is self-sustaining
KOI: Net income; Cash reserves
Target: Positive net income annually; Cash reserves up to policy by __

c. **Outcome:** Capital funding viability
KOI: Fund balance targets
Target: __% funding of 5 yr. capital plan--rolling average

Development

a. **Outcome:** Optimize new investment in the downtown
KOI: EAV increase downtown; Alignment with comp plan
Target: __% increase in downtown EAV 2020-2023; __% consistency with comp plan; __% increase in sales tax downtown

b. **Outcome:** Successful growth, development, expansion & retention
KOI: Retail vacancy rates; Commercial sq. ft. added; Multi-family units added
Target: Retail vacancy rate__% by__; 25K sq. ft. of new retail by __; 400 new multi-family units by ___

c. **Outcome:** Effective stewardship of incentives
KOI: Policy compliance; Leverage/ROI
Target: __% compliance with policy; __% ROI targets achieved

Effective Governance

a. **Outcome:** Robust citizen participation
KOI: Board candidate applications; Participation numbers
Target: =/> __applicants/ Advisory Bd. vacancy; Increase by __% participation at Village sponsored events 2020-2022

b. **Outcome:** Effective Board meetings
KOI: Board effectiveness index
Target: < __% of issues continued; =/> 7 out of 10 on effectiveness index evaluation annually

c. **Outcome:** A well-informed community
KOI: Gaps addressed; Usage targets
Target: __% of respondents indicate communications meet their needs

d. **Outcome:** An engaged community
KOI: Citizen comments; Number of participants; Survey results; Click rates; Open rates
Target: -__% citizens indicate effective engagement by ___; -Transparency eval score of __ by__; -__% increase in web comments between 2020-22

Workforce and Operations

a. **Outcome:** Adequate staffing to meet service demands
KOI: Staffing ratios; Service delivery targets
Target: Staffing and service levels defined in 3 areas by 2022

b. **Outcome:** Competitive compensation
KOI: Compensation targets
Target: All positions' compensation reviewed by 2022

c. **Outcome:** IT infrastructure adequate to meet service delivery
KOI: Replacement plan; User satisfaction rate
Target: All departments indicate IT meets needs by ___

Communication

a. **Outcome:** Well managed projects
KOI: Deadline compliance; Budget compliance
Target: Industry best practices implemented-each area by 2022

b. **Outcome:** Transit oriented downtown
KOI: ADA improvements; Parking optimization
Target: Metra /underpass by 2025; Parking complete by 1/2021; Metra Phase II by 3/2023

c. **Outcome:** Safe and reliable roads and utilities
KOI: Project milestones
Target: Master utility plan targets met 90%; CBD SVI deadlines met __%

STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Assess Current Environment
- SWOT Analysis

SET PRIORITIES, TARGETS

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
  - Vision/Mission/Values
  - Internal SWOT
- Challenges, Priorities
- Outcomes, KOI's, Targets

IMPLEMENT THE PLAN

- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

Implementing the Vision – Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The Village of Glen Ellyn will accomplish this through a set of strategic initiatives. Strategic initiates are broadly described, but narrowly focused activities that are aligned with the priorities and targeted to the achievement of outcomes expressed in the Targets. On December 6, the management team and consultant met to identify strategic initiatives to meet the goals identified by the Village Board. Following this session,staff teams worked to develop detailed action plans for each initiative.

Financial Sustainability

- Strategy for revenue growth and diversity
- Capital prioritization
- 5-year forecast --Links and restaurant
- 5-year financial plan
- Financial scorecard

Development

- ROI review
- Complete comprehensive plan
- Downtown project impact analysis
- Business retention program
- Multi-jurisdictional business resource program
- Key marketing program

Effective Governance

- Citizen Academy
- Create Board Effectiveness Index
- Board and Commission improvement process
- Board application and recruitment process

Workforce and Operations

- Conduct staffing study
- Service delivery methods and standards
- Review pay and classifications
- 5-year IT plan
- Staff effectiveness standards

Workforce and Operations

- Major project tracking project
- 5-year CIP
- Metra projects
- Parking garage
- Master utility plan
- Best practice review
- Facility study and 5-year plan

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Board of Trustees led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the citizens, businesses and stakeholders with whom they partner and serve.

The Village's management team supported the Board and offered challenges to conventional thinking.

Board of Trustees

Diane McGinley, *Village President*
Kelli Christiansen, *Trustee*
Bill Enright, *Trustee*
Gary Fasules, *Trustee*
Craig Pryde, *Trustee*
Mark Senak, *Trustee*
Steve Thompson, *Trustee*

John Chereskin, *Village Clerk*

Senior Staff

Mark Franz, *Village Manager*
Bill Holmer, *Assistant Village Manager*
Greg Mathews, *Village Attorney*
Megan Plahm, *Communications Coordinator*
Justin Chiappetta, *IT Manager*
Julius Hansen, *Public Works Director*
Rich Daubert, *Professional Engineer*
Phil Norton, *Police Chief*
Christina Coyle, *Finance Director*
Staci Springer, *Community Development Coordinator*
AJ Goyal, *Economic Development Coordinator*
Jeff Vesevick, *General Manager, Village Links*
Chris Clark, *Fire Chief*
Nicole Shanley, *Fire Administrator*

APPENDIX I

SWOT Results

Strengths

- Dynamic Trustees! A group of dedicated people who sincerely have the Village's best interest at heart and who put in countless hours for the handsome salary of $0.00.
- Solid Revenue Based – stable/(gradually) appreciating equalized assessed value of residential property; well-developed sales tax/home rule sales tax, and food and beverage tax base. Triple "A" bond rating.
- Attractive Brand – charming historic downtown, Roosevelt Road retail corridor, good transportation, low crime rate, good schools, good parks, centrally located in metropolitan Chicago area.
- Educated and experienced management team
- Focused and productive Plan Commission and CIC
- Recent new building and office remodeling provide good working environment
- Supportive view of increasing our technology and equipment to catch up with other communities
- Accomplish much with tight resources
- Mindset is oriented toward customer service
- Its citizens. They are diverse socially, racially, economically and educationally but provide a strength of a happy and health population.
- Glen Ellyn elected officials which strives to gather and collect the wishes of the people.
- Glen Ellyn Staff is made up of a professional core of people to provide for the general health, safety and happiness of the people of Glen Ellyn.
- Greatest strengths are its people at every level.
- Experienced staff
- Committed elected board.
- Solid financial condition.
- Commitment to long term community success.
- Strong and effective leadership/ chain of command within the local administration
- Strong and passionate department leadership with good control over department personnel
- Strong financial position and performance over past 5 years
- Great staff
- Staff dedication to maintaining/improving infrastructure
- Customer friendly operations
- Dedicated staff
- Good financial position in most funds
- Good planning processes (project, capital, etc.)
- Employees who want to do best things for village/residents

- Competent staff who care about the community and the job they perform. Staff understands the customer service side of local government. In fact, they generally perform very well in the customer service arena.
- Dedicated, Professional staff
- AAA Bond Rating
- Fiscally responsible
- Active Volunteer base
- Dedicated and hardworking staff
- Engaged community
- Volunteer Fire Company
- Experienced staff
- Good relationships with Chamber and alliance
- Quality services delivered daily
- Good partnerships with Intergovernmental groups
- Strong ethical culture built on integrity and professionalism
- Fair & practical management
- Positivity
- Abundant financial resources
- Appreciative and good to work with Village Manager
- Hard-working and committed staff members
- Strong financial standing which allows the Village to pursue many initiatives
- Home rule community
- Funding is available to make improvements
- Strong balance sheet
- Some outstanding employees
- Obtained a big grant for train station
- Experienced staff
- Good leadership team

Weaknesses

- Public perception is often uninformed and incorrect
- Raises are not keeping up with other communities
- Risk losing talent to other towns with better compensation
- Need to hire some positions at higher rate which unbalances salary structure
- Rushed and hectic pace of work results in missing elements, not fully thinking through implications, or over spending
- Need more recognition opportunities for employees, including financial recognition
- Need to replace/add technology equipment in meeting rooms and Board room (e.g. microphones/phones)
- Need to be judicious/wise and fully evaluate pros/cons of the expenditure of taxpayer money on projects/items
- Elected officials often listen only to the outspoken minority and not the silent majority
- Can't make everyone happy so need to make decisions for the larger whole, not the few who are repeatedly opposed to any type of change
- Having great difficulty finding part-time workers so should consider combining part time positions into full time
- Communication could be strengthened as sometimes staff is not aware of, or is not told, about things happening in the organization
- Long range financial position must be looked at carefully, but it appears our past long-range forecast were very conservative, so we have done better than expected
- We need to conduct a long-range reserve study on the capital needs of our buildings and facilities.
- Make it easier to do business with the Village on all things, more self service via the web and web enabled forms rather than fill in and print.
- Improve the commission structure, possible reduction of members, small increase in staff resources and budgets to take on more work on research and options for community needs.
- Improve the video and audio of BOD meetings, redesign the Board Room to reflect new security realities.
- Inexperienced elected officials. Susceptibility to pressure from small community groups that resist development. Lack of available rental properties particularly in the Central Business District.

- Outdated or ineffective zoning ordinance procedures that if followed, protect village zoning process from legal challenges
- Inability to promote change within the community to support financial growth and future impact to property taxes
- Unidentifiable economic development activities
- Parking garage
- Outdated codes related to property developments
- Customer friendly operations
- Facility planning
- Difficult to balance core responsibilities with large projects
- Dwindling revenues yet growing expenses
- Aging infrastructure
- Aging facilities
- Staff turnover
- Lack of a cohesive vision
- Reliance on consultants
- Distrust among some residents
- Communication and outreach efforts
- Pursuit of growth at any cost (perception)
- All-volunteer approach to the Village Board and Commissions
- Teardowns
- CBD parking (perception)
- Bifurcated neighborhoods
- Lack of awareness of and sensitivity to lower-income residents
- Lean staffing levels training current staff.
- Outdated Codes & regulations
- Lack of innovation and creativity
- Lack of leadership in some key departments
- Long term facility planning
- Not data driven in public safety or other departments
- Village links/Reserve 22 financial success in a tough golf climate
- Disorganized management structure
- Prioritization of resources
- Lean staff
- High turnover in part-time and entry level positions
- Inefficient and technology lacking
- Sometimes too quick to move on complex initiatives
- Board constantly changes their mind meeting to meeting

- No respect on the Board for others
- Police Dept acts as their own, not as part of Village
- Pension funds rising, state increasingly taking funds= expenses rising faster than revenues
- Some codes and regulations make it tough on developers
- No desire to uphold any previous decisions, votes or plans
- Grandstanding by one elected official to promote personal agenda is not appropriate for various reasons
- Issues of disrespect
- Not being able to retain outstanding employees because of excessive workload and pay increases that are half what other organizations are paying annually.
- Too many meetings
- Condition of facilities/infrastructure
- Passive Trustees! We tend to follow and not lead.
- We don't do a great job of setting policy, so the staff knows which direction to take. Absent this, the staff is called upon to engage in policymaking.
- But, since the staff is not elected and many do not live in the Village, when the staff makes policy it creates an inherent disconnect between the residents and their municipal government. The most recent budget process illustrates this point. The staff gave the Board a draft budget. The Board did not make a single change to the budget. We simply rubber-stamped what the staff handed us.
- Many of our residents do not actively participate in Village government. We misinterpret this as apathy, but it's really a matter of priorities.
- We want "change" because we see other towns and villages doing so and we think we're missing something. However, we don't know what we want to "change," so we look to consultants and developers to tell us what we should do. But they do what is in their self-interest, not what is in the Village's best interest.
- We look at other towns and say, "Hey, we should do what they're doing in Elmhurst, or Naperville, or Hinsdale, or [fill in the blank]." But, most of our residents don't want to live in Naperville, or Elmhurst, and they can't afford to live in Hinsdale. But imitation is safe. If you're ever challenged, the safe answer is, "Well, they did it that way in Hinsdale and Naperville." So, we want change, but we're afraid of doing anything other than what everybody else is doing.

Opportunities

- TIF districts allow us to encourage/support redevelopment
- Comprehensive plan sets new vision for future
- Downtown revitalization (new developments, train station, parking garage, streetscape), will reshape and modernize our downtown to be successful in the future
- Improve community discussion on economic development
- Learn how to disagree without being disagreeable
- Follow through on community input and keep documents updated and accurate
- Location near commuter rail line. High pedestrian traffic in CBD. Good reputation. Good schools and services.
- Promotion of future development and growth opportunities for the community
- Promotion of resident diversity within the community, young professionals
- Promote development that offers lower income housing or for sale housing at the lower end of the market to attract future residents
- Purchasing new property
- Opportunity for redevelopment of existing land and structures
- Development downtown
- Technology improvements
- Articulating the mission and vision for Glen Ellyn
- Playing to our assets
- Encouraging responsible development
- Leading on environmentally friendly policies and practices
- Expanding westward beyond GEPL
- Redeveloping and/or reconfiguring surface parking lots
- Expanding diversity among residents"
- Ability for change/development/progress to make Village attractive for new residents.
- Ability to improve perception of government.
- Desirable business opportunities
- Establish a vision for the community through Comp Plan
- Build on ID to create a tech hub in downtown glen Ellyn that becomes a talent magnet
- Embrace downtown development
- Execute on capital reinvestment in CBD
- COD Partnerships
- Create a strategic plan for the village and for each department and build these into performance management and the annual budget
- CBD development

- Capitalize on community involvement
- Redevelopment of underutilized commercial/retail properties
- Revitalization of downtown
- Community support of exceptional services and infrastructure
- Supportive Boards and Management that help move initiatives along
- Finally build a parking garage that has been on the top of every Board's list for many years
- Collaboration with other communities for police work, i.e. detective department
- Opportunities for development
- Obtain more grants
- Several large parcels in the central business district remain undeveloped.
- Collaboration with College of DuPage – Innovation DuPage and the Frieda Kahlo exhibit are examples of what can be achieved when we work collaboratively.
- Differentiating our "brand" from the other ubiquitous "suburbs.""
- Still many opportunities for annexation and redevelopment in the Village
- Should embrace opportunities for higher density development which is desired by older and younger population groups
- Improve the downtown
- Improve the Parking
- Improve the train station
- Retain the outstanding employees by reducing workload and/or paying more
- Collaboration with other governments

Threats

- A volunteer fire department. Should the volunteer fire department ever dissolve, it would send a seismic tremor through our tax base.
- Unfunded police pension liability is eating up more and more of our tax revenue.
- Citizens misunderstanding of government role and/or regulations
- Citizens misperception that Village is vastly different from other communities in application of codes and ordinances
- Small group of individuals who continually appear to oppose initiatives seem to direct public policy and decisions
- The squeaky wheel seems to get the attention even when it is not merited
- If developments are unable to move forward in the Village due to litigation or denial, developers will avoid Glen Ellyn reducing future reinvestment in the community
- Reliance on state and federal dollars
- Must work harder on getting grants for village work
- Improve dialogue with citizens
- Staff and elected officials must circulate more in community events, make a plan to cover all community groups in the village.
- Stay on track for streets, sewer and water line replacements, doing a good job but need to maintain efforts
- Resistance to commercial and residential development.
- High property values equate to high taxes.
- Deteriorating building stock in Central Business District.
- Deteriorating brick and mortar retail success nationwide leading to reduced sales tax revenue.
- Resistance to change
- Lack of outside investment to the community - puts more pressure on the current and future residents
- Rising cost of housing and entry costs to the community
- Rising costs of education and the impact of local taxes on residents"
- Over extension
- Unfettered social media
- Distrust of government
- Containment of development costs
- Sense of residents that government should solve all their problems"
- Distrust of government
- High expectation for service contrasts with desire for low taxes
- Growing expenses that outpace dwindling revenues

- Uncertain economy
- Growing pension costs
- Unsuitable multistory mixed-use developments
- Lack of affordable housing
- Continued teardowns
- Over-reliance on bars and restaurants to drive sales tax and F&B tax revenue
- Granting variances and deviations that set unwanted precedents
- Opposition groups which are against change, making it difficult to progress.
- Limited revenue streams.
- Aging population
- We are the greatest threat to ourselves. Lack of a cohesive long-term vision. Lack of innovation. Fear of failure.
- We think spending money is progress. But sometimes we have no basis to support our reasons for spending money. We'll spend millions to build a pedestrian tunnel at the train station, ostensibly for public safety and to promote economic development. But there's no evidence people are being injured or killed at the train crossing and no evidence other communities that have done so have experienced increased economic development.
- We have little understanding of the consequences of what we do. We want to increase the population of the downtown, but we can't answer the question, ""When does too much development become a bad thing.""
- What can our infrastructure support before it becomes overwhelmed? When does too much traffic, noise make people want to stay away from the downtown?
- Tax base is not sufficiently diversified to minimize impact of economic downturn. We have a disproportionate concentration of elastic revenue sources. Bars and restaurants generate tax revenue during good economic times, but it is questionable whether that will continue when the economy slows.
- Traffic flow
- NIMBYism
- Lack of understanding the moderate point of view and/or the silent majority
- Unfunded pension liability
- Lack of diversity of housing
- Lack of significant commercial development opportunities, land locked
- State of Illinois financial condition
- Economic deviation from mom & pop businesses
- Affordable parking
- Safe & accessible businesses on Roosevelt
- Recession; more specifically disinterest in new families coming to the Village due to overpriced housing and high property taxes

- Distrust on board of each other
- The desire of some to pay for many things without finding new revenues
- The changing definition of “”financial responsibility”” without residents knowing
- Board members who are afraid to vote/afraid of confrontation
- The treatment of staff from board in public”
- Unfunded government mandates from the state and federal levels
- Lack of future revenue available to make improvements and provide high level of service resulting from a culture of not raising taxes incrementally as the cost of doing what is required continues to rise.
- Not being able to retain outstanding employees because of excessive workload and pay increases that are half what other organizations are paying annually.”
- Economy
- Citizens distrust of government

Greatest challenges – Next three years

- Diversify tax base.
- Replace lost revenue from the State.
- Find the right scale for Village government so we can continue to deliver services, but don't become a bloated bureaucracy.
- Develop the downtown to complement not compromise our ""brand."
- Leverage the resources of COD by, for example, developing a transit link to and from COD and the downtown.
- Engage the residents so they participate in Village government.
- Diversify housing stock so new families see Glen Ellyn as an attractive community to raise a family and senior resident can remain in the community.
- Draw residents from other communities to Glen Ellyn to dine/shop. Some ways to do so, a downtown performing arts venue, night football games at Glenbard West. A central gathering space (a "piazza") to conduct community events like Taste of Glen Ellyn, JazzFest, a winter festival.
- Financial stability with large spending on so many projects recently
- Providing age in place housing as our population ages
- Continuing to maintain pace with changes in technology
- Retaining good employees since Village has not been keeping pace with many other communities' raises
- Balance growth with vision for our Village with a majority of citizens
- Complete the comprehensive plan
- Attract new investment with broad range community support
- Improve the look and feel of major commercial hubs; downtown, Roosevelt Rd, Five Corners
- Start and complete downtown streetscape
- Attracting commercial development.
- Replacing lost sales tax revenue as the nation moves to the gig economy.
- Transition to new generation of residents.
- Solving the current legal battles that will challenge each new project within the village.
- Maintaining our strong restaurant base within the retail community and growing this base
- Continued development of our retail zones for maintaining retail sales tax income
- Parking garage
- High taxes
- Too much debt

- Maximizing infrastructure for delivery of basic municipal services
- Sustaining financial viability of the Village
- Overcoming lack of revenue sources
- Completing high profile capital projects (CBD, parking garage, train station)
- Financial sustainability for the General Fund (long term)
- Financial sustainability for the Village Links/Reserve 22
- Balancing the budget
- Making the most of Frida 2020
- Coordinating downtown Streetscape work
- Long term financial sustainability.
- Balancing impact of infrastructure work with business viability.
- Keeping downtown vibrant/diverse
- Growing EAV, diversifying revenues, and controlling taxes
- Creating a vision for the next generation of Glen Ellyn residents through the Comprehensive master plan
- Managing major capital projects in CBD while minimizing impact on downtown businesses
- Sustainable businesses in CBD
- Maintaining small town environment in modern economy
- Housing costs
- Managing expectations with respect to facilitating economic growth and redevelopment of the Village. These matters are complex and take time to facilitate.
- Implementing the CBD Streetscape and Utility Project; more specifically making timely decisions to complete the project design and allow the project to commence; also putting the downtown businesses and Village as a whole in a reasonably comfortable position with respect to construction impacts
- Long term financial sustainability
- Keeping development viable in GE
- Keeping staff happy so they stay (keeping turnover low)
- Making the right decisions on large projects that are happening over the next 5 years
- Creating a strong board
- Downtown needs significant Improvements
- Employees need to be compensated and respected for retention
- Some elected officials need to improve performance
- Maintaining quality infrastructure

APPENDIX II

DRAFT ACTION PLAN

an Summary

Village of Glen Ellyn

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 project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
Financial Sustainability	**a) Maintain financial stability and create a financial decision making framework**	Develop strategy for revenue diversity & growth and cost control measures to meet the challenges of the new economy as the COVID-19 impact becomes more clear.	Bond Rating-Maintain AAA Bond Rating	Q4 2020	Finance
		Create 5-year Forecast and access fund balance targets	Complete 5-year Forecast and review fund balance targets	Q4 2020	Finance
		Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Commission & Village Board	Develop a calendar of ongoing policy review into the Finance Commission annual calendar	Q3 2020	Finance
		Present recommended budget document with integrated strategic priorities	Budget and Audit Award Annually	Q4 2020	Finance
		Develop fee review schedule	Establish a schedule to review all fees on a rotating basis over a 5 year period	Q4 2021	Finance
		Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Review opportunities for creating new revenue	Q4 2020	Finance
	b) Maintain Village Links/R22 as self-sustaining	Review monthly and annual financial statement and goals with Recreation Commission and quarterly with Village Board	Positive net income annually	Q4 2020	Finance/Rec.
		Present 5-Year Forecast to Recreation Commission and Village Board for Village Links/Reserve 22	Completion of 5-year Forecast	Q4 2020	Finance/Rec.
	c) Maintain capital funding viability	Continue to prioritize capital projects through annual CIP	Approved Annual CIP and quarterly reports	Q4 2020	Finance
	d) Evaluate long-range financial outlook	Present 5-Year Forecast to Finance Commission and Village Board as part of Budget process	Completion of 5-year Forecast	Q4 2020	Finance
		Presentation and education of financial scorecard every 5 years to assess financial health with our peer communities	Completion of Financial Scorecard	Q1 2020	Finance
Development	**a) Implement Economic Development strategy focused on overall commercial vitality, EAV growth and sales tax growth.**	Update Comprehensive Plan to assist in guiding future development, revise codes and regulations that inhibit commercial development and identify catalyst sites in the downtown and Roosevelt Rd. corridor	Alignment with Comprehensive Plan	Q3 2020	CD/ED
		Promote and manage TIF Districts by evaluating major commercial projects and ROI assessments	EAV increase community-wide, downtown and TIF Districts by 5% by end of 2022. (Focus: McChesney Project)	Q4 2020	CD/ED
		Evaluate financial impact and compliance with downtown plan goals for all major CBD commercial developments	Alignment with 2009 Downtown Plan	Ongoing	CD/ED
		Increase number of new units in the downtown	Add 400 Multi-family units in the downtown; Avere scheduled to be complete in 12/20	Q4 2020	CD/ED
		Complete Civic Center Parking Garage and improve Main St. Parking Lot	Increase # of parking spaces in downtown by 250 spaces	Q2 2021	CD/ED
		Partner with the Chamber and the Alliance on opportunities to assist CBD businesses and all businesses to recover from COVID-19 and begin to focus on enhancing business climate in CBD by extending hours, increasing pedestrian traffic and customers through special events and activities	Maintain # of events in and around the downtown	Q4 2021	CD/ED
	b) Successful growth, development, annexation & business retention	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.	Add commercial sq./ft. and strategic residential sq./ft. through annexation: * Finalize the annexation of the industrial properties on the south side of Hill Ave by October 1, 2020 *Finalize annexation on Cumnor/Acorn by August 2020. * Finalize pre-annexation for SW corner of Butterfield and 53 by September 2020 and enforce pre-annexation agreements with residential properties north of Butterfield that expire in 2023. *Continue to pursue annexation of areas near GWA by December 2021.	Ongoing	CD/ED
		In partnership with our local business-oriented agencies, continue proactive efforts to recruit new businesses and retain current business by creating favorable, welcoming climate for all businesses	Add new commercial sq. ft. and/or new businesses	Ongoing	CD/ED
		Implement an online building permit system to provide customer flexibility and improved service to all customers	Upgrade ERP and create new online system in place by end of 2022	Q4 2022	CD/ED
		Review and modify building codes, sustainability goals and architecture review guidelines to create more flexibility and protection for residents and businesses	Code update by end of 2021	Q4 2021	CD/ED
		Consider including additional green space and public art (COD Partnership) to enhance the CBD as part of the overall streetscape improvement project	Incorporate into final streetscape plans	Q3 2021	CD/ED
	c) Access and improve commercial district infrastructure to support business retention and growth by investing in streetscape improvements, wayfinding signage, and other beautification efforts.	Complete the Streetscape Improvement Project (See Infrastructure Section)	Complete all phases over a three year schedule to be determined by the Village Board.	TBD	PW
		Identify other beauitification projects to improve the quaility of life and drive new business investment.	Construct Phase II of the wayfinding plan; develop a plan for beautification efforts for east Roosevelt Rd. from 53 to Lombard border.	TBD	PW
	d) Effective stewardship of incentives to support business recruitment and retention	Coordinate award programs and assessment of value to business community annually	Policy compliance that leverages ROI	Q1 2020	CD/ED
		Evaluate all incentive requests by assessing risk to Village and ROI.	Policy compliance that leverages ROI	Ongoing	CD/ED

		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, Innovation DuPage, and Business Development Center, and Library	Monthly Meetings with ED partners (12/year)	Q4 2020	CD/ED
		Continue business retention visits with existing businesses	Conduct 24 visits annually (2/month)	Q4 2020	CD/ED
Effective Governance	**a) Robust citizen participation and inclusivity**	Develop recruitment strategy for future Village Board members and Village Commissioners through the newsletter and e-news and promote diversity, inclusiveness, and public engagement.	2 or 3 news articles on recruitment and opportunities annually	Q1 2021	Admin
		Continue to evaluate and increase opportunities for partnership with intergovernmental entities	Track involvement with various agencies	Q4 2020	Admin
		Improve organization's understanding of resident needs and expectations by completing the Citizen Survey and track progress from previous surveys	Complete survey and compare results by 2022	Q4 2021	Admin
		Create board effectiveness index	Create a work group of Elected Officials to further evaluate	Q4 2021	Admin
	b) Effective Village Board and Board/Commission process and meetings	Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	Q3 2020	Admin
		Recruit / attract qualified and diverse members for board and commission vacancies	Monitor new database	Q3 2020	Admin
		Email weekly e-news and continue to publish quarterly newsletters	Increase distribution list and open rates	Ongoing	Admin
	c) A well-informed and engaged community	Update New Resident information	Complete new web-based new resident packet	Q4 2020	Admin
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system: See/Click/Fix	Q3 2020	Admin
		Communicate updates to 2020-22 Strategic Plan quarterly, develop new Strategic Plan and incorporate goals into the annual budget process	Incorporate into annual budget	Q4 2020	Admin
Workforce & Operations	**a) Competent, high-quality workforce and adequate staffing to meet service demands**	Conduct periodic department assessment and staffing studies	Complete Police Department Assessment and Staffing Study	Q1 2021	Admin
		Review pay & classifications for all positions and review overall compensation plan annually as part of the budget process	All positions' compensation reviewed every three years	Q3 2020	Admin
		Provide leadership/management training and opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects/ assignments and leadership training	Q2 2021	Admin
		Review organization-wide training needs and formalize a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each	Develop a comprehensive training calendar	Q2 2021	Admin
		Create succession plans in all departments and continually review staffing allocation and needs	Track key positions and prepare plans to fill positions as necessary	Ongoing	Admin
	b) Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the use of Technology	Redefine the role of the IT to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology	Develop an 5-Year IT Plan and implementation schedule	Q2 2021	Admin
		Develop a plan for additional e-services in all departments to streamline process and improve customer satisfaction.	Develop schedule and implement:Building permit and business registration;Payroll/HR processes;Accounts Payable; Police Services;Public Works Services;Special Events/Raffle Licenses/Black Parties	Various	Admin
		Conduct IT employee satisfaction survey	Complete survey annually	Q2 2021	Admin
	c) Examine Additional Shared Service Opportunities	Continue to evaluate and increase opportunities for partnership with intergovernmental entities and government consortiums and shared services.	Annual report to the Village Board as part of the budget process	Q4 2020	Admin
Infrastructure	**a) Develop the Capital Improvement Plan (CIP)**	Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement annually	Quarterly review with internal committee and financial commission	Ongoing	PWAdmin
		Develop and continuously monitor and enhance funding options as necessary to execute plan	Budget compliance	Q4 2020	PW/Admin
		Prepare for construction of the new Metra Station funding primarily by grants and TIF funds	Complete design and prepare for bid	Q3 2023	PW/Admin
		Complete Civic Center Parking Garage and improve Main St. Parking Lot	Project completion on budget and on time	Q2 2021	PW/Admin
		Assess all Village facilities and develop a comprehensive facility plan and maintenance/ replacement schedule.	Complete Facility Study	Q4 2021	PW/Admin
	b) Transit oriented downtown	Complete the downtown streetscape project including utilities, streets, sidewalks to improve pedestrian accessibility and parking and consider enhancing outdoor dining and special event space to spur future private investment.	Develop a scope, schedule and budget approved by the VB	Q2 2021	PW/Admin
		Evaluate parking opportunities as economic development partnerships that would increase parking in the downtown	Consider major commercial projects in CBD	Ongoing	PW/Admin
		Evaluate a public art program through a partnership with COD	Pass a resolution approving program; complete an IGA with COD	Q4 2020	PW/Admin
	c) Safe & reliable roads & utilities	Continue to improve streets on a 20-22 year cycle by conducting regular street assessments and executing on approved CIP priorities.	Complete projects on time and on budget	Q4 2020	PW/Admin
		Complete a water/sewer rate assessment to ensure a sustainable financial structure	Complete W/S Study	Q4 2021	PW/Admin
		Complete 5-Year CIP for GWA and execute the plan.	Quarterly review with GWA Tech Committee and EOC	Ongoing	PW/Admin