Agenda
Village of Glen Ellyn
Village Board Workshop
Tuesday, January 16, 2024
7:00 PM
Glen Ellyn Civic Center, Room 301

Meeting Procedures Statement

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

A. Call to Order

B. Pledge of Allegiance

C. Roll Call

D. Audience Participation

1) Open:

Members of the public are welcome to speak to any item not specifically listed on tonight's agenda for up to (3) three minutes. For those items which are on tonight's agenda, the public will have the opportunity to comment at the time the item is discussed. In either case, please complete the Audience Participation form and turn it in to the Village Clerk. It is requested that, if possible, one spokesman for a group be appointed to present the views of the entire group. Speakers who are recognized are requested to step to a microphone and state their name, their topic and the group, if any, they are representing prior to addressing the Village Board. Individuals wishing to address the Board shall exercise proper decorum and respect for the proceedings and the business of the Village Board, and shall refrain from abusive demeanor and language. The practice of ceding time to other speakers shall be prohibited, except in the discretion of the presiding officer of the meeting. Public officials are not obligated to respond to questions.

E. Property Tax Abatement

1) Discussion regarding the potential abatement of Ad Valorem Property Taxes in the Amount of $278,750 for the Fiscal Year Beginning January 1, 2024 and Ending December 31, 2024 for the Village of Glen Ellyn, Illinois (Finance Director Brankin)

F. 2020-24 Strategic Plan Quarterly Report (CY23 Q4) and Priority Goal Setting for 2024

1) Presentation of the 2020-24 Strategic Plan Quarterly Report (CY23 Q4) and discuss prioritizing goals for 2024 (Manager Franz)

G. Reminders

1) Village Board Meeting, Monday January 22, 2024 at 7:00 p.m.

H. Adjourn

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

Meeting 1/16/2024 7:00 PM
Department: Finance
Department Head: Patrick Brankin
Category: Discussion Item
Prepared By: Patrick Brankin

AGENDA ITEM (ID # 2024-16)

DOC ID: 2024-16

Discussion regarding the potential abatement of Ad Valorem Property Taxes in the Amount of $278,750 for the Fiscal Year Beginning January 1, 2024 and Ending December 31, 2024 for the Village of Glen Ellyn, Illinois (Finance Director Brankin)

Statement of the Issue:

The Village Board approved the 2023 property tax levy (to be collected in 2024) last November. The operating portion of the Village's levy, which supports both the Village's General Fund and Capital Projects Fund, was increased 5.5% compared to the prior year. At the conclusion of the 2024 budget discussions, the Board discussed the possibility of reducing (abating) the total levy by $278,750, with the General Fund portion of the levy abated by $214,375 and the Capital Projects Fund portion abated by $64,375. This amount includes the original proposed abatement of $128,750, split evenly between the General and Capital Projects Funds, as well as an additional $150,000 to be abated from the General Fund. In lieu of these tax revenues, cash reserves in this amount would be used for one-time capital expenditures. The proposed abatement would total $278,750, reducing the General Fund portion of the levy to an increase of 0.1% from the prior year, and reducing the Capital Projects Fund portion to an increase of 4.0% from the prior year. The overall increase will be reduced to 2.1%.

Analysis:

The Village Board approved the 2023 property tax levy (to be collected in 2024) in November, which included an increase in the operating levy for new growth of 0.5% plus 5.0%. New growth results in a levy increase of $37,577, with $17,995 for the General Fund and $19,582 for the Capital Projects Fund. The additional 5.0% increases the levy by $416,188, including $199,303 to the General Fund and $216,885 to the Capital Projects Fund. The total increase in the levy is $453,765, with $217,298 for the General Fund and $236,467 for the Capital Projects Fund.

The Village Board discussed the 2023 levy at multiple budget workshops. Based on those discussions, the 2024 proposed budget was revised to include an abatement of the General Fund portion of the levy in the amount of $278,750. This abatement would reduce the General Fund portion of the levy by $214,375 and the Capital Projects Fund portion of the levy by $64,375.

The Village's 2023 adopted levy is estimated to add $11.91 per $100,000 of a home's market value or $59.54 for a $500,000 home. With the abatement, the estimated increase would be $6.20 per $100,000 of a home's market value or $31.01 for a $500,000 home.

Budget Impact:
The 2024 original budget included a proposed abatement of $128,750, split evenly between the General and Capital Projects Funds. A future budget amendment will be brought to the Board to reflect the additional abatement of $150,000 in the General Fund, if such an abatement is ultimately approved by the Village Board.

Contribution to Strategic Plan
The proposed abatement ordinance aligns with the Village's strategic plan initiatives of maintaining financial stability and maintaining capital funding viability.

Action Requested:
Staff is seeking consensus on whether to bring forward an ordinance abating the operating and capital projects portion of the 2023 property tax levy. This abatement could equal $128,750 as included in the 2024 budget, $278,750 as discussed at the Second Reading of the 2023 Property Tax Levy, or another amount decided on by the Board.

Attachments:
1. 2023 Property Tax Calculations - Adopted 5.5%
2. 2023 Property Tax Calculations - Proposed Abatements

VILLAGE OF GLEN ELLYN

2023 PROPERTY TAX LEVY

(to be collected in FY2024)

	2022 Levy	2022 Taxes Extended	2022 Taxes Abated	2022 Taxes Ext & Abat	2023 Proposed Levy	2023 Proposed Abatements[2]	2023 Proposed Levy & Abatements	Change from Taxes Extended & Abated $ Inc/(Dec)	Change from Taxes Extended & Abated % Inc/(Dec)	Change from Original Levy $ Inc/(Dec)	Change from Original Levy % Inc/(Dec)
VILLAGE LEVY:											
Operating - General Fund	$ 3,986,068	$ 3,822,856	$ 163,395	$ 3,986,251	$ 4,203,366	$ -	$ 4,203,366	$ 217,115	5.4%	$ 217,298	5.5%
Operating - Capital Fund	4,337,707	4,337,915	-	4,337,915	4,574,175	-	4,574,175	$ 236,260	5.4%	236,468	5.5%
Total	**$ 8,323,775**	**$ 8,160,771**	**$ 163,395**	**$ 8,324,166**	**$ 8,777,541**	**$ -**	**$ 8,777,541**	**$ 453,375**	**5.4%**	**$ 453,766**	**5.5%**
LIBRARY LEVY:											
Operating	$ 4,930,645	$ 4,934,721	$ -	$ 4,934,721	$ 5,177,177	$ -	$ 5,177,177	$ 242,456	4.9%	$ 246,532	5.0%
Total	**$ 4,930,645**	**$ 4,934,721**	**$ -**	**$ 4,934,721**	**$ 5,177,177**	**$ -**	**$ 5,177,177**	**$ 242,456**	**4.9%**	**$ 246,532**	**5.0%**
TOTAL, VILLAGE AND LIBRARY											
Operating	$ 8,916,713	$ 8,757,577	$ 163,395	$ 8,920,972	$ 9,380,543	$ -	$ 9,380,543	$ 459,571	5.2%	$ 463,830	5.2%
Operating - Capital	4,337,707	4,337,915	-	4,337,915	4,574,175	-	4,574,175	236,260	5.4%	236,468	5.5%
Total Operating[1]	**$ 13,254,420**	**$ 13,095,492**	**$ 163,395**	**$ 13,258,887**	**$ 13,954,718**	**$ -**	**$ 13,954,718**	**$ 695,831**	**5.2%**	**$ 700,298**	**5.3%**
Aggregate Refunds-Village	$ 10,160	$ 11,348	$ -	$ 11,348	$ -	$ -	$ -	$ (11,348)		$ (10,160)	
Aggregate Refunds-Library	5,947	6,485	-	6,485	-	-	-	(6,485)		(5,947)	
Total	**$ 13,270,527**	**$ 13,113,325**	**$ 163,395**	**$ 13,276,720**	**$ 13,954,718**	**$ -**	**$ 13,954,718**	**$ 677,998**	**5.1%**	**$ 684,191**	**5.2%**

Debt Service Abatements[2]

		2023 Proposed Levy	2023 Proposed Abatements	2023 Proposed Levy & Abatements
2015 General Obligation Bonds	Capital Projects Fund	$ 817,094	$ (817,094)	$ -
2018 General Obligation Bonds	Capital Projects Fund	681,219	(681,219)	-
2020 General Obligation Bonds	Capital Projects Fund	609,223	(609,223)	-
2021A General Obligation Refunding Bonds	Village Links	301,900	(301,900)	-
2021B General Obligation Refunding Bonds	Capital Projects Fund	127,743	(127,743)	-
		$ 2,537,179	**$ (2,537,179)**	**$ -**
	Total Amount	**$ 16,491,897**	**$ (2,537,179)**	**$ 13,954,718**

1. Total operating increase is subject to required public hearing under the Truth in Taxation Act if percentage increase, excluding debt, is greater than 5.0% of taxes extended in prior year.
2. Abatement ordinances will be considered at a future meeting.

Note: There may be slight differences due to rounding

VILLAGE OF GLEN ELLYN

2023 PROPERTY TAX LEVY

(to be collected in FY2024)

	2022 Levy	2022 Taxes Extended	2022 Taxes Abated	2022 Taxes Ext & Abat	2023 Proposed Levy	2023 Proposed Abatements[2]	2023 Proposed Levy & Abatements	Change from Taxes Extended & Abated $ Inc/(Dec)	Change from Taxes Extended & Abated % Inc/(Dec)	Change from Original Levy $ Inc/(Dec)	Change from Original Levy % Inc/(Dec)
VILLAGE LEVY:											
Operating - General Fund	$ 3,986,068	$ 3,822,856	$ 163,395	$ 3,986,251	$ 4,203,366	$ (214,375)	$ 3,988,991	$ 2,740	0.1%	$ 2,923	0.1%
Operating - Capital Fund	4,337,707	4,337,915	-	4,337,915	4,574,175	(64,375)	4,509,800	$ 171,885	4.0%	172,093	4.0%
Total	**$ 8,323,775**	**$ 8,160,771**	**$ 163,395**	**$ 8,324,166**	**$ 8,777,541**	**$ (278,750)**	**$ 8,498,791**	**$ 174,625**	**2.1%**	**$ 175,016**	**2.1%**
LIBRARY LEVY:											
Operating	$ 4,930,645	$ 4,934,721	$ -	$ 4,934,721	$ 5,177,177	$ -	$ 5,177,177	$ 242,456	4.9%	$ 246,532	5.0%
Total	**$ 4,930,645**	**$ 4,934,721**	**$ -**	**$ 4,934,721**	**$ 5,177,177**	**$ -**	**$ 5,177,177**	**$ 242,456**	**4.9%**	**$ 246,532**	**5.0%**
TOTAL, VILLAGE AND LIBRARY											
Operating	$ 8,916,713	$ 8,757,577	$ 163,395	$ 8,920,972	$ 9,380,543	$ (214,375)	$ 9,166,168	$ 245,196	2.7%	$ 249,455	2.8%
Operating - Capital	4,337,707	4,337,915	-	4,337,915	4,574,175	(64,375)	4,509,800	171,885	4.0%	172,093	4.0%
Total Operating[1]	**$ 13,254,420**	**$ 13,095,492**	**$ 163,395**	**$ 13,258,887**	**$ 13,954,718**	**$ (278,750)**	**$ 13,675,968**	**$ 417,081**	**3.1%**	**$ 421,548**	**3.2%**
Aggregate Refunds-Village	$ 10,160	$ 11,348	$ -	$ 11,348	$ -	$ -	$ -	$ (11,348)		$ (10,160)	
Aggregate Refunds-Library	5,947	6,485	-	6,485	-	-	-	(6,485)		(5,947)	
Total	**$ 13,270,527**	**$ 13,113,325**	**$ 163,395**	**$ 13,276,720**	**$ 13,954,718**	**$ (278,750)**	**$ 13,675,968**	**$ 399,248**	**3.0%**	**$ 405,441**	**3.1%**

Debt Service Abatements[2]

		2023 Proposed Levy	2023 Proposed Abatements	2023 Proposed Levy & Abatements
2015 General Obligation Bonds	Capital Projects Fund	$ 817,094	$ (817,094)	$ -
2018 General Obligation Bonds	Capital Projects Fund	681,219	(681,219)	-
2020 General Obligation Bonds	Capital Projects Fund	609,223	(609,223)	-
2021A General Obligation Refunding Bonds	Village Links	301,900	(301,900)	-
2021B General Obligation Refunding Bonds	Capital Projects Fund	127,743	(127,743)	-
		$ 2,537,179	**$ (2,537,179)**	**$ -**
	Total Amount	**$ 16,491,897**	**$ (2,815,929)**	**$ 13,675,968**

1. Total operating increase is subject to required public hearing under the Truth in Taxation Act if percentage increase, excluding debt, is greater than 5.0% of taxes extended in prior year.
2. Abatement ordinances will be considered at a future meeting.

Note: There may be slight differences due to rounding

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

Meeting 1/16/2024 7:00 PM
Department: Administration
Department Head: Mark Franz
Category: Discussion Item
Prepared By: Mark Franz

AGENDA ITEM (ID # 2024-31)

DOC ID: 2024-31

Presentation of the 2020-24 Strategic Plan Quarterly Report (CY23 Q4) and discuss prioritizing goals for 2024 (Manager Franz)

Statement of the Issue:
2020-24 Strategic Plan Quarterly Report (CY23 Q4) and Priority Goal Setting for 2024

Analysis:
Background
From October through December 2019, the Village Board, executive team, and our consultant Craig Rapp, engaged in a strategic planning process that utilized the community survey results, financial scorecard data to assess the organization and develop strategic objectives for the next several years. The process resulted in a strategic plan for CY2020-2022 and included a revised Mission, Vision and Values statement:

Mission, Vision and Values:

1. 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.
2. 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.
3. 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
- DIVERSITY, EQUITY 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

In addition, the approved plan consists of five strategic priorities, which are those issues of greatest importance to the Village at this time:

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/goals (desired outcomes), and measures of success (key outcome indicators), describing expected results and how the results will be measured.

Plan Execution and Reporting

The CY23 Q4 Strategic Plan Summary is attached. **(Attachment #1**) The plan continues to be strategically executed to achieve organizational goals through the completion of various goals and action items. The report indicates that 58 of the 61 goals are either complete or on track (95%). The goals that are at risk have been identified and highlighted and are delayed for various reasons, but primarily workload and timing issues. In addition, the plan identifies, NEW ACTION ITEMS that have been added to the plan over the last 24 months. These action items consist of approximately 25% of the overall plan illustrating the need to be nimble and adjust to the expectations of the community and Village Board.

In early 2023, the Village Board directed staff to build of the existing Strategic Plan and extend the plan through CY2024. The following are reasons for extending the plan:

1. Elected Official continuity over the last few years has been more fluid.
2. The 2020-22 Strategic Plan has been fluid as staff has added 25% new action items over the last 18 months.
3. Over the last couple years, we have attempted to identify key priorities that helps staff maintain alignment with the Village Board. (Highlighted in blue in the Strategic Plan, and updated in the attached summary; 2023 Priority Projects, (**Attachment #2**))
4. The Village has recently completed a community-wide survey, so these results can help build the next plan in 2025 or beyond.
5. The Comprehensive Plan is complete and has identified additional goals that should be incorporated into the Action Plan for 2024 and/or referred to for future strategic planning purposes.

Comprehensive Plan

As we continue to try and keep alignment with expectations of the community and Village Board, the plan will be updated for CY24. Another guide for the Village is the recently completed Comprehensive Plan that identified the following vision and goals and objectives:

Vision Statement

In the year 2035, the Village of Glen Ellyn is dedicated to providing a secure, diverse, and thriving community environment that fosters cultural, educational, recreational, sustainable, and economic prosperity while preserving and maintaining the historic Village's historic Downtown, unique residential neighborhoods, and a viable commercial and business culture and by embracing forward-thinking public amenities and practices, generating community pride and spirit, and encouraging active citizen participation.

Goals and Objectives (8)

Community Appearance & Character
Goal: An attractive and distinctive community image and identity that builds upon and enhances Glen Ellyn's unique qualities and characteristics and distinguishes it from surrounding communities.

Housing & Residential Areas
Goal: A housing inventory and living environment that supports the local population, attracts new residents, and enhances the overall quality and character of the Village.

Commercial, Retail & Office Development
Goal: A system of commercial, retail, and office development that provides residents with employment opportunities and needed goods and services, increases the Village sales and property taxes, and enhances the image and appearance of the community.

Transportation
Goal: A balanced transportation system that provides for safe and efficient movement of vehicles and pedestrians, reinforces surrounding development patterns, and enhances regional transportation facilities.

Community Facilities
Goal: A system of community facilities that provides for the efficient and effective delivery of public services and promotes the Village as a desirable place in which to live and do business.

Parks & Open Space
Goal: A park and open space system that meets the recreational and leisure needs of Village residents and enhances the overall image and character of the community.

Sustainable Resource Stewardship
Goal: To be a healthy, resilient, and sustainable community where the Village leads by example, prioritizing our commitments to preserve, protect, and enhance Glen Ellyn's natural resources for current and future generations through stewardship and thoughtful development.

Diversity, Equity & Inclusion
Goal: The Village of Glen Ellyn is fully committed to Diversity, Equity, and Inclusion (DEI) in principle and in practice. The Village strives to be an inclusive and equitable community that embraces and champions diversity and welcomes, respects, and engages all people in all aspects of Village life, including employment, commerce, housing, recreation, faith practices, access to resources, and civic engagement. Diversity, Equity, and Inclusion are central to the Village's current and future success.

CY2020-24 Strategic Plan and Priority Projects
The current Strategic Plan is aligned with these goals and should be updated and revised to identify

appropriate actions steps and deadlines for CY24. In addition, Staff would like the Village Board to provide feedback on priority projects for CY24. Below is a list of priority projects identified through the budget process for the Village Board to review and discuss:

Subject to direction from the Village Board, below is the current list of the high priority goals that will be identified in bluein the Strategic Plan Summary and a brief update:

1. **Strategic Priority: Strategic Priority:** Financial Stability; **Initiative**: Complete the 2024 CIP Plan and work towards minimizing the amount of additional debt needed to complete Phase III and IV/Train Station and Underpass project. Staff to research identifying additional revenue sources as part of the CY25 budget preparation process.
2. **Strategic Priority:** Effective Governance; **Initiative**: Finalize the Redevelopment Agreement and sell the property to the Park District by May 1, 2024 and assist in identifying grant funds and other ways to fund the gap for Phase II of the project.
3. **Strategic Priority:** Development; **Initiative**: Guide the community through the process for developing the Roosevelt Rd./Taft property by approving purchase and sale agreement by June 2024.
4. **Strategic Priority:** Effective Governance; **Initiative**: Quality of life topics including:
    a. *Complete Sustainability Study:* Work with the Environmental Commission to hire a consultant and complete an assessment of the community and establish goals and an action plan (CY24 Q4)
    b. *McKee House:* Continue to work in partnership with the Midwest SOARRING Foundation to seek grants and develop formal plans to renovate the McKee House. Concept plans were shared at that event and stakeholders are seeking grants and donations to fund the $4M project.
5. **Strategic Priority:** Infrastructure; **Initiative:** Complete Phase III of the CBD infrastructure project by November 2024.
6. **Strategic Priority:** Infrastructure; **Initiative:** Begin Phase II Engineering of the Train Station and Pedestrian Tunnel Project to maximize ability to acquire additional grant funds for this project by May 2025.
7. **Strategic Priority:** Effective Governance; **Initiative**: Develop a governance policy for the Village Board to discuss and agree on rules of order and process improvement by June 2024. Trustee Kalinich, Trustee Christiansen, and Trustee Simon have volunteered to develop processes to address governance and staff/board engagement.
8. **Strategic Priority:** Workforce and Operations; **Initiative**: Once a software has been selected, implement the new Community Development software with the help of a consultant and take the necessary steps to make process improvements to fully implement the new software by May 2025.
9. **Strategic Priority:** Workforce Development; **Initiative**: Continue to focus on succession planning, employee retention, employee training, and overall employee engagement. (Ongoing)

Budget Impact:
N/A

Contribution to Strategic Plan

Aligning the Strategic Plan and reporting progress on a quarterly basis is critical to keep the organization accountable to the vision and goals of the Village Board and community.

Action Requested:

Next Steps

Discussion only at this time. Looking for direction from the Village Board on priority projects and additional goals as appropriate. Consistent with strategic planning in the past, staff will revise for the next fiscal year, track and update the Action Plan on a quarterly basis and share the results with the Village Board and community on a quarterly basis.

Attachments:

1. CY20-24 Strategic Plan-Action Plan-CY-23-Q4 Final
2. CY2020-24 Straetgic Plan-Priority Projects-2024-01-01

2020-24 Strategic Plan Summary

Village of Glen Ellyn-CY23 Q4

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

Blue: Priority Project in 2022/2023

Summary: 58 of 61 actions are complete or on track. Added 15 new Action Items (Approx. 25%) since June 2022.

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 and best utilize ARPA Funds.	Maintain AAA Bond Rating; complete mid-year budget discussion; monitor state revenues and pension consolidation impacts and identify ways to sustain right sizing departments including public safety departments	Q4 2022-X	Finance
		Increase Board awareness of financial policies and procedures through quarterly reports and regular communication; review financial policies with Finance Commission & Village Board	Completed Scorecard in 2020, Five Year Forecast and Update Financial Policies (Pension, Debt, Other); Review Fire Service Fee (2023/24) and Parking Fund (2023/24)	Q2 2024	Finance
		Present recommended budget document annually with integrated strategic priorities	Develop recommendations for budget changes based on shifting needs and demands and right sizing departments (Police Staffing and EMS)	Q4 2023-X	Finance
	a) Maintain financial stability and create a financial decision making framework	Develop fee review schedule-EMS/Fire/Capital Fees/W&S Fees/Building Fees/Fire Service Fees	EMS Fee Update complete in 2021, W&S Rates and Refuse Rates approved in 2022 & '23; Fire Service Fees in 2023	Q3 2021-X Q4 2022-X Q2 2024	Finance
		New Action Item: Complete a Mid-Year budget review to review 2022 audit, transfer surplus to Capital Budget, seek additional grant funds and project 2024 CIP	Transferred $4 to CIP in June with accepted audit. Grant process complete,received additional funding, good position to get funding this year or next cycle. Train Station project was value engineered to reduce cost by an estimated $8.4M. CIP reviewed by Village Board on 9/18 as part of CY24 budget review.	Q3 2023-X	Finance
	b) Maintain Village Links/R22 as self-sustaining	Review monthly and annual financial statement and goals with Recreation Commission and quarterly with Finance Commission and Village Board	In compliance with Fund Balance, did not need line of credit from Village, increased fees for 2022; planning capital investment over next 2 years	Ongoing	Finance/Rec.
		Present 5-Year Forecast to Recreation Commission and Village Board for Village Links/Reserve 22	Continue to monitor short term and long term trends and maximize profits; updating the master plan for facility	Q4 2022-X	Finance/Rec.

2020-24 Strategic Plan Summary

Village of Glen Ellyn-CY23 Q4

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

Blue: Priority Project in 2022/2023

Summary: 58 of 61 actions are complete or on track. Added 15 new Action Items (Approx. 25%) since June 2022.

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
	c) Maintain capital funding viability	Continue to prioritize capital projects through annual CIP	Approved Annual CIP annually	Q4 2023-X	Finance
	d) Evaluate long-range financial outlook	Complete Scorecard and 5-Year Forecast to Finance Commission and Village Board as part of Budget process	Completed mini-version of 5-year Forecast focusing on revenues and key expenditures; complete more comprehensive forecast in '24	Q3 2024-x	Finance
		Develop financial scorecard every 5 years with the Finance Commission to assess financial health with our peer communities	Complete the next Financial Scorecard in 2025.	Q2 2025	Finance 10/10
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 as appropriate and identify catalyst sites in the downtown and Roosevelt Rd. corridor	Completed the Comp Plan and Utilize the Comprehensive Plan to spur economic growth and investment.	Q3-2023-x	CD/ED
		Promote and manage TIF Districts by evaluating major commercial projects and ROI assessments. (Focus: McChesney Project and Hotel sites)	EAV increased community-wide, downtown and TIF Districts annually by 5% by end of 2024.	Ongoing	CD/ED
		Purchase and redevelop the hotel sites on Roosevelt Rd.	Through use of a consultant and broker, complete a development process to determine the most appropriate use for property and work through RFP process to put properties back on the market.	Q2 2024	CD/ED
		Evaluate financial impact and compliance with downtown plan and TIF goals for all major CBD commercial developments	Alignment with 2009 Downtown Plan; added 240 Residential Units; new parking garage (200 new spaces); two key components of Downtown Plan.	Q1 2025	CD/ED
		New Action Step: Evaluate Affordable/Workforce Housing needs and determine if new goals are necessary to meet needs of community.	Completed Housing Study by early 2023.	Q2 2023-X	CD/ED
		Complete Civic Center Parking Garage and oversee improvements to the Main St. Parking Lot	Increase # of parking spaces in downtown by 200 spaces- Completed the CC Parking Garage and improvemetns to Main St. Garage; need to purcahse Main St. parking garage back from the developer	Q2 2021-X Q2 2022-X Q4 2023	CD/ED

2020-24 Strategic Plan Summary
Village of Glen Ellyn-CY23 Q4

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Summary: 58 of 61 actions are complete or on track. Added 15 new Action Items (Approx. 25%) since June 2022.

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Partner with the Chamber and the Alliance on opportunities to assist CBD businesses and all businesses to fight through the4 CBD construction impact and begin to focus on enhancing business climate in CBD by extending hours, increasing pedestrian traffic and customers through special events and activities and enhancing downtown assets	Increased # of events to 20-25 through partnerships with Alliance and Chamber. Increase downtown pocket parks, public art, etc.; created a construction grant program and marketing plan with the Alliance and Chamber	Q4 2023-X	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 - **Complete** *Finalize annexation on Cumnor/Acorn by August 2020.- **Complete** * Finalize pre-annexation for SW corner of Butterfield and 53 by May 2023 *Finalize pre-annexation agreements with Arboretum Estates that expire in 2023.(5 properties to incorporate- **Complete**	X	CD/ED
		<u>New Action Step:</u> 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 and/or improve new commercial sq. ft. and/or new businesses with expanding Award programs, Covid Awards, Beautification Awards, Construction Grants and utilization of TIF Districts. Continue to search for grocery store opportunties.	Ongoing	CD/ED
		Complete a thorough assessment of the community development needs and identify and purchase software system to meet those needs by January 2024. Village Board approved consultant (Baker/Tilly) and the project is underway with the selection of a software system expected by January 2024.	Budgeting for assessment of workflow and implementation of new software system in CY24 with the completion of the project dependent on availability and timing of the selected vendor.	Q4 2023 Q4-2024	CD/ED

2020-24 Strategic Plan Summary

Village of Glen Ellyn-CY23 Q4

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Summary: 58 of 61 actions are complete or on track. Added 15 new Action Items (Approx. 25%) since June 2022.

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Review and modify building codes, sustainability goals and architecture review guidelines to create more flexibility and protection for residents and businesses	Building Code updated in Q2 2022; Zoning Code scheduled for late 2024/25; ACC scheduled for 2025	Q4 2025	CD/ED
		New Action Item: Consider including additional green space and public art (COD Partnership and JCS) to enhance the CBD as part of the overall streetscape improvement project	Created a partenrship with COD and DuPage Foundation: Plaza Murals-Complete; Taylor St. Underpass-Q4	Ongoing	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 four year schedule to be determined by the Village Board. Phase I Complete. Bid out Phase II and Phase III in Spring 2023 and complete Phase II by Q4 2023 and Phase III by Augsut 1, 2024.	Q4 2022-X Q1 2023-X Q4 2023-X Q3 2024	PW
		New Action Item: Identify other beautification projects to impove the quality of life for residents and visitors of the CBD and Roosevelt Rd cooridor and drive new business investment.	Constuct Phase II of the wayfinding plan; develop a long term plan for beautification efforts for east Roosevelt Rd. from 53 (State bike study) to Lombard border; and improve Panfish Park and develop the US Bank site.	Q4 2025	PW
		New Action Item: Develop an Public Arts initiative by finding partners and private investors.	Completed an IGA with COD; Partnership with the JCS Fund of the DuPage Foundation. New new murals in Main St. Plaza, Taylor St underpass and another initiative planned for Panfish Park in CY24.	Q3-2024	CD/ED
	d) Effective stewardship of incentives to support business recruitment and retention	Coordinate award programs and assessment of value to business community annually	Added a Beautification Award and Consruction Impact Award for the CBD in 2022 and 2023.	Q4-2023-X	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	Assisted with Chamber and Alliance Executive Director hirers and planned monthly meetings with ED partners (12/year)	Q4 2023-X	CD/ED
		Continue business retention visits with existing businesses	Conduct 24 visits annually (2/month)	Q4 2023-X	CD/ED

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Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
Effective Governance	**a) Robust citizen participation and inclusivity**	Develop recruitment strategy for future Village Commissioners through the newsletter and e-news and promote diversity, inclusiveness, and public engagement. Developed a map to identify where all Volunteers lived to ensure representation from all areas of Glen Ellyn. **New Action Item:** Recogniation Event to recognize those commissioners that have served.	Modified Board and Commission process to promote more turnover and diversity and completed a Recognition event at the links in fall 2023.	Q3-2023	Admin
		New Action Item: Continue to evaluate and increase opportunities for partnership with intergovernmental entities	Track involvement with various agencies. COVID: all agencies including County Health Dept/Libary/Park District. Arts Initiative with COD, Lombard Hill ave water project, DEI Initaitve with Intergovernmental Group, US Bank project and Panfish Park improvements, and Polar Plaza with Park District; continue to work with Forest Preserve on the McKee House, and collaborated with the County on Cares Act Funding and on East Branch River Trail Project .	Ongoing	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 Q4 2023	Q4 2023-X	Admin
		New Action Item: Create board effectiveness index or evaluation process through the assistance of a facilitator and annual review process.	Village board Governance discussion in early 2022. Discussed a Board Evaluation process in 2022/23.	Q1 2023-X	Admin
		New Action Item: Village Board special initiatives: Create the CRC and AAC , Hotel Work Group and hired Housing consultant, continue to develop partnership with Midwest Soarring Foundation to preserve the McKee House, complete 2nd Public Art initiatve with COD, complete mental health assessment in partnership with GEYFS, finalize ARPA Funding, promote DuPage Foundation, incorporate grant administration in Finance position, and track EBRT project with the County. Continue to work closely with schools and library and township to ensure efficent services are provided to the community	Village Board concurred with Strategic Plan goals and has identified these special projects to complete over the next few years. May not have bandwidth to complete all these projects in timely.	Q1 2023-X	All Depts
	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-Complete	Q3 2020-X	Admin

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Village of Glen Ellyn-CY23 Q4

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Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		New Agenda Item: Establish the Communtiy Relations Commission	Appointing Chair and board members and modify the Ordinance by Q3 2021	Q3 2021-X	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	Q2 2022-X	Admin
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system: See/Click/Fix in Public Works; rolling out to Community Development, Finance, and Admin.	Q1 2024	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	Ongoing	Admin
		New Action Item: Identify and expand diversity, equity, and inclusion opportunities for our diverse population. Community Relations Commission to be established and lead those efforts.	Complete community conversations with a facilitator and incorporate action steps; establish CRC to guide process.	Q4 2021-X	Admin 10/12
Workforce & Operations	**a) Attract and retain an innovative, high-performing and diverse workforce and evaluate and implement changes to the Village's work environment to make the Village an employer of choice and ensure adequate staffing to meet service demands**	Conduct periodic department assessment and staffing studies. Completing reviews of Police Department, EMS services, Finance, and IT. Also creating a more robust HR Division, reviewing Community Development and PW Departments due to high turnover	Completed HR and Police Department Assessment and Staffing Study and EMS review by Q3 2021 Public Works, IT, Admin and CD wll be evaluated in 2023.	Q3 2021-X Q1-2023-X	Admin
		New Action Item: Review pay & classifications for all positions and review overall compensation plan annually as part of the budget process. Complete a Comp Study for 2023.	Compensation Study to be completed in 2023 and recommendations incorporated in CY24 Budget if funds are available.	Q4 2023-X	Admin
		New Action Item: Address employee rentention issues by identifying ways to attract and retain talent including: maternity/paternity benefits, Work from Home options, Board Liaison stipends, Summer Friday schedule, and moving forward with the compensation plan. In addition, review workloads and spread out major projects to avoid employee burnout.	HR team focused on employee retention including employee events, regular Supervisor meetings, and 2nd in command work group. Created a Family Care policy and modifiying sick leave policy. Will evaluate benefit policies in Comp Plan and develop goals to incorporate in 2024 Budget	Q2 2022-X Comp Study-Q4 2023	Admin

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Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Provide leadership/management training and opportunities for supervisors, including those outside of traditional job responsibilities	Created a Second in Command Internal Work Group to meet and train quarterly.	Q3 2021-X	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	Hire HR team and develop a comprehensive training program and schedule	Q2 2024	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	Q4 2022-x	Admin
		Develop a plan for additional e-services in all departments to streamline process and improve customer satisfaction.	Execute on the following projects: Accounts Payable; Police Services;Public Works Services;Special Events /Raffle/Liquor Licenses/Block Parties = Partially Complete; Community Development Automation Project; Payroll/HR Automation	Q2 2022-X Q4 2024 Q4 2024	Admin
		Conduct annual IT employee satisfaction survey	Complete survey annually	Ongoing	Admin
	c) Examine Additional Shared Service Opportunities	Continue to evaluate and increase opportunities for partnership with intergovernmental entities and government consortiums and shared services.	In addition to DuComm, GIS, MICA, Health Insurance, Grants, HR Services with Library, Maintenance of Parks with Park District; COD (Public Art/Public Safety), Milton Township (Mental Health) opportunities	Ongoing	Admin 10/10
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 review by Finance commission	X	PWAdmin
		Develop and continuously monitor and enhance funding options as necessary to execute plan and address funding gap in 5-Year plan.	Schedule check ins with the VB after bidding CBD project, audit, and grant funding is known.	Q4 2023-x	PW/Admin

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		Prepare for construction of the new Train Station funding primarily by grants (CMAQ, ICC, Metra) and seek additional funding due to cost increases and changes in scope of the project.	Phase II engineering has begun including a detailed value engineering exercise. Train Station project was value engineered to reduce cost by an estimated $8.4M. Shared all updates with Village Board at the 9/11 VB Workshop and received direction on completing Phase II and train station design concepts.	Q4 2023-x	PW/Admin
		Complete Civic Center Parking Garage	Project completion on budget and on time	Q4 2021-X	PW/Admin
		New Action Item: Create partnership with Park District to purchase and develop the US Bank site into downtown park and event space.Village Board and the Park District approved the Purchase and Sale Agreement and Lease Agreements. Design Team has conducted Focus Group meetings and begun preliminary designs for the property. Three public open house events and various public surveys conducted this summer as part of the public engagement process. Focus group and Advisory Board meeting held in September, Park District and Village Board to review concept and update PSA in October.	Finalize Design Concepts with both Boards by CY Q4 and then will begin the public approval process, Plan Commission, AAC, and Village Board. Expected to start construction CY24 Q2 or Q3.	Q4 2024-X	Admin/PW
		Assess all Village facilities and develop a comprehensive facility plan and maintenance/ replacement schedule.	Complete Facility Assessment in house informally and developed maintenance schedules and database for future improvements.	Q4 2022-X	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.	Complete all phases over a four year schedule to be determined by the Village Board. Phase I; Complete. complete Phase II by Q4 2023. Complete Phase III by Q3 in 2024. and combine Phase IV with Train Station project.	Q4 2022-X Q4 2023 Q3-2024 Q4-2026	PW/Admin
		Evaluate parking opportunities as economic development partnerships that would increase parking in the downtown	Apex Project, lease arrangements with McChesney and Duly and looking for other partnerships for Phase II and III Streetscape Project.	Ongoing	PW/Admin

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Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
	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	Ongoing	PW/Admin
		Complete a water/sewer rate assessment to ensure a sustainable financial structure	Complete W/S Study	Q1 2023-X	PW/Admin
		Complete 5-Year CIP for GWA and execute the plan.	Quarterly review with GWA Tech Committee and EOC	Ongoing	PW/Admin
					11/11

CY2020-24 Strategic Plan -- CY23 Goals

Based on directions from the Village Board, below is the current list of the high priority goals identified in blue in the Strategic Plan Summary and a brief update:

1. **Strategic Priority:** Financial Stability; **Initiative**: Continue to assess ways to address the Capital budget gap by seeking bids on Phase II and III of the CBD SUI project (CY23 Q2), review the audit (CY23 Q3), and determining grant funding success (CY23 Q4). Staff to research possibly issuing bonds and identifying additional revenue sources as part of the CY24 budget preparation process as necessary.

   Update: Review latest CIP projections with the VB, approved Phase II and III of CBD Streetscape and approved the first year of the Phase II engineering contract for the Train Station/Pedestrian Tunnel project. Transferred $4 to CIP in June with accepted audit. Grant process complete, did not receive funding, but is in good position to receive funding if all grant funds are not claimed this year or next cycle in 2025. Train Station project was value engineered to reduce cost by an estimated $8.4M. CIP reviewed by Village Board on 9/18 as part of CY24 budget review.

2. **Strategic Priority:** Workforce and Operations; **Initiative**: Complete the Compensation Study to determine internal and external equity issues and address as part of the Compensation Plan in the CY24 Budget by November 2023.

   Update: Compensation Study for the Village and GWA was complete in November 2023 and modifications to the Compensation Study were incorporated and approved by the Village Board in December. Over next few months, staff will be working with consultant to finalize reports, assess additional Village Links/Reserve 22 positions, complete a midpoint assessment and review potential additional wage adjustments, updating Job Descriptions, providing comparable market data, recommending adjustments to the plan based on the assessment.

3. **Strategic Priority:** Effective Governance; **Initiative**: #1 Finalize a partnership with the Park District on creating a downtown event and open space as well as partnership to manage Manor Woods and Panfish Park by April 2023. #2 Finalize the Redevelopment Agreement and sell the property to the Park District by May 1, 2024

   Update: Village Board and the Park District approved the Purchase and Sale Agreement and Lease Agreements. Design Team has conducted Focus Group meetings and begun preliminary designs for the property. Three public open house events and various public surveys conducted this summer as part of the public engagement process. Focus group and Advisory Board meeting held in September, Park District and Village Board to review concept and update PSA in October.

4. **Strategic Priority:** Development; **Initiative**: Guide the community through the process for developing the Roosevelt Rd./Taft property by approving purchase and sale agreement by June 2024.

5. **Strategic Priority:** Effective Governance; **Initiative**: Quality of life topics including:
    a. Complete Housing Study (CY23 Q2)
    Update: Steering Committee: two public meetings were completed. Public Meeting was held on 5/31 and Village Board was held a final report was approved in July and shared on website.

    b. Complete revised agreement with the Forest Preserve to protect and preserve the McKee House through a partnership with the Midwest SOARRING Foundation (CY23 Q2)
    Update: Agreements approved by Village Board (April) and Forest Preserve District (May). SOARRING signed agreement in June and will be scheduling a held a signing event with the Forest Preserve on 9/23/23. Concept plans were shared at that event and stakeholders are seeking grants and donations to fund the $4M project.

6. **Strategic Priority:** Development; **Initiative**: Complete the Comprehensive Plan by **August** 2023.

    Update: Public hearing was held on April 24 and Village Board tabled to May 22, 2023 to consider final plan. Workshop help on June 1, Public Hearing held on June 26 and continued to August 28 and approved on 9/11/23.

7. **Strategic Priority:** Infrastructure; **Initiative:** Bid out and complete Phase II and III and complete Phase II of the CBD Streetscape and Utility Project by November 2024.

    Update: Project began in March 2023, and completed in November. Phase III to begin in Q1 2024 and the Glenwood Parking lot to be a component to be approved by Village Board.

8. **Strategic Priority:** Infrastructure; **Initiative:** Begin Phase II Engineering of the Train Station and Pedestrian Tunnel Project to maximize ability to acquire additional grant funds for this project by January 2025.

    Update: Train Station project was value engineered to reduce cost by an estimated $8.4M. Shared all updates with Village Board at the 9/11 VB Workshop and received direction on full funding for Phase II engineering and train station design concepts.

9. **Strategic Priority:** Effective Governance; **Initiative**: Develop an evaluation for the Village Board to discuss and agree on rules of order and process improvement through the use of a facilitator by March 2024. Trustee Kalinich and Trustee Simon have volunteered to develop processes to address governance and staff/board engagement.

    Update: Completed an evaluation process in Q1 with Greg Kuhn from NIU. Scheduling a following up Village Board Workshop to discuss recommendations.

10. **Strategic Priority:** Workforce and Operations; **Initiative**: Complete a thorough assessment of the community development needs and identify and purchase software system to meet those needs by January 2024.

Update: Village Board approved consultant (Baker/Tilly) and the project is underway with the selection of a software system by January 2024. Budget for assessment of workflow and implementation of new software system in CY24 was approved with the completion of the project dependent on availability and timing of the selected vendor.