Agenda
Village of Glen Ellyn
Special Village Board Workshop Meeting
Monday, August 17, 2026
6:00 PM
Glen Ellyn Civic Center, Room 301

<u>*Meeting Procedures Statement*</u>

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

A. Call to Order

B. Pledge of Allegiance

C. Roll Call

D. Audience Participation

1) Open:

Members of the public are welcome to speak to any item not specifically listed on tonight's agenda for up to (3) three minutes during the Audience Participation portion of the agenda. For those items which are on tonight's agenda, you will have the opportunity to comment when the item is discussed. Please complete the Audience Participation form and submit it to the Village Clerk and if you have materials you wish to share with the Board, provide those also to the Village Clerk. When recognized, please step to the podium to my left and state your name for the record. Individuals wishing to address the Board shall exercise proper decorum and respect for the proceedings and the business of the Village Board and shall refrain from abusive demeanor and language. Public officials are not obligated to respond to questions.

E. Presentation

1) Discussion of 2026-30 Strategic Plan

F. Reminders

1) Village Board Meeting Monday, August 24, 2026 at 7 p.m.

G. Adjourn to closed executive session for the purpose of discussing the purchase or lease of real property for Village use pursuant to 5 ILCS 120/2(c)(5), not to return to open session

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

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

Meeting 8/17/2026 6:00 PM
Department: Administration
Department Head:
Category: Discussion Item
Prepared By:

AGENDA ITEM (ID # 2026-631)

DOC ID: 2026-631

Discussion of 2026-30 Strategic Plan

Statement of the Issue:
Presentation and consideration of the 2026-30 Strategic Plan

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

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

***Current*:**

> **Our Vision Statement:** Glen Ellyn is a place where people seek to live! A welcoming, engaged community with a vibrant downtown, cultural and recreational opportunities—in a safe, attractive environment for residents, businesses, and visitors.
> **Our Mission Statement:** Our mission is to support a high quality of life in Glen Ellyn. We do this through the equitable delivery of reliable, cost-effective services and promoting a community of trust, respect and citizen involvement.

Proposed:

> **Our Vision Statement**: Glen Ellyn is a community rich in tradition, civic pride, and opportunity, where historic character, engaged residents, thriving businesses, and a vibrant Downtown provide an exceptional quality of life for each generation.
> **Our Mission Statement:** We preserve what makes Glen Ellyn special, provide outstanding public services, and invest thoughtfully in the future to ensure the Village remains safe, sustainable, and prosperous.

<u>Subject</u>

All successful organizations must establish clear priorities and an action plan that is formalized within a strategic plan. The Village has consistently implemented such a plan over the years. A fundamental aspect of strategic planning is understanding past performance and engaging with the community. Identifying future community needs (through surveys), aligning long-term development objectives (via the Comprehensive Plan), and evaluating financial challenges—including benchmarking against peer communities with a Financial Scorecard—are essential to formulating a new strategic plan.

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

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

The strategic priorities, key measures of success, performance targets and strategic initiatives are summarized in the attached draft Plan. Since our last Village Board workshop, staff has incorporated your initial feedback and made several updates to the Strategic Plan, which are reflected in the attached draft. We have also developed an initial Implementation Plan to illustrate how staff would approach implementing these initiatives and providing quarterly progress reports going forward, see attached.

The draft Implementation Plan identifies 12 priority projects for the next five years. Below is the list of Strategic Initiatives and the corresponding priority projects:

Workforce Excellence
1. Personnel Manual Update
2. Fire Assessment
3. ERP (Financial Software) System Update

Financial Resilience

1. Maintain AA Bond Rating
2. Develop and Maintain Financial Scorecard

Thriving Community

Community and Economic Development
1. Develop and adopt a new Zoning Code
2. Develop and adopt a Roosevelt Road master plan
3. Adopt an updated Economic Development action plan

Proactive Infrastructure Management
1. Develop a feasibility study and plan for fire stations, the Reno Center; Glenbard Wastewater compass; Civic Center; and fire training tower.
2. Plan for and implement the Village Links master plan.
3. Complete the commuter station, pedestrian underpass, plaza, streetscape and utility improvements (Phase 4) and ongoing maintenance of current Downtown improvements.
4. Execute the Capital Improvement Plan (CIP) including separate IT improvement and facility improvement plans, and fleet equipment replacement annually (Village and GWA)

While these priorities may evolve as the Village Board's goals and priorities change over time, establishing a clear roadmap will help staff remain focused, allocate resources effectively, and avoid unnecessary mission drift. Staff looks forward to presenting this updated plan and aspects of the draft implementation quarterly report as the Village Board considers adopting this plan formally.

At the last Board meeting, the Village Board provided some feedback and expressed a desire to discuss this overall plan one more time at a future workshop. Staff has received some edits and suggestions on the Plan as well as additional requests to incorporate action steps into the implementation plan, so those documents will be updated accordingly. In addition, staff reviewed the Comprehensive Plan and added a few action steps associated with key goals of the Comprehensive Plan to better align the two documents. Therefore, an updated implementation plan is attached for the discussion.

Budget Impact:
N/A

Contribution to Strategic Plan
Consideration and feedback on the 2026-30 Strategic Plan

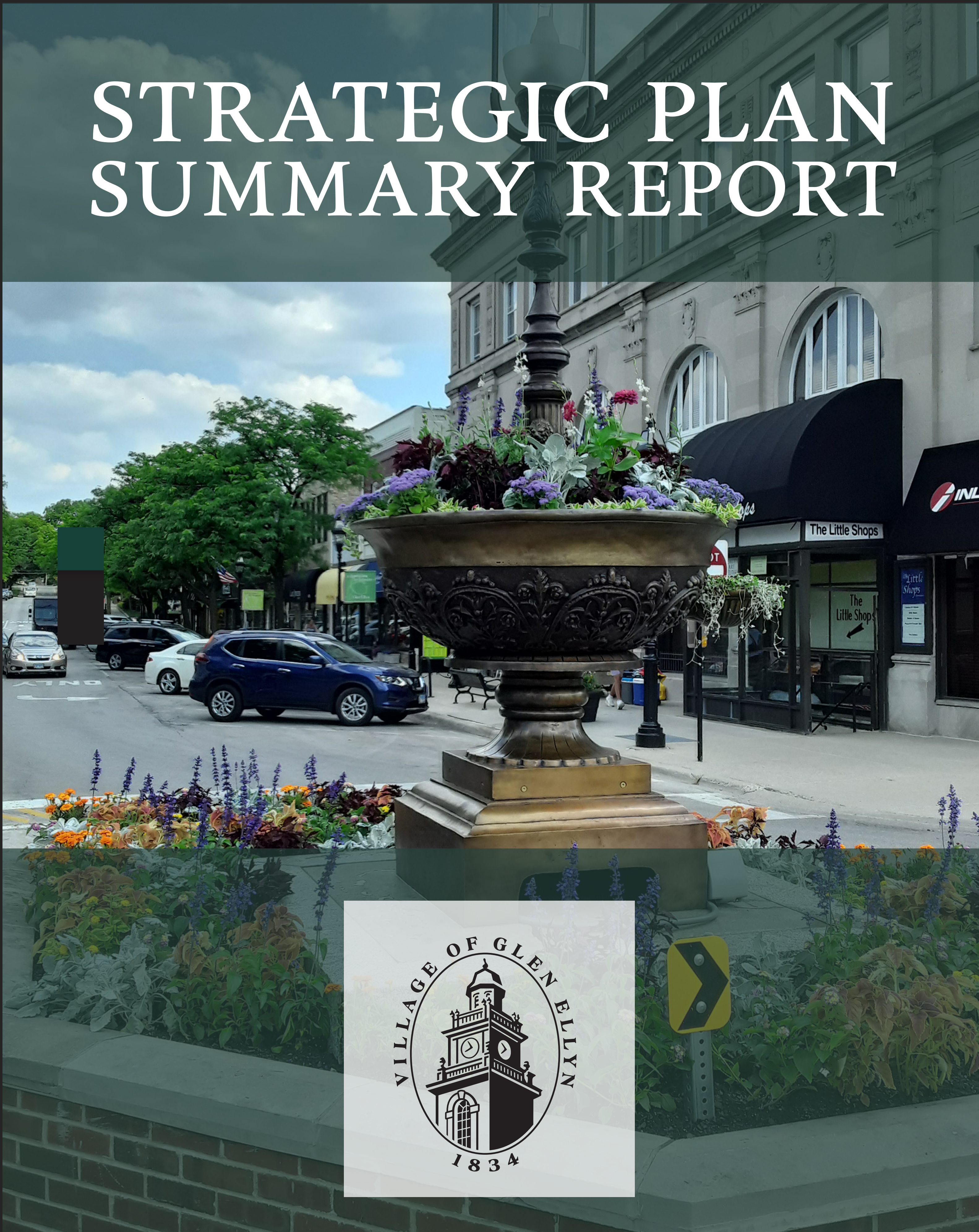
Action Requested:

Staff is looking for additional feedback for the 2026-30 Strategic Plan which will ultimately will be approved by the Village Board at a future meeting.

Attachments:
1. Glen-Ellyn-2026-2030-2026-07-15

2. 2026-2030 Strategic Action - Implementation Plan-Draft-2026-08-17

STRATEGIC PLAN SUMMARY REPORT



VILLAGE OF GLEN ELLYN
1834

CP2 CONSULTING

June 2026

Dear Village President Jim Burket and Village Manager Mark Franz,

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

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

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

Yours Truly,

Cory Poris Plasch
President/CEO
CP2 Consulting

Contents

Executive Summary

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

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

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

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

Vision, Mission

Vision

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

Mission

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

The Strategic Planning Process

The Strategic Planning Process seeks to answer five questions:

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

DEVELOPMENT

Where are we now?

Scan the Environment

Conduct Internal and External Analysis (SWOT)

Develop a Strategic Profile

Identify Strategic Challenges

Where are we going?

Define Our Mission

Articulate Core Values

Set a Vision

Identify Key Intended Outcomes

IMPLEMENTATION

How will we get there?

Develop Initiatives

Define Performance Measures

Set Targets and Thresholds

Spread Throughout Organization

How will we know?

Create Detailed Action Plans

Establish Accountability:
Who, What, When

Identify Success Indicators

Assessing the Current Environment

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

Stakeholder Engagement

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

Assessing the environment included:

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

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

Environmental Scan

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

Statistics to Consider

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

Internal Stakeholder Survey Results

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

Key Takeaways

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

Understanding the Environment

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

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

SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Staff • Community • Finances • Infrastructure • Safety • Elected officials • Business	• Code • Mobility (parking, freight train traffic) • Aging facilities and existing infrastructure • Growth and economic development • Budget and financial planning • Conflicting vision for the future	• Technology • Partnerships • Housing • Economic development • Staff retention / attraction • Alternate funding sources • Infrastructure	• Staffing • Unfunded / underfunded mandates • Economic uncertainty • Political divisiveness • Managing resident expectations • Aging infrastructure

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

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

Then, the groups combined, and all participants reviewed the key themes. A list of strategic issues was determined, and included:

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

SWOT Analysis (cont.)

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

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

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

Targets by Strategic Goal

STRATEGIC GOAL Workforce Excellence			
OUTCOME	**KEY OUTCOME INDICATOR**	**TARGET**	**INITIATIVE**
Workforce development	• Employee training participation rate • Supervisor leadership participation rate • Employee retention rate	• 80% participation by 12/2028 • 80% supervisor participation by 12/2028 • Increase employee retention rate by 12/31/2028. *Baseline available 01/01/2026	• Establish a formal leadership development curriculum and training ladder • Implement onboarding & an employee orientation program
Forward-thinking organization	• # of departmental talent management plan meetings completed • % of personnel manual updated • % participation in Wellness Program	• Employee compensation planned annually through departmental talent management meetings • 95% of temporary benefit initiatives and all state / federal laws and best practices incorporated into personnel manual • Increase Wellness Program participation for all employees by 10%	• Execute compensation plan recommendation • Complete personnel manual update to ensure compliance with federal and state laws and best practices • Distribute comprehensive personnel manual and train supervisors with implementation • Implement wellness committee initiatives including a creation of a calendar of events
Increased operational efficiency	• # of departments with key services identified • # of core processes improved • Project milestones	• Complete assessment of core services in each department by July 2027 and tie to subsequent budget discussions • Improve at least one core process annually • Update ERP system by 12/2030	• Create more clarity of purpose for all departments • Utilize department assessments to prepare budget for 2027 and beyond • Strengthen cross-department workflow alignment • ERP system update plan
Enhanced technology baseline	• % of positive survey scores • IT system uptime • Project milestones	• Positive employee IT survey scores of at least 90% annually • Maintain 99% uptime on major IT systems annually • AI policy evaluated and adopted by 12/2027	• Conduct internal IT survey • Develop and execute a 5-year IT capital plan • Policy adopted and utilized by all departments
Future-ready public safety workforce	• Police and fire (EMS) retention rate • Project milestones • Assess accreditation for police, fire, and public works	• Retain 85% of police and fire (EMS) staff annually • Complete the assessment of fire/EMS by 12/2026 • Complete an assessment and costs of accreditation by 12/2028	• Identify strategies to retain public safety personnel and implement by 01/2027 • Fire/EMS assessment • Accreditation assessment

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Financial Resilience			
OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Self-sustaining Village Links/R22	• $ operating income coverage	• Increase cash reserves by $300K–$500K annually	• Implement operational and capital strategies to maintain self-sufficiency
Maintain financial stability	• Bond rating • % funds in reserve	• AAA rating affirmed during any issuance • All funds meet reserve policy annually	• Maintain AAA bond rating strategy • 5-year forecast
Financial transparency	• Scorecard project milestones • Meet or exceed GFOA scoring thresholds annually for PAFR, ACFR, and budget awards	• Simplified Financial Scorecard in 12/2026 • Exceed GFOA scoring thresholds annually for PAFR, ACFR, and budget awards	• Develop and maintain simplified financial scorecard • Produce PAFR, ACFR, and budget documents that meet or exceed GFOA standards
Financial stewardship	• $ in grants applied for • $ in grants received	• Receive at least an average of $100k in grants annually	• Update grant tracking process and prioritize grant searches

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Thriving Community			
OUTCOME	**KEY OUTCOME INDICATOR**	**TARGET**	**INITIATIVE**
Professional customer service	• % of positive survey results	• Positive survey scores above average of national comparable communities by 12/2029	• Conduct Community Survey every 5 years
Actively support special events	• # of special events supported	• Determine clear sustainability parameters for 100% of special events supported by 12/2027	• Establish a special events matrix to evaluate sustainability of each special event
Model Village Board and Commissions	• Attendance rate • % of reports from advisory commissions • % compliance with ordinance	• Increased consistency of attendance • Annual reports from advisory commissions • 100% compliance with new governance ordinance annually	• Distribute the "Rules of Engagement Handbook" to the Board / Commission members • Annual report strategy • Governance ordinance and protocols for Village Board and Board and Commissions implemented
Golf recreation for all ages	• Program utilization rate • # of rounds	• Fill 80% of programming opportunities annually • 80,000 rounds of golf annually	• Expand golf programs for all demographics
Reliable communication	• % of website updated	• 100% ADA-compliant website by 01/2028	• Modernize website to ensure ADA compliance
Collaborative partnerships	• Project milestones	• Identify and update existing IGAs and MOUs by 12/2027	• Develop inventory of IGAs and MOUs

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Community and Economic Development			
OUTCOME	KEY OUTCOME INDICATOR	TARGET	INITIATIVE
Business district revitalization	• Project milestones	• Update zoning code by 12/2027 • Adopt Roosevelt Rd master plan by 12/2030 • Roosevelt Rd beautification begins by summer 2026	• Update and educate the public on the new zoning code • Complete capital project as part of the Roosevelt Rd master plan • Implement Roosevelt Rd beautification plan
Greater housing diversity	• # of zoning districts that allow multi-family zoning • $ of preservation grants awarded	• Expand zoning permissions to allow multi-family zoning in additional districts by 12/2027 • Fully utilize preservation grant funds annually	• Implement Comprehensive Plan & Housing Assessment recommendations
Efficient building permit review and approval process	• % of permits complete at submission • % of permits processed within 15 days	• Permits complete upon submission improved by 10% by 07/2027 • First review of permits completed within 15 days, 95% of the time, quarterly	• Conduct quarterly check-ins and reporting for building permit processing time
Desirable location for investment	• Assessed value and tax yield	• EAV + sales / Food and Beverage tax growth equal to or greater than 2% annually	• Complete economic development action plan with external consultants as needed • Evaluate and promote business incentives
Context-sensitive growth	• # of annexations • # of new developments • % of new buildings and additions requiring zoning variations	• Evaluate, on average, at least one annexation agreement annually • Consider at least one commercial, multi-family, or attached single-family development annually • Demonstrate a year-over-year rreduction of 5% in the percentage of new buildings and additions that require zoning relief	• Complete an annexation plan • Consider at least one commercial, multi-family, or attached single-family development annually • Demonstrate a year-over-year reduction in the percentage of new buildings and additions that require zoning relief

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Proactive Infrastructure Management (Page 1)			
OUTCOME	**KEY OUTCOME INDICATOR**	**TARGET**	**INITIATIVE**
Future-ready infrastructure planning	• Facility Plan project milestones complete • % of needs with funds aligned	• Update all Facility Plans to optimize utilization by ___(date) • Funds aligned with needs by ___(date)	• Develop plans for two fire stations, Public Works Reno Center, GWA plan upgrades, Civic Center, firefighter training tower • Evaluate funding alternatives
Safe and reliable streets and sidewalks	• # of square feet of sidewalks improved • # of curb ramps improved • # of identified traffic signal equipment modernized • Complete Safe Routes Plan milestones complete • Transportation Plan milestones complete • % of Roosevelt Rd improvements complete • Average # Pavement Condition Index	• Complete annual sidewalk improvements in consideration of ADA transition plan • Modernize all traffic signal equipment (Lambert Rd 12/2027, Main/Elm 12/2028, Park/Sheehan with Sheehan FAU Project Target 12/2030) • Complete Safe Routes to School Community Travel Plan by 12/2027 • Active Transportation Plan updated by 12/2030 • Complete Roosevelt Rd Lighting and Sidewalk Improvements Design by 12/2028 • Average PCI of ≥70	• Develop and execute Capital Improvement Plan annually • Develop and implement Downtown streetscape improvements • Complete annual roadway improvement projects
Pedestrian friendly, transit oriented and modernized Downtown which supports safety and economic vitality	• Complete milestones for Phase IV Downtown project	• Complete Design and Land Acquisition for Metra Station and Multimodal Access Improvements Project (12/2027) • Complete project by 12/2030	• Complete commuter station, pedestrian underpass, plaza, streetscape and utility improvements (Phase 4) and ongoing maintenance of current Downtown improvements

Targets by Strategic Goal (cont.)

STRATEGIC GOAL Proactive Infrastructure Management (Page 2)			
OUTCOME	**KEY OUTCOME INDICATOR**	**TARGET**	**INITIATIVE**
Well-maintained and reliable water and sewer infrastructure	• Completion of master plan for water and sewer infrastructure • Complete specific water and sewer system improvements recommended in plan	• Complete development of Water and Sewer Master Plan by 12/2027 • Complete # of projects recommended in the plan	• Plan future water main and lead service line replacement, water reservoir improvements, sanitary sewer improvements, sanitary lift station improvements, and storm sewer improvements
Future-ready infrastructure planning	• % of CIP annual projects completed annually	• Complete 90% of all Capital Improvement Plan (CIP) projects on time and on budget	• Execute the Capital Improvement Plan (CIP) including separate IT improvement and facility improvement plans, and fleet equipment replacement annually (Village and GWA)
Thriving tree community	• Tree maintenance metrics	• Achieve benchmark with year-over-year improvement	• Plant, prune, and maintain trees to meet annual targets

Strategic Plan Implementation

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

Workforce Excellence

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

Financial Resilience

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

Strategic Plan Implementation (cont.)

Thriving Community

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

Community and Economic Development

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

Strategic Plan Implementation (cont.)

Proactive Infrastructure Management

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

Strategic Plan Participants

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

Board of Trustees

Village President
Jim Burket

Trustee
Sonia Desai Bhagwakar

Trustee
Kelli Christiansen

Trustee
Robert R. Duncan

Trustee
Kelley M. Kalinich

Trustee
Donna Jean Simon

Trustee
Steve Thompson

Village Clerk
Caren Cosby

Staff

Village Manager
Mark Franz

General Manager - Village Links & Reserve 22
Noel Allen

Finance Director
Patrick Brankin

Executive Assistant/ Deputy Clerk
Penni Cannova

IT Director
Justin Chiappetta

Fire Chief
Chris Clark

Village Engineer
Rich Daubert

Economic Development and Communications Director
Meredith Hannah

Community Development Director
Jennifer Henaghan

Public Works Director
John Hubsky

Police Chief
Phil Norton

Village Attorney
Paul Stephanides

Human Resources Director
Kathy Vonachen

Consultant
Cory Poris Plasch, President, CP2 Consulting

CY2026–30 Strategic Plan Action Report — Implementation Plan - DRAFT

8/17/2026

#	Strategic Goal	Outcome	Initiative	Target Date	Department(s)	Quarter	Status	Percent Complete	Notes / Quarterly Update
1	Workforce Excellence	Workforce development	Establish a formal leadership development curriculum and training ladder	Annual	Human Resources	CY26 Q3	On Track	50%	Develop annual training plan and execute annually.
2	Workforce Excellence	Workforce development	Implement onboarding, offboarding, & employee orientation program	12/1/2027	All Departments	CY27 Q4	On Track	50%	Onboarding initiative complete, employee orientation program targeted for completion by the end of 2027.
3	Workforce Excellence	Forward-thinking organization	Execute compensation plan recommendation	Annual	Human Resources	CY26 Q3	On Track	0%	Integrated into annual budget process and track annually.
4	Workforce Excellence	Forward-thinking organization	Complete personnel manual update to ensure compliance with federal and state laws and best practices	9/1/2026	Human Resources	CY26 Q3	Priority Project	80%	Finalizing updated manual and share with all employee groups over rest of CY26.
5	Workforce Excellence	Forward-thinking organization	Distribute comprehensive personnel manual and train supervisors with implementation	1/1/2027	Human Resources	CY27 Q1	On Track	0%	Pending Village Board approval of updated manual.
6	Workforce Excellence	Forward-thinking organization	Implement wellness committee initiatives including creation of a calendar of events	12/1/2026	Human Resources	CY26 Q4	On Track	75%	Finalizing calendar format and incorporating programs into new template.
7	Workforce Excellence	Increased operational efficiency	Create more clarity of purpose for all departments and incorporate continuous improvement goals annually	12/1/2026	All Departments	CY26 Q4	On Track	10%	Core function assessments by department and incorporated into annual budget process and identify 2 process improvement projects annually in each department to consider that will improve efficiency and/or save money.
8	Workforce Excellence	Increased operational efficiency	Improve and strengthen cross-department workflow alignment	Ongoing	All Departments	CY26 Q3	On Track	85%	LAMA improved workflows for building permits, business licenses, property maintenance, parking permits, and liquor licenses.
9	Workforce Excellence	Increased operational efficiency	Identify and install a new ERP system	12/1/2029	All Departments	CY30 Q1	Priority Project	20%	RFP issued in July 2026; evaluating consultant proposals.

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10	Workforce Excellence	Enhanced technology baseline	Conduct internal IT survey	Annual	IT	CY26 Q3	On Track	0%	Annual survey is used to plan and adjust to needs of organization
11	Workforce Excellence	Enhanced technology baseline	Develop and execute a 5-year IT capital plan	Annual	IT	CY26 Q3	On Track	0%	Integrated into annual budget process.
12	Workforce Excellence	Enhanced technology baseline	Develop an artificial intelligence policy for all departments	12/1/2027	IT	CY27 Q1	On Track	20%	Piloting various aspects of AI through Microsoft Co-Pilot software additional licenses proposed for FY2027 budget.
13	Workforce Excellence	Future-ready public safety workforce	Identify strategies to retain public safety personnel and employees in all departments	Ongoing	All Departments	CY27 Q1	On Track	10%	Ongoing testing process implemented for Police Officer candidates; evaluating recruitment options for EMS personnel and identifying recruitment and retention initatives in all departments.
14	Workforce Excellence	Future-ready public safety workforce	Complete Fire/EMS assessment	12/2026	Admin/GEVFC	CY26 Q4	Priority Project	10%	RFP issued; proposal evaluation underway; assessment begins in Q4.
15	Workforce Excellence	Future-ready public safety workforce	Complete an accreditation assessment	12/2028	GEVFC	CY26 Q3	On Track	10%	Cost-benefit analysis scheduled for completion by the end of 2027; implementation approach to be determined by the end of 2028.
16	Financial Resilience	Self-sustaining Village Links/R22	Implement operational and capital strategies to maintain self-sufficiency	Ongoing	Village Links/R22	CY26 Q3	On Track	50%	Continue to plan implementation of the master plan by building reserves, paying down existing debt, and determine best timing for investment.
17	Financial Resilience	Maintain financial stability	Maintain AAA bond rating strategy	Ongoing	Finance	CY26 Q3	Priority Project	80%	GWA bond ratings call scheduled for July 2026; ongoing implementation of reserve fund policy and balanced budgeting practices.
18	Financial Resilience	Maintain financial stability	Develop a 5-year forecast	Annual	Finance	CY26 Q3	Not Started	50%	Monitored quarterly through departments and Finance Commission. General Fund forecast completed annually as part of budget process.
19	Financial Resilience	Financial transparency	Develop and maintain simplified financial scorecard	12/2026	Finance	CY26 Q3	Priority Project	75%	Finance Commission review completed; final content and format targeted by December 2026.

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20	Financial Resilience	Financial transparency	Produce PAFR, ACFR, and budget documents that meet or exceed GFOA standards	Annual	Finance	CY26 Q3	On Track	50%	GWA audit complete; Village audit presentation scheduled for August 2026.
21	Financial Resilience	Financial stewardship	Maintain a grant tracking process and prioritize grant searches	Annual	All Departments	CY27 Q1	On Track	50%	Monitoring grants through the budget process, including the FCC grant for the hotels site and McKee House.
22	Thriving Community	Professional customer service	Conduct Community Survey every 5 years	12/2029	Administration	CY29 Q4	Not Started	0%	Process scheduled to begin in late 2028.
23	Thriving Community	Actively support special events	Establish a special events matrix to evaluate sustainability of each special event	12/2027	All Departments	CY27 Q4	Not Started	0%	Tracking Village costs associated with community events; developing standardized event templates.
24	Thriving Community	Model Village Board and Commissions	Conduct orientation with new elected officials and all Boards and commission volunteers	Bi-annual	Administration	CY26 Q3	**Complete**	0%	Conducted every two years.
25	Thriving Community	Model Village Board and Commissions	Complete annual reports for EC, AAC, ZBA, HPC, CRC.	Annual	Administration	CY27 Q1	On Track	25%	To ensure alignment with Village Board, commissions to report out through annual reports via the budget or as boards/commissions.
26	Thriving Community	Model Village Board and Commissions	Model responsibility and accountability by applying governance ordinance and protocols to Village Board and Board and Commissions members	Annual	Administration	CY26 Q3	On Track	90%	New elected officials and commission members selected and planning recongition event for September. Reset for next year.
27	Thriving Community	Golf recreation for all ages	Offer golf programs for all demographics	Annual	Village Links/R22	CY27 Q1	On Track	50%	Continue to offer recreational opportunties to all annually.
28	Thriving Community	Reliable communication	(1) Modernize website to ensure ADA compliance and (2)update emergency alerting system (3) increase transparency for Fire/EMS services	01/2028	Administration	CY28 Q1	On Track	40%	(1) Compliance software identified; implementation planned for early 2027 or 2028, depending on federal requirements. Plan to incorporate into the annual budget. (2) Identifying emergency alerting options and will budget for 2027, (3) update Fire/EMS services on website.

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29	Thriving Community	Collaborative partnerships	Develop inventory of IGAs and MOUs	12/2027	Administration	CY27 Q4	On Track	25%	Tracking existing IGAs; ensure compliance and collaboration with partners through ongoing monitoring.
30	Thriving Community	Collaborative partnerships	Support the Event Park in Downtown Glen Ellyn and master planning Panfish Park	1/1/2027	Administration	CY27 Q1	On Track	50%	Support the partnership with the Park District that includes the Event Park and masterplan for Panfish Park.
31	Thriving Community	Collaborative partnerships, climate resiliency, and environmental stewardship	Work with the Environmental Commission to identify priorities of 2025 environmental study for the next five years and budget accordingly annually.	1/1/2027	All Departments	CY26 Q4	On Track	25%	Completed the environmental study that established a baseline assessment. Need to finalize list of sustainability initatives for the next few years to help prioritize goals for the Commission and staff that supprote long-term viablity and community well being.
32	Thriving Community	Collaborative partnerships, climate resiliency, and environmental stewardship	Create a safe and healthy community through climate resilency.	Ongoing	All Departments	CY26 Q4	On Track	25%	Completed the environmental study that established a baseline assessment. Need to finalize list of sustainability initatives for the next few years to help prioritize goals for the Commission and staff that supprote long-term viablity and community well being.
33	Community and Economic Development	Business district revitalization	Develop and adopt a new zoning code to encourage more investment in commerical districts.	6/1/2027	Community Development	CY27 Q3	Priority Project	30%	Zoning code update underway; on track for completion in early 2027.
34	Community and Economic Development	Greater housing diversity	Develop and adopt a new zoning code to encourage more diversity of housing	6/1/2027	Community Development	CY27 Q4	On Track	30%	Zoning code update underway; identify ways to encourage housing diversity.
35	Community and Economic Development	Greater housing diversity	Implement Comprehensive Plan recommendations related to historic preservation in residential districts	12/2027 / Annual	Community Development	CY26 Q3	On Track	50%	Pilot Program: Three historic preservation incentive grants approved in 2026; three additional applications in process. Track funding levels and report back to Village Board regularly.

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36	Community and Economic Development	Greater housing diversity	Implement Housing Assessment & Comprehensive Plan recommendations related to housing diversity particularly in the C4 district.	6/1/2027	Community Development	CY26 Q4	On Track	30%	Zoning code update underway; identify ways to encourage housing diversity in the commercial districts.
37	Community and Economic Development	Business district revitalization	Conduct quarterly check-ins and reporting for building permit processing time	07/2027 / Quarterly	Community Development	CY26 Q3	On Track	50%	Reviewing application materials and LAMA information to improve compliance and support applicants throughout the permit process.
38	Community and Economic Development	Business district revitalization	Update building and property maintenance codes and architectural appearance guidelines to encourage property investment in commercial districts	1/1/2029	Community Development	CY29 Q4	Not Started	0%	After completing the Zoning Code update in 2027, plan to update building and property maintenance codes in 2027/28 and architectural guidelines in 2028/29
39	Community and Economic Development	Business district revitalization	Develop and adopt a Roosevelt Road master plan	1/1/2028	All Departments	CY30 Q4	Priority Project	15%	Developing comprehensive list of capital improvements and beautification initiatives and other intiatives to encourage private investment in the Roosevelt Rd cooridor for inclusion in the CIP.
40	Community and Economic Development	Desirable location for investment	Work with experts to expand recruitment of retail businesses in our commerical districts	6/1/2027	Economic Development	CY26 Q3	Priority Project	10%	Evaluating opportunities to engage a retail consultant; promoting TIF District and economic incentive opportunities.
41	Community and Economic Development	Desirable location for investment	Evaluate and promote business incentives	1/1/2027	Economic Development	CY26 Q3	On Track	50%	Updating the incentive plan, promote opportunities, and track annual expenditures with the business community.
42	Community and Economic Development	Desirable location for investment	Adopt an annexation plan	1/1/2028	Community Development	CY26 Q3	Not Started	0%	Review past annexation agreements and a complete an annexation study to identify goals for future annexation opportunities.

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43	Community and Economic Development	Context-sensitive growth	Identify and promote potential redevelopment opportunities	Ongoing	Economic Development & Community Development	CY26 Q4	On Track	50%	Comp Plan redevelopment priorities adopted by the Village Board identifying catalyst sites and other development opportunities.
44	Community and Economic Development	Context-sensitive growth	Reduce the number of public hearing applications for variations	Annual	Community Development	CY26 Q3	On Track	20%	Discussed strategies with the ZBA in July 2026; incorporation into zoning code update underway.
45	Community and Economic Development	Business district revitalization	Update the Village's architectural resource surveys for all properties within the CBD that are at least 45 years old.	1/1/2029	Community Development	CY28 Q4	Not Started	0%	identify resources to conduct surveys of property in the historical district in the downtown.
46	Proactive Infrastructure Management	Future-ready infrastructure planning	Develop feasibility study and plan for fire stations; Reno Center; Civic Center; and Fire training tower and McKee House	12/1/2026	All Departments	CY26 Q3	Priority Project	40%	Space needs analysis and feasibility study underway; evaluating alternatives and value engineering for Fire Stations, Training Site, Civic Center and Reno Center. Working with McKee House Preservation Group to raise funds to preserve the building.
47	Proactive Infrastructure Management	Future-ready infrastructure planning	Design and build a new treatment process to meet new federal and state guidelines that will require significant investment and long term planning.	12/1/2030	Public Works	CY30 Q4	On Track	5%	Begin design phase in 2027, complete final design by 2030 with construction starting as early as 2031 with the goal of having the new plant and process online by 2035 while reducing negative environmental impacts.
48	Proactive Infrastructure Management	Future-ready infrastructure planning-Facilities	Evaluate funding alternatives to meet cost demands of facility improvements.	12/1/2027	All Departments	CY27 Q2	On Track	40%	Evaluate various revenue sources while continuing to plan for upgrading facilities by building reserves, paying down existing debt, and determine best time for investment.
49	Proactive Infrastructure Management	Future-ready infrastructure planning	Village Links Master Plan	12/1/2030	Village Links/R22	CY26 Q3	Priority Project	0%	Funding schedule development targeted for 2030; master plan completion targeted for 2032.

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50	Proactive Infrastructure Management	Safe, sustainable, and reliable streets and sidewalks	Complete Safe Routes to School Community Travel Plan by 12/2028	12/2027	Public Works	CY28 Q4	On Track	15%	Planning underway; funding opportunities pursued as appropriate.
51	Proactive Infrastructure Management	Safe, sustainable, and reliable streets and sidewalks	Develop a bike plan (Active Transportation Plan) for the Village including supporting long term plans for the East Branch DuPage River Trail (EBDRT) project.	12/2030	Public Works	CY30 Q4	Not Started	0%	Planning underway; funding opportunities pursued as appropriate and monitoring progress with EBDRT project.
52	Proactive Infrastructure Management	Safe, sustainable, and reliable streets and sidewalks	Develop and implement Roosevelt Rd. improvements	12/2028	Public Works	CY28 Q4	On Track	10%	Early planning and design of lighting and some sidewalk planning underway; coordinated with Roosevelt Road master plan.
53	Proactive Infrastructure Management	Safe, sustainable, and reliable streets and sidewalks	Complete annual roadway improvement projects	Annual	Public Works	CY26 Q3	On Track	0%	Complete analysis every two years to guide CIP development.
54	Proactive Infrastructure Management	Pedestrian friendly, transit oriented and modernized Downtown which supports safety and economic vitality	Complete commuter station, pedestrian underpass, plaza, streetscape and utility improvements (Phase 4) and ongoing maintenance of current Downtown improvements	12/2027 / 12/2030	Public Works	CY26 Q3	Priority Project	50%	Design/land acquisition complete by 12/2027; project complete by 12/2030
55	Proactive Infrastructure Management	Well-maintained and reliable water and sewer infrastructure	Plan future water main and lead service line replacement, water reservoir improvements, sanitary sewer improvements, sanitary lift station improvements, and storm sewer improvements	12/2027	Public Works	CY26 Q3	On Track	75%	Long-term water (12/2026), sewer 12/2027), and storm replacement (12/2028) plans incorporated into the annual CIP.

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56	Proactive Infrastructure Management	Future-ready infrastructure planning	Complete master capital planning as part of the CIP including separate IT and facility improvement plans, and fleet equipment replacement annually (Village and GWA)	Annual	Public Works	CY26 Q3	Priority Project	50%	Annual master planning and coordination underway, including IT, facilities, and fleet replacement (Village and GWA) with other CIP programming as part of CY2027 budget. (reset each year)
57	Proactive Infrastructure Management	Future-ready infrastructure planning	Identify ways to reduce environmental impacts, through increase energy efficicency and use of renewable energy.	Ongoing	All Departments	CY27 Q4	On Track	20%	Incorporating sustainability components to long term planning for all capital projects to reduce negative environmental impacts.
58	Proactive Infrastructure Management	Thriving tree community	Plant, prune, and maintain trees to meet annual targets and evalaute tree preservation policy and approach	Annual	Public Works	CY26 Q3	On Track	50%	Reviewing tree preservation ordinance while maintaining robust replacement and trimming schedules