

***Village of Glen Ellyn  
Strategic Planning Goals  
FY 2009-10 through FY 2011-12***

***Updated March 2010***

**LONG TERM ROUTINE**

**Goal 1: Promote and seek public commitment towards implementation of the strategic plan**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Adoption by Village Board	Village Board	Passage of Resolution	May 2009	X	Completed January 2010
Promotion of Strategic Plan via newsletter, web site, eBlast, press releases.	Village Manager's Office	Publication of plan in cited locations. Receipt of citizen input or comments.	Feb. 2010	On-Going	To be in summer newsletter, posted on web, referred to in eBlast during March 2010.
Promotion of Strategic Plan with Boards & Commissions	Village Manager's Office	Copies distributed to Boards & Commissions		X	Completed March 2010
Promotion of Strategic Plan with Village employees	Village Manager's Office	Distribution to all departments for distribution		X	Completed March 2010
Promotion of Strategic Plan with Chamber of Commerce, EDC and other taxing bodies	Village Manager's Office	Forward for inclusion in eBlast of each organization		X	Completed March 2010

**Goal 2: Target areas for redevelopment**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Identify potential redevelopment opportunities in Roosevelt Road Corridor, Downtown & Stacy's Corners	Planning & Development, EDC	Map of redevelopment areas. Site characteristics/ownership information.	Pending	June 2010	
Determine scope of potential redevelopment	Planning & Development, EDC	Identify potential redevelopment uses/vision for each site. Identify return on investment for target areas using templates.	Pending	Oct 2010	
Prioritize redevelopment target areas	Planning & Development, EDC	Prepare accompanying narrative report with recommended target areas for future redevelopment	Pending	Jan 2011	

**Goal 3: Increase transparency**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Increase public awareness of matters coming before the Village Board	Village Manager's Office	Televising all workshop and regular meetings of the Village Board. Post agenda packet materials online for public access.	May 2009	<b>X</b>	All Village Board meetings televised with video posted online. Packet materials posted online as of January 2010.
Increase public access to documents and public information	Village Manager's Office	Utilization of web site as "library" for documents and reports determined to be relevant.	Jan. 2009	On-Going	Relevant items posted routinely since new web site launched. Page hits have increased from 90,500/month (2009) to 235,000/month (2010).

**Goal 4: Consolidate long-term capital plans into a single document**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Update of capital planning estimates to reflect most recent revenue and expenditure projections	Finance Director	Create individual budgets for each area of capital expense anticipated by the Village.	Pending	<b>X</b>	Completed
Integrate capital plans into a single document	Finance Director Public Works Director	Create a capital plan that identifies all revenues, expenditures and narrative associated with anticipated capital expenses.	Pending	Oct 2010	

**Goal 5: Demonstrate a commitment to ethics**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Discuss and develop strategies to enhance public perceptions of commitment to ethics	President & Village Board	Public discussion at Village Board meeting.	Jan. 2009	t/b/d	Awaiting re-scheduling of matter for workshop discussion.
Codification of strategies regarding ethical expectations	President & Village Board	Adoption of a comprehensive ethics policy	Pending	t/b/d	

March 2010

X - Represents Completed Item

**LONG TERM COMPLEX**

**Goal 6: Implement the Downtown Strategic Plan**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Develop an implementation plan for the Downtown Strategic Plan	Village Manager's Office	Develop complete list of tasks. Prioritize, schedule and assign tasks.	Nov. 2009	June 2010	Implementation planning discussions currently underway.

**Goal 7: Develop a marketing plan for aggressive economic development**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Prepare a marketing plan for economic development in Glen Ellyn	EDC	Develop overall marketing strategies for community. Identify economic toolkit to be utilized for Glen Ellyn.	Pending	t/b/d	Pending transfer of shopper attraction marketing to new downtown organization to free up EDC staff time and resources. Implementation dependent upon adequate EDC budget for community marketing.
Identify business types sought within the community	EDC	Identify a hit list of business types identified by residents, community leaders	Ongoing	Update t/b/d	Existing list appears on EDC website. List to be refined at the FY2010-11 EDC strategic planning session.
Develop site specific marketing plan for vacancies.	EDC	Market targeted sites to businesses that are sought within community.	Ongoing		
Target developers seeking projects similar to Glen Ellyn needs/wants	EDC	Market targeted sites to developers whose business history reflects development similar to what is sought on sites.	Ongoing		
Prepare a marketing plan for <i>targeted redevelopment areas</i>	EDC	Develop site specific marketing strategies for targeted redevelopment areas. Identify economic toolkit to be utilized for each site.	Pending	t/b/d	Timing t/b/d following output from goal #2

**Goal 8: Resolve long-term funding challenges**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Identify economic challenges likely to be encountered at the local level	Finance Director	Prepare a trend analysis of significant revenues and expenditures. Identify areas projected to require adjustment.	May 2009	On Going	Monthly trend analysis provided by Finance Director to Village Board & Management Team
Benchmark Glen Ellyn	Finance Commission	Complete comparative analysis with similar communities.	Oct. 2009	May 2010	
Develop alternative strategies to be considered for resolving funding challenges	Finance Commission	List specific solutions to mitigate areas requiring adjustment.	Pending	t/b/d	
Financial Plan Update	Finance Commission	Incorporate solutions into financial plan for implementation.	Pending	t/b/d	
Incorporate multi-year approach into budget preparation	Finance Director	Provide three-year revenue & expense projections for general fund, enterprise funds, pension fund and capital fund.	Pending	Apr 2012	

**Goal 9: Ensure long-term viability of Glen Ellyn Fire Company**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Identify challenges and opportunities facing Fire Company	Fire Chief	Conduct a Fire Company strategic planning process.	Pending	Oct 2010	
Determine Village capability to assist with Fire Company challenges	Village Manager's Office	Discuss options and develop a long-term assistance plan.	Pending	t/b/d	Timing dependent upon completion of Fire Company strategic plan
Conduct a review and revision of the provisions of the current service agreement.	Village Manager's Office Fire Chief	Draft and adopt a revised service agreement between the Village and Fire Company.	Pending	t/b/d	Timing dependent upon completion of Fire Company strategic plan

**Goal 10: Improve gateways to Downtown Glen Ellyn**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Development of branding concepts for downtown.	New Downtown Organization	Preparation of a branding theme that can be utilized in gateway design.	Pending	t/b/d	Awaiting formation of Downtown organization
Design gateway concepts	Planning & Development Director	Solicit designs from firms	Pending	t/b/d	
Site selection	Public Works	Obtain property or necessary easements for gateway implementation.	Pending	t/b/d	
Construction	Public Works	Upon approval of funding, construct the gateway improvements.	Pending	t/b/d	

X - Represents Completed Item

March 2010

**SHORT TERM ROUTINE**

**Goal 11: Determine Downtown organizational structure that will provide accountability and results**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Determine capabilities and roles of existing organizations serving downtown needs	Village President	Meet and discuss roles with existing organizations.	Oct. 2009	On Going	Kick off meeting conducted in November 2009.
Conduct comparative analysis of other communities with downtown organizations	Planning & Development Director	Undertake field visits to meet and discuss experiences and organizational structure within other communities.	Dec. 2009	Feb-10	Meetings & site visits completed.
Communicate research results	Planning & Development Director	Compile a written report to identify research results and recommend observed best practices that would serve downtown Glen Ellyn.	Nov. 2009	Apr. 2010	
Develop recommended organizational structure	Planning & Development Director Village Manager	Develop list of duties, committees, and organizational chart	Pending	May 2010	
Create organizational structure	Village President Village Board	Appointment of a Board of Directors. Provide funding commitment and written expectations.	Pending	t/b/d	

**Goal 12: Reach consensus on what is considered a "core service" in Glen Ellyn.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Determine all services currently provided by Village	Management Team	Formulation of a list that identifies all services provided by each department.	Dec. 2009	<b>X</b>	Completed January 2010.
Determine perceived value of each service provided	Village Board Management Team	Undertake a ranking of each service provided to differential level of importance and community need.	Feb. 2010	<b>X</b>	Completed March 2010
Determine priority of service provided	Village Board	Undertake an analysis of ranking to determine the differentiation of rankings.	Feb. 2010	Apr. 2010	
Communication of results	Village Manager's Office	Provide the Village Board and management team with results. Utilization of results in future funding and resource considerations		May 2010	

X - Represents Completed Item

March 2010

**Goal 13: Complete Emergency Operations Plan and conduct bi-annual simulation exercise.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
County review and approval	Police Chief	Submit draft plan to DuPage County for Office of Emergency Management review and approval.	Dec 2009	X	County Approval Received March 2010
Adoption of plan by Village	Village Board	Village Board ordinance/resolution officially adopting the plan	Pending	t/b/d	
Conduct emergency plan training exercise	Police Chief	Conduct a multi-departmental training exercise to familiarize personnel with the emergency plan. Provide assessment for future training needs. Provide calendar of future exercises.	Pending	t/b/d	

**Goal 14: Restore trust, ethics and credibility in Village government.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Walk the talk	All	Model behavior upon the six pillars of character read at every Village Board meeting. Conduct business putting the best interest of the Village as the first priority.	May 2010	On Going	
Follow the ethics ordinance	All	Collective utilization of the ethics ordinance as a guide to decision-making and how we are perceived as public officials.	Pending	t/b/d	

X - Represents Completed Item

March 2010

**Goal 15: Monitor spending closely this year (FY2009-10).**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Identify budget problems early	Management Team	Monitor major revenue sources to determine if projections will be on target. Provide monthly analysis identifying any deviation or concern.	May 2010	On Going	Early concerns identified by Finance Team regarding revenue weaknesses. Monthly monitoring continues
Make adjustments if necessary	Village Manager's Office	Reduction of expenses if revenue pressures continue to impact our ability to fund the approved budget	Aug. 2010	On Going	Mid-fiscal year expense reduction implemented in the amount of \$400,000. Later reductions made with re-organization of full time Clerk-Collector role. Negotiations underway with critical vendors seeking potential price concessions.

X - Represents Completed Item

March 2010

**SHORT TERM COMPLEX**

**Goal 16: Complete phase I study for Downtown Strategic Plan.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Formulate strategies to revitalize downtown Glen Ellyn	Downtown Advisory Committee	Undertake a comprehensive analysis of local conditions, market forces and community expectations. Develop an action plan incorporating research results, best practices and professional observations.	Jan. 2008	X	Completed
Make specific recommendations regarding downtown	Downtown Advisory Committee	Complete a recommended plan for legislative review and approval.	Mar. 2009	X	Completed - DAC recommended approval of plan in March 2009.
Village Board approval of plan	Village Board	Review and adoption of Downtown Strategic Plan.	Jul 2009	X	Plan adopted October 2009

**Goal 17: Focus upon funding issues involving local pension & legislative actions.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Maintain funding integrity of local pensions	Finance Director	Study pension trends and formulate options regarding IMRF funding. Study pension trends and formulate options regarding police pension funding	Jun 2009	Oct 2010	IMRF analysis and recommendation completed. Police pension fund analysis to be done by October 2010.
Maintain revenue base to fully fund mandated pension requirements	Village Board	Provide actuarially required contribution to pensions in order to not defer obligations.	Aug. 2009	Dec 2010	Village Board directed team to provide IMRF funding at actuarially required level. Police Pension Fund discussion remains to occur.
Promote legislative awareness of pension crisis	Village President Village Board Village Manager	Provide local legislators with resolution supporting DuPage Mayors & Managers Conference Legislative Agenda. Provide opposition to bills introduced to "sweeten" pension benefits without providing contribution by employee.		On Going	Trustee Ladesic & Village Manager participated in legislative drivedown sponsored by DuPage Mayors & Managers Conference.

**Goal 18: Establish a policy for growth and redevelopment to attract developers in a strategic way**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Adopt marketing plan	Village Board	Resolution approving marketing plan	Pending	t/b/d	To occur after EDC provides recommendations.
Adopt economic development toolkit	Village Board	Resolution approving economic development toolkit	Pending	t/b/d	To occur after EDC provides recommendations.

**Goal 19: Work to adopt special service areas for fire & EMS services.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Seek County approval	Village Manager's Office	Meet with District Four County Board members to seek assistance. Work with OJP Committee and full County Board to obtain resolution authorizing creation of SSAs.	Oct. 2008	<b>X</b>	Resolution approved by County in May 2009.
Inform unincorporated area residents of proposal	Village Manager's Office	Produce informational materials outlining proposal for affected unincorporated areas. Conduct public information forums to answer questions and outline SSA proposals.	May 2009	<b>X</b>	Meeting forum conducted.
Approve SSAs	Village Board	Village Board adoption of ordinances approving SSAs	Sep. 2009	<b>X</b>	Ordinances approving SSAs and levy approved by Village Board.

X - Represents Completed Item

March 2010

**Goal 20: Study other local taxing bodies to seek opportunities for efficiencies.**

Tasks	Responsibility & Ownership	Performance Measure	Date Started	Completion Target	Comments
Benchmark Glen Ellyn taxing bodies	Finance Commission	Complete comparative financial analysis with similar taxing bodies.	Oct. 2009	May-10	Comprehensive benchmarking study underway.
Determine potential for partnering	Village President	Conduct meeting to identify similar purchases, commodities, services and expenses undertaken by each local agency. Identify list of potential initiatives that could be implemented via collaboration and partnership.	Jan. 2010	t/b/d	Request made to taxing bodies at January ARTS meeting. Village team to explore potential joint bidding of newsletter printing in April 2010.
Initiate partnership arrangements	Village President Village Manager	Develop a report that identifies the agreed upon initiatives to be pursued. Identification of timing with regard to applicable agencies, bidding, RFPs, or service sharing.	Pending	t/b/d	

March 2010

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