

NOVEMBER 5, 2015 | VERSION 2.2

# STRATEGIC VISION AND STRATEGIES, 2016 - 2019



## VILLAGE OF GLEN ELLYN

Facilitated by:



725 Kenilworth Ave., Glen Ellyn, IL 60137  
Office 630-909-9360 · Cell 630-730-9619  
leec@strategicbusinessleader.com  
www.forrestconsult.com  
www.strategicbusinessleader.com



## CONTENTS

INTRODUCTION .....	3
Objectives .....	3
Process.....	3
This Report.....	4
Next Steps .....	5
TOP STRENGTHS OF THE VILLAGE OF GLEN ELLYN.....	6
TOP WEAKNESSES OF THE VILLAGE OF GLEN ELLYN .....	7
TOP OPPORTUNITIES FOR THE VILLAGE OF GLEN ELLYN.....	8
TOP THREATS TO THE VILLAGE OF GLEN ELLYN .....	9
TOP THINGS THE VILLAGE SHOULD CHANGE .....	10
TOP THINGS THE VILLAGE SHOULD NEVER CHANGE .....	11
TOP THINGS THE VILLAGE SHOULD DO MORE OF .....	12
TOP THINGS THE VILLAGE SHOULD DO LESS OF.....	13
WHAT THE VILLAGE SHOULD BEGIN DOING NOW .....	14
WHAT RESPONDENTS WOULD MOST LIKE THE VILLAGE TO ACHIEVE.....	15
VILLAGE OF GLEN ELLYN VISION 2019.....	16
Brainstormed and Prioritized Shared Vision Elements .....	16
Participants' Proposed Shared Vision Statement for the Village.....	17
Revised Draft Shared Vision for the Village.....	18
STRATEGIC GAPS AND ASSOCIATED BARRIERS .....	19
Strategic Gaps Mapped to Vision Points They Block.....	20
STRATEGIES.....	21
Strategy Ideation.....	21
Strategy Prioritization .....	22
Strategy Ideas By Strategy Area.....	23
Village of Glen Ellyn Strategies 2016-2019.....	24
Strategies Mapped To Vision Points .....	25
Strategies Mapped to Strategic Gaps.....	26
STRATEGIC INITIATIVES AND ACTION STEPS.....	27
About Strategic Initiatives .....	27
About Action Steps .....	27
Considerations in Developing Strategic Initiatives and Action Steps .....	28
Ideas for Village Strategic Initiatives.....	28
IMPLEMENTATION .....	30
Effective Strategy Implementation.....	30
Process for Successful Implementation.....	30
APPENDIX: Gap Planning Model. Forrest Consulting's Planning Process. About Forrest Consulting.....	31

## INTRODUCTION

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

With this understanding, Village President Alex Demos and Village Manager Mark Franz initiated a strategic planning process for the Village. For the past two months, the President, Trustees, Clerk, Village Manager, legal counsel and senior staff have been engaged in strategic visioning and strategy development. This work has been conducted because the Village's previous plan needed to be updated. The Village needs an updated strategic plan for 2016-2019 that addresses its current situation and direction and includes the views of the new elected officials and senior staff.

## Objectives

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

- Build understanding and alignment and foster communications among the President, Trustees, Clerk, Village Manager, legal counsel and senior management.
- Promote agreement on Board function and its relationship with Village staff.
- Develop consensus around an updated strategic vision for the Village and key strategies to pursue to achieve the vision.

## Process

The process has involved:

1. Issuing an strategic planning e-survey to the Village's elected officials, members of Village commissions and all Village staff, seeking input on:
  - The Village's strengths, weaknesses, opportunities and threats.
  - What the Village should change and never change.
  - What the Village should do more of, less of and begin now for greater future success.
  - What respondents would most like to see the Village achieve in the next four years.
2. A facilitated Board workshop, in which the President, Trustees, Clerk, Village Manager, legal counsel and senior management, a total of 18 participants:
  - Reviewed the gap planning model and Forrest Consulting's planning process.
  - Looked at research findings on how to make good decisions.

- Participated in a teambuilding exercise
  - Reviewed the Village's 2014-2017 shared vision and strategies.
  - Discussed aspects of the current organization (Board, Commissions and staff).
  - Considered aspects of a shared vision and reviewed related survey results.
  - Brainstormed elements of a shared vision for the Village to pursue over the next four years and prioritized them through a multi-voting process.
  - From the vision elements, drafted individual proposed shared visions for the Village.
3. A second facilitated Board workshop, in which the President, Trustees, Clerk, Village Manager, legal counsel and senior management:
- Reviewed the proposed individual shared visions for the Village.
  - Considered an analysis of participants' shared vision drafts separating the "ends" - the desired future - from the "means" - ways to achieve the desired future.
  - Reviewed a proposed 2016-2019 shared vision for the Village, derived from the individual shared vision drafts.
  - Considered aspects of strategic gaps and reviewed related survey results.
  - Identified barriers to achieving the shared vision and brainstormed strategic gaps the Village will face in achieving its vision.
  - Revised the proposed 2016-2019 shared vision for the Village.
  - Considered aspects of strategies and reviewed survey results relating to development of strategies for the Village to pursue.
  - Brainstormed strategy ideas to pursue, prioritized the ideas through multi-voting, and, through a consensus process, grouped all of the strategy ideas into six strategy areas.

## **This Report**

This draft report represent the next step in the Village's overall strategic planning process. It:

- Contains the products of the planning survey and planning workshops.
- Provides a revised shared strategic Vision for 2019.
- Maps how the strategic gaps will impede achievement of various points in the Vision.
- Provides a refined and edited strategy list for 2016-2019, derived from the strategy ideation, prioritization and selection work at the second Board workshop.
- Maps how the selected strategies will help achieve the Vision and address strategic gaps.
- Offers ideas gleaned in the planning process on strategic initiatives that may be pursued to achieve the various strategies.

The Village of Glen Ellyn 2015 Strategy Planning survey results and the facilitator's presentation used in the workshops can be accessed as follows:

Complete report:

<https://drive.google.com/file/d/0BwkIRq5BesDXZEZWcDBSVE5IazQ/view?usp=sharing>

Village Board member break-out:

<https://drive.google.com/file/d/0BwkIRq5BesDXaVNiVDNuRkxycjQ/view?usp=sharing>

Village Commissioners break-out:

<https://drive.google.com/file/d/0BwkIRq5BesDXaW8zZXNkWC1jOFU/view?usp=sharing>

Village staff break-out::

<https://drive.google.com/file/d/0BwkIRq5BesDXanFqanRyckx2azQ/view?usp=sharing>

Facilitator's presentation:

<https://drive.google.com/file/d/0BwkIRq5BesDXZHByVIJENjhsWlk/view?usp=sharing>

## Next Steps

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

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

Forrest Consulting has been privileged to work with the Board and staff to develop the 2019 shared vision and strategies leading to the vision. We will be pleased to address questions or concerns about this report. We stand ready to offer implementation counsel and assistance, as well as future planning process and facilitation services, as they might be needed.

## TOP STRENGTHS OF THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of strengths of the Village identified in the 2013 survey. These strengths were rated very important or important by at least six out of every 10 survey respondents. This input was discussed at the first Board workshop.

<b>Strength</b>	<b>% rating very important or important</b>
<b>Schools</b>	<b>94%</b>
<b>Overall reputation</b>	<b>91%</b>
<b>Safety</b>	<b>90%</b>
<b>Businesses</b>	<b>90%</b>
<b>Downtown</b>	<b>84%</b>
<b>Sense of community</b>	<b>80%</b>
<b>Train/transportation/location/access</b>	<b>80%</b>
<b>Charm/character/beauty/greenery/trees/history</b>	<b>79%</b>
<b>Residents</b>	<b>75%</b>
<b>Village staff</b>	<b>74%</b>
<b>Restaurants</b>	<b>73%</b>
<b>GE Volunteer Fire Company</b>	<b>73%</b>
<b>Police Department</b>	<b>71%</b>
<b>Park District</b>	<b>70%</b>
<b>Small-town feel, neighborhoods</b>	<b>65%</b>
<b>Architecture/housing diversity</b>	<b>62%</b>
<b>Lake Ellyn</b>	<b>61%</b>

Survey respondents were also asked to identify strengths not cited in the 2013 survey. More than one respondent added:

Village finances

Water distribution and storm water management

Roads and streets

## TOP WEAKNESSES OF THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of weaknesses of the Village identified in the 2013 survey. These weaknesses were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the second Board workshop.

<b>Weakness</b>	<b>% rating very important or important</b>
<b>Aging infrastructure</b>	80%
<b>Downtown – aging/retail not diverse</b>	80%
<b>Lack of commercial base and opportunities to grow</b>	72%
<b>Taxes</b>	65%
<b>Communication with stakeholders</b>	64%
<b>Staff management skills</b>	63%
<b>Residents resist change</b>	56%
<b>Perceived as unfriendly to business</b>	55%
<b>Slow, outdated processes</b>	54%
<b>Public pension liabilities</b>	50%

Survey respondents were also asked to identify weaknesses not cited in the 2013 survey. More than one respondent added:

Train traffic, no downtown underpass or overpass

Village Board's lack of trust in staff

Lack of environmental consciousness

## TOP OPPORTUNITIES FOR THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of opportunities for the Village identified in the 2013 survey. These opportunities were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the first Board workshop.

Opportunity	% rating very important or important
<b>Economic development - new/existing businesses, in TIFs</b>	83%
<b>Communications</b>	75%
<b>Infrastructure improvements</b>	65%
<b>Improving staff efficiency</b>	63%
<b>Streamlining development and construction approval processes</b>	60%
<b>Storm water improvements</b>	57%
<b>Enforcing maintenance codes on buildings</b>	57%
<b>Parking</b>	54%
<b>Technology advancements - online bill payment, etc.</b>	50%

Survey respondents were also asked to identify opportunities not cited in the 2013 survey. More than one respondent added:

Promotion of Village Links and Reserve 22

Promotion of historic resources

## TOP THREATS TO THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of threats to the Village identified in the 2013 survey. These threats were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the first Board workshop.

<b>Threat</b>	<b>% rating very important or important</b>
<b>Aging infrastructure</b>	83%
<b>Threats to revenue, from State of Illinois</b>	83%
<b>Lack of revenue</b>	76%
<b>Economy</b>	74%
<b>Staff quality – maintaining, improving</b>	72%
<b>Taxes</b>	72%
<b>Real / perceived unfriendliness to business</b>	70%
<b>Tendency to embrace status quo and nitpick new ideas</b>	69%
<b>Communication</b>	58%
<b>Customer service</b>	57%
<b>Interest groups / resistance to change</b>	56%
<b>Pension burden</b>	56%

Survey respondents were also asked to identify threats not cited in the 2013 survey. More than one respondent added:

Increased train traffic

Employee turnover

## TOP THINGS THE VILLAGE SHOULD CHANGE

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should change. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Downtown infrastructure and resistance to development	14	34
Lack of downtown parking	12	30
Train crossings, no underpass or overpass	11	26
Not improving facilities	5	15
Unfriendliness to and lack of revenue from business	5	15
Attitude that change is bad	5	12
Traffic pattern in the CBD	5	11
COD relationship	4	9
Slowness to annex	4	9
Multiple school districts	4	9
Horse trough	3	8
Roosevelt Road appeal	5	8
Lack of aggressive tree protection	3	7
Reserve 22 management	3	7
Board member selection process	3	7
Postponing infrastructure improvements	2	6
Limited living options downtown	2	6
Under investing in beautification	2	6
Lack of investment in technology	2	4
Lack of communication	2	4
Silly laws	2	4
Zoning code	2	4
Facilities (incl. train station, Civic Center)	2	3
Insufficient store maintenance standards	2	3

## TOP THINGS THE VILLAGE SHOULD NEVER CHANGE

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should never change. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the first Board workshop.

<b>Item</b>	<b># of respondents citing (of 141)</b>	<b>Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3</b>
<b>Small town feel</b>	25	68
<b>Downtown character</b>	16	41
<b>Nothing</b>	13	36
<b>Community events</b>	14	29
<b>Volunteerism, esp. in government</b>	11	27
<b>GE Volunteer Fire Company</b>	8	22
<b>Lake Ellyn</b>	7	16
<b>Customer service</b>	7	15
<b>Trees and green space</b>	7	11
<b>Historical appreciation</b>	4	10
<b>Village Links</b>	6	10
<b>Employee benefits</b>	3	9
<b>Housing diversity</b>	4	9
<b>Quality of schools</b>	3	8
<b>Economic development</b>	4	7
<b>Communication</b>	2	6
<b>Commitment to safety</b>	3	6
<b>Civic Center</b>	2	5
<b>Concern for environment, sustainability</b>	2	4

## TOP THINGS THE VILLAGE SHOULD DO MORE OF

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should do more of. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
<b>Economic development</b>	44	93
<b>Downtown improvement</b>	31	66
<b>Communication (with residents and within government)</b>	15	37
<b>Added parking, traffic control (incl. over/under UP)</b>	14	36
<b>Improve infrastructure</b>	15	36
<b>Greater staff influence and involvement</b>	10	27
<b>Business-friendly government</b>	14	24
<b>Upgrade/add staff</b>	12	23
<b>New ideas, innovation</b>	6	18
<b>Promoting building and development</b>	10	16
<b>Support staff</b>	9	15
<b>Reduce taxes, seek efficiencies</b>	8	12
<b>Seek citizen involvement</b>	6	11
<b>Employee compensation</b>	4	10
<b>Intergovernmental cooperation</b>	6	10
<b>Streamline construction/building process</b>	4	9
<b>Staff retention and investment</b>	4	8
<b>Pedestrian/bike access</b>	5	7
<b>Survey residents</b>	2	6
<b>Annexation</b>	4	6
<b>Code enforcement</b>	4	6
<b>Training</b>	3	6
<b>Improve Village facilities</b>	4	5
<b>Online services</b>	2	5
<b>Core services focus</b>	2	4
<b>Historic preservation</b>	2	4
<b>Engage in long range planning</b>	2	4
<b>Addressing pension funding</b>	2	3
<b>Supporting Fire Department</b>	2	3

## TOP THINGS THE VILLAGE SHOULD DO LESS OF

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should do less of. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

<b>Item</b>	<b># of respondents citing (of 141)</b>	<b>Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3</b>
<b>Resisting change</b>	9	23
<b>Bureaucracy, too much government</b>	7	21
<b>Favoritism</b>	8	20
<b>Giving in to special interests</b>	9	19
<b>Reckless development</b>	7	17
<b>Creating obstacles to development</b>	6	16
<b>Special events</b>	5	14
<b>Not supporting staff</b>	7	13
<b>Restricting business</b>	4	11
<b>Wasteful spending (e.g. appearance improvements)</b>	4	9
<b>Operating with insufficient staff</b>	3	8
<b>Allowing destruction of old homes</b>	3	7
<b>Taxes and fees</b>	4	7
<b>Roadwork</b>	2	6
<b>Parking tickets</b>	3	6
<b>Sister City relationships</b>	2	5
<b>Not getting public input</b>	2	4
<b>Focusing on parking</b>	2	3

## WHAT THE VILLAGE SHOULD BEGIN DOING NOW

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should begin doing now for greater success in the future. Each of these initiatives were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

<b>Initiative</b>	<b># of respondents citing (of 141)</b>	<b>Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3</b>
<b>Downtown development</b>	22	57
<b>Emphasize economic development</b>	18	38
<b>Infrastructure improvement</b>	18	36
<b>Build a railroad underpass/overpass</b>	9	19
<b>Be more friendly to business</b>	7	16
<b>Add downtown parking</b>	7	12
<b>Address pension liabilities</b>	6	12
<b>Update and use more technology</b>	5	11
<b>Build a parking garage</b>	4	10
<b>Improve Roosevelt Road corridor</b>	4	8
<b>Communicate</b>	3	7
<b>Hire staff, fill vacancies</b>	3	7
<b>Address downtown traffic</b>	2	6
<b>Reduce spending</b>	3	5
<b>Promote biking, walking</b>	2	4
<b>Annex property</b>	2	3
<b>Reduce taxes</b>	2	3

## WHAT RESPONDENTS WOULD MOST LIKE THE VILLAGE TO ACHIEVE

Respondents to the e-survey were asked to rate the importance of possible Village achievements over the next four years, as identified in the 2013 survey. These possible achievements were rated very important or important by at least four out of every 10 survey respondents. This input was discussed at the first Board workshop.

Achievement	% rating very important or important
More development, broader tax base	78%
Strong cash reserves with spending and costs well in line	75%
Positive, welcoming business environment/updated codes	72%
Improved appearance of commercial property in the CBD	71%
Embraced opportunity to grow while respecting history and traditions	67%
Rail crossings, UP underpass	50%
More parking in CBD	50%
Lower property taxes	46%
All electrical wires underground	39%

Survey respondents were also asked to identify desired achievements for the Village that were not cited in the 2013 survey. More than one respondent added:

Roosevelt Road business development

## VILLAGE OF GLEN ELLYN VISION 2019

### Brainstormed and Prioritized Shared Vision Elements

Elements of a revised shared vision for the Village were developed through brainstorming and prioritized using multi-voting. Each person voting cast up to six votes, with up to three votes for any one idea. Following are the vision elements and the voting results.

Shared vision element	Votes for each
<ul style="list-style-type: none"> <li>Increased downtown density</li> </ul>	13
<ul style="list-style-type: none"> <li>Increased economic development</li> </ul>	11
<ul style="list-style-type: none"> <li>21st Century infrastructure</li> <li>Financial sustainability</li> </ul>	10
<ul style="list-style-type: none"> <li>Events downtown, entertainment, a draw</li> </ul>	9
<ul style="list-style-type: none"> <li>Roosevelt Road development</li> </ul>	8
<ul style="list-style-type: none"> <li>Choice of dining, culture, arts and food</li> <li>Annexation</li> </ul>	6
<ul style="list-style-type: none"> <li>Diverse commercial properties</li> </ul>	5
<ul style="list-style-type: none"> <li>Take advantage of trails, health, wellness, biking, parks</li> </ul>	4
<ul style="list-style-type: none"> <li>Active downtown in the evening and day</li> <li>Outdoor cafes</li> <li>Improved facilities (fire station, etc.)</li> <li>Town square</li> <li>Band shell/great space in downtown</li> <li>Diverse downtown business community with ample parking</li> </ul>	3
<ul style="list-style-type: none"> <li>Business park</li> </ul>	2
<ul style="list-style-type: none"> <li>Destination of choice</li> <li>Safety</li> <li>21st Century technology</li> <li>Connectivity</li> <li>Grow downtown</li> <li>More bodies downtown</li> </ul>	1
<ul style="list-style-type: none"> <li>Housing choices</li> <li>Underpass or overpass</li> <li>Influence schools and parks</li> </ul>	0

## Participants' Proposed Shared Vision Statement for the Village

Using the prioritized shared vision elements, each planning workshop participant drafted a proposed 2019 shared vision for the Village of Glen Ellyn, as follows.

Participant vision statements
Glen Ellyn is a community that has safe and up-to-date buildings and the latest technology, in which to foster development and economic growth (and population) in the CBD. In addition, the overall Village is seeing growth and an increase in the tax base due to the spurt of annexation
Glen Ellyn is your choice cultural destination for shopping, dining, the arts, and wellness with a diverse stock of commercial and residential properties for any small business, supported by 21st Century infrastructure and technology.
Radically change approach to economic development to re-create Glen Ellyn as a destination for work, play, and entertainment, by boldly adding venues, events, and occasions that attract new and returning guests.
To be a community of choice and an award-winning destination, a place where families grow, businesses thrive, and a proud local culture thrives.
Where people gather with their family and friends to socialize, dine and be part of a community.
Use economic development to advance the overall feel and experience of the downtown and Roosevelt Road commercial areas. The economic development should reset past the traditional approach of bringing in business, and should also include events to bring people to Glen Ellyn.
Glen Ellyn is a destination of choice with enhanced public facilities that is growing through annexation, desirable to businesses, with an active and vibrant downtown both day and night that is managed in a fiscally responsible manner.
Welcome to Glen Ellyn. Embracing our history, creating the future. Small-town feel with big city amenities. Find housing, shopping, restaurants, business opportunities. 20-30 minutes to downtown Chicago. Accessibility by train or highway.
Commit to develop Glen Ellyn through focus on economic development, financial stability and a sound infrastructure, while fostering a sense of community involvement and offering a diverse sense of variety in offerings.
Provide first-rate quality-of-life options and services by creating strong, vital commercial corridors to support diverse housing options and strong neighborhoods, supported by 21st Century infrastructure in a financially sustainable fashion.
Make Glen Ellyn a destination for shoppers, residents, business, arts. 21st Century infrastructure. Roosevelt Road development/redevelopment.
To achieve a vibrant Village which focuses on economic development, cultural amenities, 21st Century infrastructure in a fiscally responsible and sustainable manner.
With financial sustainability as the bottom line, we seek to achieve 21st Century infrastructure, Central Business District development and sales tax revenue enhancement while providing excellent citizen services in an environment of respect.
Focus on infrastructure. Financial stability. Downtown: Density. Activities. Entertainment.
Attain financial sustainability through thoughtful economic development to maximize appropriate commercial use of available areas.
A financially stable town which attracts diverse business ventures and has a vibrant, bustling downtown business district and provides plenty of recreational opportunities for its residents.
The Village's vision is to create a modern infrastructure and to foster new, innovative and high density residential and commercial development, particularly in the downtown area and along the Union Pacific right-of-way.
Continue Glen Ellyn's unique character and charm while embracing and facilitating an exemplary competitive business environment.

## Revised Draft Shared Vision for the Village

In the second Board workshop, the participants reviewed a draft shared vision statement for the Village derived from the results of the previous workshop. The group edited the draft and agree to the result by consensus. Following is the revised draft shared vision statement for the Village, based on the review at the second Board planning workshop.



### **VISION 2019**

(Draft 2 9/25/2015)

The Village of Glen Ellyn is a desirable community in which to live, work and play, with unique character and charm, a small-town feel, urban amenities and a high quality of life.

- Glen Ellyn has a mix of businesses in its thriving downtown and commercial corridors. It is a destination with a vibrant mix of shopping, dining and special events.
- Glen Ellyn offers diverse housing, historic and new, on tree-lined streets, close to excellent schools, parks and recreation.
- Glen Ellyn is a safe community, easily reached by road, train and trail, with easy access to Chicago.
- Glen Ellyn's success is built on a 21st Century infrastructure, a growing footprint, resident involvement and a Village government committed to continued financial sustainability.

## STRATEGIC GAPS AND ASSOCIATED BARRIERS

In the second Board workshop, the participants divided into three teams. Each team identified three to four important barriers to the future success of Glen Ellyn.

Then the group brainstormed a list of strategic gaps, major impediments to achieving the shared vision, based on the results of the survey and the first workshop.

Following are the strategic gaps from brainstorming and the associated barriers identified by the teams:

<b>Strategic gap</b>	<b>Associated barriers to success</b>
<b>Need for diverse housing.</b>	<b>Space, boundary restrictions.</b>
<b>Need higher density downtown.</b>	<b>Landlocked, space.</b>
<b>Limited multifamily, empty nester and commuter housing.</b>	<b>Space.</b>
<b>Commuter parking.</b>	<b>Space.</b>
<b>Village does not control real estate.</b>	<b>Landlocked, space, boundary restrictions.</b>
<b>Not expanding into the Village's planning district.</b>	<b>Landlocked.</b>
<b>Need for eldercare facilities.</b>	<b>Landlocked, boundary restrictions.</b>
<b>Lacking diverse business mix.</b>	<b>Finances and budget. Financial means (lack of revenue).</b>
<b>Retail struggling, in part because of Internet shopping.</b>	<b>Finances and budget. Financial means (lack of revenue).</b>
<b>Landlocked, e.g. shallow Roosevelt Road lots.</b>	<b>Landlocked, space, boundary restrictions.</b>
<b>Need for greater volunteer opportunities and involvement.</b>	<b>Adverse to change. Vocal minority within the community. Conservative think / fear of change.</b>
<b>No Union Pacific underpass or overpass downtown.</b>	<b>Train traffic.</b>
<b>Traffic.</b>	<b>Train traffic.</b>
<b>Financial risks.</b>	<b>Finances and budget. Financial means (lack of revenue). Uncontrolled revenue.</b>
<b>No north-south trail.</b>	
<b>Insufficient shopping and dining options and special events.</b>	
<b>Lack of historical tourism.</b>	
<b>Lack of Village Wi-Fi service</b>	
<b>Storm water issues.</b>	
<b>Village facilities needs.</b>	

## Strategic Gaps Mapped to Vision Points They Block

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

Strategic gap	Vision points which gap blocks
<b>Need for diverse housing.</b>	1. Desirable community
	2. Unique character and charm
	3. A small-town feel
	4. Diverse housing, historic and new
<b>Need higher density downtown.</b>	5. Urban amenities
	9. Thriving downtown
	6. Continued financial sustainability
<b>Limited multifamily, empty nester and commuter housing.</b>	1. Desirable community
	4. Diverse housing
<b>Commuter parking.</b>	7. Easy access to Chicago
	8. 21st Century infrastructure
<b>Village does not control real estate.</b>	9. Mix of businesses in thriving downtown and commercial corridors
<b>Not expanding into planning district.</b>	10. A growing footprint
<b>Need for eldercare facilities.</b>	4. Diverse housing, historic and new
	11. High quality of life
<b>Lacking diverse business mix.</b>	1. Desirable community
	9. Mix of businesses in its thriving downtown and commercial corridors
	12. Destination with a vibrant mix of shopping, dining and special events
<b>Retail struggling, in part because of Internet shopping.</b>	9. Thriving downtown and commercial corridors
	6. Continued financial sustainability
<b>Landlocked, e.g. shallow Roosevelt Road lots.</b>	9. Mix of businesses in its thriving downtown and commercial corridors
	10. A growing footprint
<b>No north-south trail.</b>	13. Easily reached by road, train and trail
	8. 21st Century infrastructure
<b>Insufficient shopping and dining options and special events.</b>	1. Desirable community in which to live, work and play
	5. Urban amenities
	12. Destination with a vibrant mix of shopping, dining and special events
<b>Lack of historical tourism.</b>	12. Destination with a vibrant mix of shopping, dining and special events
<b>Need for greater volunteer opportunities and involvement.</b>	15. Resident involvement
<b>No Union Pacific underpass or overpass downtown.</b>	1. Desirable community
	9. Thriving downtown
	14. Safe community
	13. Easily reached by road, train and trail
	8. 21st Century infrastructure
<b>Traffic.</b>	10. High quality of life
	1. Desirable community
	9. Thriving downtown
	13. Easily reached by road, train and trail
	8. 21st Century infrastructure
<b>Lack of Village Wi-Fi service.</b>	1. Desirable community
	8. 21st Century infrastructure
<b>Storm water issues.</b>	8. 21st Century infrastructure
<b>Village facilities needs.</b>	8. 21st Century infrastructure
<b>Financial risks.</b>	6. Continued financial sustainability

## STRATEGIES

In the second Board workshop, the group aligned on a focused set of strategies to pursue.

### Strategy Ideation

Through brainstorming, participants came up with 17 strategy ideas, as follows:

Strategy ideas
<b>1. Build consensus for 21st Century development.</b>
<b>2. Identify key businesses and recruit businesses.</b>
<b>3. 18 hour downtown, 6-7 days a week.</b>
<b>4. Effective communication and education to residents.</b>
<b>5. Continued infrastructure investments.</b>
<b>6. Maintain AAA bond rating.</b>
<b>7. Attract housing variety (e.g. multifamily).</b>
<b>8. How to attract business to achieve mix.</b>
<b>9. Special events.</b>
<b>10. Connectivity (travel etc.), train traffic.</b>
<b>11. Increase revenues.</b>
<b>12. Identify key development parcels and recruit developers.</b>
<b>13. Proactive economic development.</b>
<b>14. Cultural amenities.</b>
<b>15. Address train issues.</b>
<b>16. Modify zoning to pave the path to achieve goals and make the necessary financial commitment.</b>
<b>17. Incubator for business development.</b>

## Strategy Prioritization

Strategy ideas were prioritized using multi-voting. Each person voting cast up to six votes, with up to three votes for any one idea. Following are the voting results.

Strategy ideas	Votes
12. Identify key development parcels and recruit developers. 9. Special events.	11
3. 18 hour downtown, 6-7 days a week. 13. Proactive economic development.	10
5. Continued infrastructure investments. 11. Increase revenues.	9
16. Modify zoning to pave the path to achieve goals and make the necessary financial commitment.	6
1. Build consensus for 21st Century development. 6. Maintain AAA bond rating.	5
7. Attract housing variety (e.g. multifamily).	4
4. Effective communication and education to residents. 10. Connectivity (travel etc.), train traffic. 17. Incubator for business development.	3
2. Identify key businesses and recruit businesses.	2
14. Cultural amenities.	1
8. How to attract business to achieve mix. 15. Address train issues	0

## Strategy Ideas By Strategy Area

Before the strategy ideas were prioritized in the multi-voting process, workshop participants discussed them. After the voting, participants reviewed the list and the priorities, and then combined related ideas. The strong alignment of the group was demonstrated by its quick grouping of all 17 strategy ideas into six strategy areas, as follows:

<b>DEVELOPMENT</b>
Build consensus for 21st Century development. (1)
Attract housing variety (e.g. multifamily).
Identify key development parcels and recruit developers.
Modify zoning to pave the path to achieve goals and make the necessary financial commitment.
<b>BUSINESS</b>
Identify key businesses and recruit businesses.
How to attract business to achieve mix.
Proactive economic development.
Incubator for business development.
<b>ATTRACTIONS</b>
18 hour downtown, 6-7 days a week.
Special events.
Cultural amenities.
<b>COMMUNICATIONS AND INVOLVEMENT</b>
Effective communication and education to residents.
Build consensus for 21st Century development. (2)
<b>INFRASTRUCTURE</b>
Continued infrastructure investments.
Connectivity (travel etc.), train traffic.
Address train issues.
<b>FINANCIAL SUSTAINABILITY</b>
Maintain AAA bond rating.
Increase revenues.

Through this consensus process, participants developed a list of strategies for the Village to pursue in the 2016-2019 strategic plan. After the workshop, Forrest Consulting developed descriptive wording for each strategy.

## Village of Glen Ellyn Strategies 2016-2019

These six strategies were developed for implementation by the Village in 2016-2019:



### STRATEGIES 2016-2019

(Draft | 9/30/2015)

#### 1. **DEVELOPMENT.**

Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.

#### 2. **BUSINESS.**

Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.

#### 3. **ATTRACTIONS.**

Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.

#### 4. **COMMUNICATIONS AND INVOLVEMENT.**

Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.

#### 5. **INFRASTRUCTURE.**

Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.

#### 6. **FINANCIAL SUSTAINABILITY.**

Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.

## Strategies Mapped To Vision Points

Effective strategies should directly flow from and support achievement of the strategic vision.

The following table maps the six strategies to the vision points that they address:

Vision Points	Strategies					
	1. DEVELOPMENT. Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	2. BUSINESS. Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.	3. ATTRACTIONS. Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.	4. COMMUNICATIONS AND INVOLVEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	5. INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.	6. FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.
1. Desirable community	✓	✓	✓		✓	✓
2. Unique character and charm	✓		✓			
3. A small-town feel			✓	✓		
4. Diverse housing, historic and new	✓					✓
5. Urban amenities	✓	✓	✓		✓	
6. Continued financial sustainability	✓	✓			✓	✓
7. Desirable community in which to live, work and play	✓	✓	✓		✓	
8. Easy access to Chicago					✓	
9. 21st Century infrastructure	✓				✓	
10. Mix of businesses in thriving downtown and commercial corridors		✓	✓			
11. A growing footprint	✓					✓
12. High quality of life	✓	✓	✓	✓	✓	
13. Destination with a vibrant mix of shopping, dining and special events		✓	✓			✓
14. Easily reached by road, train and trail					✓	
15. Safe community					✓	
16. Resident involvement				✓		

## Strategies Mapped to Strategic Gaps

Effective strategies address strategic gaps. The following table maps the six strategies to the 20 strategic gaps that they potentially will address, to varying degrees:

Strategies	Strategic Gaps																			
<b>1. DEVELOPMENT.</b> Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	✓	✓	✓	✓	✓	✓														✓
<b>2. BUSINESS.</b> Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.							✓	✓	✓											✓
<b>3. ATTRACTIONS.</b> Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.		✓																		✓
<b>4. COMMUNICATIONS AND INVOLVEMENT.</b> Educate and involve the community and volunteers to act on Village's high priority needs and opportunities.																				✓
<b>5. INFRASTRUCTURE.</b> Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.		✓		✓																✓
<b>6. FINANCIAL SUSTAINABILITY.</b> Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain Village's AAA bond rating.						✓														✓

## STRATEGIC INITIATIVES AND ACTION STEPS

The next step in the Village's planning process, leading to plan implementation, is to develop for each strategy: 1) a set of strategic initiatives and 2) related 12-month action steps to implement each initiative.

### About Strategic Initiatives

Strategic initiatives are finite-duration discretionary projects and programs designed to move the organization toward its strategic vision. They translate the plan's multi-year, high-level strategic goals into specific initiatives that the organization will undertake or continue in the coming year. They are outside of the organization's day-to-day operational activities,

### About Action Steps

Action steps are specific tactics to create focused, coordinated effort to achieve the strategic initiatives and thereby implement the strategies.

The characteristics of action steps include:

- **Movement.** Action steps result in demonstrable progress.
- **Direction.** They lay out what's needed to get to the goal.
- **Time.** Action steps have timelines. They are to be achieved in a specific timeframe to move as rapidly as possible to the vision and allow follow-on action steps to be initiated.
- **Specificity.** Action steps address specific areas related to the strategy being implemented –finance, public works, planning and development, public safety, etc.
- **Accountability.** Action steps are assigned to individuals and through individuals to groups (departments or teams, for example).
- **Phasing.** Action steps should be chronological and sequential in nature.
- **Process.** Action steps taken together should result in an integrated process over time.
- **Engagement.** Action steps as a program should enlist the organization in a balanced effort – while the organization continues effective day-to-day functioning.
- **Support.** Action steps should reflect the resources of the organization and/or in their implementation should generate the resources required for achievement.
- **Focus.** Action steps require focus and discipline to execute.
- **Metrics.** Action steps need to be stated so progress and results can be measured.

## Considerations in Developing Strategic Initiatives and Action Steps

Forrest Consulting suggests that for each of the six strategies the Village brainstorm, develop and prioritize strategic initiatives and 12-month action steps to initiate or achieve them, based on the following considerations:

- The extent to which achieving the strategic initiative and its implementation action steps will help achieve the strategy.
- How the proposed strategic initiative and its implementation action steps will engage departments and individuals.
- The resources available and required for successful implementation.
- What can be achieved within the annual timeframe.
- The degree to which achieving the strategic initiative and its implementation action steps hinge on achieving other strategic initiatives and their implementation action steps.
- The degree to which achieving the strategic initiative and its implementation action steps will enable future strategic initiatives and action steps.
- Who will be responsible for achievement of the strategic initiative, and who will be responsible for achievement of each of its implementation action steps.
- How progress and success will be measured.

In the end, each strategic initiative as well as the set of annual actions to advance or achieve the initiative need to:

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

## Ideas for Village Strategic Initiatives

The discussions and brainstorming in the planning workshops as well as the planning survey results generated many ideas for possible strategic initiatives. Thirty-five possible strategic initiatives are listed by strategy in the following table, which is presented to kick-start the Village's strategic initiative development process.

Strategy	Possible strategic initiatives
<p><b>Development</b> Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.</p>	<ol style="list-style-type: none"> <li>1. Educate the community on development and re-development needs and opportunities.</li> <li>2. Identify key development parcels and recruit developers.</li> <li>3. Modify the zoning code.</li> <li>4. Update the comprehensive plan.</li> <li>5. Enable greater downtown density.</li> <li>6. Focus on attracting more multifamily housing downtown.</li> <li>7. Take actions to promote housing diversity.</li> <li>8. Pursue beneficial annexation in the planning district.</li> <li>9. Seek eldercare facilities.</li> </ol>
<p><b>Business</b> Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.</p>	<ol style="list-style-type: none"> <li>10. Set up and commit resources to a proactive economic development program.</li> <li>11. Identify and recruit needed businesses.</li> <li>12. Work with COD to develop a business incubator.</li> <li>13. Eliminate unneeded codes and regulations that inhibit commercial development and business retention.</li> </ol>
<p><b>Attractions</b> Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.</p>	<ol style="list-style-type: none"> <li>14. Create more Village led special events.</li> <li>15. Work with other entities to provide special events.</li> <li>16. Set up historic tours.</li> <li>17. Develop a downtown event space.</li> <li>18. Target selected retailers to increase shopping options.</li> <li>19. Target selected restaurants to increase dining options.</li> <li>20. Market downtown events, shopping and dining.</li> </ol>
<p><b>Communications and Involvement.</b> Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.</p>	<ol style="list-style-type: none"> <li>21. Develop and execute a communications and education program to build consensus for 21st Century development.</li> <li>22. Develop more mechanisms, including social media, to communicate with and educate the community.</li> <li>23. Identify meaningful roles for volunteers.</li> <li>24. Recruit volunteers.</li> </ol>
<p><b>Infrastructure.</b> Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.</p>	<ol style="list-style-type: none"> <li>25. Expand Taylor Street underpass.</li> <li>26. Continue to work on feasibility and funding for a downtown underpass or overpass.</li> <li>27. Add commuter parking.</li> <li>28. Create a north-south trail.</li> <li>29. Provide Village Wi-Fi service.</li> <li>30. Address storm water issues.</li> <li>31. Plan for improved Village facilities.</li> </ol>
<p><b>Financial sustainability.</b> Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.</p>	<ol style="list-style-type: none"> <li>32. Update fee structure and property tax levy as needed in light of revenue needs.</li> <li>33. Find alternative funding sources for infrastructure projects.</li> <li>34. Find efficiencies that reduce or control costs.</li> <li>35. Prioritize infrastructure needs for funding.</li> </ol>

## **IMPLEMENTATION**

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

### **Effective Strategy Implementation**

Effective strategy implementation requires:

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

### **Process for Successful Implementation**

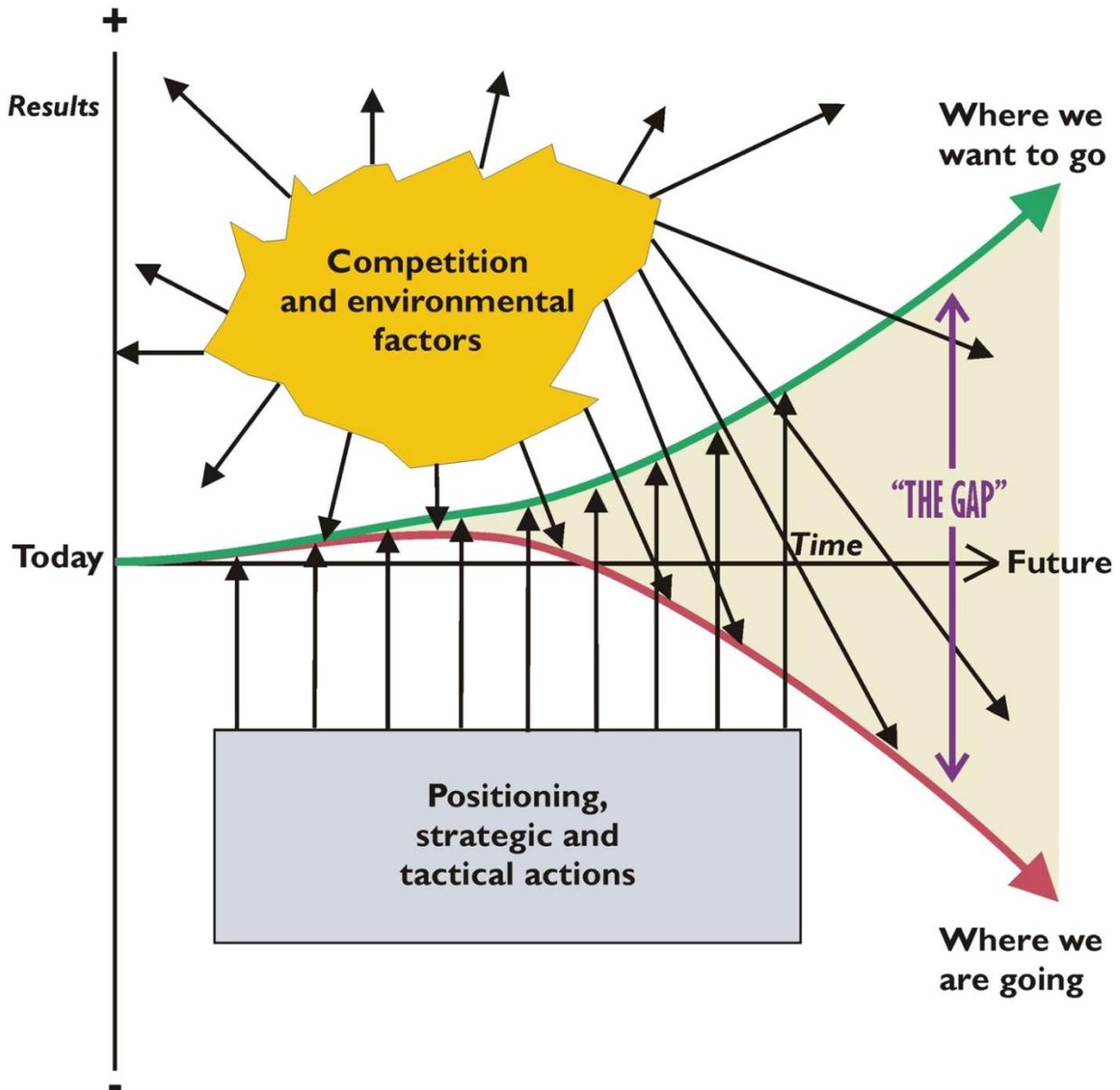
As stated in the Introduction, Forrest Consulting recommends adoption of a process tailored to the Village's specific needs and requirements that will help assure plan implementation and follow-through.

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

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

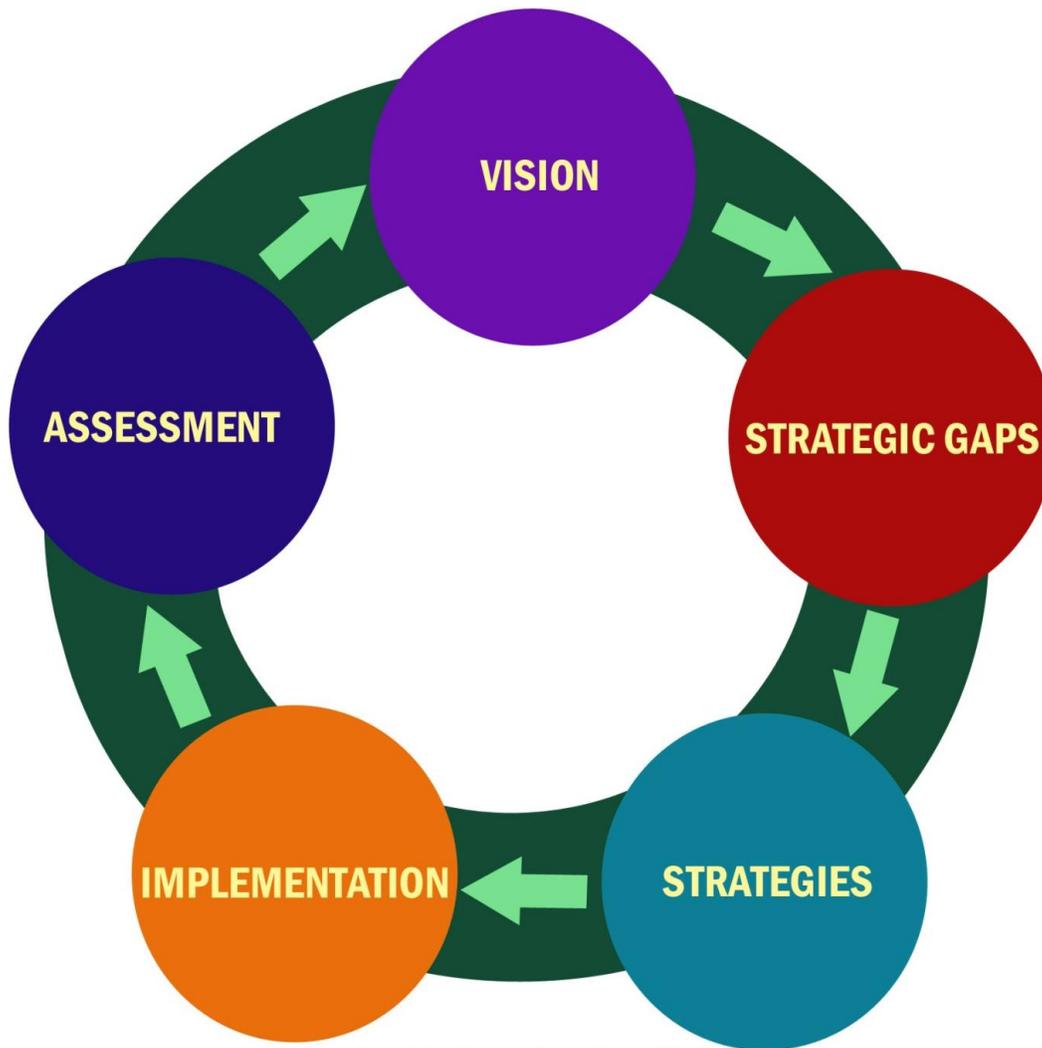
**APPENDIX**

**Gap Strategic Planning Model**



© Copyright Forrest Consulting, 1994, 2005

## Forrest Consulting Fast Track Strategic Planning Process



The Fast Track Strategic Planning System is an agile process focused on what's most important for success:

- Creating a shared vision of future success built on mission and values.
- Identifying strategic gaps between the present and the vision.
- Developing strategies with strategic initiatives and action steps to close the gaps and move the organization to the vision.
- Implementation using accountability, measurement, time lines and adjustment.
- Assessment and re-planning to continue progress toward the vision.

## About Forrest Consulting



**Forrest Consulting** is a high-level strategy and implementation consulting firm based in Glen Ellyn, Illinois, USA. We deliver planning and implementation leadership and processes, and expert facilitation of Boards, teams and groups. We serve corporate, small and medium sized business, association, government and non-profit leaders and Boards. We have been building success since 1988. We source our team of expert independent consultants per assignment.

**Our mission** is to help organizations succeed. We take the strategic view when we counsel you and offer solutions. We assure your strategies move you toward your vision. Our deep consulting, strategy and business expertise and experience enable us to tailor high-value, cost-effective solutions. Learn more at [www.ForrestConsult.com](http://www.ForrestConsult.com).

### **Why our strategy creation and implementation counsel and processes bring success.**

- **Participative.** We practice Participative Process Consulting, learned through long involvement with the Institute of Management Consulting U.S.A. In PPC, the consultant provides processes and process skills to facilitate problem solving and is a catalyst/coach/facilitator/teacher to assist the client team in developing solutions. Participants' knowledge and insights determine what's best for the organization.
- **Built on best practices.** Our planning and implementation processes align with the Association for Strategic Planning's Body of Knowledge, the foremost reference that defines strategic leadership, thinking, planning and action best practices.
- **Tested and Efficient.** Our processes, developed over decades, recognize that organizations and leaders only have limited hours to devote to planning and implementation beyond on-going responsibilities. We aim to make strategy creation and implementation efficient...and affordable.
- **At the core.** For us, strategic planning and strategic management are a fundamental core process. We know 70% of organizations with a strategic plan don't execute it. Our premise is that every organization should be implementing a current plan. Our approach produces action steps with accountabilities, timelines and measurements, and a program for driving, monitoring and assessing implementation progress, making adjustments, and re-planning to continue progress to the vision.
- **Professional.** We have led and facilitated hundreds of meetings and planning and implementation sessions with leaders and professionals. We are committed to professional strategy development and implementation, and are deeply involved in leading the Association of Strategic Planning. We are committed to professional facilitation and are involved in the International Association of Facilitators.
- **Business Insight and Knowledge.** You gain insight and knowledge from our management and consulting roles, and business, strategy, marketing and communications education and expertise.
- **Subject Matter Expertise.** We can tap expert independent consultants from our team of Forrest Consulting associates - when their expertise will help assure planning and implementation success.



**Lee Crumbaugh, SMP** is President and Founder of Forrest Consulting, [www.forrestconsult.com](http://www.forrestconsult.com). He is President of the Association for Strategic Planning (2014-2016), [www.strategyassociation.org](http://www.strategyassociation.org). He is author of *AHEAD: Strategy is the way to a better future*.

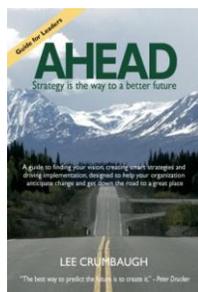
Lee has delivered management counsel, effective planning, and winning marketing, communications and business strategies and development programs to companies, associations and non-profit organizations in 50 industries and business segments. He founded Forrest Consulting in 1988 and led it for eight years. After 15 years in senior roles, he re-opened the firm in 2011.

Highlights of Lee's work as consultant include:

- Facilitating strategic planning for the College of DuPage Business and Professional Institute.
- Leading planning for American Academy of Pediatrics and American Lung Association ventures.
- Working with The DuPage Foundation Board and staff to set a new strategic direction.
- Strategic plan facilitation for the Board of an international public affairs and lobbying group.
- Helping the Board of a private college understand and adopt best practices in governance.
- Facilitating planning for an international recreation organization, counseling the Chair on implementation and communications, and developing the process to assess Executive Director performance.

Among the ways Lee has added value in senior management roles:

- As Executive Director, American Fence Association, he led planning and budgeting and facilitated Board meetings. Pre-recession revenue doubled and member retention hit 80% even in the recession.
- As Vice President, Public Affairs, Continental Bank, then the 7th largest U.S. bank, he rebuilt corporate communications after the bank's federal rescue and led initiatives to change bank communications.
- As COO and Vice President, Marketing and Research, United Way of Suburban Chicago, he managed operations, developed marketing programs tripling fund raising to \$26 million, and provided strategic and business planning leadership to non-profit stakeholder organizations.
- As LFC Publishing, Inc. founder and President, he launched the firm; raised \$750,000 from 27 investors; led creation of 15 issues of *DuPage Magazine*; and drove sales of 365 ad pages.
- As DuPage Area Association of Business and Industry co-founder/Executive Director, he recruited the Board and 100 corporate members, led planning and implementation, and developed publications, meetings and an awards program.
- As Vice President, U.S. League of Savings Institutions, he edited a nationally recognized award winning trade magazine and created marketing and research programs that helped triple ad revenue.



Lee earned his MBA, marketing management, finance emphasis, at the University of Chicago Booth School of Business, and his BS, journalism, at the University of Illinois, Urbana-Champaign. He is the 62nd professional to earn the Association for Strategic Planning's Strategic Management Professional certification. He leads ASP's Board as President and conceived ASP's World Strategy Week program. He is a member of the International Association of Facilitators and the Social Media Club.

Lee is a speaker on strategy topics. He is author of *AHEAD: Strategy is the road to a better future* (Amazon paperback, Kindle e-book), writes the *Strategic Thinking & Strategic Action* blog ([www.leepublish.typepad.com/strategicthinking](http://www.leepublish.typepad.com/strategicthinking)); publishes on LinkedIn Pulse ([www.linkedin.com/pub/lee-crumbaugh/0/266/506/](http://www.linkedin.com/pub/lee-crumbaugh/0/266/506/)); and is writing his next book, *Big Decisions: Why we make them badly, How we can make them better*. He has finished 44 marathons and 10 Ironman triathlons.

Connect with Lee at [leec@strategicbusinessleader.com](mailto:leec@strategicbusinessleader.com) or on Twitter [@leepublish](https://twitter.com/leepublish).