Agenda
Village of Glen Ellyn
Village Board Workshop
Monday, January 11, 2010
7:00 P.M. – Galligan Board Room
Glen Ellyn Civic Center

1. Call to Order

2. Public Comments?

3. New Meeting and Packet Changes – Steve Jones **(Pages 1-3)**

4. Leaf Collection – Joe Caracci **(Pages 4-6)**

5. Central Business District Holiday Lights – Joe Caracci **(Pages 7-9)**

6. School Zone Sidewalk Snow Removal – Joe Caracci **(Pages 10-15)**

7. Central Business District Sidewalk Snow Removal – Joe Caracci **(Pages 16-22)**

8. Strategic Plan Resolution – Steve Jones **(Pages 23-31)**

9. Other items?

Board Workshop
1/11/10
3

To: President & Village Board

From: Steve Jones, Village Manager

Date: January 11, 2009

Re: **New Meeting & Packet Changes**

Background

Over the past 4-5 months the collective Village Team has been working on a number of initiatives to improve our Village Board and workshop meetings, as well as provide the public with additional information concerning the many topics we discuss.

The initiatives have been implemented for the first meeting of 2010, and will continue throughout the year. The following summary identifies the exciting changes made to provide more efficient meetings, enhance the level of organizational transparency, and provide more information to the public:

a. Meeting Format

In order to provide more opportunity for Village Board consideration of policy matters needing thorough discussion, several workshops have been added to the docket. The second and fourth Mondays of the month will each be preceded by a one-hour "strategic" workshop.

The pre-Board meetings of the past will no longer occur.

b. Village Board Agenda Packet Distribution

To allow additional time to review agenda materials (and make inquiries with the Village Management Team), the packets will now be provided to the members of the Village Board two days earlier.

c. Agenda Packets Online

The Village will post the agenda packets for each meeting on the website to allow the public easy access to agenda memos, ordinances, staff reports and other relevant materials. This posting will provide the public with the background material the Village Board utilizes to make decisions.

d. Agenda Memo Format

The Village Board has expressed a desire to have additional information provided in staff reports to help guide the decision-making process. To accommodate that request, we have standardized our agenda transmittal memo and provided a means to highlight items that may require a description of pros/cons, or address any number of Village Board priority concerns.

And yes.....this memo has been prepared using the new format.

Issues

n/a

Action Requested

None - Information only to explain new changes to the public.

Attachments

- Supplemental Agenda Information

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

	Pros & Cons
X	Strategic Action Goal
	Downtown Strategic Plan Goal
	Budget Impact/Return on Investment
X	Process Improvement
	Green Initiative
X	Communication Initiative
	Safety/Liability/Risk Assessment
	Other

Comments:

The changes being implemented are related to Village Board priorities established in the strategic plan relating to fostering transparency and providing more information to the public.

Board Workshop
1/11/10
(4)

To: Steve Jones, Village Manager

From: Joe Caracci, Public Works Director

Date: January 5, 2010

Re: Leaf Collection Discussion

Background

The Village current leaf collection program consists of requiring residents to bag or container leaves, bring them curbside, and apply a $2.20 yard waste sticker to each bag/container. Our Solid Waste hauler (Allied) collects the yard waste during the Monday pickup. This program has been in effect for many years.

Issues

There has been some discussion from elected officials that there may be a desire to research other possible alternatives to the current leaf collection program. I have identified four options that exist which include: (1) Keep the same program in effect, (2) Provide a "free" pickup through our current solid waste collector - this would result in an additional charge to the monthly bill, but avoid the need to obtain stickers, (3) Contract a leaf collection program similar to our branch collection program, and (4) provide in-house leaf collection through Public Works.

If there is a consensus of the Board to consider changing our current program, I will begin the process of conducting the research to determine the costs related to options 2-4. Also, if there are any additional ideas or options the Village Board would like my team to research, I would ask that they be communicated.

I have already acquired some ballpark budget costs for Option 3. This option would result in an annual cost of about $200,000, which would add $2.33 per month to each residential solid waste bill.

Action Requested

a. Direction as to whether there is concurrence from the Board to examine expanding the leaf program.

b. If so, direction as to whether these options or additional alternatives should be researched.

Attachments

- Supplemental Attachment (Pros and Cons)

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

X Pros & Cons
Strategic Action Goal
Downtown Strategic Plan Goal
Budget Impact/Return on Investment
Process Improvement
Green Initiative
Communication Initiative
Safety/Liability/Risk Assessment
Other

Comments:

Pros / Cons to Leaf Pickup Expansion

Pros

- Eliminates the need for stickers. Stickers are inconvenient
- Consideration of a removal program in the parkway (option 3) could eliminate the resident's labor and cost associated with bagging.
- This is a service that may be viewed a positive within the community.

Cons

- Any expansion of service would require an addition to the monthly waste charge.
- Consideration of a removal program in the parkway (option 3) could lead to accumulation of leaves on streets (from blowing) that pose an unsafe condition.
- Consideration of a removal program in the parkway (option 3) could contribute to filling storm sewer catch basins / inlets proving them ineffective and contributing to street flooding.
- Any non-sticker program would result in a charge to all residential households even if they did not use the service. May be viewed by some residents as unfair.
- An easy program may be a disincentive to mulching leaves.

Board Workshop
1/11/10
5

To: Steve Jones, Village Manager

From: Joe Caracci, Public Works Director

Date: January 5, 2010

Re: CBD Holiday Decorations

Background

The Village has provided holiday decorations in our Central Business District (CBD) for many years. This contracted service has consisted of decorating nearly 200 street light poles with garland and bows and approximately 100 parkway trees with holiday lights. Unfortunately, the Village has electrical limitations in the CBD that restrict the quantity of incandescent lights that may be installed. In 2008, the Village utilized a contractor that took a more artistic approach at decorating that included a full-canopy / full height approach. This look was well received by the public. In 2009, the contract was bid with a different contractor submitting the low bid. Their work, albeit within specifications, was not as well received by the public.

Issues

The Village President desires to research possible enhancements in order to get back to our look from 2008. The low bid cost for the 2009 decorations was $22,050. The 2008 contractor's bid in 2009 was $34,500 ($12,500 more than the low bidder). A simple solution would be to waive the competitive bid process and contract with the 2008 contractor for the 2010 decorations. The contractor has agreed to hold their $34,500 bid for next year, if agreed to by February 5, 2010.

If the Village Board seeks to enhance our CBD decorations, I can research other options that would allow the use of more lights with the possibility of performing more "wrapping" of trees as opposed to "dangling" of trees. In order for this to occur, we would need to utilize LED lights in our trees. Other communities utilize a number of different approaches. My proposed alternative would be a three-year program that includes the purchase of "X" number of lights (costs can be developed based on a number of quantities), hiring a contractor to install and maintain the lights in year 1, maintain in year 2, and maintain and remove in year 3. The total costs would be divided by three to give an average cost per year.

If there is a consensus of the Board to consider enhancing our current program, I will begin the process of conducting the research to determine the costs. In order to avoid unnecessary work and research, I feel it is important to have buy-in from the Village Board on these options. Also,

if there are any additional ideas or options the Village Board would like my team to research I ask that they be communicated.

Action Requested

a. Direction from the Village Board as to whether or not to pursue utilizing the 2008 contractor for our decorations in 2010, or proceeding with a standard bidding process.

b. Concurrence from the Village Board that the LED option be pursued. If so, I plan to research quantities of 60,000 lights (current quantity for comparison purposes), 125,000 lights and 250,000 lights.

c. Any additional direction from the Village Board with regard to other options or ideas.

Attachments

- Supplemental Attachment (Pros and Cons)

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

X Pros & Cons
Strategic Action Goal
Downtown Strategic Plan Goal
Budget Impact/Return on Investment
Process Improvement
Green Initiative
Communication Initiative
Safety/Liability/Risk Assessment
Other

Comments:

Pros / Cons of CBD Holiday Light Expansion

Pros

- A well decorated streetscape is an enhancement to our CBD and fosters a charming sense of place.
- Enhanced decorations provide a positive shopping environment.
- A three year program will allow lights to be turned on anytime during the year for special events.
- LED lights will utilize less energy.

Cons

- During a tight budget climate it would appear that this does not represent a core service. Costs of an enhanced program would need to be taken from another service/program.
- Is this something the community feels is necessary?

Board Workshop
1/11/10
(6)

To: Steve Jones, Village Manager

From: Joe Caracci, Public Works Director

Date: January 5, 2010

Re: School Zone Sidewalk Snow Removal Discussion

Background

The Village Board was approached by a number of residents during the winter months back in 2007 and 2008. During very heavy snow and/or ice events, children were having trouble navigating to and from school safely due to uncleared and iced over sidewalks near schools. ***The Village Board chose not to get involved with residential snow issues following either request.*** This was clearly communicated to the residents making the request. Instead it was decided to utilize a public education approach through our Village Newsletter and e-blast to encourage residents to clear the sidewalks and also to help those who are unable to clear the sidewalks. At the request of the Village Manager, our Village attorney drafted a legal opinion regarding the ability of the Village to require residential or commercial properties to remove snow from sidewalks maintained by the municipality. I have attached that legal opinion for reference.

Issues

There have been some discussions between elected officials and residents regarding this issue again during the past few weeks. The Village President desires to research the potential costs associated with providing snow removal services around all our schools (including our private grade schools and potentially College of DuPage).

If there is consensus that this is something the Village Board seeks to consider, I will need some direction on expectations in order to provide useful information and accurate cost estimates.

Action Requested

a. Direction as to whether there is concurrence from the Board to provide school zone sidewalk clearing services.

b. If so, which schools are we looking to cover? (elementary, junior high, high school, public, private, etc.)

c. What distance away from the schools are we looking to provide service? (i.e. 2 block radius?)

d. Do we expect cleared sidewalks for morning and afternoon commute? (will this require night time / overtime snow clearing or are we looking for cleared walks within 24 hours?)

e. Are we looking at contracted or in-house forces to perform the work?

f. Will this service only be provided when school is in session? (i.e. no service during winter break)

Attachments

- September 18, 2008 Legal Opinion from Village Attorney Diamond
- Supplemental Attachment

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

X Pros & Cons
Strategic Action Goal
Downtown Strategic Plan Goal
Budget Impact/Return on Investment
Process Improvement
Green Initiative
Communication Initiative
Safety/Liability/Risk Assessment
Other

Comments:

Pros / Cons for providing School Zone Sidewalk Snow Removal Services

Pros

- Provides safe sidewalks for students to get to and from school and encourages walking to school.
- May benefit those who also walk to the train station each day.

Cons

- Added cost to our budget – would funds need to be taken from other core services?
- Residents tax dollars benefit specific residents close to schools – Introduces the question of "why doesn't the Village clear my sidewalk"?
- Only addresses sidewalks within a predetermined distance away from schools. What about the kid walking an extra 2-blocks?
- Creates a potential liability due to ***Village*** clearing of sidewalks. This would relate to injuries alleged to occur as a result of "improper" snow removal efforts. It is not unusual for municipalities to receive claims from falls in public parking lots, municipal facilities, etc.

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September 18, 2008

RECEIVED
SEP 22 2008
VILLAGE OF GLEN ELLYN
ADMINISTRATION

Mr. Steve Jones, Village Manager
Village of Glen Ellyn
535 Duane Street
Glen Ellyn, Illinois 60137

Re: Sidewalk Snow Removal

Dear Steve:

You have asked whether a municipality can require the owners of commercial and residential properties to remove snow from sidewalks maintained by the municipality. Several years, ago, you were told by our firm, in another community that no power existed to make this requirement. The law appears to have changed, but there is still an important policy decision for a community to evaluate as to whether it can or wishes to assign this responsibility to particular property owners. In Glen Ellyn, it has been suggested by some citizens that individuals whose property is on a path used by many students to walk to school should be required to clean their sidewalks when a certain amount of snow has fallen.

There are at least two Illinois statutes that deal with snow removal from sidewalks. The first statute is found at 65 ILCS 5/11-80-13. That statute gives all municipalities, (even non-home rule units), the ability to require "the owner or occupant of any premises to keep the sidewalks abutting the premises free from snow and other obstructions. In spite of a strong dissent, the Illinois Supreme Court upheld the validity of an ordinance enacted under the statutory authority. City of Carbondale vs. Brewster, 34 Ill.Dec. 838 (1979). The Court reviewed cases from a large number of other States and found that, in general, judicial decisions had upheld similar enactments. The Court wrote: "The expenditure of time and effort, and perhaps expense, which the ordinance exacts is incidental to the enjoyment of property...by making the requirement proportional to the length of the property frontage, the legislation, in our opinion, is in compliance with constitutional requirements." I have always found this decision to be surprising since the sidewalk in question was clearly owned by the municipality and one might wonder why citizens could not be assigned other tasks such as the requirement to tutor students in the school or trim the hedges in public parks.

The second Illinois statute limits the immunity of individuals, who either on a voluntary basis or under the coercion of an ordinance, perform snow and ice removal. 745 ILCS 75/2 provides that:

> Any owner, lessor, occupant, or other person in charge of any residential property, or any agent of or other person engaged in by any such party, who removes or attempts to remove snow or ice from sidewalks abutting the property shall not be liable for any personal injuries alleged caused by the snowy or icy conditions of the sidewalk resulting from his or her acts or omissions unless the alleged misconduct was willful or wanton.

As you are aware from other contexts, the ability to prove a willful or wanton action is rather difficult, since the standard is that the person intended an injury to take place or should have clearly anticipated that an injury would occur.

The proposal that has come to the Village Board is different from the comprehensive duty imposed on all residential property owners in Carbondale. The proposal is to adopt an ordinance that would only require citizens to clear the government's sidewalk when they lived in the direct walking path of a school or other public building. Other citizens throughout the community would not have this requirement unless the Village Board decided to require all citizens within the community to undertake this burden.

A person objecting to the limited responsibility imposed near public buildings might argue that merely choosing to live near a school building, for example, should not carry with it the extra burden of cleaning sidewalks. It could be argued that, under its home rule powers, this responsibility might sensibly be imposed upon businesses, which invite individuals to use the sidewalk to add to their trade, but how could the same argument apply, for example, to a senior citizen, whose only contact with young people may be a rare visit in the summer from grandchildren. It must be pointed out, however, that an attack on equal protection grounds, would face a defense that there is a "rational basis" for requiring people who live on well-traveled streets, to undertake a higher duty. It might be more fun representing the home owners.

Based upon the information provided above, and with some substantial risk of having the ordinance overturned, it, nonetheless, appears that the Village of Glen Ellyn, as a home rule community, could make an effort to pass such an ordinance. As I recall, another alternative was discussed when this issue was raised before. Since sidewalks are typically owned by the municipality, the Village of Glen Ellyn could give the School District permission to extend the sidewalk cleaning that the School District does on its own sidewalks into the Village-owned system. It was suggested that the problem became most acute in sidewalks within relatively close proximity to the school facilities where children coming from a number of directions would need to use a

common path to get to the school. Since I believe that the School Districts often clean the sidewalks adjacent to their own property, it would appear not to be difficult to extend the work on these heavily-traveled adjacent sidewalks. The Village could certainly give approval to the schools to accomplish this work.

The next question is who would assume the liability in the event that the sidewalk cleaning was not done properly? Under Illinois law, governmental bodies, in general, have no responsibility or cleaning sidewalks. If a government does, however, undertake this responsibility and does not do so in a proper manner, liability can incur. In effect, governments are responsible for injuries caused by a "unnatural accumulation" of ice or snow. Under these circumstances, the School District could assume responsibility for the work that it performed and liability could be shared or the municipality could even assume all liability on the assumption that it could be assured that the School District would attempt to do a thorough job.

In summary, the law appears to allow a governmental body to transfer the liability of show removal to adjacent private property owners. Less clear is whether the municipality could do this if it only placed that burden upon property owners whose land abutted well-traveled sidewalks. Another alternative is for the municipality to give a specific approval to the School District to plow well-traveled sidewalks or even to share some level of liability in the event that the work is not properly done. It is likely that in almost every instance the responsibility assumed in an intergovernmental agreement containing such terms and conditions would be included in the scope of coverage offered by governmental self-insurance pools.

Please let me know if you wish additional information about these matters.

Yours sincerely,

Stewart H. Diamond

SHD:dar

cc: Mr. Joe Caracci
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Board Workshop
1/11/10
7

To: Steve Jones, Village Manager

From: Joe Caracci, Public Works Director

Date: January 5, 2010

Re: CBD Sidewalk Snow Removal Discussion

Background

The Village's Snow and Ice Management Plan calls for the Public Works Department to clear a four (4) foot wide path on Central Business District (CBD) sidewalks when snow accumulation reaches three (3) inches. When accumulation is less than three (3) inches, we rely on the property owners to clear the sidewalks. During any accumulation, the Public Works Department clears sidewalks adjacent to any Village owned property and the train station, in their entirety.

Issues

Cooperation from property owners in the CBD is assumed, however, some owners do not clear sidewalks on a regular basis (if at all). Vacant properties also tend to be uncleared. This leaves sections of snow-packed or icy sidewalks in the CBD, creating unsafe passage for pedestrians. I have made multiple presentations to the Village Board with options available, but have received no direction as to which to pursue.

It is interesting to note that the EDC surveyed downtown business owners prior to the finalization of the economic development SSA discussions to gauge the opinion on creating some boutique services that could be funded through potentially increasing the SSA levy. Although downtown snow removal was very much desired, virtually all respondents said they did not want to pay for this service.

Other communities handle snow clearing in many different ways. For example, Wheaton and Lombard require business owners to clear sidewalks via ordinance. LaGrange and Geneva provide in-house clearing but are compensated for such services through a combination of SSA and TIF monies. Many, however, receive cooperation from property owners to keep the sidewalks clear.

The Village President has requested research into costs associated with providing complete snow removal services in the CBD. If the Village Board seeks to provide this service, I will look into obtaining accurate costs that will be comparable in scope to other communities.

Another option is to move forward with an ordinance requiring business owners to clear the sidewalks in the CBD (similar to Wheaton and Lombard). This topic was discussed as part of a legal opinion provided by our Village attorney back in September 2008 (attached). Enforcement would be of concern as well as the message that may be interpreted from property owners on the Village mandating this service.

Action Requested

a. Direction as to whether there is concurrence from the Board to provide CBD sidewalk clearing services.

b. Direction as to whether there is concurrence from the Board to move forward with a CBD Snow Clearing Ordinance.

c. Direction as to pursuing any other options that the Village Board sees fit.

Attachments

- September 18, 2008 Legal Opinion from Village Attorney Diamond
- Supplemental Attachment

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

X Pros & Cons
Strategic Action Goal
Downtown Strategic Plan Goal
Budget Impact/Return on Investment
Process Improvement
Green Initiative
Communication Initiative
Safety/Liability/Risk Assessment
Other

Comments:

1. Pros / Cons for providing CBD Sidewalk Snow Removal Services

Pros

- Provides safer sidewalks for pedestrians navigating through the CBD.
- Creates a visual indication that shoppers are welcome in downtown Glen Ellyn.

Cons

- Added cost to our budget or added costs to an SSA /future TIF District
- If Village taxes used, service will benefit CBD property owners only - Introduces the question of why doesn't the Village clear my sidewalk?
- Creates a potential liability due to ***Village*** clearing of sidewalks. This would relate to injuries alleged to occur as a result of "improper" snow removal efforts. It is not unusual for municipalities to receive claims from falls in public parking lots, municipal facilities, etc.

2. Pros / Cons for providing developing a CBD Snow Clearing Ordinance

Pros

- Provides safer sidewalks for pedestrians navigating through the CBD.
- Creates a visual indication that shoppers are welcome in downtown Glen Ellyn.

- No impact on budget

Cons

- Perception of Village forcing property owners to clear sidewalks in CBD (I would prefer business owners coming to the Village Board with a request rather than us initiating the ordinance).
- Initial enforcement efforts would have some negative public relations affects.
- Enforcement process may take longer than the actual hazard (snow & ice do melt over time) in the case of an uncooperative property owner. Thus, a false sense of a solution may exist.

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September 18, 2008

RECEIVED
SEP 22 2008
VILLAGE OF GLEN ELLYN
ADMINISTRATION

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Village of Glen Ellyn
535 Duane Street
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Please let me know if you wish additional information about these matters.

Yours sincerely,

Stewart H. Diamond

SHD:dar

cc: Mr. Joe Caracci
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Board Workshop
1/11/10
(8)

To: President & Village Board

From: Steve Jones, Village Manager

Date: January 11, 2009

Re: **Strategic Planning Goals**

Background

At the last the last Village Board workshop; I presented the ranking results of the strategic planning retreat.

During the discussion there were several recommendations made to improve the format of the document and to provide additional information. I have amended the format in the following manner:

a. Ownership of goals. Each goal has been assigned a primary and secondary "owner." Most initiatives involve the participation and collaboration of a number of individuals. I have attempted to identify those who will be most responsible for the coordination and completion of the goal. As we track these initiatives, these owners will be those who are most accountable for the completion of the tasks.

b. Identification of completed tasks. Each goal or task that has been completed has been highlighted in red. This highlighting will be used to track completed goals as we monitor the progress of the plan into the future.

c. Top five priorities – by subject area. As you know, we previously identified the top five goals within the routine/non-routine and short/long-term categories. Following a Village Board request, the top five priorities within each of these categories has also been carried forward to be included in the exhibit that ranks goals by general subject area.

Issues

The goals and priorities found in this document have already been established by the elected officials. The only step left is the official ratification that will allow us to communicate this effort.

Action Requested

Please review this list and be prepared for discussion. I will have the resolution adopting the list scheduled for the meeting of January 25.

Attachments

- Exhibit A - Supplemental Agenda Information.
- Exhibit B - Resolution adopting goals for the Village with attached top twenty list.
- Exhibit C - Entire goals list categorized by general subject area.

(A)

Supplemental Agenda Information
Village of Glen Ellyn

Agenda Item Supplemented by Commentary

	Pros & Cons
X	Strategic Action Goal
X	Downtown Strategic Plan Goal
X	Budget Impact/Return on Investment
X	Process Improvement
	Green Initiative
X	Communication Initiative
X	Safety/Liability/Risk Assessment
	Other

Comments:

Due to the breadth and scope of the strategic planning process, the adoption of this goals list clearly covers a wide range of areas that are viewed as important by the current Village Board. Elements of each of the above noted areas are addressed in the list of goals.

(B)

Resolution No. _____

Resolution Adopting Goals for
The Village of Glen Ellyn

Whereas, the Village of Glen Ellyn has undertaken a bi-annual strategic planning retreat intended to provide a broad vision of goals and tasks that will enhance the quality of life and governmental services provided to the community; and

Whereas, this planning effort included the collective intelligence of newly elected officials, outgoing elected officials, continuing elected officials and village management and

Whereas, after careful review the Village Board has conducted a ranking to determine the public policy priorities of the community; and

Whereas, this ranking has resulted in identification of the top twenty initiatives to be pursued during the current term of office of the Village Board, not necessarily exclusive of the others.

Now, therefore, be it resolved by the President and Board of Trustees of the Village of Glen Ellyn, DuPage County, Illinois, in the exercise of its home rule powers, that the attached list of goals be hereby adopted as priority initiatives.

Passed by the Village Board of the Village of Glen Ellyn, Illinois, this _____ day of

_____, 20_____.

Ayes:

Nays:

Absent:

Approved by the Village President of the Village of Glen Ellyn, Illinois

this _____ day of _____, 20_____.

_____

Village President of the
Village of Glen Ellyn, Illinois

Attest:

_____

Village Clerk of the
Village of Glen Ellyn, Illinois

Glen Ellyn Strategic Action Plan

(Planning session - 2009/Adopted - 2010)

Long-Term Routine

Rank	Top Five Long-Term Routine Strategic Goals (Ranked Order)	Ownership of Goal: Primary	Ownership of Goal: Secondary (if any)
7.3	Seek public commitment/sharing of strategic plan	Village Manager	President & Village Board
7.6	Target areas in the Village for re-development … now, not later	P & D Director	EDC
14.0	Do a better job demonstrating our transparency to citizens and the community	President & Village Board	Management Team
16.4	Develop a long-term finance plan for operations and for capital in one document	Finance Director	-
17.0	Ethics is a long-term goal that's important in how we're perceived	President & Village Board	Village Manager

Long-Term Complex

Rank	Top Five Long-Term Complex Strategic Goals (Ranked Order)	Ownership of Goal: Primary	Ownership of Goal: Secondary (if any)
2.4	Execute the approved/adopted Downtown Plan	President & Village Board	Management Team
6.0	Develop a marketing plan to go along with our vision of an aggressive economic development program	EDC	P & D Director
7.8	Resolve long-term funding challenges	President & Village Board	Management Team
8.3	Insure long-term viability of the Glen Ellyn Fire Company	President & Village Board	Management Team
8.7	Improve Village Gateways in conjunction with other plans and construction	P & D Director	PW Director

Short-Term Routine

Rank	Top Five Short-Term Routine Strategic Goals (Ranked Order)	Ownership of Goal: Primary	Ownership of Goal: Secondary (if any)
6.8	Resolve/make a final decision on an organizational structure for accountability and results in Economic Development	President & Village Board	Village Manager
8.6	Come to a common understanding of what our "core services" are that we have to fund	President & Village Board	Management Team
11.8	Finish our emergency preparedness plan and conduct a bi-annual simulation	Police Chief	-
12.0	Restore trust, ethics and credibility in Village government/increase involvement maybe task forces	President & Village Board	Management Team
14.1	Monitor spending closely this year – "the year of the budget"	Village Manager	Management Team

Short-Term Complex

Rank	Top Five Short-Term Complex Strategic Goals (Ranked Order)	Ownership of Goal: Primary	Ownership of Goal: Secondary (if any)
3.7	**Complete Phase I study for downtown plan**	President & Village Board	DAC
13.3	Start looking at funding issues for local pension – get involved at the legislative level	President & Village Board	Management Team
13.5	Establish a policy for growth and re-development. How do we attract developers in a strategic way?	EDC	P& D Director
13.8	**Work to support/pass County SSA for Fire and EMS**	President & Village Board	Management Team
16.8	Undertake a thorough study of the various units of government that serve the village to seek efficiencies and "rationalize" current government service delivery models	President & Village Board	Finance Commission

Glen Ellyn Strategic Plan
Elected Officials Rankings
Categorized by General Subject Area
(Planning session - 2009/Adopted - 2010)

	IMPROVED INFRASTRUCTURE, UTILITIES & PUBLIC FACILITIES		Top 5 Noted*
13.2	Implement cultural location improvements, e.g. golf clubhouse, boat house, etc.	Long-Term Complex	
15.3	Completion of new or upgraded Village facilities according to priority plan	Long-Term Complex	
21.7	Create and implement a viable plan to resolve Inflow and Infiltration Problems in the stormwater systems	Short-Term Complex	

	IMPROVED PUBLIC INFORMATION & PUBLIC RELATIONS		
7.3	Seek public commitment/sharing of strategic plan	***Long-Term Routine***	***1***
14	Do a better job demonstrating our transparency to citizens and the community	***Long-Term Routine***	***3***
24	**Add a specific elected official e-mail link to website**	Short-Term Routine	
24.5	Post more information online – all reports, etc., we receive including the minutes	***Short-Term Routine***	***3***
25	**Televise Board workshops/emphasize pro-active discussions**	Short-Term Routine	

	ENHANCE ECONOMIC DEVELOPMENT & DOWNTOWN BUSINESS DISTRICT		
2.4	Execute the approved/adopted Downtown Plan	***Long-Term Complex***	***1***
3.7	**Complete Phase I study for downtown plan**	***Short-Term Complex***	***1***
6	Develop a marketing plan to go along with our vision of an aggressive economic development program	***Long-Term Complex***	***2***
6.8	Resolve/make a final decision on an organizational structure for accountability and results in Economic Development	***Short-Term Routine***	***1***
7.6	Target areas in the Village for re-development … now, not later	***Long-Term Routine***	***2***
8.7	Improve Village Gateways in conjunction with other plans and construction	***Long-Term Complex***	***5***
8.9	Discuss possible incentives in the downtown plan	Long-Term Complex	
12.1	Implement Five Corners and Roosevelt Road as we expand into our planning district	Long-Term Complex	
13.5	Establish a policy for growth and re-development. How do we attract developers in a strategic way?	***Short-Term Complex***	***2***
14	Explore, support bold/stroke infrastructure ideas like RR grade separation, parking structure, etc.	Long-Term Complex	
17.1	Conduct a Roosevelt Road Corridor Study	Short-Term Complex	
18.3	Explore Village acquisition of property for Five Corners and downtown improvements; help take the lead	Long-Term Complex	
18.6	Seize the opportunity for 5 Corner re-development possibility	Short-Term Complex	
19.3	Complete downtown greenway	Long-Term Complex	
22.7	Explore if we can bring C.O.D. activities downtown (e.g. business center)	Short-Term Complex	

	MAXIMIZE PUBLIC SAFETY		
8.3	Insure long-term viability of the Glen Ellyn Fire Company	***Long-Term Complex***	***4***
11.8	Finish our emergency preparedness plan and conduct a bi-annual simulation	***Short-Term Routine***	***3***
13.8	**Work to support/pass County SSA for Fire and EMS**	***Short-Term Complex***	***4***
18.6	Explore multi-family housing/living code	Long-Term Complex	
19.6	Improve traffic flow and enforcement (1)	Short-Term Routine	
24.2	Explore joint Fire Protection District with other departments	Long-Term Complex	

	IMPROVE QUALITY OF LIFE		
16.3	Develop a long-term environmental protection plan	Long-Term Complex	
17.8	Develop a trail plan for the Village along with other transportation improvements, etc.	Long-Term Complex	
22.8	Adopt and implement an Emerald Ash Borer plan	Short-Term Complex	
26.7	Exploration/creation of housing development policies to assure housing mix in the Village	Short-Term Complex	
31	Examine our role as it should be to help our residents who are struggling	Short-Term Routine	
33.5	Have the Manor Woods bog plan resolved	Short-Term Complex	

	ENHANCE & STRENGTHEN FINANCES		
7.8	Resolve long-term funding challenges	***Long-Term Complex***	***3***
13.3	Start looking at funding issues for local pension – get involved at the legislative level	***Short-Term Complex***	***2***
14.1	Monitor spending closely this year – "the year of the budget"	***Short-Term Routine***	***5***
15.3	Seek alternative funding sources - review fees	Short-Term Routine	
16.4	Develop a long-term finance plan for operations and for capital in one document	***Long-Term Routine***	***3***
18.6	Using outside expertise and help, pursue funding possibilities like RTA, Metra	Short-Term Complex	
19.1	Maximize non-golf revenue opportunities at the Village Links Golf Club/☐Keep the Village Links Golf Club profitable	Short-Term Complex	
24.3	Hold discussion on should we explore endowments for some programs?	Long-Term Complex	
24.5	**Form a Finance Commission**	Short-Term Routine	

	IMPROVE VILLAGE GOVERNMENT & PERFORMANCE		
8.6	Come to a common understanding of what our "core services" are that we have to fund (2)	***Short-Term Routine***	***2***
12	Restore trust, ethics and credibility in Village government/increase involvement maybe task forces*	***Short-Term Routine***	***4***
14.7	Develop a long-term technology plan for the Village	Long-Term Complex	
16.6	Work on a mission/vision statement creation project	Short-Term Routine	
16.7	Continue to find fast-track methods to issue permits/approve recurring events/☐Streamline business processes in the Village	Short-Term Routine	
16.8	**Establish/firm the tenure and security of the current Village Manager**	Short-Term Routine	
16.8	Thorough study of the various units of government that serve the village to seek efficiencies and "rationalize" current govt service delivery	Short-Term Complex	
17	Ethics is a long-term goal that's important in how we're perceived	***Long-Term Routine***	***5***
17.1	Institute performance measures and tracking methods and reports	Short-Term Routine	
17.7	Conduct Village-wide community attitude survey	Short-Term Complex	
18.1	Adopt a robust code of ethics/rules of purpose, code of conduct for all	Short-Term Routine	
19	Expand our multi-board/multi-jurisdiction interactions and planning	Short-Term Complex	
19.3	Establish Village as a "driver" of our community and work with all governmental units and delivery of social services	Long-Term Complex	
20.2	Resolve jurisdictional and regulatory issues with C.O.D.	Short-Term Complex	
21.2	Don't let legal tail wag the village dog	Long-Term Routine	
22	Revisit our use of G.I.S. in the Village; develop a good plan for expanded use, etc.	Long-Term Complex	
24	**Explore/adopt a system to permit meeting participation via telephone (including Board meetings)**	Short-Term Routine	
27	Implement a Customer Service Training Program: employees must become laser focused on customer service focus and orientation	Short-Term Routine	

	UPDATES CODES & POLICIES		
16.3	Complete a sign code update	Short-Term Routine	
19.1	Establish contractor licensing regulations	Long-Term Routine	
19.4	Implementation of adopted mixed housing development policies	Long-Term Complex	
20.5	Explore storm water management code changes	Long-Term Complex	
24.3	Adoption of design codes to promote environmental construction	Long-Term Complex	
25	Implement the TPO	Long-Term Complex	
26	Implement a new business registration process/code implementation	Short-Term Routine	
29.2	Adopt property maintenance ordinance for commercial for now (maybe residential in the future)	Short-Term Complex	

	EXPAND VILLAGE BOUNDARIES		
16.6	Pursue eventual Village boundaries	Long-Term Complex	
22	Actively pursue annexations to help control developments and develop a timetable	Long-Term Complex	
22.1	Hold a "current and future boundary forum" – while examining the cost benefit, etc., of annexations	Short-Term Complex	

**** Items highlighted represent the top five priorities in the following categories: long-term complex, long-term routine, short-term complex & short-term routine.***

NOTE: Items highlighted in red have been completed.