



Agenda  
Village of Glen Ellyn  
Village Board Workshop  
Monday, October 21, 2013  
7:00 p.m. – Room 301

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Village Board Workshop Procedures Statement

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

1. Call to Order
2. Roll Call
3. Audience Participation

A. Open:

Members of the public are welcome to speak to any item *not* specifically listed on tonight's agenda for up to three minutes. For those items which are on tonight's agenda, the public will have the opportunity to comment at the time the item is discussed. In either case, please complete the Audience Participation form and turn it in to the Village Clerk. It is requested that, if possible, one spokesman for a group be appointed to present the views of the entire group. Speakers who are recognized are requested to step to a microphone and state their name, address and the group they are representing prior to addressing the Village Board.

4. Paramedic (EMS)/Firefighter Contractual Services – Village Manager Franz and Assistant Village Manager Stonitsch
  - a. Review 2012/13 Paramedic (EMS)/Firefighter Contract
  - b. Review 2013/14 Request for Proposal – Draft
5. Volunteer Fire Company Needs & Funding Options – Village Manager Franz and Chief Bodony
6. Wayfinding Signage Update – Planning and Development Director Hulseberg
7. Tax Levy & Budget Kickoff (SSA/Non-Home Rule Sales Tax) – Finance Director Wachtel
8. 2013-2017 Strategic Plan Report & Village Goals – Village Manager Franz
9. Other Items?
10. Adjournment

MEMORANDUM

TO: Mark Franz, Village Manager
FROM: Al Stonitsch, Assistant Village Manager
DATE: October 17, 2013
RE: Ambulance/Paramedic Services Contract



PURPOSE:

The purpose of this memorandum is to provide a high-level overview of the Village's current ambulance/paramedic services contract, and to solicit feedback from the Village Board on the preliminary draft of the Request for Proposal ("RFP").

BACKGROUND:

Since 2009, the Village has been contracting its ambulance/paramedic services with Public Safety Services, Inc ("PSSI") of Rosemont, Illinois, which includes the provision of four (4) certified firefighter/paramedics twenty-four hours a day, year-round. These paramedics are housed in, and respond directly from, the Village's two fire stations. As part of this model, the contract personnel utilize the two (2) front-line ambulances and one (1) reserve ambulance, all of which are owned and maintained by the Village. The cost of this contract is detailed in the chart below.

Table with 4 columns: Contract year (June 15 start), 2009 base contract terms, Actual contract amount, Annual savings. Rows include 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, and a TOTAL row.

To offset some of the costs associated with the Village's ambulance/paramedic services program, the Village assesses ambulance fees to resident and non-resident patients who utilize the ambulance services. These fees are reviewed and approved periodically by the Village Board. To handle the billing and collection activities, the Village has contracted separately with Paramedic Billing Services, Inc (Elmhurst, Illinois) since 2009. As part of this contract, the vendor assesses a fee of five (5) percent of all payments that it collects on a monthly basis, which over the last four years has equated to approximately \$33,281.00 per year. Attachment 1 details the Village's overall costs to the Village to provide ambulance and paramedic/firefighter services, and illustrates that the Village's FY 2012-2013 net program cost (after revenue collected from ambulance fees) was \$358,258.

DISCUSSION:

The Village's current contract with PSSI is due to expire in June 2014. Although the Village has been satisfied with the services rendered to date by PSSI, the upcoming expiration of the contract offers the Village an opportune time to test the marketplace to ensure competitive contract pricing. With that in mind, the Village established an RFP Review Committee ("the Committee"), comprised of President Demos, Trustee

Friedberg, Village Manager Franz, Fire Chief Bodony, and Assistant Manager Stonitsch. The Committee's charge was to develop the RFP itself, and to establish the overall primary objectives, which include:

- ✓ Developing a RFP document and bid process that is fair and equitable, and maximizes competition<sup>1</sup>
- ✓ Recommend a contract that ensures that high quality of service to the community is maintained
- ✓ Explore further mitigating the Village's liability exposure by requiring the vendor to own all three (3) ambulances and provide the necessary on-going maintenance
- ✓ Consolidate the ambulance billing services contract under one, fixed-price "turn-key" contract, and explore a potential revenue (i.e. ambulance fees) sharing arrangement with the successful vendor

The Committee has developed a preliminary draft of the RFP, which is attached for the Board's review (**Attachment 2**), and will also be reviewing the results of the RFP and ultimately making a contract award recommendation to the Village Board. The draft RFP contains several key components, including:

- Continuing to require four (4) on-duty firefighter/paramedics staffed around the clock, year-round
- Ensuring that the Village/Fire Chief have ultimate authority to accept or reject firefighter/paramedics assigned to the contract
- Establishing a five (5) year initial contract term, with an additional two, one-year renewal options
- Maintaining the operational flexibility afforded by requiring the contractor to provide cross-trained personnel as firefighter/paramedics
- Requiring the vendor to own and maintain all vehicles/equipment necessary to fulfill the contract specifications within the base bid proposal
- Continuing to provide an experienced, well-qualified contract manager/EMS Coordinator that will serve as the liaison between the Village and the vendor, and require six (6) current contract employees be retained by the vendor for continuity purposes
- Fold ambulance billing services into one, overall "turn-key" contract for services
- Provide an option for vendors to provide a revenue sharing alternative

#### **REQUEST FOR BOARD FEEDBACK:**

The Committee is seeking Village Board feedback or questions on any aspect of the contract; however, there are several specific areas where staff is looking for the Board's direction.

1. **Contract Term:** Is the Board comfortable with the proposed five (5) year base term, with the additional two, one-year renewal options?
2. **Ownership/Maintenance of Ambulances:** As mentioned, the base bid in this RFP requires the vendor to own/maintain the ambulances. Is the Board comfortable with the RFP seeking an alternate proposal with the Village continuing to own and maintain the ambulances (i.e. status quo scenario), in order to allow the Board to assess the cost/benefit of each alternative?
3. **Ambulance Billing/Revenue Sharing:** Staff is proposing three alternate bids relating to revenue sharing. Is the Board comfortable with having the following alternates in the RFP?

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<sup>1</sup> Staff anticipates four (4) primary vendors bidding on this contract. Keurtz, PSSI, Superior/Metro, & PSI

- a. **Alt. #1:** Vendor provides turn-key services, but keeps all revenues from ambulance billings (this would be structured as the base bid).
- b. **Alt #2:** Vendor provides turn-key services (i.e. base contract scope), with *the Village* keeping all revenues collected from ambulance billing
- c. **Alt. #3:** Vendor provides turn-key services (i.e. base contract scope), and keeps all revenues from ambulance billings; however, the vendor agrees to share a portion of revenues in excess of the base bid cost.

**Open Items:**

As mentioned earlier, the attached RFP is still preliminary and in draft form. In addition to continuing to refine the language within the contract, the Committee is still working on a few open items, such as:

- Village Attorney Review
- Ambulance and Equipment Specifications
- Evaluating minimum liability insurance coverage requirements

**Tentative RFP Schedule:**

The following table outlines the tentative schedule for the RFP letting. The Committee’s goal is to advertise the RFP by November 7 with final vendor proposals due by December 13. Staff anticipates bringing forth a recommendation to the Board for a contract award in late January.

Date	Milestone
Oct. 21	Board Direction/Feedback
Nov. 1	Committee Finalizes RFP
Nov. 7	RFP Advertised
Nov. 19	Non-mandatory pre-proposal conference with vendors
Dec. 13	Proposals Due from Vendors
Jan. 27	Village Board Consideration of Contract Award

**ATTACHMENTS:**

1. Ambulance Service Financial Analysis
2. Ambulance/Paramedic Services RFP (Preliminary Draft)

# **ATTACHMENT**

**1**

**Village of Glen Ellyn  
Ambulance service financial analysis  
October, 2013**

	1 24-hour ambulance and 1 12-hours ambulance				2 24-hours ambulances*				4 year average	
	FY05/06	FY06/07	FY07/08	FY08/09	June 2009 - May 2010	June 2010 - May 2011	June 2011 - May 2012	June 2012 - May 2013		First 4 year total
<b>Revenues</b>										
Ambulance collections**	\$ -	\$ -	\$ -	\$ -	\$ 663,349	\$ 647,781	\$ 654,252	\$ 697,114	\$ 2,662,495	\$ 665,624
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 663,349	\$ 647,781	\$ 654,252	\$ 697,114	\$ 2,662,495	\$ 665,624
<b>Expenditures</b>										
Ambulance Service	\$ 219,567	\$ 230,411	\$ 283,699	\$ 270,273	\$ 830,000	\$ 866,135	\$ 883,693	\$ 903,924	\$ 3,483,752	\$ 870,938
PBS Fees					25,229	33,285	32,727	37,214	128,455	32,114
Ambulance Purchase***					63,660	63,660	63,660	63,660	254,641	63,660
Ambulance Fuel					9,687	12,035	14,940	14,093	50,755	12,689
Ambulance in-house maintenance					23,502	14,153	28,535	19,528	85,717	21,429
Ambulance Equipment and supplies					5,004	10,918	15,251	16,953	48,127	12,032
<b>Total Expenditures</b>	<b>\$ 219,567</b>	<b>\$ 230,411</b>	<b>\$ 283,699</b>	<b>\$ 270,273</b>	<b>\$ 957,082</b>	<b>\$ 1,000,186</b>	<b>\$ 1,038,807</b>	<b>\$ 1,055,372</b>	<b>\$ 4,051,447</b>	<b>\$ 1,012,862</b>
Net cost for the year	\$ (219,567)	\$ (230,411)	\$ (283,699)	\$ (270,273)	\$ (293,733)	\$ (352,405)	\$ (384,555)	\$ (358,258)	\$ (1,388,951)	\$ (347,238)
Cost per 24 hours of ambulance service	\$ (146,378)	\$ (153,607)	\$ (189,133)	\$ (180,182)	\$ (146,867)	\$ (176,203)	\$ (192,278)	\$ (179,129)	\$ (146,867)	\$ (173,619)
4 year average										
Number of paramedic calls					1,457	1,399	1,501	1,644	6,001	
Net cost per call					\$ (202)	\$ (252)	\$ (256)	\$ (218)	\$ (231)	
	12 month CPI-U change (June) FY08 FY09 average \$ (184,657)				-1.4%	1.1%	3.6%	1.4%		
	CPI-U adjusted (from FY08 FY09 average) Performance better or (worse) than CPI adjusted				\$ (182,072)	\$ (184,075)	\$ (190,702)	\$ (193,371)	\$ 35,206	\$ 7,872
					\$ (1,576)	\$ 14,243	\$	\$ 41,502		

\* Not fiscal year totals as the paramedic contract year begins on June 15.

\*\* Revenue calculated by call date, collections as of September 25, 2013. It takes several months before billing for calls mature enough for reliable reporting.

\*\*\*Assumes total purchase and equipment of \$333,301, amortized over 5 years and assuming a trade in value of \$7,500 per ambulance.

# **ATTACHMENT**

**2**



**REQUEST FOR PROPOSAL**

**PROPOSAL DOCUMENTS AND SPECIFICATIONS**

**CONTRACT PARAMEDIC / FIREFIGHTER SERVICES  
&  
AMBULANCE BILLING SERVICES**

**FOR**

The Village of Glen Ellyn  
535 Duane Street  
Glen Ellyn, Illinois 60137  
P: (630) 469-5000  
[www.glenellyn.org](http://www.glenellyn.org)

**November \_\_\_\_, 2013**

## LEGAL NOTICE

Official notice is hereby given that sealed proposals will be received in the Office of the Village Manager, Glen Ellyn Civic Center, at 535 Duane Street, Glen Ellyn, Illinois until 4:00 p.m. local time on December\_\_\_\_, 2013 for the following:

### **RFP ON: PARAMEDIC/FIREFIGHTER SERVICES AND AMBULANCE BILLING SERVICES FOR THE:**

### **VILLAGE OF GLEN ELLYN, ILLINOIS**

A NON-MANDATORY PRE-SUBMISSION MEETING WILL BE HELD on November\_\_\_\_, 2013 AT 10:00 AM at the Village of Glen Ellyn, Galligan Board Room, 535 Duane Street, Glen Ellyn, Illinois 60137.

Scope of work includes the following: Paramedic & Firefighter Services and Ambulance Billing Services

Specifications may be obtained at the Village Manager's Office, Glen Ellyn Civic Center, 535 Duane Street, Glen Ellyn, Illinois 60137 or by calling (630) 469-5000.

Offers may not be withdrawn for a period of one-hundred fifty (150) days after closing date without the consent of the Village of Glen Ellyn.

Any proposal submitted unsealed, unsigned, fax transmissions or received subsequent to the aforementioned date and time, shall be disqualified and returned to the vendor.

The Village of Glen Ellyn reserve the right to reject any and all proposals or parts thereof, to waive any irregularities or informalities in procedures and to award the agreement(s) in a manner best serving the interest of the Village.

Dated: November \_\_\_\_, 2013  
Al Stonitsch, Assistant Village Manager

## INSTRUCTIONS FOR SUBMISSION OF PROPOSAL:

### 1. GENERAL

- A. Definition: The Request for Proposals (RFP) process is a method of procurement permitting discussions with responsible vendors and revisions to proposals prior to award of an agreement. Proposals will be opened and evaluated in private. Award will be based on the criteria set forth herein.
- B. Examination of Documents: Prior to submitting a proposal, vendors are advised to carefully examine the project scope and work tasks to be accomplished, specifications, insurance requirements and required affidavits; becoming thoroughly familiar with all conditions, instructions and specifications governing this proposal. If a vendor's proposal is accepted, they shall be responsible for, and the Village will make no allowance for, any errors in the vendor's proposal resulting from failure or neglect to comply with these instructions.
- C. Form of Proposal: Proposals shall be made in accordance with these instructions. Proposals shall be submitted on the forms provided herein by the Village. Additional information, as requested by the Village, shall be submitted in accordance with instructions contained within these documents. Failure to execute proposals as required may be, at the sole discretion of the Village, a cause for rejection.
- D. Execution of Proposal; Proposals shall be signed by an authorized officer or Manager of the vendor. If the vendor is a corporation, the proposal shall bear the name of the corporation, and be signed by the president and secretary of the corporation. Should the proposal be signed by an officer(s) other than the president and secretary of the corporation, the proposal must be accompanied by an affidavit authorizing such officer(s) to bind the corporation.
- E. Incurred Costs: The Village will not be liable in any way for any costs incurred by respondents in replying to this Request for Proposal.

### 2. SUBMISSION OF PROPOSAL

All proposals shall be submitted in a sealed envelope Attn: Village Manager, Village of Glen Ellyn, 535 Duane Street, Glen Ellyn, Illinois, 60137, by the specified closing time for receipt of the proposals. **The sealed envelope shall carry the following information on the face:** vendor's name, address, subject matter of the proposal, and date and hour designated for the

closing of receipt of proposals as shown in the notice.

Where proposals are sent by mail or courier service, the vendor shall be responsible for their delivery to the Village Manager prior to the designated date and hour for opening. If delivery is delayed beyond the date and hour set for the opening, proposals thus delayed will not be considered and will be returned unopened.

Proposals transmitted by facsimile (fax) or e-mail will not be accepted.

No responsibility will be attached to the Village for the premature opening or non-opening of a proposal not properly addressed and identified in accordance with these instructions, except as otherwise provided by law.

3. **WITHDRAWAL OF PROPOSAL**

Proposals may be withdrawn prior to the time designated for the closing of receipt of proposals by written request. However, no offer shall be withdrawn within ninety (90) calendar day period after the time set for the closing. Vendors withdrawing their proposal prior to the time and date set for closing of receipt of proposals may still submit another proposal if done in accordance with these instructions.

4. **CONFIDENTIALITY**

Consideration will be given to requests to maintain confidentiality for certain proprietary or confidential information provided in a proposal. If the vendor desires to maintain confidentiality for specific information, the pages containing the information should be clearly marked on the proposal as "Proprietary and Confidential." In no event should all pages of the proposal be so marked. The proposal should include a separate written request clearly evidencing the need for confidentiality. The Village Manager shall examine the proposals to determine the validity of any written requests for nondisclosure of trade secrets and other proprietary data identified. After award of the agreement, all responses, documents, and materials submitted by the vendor pertaining to this RFP will be considered public information and will be made available for inspection, unless otherwise determined by the Village Manager. All data, documentation and innovations developed as a result of these contractual services shall become the property of the Village. Based upon the public nature of these RFP's, a vendor must inform the Village, in writing, of the exact materials in the offer that the vendor believes should not be made a part of the public record in accordance with the Illinois Freedom of Information Act.

5. **RESPONSIBILITY OF VENDOR**

No agreement will be awarded to any person, firm or corporation that is in whole or in part, in an unsatisfactory manner in any agreement with the Village, or who is a defaulter as to surety or otherwise upon any obligation to the Village.

6. **EXCEPTIONS TO SPECIFICATIONS**

Any exceptions to these specifications shall be listed and fully explained on a separate page entitled "Exceptions to Specifications", prepared by the vendor on its firm's letterhead, to be attached to and submitted with these documents at the time of submission of the proposal. **Each exception must refer to the page number and paragraph to which it pertains.** The nature of each exception shall be fully explained. Vendors are cautioned that any exceptions to these specifications may be cause for rejection of the proposal.

Should an vendor submit a proposal where any exception is not clearly marked, described and explained, the Village will consider the proposal to be in strict compliance with these specifications. If then awarded an agreement, the successful vendor shall comply with all requirements in accordance with these specifications.

DRAFT

## **GENERAL TERMS AND CONDITIONS:**

### **1. INTENT**

It is the intent of the Village of Glen Ellyn ("the Village") to enter into an agreement with a reputable firm ("Vendor") to provide paramedic/firefighter and ambulance billing services. Proposals will be evaluated by the Village, in accordance with Evaluation Process specified herein. Upon the approval of the Village Board, the Village Manager will have the right to execute an agreement with the vendor who is deemed to be the most advantageous and who is best qualified to perform in accordance with the terms and conditions of the agreement.

### **2. PROPOSAL PRICE**

Please provide pricing on the Pricing Sheet **Exhibit \_\_\_\_** consistent with the Scope of Work as identified herein.

Proposer shall submit pricing for all work defined in the Pricing Sheet (**Exhibit \_\_\_\_**). It is further understood that the proposer must submit pricing for each type of service identified.

**Each vendor shall submit a proposal using the forms and pricing sheets provided herein.**

### **3. PRE-BID CONFERENCE**

A non-mandatory pre-bid conference will be held on November \_\_\_\_, 2013 at \_\_\_\_ a.m./p.m. at the Village of Glen Ellyn's Civic Center, 535 Duane Street, Glen Ellyn, Illinois 60137

Vendors interested in bidding this work are urged to attend the pre-proposals conference. Attendance at this meeting is not mandatory; however, vendors are warned that no allowance will be granted to vendors unfamiliar with the work.

### **4. TERM OF AGREEMENT**

The term of this Agreement shall be for a five (5) year period, beginning on June 15, 2014 and lasting through June 14, 2019. The Village reserves the right to renew their agreement for up to two (2) additional one (1) year periods under the same terms and conditions, subject to acceptable performance by the Vendor. At the end of the initial or renewal term, the Village reserves the right to extend this agreement for a period of up to ninety (90) days for the purpose of getting a new agreement in place.

For any term beyond the initial term, this agreement is contingent on the appropriation of sufficient funds; no charges shall be assessed for failure of the Village to appropriate funds in future contract years.

## 5. VOLUME/ESTIMATED QUANTITY

The EMS calls for service volumes and billing revenues collected identified herein are estimated quantities. The Village does not guarantee any specific amount and shall not be held responsible for any deviation. This contract shall cover the Village's requirements whether for more or less than the estimated amount. The Village of Glen Ellyn reserves the right to increase and/or decrease quantities during the term of the Agreement, whatever is deemed to be in the best interest of the Village. In the event awarded Vendor (s) is unavailable, the Village reserve the right to use whatever Vendor is available to minimize and/or mitigate damages to the Village.

## 6. EVALUATION PROCESS

The Village will apply the evaluation criteria specified herein in determining the Vendor deemed to be the most advantageous and best qualified to perform in accordance with the terms and conditions of the agreement.

A. The Village shall receive written proposals as follows: One (1) original, four (4) copies and one (1) electronic (USB or compact disc) copy of the proposal shall be submitted. The proposals should include:

- ✓ Vendors are required to submit all information requested in the "Vendor Qualifications Questionnaire" found in Appendix \_\_\_\_\_. Vendor shall provide information on each item requested (Use additional pages if necessary).
- ✓ the resume and location of the firm,
- ✓ references from past and present clients,
- ✓ descriptions of projects of similar scope and experience,
- ✓ the names and background of personnel to be assigned this contract,
- ✓ a narrative or work plan describing their ability to meet the scope of work as outlined
- ✓ responses to Exhibits \_\_\_\_ & \_\_\_\_, and any other submittals requested within the proposal document.

B. The Village will review and evaluate the proposals based on the established selection criteria and a comparison of all proposals. If necessary, the Village may request a meeting with one or more vendors to clarify and/or expand on the proposal. In accordance with the requirements of the proposal, the Village may negotiate terms, conditions and fees with one or more vendors.

1. All vendors are advised that in the event of receipt of an adequate number of proposals, which in the opinion of the Village require no clarification and/or supplementary information, such proposals may be evaluated without discussion. Hence, proposals should be initially submitted on the most complete and favorable terms which vendors are capable of offering to the Village.

2. The Village may conduct discussions with any vendor who submits an acceptable or

potentially acceptable proposal. Vendors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals. During the course of such discussions, the Village shall not disclose any information derived from one proposal to any other vendor. The Village reserves the right to request the vendor provide additional information during this process.

3. During discussions, the vendor shall be prepared to cover the following topics:

- i. The specific services to be provided;
- ii. Qualifications of the vendor, including work on contracts of similar scope and experience, the background of contract personnel, etc., and;
- iii. The working relationship to be established between the Village and its representatives and the vendor, including, but not limited to, what each party should expect from the other.

C. The Village reserves the right to negotiate specifications, terms and conditions which may be necessary or appropriate to the accomplishment of the purpose of this RFP. The Village may require the RFP and the vendor's entire proposal be made an integral part of the resulting contract. This implies that all responses, supplemental information, and other submissions provided by the vendor during discussions or negotiations will be held by the Village as contractually binding on the successful vendor.

D. When the Village determines a vendor's proposal to be unacceptable, such vendor shall not be afforded an additional opportunity to supplement its proposal.

E. The Village selects the proposal which, based on the ability to meet the criteria, appears to be the most advantageous, and the Village Manager, with the approval of the Village Board of Trustees, will have the right to execute an agreement with the vendor who is deemed to be the most advantageous, and who is best qualified to perform in accordance with the terms and conditions of the agreement. The Village reserves the right to reject any or all bids.

## 8. EVALUATION CONSIDERATIONS

### A. Responsiveness with Request for Proposals

This refers to the adherence to all conditions and requirements of the Request for Proposals.

### B. Required Submittals

Qualified firms interested in providing the services described are invited to submit a complete Proposal for consideration. The proposal shall address the items listed below. Failure to provide all requested items may be sufficient cause for non-acceptance of the Proposal.

The Proposer may provide information in addition to the information requested; however, the additional information shall be placed at the end of the Proposer's submittal in a section separated from the remainder of the proposal.

The following criteria will be used in the evaluation process to determine the successful respondent:

**C. Acceptability of Proposals**

This refers to the adherence to all conditions and requirements of the Request for Proposals. The offer shall be evaluated solely in accordance with the criteria set forth herein. The proposals shall be categorized as follows:

- i. Acceptable;
- ii. Unacceptable.

<b>GRADING CRITERIA</b>	
1.	Services
2.	Qualifications and Experience of Staff Proposed
3.	References
4.	Fees

**Grading Criteria:**

**1. Services**

- Rating will be based on an assessment of the Proposer's knowledge and understanding of the nature of the work. Provide a narrative demonstrating (i) the exact type and nature of the vendor's proposed services and how they accomplish the objectives of the work identified in the scope of service, as well as (ii) the vendor's ability to respond to the needs of the Village. The assessment will also evaluate the completeness and reasonableness of the vendor's proposed plan for accomplishing the task(s) required and the ability of the vendor to demonstrate previous success on similar service contracts.

**2. Qualifications and Experience of Staff Proposed**

- Complete Vendor qualifications statement (Appendix \_\_\_)
- Provide a narrative describing the role of and introducing each key individual in

your company that will be actively involved in the performance of the services requested herein.

- Provide an organization chart showing functional relationships between the Proposer, sub-vendors (if any) and the Village. Show the lines of communication, authority and assigned responsibility.
- Please provide resumes for all staff proposed. Please also provide information on the experience of each person, including information on relevant education, industry certifications, state licensures, etc. for the past three (3) years and any relevant membership in relevant professional organizations.
- Please also indicate how the quality of staff over the term of the agreement will be assured by including in the proposal any method you would employ to limit the turnover rate of personnel over the life of the contract.

### 3. References

- The Vendor shall have at least five (5) full years of business experience in municipal Paramedic/Firefighter contracts. The Vendor shall also have provided the like services to at least five (5) different municipalities. The bidder shall include proof of the above including contact names and phone numbers.
- Please provide a list of all municipal client references. The Proposer shall include contact names and titles, name of agencies, telephone numbers, e-mail and mailing addresses.
- A vendor with significant experience and satisfactory performance on professional service contracts would receive an acceptable rating this category. Additional consideration will be given for this item for substantial experience on the same type of contracts and outstanding performance on previous contracts. Little or no experience on this type of service contract will receive a less favorable rating.

### 4. Fees

- This refers to the proposed contract fee. Proposal Price of the General Terms and Conditions. (Please note that price is only one factor for consideration of award).

### 9. PROPOSAL SECURITY

Each proposal shall be accompanied by a security deposit, which shall be in the form of a certified check or bank's cashier's check or surety bond in the amount of twenty-five thousand dollars and zero cents (\$25,000.00) made payable to the Village of Glen Ellyn. Proposals submitted without the required security shall be rejected. All forms of security

shall be returned to all Venders at the time a new contract begins. After formal written notification by the Village that an Agreement has been established, the proposal security of the successful Vendor shall be forfeited to the Village in the event that the Vendor shall withdraw its proposal, or neglect or refuse to enter into a contract and submit the required bond, and the Vendor shall be liable for any damages the Village may thereby suffer.

**10. CALENDAR OF EVENTS (Tentative and subject to change)**

<b>Thursday, November 7, 2013</b>	Proposal sent to potential vendors and advertised in the <i>Daily Herald</i> . Please confirm that you have received the proposal via email to Al Stonitsch, Assistant Village Manager, at <a href="mailto:astonitsch@glenellyn.org">astonitsch@glenellyn.org</a> .
<b>Tuesday, November 19, 2013 10:00 a.m. CST</b>	Non-Mandatory Pre-Proposal Conference - Village of Glen Ellyn, Civic Center, 535 Duane Street, Glen Ellyn, Illinois 60137
<b>Tuesday, November 26, 2013 4:00 pm</b>	Last day to submit questions and requests for clarification.
<b>Friday, December 6, 2013</b>	Release of responses to all questions received by November 26, 2013
<b>Friday, December 13, 2013</b>	<p><b>Deadline for RFP Submission. Proposals received after the date and time identified will be returned unopened.</b></p> <p><b>One (1) original (clearly identified), of the complete/signed proposal by December 13, 2013 before 4:00 p.m. CST, to:</b></p> <p style="text-align: center;"> <b>Al Stonitsch Assistant Village Manager Village of Glen Ellyn 535 Duane Street Glen Ellyn, IL 60137</b> </p> <p style="text-align: center;"><b>RFP ON: Paramedic/Firefighter Services &amp; Ambulance Billing Services</b></p> <p><b>PLEASE INCLUDE ONE (1) ORIGINAL, FOUR (4) COPIES AND ONE (1) ELECTRONIC (USB OR COMPACT DISC) COPY</b></p>
<b>Week of December 16, 2013</b>	Vendor Interviews (if necessary)
<b>January 2013</b>	Recommendations made to the Village's Corporate Authorities

**10. ADDITIONAL INFORMATION**

Should the vendor require additional information about this request for proposal, submit questions via email to: [astonitsch@glenellyn.org](mailto:astonitsch@glenellyn.org). Questions are required **no later than 4:00 P.M. on November 26, 2013.**

ANY and ALL changes to these specifications are valid only if they are included by written addendum. No interpretation of the meaning of the scope of work will be made orally.

Failure of any vendor to receive any such addendum or interpretation shall not relieve the vendor from obligation under this proposal as submitted. All addenda so issued shall become part of the proposal documents. Failure to request an interpretation constitutes a waiver to later claim that ambiguities or misunderstandings caused an vendor to improperly submit a proposal.

**The Village recognizes that in some cases the information conveyed in this RFP may provide an insufficient basis for performing a complete analysis of the RFP requirements. Prospective vendors are therefore requested to make the best possible use of the information provided, without the expectation that the Village will be able to answer every request for further information, or that the schedule for receipt and evaluation of proposals will be modified to accommodate such request.**

#### **11. RESERVATION OF RIGHTS**

The Village reserves the right to accept an vendor's proposal that is, in its judgment, the best and most favorable to the interests of the Village and of its residents; to accept any item (s) of an vendor's proposal; to reject, any portion or all of an vendor's proposals; to accept and incorporate corrections, clarifications or modifications following the opening of the vendor's proposals when to do so would not, in the Village's opinion, prejudice the proposal process or create any improper advantage to any vendor; and to waive irregularities and informalities in the proposal process or in any vendor's proposal submitted; provided, however, that the waiver of any prior defect or informality shall not be considered a waiver of any future or similar defects or informalities, and vendors should not rely upon, or anticipate, such waivers in submitting the vendor's proposals. The enforcement of this Reservation of Rights by the Village shall not be considered an alteration of the proposal.

#### **12. DOCUMENT OBTAINED FROM OTHER SOURCES**

**The Village of Glen Ellyn is the only official source for proposal packages and supporting materials.** Registration with the Village of Glen Ellyn is the only way to ensure vendors receive all addenda and other notices concerning this project. The Village of Glen Ellyn cannot ensure that vendors who obtain proposal packages from sources other than the Village of Glen Ellyn will receive addenda and other notices. All vendors are advised that proposals that do not conform to the requirements of this proposal package, including compliance with and attachment of all addenda and other notices, may, at the Village's discretion, be rejected as non-responsive and/or their proposal disqualified. **In such cases, the Village of Glen Ellyn will NOT re-release the project absent extraordinary circumstances.**

#### **13. CONTACT WITH VILLAGE PERSONNEL**

All vendors are prohibited from discussing this request for proposal with the Village President, Trustees, or any other official or employee of the Village or Glen Ellyn Volunteer Fire Company (collectively, "Village Personnel") with regard to the request for proposals, other than in the manner and to the person(s) designated herein. The Village Manager or his

designee reserves the right to disqualify any vendor found to have contacted Village Personnel in any manner with regard to the request for proposals. Additionally, if the Village or designee determines that the contact with Village Personnel was in violation of any provision of 720 ILCS 5/33E, the matter will be turned over to the DuPage County's State's Attorney for review and prosecution.

#### **14. DISCLOSURE OF POTENTIAL OR ACTUAL CONFLICT OF INTEREST**

The Village of Glen Ellyn prohibits public officials or employees from performing or participating in an official act or action with regard to a transaction in which he has or knows he will thereafter acquire an interest for profit, without full public disclosure of such interest. This disclosure requirement extends to the spouse, children and grandchildren, and their spouses, parents and the parents of a spouse, and brothers and sisters and their spouses.

To ensure full and fair consideration of all proposals, the Village requires all vendors including owners or employees to investigate whether a potential or actual conflict of interest exists between the vendor and the Village, its officials, and/or its employees. If the vendor discovers a potential or actual conflict of interest, the vendor must disclose the conflict of interest in its proposal, identifying the name of the municipal official or employee with whom the conflict may exist, the nature of the conflict of interest, and any other relevant information. The existence of a potential or actual conflict of interest does NOT, on its own, disqualify the disclosing vendor from consideration. Information provided by the vendor in this regard will allow the Village to take appropriate measures to ensure the fairness of the proposal process.

The Village of Glen Ellyn requires all vendors to submit a certification, enclosed with this proposal packet, indicating that the vendor has conducted the appropriate investigation and disclosed all potential or actual conflicts of interest.

By submitting a proposal, all vendors acknowledge and accept that if the Village discovers an undisclosed potential or actual conflict of interest, the Village may disqualify the vendor and/or refer the matter to the appropriate authorities for investigation and prosecution.

#### **15. SILENCE OF SPECIFICATIONS**

The apparent silence of specifications as to any detail or apparent omission from a detailed description concerning any portion of this request for proposals shall be interpreted as meaning that only the best practice shall prevail.

#### **16. RESPONSIVE PROPOSAL**

16.1 A "Responsive Proposal" is defined as a "proposal which conforms in all material respects to the requirements set forth in the request for proposals." Vendors are hereby notified that any exceptions to the requirements of this proposal may be cause for rejection of the proposal.

16.2 Vendors shall promptly notify the Village of Glen Ellyn of any ambiguity,

inconsistency or error which they may discover upon examination of the proposal documents. Interpretations, corrections and changes will be made by addendum. Each vendor shall ascertain prior to submitting a proposal that all addenda have been received and acknowledged in the proposal.

#### **17. LIMITATIONS ON HIRING VILLAGE STAFF**

No contract employee may serve as the Fire Chief of the Glen Ellyn Volunteer Fire Company. The Glen Ellyn Volunteer Fire Company reserves the right to allow contract employees to be members of the Fire Company.

#### **18. MODIFICATIONS**

Vendors shall be allowed to modify/withdraw their proposal prior to the due date. Once proposals have been received and opened they cannot be changed or withdrawn unless requested in writing and approved by the Village.

#### **18. INSURANCE**

The Vendor shall maintain for the duration of the agreement, insurance purchased from a company or companies lawfully authorized to do business in the State of Illinois and having a rating of at least A-minus as rated by A.M. Best Ratings. Such insurance will protect the Vendor from claims set forth below which may arise out of or result from the Vendor's operations under the agreement and for which the Vendor may be legally liable, whether such operations be by the Vendor or by a SubVendor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable:

**18.1 Worker's Compensation Insurance** covering all liability of the Vendor arising under the Workers' Compensation Act and Occupational Diseases Act; limits of liability not less than statutory requirements.

**18.2 Employers Liability Insurance** covering all liability of Vendor as employer, with limits not less than: \$1,000,000 per injury – per occurrence; \$500,000 per disease – per employee; and \$1,000,000 per disease – policy limit.

**18.3 Comprehensive General Liability** in a broad form on an occurrence basis, to include but not be limited to, coverage for the following where exposure exists; Premises/Operations, Contractual Liability, Products/Completed Operations for 2 years following final payment, Independent Vendor's coverage to respond to claims for damages because of bodily injury, sickness or disease, or death of any person other than the Vendors employees as well as claims for damages insured by usual personal injury liability coverage which are sustained (1) by a person as a result of an offense directly or indirectly related to employment of such person by the vendor, or (2) by another person and claims for damages, other than to the Work itself, because of injury to or destruction of tangible property, including loss of use there from; Broad Form Property Damage Endorsement;

General Aggregate Limit      \$ 10,000,000  
Each Occurrence Limit        \$ 5,000,000

18.4 **Automobile Liability Insurance** shall be maintained to respond to claims for damages because of bodily injury, death of a person or property damage arising out of ownership, maintenance or use of a motor vehicle. This policy shall be written to cover any auto whether owned, leased, hired, or borrowed.

Each Occurrence Limit        \$ 1,000,000

18.5 **Professional Liability Insurance** shall be maintained to respond to claims for damages due to the Vendor's errors and omissions.

Errors and Omissions         \$5,000,000

18.6 **Crime Insurance** shall be maintained to respond to claims for damages due to the Vendor's employee theft, dishonesty, or other crime.

Crime                             \$5,000,000

18.7 Vendor agrees that with respect to the above required insurance:

18.7.1 The CGL policy shall be endorsed for the general aggregate to apply on an annual basis;

18.7.2 To name the Village of Glen Ellyn as additional insured as their interest may appear, and; to provide thirty (30) days' notice, in writing, of cancellation or material change.

18.7.3 The Vendor's insurance shall be primary in the event of a claim.

18.7.4 The shall be provided with a Certificate of Insurance and endorsements evidencing the above required insurance, prior to commencement of an agreement and thereafter with certificates evidencing renewals or replacements of said policies of insurance at least thirty (30) days prior to the expiration of cancellation of any such policies.

18.7.5 Vendor shall disclose in its proposal its self-insured retention ("SIR") limits on all policies proposed.

18.7.6 A **Certificate of Insurance** that states the **the Village of Glen Ellyn** has been endorsed as an "additional insured" by the Vendor's **insurance carrier**. **Specifically, this Certificate must include the following language: "The Village of Glen Ellyn and their respective elected and appointed officials,**

employees, agents, vendors, attorneys and representatives, are, and have been endorsed, as an additional insured under the above reference policy number \_\_\_\_\_ on a primary and non-contributory basis for general liability and automobile liability coverage for the duration of the contract term.”

18.8 **Failure to Comply:** In the event the Vendor fails to obtain or maintain any insurance coverage required under this agreement, the Village of Glen Ellyn may purchase such insurance coverage and charge the expense thereof to the Vendor.

#### 19. **HOLD HARMLESS**

The Vendor agrees to indemnify, save harmless and defend the Village, and its respective elected and appointed officials, employees, agents, vendors, attorneys and representatives and each of them against and hold it and them harmless from any and all lawsuits, claims, injuries, demands, liabilities, losses, and expenses; including court costs and attorney’s fees for or on account of any injury to any person, or any death at any time resulting from such injury, or any damage to property, which may arise or which may be alleged to have arisen out of, or in connection with the work covered by this project. The foregoing indemnity shall apply except if such injury is caused directly by the willful and wanton conduct of the Village of Glen Ellyn its agents, servants, or employees or any other person indemnified hereafter. The obligations of the Vendor under this provision shall not be limited by the limits of any applicable insurance required of the Vendor.

#### 20. **CHANGE IN STATUS**

The Vendor shall notify the Village immediately of any change in its status resulting from any of the following: (a) vendor is acquired by another party; (b) change in greater than 5% ownership interest; (c) vendor becomes insolvent; (d) vendor, voluntarily or by operation law, becomes subject to the provisions of any chapter of the Bankruptcy Act; (d) vendor ceases to conduct its operations in normal course of business. The Village shall have the option to terminate its agreement with the vendor immediately on written notice based on any such change in status.

#### 21. **SUBVENDORS**

Subcontracting of firefighter/paramedic services during the initial and subsequent terms of the agreement is prohibited. If any vendor submitting a proposal intends on subcontracting out ambulance billing services, that fact, and the **name of the proposed subcontracting firm(s) must be clearly disclosed in the bid on the form provided herein** (use additional sheets if necessary). In the event the Contractor requires a change of the subcontractor (s) identified, a written request from the Contractor and a written approval from the Village is required. **Failure to identify subcontractors could result in disqualification.**

**22. INVOICES AND PAYMENTS**

The Vendor shall submit invoices to the Village of Glen Ellyn detailing the services provided. The Village shall only pay for services rendered. Additional services may be added based on the needs of the Village with prior written approval. Payment shall be made in accordance with the Local Government Prompt Payment Act. Invoices shall be delivered to:

Attn: Al Stonitsch  
Assistant Village Manager  
Village of Glen Ellyn  
535 Duane Street  
Glen Ellyn, Illinois 60137

**23. PRECEDENCE**

Where there appears to be variances or conflicts, the following order of precedence shall prevail: the Village's Scope of Work as stated; The Request for Proposals Terms and Conditions (including Special), and the Vendor's Proposal Response.

**24. JURISDICTION, VENUE, CHOICE OF LAW**

The agreement shall be governed by and construed according to the laws of the State of Illinois. Jurisdiction and venue shall be exclusively found in the Circuit Court of DuPage County, State of Illinois.

**25. NON-ENFORCEMENT BY THE VILLAGE**

The Vendor shall not be excused from complying with any of the requirements of the agreement because of any failure on the part of the Village, on any one or more occasions, to insist on the vendor's performance or to seek the Vendor's compliance with any one or more of said terms or conditions.

**26. INDEPENDENT CONTRACTOR**

The Vendor is an independent contractor and no employee or agent of the vendor shall be deemed for any reason to be an employee or agent of the Village. Vendor shall be solely responsible for payment of all their wages, salaries, F.I.C.A., withholdings, health and life insurances, workman's compensation insurance, and any and all other obligations required under any and all local, state, and federal laws.

Employees or agents of the vendor may be changed if those personnel leave the firm, are promoted or are assigned to another office. These personnel may also be changed for other reasons with the express prior written permission of the Village Manager and/or the Glen Ellyn Fire Chief. However, in either case, the Village Manager and/or the Glen Ellyn Fire Chief retains the right to approve or reject replacements.

Contract employees mentioned in response to this request for proposals can only be changed with the express prior written permission of the Village Manager or his designee, which retain the right to approve or reject replacements. Other personnel may be changed at the discretion of the proposer provided that replacements have substantially the same or better qualifications or experience.

The Vendor agrees to waive any and all rights to reimbursement of workers' compensation expenses under Section 1(a)(4) of the Illinois Workers' Compensation Act (820 ILCS 305), and as amended; and the Vendor agrees to waive any and all rights to reimbursement of occupational disease expenses under Section 1(a)(3) of the Illinois Occupational Diseases Act (820 ILCS 310), and as amended.

**27. TERMINATION:**

The Village reserves the right to terminate their agreement upon thirty (30) days written notice. In case of such termination, the vendor shall be entitled to receive payment from the terminating Village for work completed to date in accordance with the terms and conditions of their agreement. In the event that an agreement is terminated due to vendor's default, the Village shall be entitled to purchase services elsewhere and charge the vendor with any or all losses incurred, including attorney's fees and expenses.

The vendor may terminate this agreement upon providing a minimum of six (6) months advanced written notice

**28. NON APPROPRIATIONS**

The Village reserves the right to terminate any part of this agreement or to reject proposals, in the event that sufficient funds to complete the agreement are not appropriated by the Village Board of Trustees.

**29. PROTEST PROCEDURE**

Any vendor wishing to file a protest regarding the proposal process may do so by giving written notice to the Village Manager within seven (7) calendar days of the closing time and date. This notice should include the title of the requirement, the closing date, and the nature of the protest.

The Village Manager or designee shall decide any disputes concerning a question of fact under this procurement, which is not disposed of by agreement. The decision of the Village Manager or his duly authorized representative for the determination of such appeals shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, or capricious, or arbitrary, or so grossly erroneous as necessary to imply bad faith, or not supported by substantial evidence. In connection with any appeal proceeding under this clause, the vendor shall be afforded an opportunity to be heard and offer evidence in support of his appeal. Pending final decision of a dispute hereunder, the vendor shall proceed diligently with

the performance of the agreement and in accordance with the decision of the Village.

**30. AFFIDAVITS**

The following affidavits included in these agreement documents must be executed and submitted with the proposal:

- A) References
- B) Subcontractor References (If applicable)
- C) Disqualification of Certain Vendor
- D) Affidavit/Anti-collusion
- E) Conflict of Interest Form
- F) Tax Compliance

**31. PROPERTY OF THE VILLAGE**

All documents and findings produced as a result of these services shall become the property of the Village.

**32. EQUAL EMPLOYMENT OPPORTUNITY**

Vendor shall comply with the Illinois Human Rights Act, 775 ILCS 5/1-101 et seq., as amended, and any rules and regulations promulgated in accordance therewith, including, but not limited to the Equal Employment Opportunity Clause, Illinois Administrative Code, Title 44, Part 750 (Appendix A), which is incorporated herein by reference.

**33. AUDIT/ACCESS TO RECORDS**

- A. The vendor shall maintain books, records, documents and other evidence directly pertinent to performance of the work under this agreement consistent with generally accepted accounting standards in accordance with the American Institute of Certified Public Accountants Professional Standards. The vendor shall also maintain the financial information and data used by the vendor in the preparation or support of any cost submissions required under this subsection, (Negotiation of contract amendments, change orders) and a copy of the cost summary submitted to the Village. The Auditor General, the Village, or any government agency or any of their duly authorized representatives shall have access to the books, records, documents, and other evidence for purposes of inspection, audit, and copying. The vendor will provide facilities for such access and inspection.
- B. An annual audit shall be provide to the Village that specifies costs and revenues associated with the contract terms. Audits conducted pursuant to this provision shall be consistent with generally accepted auditing standards in accordance with the American Institute of Public Accountants Professional Standards.
- C. The vendor agrees to the disclosure of all information and reports resulting from access to records pursuant to the subsection above. Where the audit concerns a vendor, the auditing agency will afford the vendor an opportunity for an audit exit conference and

an opportunity to comment on the pertinent portions of the draft audit report. The final audit report will include the written comments, if any, of the audited parties.

- D. Records under the subsections above shall be maintained and made available during performance of the work under this agreement and until three (3) years from the date of final audit for the project. In addition, those records which relate to any dispute or litigation or the settlement of claims arising out of such performance, costs or items to which an audit exception has been taken, shall be maintained and made available for three (3) years after the date of resolution of such dispute, appeal, litigation, claim or exception.

**34. SILENCE OF SPECIFICATIONS**

The apparent silence of specifications as to any detail or apparent omission from a detailed description concerning any portion shall be interpreted as meaning that only the best commercial material or practice shall prevail and that only items of the best material or workmanship to be used.

**35. USE OF VILLAGE'S NAME AND IMAGE**

The use of the name "Village of Glen Ellyn" or any images of its property is expressly prohibited without the express written approval of the Village except where the name and images of Glen Ellyn appear on the ALS Ambulances.

DRAFT

**SCOPE OF WORK  
CONTRACT PARAMEDIC/FIREFIGHTER PERSONNEL  
& AMBULANCE BILLING SERVICES**

**I. PURPOSE:**

The Village of Glen Ellyn (hereinafter "Village"), located in DuPage County, Illinois, is seeking proposals from qualified bidders for the provision of paramedic/firefighter professional services and ambulance billing services.

- **Paramedic/Firefighter Services:** The village seeking a vendor to provide two front-line (2) ALS ambulances with four (4) certified firefighter/paramedics twenty-four hours a day year-round. In addition, the vendor shall provide a third, reserve ALS ambulance (housed in quarters) at all times. The Village further intends to provide this level of service at the most cost effective method possible, and also to utilize these resources to provide other public benefits when there are no emergency calls for service. These services will be rendered from Glen Ellyn's two fire stations on a 24-hour basis. Note: The Village would like alternate pricing in the event the Village was to elect to own and maintain all three (3) ALS ambulances.
- **Ambulance Billing Services:** The Village is also seeking to have the successful vendor (or its subcontractor) to coordinate all activities associated with the billing of patients for the ambulance and medical services incurred, and to collect funds directly from patients or insurance providers for these services using an approved fees schedule established by the Village. Under this arrangement, the vendor would keep all revenues it collects from the ambulance billing services. Note: The Village is seeking alternative pricing whereby the vendor remits all revenues collected back to the Village on a monthly basis.

The Village intends to enter into a multi-year contract with a qualified and responsible firm for such services, and accordingly are furnishing herein a set of specifications by which such proposals shall be judged.

**II. BACKGROUND:**

**Village of Glen Ellyn:**

The Village of Glen Ellyn is a home-rule municipality located just 23 miles west of Chicago in DuPage County, and is one of the area's premier suburbs. The area protected by the Village of Glen Ellyn has an estimated population of 35,000 residents and is 15 square miles in size (see service area map, Appendix \_\_\_\_). Presently, paramedic and ambulance services are contracted through a private firm. The current vendor provides four (4) certified firefighter/paramedics

every day of the year, twenty- four hours a day, housed in and operating from the two (2) Village-owned fire stations (Station No. 1, 524 Pennsylvania Ave and Station No. 2, 681 Taft Avenue). Under the current arrangement, the Village of Glen Ellyn owns and maintains the two front-line ALS ambulances, in addition to the one reserve ambulance.

The Village's total EMS call volume over the last three-years were as follows:

<b>Year</b>	<b>Total EMS Calls</b>
2010	2,067
2011	2,199
2012	2,227

Presently, the Village's ambulance billing services are contracted separately (i.e. a firm independent from the paramedic services provider) through a private firm. From June 2009 through May 2013, the Village issued, on average, 1,500 ambulance bills annually totaling \$1.48 million per year. The Village Board reviews the ambulance billing rates periodically, and establishes by ordinance the rates that will be charged. Appendix \_\_\_\_\_ provides the current ambulance billing rates that are charged to residents and non-residents.

INSERT Appendix \_\_\_\_\_ paramedic billing call statistics, dollars collected, % net collected.

**Village of Glen Ellyn Fire Company:**

The Glen Ellyn Volunteer Fire Company is a volunteer organization that provides fire and emergency services to the community. Each volunteer serves for one (1) dollar a year. From the Chief to the rank of firefighter, the 64 men and women who serve as volunteers today stand ready to serve, 24 hours a day, 365 days a year. Our firefighters are some of the most experienced, highly-trained and professional firefighters. With over 100 years of experience in firefighting and rescue services, the Glen Ellyn Volunteer Fire Company is constantly renewing itself with the latest in fire service equipment and training. One of the indicators of the quality of service provided by your Volunteers is the impressive ISO Class 3 insurance rating that the Village benefits from. This rating insures lower insurance rates for both residential and commercial property.

The Glen Ellyn Volunteer Fire Company consists of the full time Fire Chief/Administrator and 64 volunteer personnel. The Department currently operates from two (2) stations, employs an engine company from its volunteer ranks on weekday from 7am to 7pm, and operates with a

staffed (Village-contracted) ALS ambulance operating out of both stations. Presently, the level of emergency medical care is at the EMT-P level, with some Firefighters certified as EMT-B's, and several personnel certified as EMT-P's. In 2012, the Department responded to a total of 1,400 calls for service. We expect this call volume to remain stable, or to increase slightly. Is this total calls or EMS calls?

Presently, the contract firefighter/paramedics augment GEFVC volunteer personnel assisting on fire calls on an as needed basis. Conversely, depending on the call type, GEVFC will assist contract firefighter/paramedics depending on call type and mutual aid commitments. The GEVFC responded to 869 "ambulance assist" calls in 2012.

### **III. SPECIFICATIONS FOR PERSONNEL:**

- A. The Vendor shall provide twelve (12) State of Illinois licensed Paramedics. These twelve (12) Paramedics shall be approved by and able to function in the Central DuPage Hospital EMS System. These personnel shall also have their State of Illinois Basic Firefighter Operations certificate at the time of hire, unless otherwise approved by the Glen Ellyn Fire Chief.
- B. Four (4) Paramedic/Firefighters will be on duty at all times, working on a twenty four (24) hour duty shift, followed by forty eight (48) hours off duty. Said personnel shall not work more than forty-eight (48) hours consecutively. Said personnel will be housed and operate directly from the two (2) Village-owned fire stations, and be provided lockers, beds, and be permitted to use of the facilities at each fire station.
- C. The Vendor shall guarantee that six (6) employees (as selected by the Village) operating under the existing contract be retained by the Vendor with substantially the same compensation and benefits under this agreement to ensure some continuity of service for the community.
- D. The Vendor shall provide certified and acceptable replacement Paramedic/Firefighters, that will be available to work in the event of illness, vacation, resignation, termination, or other vacancies caused by the absence of the regularly assigned personnel, as approved by the Fire Chief. Vendor shall ensure that such temporary replacement personnel have available all required equipment and uniforms when his/her tour of duty begins.
- E. Paramedic/Firefighters shall have the State of Illinois Department of Public Health License as a Paramedic, and the Office of the State Fire Marshal, Division of Personnel Standards and Education Certificate of the Basic Operations Firefighter. The personnel must also be in good standing, and maintain that status, with the Central DuPage Hospital EMS System.

F. At the Vendor's sole expense, personnel provided to the Village under the contract shall meet the following:

- 1) Shall certify in writing that each contract employee provided to the Village has successfully completed a thorough criminal background check, and be free of any misdemeanor or felony convictions within the previous five (5) years.
- 2) At least one (1) Paramedic/Firefighter on each shift shall have a minimum of three (3) years of licensed and documented field experience in a municipal environment, as a firefighter/paramedic.
- 3) All firefighter/paramedics assigned to this contract shall possess and maintain valid certifications in Advanced Cardiac Life Support, and Pre-Hospital Trauma Life Support or International Trauma Life Support. At least six (6) of the Paramedic/Firefighters shall be certified at the Instructor level in Cardiopulmonary Resuscitation (CPR).

F. The Vendor shall designate one (1) contract Paramedic/Firefighter, with the approval of the Fire Chief to serve as the Contract Manager/EMS Coordinator. This person will function as the liaison between the Department EMS Management and the Vendor. This contract employee shall have a minimum five (5) years experience with previous documented municipal experience, and will operate out of the Village-owned fire stations.

G. The Vendor shall provide the Village with resumes of each potential candidate to be selected for assignment. The Vendor shall provide no less than three (3) resumes for each position to be filled. Company employment applications shall not be considered a resume. If after receipt of the candidates resume, the Fire Chief deems the candidate meets at least the minimum qualifications, the candidate may be scheduled for an interview. The right to accept or reject any candidate lies solely with the Village. Once a candidate is chosen for the Village contract, the candidate must serve at the Vendor's expense, at least one eight (8) hour shift of orientation at the Department prior to being placed on any shift.

H. The Vendor, at its sole expense, shall certify in writing that each and every Paramedic/Firefighter is physically able to perform the job related requirements of a Paramedic/Firefighter, and shall successfully complete the physical agility and testing requirements of the Village in compliance with NFPA 1582. Each entry level physical shall include a preliminary drug screen and 12 lead stress test.

I. The Vendor must certify in writing that each of the regularly scheduled personnel, at

the Vendor's sole expense, has had and/or will have a yearly physical, which shall include a full NFPA 1582 medical examination including drug and alcohol screening. Furthermore, the Vendor will also provide a written confirmation that all regularly assigned personnel are trained and knowledgeable of the street locations within the Village. If the person selected for the position is not knowledgeable enough of the streets of the Village, the Vendor shall explain in detail how the person selected will learn the streets, and how any associated costs will be absorbed.

- J. If any regularly assigned Paramedic/Firefighter shall terminate employment with the Vendor, or transfer to another assignment within the corporate structure, written notification shall be made as soon as possible, to the Office of the Fire Chief. It should be expected that at least two (2) work weeks of notification shall be provided, so as not to disrupt the work environment, any more than necessary. Any and all replacement personnel shall be selected and approved in the same manner and in accordance with all the provisions set forth as the original candidates.
- K. The Fire Chief shall reserve the right to reject any and all Paramedic/Firefighters from service with the Department for just cause, or for reasons of incompatibility, and the Vendor shall secure a prompt replacement of personnel as conditions warrant as specified above.

#### **IV. DUTIES AND RESPONSIBILITIES:**

- A. The Vendor and assigned personnel shall abide by all rules and regulations, ordinances, and guidelines as established by the Village, Central DuPage Hospital EMS System, the State of Illinois Department of Labor, and Department of Public Health.
- B. Assigned personnel shall respond to all requests for emergency services within the Village, and to all calls that the Village is required to provide under mutual aid agreements. Personnel will participate in any and all training and meetings, provided within the Department while on duty.
- C. In addition to regular assignments, contract personnel shall also provide at no additional cost to the Village, including, but not limited to the following:
- EMT training for members of the Department
  - CPR Classes
  - Blood pressure screenings

- Public safety education/demonstrations
  - Station tours
- D. Contract personnel shall follow the orders of the ranking Station Officer to which they are assigned, the orders of a ranking Officer on the fire ground, or the senior Officer on the scene, and shall fulfill any and all duties and assignments directed by the Fire Chief of the Department or designee.
- E. Each and every contract Paramedic/Firefighter shall not be absent from duty until such time that they are properly relieved by qualified personnel.
- F. Contract personnel shall be required to perform daily duties as outlined by the Fire Chief. These duties include, but are not limited to, inspecting and cleaning equipment, vehicles, and buildings. Personnel are also responsible for maintaining their uniforms and bunker gear in accordance with the Department's guidelines.
- G. The Vendor is responsible to assure that each of its firefighter/paramedics assigned to the Village contract is eligible for recertification under the guidelines established by the Central DuPage Hospital EMS System and the Illinois Department of Public Health.
- H. The Vendor shall provide uniforms for daily use as specified by the Department's Fire Chief. No reference to the name of the Vendor shall appear on any of the provided clothing. No clothing other than the Department approved shall be worn in any capacity or at any time, while on duty. The Vendor shall also provide all necessary turnout gear to the contract employees, according to the latest published edition of NFPA, and the Village including, but not limited to, the following: bunker coat, bunker pants, helmet, suspenders, Nomex hood, gloves, boots, and six accountability name tags for each employee. The specific details of brand and type can be specified by the Fire Chief to match existing equipment style and type.
- I. The Vendor shall provide a copy of any policy and/or procedure manuals for their business. Vendor's must also provide an eight-hour orientation session with each and every new employee regularly assigned to the Village contract.
- J. Vendor shall provide monthly/quarterly/annual statistics to the Village covering all ambulance activity in a manner and format specified by the Village.
- K. Vendor shall provide prompt response and follow-up to inquiries and complaints, and will take steps to ensure that an efficient conflict resolution process is in place.
- L. Vendor ensures courteous and professional conduct of field and office personnel at all times. Vendor

shall maintain a neat, clean, and professional appearance of all personnel.

## V. VEHICLES/EQUIPMENT PROVIDED BY THE VENDOR

- A. The vendor shall provide two (2) brand-new, fully equipped, front-line Advanced Life Support (“ALS”) ambulances as specified by the Illinois Department of Public Health and the Central DuPage Hospital EMS System. See Appendix\_\_\_\_ for specifications.
- B. In addition, the vendor shall provide one (1) fully-equipped, ALS reserve ambulance by purchasing one of the Village’s current front-line ambulances and provide any additional backup ambulances, as may be necessary, if more than one ambulance is out of service, to ensure two front-line ambulances are available at all times See Appendix \_\_\_\_for specifications.
1. For the reserve ambulance, Vendor shall purchase one (1) of the Village’s ambulances currently owned by the Village as part of this contract. Appendix \_\_\_\_\_ provides the details of the selected unit. Vendor shall provide in its base bid proposal a purchase price offer for the ambulance. The successful vendor shall then take ownership, and provide on-going maintenance, for the duration of the contract.
- C. All three ambulances shall be solely dedicated to serve the Village, and shall be:
1. All housed within the Village-owned fire station
  2. Appropriately printed and marked to identify the Village of Glen Ellyn
  3. Free of rust, physical defects and provide a new vehicle appearance.
- D. The vendor shall ensure that the two front-line ambulances shall be a no older than five (5) years past its manufacture date during the life of the contract, and have accumulated no more than 100,000 miles. The one reserve ambulance shall be no older than ten (10) years past its manufacture date during the life of the contract.
- E. Vendor shall assume responsibility for maintenance and replacement of all equipment and supplies required to perform this contract. If the equipment with a serious mechanical defect is not repaired or replaced within twenty-four (24) hours, the Village may undertake necessary repairs and the contractor shall reimburse the Village for the full cost of such repairs incurred by the Village. Any replacement equipment shall be the same or better than that which it replaced.
- F. Vendor shall ensure that all lubricants, repairs, initial supply inventory and all supplies are maintained and documented per local requirements. **NOTE:** Village shall provide all fuel for ambulances.
- G. Vendor shall replace for repair within forty-eight (48) hours any equipment, including ALS type transporting vehicles, that is lost, stolen, damaged, or removed from service.
- H. All ambulances shall successfully pass any and all inspections by the Illinois Department of Public Health. Annual proof of inspection shall be provided to Village.

- I. Vendor shall maintain neat and clean equipment and facilities, including proper disposal of hazardous materials.
- J. Each vehicle shall be equipped by the Village with 2 mobile (minimum 40 watt) Starcom two-way radios, (one in the cab and one on the action wall in the ambulance module) capable of transmitting and receiving on the following twenty-two (22) frequencies:
- a) FIRE NORTH
  - b) IFERN
  - c) IFERN 2
  - d) IREACH
  - e) DIRS
  - f) FIRE EAST
  - g) FIRE WEST
  - h) FIRE SOUTH
  - i) DOWNERS GROVE FIRE
  - j) PUBLIC WORKS
  - k) FIREGROUND RED, WHITE, BLUE, GOLD, BLACK AND GREY
  - l) V-CALL
  - m) V-TAC 1, 2, 3 AND 4
  - n) MERCI
- K. Vendor shall provide two (2) Motorola APEX, five (5) watt portable radios, equipped with the same frequencies, and vehicle chargers shall be furnished in EACH vehicle, and four (4) Motorola Minitor V, pagers and chargers shall be furnished and maintained by the Vendor.
- L. The Vendor shall indicate in detail how they plan to provide their employees training on our Village streets. It is a matter of public safety and the Village must be sure that each and every Vendor explains exactly how they plan to educate and train their employees in this respect. Any monetary plan for this training can be detailed in the economic section of the proposal. Each shift shall be trained on the Village's streets to be able to respond to location in the most direct route and then respond to a hospital in same manner. This training must be in place by date of contract and approved by Fire Chief. Vendor should detail any associated costs within the plan itself.
- M. The Village is also seeking an **alternate bid** for the vendor to provide **staffing only**.

## VI. AMBULANCE BILLING SERVICES

The vendor shall:

1. Provide all personnel, materials, and services needed to perform and accomplish all requirements of this proposal.
2. Provide a program manager for the duration of this contract.

3. Ensure all required documentation and agreements with payers are properly filed and maintained on behalf of the Village.
4. Obtain pre-approval from the Village of all forms used in the execution of this contract.
5. Upon receipt of the ambulance report data; review, prepare and mail invoices to the patient within seven (7) business days. This mailing shall include all necessary forms for payment processing, along with a return envelope. Also include service evaluation form with invoice upon request. Service evaluation forms are to be mailed back to the Glen Ellyn Volunteer Fire Company and are not to be processed by the Vendor.
6. All invoices and written statements/documentation forwarded to patients shall be formatted so the relationship between the Village and the Vendor is invisible.
7. Upon receipt of patient claim information, if required, electronically submit Medicare, Medicaid, and insurance claims within three (3) business days. Manual submission of claims is acceptable only if electronic submission is not available.
8. Utilize current diagnostic coding to ensure compliance with federal, state, and local regulations.
9. Ensure proper security and confidentiality of patient information and records, including, but not limited to a business associates agreement, which the Vendor shall enter into with the Village, as required by the Health Insurance Portability & Accountability Act of 1996 (HIPAA).
10. Comply with all state and federal collection regulations, including the Fair Debt Collections Practices Act, which contains a "Mini-Miranda" statement.
11. Resubmit or resolve denied or disallowed claims.
12. Accept responsibility for patient billing inquiries and complaints during regular business hours: The Vendor's Customer Service Representatives should be available at a minimum 8:00 a.m. to 5:00 p.m., Central Standard Time, Monday through Friday, excluding major holidays: New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day via a toll-free number, toll-free fax number and email.
13. Provide the tracking of submitted claims to ensure timely payments.
14. Provide monthly statements to allow patients to be aware of outstanding balances.
15. Maintain generally accepted accounting procedures for the reconciling of all financial transactions.
16. Provide access to Village Staff to monitor, change or correct billing activity accounts receivable for all accounts under this Agreement.
17. Facilitate the daily posting of revenues and provide daily document retrieval through a lock box arrangement with the Village's banking institution.
18. Refund requests submitted must include the patient's payment information along with a detailed explanation of why the refund is requested and all information necessary to submit refund.
19. Reports shall clearly differentiate between resident and non-resident patients and delineate between in town and mutual aid calls for service.
20. Provide prompt, accurate daily reporting that includes a detailed report showing each activity that has taken

place during the day including receipts, charges, adjustments and total accounts receivable.

21. Prepare a report providing a record of all transactions that affected the General Ledger. This report shall be available in either detail or summary form.
22. Provide prompt, accurate monthly reporting, which shall include basic information such as account balance, patient due balance, date of last statement and date of last payment.
23. Prepare a financial summary showing "period to date" and "year to date" totals for charges, receipts, adjustment, net accounts receivable, total accounts, receivable and collection percentage, and aging reports.
24. Pursue non-payment by ambulance users with a Village approved collection agency.
25. Forward monthly reports, including account status, to a collection agency.
26. Remain up-to-date on technical and legal developments that have an impact upon ambulance/paramedic billing services.
27. Respond promptly to inquiries from the Village's external auditors pertaining to ambulance/paramedic billing.
28. Communicate to the Village's Administration Department, Finance Department and Fire Company steps that can be taken to improve the efficiency and effectiveness of billing and collection when appropriate.
29. Provide appropriate security for and back-up storage of the Village's billing data. Back-up storage of the Village's billing data shall occur at least on a daily basis.
30. Provide appropriate reports on emergency medical services rendered, billing, and collection to the Village's Administration Department, Finance Department or Fire Company as requested.
31. Work with the Village's Finance Department to reconcile data related to all phases of the billing process (service vs. invoicing vs. collection information), to include data related to payments received directly by the Village.
32. Ownership of Billing Records/Data: The Village owns the billing data and records maintained by the Vendor during the term of this agreement. Upon the expiration of the contract, or if the contract is terminated at any time for any reason, the Vendor shall promptly provide the Village with an electronic record of the billing data in a file format specified by the Village.
33. The Village shall have sole and exclusive right to adjust billing rates and services as necessary throughout the life of the contract.

**REFERENCES**

Please list below five (5) references for which your firm has performed similar work for Municipalities as identified in the Proposal Qualifications.

Municipality: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip Code: \_\_\_\_\_  
Contact Person/  
Telephone Number: \_\_\_\_\_  
Dates of Service/Award  
Amount: \_\_\_\_\_

Municipality: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip Code: \_\_\_\_\_

Contact Person/Telephone  
Number: \_\_\_\_\_  
Dates of Service/Award  
Amount: \_\_\_\_\_  
Agency: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip Code: \_\_\_\_\_  
Contact Person/  
Telephone Number: \_\_\_\_\_  
Dates of Service/Award  
Amount: \_\_\_\_\_

Agency: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip Code: \_\_\_\_\_  
Contact Person/  
Telephone Number: \_\_\_\_\_  
Dates of Service/Award  
Amount: \_\_\_\_\_

Agency: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip Code: \_\_\_\_\_  
Contact Person/  
Telephone Number: \_\_\_\_\_  
Dates of Service/Award  
Amount: \_\_\_\_\_

**SUB-CONTRACTOR INFORMATION**

**(ATTACH ADDITIONAL PAGES AS NEEDED)**

**Name:** \_\_\_\_\_ **# Years in Business:** \_\_\_\_\_

**Address:** \_\_\_\_\_ **# Years used by Contractor:** \_\_\_\_\_

**Services provided by Sub-Contractor:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name:** \_\_\_\_\_ **# Years in Business:** \_\_\_\_\_

**Address:** \_\_\_\_\_ **# Years used by Contractor:** \_\_\_\_\_

**Services provided by Sub-Contractor:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name:** \_\_\_\_\_ **# Years in Business:** \_\_\_\_\_

**Address:** \_\_\_\_\_ **# Years used by Contractor:** \_\_\_\_\_

**Services provided by Sub-Contractor:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**DISQUALIFICATION OF CERTAIN VENDORS**

**PERSONS AND ENTITIES SUBJECT TO DISQUALIFICATION**

No person or business entity shall be awarded an agreement or subagreement, for a stated period of time, from the date of conviction or entry of a plea or admission of guilt, if the person or business entity:

- (A) has been convicted of an act committed, within the State of Illinois or any state within the United States, of bribery or attempting to bribe an officer or employee in the State of Illinois, or any State in the United States in that officer's or employee's official capacity;
- (B) has been convicted of an act committed, within the State of Illinois or any state within the United States, of bid rigging or attempting to rig bids as defined in the Sherman Anti-Trust Act and Clayton Act 15 U.S.C.;
- (C) has been convicted of bid rigging or attempting to rig bids under the laws of the State of Illinois, or any state in the United States;
- (D) has been convicted of an act committed, within the State of Illinois or any state in the United States, of price-fixing or attempting to fix prices as defined by the Sherman Anti-Trust Act and Clayton Act 15 U.S.C. Sec. 1 et seq.;
- (E) has been convicted of price-fixing or attempting to fix prices under the laws of the State of Illinois, or any state in the United States;
- (F) has been convicted of defrauding or attempting to defraud any unit of state or local government or school district within the State of Illinois or in any state in the United States;
- (G) has made an admission of guilt of such conduct as set forth in subsection (A) through (F) above which admission is a matter of record, whether or not such person or business entity was subject to prosecution for the offense or offenses admitted to;
- (H) has entered a plea of *nolo contendere* to charges of bribery, price fixing, bid rigging, bid rotating, or fraud; as set forth in subparagraphs (A) through (F) above.

Business entity, as used herein, means a corporation, partnership, trust, association, unincorporated business or individually owned business. By signing this document, the bidder hereby certifies that they are not barred from bidding on this contract as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

---

(Signature of Vendor if the Vendor is an Individual)  
 (Signature of Partner if the Vendor is a Partnership)  
 (Signature of Officer if the Vendor is a Corporation)

The above statements must be subscribed a sworn to before a notary public.

Subscribed and Sworn to this \_\_\_\_\_ day of \_\_\_\_\_, 2013

---

Notary Public

*Failure to complete and return this form may be considered sufficient reason for rejection of the proposal.*

**ANTI-COLLUSION AFFIDAVIT AND CERTIFICATION**

\_\_\_\_\_, being first duly sworn,  
deposes and says that he is \_\_\_\_\_  
(Partner, Officer, Owner, Etc.)

of \_\_\_\_\_  
(Vendor)

The party making the foregoing proposal or bid, that such bid is genuine and not collusive, or sham; that said bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person; to fix the bid price element of said bid, or of that of any other bidder, or to secure any advantage against any other bidder or any person interested in the proposed agreement.

The undersigned certifies that he is not barred from bidding on this contract as a result of a conviction for the violation of State laws prohibiting bid-rigging or bid-rotating.

\_\_\_\_\_  
(Name of Vendor if the Vendor is an Individual)  
(Name of Partner if the Vendor is a Partnership)  
(Name of Officer if the Vendor is a Corporation)

The above statements must be subscribed a sworn to before a notary public.

Subscribed and Sworn to this \_\_\_\_ day of \_\_\_\_\_, 2013

\_\_\_\_\_  
Notary Public

*Failure to complete and return this form may be considered sufficient reason for rejection of the proposal.*

**CONFLICT OF INTEREST**

\_\_\_\_\_, hereby certifies that

it has conducted an investigation into whether an actual or potential conflict of interest exists between the vendor, its owners and employees and any official or employee of the Village identified herein.

Vendor further certifies that it has disclosed any such actual or potential conflict of interest and acknowledges if vendor has not disclosed any actual or potential conflict of interest, the Village may disqualify the proposal or may void any award and acceptance that the Village has made.

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\_\_\_\_\_  
(Name of Vendor if the Vendor is an Individual)  
(Name of Partner if the Vendor is a Partnership)  
(Name of Officer if the Vendor is a Corporation)

The above statements must be subscribed a sworn to before a notary public.

Subscribed and Sworn to this \_\_\_\_ day of \_\_\_\_\_, 2013

\_\_\_\_\_  
Notary Public

*Failure to complete and return this form may be considered sufficient reason for rejection of the proposal.*

**TAX COMPLIANCE AFFIDAVIT**

\_\_\_\_\_, being first duly sworn,  
deposes and says that he is \_\_\_\_\_  
(Partner, Officer, Owner, Etc.)  
of \_\_\_\_\_  
(Vendor)

The individual or entity making the foregoing proposal or bid certifies that he is not barred from contracting with the Village because of any delinquency in the payment of any tax administered by the Department of Revenue unless the individual or entity is contesting, in accordance with the procedures established by the appropriate revenue act. The individual or entity making the proposal or bid understands that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the agreement and allows the Village to recover all amounts paid to the individual or entity under the agreement in civil action.

\_\_\_\_\_  
(Name of Vendor if the Vendor is an Individual)  
(Name of Partner if the Vendor is a Partnership)  
(Name of Officer if the Vendor is a Corporation)

The above statements must be subscribed and sworn to before a notary public.

Subscribed and Sworn to this \_\_\_\_\_ day of \_\_\_\_\_, 2013

\_\_\_\_\_  
Notary Public

*Failure to complete and return this form may be considered sufficient reason for rejection of the proposal.*



EXHIBIT # \_\_\_\_\_

Village of Glen Ellyn  
 535 Duane Street  
 Glen Ellyn, IL 60137  
[www.glenellyn.org](http://www.glenellyn.org)

**SUBMISSION INFORMATION**

**DUE DATE:** December \_\_\_\_\_, 2013

**TIME:** 4:00 P.M. Local Time  
**LOCATION:** Village Manager's Office  
 Submit (1) original copy, (4) hard copies & (1) electronic copy

**REQUEST FOR PROPOSALS INFORMATION**

**Company Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City, State, Zip Code:** \_\_\_\_\_

**PARAMEDIC/FIREFIGHTER AND AMBULANCE BILLING SERVICES**

**A. BASE PROPOSAL**

- Firefighter/Paramedic Services, Vehicles/Equipment, & Ambulance Billing Services
- Vendor keeps all ambulance revenue

Year	Cost per Month	12 month Total Cost
1	\$	\$
2	\$	\$
3	\$	\$
4	\$	\$
5	\$	\$
	<b>(A) Base Bid Subtotal</b>	\$
*Vendor's Purchase Price Offer for One (1) Village-owned Ambulance	<b>*(B)TOTAL DEDUCT</b>	(\$ _____ )
	<b>GRAND TOTAL BASE BID (A)-(B)</b>	\$

**B. ALTERNATE PROPOSAL #1:**

- **No ambulances furnished by vendor; Village owns/maintains ambulances**
- **Vendor to provide manpower only;**
- **Vendor keeps all ambulance revenue**
- **Provide resulting total cost deduct from base bid**

Year	Cost Deduct per Month	12 month Total Cost Deduct
1	\$	\$
2	\$	\$
3	\$	\$
4	\$	\$
5	\$	\$
	<b>GRAND TOTAL COST DEDUCT</b>	\$

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**C. ALTERNATE PROPOSAL #2:**

- Firefighter/Paramedic Services, Vehicles/Equipment, & Ambulance Billing Services
- Village Keeps All Ambulance Revenue

Year	Cost per Month	12 month Total Cost
1	\$	\$
2	\$	\$
3	\$	\$
4	\$	\$
5	\$	\$
	<b>(A) Base Bid Subtotal</b>	\$
<b>Vendor's Purchase Price Offer for One (1) Village-owned Ambulance to be used in Reserve</b>	<b>(B) DEDUCT</b>	(\$ _____)
<b>Ambulance Billing Fee (5-Year Total)</b> <i>(use calculation table below)</i>	<b>(C) ADD TOTAL 5-YEAR COST</b>	\$
	<b>GRAND TOTAL BID PRICE</b> <b>(A) minus (B) plus (C)</b>	\$



Calculation for Ambulance Billing Annual Fee			
Vendor Proposed Fee			
Year	Estimated Net Billing Revenue/Year	% of Net Revenue/Year	Annual Fee (\$)
1	\$ 677,000.00		
2	\$ 677,000.00		
3	\$ 677,000.00		
4	\$ 677,000.00		
5	\$ 677,000.00		
		<b>5-YEAR GRAND TOTAL FEE</b>	

D. ALTERNATE PROPOSAL #3:

- Firefighter/Paramedic Services, Vehicles/Equipment, & Ambulance Billing Services
- Vendor Keeps 100% of Ambulance Revenue
- Vendor agrees to share % net revenues in excess of annual base bid

Year	Cost per Month	12 month Total Cost	% Revenue Share with Village in Excess of Annual Base Cost
1	\$	\$	%
2	\$	\$	%
3	\$	\$	%
4	\$	\$	%
5	\$	\$	%
	<b>(A) Base Bid Subtotal</b>	\$	%
<b>Vendor's Purchase Price Offer for One (1) Village-owned Ambulance to be used in Reserve</b>	<b>(B) DEDUCT</b>	(\$ _____ )	↓
	<b>GRAND TOTAL BID PRICE</b> <b>(A) minus (B) plus (C)</b>	\$	%

Any and all exceptions to these specifications **MUST** be clearly and completely indicated on the proposal sheet. Attach additional pages if necessary. **NOTE TO PROPOSERS:** Please be advised that any exceptions to these specifications may cause your proposal to be disqualified. Submit proposals by **SEALED PROPOSAL ONLY**. Fax and e-mail proposals are not acceptable and will not be considered.

**THE SECTION BELOW MUST BE COMPLETED IN FULL AND SIGNED**

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**PROMPT PAYMENT DISCOUNT:** \_\_\_\_\_ %                      \_\_\_\_\_ **DAYS**

The undersigned hereby certifies that they have read and understand the contents of this solicitation and agree to furnish at the prices shown any or all of the items above, subject to all instructions, conditions, specifications and attachments hereto. Failure to have read all the provisions of this solicitation shall not be cause to alter any resulting agreement or to accept any request for additional compensation. By signing this proposal document, the proposer hereby certifies that they are not barred from submitting an offer on this RFP as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

**Authorized Signature:** \_\_\_\_\_ **Company Name:** \_\_\_\_\_  
**Typed/Printed Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Title:** \_\_\_\_\_ **Telephone** \_\_\_\_\_  
**Number:** \_\_\_\_\_  
**E-mail:** \_\_\_\_\_  
**Fax:** \_\_\_\_\_

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**APPENDIX: \_\_\_\_\_**

**VENDOR QUALIFICATION STATEMENT**

Name of Business: \_\_\_\_\_

Business Address: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Business No. \_\_\_\_\_ Emergency No. \_\_\_\_\_ Fax No. \_\_\_\_\_

Ownership: \_\_\_\_\_

Individual: \_\_\_\_\_ Partnership: \_\_\_\_\_ Corporation: \_\_\_\_\_

Franchise or Parent Company (if applicable): \_\_\_\_\_

List all Partners, Managers, and Corporate Officers	Title	Residence Address	Phone No.

Days of Operation: \_\_\_\_\_ Business Hours: \_\_\_\_\_

Number of Employees: \_\_\_\_\_

Number of Supervisors: \_\_\_\_\_ Number of Office Personnel: \_\_\_\_\_

**Qualification Statement (cont'd).**

1. How many years has your organization been in business?
  
2. How many years has your organization been in business under its present business name?
  
3. Under what other or former names has your organization operated?
  
4. If a corporation, answer the following: (If a division/subsidiary is submitting a proposal, items a-f apply to the parent corporation).
  - a. Date of incorporation: \_\_\_\_\_
  - b. State of incorporation: \_\_\_\_\_
  - c. President's name: \_\_\_\_\_
  - d. Vice President's name: \_\_\_\_\_
  - e. Secretary's name: \_\_\_\_\_
  - f. Treasurer's name: \_\_\_\_\_
  - g. Division President or General Manager's name (if applicable): \_\_\_\_\_
  
5. List states and categories in which your organization is legally qualified to do business:
  
6. List states in which partnership or trade name is filed:
  
7. List at least two bank references:
  
8. List name(s) of Insurance Company and name and address of agent(s):
  
9. Listing of any pending or resolved lawsuits in which the company was involved during the past five years, including an prior or pending litigation related to the conduct or actions of any Paramedic/ Firefighter during the last ten (10) years. Please provide the description and disposition of those cases.

10. The undersigned certifies under oath to the truth and correctness of all statements and of all answers to questions made hereinafter:

Submitted By: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone No.: \_\_\_\_\_

Dated at: \_\_\_\_\_ this \_\_\_ day of \_\_\_\_\_, 2013.

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- APPENDIX # -

VILLAGE OF GLEN ELLYN, ILLINOIS  
AMBULANCE SPECIFICATIONS

ADDITIONAL INFORMATION IS REQUIRED FROM FIRE  
CHIEF and PUBLIC WORKS FLEET SUPERVISOR TO  
COMPLETE

DRAFT

- APPENDIX # -

VILLAGE OF GLEN ELLYN, ILLINOIS

EQUIPMENT SPECIFICATIONS

EQUIPMENT LIST TO BE COMPILED BY PARAMEDIC  
COORDINATOR

DRAFT

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**MEMORANDUM**

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**DATE:** October 17, 2013  
**TO:** Village President and Village Board  
**FROM:** Mark Franz, Village Manager  
**RE:** Glen Ellyn Volunteer Fire Company  
**CC:** Jim Bodony, Fire Chief; Kevin Wachtel, Finance Director; Al Stonitsch, Assistant to the Village Manager



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At the Village Board Workshop on September 16, Glen Ellyn Volunteer Fire Company (GEVFC) Fire Chief Jim Bodony discussed some of his concerns with the current funding structure of the Volunteer Fire Company. He presented some background on the Department and how operations have changed over the years and explained how funding is not keeping up with the costs and future needs, particularly capital replacement needs, of the Fire Company. In addition, the donation program is no longer a fair and equitable approach to funding an essential service. The annual fund drive puts unnecessary pressure on a group of volunteers to campaign for funds to meet critical needs of the community and then we ask this same group of volunteers to provide this service to the community.

**Issue**

The Village Board directed staff to review the Fire Company's needs and funding alternatives. Therefore, we examined revenue trends, audits, and budgets as well as reviewed the attached Fleet Replacement Schedule (Attachment 1), and 10-year Financial Forecast (Attachment 2) which were developed by the Fire Company. The attached Financial Support Summary (Attachment 3) provides the critical analysis of needs and new revenue projections that will be the basis for much of the discussion at the Workshop meeting on October 21.

***Background***

In January 2011, the Village completed a statistical comparison of Glen Ellyn to various other communities (9) in the area. This analysis resulted in the 2011 Financial Scorecard which provided some insight as to how the GEVFC benefits the entire Glen Ellyn community. According to the study (pg 71), the Volunteer Fire Company saves the Village over \$3M per year. In addition, Glen Ellyn has the lowest amount of unfunded pensions in the sample group on a per capita basis, which is a direct result of not having a career fire department. These benefits are substantial, but do not tell the entire picture. The GEVFC is an ISO 3-rated department, which oversees and supports a contractually provided EMS services and has provided emergency services for this community for over 100 years. Currently there are over 60 volunteers that continue to provide this critical service to the community for \$1 per year. The Village provides significant support such as the fire stations, fleet maintenance and financing, IT support, and risk management and financial services. The total Fire Services budget for FY 13/14 is \$1,746,000, of which \$965,000 is associated with the EMS contract and billing. Therefore, total fire services costs to the Village are \$781,000 for this fiscal year.

### ***Fire Company Needs***

The Fire Company has developed a ten-year forecast that illustrates that costs are exceeding revenue, as revenues continue to be flat as we discussed at the previous Workshop. The fund drive is the Company's main source of revenue and those revenues have been stagnant for some time, even with the water billing payment option. In addition, there is a growing concern about the inequity of those donations, as these costs are not spread among the entire community or spread equally among residents and businesses.

Furthermore, operational changes are impacting the sustainability of the Fire Company including calls for service, training needs, and administrative needs. Out of necessity, the Fire Company has to staff a "day engine" response to handle calls for service Monday through Friday, from 6am to 6pm, due to the fact that volunteers are predominately working outside of the community rather than working in Public Works or for the Glen Ellyn News as was the case in the past. All these issues continue to put additional pressure on a voluntary organization with a Fire Chief as the only full-time administrative employee of the Company.

Lastly, capital costs continue to escalate. The Fleet Replacement Schedule does not include EMS vehicles. Funding for vehicle replacement costs have been used to fund the "day engine," so there is a gap in future funding. Back in 2010, the Village established two Special Service Areas (SSA's), north and south, as a way to generate revenue from the unincorporated areas of Glen Ellyn to pay for fire services. The Fire SSA's were designed to pay for fleet costs, but those revenues have decreased slightly as property values have declined over the last few years. SSA revenue has also been used to pay for the two ambulances and future replacement costs, which could change with the next EMS contract. It is expected that by the end of FY 13/14, the SSA will have an estimated \$250,000 available for future fleet replacement costs, which is not meeting the needs of the Company. Both Fire Stations are over 40 years old, so there is a need for major improvements or more likely a new Fire Station #1 within the next 10 years. Currently, there is no revenue stream to meet anticipated facility costs.

### ***Funding Alternatives***

We have been evaluating alternative revenue options to ensure the sustainability of the Fire Company. We have evaluated a water fee increase, the creation of a Fire SSA for incorporated Glen Ellyn, a Home Rule Sales Tax increase, and a property tax increase. Of these options, a separate property tax levy is recommended for the following reasons. Property taxes are the most common way communities pay for fire services. This directly ties to the value of the property being protected and exempts churches and schools from paying a fee. A HRST increase could negatively impact our economic development efforts for a service that is provided primarily to residents and businesses, not non-residents. Also, the property tax option does provide an income tax benefit for property owners. Lastly, this is the most efficient way of collecting the revenue and could be established as a separate line item on property tax bills and be dedicated for fire service costs.

### ***Funding Analysis***

The Financial Support Summary provides a summary of the existing revenue that the Village collects/provides and the anticipated new revenue that could be generated with a new property tax. We then identified the major expenditure increases, including replacing donation funds, provided a capital contribution, and dedicated revenue to future facility needs.

From the attached Financial Support summary, we are recommending that we fund the capital component at \$500,000 for the next 5 years and then reduce that funding to \$300,000 for the following 5 years. That would meet the critical needs of the fire fleet. We also dedicated \$200,000 for the next 5 years for facility needs and the reduction in fleet costs could be shifted to the facility line item in year 6. That would provide \$1M over 5 years and \$3M over 10 years to partially fund a new fire station. We believe that a new station will be necessary over the next 10 years and no budget dollars are allocated for these costs.

Lastly, we project that the Fire Company would receive \$423,000 from the property tax revenue for operation costs. The "Where Does the Money Go" section of the spreadsheet delineates how these funds would be dedicated to ensure we all understand how these new dollars will be utilized in the future.

***Impact on property tax bills***

Lastly, attached is a memo (Attachment 4) from Kevin Wachtel, Finance Director, explaining how the tax would be established and the impact to the taxpayers.

**Summary**

The GEVFC continues to provide incredible service and benefits to the community. Providing a new dedicated revenue source will significantly improve our ability to sustain the Volunteer approach to providing fire services by addressing their capital and operational needs, creating more equity and fairness in who is paying for these services, and allowing the fire administration to provide better support services to the Company and therefore the community without having to campaign for their donations for critical needs.

Management believes we are heading in the right direction, but welcomes feedback and other thoughts on how best to meet one of the key strategic goals of our Strategic Plan which is the sustainability of the Fire Company.

If you have any questions, please let me know.

***Attachments:***

- 1 – Fleet Replacement Schedule
- 2 – 10-Year Financial Forecast
- 3 – Financial Support Summary of GEVFC
- 4 – Memo from Kevin Wachtel Re Fire Service Financial Support – Capital and Operations



# Attachment 1

# GEVFC FLEET REPLACEMENT SCHEDULE

Current day cost Estimated Life	Engine		Truck	Brush	Squad		Buggy		Utility		SCBA	Total Equip Purchase	Capital Contribution	Balance
	A	B			A	B	A	B	A	B				
1992	1992	2002	1989	2003	1992	2009	2004	2000	1996	2005	2005			
2014	2014	2022	2016	2023	2017	2021	2016	2015	2016	2020	2020			
2013	\$505,000	\$505,000	\$1,339,391		\$416,242		\$46,364	\$45,905	\$46,364			\$0	\$0	\$755,000
2014												\$1,010,000	\$500,000	\$245,000
2015												\$91,809	\$500,000	\$663,191
2016												\$1,432,118	\$500,000	-\$278,927
2017												\$416,242	\$500,000	-\$195,169
2018												\$0	\$500,000	\$304,831
2019												\$0	\$500,000	\$804,831
2020			\$1,393,776			\$48,729				\$235,870		\$1,629,646	\$500,000	-\$324,815
2021		\$546,843										\$48,729	\$500,000	\$126,457
2022				\$77,324								\$1,093,665	\$500,000	-\$467,229
2023												\$77,324	\$500,000	-\$44,552
<b>10 year total</b>	<b>\$505,000</b>	<b>\$505,000</b>	<b>\$1,339,391</b>	<b>\$77,324</b>	<b>\$416,242</b>	<b>\$48,729</b>	<b>\$46,364</b>	<b>\$45,905</b>	<b>\$46,364</b>	<b>\$235,870</b>	<b>\$235,870</b>	<b>\$5,799,552</b>	<b>\$5,000,000</b>	
2024												\$0	\$300,000	\$255,448
2025												\$0	\$300,000	\$555,448
2026												\$0	\$300,000	\$855,448
2027								\$51,726				\$51,726	\$300,000	\$1,103,722
2028								\$52,244				\$52,244	\$300,000	\$1,351,478
2029												\$0	\$300,000	\$1,651,478
2030												\$0	\$300,000	\$1,951,478
2031												\$0	\$300,000	\$2,251,478
2032						\$54,909						\$0	\$300,000	\$2,551,478
2033												\$54,909	\$300,000	\$2,796,569
<b>10 year total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$54,909</b>	<b>\$52,244</b>	<b>\$51,726</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$158,878</b>	<b>\$3,000,000</b>	
2034	\$616,196	\$616,196										\$1,232,392	\$300,000	\$1,864,177
2035			\$1,634,312						\$56,012		\$273,837	\$329,850	\$300,000	\$1,834,328
2036									\$56,572			\$1,690,884	\$300,000	\$443,444
2037												\$0	\$300,000	\$743,444
2038												\$0	\$300,000	\$1,043,444
2039								\$58,287				\$58,287	\$300,000	\$1,285,157
2040			\$1,700,672									\$1,759,541	\$300,000	-\$174,384
2041												\$0	\$300,000	\$125,616
2042		\$667,252		\$94,349								\$1,334,504	\$300,000	-\$908,888
2043												\$94,349	\$300,000	-\$703,237
<b>10 year total</b>	<b>\$616,196</b>	<b>\$616,196</b>	<b>\$1,634,312</b>	<b>\$94,349</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,869</b>	<b>\$58,287</b>	<b>\$56,572</b>	<b>\$56,012</b>	<b>\$273,837</b>	<b>\$6,499,807</b>	<b>\$3,000,000</b>	
2044												\$0	\$300,000	-\$403,237
2045						\$61,872						\$61,872	\$300,000	-\$165,110
2046												\$0	\$300,000	\$134,890
2047					\$561,031							\$561,031	\$300,000	-\$126,140
2048												\$0	\$300,000	\$173,860
2049												\$0	\$300,000	\$473,860
2050												\$317,917	\$300,000	\$455,943

Notes:  
 Replacement schedule and estimated lives provided by GEVFC.  
 This analysis assumes that all vehicles in the fleet remain.  
 Starting balance includes a \$500,000 contribution from the GEVFC plus \$255,000 in accumulated Fire SSA funds.  
 A 1% annual cost escalator is included.  
 Significant pent up need requires a higher contribution throughout the first 10 year, then moderates.  
 When available, grants and GEVFC cash reserves may be used towards the purchase of equipment.



## Attachment 2

Glen Eilyn Volunteer Fire Company  
 Operating Expense Forecast  
 17-Oct-13

	2013-14 Final
Loose Equipment	\$ 20,000
Hose & Appliances	\$ 3,000
Operating Supplies	\$ 3,000
EMS Supplies*	\$ -
Personal Equipment	\$ 40,000
Officers Expense	\$ 1,300
Insurance	\$ 28,600
Market/Public Relations	\$ 1,500
Fund Drive	\$ 9,000
M&R Airparks	\$ 7,500
M&R: Equipment	\$ 5,000
M&R: Pagers/Radios	\$ 3,750
Auditing	\$ 10,100
Banking Services	\$ 500
Office Supplies	\$ 3,500
Death Benefit	\$ 10,000
Fire Prevention	\$ 1,500
Drill, Training & Education	\$ 23,500
Scuba	\$ 1,500
Salaries	\$ 220,000
PT Clerical	\$ -
Service & Rider: House	\$ 10,000
Service & Rider: Recreation	\$ 10,400
Service & Rider: Awards	\$ 1,350
Historical	\$ 1,500
Cellular	\$ 9,400
Telephone/Long Distance	\$ 2,500
Website/Technology	\$ 5,500
Dues & Membership	\$ 4,000
Health & Wellness	\$ 13,000
Fire Prevention Bureau	\$ 16,000
Unallocated	\$ 19,200
Building/Grounds	\$ 6,000
Totals	\$ 492,100

	YR 1	YR 2	YR 3	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10
\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	
\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	
\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531	\$ 69,556	\$ 71,643	\$ 73,792	\$ 76,006	
\$ 1,300	\$ 1,339	\$ 1,379	\$ 1,421	\$ 1,463	\$ 1,507	\$ 1,552	\$ 1,599	\$ 1,647	
\$ 28,600	\$ 29,458	\$ 30,342	\$ 31,252	\$ 32,190	\$ 33,155	\$ 34,150	\$ 35,174	\$ 36,230	
\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 14,329	\$ 14,758	\$ 15,201	
\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	
\$ 3,750	\$ 3,863	\$ 3,978	\$ 4,098	\$ 4,221	\$ 4,347	\$ 4,478	\$ 4,612	\$ 4,750	
Village									
\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	
\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	
\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	
\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791	\$ 1,845	\$ 1,900	
\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	\$ 59,703	\$ 61,494	\$ 63,339	
\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	
\$ 230,000	\$ 236,900	\$ 244,007	\$ 251,327	\$ 258,867	\$ 266,633	\$ 274,632	\$ 282,871	\$ 291,357	
Village									
\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	
\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 14,329	\$ 14,758	\$ 15,201	
\$ 1,350	\$ 1,391	\$ 1,432	\$ 1,475	\$ 1,519	\$ 1,565	\$ 1,612	\$ 1,660	\$ 1,710	
\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791	\$ 1,845	\$ 1,900	
\$ 9,400	\$ 9,682	\$ 9,972	\$ 10,272	\$ 10,580	\$ 10,897	\$ 11,224	\$ 11,561	\$ 11,908	
\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	
\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	
\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	
\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 38,003	
\$ 16,000	\$ 16,480	\$ 16,974	\$ 17,484	\$ 18,008	\$ 18,548	\$ 19,105	\$ 19,678	\$ 20,268	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	
\$ 542,400	\$ 558,672	\$ 575,432	\$ 592,695	\$ 610,476	\$ 628,790	\$ 647,654	\$ 667,084	\$ 687,096	

\*Village pays invoices directly



# Attachment 3

# Village of Glen Ellyn - Financial Support of the Glen Ellyn Volunteer Fire Company

Replacing donation efforts with property tax support (1) (2)

	Projections				
	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Revenues</b>					
Existing SSA Revenues (3) (4)	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Current Village Contribution	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
<b>Total Existing Revenue (not all GEVFC Revenue)</b>	<b>\$ 273,000</b>				
New SSA Revenues (3)	\$ 130,000	\$ 133,250	\$ 136,581	\$ 139,996	\$ 143,496
New Village Property tax	\$ 870,000	\$ 891,750	\$ 914,044	\$ 936,895	\$ 960,317
<b>Total New Revenue (5)</b>	<b>\$ 1,000,000</b>	<b>\$ 1,025,000</b>	<b>\$ 1,050,625</b>	<b>\$ 1,076,891</b>	<b>\$ 1,103,813</b>
<b>Total Revenue</b>	<b>\$ 1,273,000</b>	<b>\$ 1,298,000</b>	<b>\$ 1,323,625</b>	<b>\$ 1,349,891</b>	<b>\$ 1,376,813</b>

13% of new revenue (based on EAV)  
87% of new revenue (based on EAV)

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditures</b>					
<b>Capital Contribution</b>					
Vehicle/Equipment Replacement Program (6)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Fire Station Funding (7)	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Total capital contribution</b>	<b>\$ 700,000</b>				
<b>New Operating Needs (8)</b>					
Z Adm. Support Positions, plus IT/Accounting/Audit Services	\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,296
PT Shift Salaries-Annual Increase	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,245
Employee Physicals	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510
Training Program	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765
Replace Average Donations and Village Contributions	\$ 300,000	\$ 309,000	\$ 318,270	\$ 327,818	\$ 337,653
Personal Equipment	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020
Ambulance Replacement Costs (Village)	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
<b>Total Funding Needs</b>	<b>\$ 1,250,000</b>	<b>\$ 1,264,700</b>	<b>\$ 1,279,841</b>	<b>\$ 1,295,436</b>	<b>\$ 1,310,244</b>
<b>Net (to be distributed to the GEVFC)</b>	<b>\$ 23,000</b>	<b>\$ 33,300</b>	<b>\$ 43,784</b>	<b>\$ 54,454</b>	<b>\$ 66,569</b>

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Where does the money go?</b>					
<b>Village Funds</b>					
Village General Fund	\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,296
Village Equipment Reserve Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Village Equipment Reserve Fund (Ambulance)	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Facilities Maintenance Reserve Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Total retained in Village Funds for fire purposes</b>	<b>\$ 850,000</b>	<b>\$ 852,700</b>	<b>\$ 855,481</b>	<b>\$ 858,345</b>	<b>\$ 861,296</b>
<b>Amount provided to GEVFC for operations</b>	<b>\$ 423,000</b>	<b>\$ 445,300</b>	<b>\$ 468,144</b>	<b>\$ 491,545</b>	<b>\$ 515,517</b>

**Notes:**

- (1) This analysis does not include any EMS Costs, except an annual contribution to replace ambulances
- (2) The Village contributes almost \$700,000 in additional costs associated with the GEVFC, outside of EMS, annually which does not include facility, fleet maintenance, IT, and finance support
- (3) SSA revenues are earmarked for the fleet replacement purposes only.
- (4) Assumes no increase for existing SSA Revenue due to declines in recent years.
- (5) Assumes a 2.5% increase annually for property tax revenue.
- (6) \$500K dedicated for 5 years then \$400K; funds in the Village's Equipment Reserve Fund are set aside for the purchase of Fire and Paramedic vehicles/equipment.
- (7) \$200K dedicated for 5 years, then \$400K; funds in the Facilities Fund are set aside for future facility needs including new Station #1.
- (8) Assuming 3% increase each year for all expenditure projections.



# Attachment 4

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**MEMORANDUM**

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**TO:** Mark Franz, Village Manager  
**FROM:** Kevin Wachtel, Finance Director *KW*  
**DATE:** October 17, 2013  
**RE:** Fire Service Financial Support – Capital and Operations



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**Special service areas – Fire Service**

With the cooperation of DuPage County, we have been able to implement special service areas (SSAs) in adjacent unincorporated areas who receive fire protection service from the Glen Ellyn Volunteer Fire Company (GEVFC) for the past few years. Those funds have been used to repay the purchase of the ambulances, or have been set aside in the Equipment Reserve Fund for future replacement of ambulances and other fire apparatus. The amount of the SSA is determined from the prior year's total expenses for fire service (Village net cost, plus GEVFC expenses), apportioned to the Village and SSA areas by EAV.

**SSA Levy calculation – status quo**

The calculations and year over year comparisons are summarized below, and detailed on the attached spreadsheet. These calculations do not factor in any increase in the Village's financial support of the GEVFC because these calculations are based off the prior year's expenditures.

	<b>2012 Levy</b>	<b>2013 Levy</b>	<b>Percent Change</b>
Fire service costs	\$1,406,710	\$1,321,615	-6.0%
<i>North SSA EAV %</i>	<i>6.84%</i>	<i>6.74%</i>	<i>-7.7%</i>
North SSA	\$96,227	\$89,066	-7.4%
<i>South SSA EAV %</i>	<i>6.04%</i>	<i>6.01%</i>	<i>-6.3%</i>
South SSA	\$84,902	\$79,403	-6.5%
Total SSA revenue	\$181,128	\$168,469	-7.0%

This year, the net fire service costs decreased by 6.0%. In addition, the EAV of each SSA area was a smaller portion of the total covered EAV. As a result, both SSAs will generate less revenue for this tax year.

**Additional GEVFC support**

I have estimated the impact of providing additional financial support for the GEVFC. For purposes of these calculations, I have assumed that the Village will provide an additional \$1,000,000 in annual support for capital and operations. The Fire SSAs make up approximately 13% of total EAV, and therefore 13% of new revenue would be generated by the Fire SSAs. The remaining 87%, or \$870,000, would be generated from the additional property tax.

For 2013 taxes, a \$425,000 typical home in Glen Ellyn would have paid an additional \$98.71 for the year, or about \$8.23 per month.

	<b>Tax Levy without additional GEVFC support</b>	<b>Tax levy with \$1,000,000 GEVFC support</b>
Total Village property tax levy	\$6,648,310	\$7,518,310
Typical home (\$425,000) property taxes paid to the Village (2012)	\$754.32	\$853.03
Annual increase	\$0.00	\$98.71
Monthly increase	\$0.00	\$8.23
Total tax bill (2012)	\$11,398.45	\$11,497.16
Percent change in total tax bill	None	0.9%

As part of the tax levy process, we hold a Truth in Taxation hearing, with a notice published in the local newspaper. That notice includes the percent increase in property taxes that are used for operations (for this publication, “operations” includes capital, as opposed to debt). Because we are reallocating some debt levy to operations, we will publish an operating tax levy increase of 9.2% without this additional funding, and 19.8% with the additional funding. This calculation factors in the Library’s levy.

**Attachments**

- 2013 Fire SSA calculations
- Estimated impact of increasing property taxes to fund the Fire Company

**Village of Glen Ellyn  
North and South Fire SSA Taxing Districts  
2013 SSA Tax Levy Calculation**

<u>Total Cost of Fire Services, FYE April 30, 2013*</u>	<u>2013 LEVY</u>	<u>2012 LEVY</u>	<u>Change from Prior Year</u>
Village Expenditures*	\$ 1,704,872	\$ 1,646,913	
Less Ambulance Billing Collections*	(764,169)	(672,069)	
Net Village Expenditures	940,703	974,844	-3.5%
Volunteer Fire Company Expenses**	380,912	431,866	-11.8%
Total Net Fire Service Cost	<u>\$ 1,321,615</u>	<u>\$ 1,406,710</u>	-6.0%
<u>Allocation of Area Served by EAV</u>			
2012 Village Equalized Assessed Value	\$ 1,242,662,471	\$ 1,324,205,107	-6.2%
2012 North Fire SSA (18) Equalized Assessed Value	95,979,708	103,970,139	-7.7%
2012 South Fire SSA (19) Equalized Assessed Value	85,566,575	91,733,596	-6.7%
	<u>\$ 1,424,208,754</u>	<u>\$ 1,519,908,842</u>	-6.3%
<u>Allocation of Fire Services Costs</u>			
Village	\$ 1,153,147	\$ 1,225,582	-5.9%
North Fire SSA (18)	89,066	96,227	-7.4%
South Fire SSA (19)	79,403	84,902	-6.5%
	<u>\$ 1,321,615</u>	<u>\$ 1,406,710</u>	-6.0%
<u>2013 Fire SSA Tax Levies</u>			
North Fire SSA (18)	\$ 89,066	\$ 96,227	-7.4%
South Fire SSA (19)	79,403	84,902	-6.5%
Projected FY13/14 Revenues	<u>\$ 168,469</u>	<u>\$ 181,128</u>	-7.0%

Source for 2013 levy:

\* Audited Village financial statements.

\*\* Preliminary unaudited financial reports.

**Estimated impact of increasing property taxes to fund the Fire Company  
For tax year 2013**

	Existing Home \$425,000 value	
2012 property taxes paid to the Village Generates Village Revenue:	\$754.32 \$6,648,310	
If the total revenue increased for the GEVFC is:	\$0	\$1,000,000
Then the increase in SSA revenue (13%) is:	\$0	\$130,000
The Village levy would be increased by (87%):	\$0	\$870,000
Then the total Village revenue is	\$6,648,310	\$7,518,310
New amount that would be paid to the Village	\$754.32	\$853.03
Increase per year	\$0.00	\$98.71
Increase per month	\$0.00	\$8.23
Total tax bill	\$11,398.45	\$11,497.16
Percent change		0.9%
Village "operating" levy increase	13.1%	30.1%
Total Village Increase	2.6%	18.1%
Total Village + Library increase	2.7%	12.1%
Total operating increase (which appears in the Truth in Taxation publication)	9.2%	19.8%

MEMORANDUM

TO: Mark Franz, Village Manager

FROM: Staci Hulseberg, Planning and Development Director  
Michele Stegall, Village Planner *MJS* *SH*



DATE: October 15, 2013

FOR: October 21, 2013 Workshop

RE: Community Wayfinding Study

**Background.** Earlier this year, the Village entered into a contract with The Lakota Group and Western Remac for completion of a community wayfinding study. The study was recommended in Glen Ellyn's 2009 Downtown Strategic Plan and expanded to include the entire community. The purpose of the study is to strengthen the economic vitality of the Village by better directing residents, visitors, shoppers and others to the community's shopping districts, parking facilities and abundant community assets and to provide a more unified image of the Village.

Five potential signage designs were initially prepared by the consultant team. The designs were presented to staff and narrowed down to three possible designs that were shared with the public by way of an online survey. The survey asked respondents to select their preferred design scheme and also asked additional questions related to such things as logo and materials. The survey was well received with 389 people responding. A large majority of the respondents expressed a preference for Sign Design A, which was the most traditional of the three. The consultant team subsequently built out this sign family and presented it to the ARC at their September 11 meeting. The consultant team has taken the ARC's comments into consideration and further refined the proposed sign family. The purpose of the October 21 workshop is touch base with the Board on the proposed design before moving into the second phase of the project which will include an evaluation of specific sign locations and a determination of what community amenities should be identified.

**ARC Recommendation.** At the September 11 ARC meeting, the Commission expressed general support for the proposed signage designs and made the following suggestions:

- That a brick base be used on the larger gateway signs in lieu of stone which was also shown as an option. Natural stone was preferred by the survey respondents with brick coming in a close second. The recently adopted downtown streetscape plan calls for the use of brick pavers in the sidewalks and crosswalks, which many survey respondents may not have been aware of. Brick pavers are also used in the Roosevelt Road and Historic Stacy's Corners streetscapes. Therefore, staff concurs with the ARC that brick would coordinate better with the other elements in town.

- The Commission suggested that a dark background with light letters be used on all of the signs to increase readability and provide more consistency between the different sign types. Particular mention was made of the facility signage which was proposed to have any ivory color background and black letters.
- Support was expressed for the proposed use of different colors on the directional signs as an additional way of helping people follow the signage to their destination and more easily find what they are looking for.
- The Commission expressed a preference for use of the Village clock tower logo over the other options presented. The online survey provided the traditional clock tower logo, the Alliance of Downtown Glen Ellyn "GE" script logo, and a non-script "GE" logo as options. While a majority of the survey respondents expressed a preference for the non-script "GE", most of the Commissioners felt that it did not relate to any unique feature in Glen Ellyn in the same manner that the clock tower does. The selected logo could impact not only the wayfinding plan but the Village logo and brand in general. Therefore any change to the existing logo should be closely considered.
- The Commission expressed strong support for the proposed vertical gateway sign.
- The Commission generally felt the signage should be further simplified to give it less of a Victorian and more of a New England feel. There was also discussion about removing the scrollwork in favor of finials similar to what is used on the Village's existing gateway signs.

The ARC meeting was widely publicized by way of the Village's website and facebook page. A press release was also prepared and the Chamber and Alliance of Downtown Glen Ellyn informed their members of the meeting. Despite these efforts, only four members of the public attended the meeting, with the Historic Preservation Commission Chairman being the only one to comment. At his request, Mr. Marks opened the discussion by providing history about the design of the Village's existing gateway signs and expressing strong support for a similar type of signage moving forward. A copy of the minutes from the September 11 ARC meeting are attached.

**Proposed Sign Family.** A copy of the proposed sign family revised in response to the comments received from the ARC is attached. Some of the changes made to the designs include the use of the Village logo on all of the signs and brick bases on the larger gateway signs. The use of colors was also extended so the signage at the destination point corresponds with the color in the directional signage. This includes the facility signage which was revised to have a dark background matching the color in the directional signage. Finials were also added to the pole and hanging blade gateway signs as well as the street sign. While the scrollwork was maintained, in many cases, the thickness was increased. The base supports of those signs that finials were added to were also increased in width.

Excerpts of some the sign types presented to the ARC are attached for reference. The selected sign types show the pole and hanging blade signs without the added finials, the alternative stone base and the facility signage with the originally proposed light colored background. Staff

believes that most of the changes made in response to ARC have resulted in a more attractive sign package. However, we prefer the original pole and hanging blade signs without the added finials as we believe they have a lighter feel, blend in better with the remaining sign types and produce a more attractive design. In addition, finials were not included in the designs presented to the public through the online survey.

Since the September 11 ARC meeting, the consultants have made a handful of additional changes to the proposed sign family, including the addition of an electronic message board that would replace the existing Village message board sign at Main and Crescent. The message board borrows design elements from the vertical gateway sign which was well liked by the ARC. An option for new permanent banners that could be used along Roosevelt Road and at Historic Stacy's Corners and potentially be interspersed with seasonal banners has also been developed.

The ARC had a lengthy discussion at their October 9 meeting about electronic message boards and the proposed municipal exemption in the draft Sign Code with a focus on the planned replacement of the downtown message board. The ARC expressed concern about the potential installation of an electronic message board in the downtown and indicated that they do not believe it would be in keeping with the historic character of the central business district. Similar sentiments were expressed by the Historic Preservation Commission Chairman at the September 11 ARC meeting. Both the ARC and Historic Preservation Commission Chairman Lee Marks have been copied on this memorandum and informed of the October 21 workshop. Village management believes a more progressive communication tool is needed for downtown for the benefit of the entire community. In addition, the current sign is an administrative burden and limits the amount of information that can be communicated effectively.

**Village Board Action.** At the October 21 meeting, staff will briefly present the proposed sign family and the Lakota Group will be present to answer any questions. The Village Board will then be asked to provide any comments on the proposed design before the consultants begin working on the second phase of the project. A draft study including the proposed signage designs, locations, and preliminary cost information will then be prepared and shared once again with the ARC before being presented to the Village Board for final review.

**Attachments:** Minutes from September 11, 2013 ARC Meeting  
Draft Minutes from October 9, 2013 ARC Meeting  
Community Survey Results  
Excerpt of Signage Submitted to ARC  
Proposed Sign Family

Cc: Julius Hansen, Public Works Director  
Dave Buckley, Assistant Public Works Director  
Kristen Schrader, Assistant to the Village Manager  
Architectural Review Commission  
Lee Marks, Historic Preservation Commission Chairman

#### 4. Community Wayfinding Study

Lee Marks, Chairman of the Historic Preservation Commission (HPC), 475 Hawthorne Street, Glen Ellyn, Illinois, stated several years ago, the HPC was instrumental in helping to create Village entrance signs which were historical-looking and received great reviews. He stated the HPC would like to see these entrance signs, but possibly done in new materials that hold up to the weather. He stated he met with the Village's Planning and Development team along with the Lakota Group to advise on new Village signage so as to reflect the Village's history.

Village Planner Stegall presented background on the proposed signage design and stated that earlier this year, the Village entered into a contract with The Lakota Group and Western Remac for completion of a community wayfinding study. She stated the study was recommended by the Downtown Strategic Plan and expanded to include the entire community. The purpose of the study is to strengthen the economic viability of the Village by better directing residents, visitors, shoppers and others to the community's shopping districts, parking facilities and abundant community assets and to provide a more unified image of the Village.

Zac McConnell, Project Manager at The Lakota Group, stated they want to solidify the branding and image throughout the community. He stated his team prepared potential signage designs which were shown to the Village staff and then narrowed down to 3 possible designs which were shared with the public by way on an online survey. He stated a large majority of the respondents expressed a preference for Sign Design A, which was the most traditional of the 3 designs.

Mr. McConnell stated after the survey was completed, they took Design A and expanded it to come up with different examples, including signs for Village gateways, directional, information kiosk, parking identifiers, street names and Village facility-site identifiers. He stated the colors are consistent throughout the signage to help identify different places. He stated more sign concepts are in the works for parks, parking lots and community message boards.

Mr. Marks asked why there are multiple color choices on the directional signage to which Mr. McConnell stated the color consistency helps to develop a theme for motorists to follow and also helps to break up the signage and add character. Commissioners Thompson and Albrecht stated they liked the consistency of sign colors in general. Mr. Marks stated the proposed scrollwork is more Victorian and would rather see metal finials on top of the signs.

Mike Conoscenti, Vice President of Sales at Western Remac, Inc., stated the vertical/columnar component on one of the proposed gateway signs allows a sign to be seen while limiting the space used. Commissioner Albrecht stated she liked this for Roosevelt Road.

Commissioner Thompson noted that using different colors on directional signs is another way to help people find their destination easier, particularly if they have poor eyesight, can't read or don't speak English which she has found from past work can include a number of individuals.

Commissioner Wussow stated she would prefer to see 2 colors throughout the sign design; however, she can see that the colors can help the community. She stated they should avoid colors that compete with the text. She stated she liked the idea of a dark sign with light-colored text so there would be no readability issues. She stated she would also like to avoid sign clutter. Mr. McConnell stated the Illinois Department of Transportation (IDOT) will require certain

readability on the signs, especially from a night standpoint. He stated they will do mock-ups in the field to check for readability. Commissioner Wussow stated she agreed that the current Village entrance signs do fit the Village and the issue with the finials rotting could be addressed as she would prefer a clean look to the proposed scrollwork.

Commissioner Wussow stated the GE initials say nothing about the community whereas the Clock Tower or Horse Trough images would. Mr. Conoscenti stated the Downtown Alliance uses a script "GE," and they wanted to give people the option of having consistency throughout the Village. Mr. Marks stated he would rather see the current Village logo used and that the Illinois Historical Preservation Agency (IHPA) likes this logo also. Chairman Burdett stated the script "GE" is inconsistent with being New-England like. There was a general discussion about what image was preferred.

Commissioner Albrecht stated she likes the wrought iron on the vertical signs and also would like to keep the New-England type feel with brick on the bottom of the sign pedestals.

Commissioner Hartweg stated it would be a plus to have consistent signage and thinks 3 colors on the signs would be fine.

Commissioner Dickie stated there should be consistency and color-balance. He stated they should continue to explore the historical direction of the signage.

Commissioner Wussow stated she would like to see consistency as well as all dark signs with light fonts or vice versa.

Commissioner Thompson stated the signs need a bit more refining, and it would be fun to have something unique on them. She indicated that with the prevalence of text messaging that she has begun to relate Glen Ellyn to "GE".

Commissioner Dohrer stated he likes the vertical signs and thinks their scale is appropriate. He stated he likes the brick base as opposed to stone. He stated he likes the existing Village entrance signs and hopes the consultants can find a balance.

Chairman Burdett stated he likes traditional consistent signage and would prefer a more New-England like approach. He stated he likes the brick base and the vertical signs. He stated he is open to multiple colors on the directional signage as long as the signs are legible.

Village Planner Stegall summarized a majority of the ARC's recommendation as being in favor of multiple colors on the directional signs, the use of brick bases, the use of the existing logo, a simpler New-England like look, the vertical gateway signs and preference for dark signs with a light colored font.

Susan Mocerino, with Bistro Monet at 462 N. Park Blvd., Glen Ellyn, Illinois, asked about examples of villages with successful wayfinding signage to which Mr. McConnell stated Elmhurst, LaGrange, Barrington, Kankakee and Homewood are good examples.

## **5. Discussion of Meeting Start Times**

wind pressures might not be a problem for those signs as much, but was concerned about possible damage to buildings due to signs being anchored to buildings.

Commissioner Senak asked if there is anything in the Sign Code that could conflict with the Building Code to which Village Planner Stegall stated they did look at the Zoning Codes to ensure any conflicts were negated and there is a statement in the Sign Code that does say that the stricter code would be enforced.

The ARC reviewed Prohibited Signs (4-5-5) and Exempt Signs (4-5-6) and discussed the different types of roof signs that might be prohibited, the definition of a common program signs, breezeway signs and menu boards. Commissioner Senak stated it would be good for there to be a catch-all section which could cover areas that might come up so the Village would still have authority. He stated it is hard to foresee every possible sign that could come up down the road. Village Planner Stegall stated they would make the Miscellaneous Information section more general so it applies to more types of signs. There was also a discussion about Municipal Signs in the Exempt Sign section.

There was a lengthy discussion about electronic message boards. Village Planner Stegall stated there would be an electronic message board design for Main Street and Crescent Boulevard in the Wayfinding Study sign package that the Village will review soon. Commissioner Wussow stated she was concerned about the proposed location of this electronic message board as it would make that intersection more dangerous and the board does not fit in with the Downtown National Register District. Commissioner Senak stated this message board would be a safety issue as well as an aesthetic issue, and some of the commissioners agreed with this. The ARC discussed the design, background and font colors, timing changes, possible limitations and use in the future of electronic message boards. Commissioner Senak asked if the proposed location would be appropriate or might there be a better location. Commissioner Wussow stated she would want to see a sign like this and not just a slide picture.

The ARC moved to the Message Board Sign section (4-5-14) and discussed what types of properties would be good for this type of sign, illumination of these signs and other communities' change timing on these signs. Commissioner Wussow stated they may need to establish the character appearance of this type of sign so there would be limitations. Commissioner Wussow stated she would not object to a sign that is paper-white with black lettering, but her biggest concern is multiple message boards along Roosevelt Road that would each change every 30 seconds as it would be a big distraction. Chairman Burdett stated he was concerned with message boards along Roosevelt Road.

Commissioner Senak stated these electronic message boards are the wave of the future, and the ARC should spend time and consideration on this so the Sign Code reflects what may come down the road. Commissioner Dickie stated the Illinois Department of Transportation did studies on the new electronic billboard which might be good reference materials for this subject. The ARC did ask for articles on electronic message board which Village Planner Stegall stated she would have at the October 23, 2013 meeting.

Commissioner Senak thanked Village Planner Stegall and the staff for the time they have put into the updated Sign Code as there are many improvements already.

The ARC asked Village Planner Stegall to communicate to the Village Board that the ARC does not recommend an electronic message board at Main Street and Crescent Boulevard due to possible safety and aesthetic issues.

**4. Public Comment (non-agenda items)**

None

**5. Chairman's Report**

None

**6. Trustee's Report**

None

**7. Staff Report**

Village Planner Stegall stated they will be discussing the Courtyards of Glen Ellyn at the October 23, 2013 meeting.

**8. Other Business?**

None

**9. Adjourn**

As there was no other business to discuss, Chairman Burdett asked for a motion to adjourn. Commissioner Hartweg moved, seconded by Commissioner Dickie to adjourn the meeting at 9:28 p.m. The motion carried unanimously by a vote of 6-0.

Submitted by: Debbie Solomon, Recording Secretary

# **Online Survey Results**



27

24

21

18

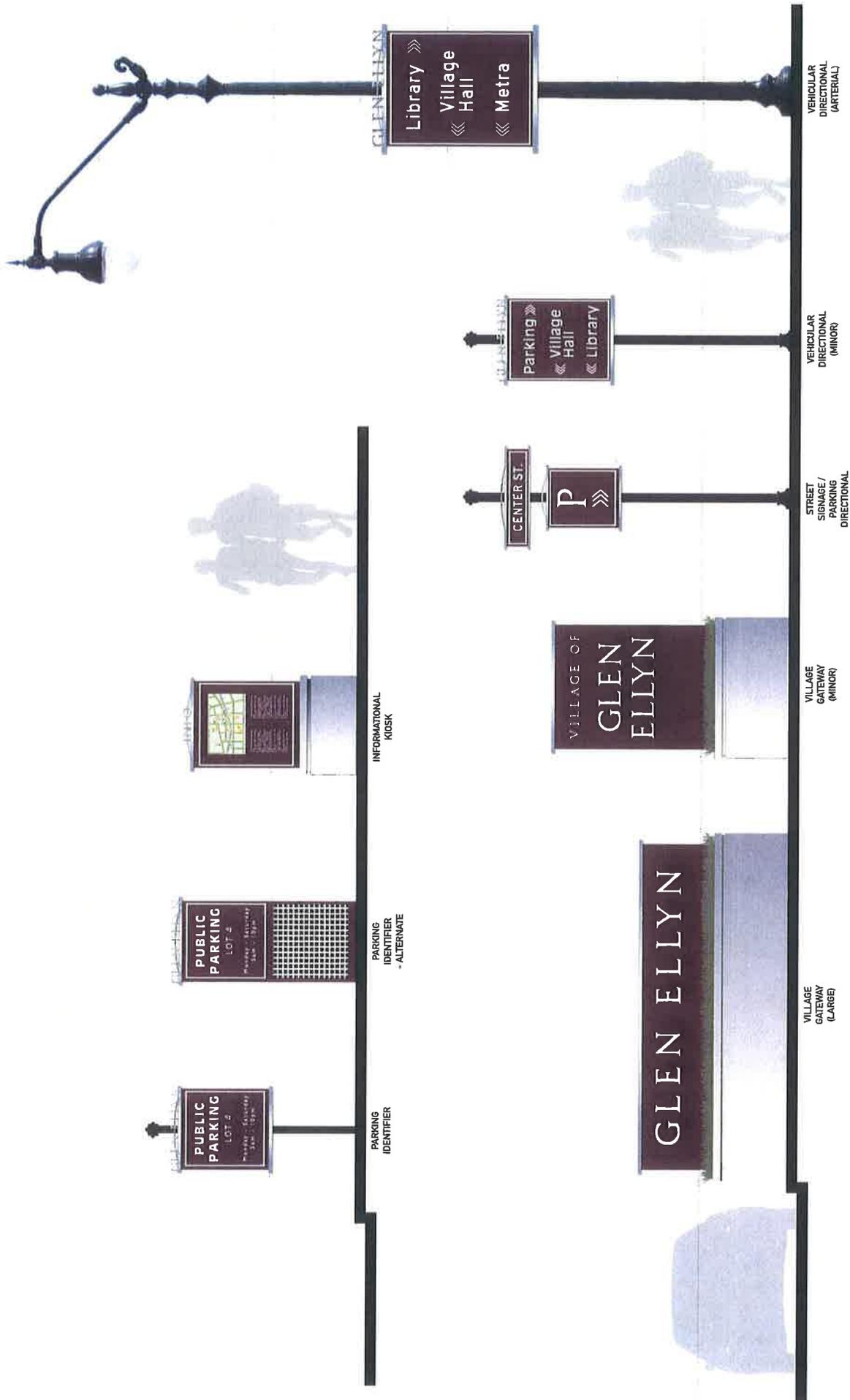
15

12

9

6

3



9'



ALTERNATIVE VILLAGE GATEWAY (LARGE)

ALTERNATIVE VILLAGE GATEWAY (SMALL)

DOWNTOWN MONUMENT

15'



VEHICULAR DIRECTIONAL (ARTERIAL)

VEHICULAR DIRECTIONAL (MINOR)

PUBLIC PARKING

STREET SIGNS



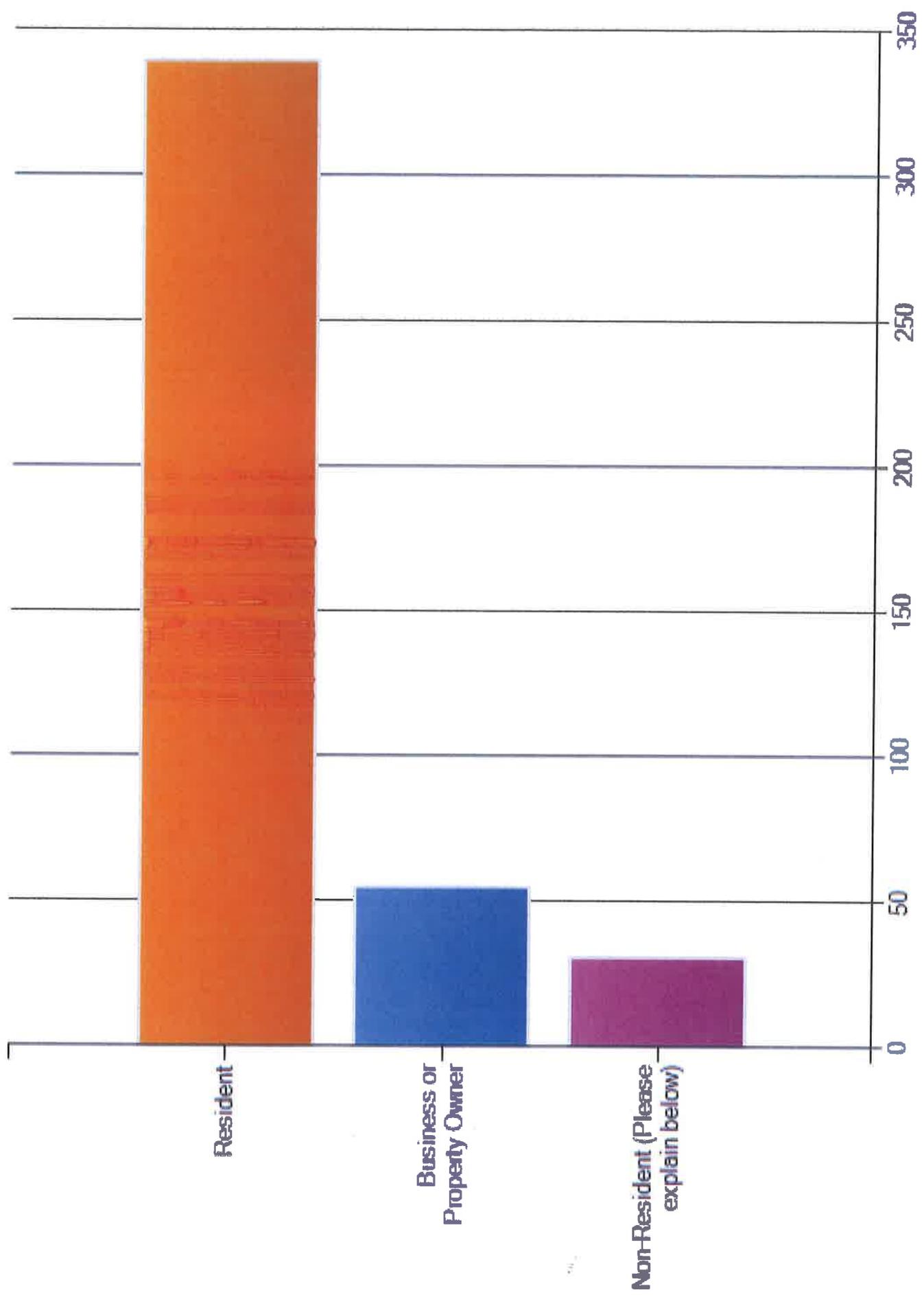
VILLAGE GATEWAY (SMALL)

VILLAGE GATEWAY (LARGE)

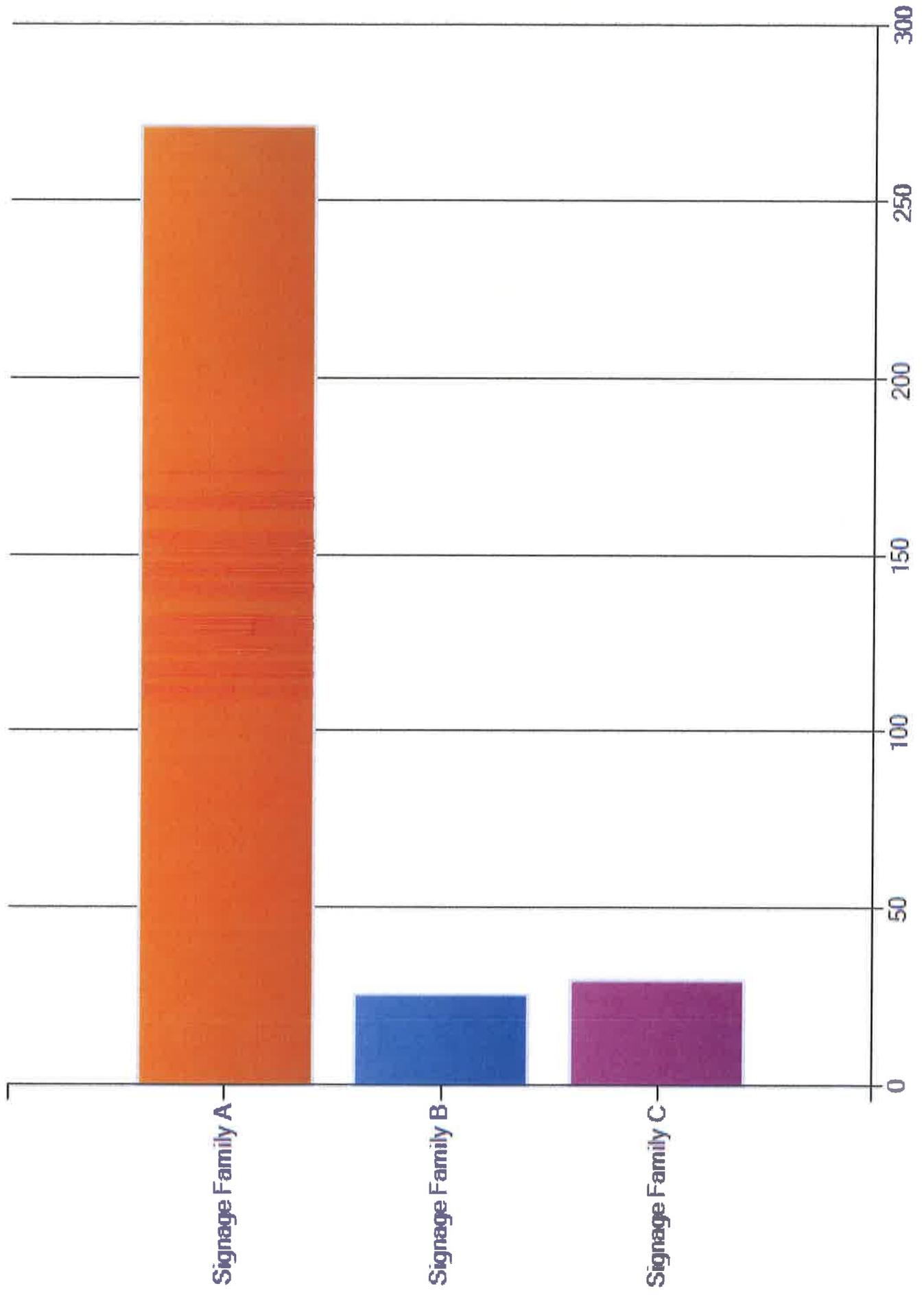
INFORMATION KIOSK



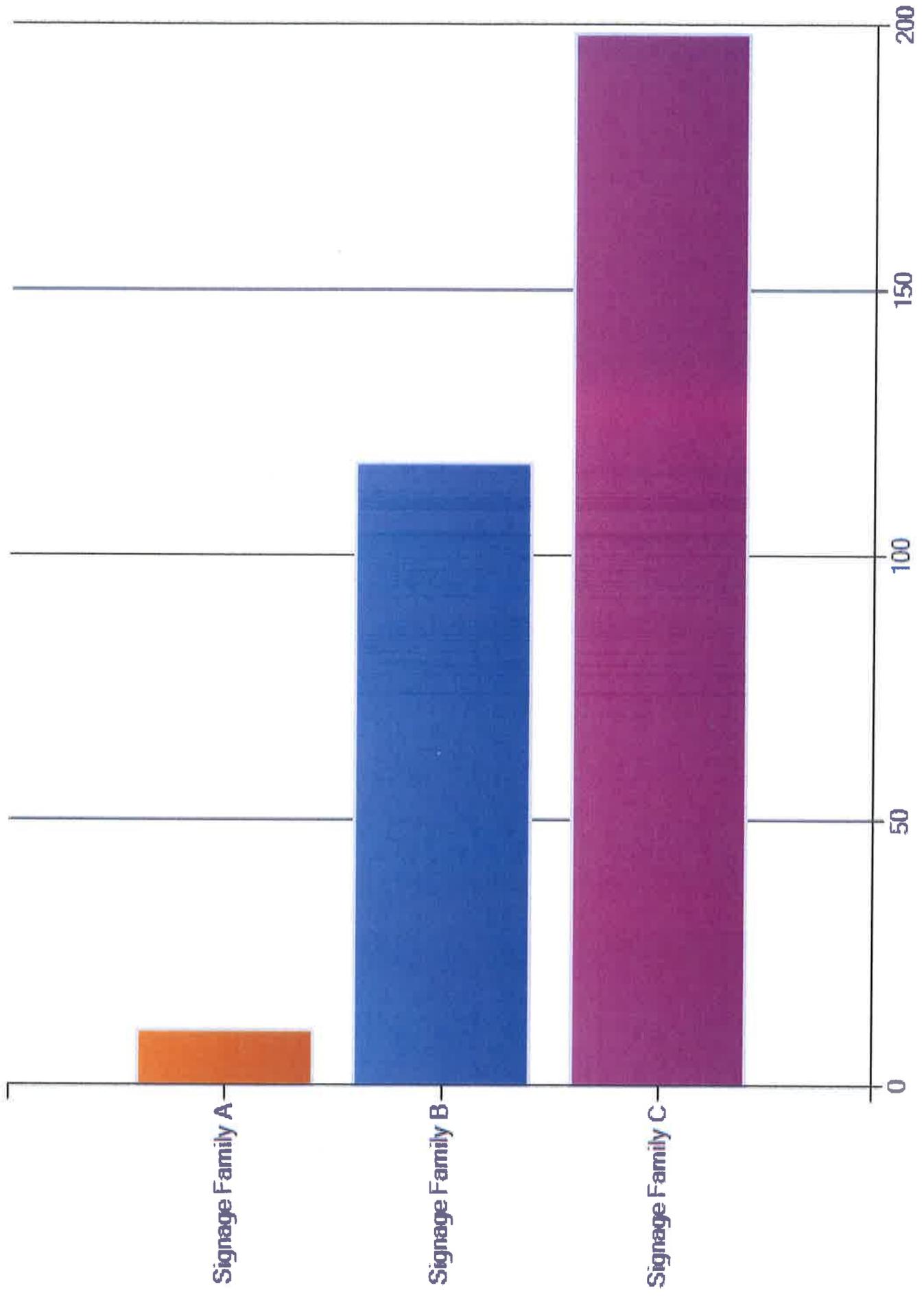
**Which of the following option best describes you? Multiple answers are allowed:**



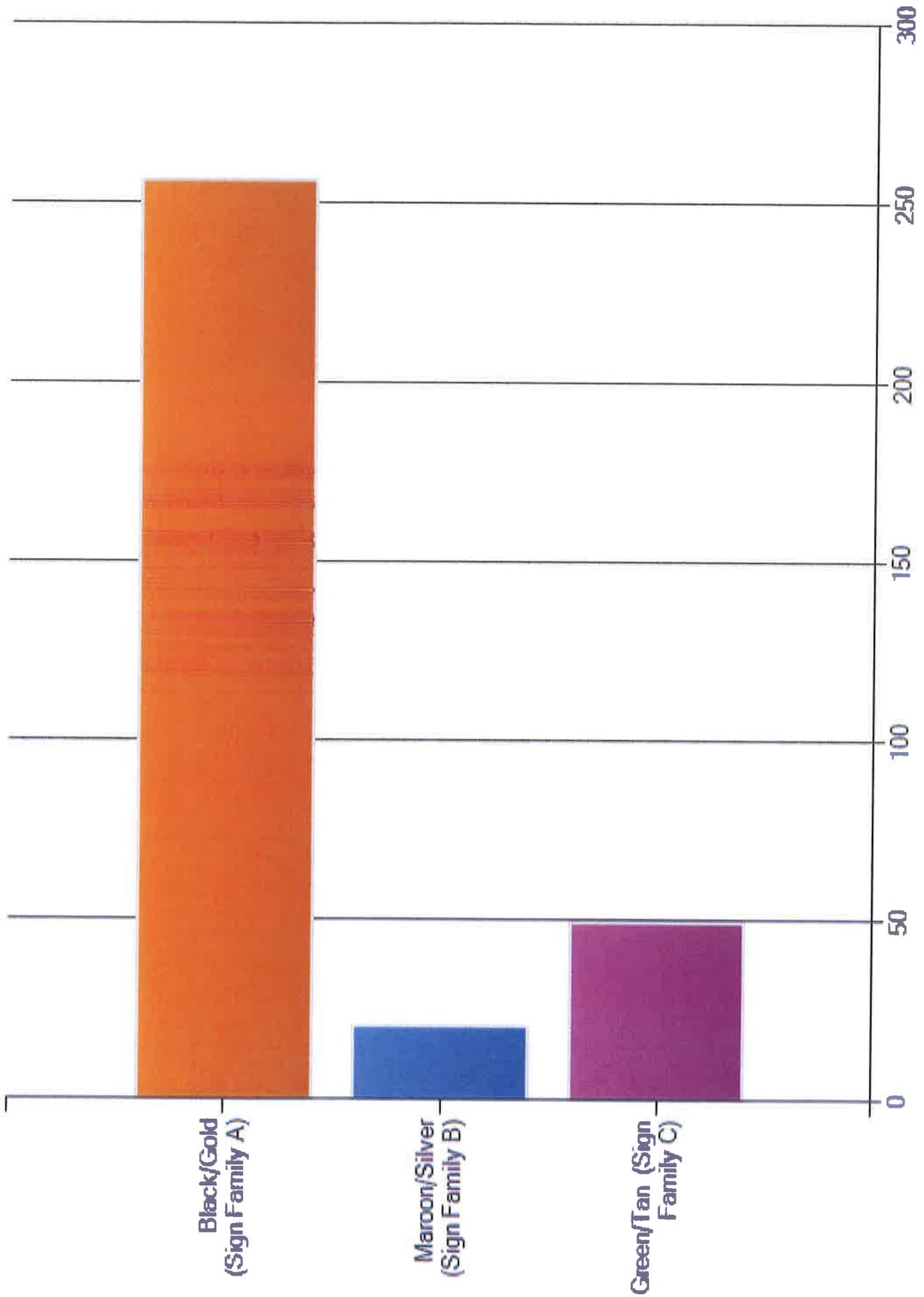
Which of the following sign themes did you prefer?:



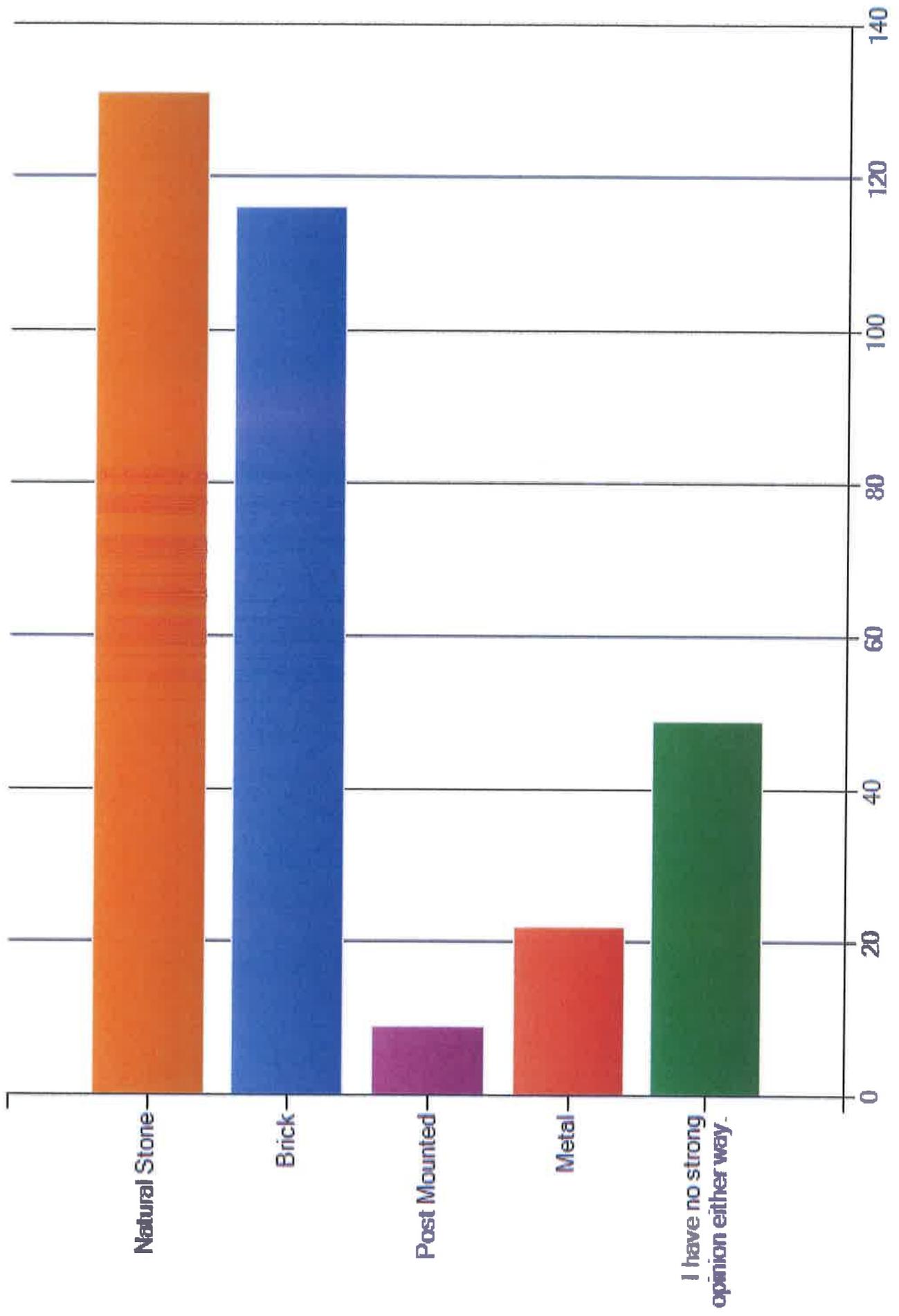
Which of the following sign themes was your least favorite?:



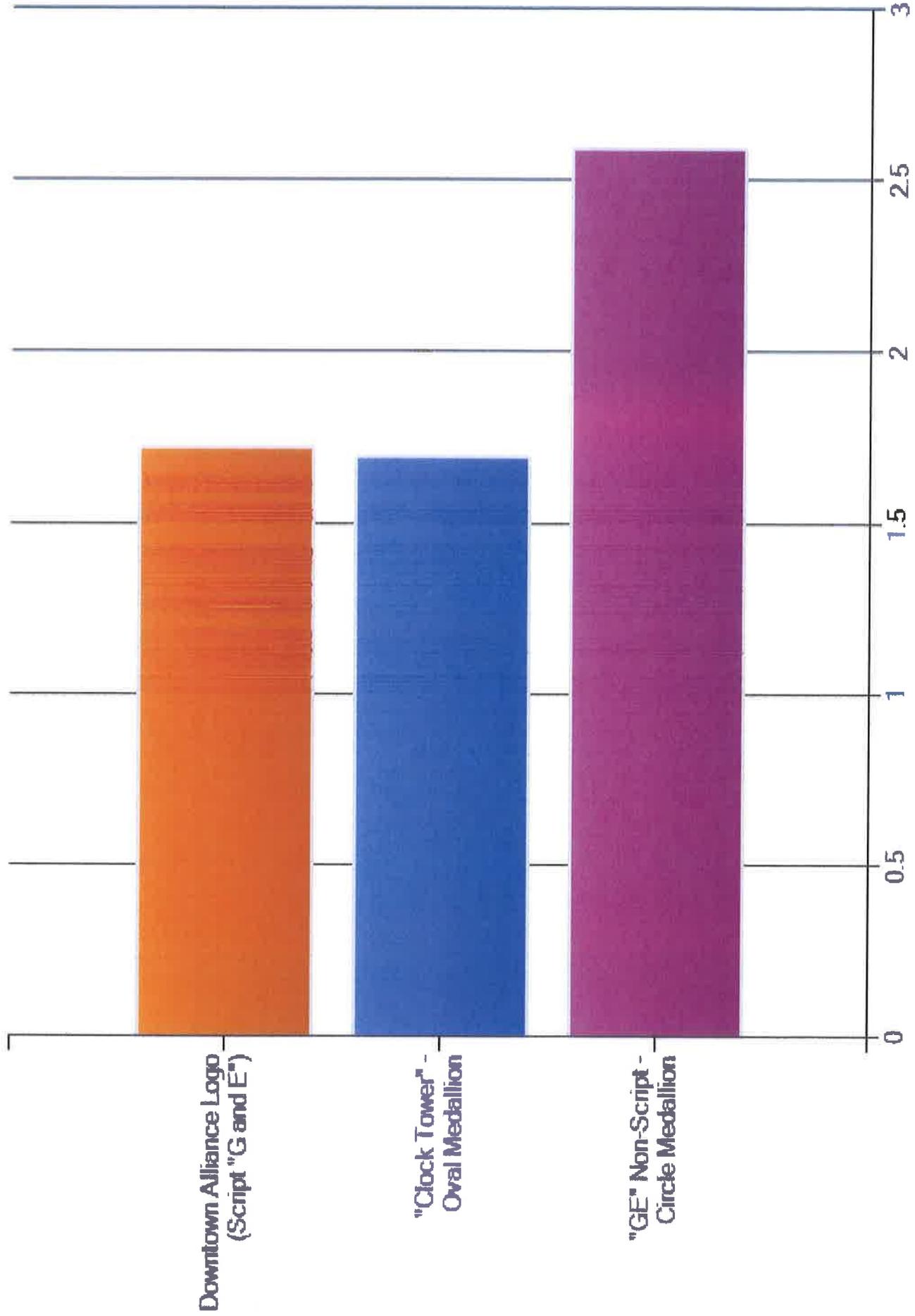
Of the three sign themes, which had your favorite color scheme?:



**If given a choice, which of the following materials would you prefer the base of the Village Gateway be constructed of?**



Concepts for a community logo were incorporated into each of the sign themes. Please rank the logo concepts below from best (1) to worst (3):



**Village of Glen Ellyn: Community Wayfinding and Signage Program**

**Which destinations do you feel are important for visitors to Glen Ellyn to be aware of?**

**Answer Options**

**Response Count**

217

*answered question*

**217**

*skipped question*

**172**

Number	Response Text
1	Downtown <input type="checkbox"/> Stacy's Corner
2	Public streets, parks, library, train station, parking facilities, COD, public schools, Village facilities. Houses of worship and other private facilities/entities need to provide for their own signage.
3	Stacey Corner, Lake Ellyn, Civic Center and Library
4	Town hall, library, downtown, the various park and recreation areas, and schools
5	College of DuPage, Lake Ellyn, Glen Ellyn Public Library, Glen Ellyn Historical Society, Village Theater, Village Links Golf Course, Willowbrook Wildlife Center
6	Train Station, Library, Downtown shopping and dining, City Hall, Police Station
7	shopping/restaurants/lake ellyn
8	Downtown, village Links, 5 corners, lake Ellyn
9	Downtown, Metra Station, Stacy's Corners, High Schools, Roosevelt Road Business District
10	Village buildings, downtown, high schools & grade schools, train station, 5 corners

<b>11</b>	Downtown; Lake Ellyn and the Boathouse; the library; parking lots; and the village's parks.
<b>12</b>	Parks - Golf Course - Downtown - College Of Dupage - Train Station
<b>13</b>	Library, Downtown, Village Hall, Parking
<b>14</b>	Lake Ellyn, Central Business District
<b>15</b>	Stacy's Corners
<b>16</b>	Lake Ellyn, shoppes, Stacy's tavern, COD, restaurants, library, Churchill woods, prairie path, schools, parks
<b>17</b>	Lake Ellyn, Glenbard West, COD, Glen Art Theatre, Metra Station, Village Links, Akerman Park, Illinois Prairie Path
<b>18</b>	Library, parks, train, town, schools, prairie path.
<b>19</b>	Downtown <input type="checkbox"/> Lake Ellyn <input type="checkbox"/> Ackerman <input type="checkbox"/> Village golf course
<b>20</b>	Lake Ellyn, Stacy's Tavern, Prairie Path.
<b>21</b>	Downtown, Glenbard West, Lake Ellyn
<b>22</b>	downtown shopping. <input type="checkbox"/> Lake Ellyn <input type="checkbox"/> COD <input type="checkbox"/> Glenbard West
<b>23</b>	downtown shopping area
<b>24</b>	Lake Ellyn, Dining, Shopping and College of Dupage.

<b>25</b>	Downtown and Stacy's corners
<b>26</b>	shopping, train station, library, city hall, dining
<b>27</b>	Lake Ellyn, CBD, ROosevelt, Panfish, COD, Village Green
<b>28</b>	lake, business district
<b>29</b>	Library, Village Hall, Downtown area, Train station & parking
<b>30</b>	parking areas after being directed to shopping areas from main arterial streets.
<b>31</b>	Downtown, Lake Ellyn
<b>32</b>	shopping <input type="checkbox"/> dining <input type="checkbox"/> schools <input type="checkbox"/> parks
<b>33</b>	Library, parking, civic center
<b>34</b>	Parking
<b>35</b>	Train Station; Village Hall; Downtown Shopping Area; Parks; Movie Theatre; Schools
<b>36</b>	Downtown <input type="checkbox"/> Public Library <input type="checkbox"/> Sunset Pool <input type="checkbox"/> Ackerman Recreation Center <input type="checkbox"/> Stacy's Tavern
<b>37</b>	downtown
<b>38</b>	The in-town restaurants / Lake Ellyn and GWHS area / COD / neighborhoods of historic homes

39	Village offices/ Police/ Central business district/Lake Ellyn/Glenbard west/Train Station
40	downtown
41	Glenbard West H.S. <input type="checkbox"/> Glenbard South H.S. <input type="checkbox"/> Colleg of DuPage <input type="checkbox"/> Metra Station <input type="checkbox"/> Library <input type="checkbox"/> Central Business District <input type="checkbox"/> Prairie Path <input type="checkbox"/> Swimming Pool <input type="checkbox"/> Public Parks <input type="checkbox"/> Village Links <input type="checkbox"/> Post Office
42	Downtown <input type="checkbox"/> High Schools <input type="checkbox"/> Village Links
43	Parking is the only thing since it's so difficult to find.
44	Lake Ellyn, Location of Mineral Springs, Glenbard West, GE Library, GE Historical Society
45	COD. Willow brook. Glenbard South and West. Downtown district. Stacy's corner. Ackerman. Mary knoll.
46	Downtown, lake, hilltopers, library, etc
47	Village Civic Center, Police Department, Downtown area, Shopping, Parks
48	downtown in general, the lake, the civic center, the library, train station, shopping + restaurants, prairie path, parks
49	Perhaps a WARNING sign for the Glen Art Theater - that the place is a dump!
50	Major parks (especially where games are held). GBW HS,civic center, metra station, library, police station

51	shopping area
52	Down Town shopping area <input type="checkbox"/> Village Hall <input type="checkbox"/> Library <input type="checkbox"/> Train Station
53	Downtown, civic center, train station, COD, high schools, Lake Ellyn
54	Downtown, post office, library, schools, train station, Lake Ellyn Park and Boathouse, Stacy's Tavern, History Center, The Glen Theater
55	Downtown District, COD, Sunset Park, Glenbard west, Lake Ellyn, Village Links
56	Civic Center, library, post office, train station, parking lots
57	Downtown Glen Ellyn <input type="checkbox"/> Stacy's Tavern Museum <input type="checkbox"/> Stacy's Corners <input type="checkbox"/> Roosevelt Rd. Business District <input type="checkbox"/> Village Links Golf Course
58	Downtown, library.
59	Churches, Lake Ellyn, Library, Train, Parking, "More Shops/Dining" to point visitors toward less traveled areas, Prairie Path
60	Main St./Downtown shopping and public parking
61	Pennsylvania ave and small side street shopping, any public parking, library, village hall, churches, parks
62	Lake Ellyn
63	Downtown, train station, College of Dupage, Willowbrook Wildlife, Glenbard West, Glenbard South

<b>64</b>	Maryknoll, downtown theatre
<b>65</b>	Village Hall - Library - Downtown Shopping - Metra Station
<b>66</b>	Library, lake, town hall, train station
<b>67</b>	Downtown, high schools, library, parking
<b>68</b>	Downtown lake ellyn library police business district
<b>69</b>	Town Hall, Lake Ellyn, Five Corners, Glenbard West, Parking
<b>70</b>	Town Hall, Lake Ellyn, High School, Pool, Hadley
<b>71</b>	Downtown <input type="checkbox"/> Civic locations <input type="checkbox"/> Lake ellyn.
<b>72</b>	Glen Ellyn Historical Society <input type="checkbox"/> Glen Ellyn Chamber of Commerce <input type="checkbox"/> Stacy's Corners <input type="checkbox"/> Downtown Glen Ellyn <input type="checkbox"/> Lake Ellyn
<b>73</b>	Post Office, library, downtown
<b>74</b>	library, city hall, chamber of commerce,
<b>75</b>	downtown; library; train station; high school; city hall
<b>76</b>	Downtown <input type="checkbox"/> Lake Ellyn <input type="checkbox"/> Library <input type="checkbox"/> Main Street Rec Center

77	Library, Golf Course, Village Hall, High School, Business District, Parks, Post Office, Stacy's Tavern, The Glen Theater, The Village Theater Guild, The History Center and Lake Ellyn Park & Boathouse
78	downtown, historical society, village hall, parking lots, library, roosevelt road, schools, train station
79	Lake Ellyn, Library, Downtown Business District, Village Links
80	Village hall, police department, COD, Glenbard West, Sunset Pool Downtown and More shops, Binnys and Malloys
81	n/a
82	Downtown <input type="checkbox"/> Highschool <input type="checkbox"/> Library <input type="checkbox"/> Lake Ellyn and Boat house
83	Lake Ellyn, Library, Downtown Shopping and Dining, Public Parking, Stacey's Tavern, Glen Theatre
84	CBD, Glenbard West, Lake Ellyn, Prairie Path
85	Downtown shopping district
86	Downtown, Lake Ellyn, Village Links (sometimes hard to find for visitors)
87	Downtown, Lake Ellyn Park & Boathouse, Stacy's Tavern, Village Theater Guild, Glen Theater, Prairie Path, History Center & Park
88	Shopping District, Library
89	Shopping areas, Lake Glen Ellyn, Library, High School,

<b>90</b>	central business district, Village Links, Lake Ellyn, commuter train station
<b>91</b>	downtown
<b>92</b>	Downtown
<b>93</b>	Downtown of course....
<b>94</b>	parking, train, downtown, civic center, businesses
<b>95</b>	Parks, High School, Downtown shopping, parking,
<b>96</b>	Downtown Shops, Train Station, Civic Center, Village Links
<b>97</b>	I dont know much of the village as my family and i are new residents.
<b>98</b>	Schools, shopping, parking, train, Stacy, parks.
<b>99</b>	Downtown commerce area, Lake Ellyn, Stacy's Tavern, Historical Society, library.
<b>100</b>	Metra station, library, village hall, police station, fire department
<b>101</b>	Lake ellyn, historic downtown
<b>102</b>	Because of the sign at Park and Roosevelt that say Downtown and has the tiniest arrow I've ever seen, a lot of outsiders think that when you are at Park and Roosevelt you ARE downtown. Maybe mileage would help although the sign at south Park down by the Arboretum has so much small script you can't even read it without causing an accident.
<b>103</b>	Downtown.

104	Roosevelt Road, from the East <input type="checkbox"/> Main St., from the North <input type="checkbox"/> Geneva Road, from the West and <input type="checkbox"/> Route 53, from the South
105	Center of town, where additional shops are like on Duane and Pennsylvania, library, civic center, clusters of restaurants, parking locations, theaters parks
106	Schools, downtown, metra, post office, hospitals, library, rec center
107	Parking, Staceys Tavern, stores, Village Hall, library in thst order.
108	Village Links, Downtown biz dist., Metra station, Historic area, Lake Ellyn, Library
109	Lake Ellyn, downtown, public library, major parks
110	library, metra, town center, civic center, city parking
111	restaurants
112	Village Hall, Library, CBD
113	shopping; main streets; police area; restaurants
114	downtown businesses
115	Downtown, Stacy's Corner, Lake Ellyn, Library, train station, Civic Center, parking
116	Village Hall, downtown GE, library, pool, parks, Restaurants, schools, prarie path
117	Downtown <input type="checkbox"/> Historical Society <input type="checkbox"/> Lake Ellyn/Boathouse

118	Train station, downtown center, Village hall (police), historic center (Stacy's Corners), library, commuter parking, bus routes, parks, cemetery
119	<p>In no particular order: <input type="checkbox"/></p> <p>Downtown Business District <input type="checkbox"/></p> <p>Chamber/ Information center <input type="checkbox"/></p> <p>Police Department <input type="checkbox"/></p> <p>Public Storm Shelters <input type="checkbox"/></p> <p>then maybe: <input type="checkbox"/></p> <p>Library <input type="checkbox"/></p> <p>COD/McAnich <input type="checkbox"/></p> <p>maybe the high schools (game attendees from other towns) <input type="checkbox"/></p> <p>Glen Ellyn clinic <input type="checkbox"/></p> <p>Arboretum <input type="checkbox"/></p> <p>Willowbrook Wildlife <input type="checkbox"/></p> <p>In general, areas/sites people from outside Glen Ellyn would be coming to use.</p>
120	parking/restaurants/shops/civic center/library
121	street and parking
122	Downtown shopping, parks, schools
123	Schools, Police Station, Library, Civic Center, Shopping districts, Stacy's Corner, Sunset Pool, Village Links, Clinic, Churches
124	Lake, Library, downtown shops, college of dupage,
125	Lake ellyn, business district, theater,
126	Library, Village Hall, Train Station, COD
127	<p>Downtown <input type="checkbox"/></p> <p>High Schools <input type="checkbox"/></p> <p>Lake Ellyn</p>
128	downtown shopping, parks, sunset pool, Village green golf course, schools
129	Library, downtown shopping district, Glenbard West and South High Schools, COD, Village center & police.

<b>130</b>	Village Hall; Library; each High School Location; Village Links; Parking
<b>131</b>	Downtown shops and restaurants
<b>132</b>	Library, Ackerman Sports Center, Downtown, Memorial Field,
<b>133</b>	Downtown, COD, Glenbard West
<b>134</b>	Lake Ellyn/Lake Ellyn Park, Glenbard West High School/Memorial and Duchon playing fields, Downtown, Historic District, Stacy's Tavern, Ackerman Sports Complex, Spring Street Park District bldg., Main Street Park District bldg., Newton Park, Prairie Path.
<b>135</b>	currently the signs on Roosevelt Road list too many businesses and destinations. I would definitely list the Village Hall, Lake Ellyn, library, Stacy's Corner, Glenbard West HS, Metra. I would not list individual businesses on the post signs but you could put categories that most people might seek like restaurants, movie theater, shops
<b>136</b>	Historic Downtown Shopping District, Lake Ellyn
<b>137</b>	Central Business District, Roosevelt Rd corridor, Five Corners area.
<b>138</b>	lake, high school, downtown, cod, and that's about it... the current signs with 12 destinations is ridiculous and hard to read
<b>139</b>	Library <input type="checkbox"/> Glenbard West <input type="checkbox"/> Lake Ellyn <input type="checkbox"/> CBD <input type="checkbox"/> Ackerman
<b>140</b>	Village Hall, downtown, library, police, parking
<b>141</b>	shopping, metra, parking, restaurants

<b>142</b>	Downtown (including Library) <input type="checkbox"/> Roosevelt Rd. Corridor <input type="checkbox"/> Stacy's Tavern Area
<b>143</b>	Downtown, Stacy's Tavern, Library, Village Hall
<b>144</b>	downtown, lake, village links, COD, library, train station
<b>145</b>	Lake Ellyn, Glenbard West, Parking, Library, Village Hall, Maryknoll Park, Ackerman Park, Newton Park, Village Green Park, Downtown Business District
<b>146</b>	parking <input type="checkbox"/> lake ellyn
<b>147</b>	Library, municipal buildings, parks all else is superfluous and gets too crowded.
<b>148</b>	Downtown/Shopping/Restaurants, Metra, Library, Glenbard West, Parks/Pool
<b>149</b>	Lake Ellyn, the Downtown, Library
<b>150</b>	Tran station, police station/city hall, Library, Shops/Restaurants, Theater
<b>151</b>	Downtown Glen Ellyn, train station, Civic Center, parking lots, Roosevelt Road, Sunset Pool, Library
<b>152</b>	Lake Ellyn, Maryknoll Park, Village Hall, COD, Health Track, Glen Ellyn Clinic, Downtown, Schools, Library
<b>153</b>	Downtown <input type="checkbox"/> Shopping District <input type="checkbox"/> Restaurant District
<b>154</b>	Parking, shopping, Stacy's Tavern, Lake Ellyn, GW fields
<b>155</b>	The lake, high school, library, downtown, village hall, chamber

<b>156</b>	Lake, high school, park district, downtown, Stacy's corner, library, prairie path, train station,
<b>157</b>	Village Hall, schools, parks, library
<b>158</b>	not sure
<b>159</b>	Lake Ellyn
<b>160</b>	Downtown, Lake Ellyn, COD, any and all parks
<b>161</b>	Library, shopping, parking, village hall, churches
<b>162</b>	Downtown, Library, Willowbrook, Parks, Preserves, Schools, Stacy's Tavern, Train, Bus stops, Clinic/Emergency Care
<b>163</b>	Downtown, and other shopping/eating areas <input type="checkbox"/> Lake Ellyn, and other park district facilities <input type="checkbox"/> DuPage Medical Group <input type="checkbox"/> METRA station and parking lots <input type="checkbox"/> Stacey's Corner, and other historic sites
<b>164</b>	Lake Ellyn, Civic Center, Village Hall, Sunset Park & Pool, Prairie Path, Library, Metra, Post Office, Police Station, Fire Department, Recreation Centers (Ackerman Sports & Fitness Center, Main Street Recreation Center and Spring Avenue Recreation Center)
<b>165</b>	Where to park <input type="checkbox"/> Direction to churches
<b>166</b>	downtown area; Lake Ellyn park; Roosevelt Road shopping corridor; Chamber of Commerce
<b>167</b>	public parking / shops / restaurants
<b>168</b>	Downtown, Lake Ellyn, Stacy's Corner, Roosevelt Road businesses

<b>169</b>	Signs pointing to downtown at Roosevelt and Main, Parkside, and Park.
<b>170</b>	lake ellyn, downtown, village links
<b>171</b>	Lake Ellyn, downtown shops, library, Stacey's corners, trader joe's
<b>172</b>	Lake Ellyn, Prairie Path, Civic Center/Police Station, Fire Stations, Pan Fish Park, Village Links, Village Green, Glenbard West & South, COD, Ackerman, Oak Hill Cemetery (St. Charles/Riford), Historical Society, Stacy Inn, Train Station, Bus Stops, Municipal Parking Lots
<b>173</b>	Downtown, Lake Ellyn, Prairie Path
<b>174</b>	Lake ELLYN <input type="checkbox"/> Business district <input type="checkbox"/> Metra <input type="checkbox"/> Gwhs <input type="checkbox"/> Hadley
<b>175</b>	Parking, shopping, restaurants
<b>176</b>	Downtown, schools, churches, police, fire
<b>177</b>	Downtown area, COD, Wildlife haven, Lake Ellyn, Stacy's Tavern,
<b>178</b>	City hall, library, post office, etc
<b>179</b>	Downtown, Downtown Parking, Lake Ellyn, Train Station, Village Links,
<b>180</b>	Lake Ellyn, Glenbard West, Glenbard South, Downtown, Village Hall, Police Station, Metra, Library, public parking, Prairie Path, Village Links, Village Green, Panfish Park, Newton Park
<b>181</b>	Downtown business district
<b>182</b>	Shopping, lake

<b>183</b>	Glenbard West High School, Lake Ellyn, Train Station, Village Hall
<b>184</b>	Entering/exiting the village, village hall, downtown district
<b>185</b>	Village Links
<b>186</b>	Central Business District <input type="checkbox"/> High schools (GBW & GBS) <input type="checkbox"/> College of DuPage <input type="checkbox"/> Lake Ellyn Park <input type="checkbox"/> Stacey's Tavern <input type="checkbox"/> Willowbrook Wildlife Center
<b>187</b>	Civic Center, Farmer's Market (when Improved), Lake Ellyn, parks, Business district, GBW
<b>188</b>	CBD, COD, Police and Fire stations, Civic Center, History Park/Stacy's Corners, Village Links, large parks with soccer or baseball fields
<b>189</b>	Library, post office, shopping, restaurants and most importantly parking
<b>190</b>	Welcome signs, street signs and "attraction signs"
<b>191</b>	As a downtown business owner, I can tell you what people are asking direction to: Village Hall (Police), Glenbard West
<b>192</b>	Restaurants / Shopping
<b>193</b>	downtown business. Maybe metra, and public parking. The current test signs have way too much info.
<b>194</b>	Parking. Library. Civic Center.
<b>195</b>	Downtown, Lake Ellyn
<b>196</b>	Downtown, Stacy's Corners

197	train station and downtown shopping and restaurants
198	Lake, high school, Ackerman. I get stopped and asked for directions to those sites. <input type="checkbox"/> Train station and downtown are big destinations but easy to find.
199	The two high schools, the CBD, Lake Ellyn Park since so many events occur there, and Panfish Park, Links
200	Civic Center <input type="checkbox"/> Fire Stations <input type="checkbox"/> Train Depot <input type="checkbox"/> Parking Lots (fees and times)
201	Downtown area
202	Civic Center, Police Department, Library, Ackerman, Newton, Downtown (general), Village Green
203	downtown and lake ellyn
204	downtown <input type="checkbox"/> Lake Ellyn
205	downtown area, Lake Ellyn, parks
206	Downtown, Train Station, Library, Village Hall, Post Office, COD, Glenbard West & South, Metra Daily Fee Parking
207	Lake Ellyn
208	Civic Center/Police Station <input type="checkbox"/> Lake Ellyn Park <input type="checkbox"/> Stacy's Tavern Historic Park <input type="checkbox"/> Metra Station <input type="checkbox"/> Downtown Shopping District <input type="checkbox"/> Ackerman Park <input type="checkbox"/> Glenbard South/Glenbard North

<p><b>209</b></p>	<p>Both high schools and the college <input type="checkbox"/>  Both public libraries <input type="checkbox"/>  Village Hall and Public Works <input type="checkbox"/>  The Links <input type="checkbox"/>  The Village Arboretum at Panfish Park <input type="checkbox"/>  Willowbrook Wildlife Haven <input type="checkbox"/>  Newton, Sunset and Ackerman Parks <input type="checkbox"/>  The History Park <input type="checkbox"/>  The Historical Home District <input type="checkbox"/>  Village Green <input type="checkbox"/>  The Village Theater and the MAC <input type="checkbox"/>  Downtown <input type="checkbox"/>  Stacy's Corners <input type="checkbox"/>  Roosevelt Road Shopping District <input type="checkbox"/>  Maybe the fire stations</p>
<p><b>210</b></p>	<p>The Praire Path and Metra station <input type="checkbox"/>  Lake Ellyn <input type="checkbox"/>  The Arboretum <input type="checkbox"/>  The Great Western Trail</p>
<p><b>211</b></p>	<p>One thing I didn't like is as soon as I clicked a number for #7 the three numbers were put in for me and I had no option to change them!</p>
<p><b>212</b></p>	<p>Town Hall, Library, Police, METRA, Downtown</p>
<p><b>213</b></p>	<p>downtown shopping</p>
<p><b>214</b></p>	<p>downtown (shops), library, village hall, post office, police station, fire department</p>
<p><b>215</b></p>	<p>Lake Ellyn, Prairle Path, Downtown, GBW, library, Village Hall</p>
<p><b>216</b></p>	<p>Downtown Business, Lake Ellyn and Glenbard West</p>
<p><b>217</b></p>	<p>downtown shopping, train, Village Links</p>

**Village of Glen Ellyn: Community Wayfinding and Signage Program**

Please provide any additional comments below:

Answer Options	Response Count
answered question	88
skipped question	301

Number	Response Text
1	The current obelisk (vertical) street signs are very difficult to read while driving.
2	I am pleased that residents are being given the opportunity to cast their "votes" or share their opinions of the signage that is being considered for our town. Thank you.
3	Please make street signs easy to read!
4	Most important is to highlight new, viable, businesses and advertise them to residents and visitors. Roosevelt corridor should indicate more shopping in town area.
5	Signage must be large and easily read at night. The little signs put @ street corners are useless as you cannot read them when driving.
6	The post and final signs that welcome visitors to Glen Ellyn now are nice, and that look should be consistent with all the signage. <input type="checkbox"/> <input type="checkbox"/> Also, the type needs to be large enough so drivers can easily see the words. The new directional signs at, for example, Roosevelt and Lambert, are laughably useless because there is way too much type and the type is too small. Unless you're stopped at the traffic signal, there's no way you could really read it.
7	Should only provide wayfinding signage for those destinations that visitors will be seeking.
8	I truly hope the results of this survey will be strongly considered in the decision making.
9	Who approved the existing signage located at various intersection on Roosevelt Rd and at Park Ave. Glen Ellyn border? The signs have WAY too much information and the fonts are too small to read. Visually cluttered and a waste of taxpayer \$\$.
10	I believe the design of family A reflects the time period the community developed. I also think people are drawn to communities that reflect the feel of bygone days of small town shopping and values.
11	the G and E are hard to read in the script - looks like G and C
12	Please make it legible and cost effective with the materials.
13	Try to keep it simple - when I travel to other west suburban towns, no one is as "busy" or has as much diverse promotion - too much going on makes it hard to find a shop you want. If shop signs are too high, walkers cannot locate a shop from a 1/2 - 1 block away.
14	Keep it simple and classic to be timeless.
15	Get rid of the flower clock.
16	Use of natural materials such as stone and iron, or brick are timeless and fit the village's atmosphere. I think most residents like the feeling of tradition suggested by these materials. Please stay away from colors (like the green plexiglass look). The non-script GE looks very generic!
17	Signage C will look very dated in a very short period of time.

18	Don't think any money should be spent on signage (other than Identifying Parking). With GPS omnipresent and some signage already existing, financial challenges everywhere, this is not money well spent.
19	We should make the Horse Trough a fountain and place it in the new redesign for Lake Ellyn.
20	Again prefer the old fashioned look versus the sleek modern look. Fits better with the Village reputation.
21	Question 7 is unintelligible ... unless you want to pay me to try to figure out WTF you mean!
22	can't see the necessity for this!
23	Too much signage is overkill;
24	The Glen Ellyn Historic Preservation Commission is going to submit proposals for informational signs as well as individual signs for retail stores. Our commission designed the current Village Entrance signs that were based on historic originals. They hang on "L" brackets at various Village entry points. These signs have been very well received by the public. After seeing our new entry signs, the EDC then produced some very handsome signs in the same basic design. These EDC signs were located at the entry to Village parking lots on Pennsylvania & Crescent. Their new kiosk sign on Main Street followed the same design theme. Our new proposal, which will consider the EDC signs as an excellent starting point, will be discussed at our Historic Preservation Commission meeting on Thursday, June 27, and then sent forward to the Village for consideration. Our commission wishes to be included in the design process, since we have numerous members who have historic preservation backgrounds. A National Trust Survey entitled "Heritage Tourism" explained how important it is for a town to enhance & promote their history in order to attract tourists. In this booklet, the survey asked people what is most important when they travel. The vast majority answered, we want to see historic sites, historic homes, and historic communities. From Lee Marks, Chairman Historic Preservation Commission.
25	Concept C gives a fresh look to our signage and is upbeat looking, not staid, like the other two concepts
26	The circle GE (non-script) isn't working - hugging the circle is forced... The tower is simply dated.
27	This is an established community, I would encourage choosing traditional signage over something more modern.
28	Any signage to bring shoppers to parking availability and clear rules combined with directions to retail and restaurants that are not on Main or Crescent Sts would be MOST useful.
29	Classy best
30	The last question gave no examples
31	Black signage, red brick, and the clock tower logo are the most classic and unique brand elements that best symbolize Glen Ellyn to me. These aspects will stand the test of time better than the other elements introduced (green signage, silver block lettering, stone, etc.)
32	I really don't like options 2 and 3. They are too modern and do not fit in with the feeling of Glen Ellyn. It is a town that is over 150 years old. The signage needs to reflect that.
33	survey would not let me order the logo--I would order oval medallion-1, the green GE 3, and the other scheme 2.
34	While I am glad to take the survey and welcome the chance to provide some input, from meetings and material so far the over-emphasis on homogeneity and a somewhat over-arching self-conscious design "theme" will become a little annoying after awhile if it is implemented with tenacity that seems to predominate the effort. A little variety, surprise, and natural flow would be nice to see in the design.
35	Don't know if I understood the difference between logos but the logo in "A" is the best and the clock tower is the worst.

36	n/a
37	The signage should serve the purpose of bringing visitors to the Main and Crescent downtown from Roosevelt, Butterfield, North and St Charles roadways. Do not forget signage to advertise to passengers on the Metra
38	Whatever is done should be incorporated into what the downtown alliance has already developed.
39	Signs should reflect the historic character of the village, but should not be overdone "Victorian." The downtown buildings are all brick, stay away from the phony stone look that is going on so many of the McMansions.
40	The survey would not allow me to select my preferences for question #7. <input type="checkbox"/> The number of signs and the destinations indicated on each sign should be kept to the absolute minimum. Too many signs and too much information adds to streetscape clutter and driver confusion. The current temporary (I assume) destination signage borders on the ridiculous. There is no need to list more than 2 or 3 destinations on a sign. GPS devices and smart phones are becoming more prevalent. Anyone wanting to visit Panfish Park (as an example) will probably consult a map or gps before they go there. Too much information leads to confusion. Less is more. The Village should not be looking for creative ways to spend money, but concentrate on improving its infrastructure.
41	Just so you know, I like the GE script logo. I don't like the other two at all, the circle non-script, and the clock tower. I had to rank them, but the ranking doesn't reflect how little I like the other two.
42	Very poor survey template-the last question about the logo is impossible to answer without returning to the original drawings (I think) even then the logo is really about type face/style ...right.
43	There are so many other issues and things the Village could spend their time on then this study or change.
44	The previous screen does not allow selection as it should so I did not rank them the way they read. I would rank them 3, 1, 2
45	I like more of the traditional format.
46	Script is unclear. Shapes mentioned were hard to see from samples
47	Incorporate some Glen Ellyn green into the signage
48	Design of street lighting is also significant.
49	I didn't recognize the script G and E as letters until pointed out to me. The Non-script are too corporate-looking and not in keeping with the quaint, somewhat old-time feel of Concept A. The flower pot in the middle of town is a much better known and recognizable symbol isn't it? It also ties in with the Chamber logo for a continuity of theme/identity.
50	See Previous about road signage
51	I think concept A is the most ideal fit for the Village of Glen Ellyn signage.
52	For the previous question, it was difficult to determine which concept went with which logo
53	I could not change the numbers for my preferences on the previous page. I prefer them in this order: 2, 1, 3.
54	I have no idea what is being asked in question #7
55	Please do this right and consistent, it seems as though Glen Ellyn does its signage over quite often.

56	Current signs le on roosevelt, st. charles are impossible to read, print is too small, colors are odd (bright/neon green? really?) and a waste of my tax dollars-
57	I had a hard time identifying each of the logos. It would have been nice to have a third pdf for the logos to properly rank them. I prefer the more modern signage and logos of concept B. It shows that the village is current and modern.
58	None at this time.
59	Please make the letters big enough to read from a distance- especially the ones that are supposed to be read while driving, or parked at an intersection. The ones we currently have our way too small (and I have 20/20 vision!)
60	I can't believe in this day and age you paid a consultant to conduct a study on downtown signage. What a complete waste of tax dollars.
61	The new signs on Park Blvd. and Roosevelt are too high and have too many listings to be easily read by drivers.
62	Can't stand the flower clock that we have - don't repeat that.
63	Good job!
64	I didn't keep the samples open and wasn't sure I could hit the back button to go back and reference them for the additional questions
65	Really don't like the green. It is too modern looking for this traditional town.
66	Signs should be limited to only those necessary for visitors. For example, it is doubtful a visitor is coming to see the library or post office.
67	Question 7 was unclear / too complicated. The images provided via the links did not match the color schemes named in another question. The MOST IMPORTANT part of wayfinding signs is they should be easy to read by drivers (who can't get as close as pedestrians); therefore, the font should be clean and the contrast sharp. The font should be wide and tall enough to provide readability (unlike the current signs along Roosevelt Rd).
68	The white posts with green text identifying streets in residential areas can be difficult to read and find for visitors and new comers to the Glen Ellyn area. Is there a way to enhance their visibility?
69	I think the signage needs to reflect the unique nature and history of our vintage town. I doesn't need to be Victorian, with lots of scrollwork and fufu, but it should be classic and traditional.
70	Thanks for asking for community input.
71	Fancy fonts make it hard for individuals with disabilities to read.
72	Do not like the idea of using the downtown alliance logo at all. Just don't feel it should be an organization's logo.
73	Don't think that the green color scheme works. The concept A colors are much better. Pretty close between A and C for me other than the Green.
74	Please choose something classic - <input type="checkbox"/> C looks very trendy, but I doubt it will age well. Thank you.
75	Glen Ellyn is a charming town that I'm proud to be associated with. Keep its older elements alive and don't modernize it too much.

76	Design by committee, or in this case, by survey is a horrible way to evaluate professional design. I've done so because it was asked, but the majority of people have no design experience, taste, etc. You should rely on the Architectural Committee, or reach out to the design professionals within GE. There are at least 20 design firms in GE, well over 50 individuals (architects, interior designers, graphic designers) who would be a competent, appropriate resource, rendering informed feedback...rather than making it a "dog and pony" show as you've done
77	In the day and age of smart phones with GPS, most people don't need every location called out on a sign. Also thought should be given as to whether someone can see it while driving. As for the downtown area, there are not enough signs to call out public parking. Especially when the commuter lots are available. Signs are posted in high spots and hard to read. Lastly there are a lot of very successful towns that have minimal signage. I honestly can't believe the money that is being spent to figure out something that has already been done successfully in other villages. And let's not use COD signage as a model. Hate it.
78	thank you
79	Traditional (A) seems like the best fit for our village. <input type="checkbox"/> B is too generic and boring. <input type="checkbox"/> C is too modern and trendy-looking.
80	signage should be kept to a minimum. the recently installed signs are ridiculous, both ugly and too busy to be useful.
81	Currently signage on Roos and Park is too small to be anything but a hazard.
82	Set C is awful, Set B is boring and the silver will look dated in less than 10 years.
83	I assume this is paid for by the TIF?
84	There is an excessive emphasis on branding and signage. Although people will enjoy the improved aesthetics, better signs will not cause visitors to come downtown or residents to remain in town. The increased activity downtown is tied to better quality establishments -- both restaurants and merchants. Whatever you do, do not turn Crescent into a two-way street between Main and Forest; it will become a traffic nightmare.
85	Again, have to see those street signs while driving or they're useless. Preferably, they should be illuminated at night, at least on more of the arterial streets, which is more than just Geneva, Roosevelt, and St. Charles.
86	I think we need to show entrance to village, directions to parks(recreational areas), historical sites, activity locations, schools, and shopping areas
87	None.
88	Feel that the landscaping, and surrounding area is just as important as the sign itself. For instance, should the sign be placed on Roosevelt right off of 53 with landscaping, instead in the busy area of Roosevelt and Main? Along with other directional signs for Lake Ellyn, Glenbard, downtown, etc.

**Excerpt of Sign Package  
Presented to ARC**

## VILLAGE GATEWAY: POLE MOUNTED OPTION

### DESCRIPTION:

Village Gateways are intended to be entrance monuments to the community which announce your arrival into Glen Ellyn. They are located at key intersections or crossroads at or near the borders of the Village.

### CONSTRUCTION:

General construction of these monuments will consist of steel or aluminum frames that are either painted with exterior grade sign paint or wrapped with vinyl applied graphics or sheets. The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum. The support poles would be standard aluminum poles with side mounted brackets (concealed within the sign cabinet.) The decorative style would be based on the Village standard light post and base.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



## VILLAGE GATEWAY: HANGING BLADE SIGN OPTION

### DESCRIPTION:

This option for the Village Gateway is a more traditional hanging blade sign that can be utilized as the only gateway feature in lieu of the larger structure or at locations where space is limited and installation might be difficult for the larger monument gateway sign.

### CONSTRUCTION

This element would consist of steel or aluminum poles/bracing. The sign panel could be constructed of either route PVC to imitate wood or wood grain or of aluminum with raised metal letters or vinyl applied graphics.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



## VILLAGE GATEWAY: VERTICAL OPTION/MASONRY BASE

### DESCRIPTION:

The gateway alternatives show an optional approach to the monuments in both a horizontal and vertical orientation as well as traditional brick masonry or natural stone bases. Some corridors, such as Roosevelt Road where there is higher traffic volume and higher vehicle speeds, have space available for a larger feature that would be more visible and have a "presence" along the roadway.

### CONSTRUCTION:

The sign panel and frame would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics. The sign bases would be constructed of traditional brick masonry or natural stone veneer. Both would be adhered to a concrete base.

### ILLUMINATION:

The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum. It is recommended that these sign monuments be internally illuminated to provide for a elegant character after dark. The lettering can be designed to produce a "halo" or backdrop lighting so it appears the letters glow from behind.



## VILLAGE FACILITY IDENTIFIER: POLE MOUNTED OPTION

### DESCRIPTION:

The facility sign element would be located at public facilities operated by the Village such as Village Hall or Public Works. There could be the need for multiple identification signs at one location dependent upon the access points and exposure of each facility.

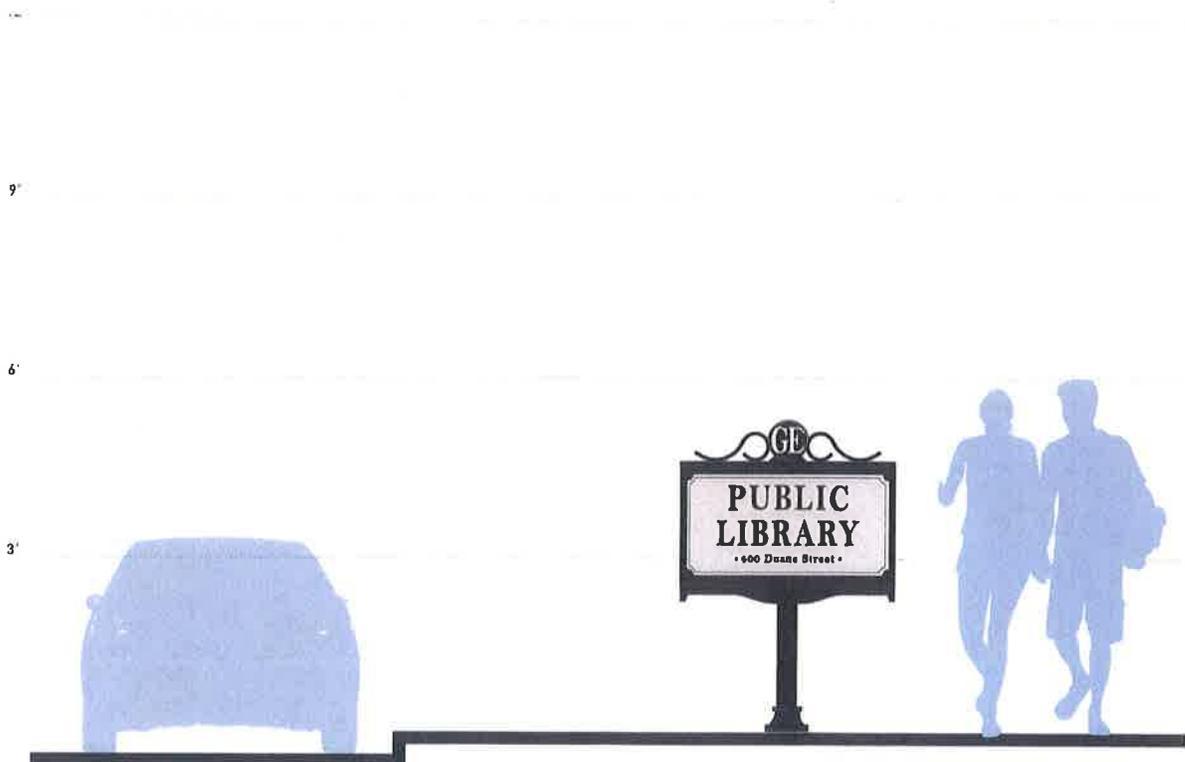
### CONSTRUCTION:

General construction of these monuments will consist of steel or aluminum frames that are either painted with exterior grade sign paint or wrapped with vinyl applied graphics or sheets. The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum cut out lettering.

The support poles would be standard aluminum poles with center mounted brackets (concealed within the sign cabinet.) The decorative style would be based on the Village standard light post and base.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



# **Proposed Sign Family**

**10/15/2013**

## VILLAGE GATEWAY: POLE MOUNTED OPTION

### DESCRIPTION:

Village Gateways are intended to be entrance monuments to the community which announce your arrival into Glen Ellyn. They are located at key intersections or crossroads at or near the borders of the Village.

### CONSTRUCTION:

General construction of these monuments will consist of steel or aluminum frames that are either painted with exterior grade sign paint or wrapped with vinyl applied graphics or sheets. The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum. The support poles would be standard aluminum poles with mounted brackets (concealed within the sign cabinet.) The decorative style would be based on the Village standard light post and base.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



## VILLAGE GATEWAY: HORIZONTAL OPTION

### DESCRIPTION

The gateway alternatives provided show an optional approach to the monument in a horizontal orientation with a traditional brick masonry base. Corridors such as Roosevelt Road, with higher traffic volumes and vehicle speeds, have space available for a larger feature that would be more visible and have a “presence” along the roadway.

### CONSTRUCTION:

The sign panel and frame would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8” thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

The sign base would be constructed of traditional brick masonry on a concrete base.

### ILLUMINATION:

The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum. It is recommended that these sign monuments be internally illuminated to provide for a elegant character after dark. The lettering can be designed to produce a “halo” or backdrop lighting so it appears the letters glow from behind.



## VILLAGE GATEWAY: VERTICAL OPTION

### DESCRIPTION:

This gateway alternative shows an optional approach to the monuments in a vertical orientation with traditional brick masonry. Corridors such as Roosevelt Road, with higher traffic volumes and vehicle speeds, have space available for a larger feature that would be more visible and have a “presence” along the roadway.

### CONSTRUCTION:

The sign panel and frame would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8” thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics. The sign bases would be constructed of traditional brick masonry or natural stone veneer. Both would be adhered to a concrete base.

### ILLUMINATION:

The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum. It is recommended that these sign monuments be internally illuminated to provide for a elegant character after dark. The lettering can be designed to produce a “halo” or backdrop lighting so it appears the letters glow from behind.



## VILLAGE GATEWAY: HANGING BLADE SIGN OPTION

### DESCRIPTION:

This option for the Village Gateway is a more traditional hanging blade sign that can be utilized as the only gateway feature in lieu of the larger structure or at locations where space is limited and installation might be difficult for the larger monument gateway sign.

### CONSTRUCTION

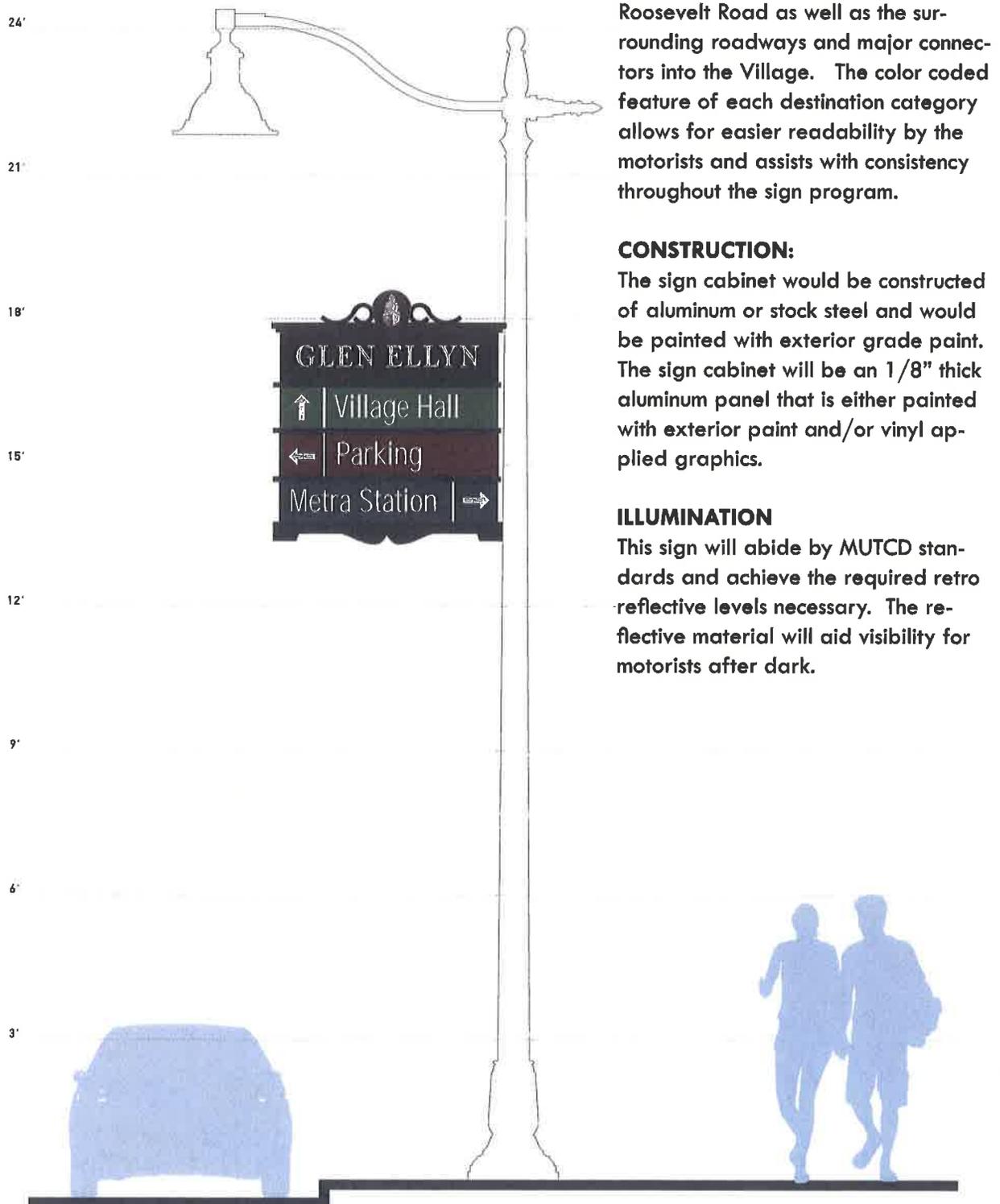
This element would consist of steel or aluminum poles/bracing. The sign panel could be constructed of either route PVC to imitate wood grain or of aluminum with raised metal letters or vinyl applied graphics.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



## DIRECTIONAL: MAJOR ROADWAY OPTION



### DESCRIPTION:

Major roadway directional would be utilized along major corridors such as Roosevelt Road as well as the surrounding roadways and major connectors into the Village. The color coded feature of each destination category allows for easier readability by the motorists and assists with consistency throughout the sign program.

### CONSTRUCTION:

The sign cabinet would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign cabinet will be an 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

### ILLUMINATION

This sign will abide by MUTCD standards and achieve the required retro reflective levels necessary. The reflective material will aid visibility for motorists after dark.

## DIRECTIONAL: MINOR ROADWAY OPTION

### DESCRIPTION:

Minor roadway directional will be utilized within the core Downtown area as well as the surrounding roadways and major connectors leading to the Downtown. The color coded feature of each category of signs allows for easier readability by the motorists and assists with consistency throughout the sign program.

### CONSTRUCTION:

The sign cabinet would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be an 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

### ILLUMINATION:

This sign will abide by MUTCD standards and achieve the required retro-reflective levels necessary. The reflective material will aid visibility for motorists after dark.



## DIRECTIONAL: PEDESTRIAN LEVEL

### DESCRIPTION:

Pedestrian directional signs will be utilized along sidewalks and pedestrian ways within and around the Downtown. These sign types are more character building elements that provide structure and decorative elements to a Downtown, while still providing a function of directing people to destinations.

### CONSTRUCTION:

The sign cabinet would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.



## PARKING IDENTIFIER

### DESCRIPTION:

The parking identifier will be located at entrances of public parking lots/facilities. Additional information such as the name of the facility, hours of operations or restrictions.

Two size options are shown below and can be interchangeable based on the space available for installation, amount of text content needed for each parking facility and the proper visibility of the surface lot or facility.

### CONSTRUCTION:

The identifier will be constructed with a painted aluminum frame and painted or vinyl graphic sign face. The "P" will be a raised letter (polycarbonate or aluminum) with the additional content consisting of an applied vinyl graphic.

### ILLUMINATION:

This sign will not be illuminated, but can be reflective to aid visibility after dark.

12'

9'

6'

3'



## VILLAGE FACILITY IDENTIFIER: POLE MOUNTED OPTION

### DESCRIPTION:

The facility sign element would be located at public facilities or operated by the Village such as Civic Center or Public Works. There could be the need for multiple identification signs at one location dependent upon the access points and exposure of each facility. This sign type can be utilized at Park District facilities as well, if so desired.

### CONSTRUCTION:

General construction of these monuments will consist of steel or aluminum frames that are either painted with exterior grade sign paint or wrapped with vinyl applied graphics or sheets. The lettering of the sign will be raised and constructed of either polycarbonate materials or routed aluminum cut out lettering. The support poles would be standard aluminum poles with center mounted brackets (concealed within the sign cabinet.) The decorative style would be based on the Village standard light post and base.

### ILLUMINATION:

Ground illumination for this style of sign is recommended to keep with the more timeless character.



## VILLAGE ELECTRONIC MESSAGE BOARD

### DESCRIPTION

The electronic message board would replace the existing manual board located at Main Street and Crescent Blvd. The use of electronic media would allow for great flexibility in the message rotation and for displaying emergency messages to the public.

### CONSTRUCTION:

The sign frame would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign base would be constructed of traditional brick masonry. The electronic message board would be a multi-color, LED screen capable of producing both text and imagery.



# INFORMATIONAL KIOSK

## DESCRIPTION:

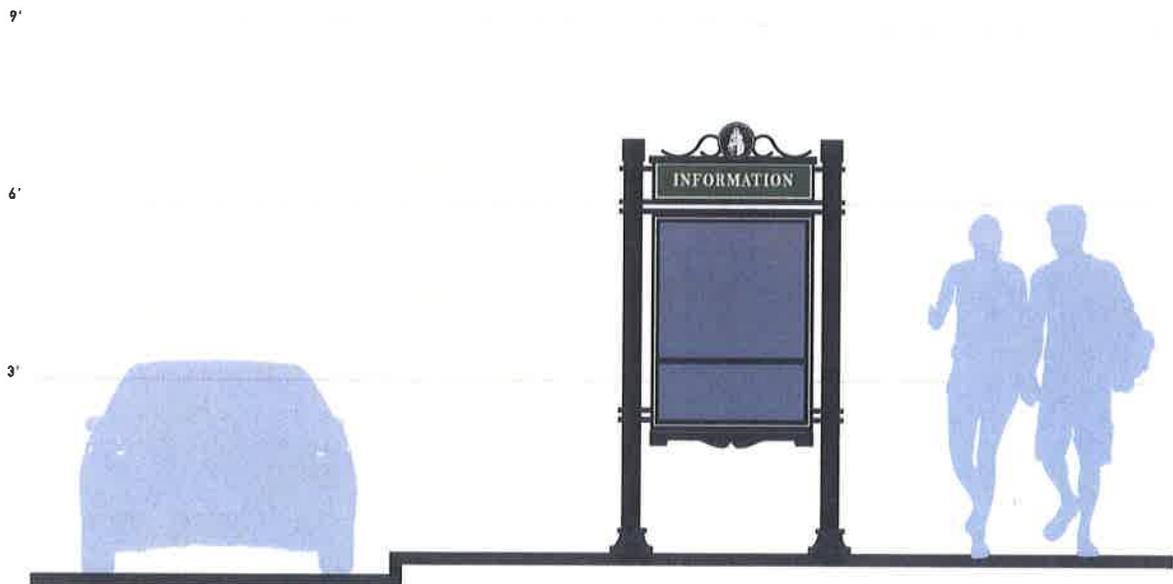
The informational kiosk will be located within the downtown area to assist pedestrians in locating key features or locations. This kiosk design is intended to be implemented as needed in the future to keep the design theme consistent throughout the program.

## CONSTRUCTION:

The kiosk is constructed of a lockable sign cabinet with either removable graphic panels or pin up/cork board type backing, internal to the cabinet. The remaining parts of the cabinet will be constructed of either stock steel or aluminum. The decorative mounting poles are to match the Village standard.

## ILLUMINATION:

The internal cabinet of the kiosk will be illuminated with down and uplighting ballasts or LED fixtures. The top identification cabinet of the kiosk will be internally illuminated as well. The lettering on the cabinet will be cut out of the sign face and a polycarbonate backing will fill the void and will allow for light to bleed through.



## STREET NAME SIGNS

### DESCRIPTION:

The street signs will be predominately located within the Downtown District, but can also be used on the fringe streets in order to build character in leading up to the core of the District. The signs can be mounted to existing poles or new poles can be purchased to accommodate the installation.

### CONSTRUCTION:

The street signs will have two separate parts to its construction. One will be the mounting frame and mounting bracket and the other will be the name plate or sign panel. Both will be constructed of stock steel or aluminum. The graphics will be either a painted surface or vinyl applied graphic or a combination of both.

### ILLUMINATION:

It is not recommended to internally or ground illuminate these signs. This sign will abide by MUTCD standards and achieve the required retro reflective levels necessary. The reflective material will aid visibility for motorists after dark.

12'



## BIKE TRAIL/PATH: DIRECTIONAL AND IDENTIFIER

### DESCRIPTION:

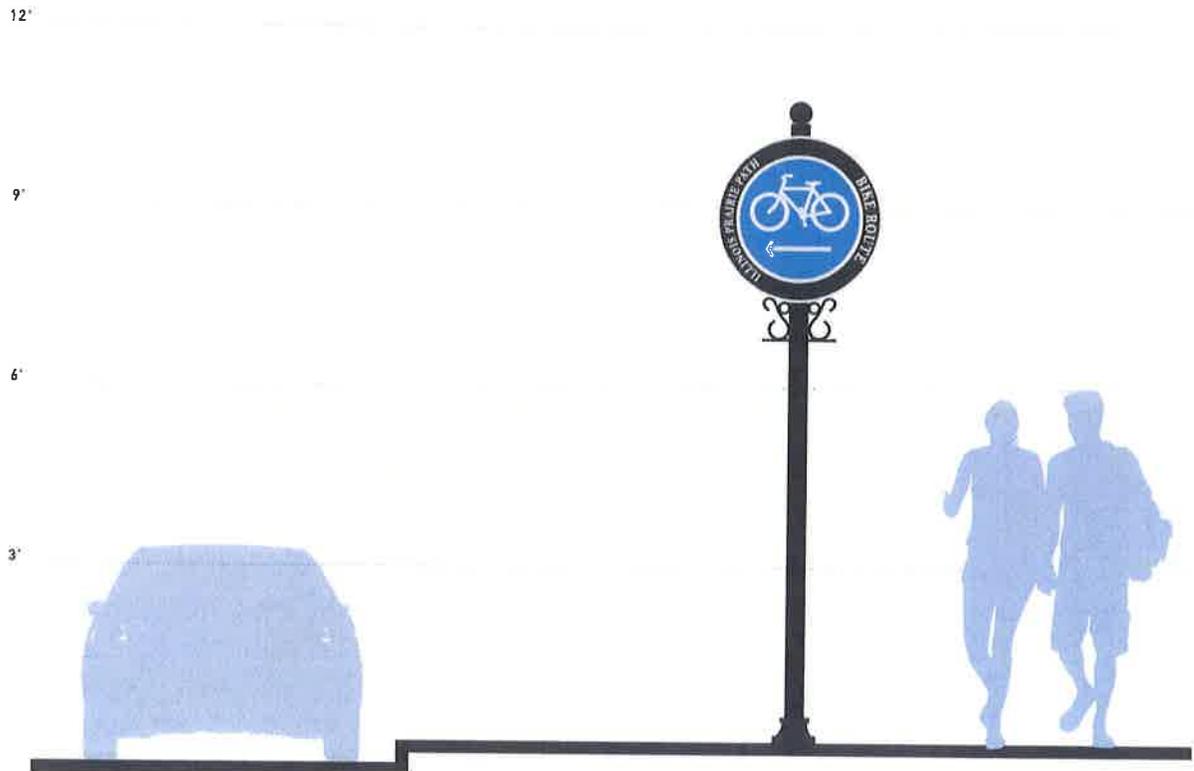
The bike trail or path signage would be used within the proximity of a trail access point or trailhead to direct users to the proper start point. The signs can be mounted to existing poles or new decorative poles can be purchased to accommodate the installation.

### CONSTRUCTION:

The sign cabinet would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

### ILLUMINATION:

It is not recommended to internally or ground illuminate these signs. This sign will abide by MUTCD standards and achieve the required retro reflective levels necessary. The reflective material will aid visibility for cyclists after dark.



# SPECIAL EVENT ANNOUNCEMENT

## DESCRIPTION:

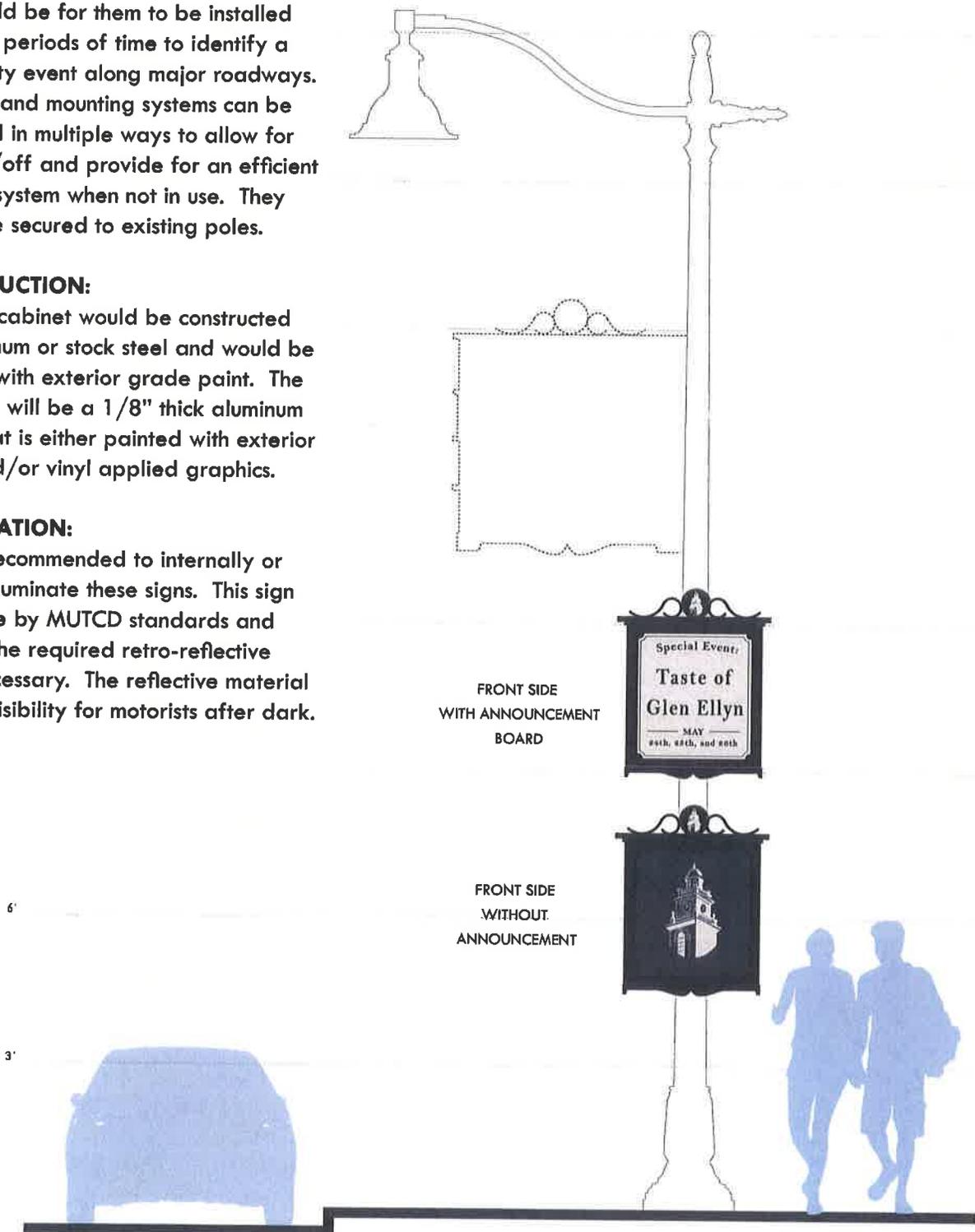
Special Event signage elements act as temporary "A-Frame" signs. The intent would be for them to be installed for short periods of time to identify a community event along major roadways. The sign and mounting systems can be designed in multiple ways to allow for easy on/off and provide for an efficient storage system when not in use. They would be secured to existing poles.

## CONSTRUCTION:

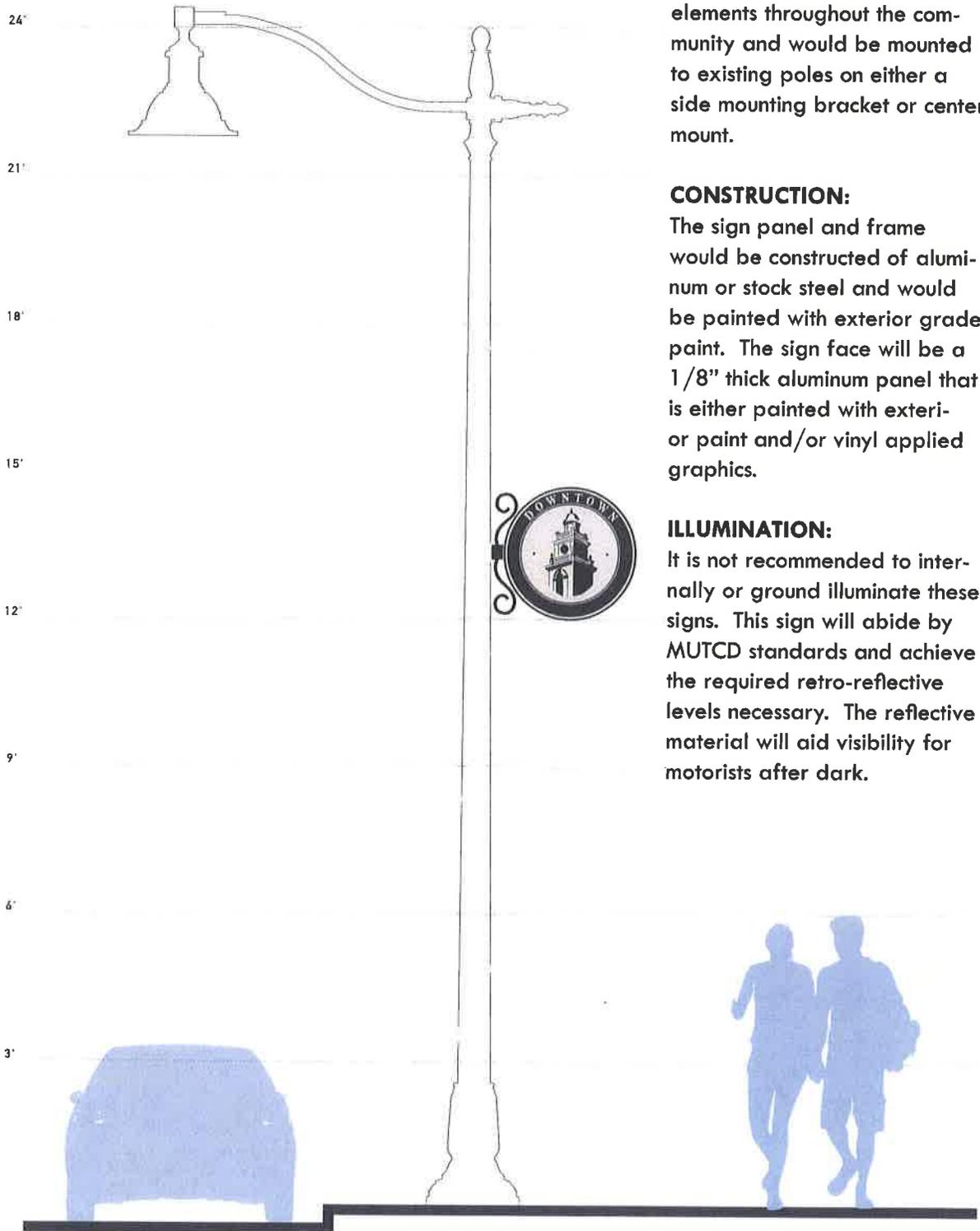
The sign cabinet would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

## ILLUMINATION:

It is not recommended to internally or ground illuminate these signs. This sign will abide by MUTCD standards and achieve the required retro-reflective levels necessary. The reflective material will aid visibility for motorists after dark.



# MEDALLION ICON



### DESCRIPTION:

The medallions are intended to be used as character building elements throughout the community and would be mounted to existing poles on either a side mounting bracket or center mount.

### CONSTRUCTION:

The sign panel and frame would be constructed of aluminum or stock steel and would be painted with exterior grade paint. The sign face will be a 1/8" thick aluminum panel that is either painted with exterior paint and/or vinyl applied graphics.

### ILLUMINATION:

It is not recommended to internally or ground illuminate these signs. This sign will abide by MUTCD standards and achieve the required retro-reflective levels necessary. The reflective material will aid visibility for motorists after dark.

# BANNERS | MOUNTING BRACKETS

24'

## DESCRIPTION:

The banner system shown is a conceptual layout of graphics and content. Further development of these elements will coordinate the need for this panels and the placement within the Village. The provided schemes represent the possibility of having both permanent or seasonal installations. The permanent banners would be installed at the majority of the locations, with the seasonal option being interspersed at either every other pole or every third pole.

## CONSTRUCTION:

The permanent banners would be fabricated from aluminum with a painted surface and vinyl graphics.

It is recommended that the seasonal banners be fabricated from a Sunbrella type material to aid in color retention and durability due to their constant change out throughout the year.

The mounting brackets would be constructed of standard banner pole mounts, but would have decorative scroll work added to keep with the character of the sign program.

PERMANENT  
INSTALLATION



SEASONAL  
INSTALLATION



7

MEMORANDUM

TO: Mark Franz, Village Manager *2/*

FROM: Kevin Wachtel, Finance Director

COPY: Dawn Bussey, Director, Glen Ellyn Public Library

DATE: October 16, 2013

RE: 2013 Property Tax Levy



We normally plan to begin formally discussing the Village and Library property tax levies at a Village Board workshop in October. Since the deadline for filing the 2013 levy with the County Clerk is not until the December 31, 2013 (last Tuesday in December), we will have multiple opportunities for discussion and deliberation. This memo provides background information and some preliminary information to prepare for Village Board discussions regarding the levy. First, a few key facts and information on the proposed levy:

- *The Village is not subject to tax caps, but continues to abide by them since becoming home rule in 1994,*
- *Tax cap growth includes 1.7% for CPI-U and 1.2% for new growth, a total of 2.9%,*
- *Total Village levy is projected to increase by 2.6%, less than 2.9% because a portion remains flat,*
- *The Village's final property tax supported bond issue (\$600,496 levied in 2012) is being retired and reallocated for capital projects at the same dollar amount as the 2012 tax levy,*
- *The Village has statutory responsibility to levy for the Glen Ellyn Public Library, whose levy has increased by a total of 2.7%,*
- *The total levy for the Village and Library is proposed to increase by 2.7%, and*
- *This review assumes no change related to funding the Fire Company. That issue will be discussed in another memorandum.*

**Background Information**

The Village collects property taxes for two basic purposes:

1. **Operations (48% of Village property tax revenue)** About \$3.2 million, or 48% of our 2013 total property taxes (to be received in calendar year 2014 and in our 2014/15 fiscal year), are an operating revenue of our **General Fund** to help pay for basic government services such as a portion of our Police Department budget. Our annual levy ordinance specifically lists police services as the purpose for which the general purpose corporate

levy is to be allocated. General property taxes make up about 18% of the total General Fund revenue.

2. **Capital (52% of Village property tax revenue)** Beginning in 2008, we began reallocating property tax dollars for retiring bond payments to benefit the **Capital Projects Fund**. This was part of a major campaign which took place in 2008 by the Village's Capital Improvements Commission. The goal was to fill significant revenue gaps in our 20 year street improvement program and to change our financing philosophy to a pay as you go basis. This levy will be the last reallocation as the final property tax supported bonds are being retired. A total of \$3.4 million in property tax revenue will be used for the capital program, to complement other ongoing utility tax (\$2.35 million) and Real Estate Transfer Tax (\$550,000) revenue.

**Bond Payments** Debt service payments for general governmental purposes are traditionally supported by property tax revenue. The Village's outstanding debt is currently supported by Village Links revenue. As a requirement of the bond documents, we include the debt service payments for the Village Links bonds in our tax levy ordinance, but will immediately abate those levies with subsequent ordinances. The abatement ordinances will remove those levies from tax bills.

### Property Tax Schedule

When we discuss 2013 property taxes, we are referring to an obligation which attaches to all property owners on January 1, 2013. This is one of the oddities of the property tax system since we do not even determine the amount of the taxes to be levied until the fall of 2013, and the levy does not need to be submitted to the County Clerk for extension until the last Tuesday of December, 2013.

Following the completion of the assessment and appeals process, tax bills for 2013 are mailed on or about May 1, 2014, with the remaining amount billed about August 1, 2014. The Village will receive most of the collections for its 2013 levy from the County in June and September 2014.

Further confusing the process, we budget our 2013 tax levy as revenue in our next fiscal year 2014/15 because we budget on a cash basis and that is when the cash flows will be realized. However, technically the 2013 tax levy benefits the current 2013/14 fiscal year since by law, there must be an appropriated budget in place which will be supported by the proposed levy. Hence, we "affix" our levy to the most recently adopted budget.

### Village's Property Tax Philosophy

The Village has traditionally made efforts to minimize its reliance on property taxes. Since Glen Ellyn became a home rule unit of government in 1994, we have elected to self-impose the same restrictions placed on non-home rule communities which are set forth in the Property Tax Extension Limitation Law (PTELL), what we typically refer to as **property tax caps**, or the **tax cap law**.

There are a number of reasons the Village has adhered to the tax cap philosophy:

1. Property taxes tend to be one of the hottest issues among the general public. This is understandable as property taxes are often the largest bill a homeowner pays each year.
2. Village Boards have respected home rule powers and have desired to use them responsibly and sparingly, knowing that these powers can be removed by voters (i.e. Lombard, Villa Park).
3. There has been a general desire of Village Boards to not balance our budget on the backs of property tax payers. Given the timing issues related to the levy process, the tax cap approach keeps us from overstating the levy to fill a projected need that may or may not materialize as the budget is completed.
4. The Village exercised financial discipline. Capping the levy forces us to be more creative in finding solutions to budget woes without taking the easy road of just raising taxes.

The Village's conservative approach to property taxes began long before it became a home rule community in 1994. Other actions past Village Boards have practiced which demonstrate this approach include:

1. A pledge made in 1987, prior to a street, water and sewer referendum, to abate or cancel \$10 million of the \$15 million in bonds over their 20 year life. The Village Board at that time committed to use other available revenues instead of property taxes to pay for the improvements. Each Village Board continued the abatements, despite no legal obligation to do so, for 21 successive years, until a total of \$10.7 million was abated, exceeding the original pledge.
2. In 1999 to 2000, based on a recommendation from the Village's Capital Improvements Commission, the Village Board presented a proposal to undergo a significant program of infrastructure improvements, including completion of major storm sewer projects throughout the Village and related street, water and sanitary sewer replacements and upgrades. A portion of the project required the issuance of \$18 million in property tax supported bonds which would be needed to finance a portion of the improvements. The Village conducted a significant public communications effort and put the financing

question to a community referendum. As a home rule community, the Village could have issued the bonds without voter approval but chose to do so based on its sensitivity to the impact on property tax payers.

3. The Village has extremely low debt, now utilizing a pay as you go approach for general governmental projects. Debt issued for business-type activities have been fully paid by those enterprise funds.
4. We have traditionally conducted a public hearing on the tax levy each year even in years when we are not obligated to do so based on requirements of the Truth in Taxation Act (home rule entities are not exempt from this Act). We have additionally approved each year's levy in a "two reading" process (having a preliminary "straw" vote in one meeting and formally approving in another) to allow maximum opportunity for public input and questions. Many communities immediately pass their levy upon closing any required public hearing.
5. The Village's tax levy remains less than 7% of residents' total tax bill.

#### **Village and Library Levies Combined**

Based on how our Public Library is established under State statutes (it is not an independent Library District), the Library Board, although separately elected, has no direct taxing authority. As a result, the Library's levy must be approved by the Village Board in connection with the Village's property tax levy. The Library's property taxes, and tax rate, however, are itemized separately on the property tax bills prepared and mailed by DuPage County.

Historically, the Library has followed the same methodology as the Village in computing its property tax request, which has typically been approved in the form of a resolution each September and forwarded to the Village for consideration and inclusion in its property tax levy. This year's resolution was passed by the Library Board on September 16, 2013 and is attached.

Because of the Village's ongoing desire to refrain from using its home rule powers in connection with the adoption of its tax levy (i.e. self-imposing the tax caps), there have been many discussions over the years in terms of what obligation the Village Board has, if any, with respect to the review, consideration, modification, alteration, approval, or rejection of the Library's levy request. It is the Village's general understanding that the Library Board may not compel the Village Board to invoke its home rule authority with respect to adoption of its levy request. Conversely, the Village Board may not reject or disapprove of a Library levy request which complies with the tax cap act.

**2013 Preliminary Tax Levy Information**

Preparation of this first look at the proposed 2013 property tax levy continues our practice of calculating the levy based on what we would expect to collect were we subject to the state tax cap rules.

Under the State tax cap rules, the Village may increase its 2013 "operating" levy by **the lesser of:**

1. 105% of the 2010 taxes extended by DuPage County (excluding debt), **OR**
2. The amount of growth in the Consumer Price Index (CPI, which is **1.7%** for the 2012 levy as shown in the attached history chart) plus new growth (defined as new construction which is estimated to be about 1.2% for the 2013 assessment plus annexation).

Our annual tax levy is divided into operating and debt service components. Note that property taxes needed for the payment of Village bonds are not included within the tax cap calculations.

The attached Equalized Assessed Valuation (EAV) chart illustrates changes in the Village's total EAV over the past 10 years and breaks out the increases and decreases in value through the normal assessment process and through new growth. From levy year 2003 to 2008, the Village's total EAV grew an average of 9.3% per year. Growth fell to just 0.4% in 2009, and has declined each year since. Based on information gathered from the Township Assessor, we are estimating that the decline in EAV this year will be 2.1%.

Another component of the tax levy is growth generated from new construction or annexation. This allows tax capped governments to increase their levy by this amount because it is essentially applying the same property tax rate on new EAV without affecting other tax payers. Based on the growth estimates provided by the Township assessor, we have estimated a 1.2% increase in the new construction EAV.

In this period of declining assessments, some might assume that property taxes should be declining as well. That is not the case. The Village, like most other property tax entities in Illinois, levies a total dollar amount, not a rate. When we apply this year's tax cap limits to the levy, the Village is permitted to raise the total dollars levied by 2.9% (1.7% CPI and 1.2% new growth).

The EAV ultimately only determines the tax rate, as shown by the equation below:

$$\text{Property tax rate} = \text{Total Dollars Levied} / \text{Total Equalized Assessed Value.}$$

As property values decline, the rate increases even if the total dollars levied remains constant.

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**Preliminary Tax Levy Calculation**

**Village Operating Taxes for 2013** – The portion of the Village' levy that is considered to be operating actually includes both operating and capital components. In 2008 we added a second component to our operating levy for the benefit of our Capital Projects Fund. This was the result of the Capital Improvement Commission's recommendation to transition to a pay as you go program for our 20 year street improvement program which involved the process of reallocating reductions in our debt service into the Capital Projects Fund operating levy. For 2013, one bond is scheduled for retirement reallocating \$600,496 to the levy for capital projects fund.

When we apply a 2.9% increase to last year's levy for the General Fund and Capital Projects Fund, plus a flat reallocation of the \$600,496 from the 2010 bonds being reallocated, the total increase to the operating levy is 13.1%.

**Village Debt Taxes for 2013** – The Village no longer (as of this property tax year) has debt payments that are funded by property taxes. The Village's two outstanding bonds are for the Village Links. The original tax levy for these two bonds will appear in the tax levy ordinance, but will be immediately abated (or removed from the tax bills) because the Recreation Fund has sufficient funds to make the debt service payments.

**Total Village Property Taxes for 2013** – When we combine all operating and debt levies, the total Village property tax for 2013 (excluding Library) will increase by about \$171,000 or 2.6% above property taxes extended in 2012.

**Truth in Taxation Hearing** – The total operating increase of 9.2% in our proposed combined Village and Library operating levy would require a public hearing as required by the Truth in Taxation Act since this percentage exceeds 105% of the 2012 taxes extended. We have traditionally held the public hearing whether or not statutorily required each year, as to maximize the opportunity for public information and input into the levy process.

**Tax Levy Calendar** – We plan to begin discussion of the 2013 levy, including Special Service Area tax levies and other issues at the October 21, 2013 Village Board workshop.

Remaining key steps in the tax levy process are as follows:

**Monday, October 28** – consider a resolution estimating the amount of dollars to be collected from the property tax. Representatives from the Library will be in attendance.

**Thursday, October 31** – publish Truth in Taxation notice in the Glen Ellyn News.

**Tuesday, November 12** – tax levy public hearing and first reading of tax levy ordinances.

**Monday, November 25** – second and final reading of tax levy ordinance. Consider tax abatement ordinances for Village Links and portion of Library Bonds that have been rebated. The federal government sequestration has lowered this year's interest rate rebate, so the abatement amount for Library Bonds may change.

#### Attachments

- Village of Glen Ellyn Estimated 2013 Property Tax Levy
- History of EAV Growth, Last 10 years
- 2012 model tax bill
- Comparison of taxes paid to the Village and Library for a typical Glen Ellyn home
- Remaining tax levy requirements for outstanding bonds
- Library Levy

# VILLAGE OF GLEN ELLYN

## ESTIMATED 2013 PROPERTY TAX LEVY

(to be collected in 2014 as FY14/15 revenue)

	2012 Taxes <u>Extended</u>	2013 Proposed <u>Levy</u>	\$ <u>Inc/(Dec)</u>	% <u>Inc/(Dec)</u>
<b>VILLAGE LEVY:</b>				
Operating - General Fund	\$ 3,126,719	\$ 3,217,843	\$ 91,124	2.9%
Operating - Capital Fund	2,749,832	\$ 2,829,971	80,139	2.9%
Retired '10 bonds-now Capital	-	600,496	-	0.0% <sup>1</sup>
<b>Total Operating</b>	<b>5,876,551</b>	<b>6,648,310</b>	<b>771,759</b>	<b>13.1%</b>
2010 bonds	600,496	-	(600,496)	-100.0%
<b>Bond Payments</b>	<b>600,496</b>	<b>-</b>	<b>(600,496)</b>	<b>-100.0%</b>
<b>Total</b>	<b>6,477,046</b>	<b>6,648,310</b>	<b>171,263</b>	<b>2.6%</b>
<b>LIBRARY LEVY:</b>				
Operating	\$ 3,598,751	\$ 3,703,115	\$ 104,364	2.9%
Bond Payments	472,212	477,763	5,551	1.2%
<b>Total</b>	<b>4,070,962</b>	<b>4,180,878</b>	<b>109,916</b>	<b>2.7%</b>
<b>TOTAL, VILLAGE AND LIBRARY</b>				
Operating	\$ 6,725,470	\$ 6,920,958	\$ 195,488	2.9%
Operating - Capital	2,749,832	2,829,971	80,139	2.9%
Reallocated debt-Capital	-	600,496	600,496	-
<b>Total Operating<sup>2</sup></b>	<b>9,475,301</b>	<b>10,351,425</b>	<b>876,123</b>	<b>9.2%</b>
Bond Payments	1,072,707	477,763	(594,944)	-55.5%
<b>Total</b>	<b>\$ 10,548,009</b>	<b>\$ 10,829,188</b>	<b>\$ 281,179</b>	<b>2.7%</b>

<b>Abatements<sup>3</sup></b>			
	2010 Refunding Bonds	337,418	Village Links
	2012 Clubhouse Renovation Bonds	310,528	Village Links
	2010 Build America Bonds	41,215	Library - Amount may change
		<u>689,161</u>	

Total Tax Levy Ordinance Amount \$ 11,518,348

<sup>1</sup> Calculation is the difference from the 2012 levy for 2010 bonds (\$600,496) and the amount reallocated to capital (\$600,496)

<sup>2</sup> Total operating increase is subject to required public hearing under the Truth in Taxation Act **if** percentage increase, excluding debt, is greater than 5.0% of taxes extended in prior year.

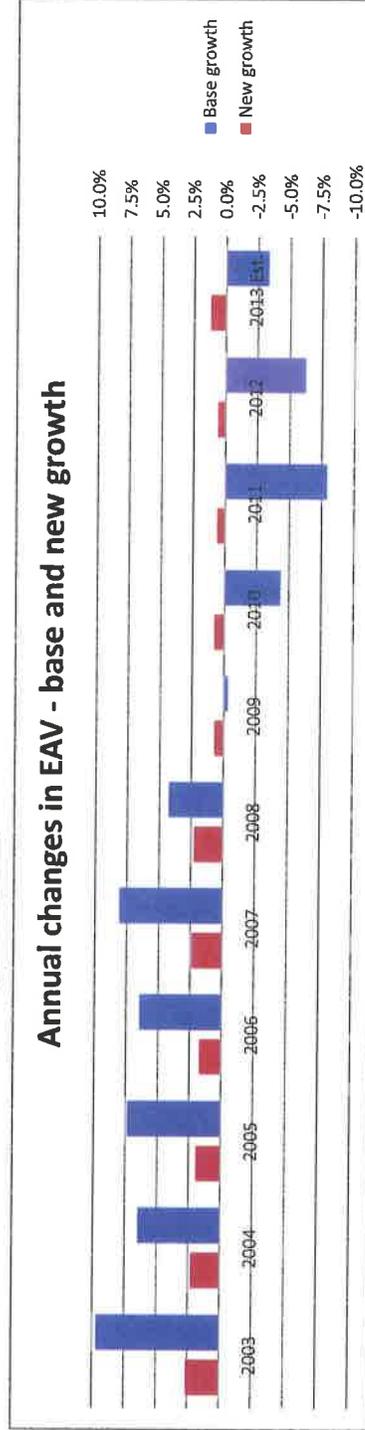
<sup>3</sup> Abatement ordinances will be considered at a future meeting.

Note: There may be slight differences due to rounding

Village of Glen Ellyn  
History of EAV Growth  
Last 10 Years

Levy Year	Collected in FY	Tax Cap CPI	Total EAV	Total EAV Increase	Total EAV Increase %	Base Growth*	New Constr.** +	Annexation	New Growth =	Base Growth %	New Growth %	CPI % Plus New Growth
<b>Estimated</b>												
2013	FY14/15	1.70%	1,216,744,870	(25,917,601)	-2.1%	(41,007,862)	15,090,261	-	15,090,261	-3.3%	1.2%	2.9%
<b>Actual</b>												
2012	FY13/14	3.00%	1,242,662,471	(81,542,636)	-6.2%	(89,416,616)	7,465,440	408,540	7,873,980	-6.2%	0.6%	3.6%
2011	FY12/13	1.50%	1,324,205,107	(108,731,856)	-7.6%	(117,422,501)	8,592,747	97,898	8,690,645	-7.9%	0.6%	2.1%
2010	FY11/12	2.70%	1,432,936,963	(53,510,512)	-3.6%	(65,068,382)	11,557,870	-	11,557,870	-4.4%	0.8%	3.5%
2009	FY10/11	0.10%	1,486,447,475	6,576,522	0.4%	(4,402,198)	10,978,720	-	10,978,720	-0.3%	0.7%	0.8%
2008	FY09/10	4.10%	1,479,870,953	90,966,639	6.5%	59,464,119	31,350,760	151,760	31,502,520	4.3%	2.3%	6.4%
2007	FY08/09	2.50%	1,388,904,314	131,905,872	10.5%	101,955,002	27,304,590	2,646,280	29,950,870	8.1%	2.4%	4.9%
2006	FY07/08	3.40%	1,256,998,442	95,481,859	8.2%	75,257,139	18,210,100	2,014,620	20,224,720	6.5%	1.7%	5.1%
2005	FY06/07	3.30%	1,161,516,583	99,117,317	9.3%	78,387,019	18,612,770	2,117,528	20,730,298	7.4%	2.0%	5.3%
2004	FY05/06	1.90%	1,062,399,266	86,034,105	8.8%	63,694,155	20,754,310	1,585,640	22,339,950	6.5%	2.3%	4.2%
2003	FY04/05	2.40%	976,365,161	107,320,969	12.3%	84,503,739	22,389,940	427,290	22,817,230	9.7%	2.6%	5.0%

10-Year Average 3.9%



\* Base grown calculated from estimates provided by Milton Township Assessors office in August, 2013.  
 \*\*New growth consists of \$13.5M for new construction, extrapolated from Milton Township data, plus \$1.6M for the Fresh Market development, per their pro forma.



## 2012 DU PAGE COUNTY\* REAL ESTATE TAX BILL

2012 Rate**	2012 Tax	%	District
3.5720	5,169	45.3%	Grade School District #41 <sup>1</sup>
2.2868	3,309	29.0%	High School District #87
<b>0.5213</b>	<b>754</b>	<b>6.6%</b>	<b>Village of Glen Ellyn</b>
0.4114	595	5.2%	Glen Ellyn Park District
<b>0.3276</b>	<b>474</b>	<b>4.2%</b>	<b>Glen Ellyn Public Library</b>
0.2681	388	3.4%	College of DuPage #502
0.1929	279	2.4%	DuPage County
0.1542	223	2.0%	DuPage Forest Preserve
0.1159	168	1.5%	Milton Township
0.0168	24	0.2%	DuPage Airport Authority
0.0103	15	0.1%	Glen Ellyn Mosquito District
<b>7.8773</b>	<b>\$ 11,398</b>		

\* 2012 taxes were levied in December, 2012, and collected/remitted during 2013

\*\* Per \$100 of assessed value.

1. District 89 2012 rate was 3.1426

Market Value = \$434,000

Assessed Home Value = \$144,700

Comparison of taxes paid to the Village and Library  
Typical Glen Ellyn home

Base year: 2010 with a home value of \$500,000, adjusted annually by total EAV change

Levy year	2010	2011	2012	2013 Preliminary Estimate	Notes
Taxes paid in calendar year	2011	2012	2013	2014	
Fiscal year revenue	FY11/12	FY12/13	FY13/14	FY14/15	
Village wide EAV	\$ 1,432,936,963	\$ 1,324,205,107	\$ 1,242,662,471	\$ 1,216,744,870	Estimated based on data provided by Milton Township and Village records.
Village wide EAV change \$	\$	\$ (108,731,856)	\$ (81,542,636)	\$ (25,917,601)	
Village wide EAV change %		-7.6%	-6.2%	-2.1%	
Home value (\$500,000 baseline in 2010 tax year)	\$ 500,000	\$ 462,000	\$ 434,000	\$ 425,000	Based on overall Village change in EAV. Base year is 2010, adjusted annually by total EAV percentage change.
EAV	\$ 166,700	\$ 154,000	\$ 144,700	\$ 141,700	
Percent change		-7.6%	-6.1%	-2.1%	
Village tax rate	\$ 0.4253	\$ 0.4724	\$ 0.5213	\$ 0.5464	2012 taxes paid to the Village, adjusted by the percent change in the Village's 2013 levy.
Taxes paid to Village	\$ 709	\$ 727	\$ 754	\$ 774	
Dollar change	\$	\$ 19	\$ 27	\$ 20	
Percent change		2.6%	3.7%	2.6%	
Library tax rate	\$ 0.2674	\$ 0.2962	\$ 0.3276	\$ 0.3436	2012 taxes paid to the Library, adjusted by the percent change in the Library's 2013 levy.
Taxes paid to Library	\$ 446	\$ 456	\$ 474	\$ 487	
Dollar change	\$	\$ 10	\$ 18	\$ 13	
Percent change		2.3%	3.9%	2.7%	
Taxes paid to Village + Library	\$ 1,155	\$ 1,184	\$ 1,228	\$ 1,261	
Dollar change	\$	\$ 29	\$ 45	\$ 33	
Percent change		2.5%	3.8%	2.7%	

### Remaining tax levy requirements for outstanding bonds

Levy Year	Library BABS	Abatement	Net Levy	Abatement Notes	Links 2010		2012 Links		Total Abatement
					Refunding bonds	bonds	Refunding bonds	bonds	
2013	\$ 518,977.50	\$ 41,214.74	\$ 477,762.76	Abatement should be \$45,142.13, but was reduced by sequestration by 8.7%.	\$ 337,417.50	\$ 310,527.50	\$ 647,945.00	\$ 689,159.74	
2014	\$ 515,327.50	\$ 40,364.63	\$ 474,962.87	Federal budget issues could continue to lower interest rate credits, and therefore could reduce abatements	\$ 336,567.50	\$ 311,327.50	\$ 647,895.00	\$ 688,259.63	
2015	\$ 510,327.50	\$ 35,114.63	\$ 475,212.87		\$ 334,942.50	\$ 312,027.50	\$ 646,970.00	\$ 682,084.63	
2016	\$ 508,107.50	\$ 29,087.63	\$ 479,019.87		\$ 342,517.50	\$ 312,627.50	\$ 655,145.00	\$ 684,232.63	
2017	\$ 503,982.50	\$ 22,393.88	\$ 481,588.62		\$ 338,967.50	\$ 313,127.50	\$ 652,095.00	\$ 674,488.88	
2018	\$ 504,182.50	\$ 15,463.88	\$ 488,718.62		\$ 344,542.50	\$ 313,527.50	\$ 658,070.00	\$ 673,533.88	
2019	\$ 497,562.50	\$ 7,896.88	\$ 489,665.62		\$ 343,867.50	\$ 313,827.50	\$ 657,695.00	\$ 665,591.88	
2020					\$ 347,055.00	\$ 309,027.50	\$ 656,082.50	\$ 656,082.50	
2021					\$ 124,680.00	\$ 309,227.50	\$ 433,907.50	\$ 433,907.50	
2022						\$ 309,327.50	\$ 309,327.50	\$ 309,327.50	
2023						\$ 309,327.50	\$ 309,327.50	\$ 309,327.50	
2024						\$ 309,227.50	\$ 309,227.50	\$ 309,227.50	
2025						\$ 309,027.50	\$ 309,027.50	\$ 309,027.50	
2026						\$ 313,727.50	\$ 313,727.50	\$ 313,727.50	
2027						\$ 313,090.00	\$ 313,090.00	\$ 313,090.00	
2028						\$ 312,210.00	\$ 312,210.00	\$ 312,210.00	
2029						\$ 311,082.50	\$ 311,082.50	\$ 311,082.50	
2030						\$ 309,557.50	\$ 309,557.50	\$ 309,557.50	
2031						\$ 312,625.00	\$ 312,625.00	\$ 312,625.00	

County of DuPage) )  
State of Illinois )

**Glen Ellyn Public Library Board of Trustees**

**Resolution 2013-6**

**RESOLVED** that pursuant to Paragraph 6, Section 5/4-10, Chapter 75 Illinois Compiled Statutes, the Board of Library Trustees of the Village of Glen Ellyn at its meeting held September 16, 2013, determined that the amount of money which in its judgment it will be necessary to levy for all library purposes for its fiscal year May 1, 2014 to April 30, 2015 is:

**\$3,703,115**

of which the sum of the total for corporate purposes is **\$3,396,115** and the total for special levies is **\$307,000**. It is requested that such amount be included in the tax levy ordinance to be adopted by the Trustees of the Village of Glen Ellyn for tax year 2013, said levy to be made pursuant to Section 5/3-5 of said Chapter 75 and pursuant to the provisions of the Illinois Municipal Code, such amount to be received by the Library during fiscal year May 1, 2014 to April 30, 2015.

**RESOLVED** that pursuant to Paragraph 6, Section 5/4-10, Chapter 75, Illinois Compiled Statutes, the Board of Library Trustees of the Village of Glen Ellyn, at its meeting held September 16, 2013, determined that the fiscal requirements of the Library for its fiscal year May 1, 2014 to April 30, 2015 for corporate purposes are:

FY 2015 Operating Fund Appropriation	Corporate Tax Levy Tax Year 2013	Other Revenue Sources
---	---	-----------------------------

Salaries-Regular	\$1,745,000	\$1,735,000	\$10,000
Employee Insurance	\$320,000	\$295,000	\$25,000
Recruiting & Testing	\$500	\$300	\$200
Employee Education	\$40,000	\$30,000	\$10,000
Travel	\$500	\$300	\$200
Professional Services - Village	\$8,000	\$5,000	\$3,000
Professional Services - Legal	\$8,000	\$5,000	\$3,000
Professional Services - Other	\$28,000	\$24,000	\$4,000
Property & Casualty Insurance	\$35,000	\$30,000	\$5,000
Maintenance Services - Contracts	\$160,000	\$130,000	\$30,000
Maintenance Services -Capital R & R	\$445,000	\$440,000	\$5,000
Telecommunications	\$20,500	\$16,500	\$4,000
Utilities	\$16,000	\$12,000	\$4,000
Postage	\$18,000	\$14,000	\$4,000
Printing	\$19,000	\$15,000	\$4,000
Programs	\$70,000	\$40,000	\$30,000
Adult Materials	\$385,000	\$325,915	\$59,085
Youth Materials	\$120,000	\$109,000	\$11,000
Cancellation Refunds	\$500.00	\$100	\$400
Lost Materials	\$1,200	\$0	\$1,200
Office Supplies	\$45,000	\$42,000	\$3,000
Maintenance Supplies	\$15,000	\$12,000	\$3,000
Equipment	\$75,000	\$35,000	\$40,000
Automation Services	\$120,000	\$80,000	\$40,000

Total Corporate Fund Levy:	\$3,695,200	\$3,395,115	\$299,085
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And request that such amounts be included in the 2013 Levy Ordinance to be adopted by the Trustees of the Village of Glen Ellyn, such money to be received during its fiscal year May 1, 2014 through April 30, 2015.

**RESOLVED** that pursuant to Section 5-5/8, Chapter 75, Illinois Compiled Statutes, the Library Board specifies that the unexpended balance of the proceeds from taxes levied for the purpose herein above received shall be accumulated and set aside, as a specific reserve fund, for any of the purposes set forth in Section 5/5-8, and it is further resolved that the Board will adopt a plan or plans for this fund, which may be amended as circumstances require.

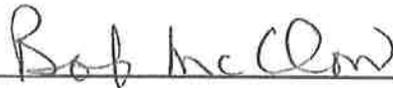
**RESOLVED** that in addition to the request for levy for corporate library purposes, as approved September 16, 2013 the Library Board requests the following special levies be included in the 2013 Levy Ordinance of the Village of Glen Ellyn, pursuant to Paragraph 6, section 5-4-10, Chapter 75, Illinois Compiled Statutes, and Paragraph 6, Section 5-4-14, Chapter 75, and Paragraph 10/9-107, Chapter 745 and Paragraphs 5/7-169 and 5/21-110 of Chapter 401, of the same statutes, such money to be received during its fiscal year May 1, 2014 through April 30, 2015.

	FY 2015 Corporate Operating Fund Appropriation	Tax Levy Tax Year 2013	Other Revenue Sources
Social Security (FICA)	\$140,000	\$117,000	\$23,000
IMRF	\$190,000	\$180,000	\$10,000
Audit Services	\$6,000	\$4,000	\$2,000
Liability Insurance, Workers Compensation, Unemployment Compensation	\$13,000	\$6,000	\$7,000
<b>Total Special Levies:</b>	<b>\$349,000</b>	<b>\$307,000</b>	<b>\$42,000</b>
<b>Total ALL Revenue Sources</b>	<b>\$4,044,200</b>	<b>\$3,703,115</b>	<b>\$341,085</b>

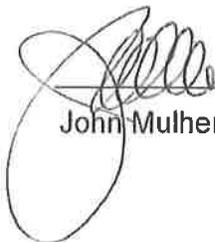
The Library Board specifies that the unexpended balance of the proceeds received from each special levy indicated above shall be retained for use only as permitted for each levy.

Ayes: 7 Nays: 0 Absent: 0

ADOPTED by the Board of Library Trustees, September 16, 2013.



Bob McClow, Treasurer



John Mulherin, President



ATTEST:

Sharon Weber, Secretary

MEMORANDUM

DATE: October 17, 2013
TO: Village President and Village Board
FROM: Mark Franz, Village Manager
RE: 2013-17 Strategic Plan and Village Goals



Background

The Village Board has completed a strategic planning process that was facilitated by Lee Crumbaugh, Forrest Consulting, and consisted of three strategic planning sessions, one with senior management and two with the Village Board. At these sessions, Village leadership reviewed various surveys conducted by key stakeholders of the Village including Boards and Commission members, the elected Village Board, and Village employees. This process was the basis for the development of a 2013-2017 Strategic Plan. The Plan identifies the need to develop goals and action steps and a process that includes accountability and measurement of such goals. Each year, this Plan will be realigned with the priorities of the Village Board and management and will be integrated with the budget process. Every two years, a realignment process will be completed with all new elected officials. Every four years, a comprehensive strategic planning process is recommended, similar to what was completed this year. Lastly, the Village should consider a community survey as a component of this process to ensure our most important stakeholders are involved in evaluating our performance and providing feedback and input in our strategic planning process.

Strategic Plan: The 2013-2017 Strategic Plan Report is attached for your review (Attachment 1). Village leadership developed a Vision Statement as part of the strategic planning process which states the following:

Vision 2017

The Village of Glen Ellyn is building on its many assets, providing excellent service and addressing financial sustainability.

The Village is building on Glen Ellyn's vitality, history, charm, housing diversity and small-town atmosphere.

- Economic development process excellence and a business-friendly reputation are producing a vibrant downtown and a thriving Roosevelt Road business district.
Glen Ellyn is embracing opportunities for residential and business growth.
Important infrastructure and Village facilities needs are being addressed.

The Village is providing excellent service to residents and businesses.

- As the representative of all residents, the Board of Trustees is providing committed, impartial, well-informed leadership for the Village.
Village staff is capable, productive, customer-friendly and supported.
The Board of Trustees and staff have an effective partnership grounded in teamwork, trust and constructive dialogue.

- *The valued talents of resident volunteers are enlisted through a streamlined set of commissions and task forces.*
- *Residents and businesses are well served through open communications, easy access to information and e-commerce solutions.*

*The Village is addressing financial sustainability through responsible fiscal management.*

- *The Village Board and staff are committed to maintaining the fiscal health of the Village as indicated by continuation of the Village's AA bond rating.*
- *Appropriate actions are supporting the Volunteer Fire Company to protect the recognized fiscal benefit it delivers to the Village.*
- *The Village Board and staff are reducing and controlling costs without impairing essential functions.*
- *Strong relations with other units of government are enabling resource sharing and expense reduction.*

This vision and the planning process were utilized to develop goals and action steps based on the strategic issues identified by the Village Board. These key 2014-2017 strategy goals are as follows:

- **CAPITAL ALLOCATION:** Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.
- **FINANCIAL STABILITY:** Assure continued financial stability by aligning Village services with revenue.
- **ECONOMIC DEVELOPMENT:** Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.
- **CUSTOMER SERVICE:** Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.
- **HUMAN RESOURCES:** Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.

Over the last two years, management has developed a tracking process to evaluate progress and update stakeholders on the goals of the organization. Attached is a dashboard (Attachment 2), Village Goals Summary (Attachment 3), and a CIP Scorecard (Attachment 4). These documents will be updated quarterly and shared with the Village Board as well as our management team to keep the organization informed and aligned on progress. Lastly, some of these Village Goals are FY13/14 goals others are longer term goals. Management intends on tracking all goals, but will include Year 1 results separately to ensure we are held accountable for goals associated with a particular FY and again integrate this into the budget process. We anticipate the 2<sup>nd</sup> Quarter Report will be completed at the end of October.

We are excited to complete this process and be able to focus on clearly defined goals and action steps. We look forward to your feedback and will incorporate any changes as necessary. If you have any comments or questions, please let me know.

### **Recommendation**

For discussion purposes only, no action is requested at this time.

### **Attachments**

- 1 – Village Vision and Strategies, 2014-2017 – Dated September 12, 2013
- 2 – Dashboard Strategic Goals 2013-2017 – Year 1
- 3 – Village Goals Summary Spreadsheet
- 4 – 2013/14 CIP Scorecard



# Attachment 1



Glen Ellyn

# The Village of Glen Ellyn Vision and Strategies, 2014-2017

DRAFT 2: September 12, 2013



We build organizations™

Facilitated by

**Lee Crumbaugh, SMP**

**Forrest Consulting**

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## **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, new 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, senior management and other staff have been engaged in strategic visioning and strategy development. This work has been conducted because the Village's previous strategic plan has expired. The Village needs a new strategic plan for 2014-2017 that addresses its current situation and direction and includes the views of the new elected officials seated in April 2013.

### **Objectives**

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

- Build understanding and foster communications among the President, Trustees, Clerk, Village Manager, legal counsel and senior management.
- Promote agreement on how the Board will function and relate to Village staff.
- Develop alignment and consensus around a strategic vision and key strategies.

### **Process**

The process has involved:

1. An e-survey issued to all Village staff, seeking input on strengths, weaknesses, opportunities and threats, asking for thoughts about what the Village should begin now for greater future success, and asking what the respondents would most like to see achieved in the next four years.
2. A staff workshop, including the Village Manager, senior management and supervisors.
3. An e-survey issued to the members of the Village commissions, with the same questions described above for the staff survey.
4. An e-survey issued to the Village's elected officials, also with the same questions described above for the staff survey.

5. A Board workshop, including the President, Trustees, Clerk, Village Manager, legal counsel and senior management, which focused on:
  - The individual legacy each elected official wants to leave when their term ends.
  - Board strengths that can be built on to achieve the desired legacy.
  - What is needed for the desired legacy to be achieved.
  - Review of the input developed through the e-surveys and the staff workshop.
  - A visioning process to develop a shared strategic vision of what the best outcomes for the Village of Glen Ellyn would be by 2017.
6. A second Board workshop, also including the President, Trustees, Clerk, Village Manager, legal counsel and senior management, which focused on:
  - Strategic gaps that could block attainment of the shared vision.
  - Revisiting and revising the vision drafted from the input from the previous workshop.
  - A strategy ideation process, which through brainstorming created a list of 31 possible strategies that could be pursued to address the strategic gaps and move the Village toward the shared vision.
  - A strategy prioritization process, in which elected officials and staff participants used a two-round multi-voting technique to determine which of the possible strategies had the greatest support among the two groups and overall.
  - A strategy selection process in which all present discussed the highest ranked possible strategies and sorted and grouped them.

## **This Report**

The contents of this draft report represent the next step in the overall strategic planning process. The report:

- Contains the products of the surveys and sessions.
- Provides a revised shared strategic Vision for 2017.
- Maps how the strategic gaps will impede achievement of various points in the Vision.
- Provides a refined and edited strategy list for 2014-2017, derived from the strategy ideation, prioritization and selection work at the second Board workshop.
- Maps how the selected strategies will help achieve the Vision, address strategic gaps and address key organizational perspectives.
- Shows how proposed strategies not ranked highest in priority may be sub-strategies to selected strategies or be tactics and suggest action steps to achieve selected strategies.

## Next Steps

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

1. Village Board and management review of the redrafted vision and edited strategy list, acceptance of a final list by the Board, and presentation of the vision and strategies to Village residents in a Board meeting.
2. Development by management, with Board input and review, of a set of action steps, reviewed and updated annually, to drive implementation for each strategy. 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.
3. Adoption of a process which helps assure plan implementation and follow-through. The generic process for successful implementation that Forrest Consulting recommends (but recognizes needs to 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 action steps for each strategy (or re-adoption of action steps not yet completed).

Forrest Consulting has been privileged and pleased to work with the Board and staff in development of the shared vision for 2017 and development of key strategies that will lead to the vision over the next four years. We will be pleased to answer questions or address any concerns about the shared vision and key strategies as laid out in report.

We stand ready to offer implementation counsel and assistance and future planning process and facilitation services as they might be needed.

## VILLAGE OF GLEN ELLYN STRENGTHS

Respondents to the e-surveys were asked to identify what they saw as the five greatest strengths of the Village. These strengths were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Strengths	Group citing		
	Board	Commissions	Staff
Train / Transportation / Location / Access	✓	✓	✓
Downtown	✓	✓	✓
Schools	✓	✓	✓
Volunteers	✓	✓	✓
Charm/ Character/ Beauty/ Green/ Trees/ History	✓	✓	✓
Residents	✓	✓	✓
Small Town Feel, Neighborhoods	✓	✓	
Village Staff	✓	✓	✓
Parks and Recreation	✓	✓	✓
Architecture/ Housing Diversity	✓	✓	✓
Village Activities	✓	✓	✓
Glen Ellyn Volunteer Fire Company	✓	✓	✓
Lake Ellyn		✓	✓
Sense of Community		✓	✓
Restaurants		✓	✓
Village Links		✓	✓
Businesses		✓	✓
Village Board		✓	
Police Department		✓	✓
Safety		✓	✓
Reputation		✓	✓

## VILLAGE OF GLEN ELLYN WEAKNESSES

Respondents to the e-surveys were asked to identify what they saw as the five greatest weaknesses of the Village. These weaknesses were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Weakness	Group citing		
	Board	Commissions	Staff
Lack of Commercial Base and Opportunities to Grow	✓	✓	✓
Downtown – Aging/ Retail Not Diverse	✓	✓	✓
Infrastructure - Aging / Train Crossings, Parking, Traffic, Cellular	✓	✓	✓
Taxes	✓	✓	
Perceived as Unfriendly to Business	✓	✓	✓
Staff Drives, Board Role Limited	✓		
Too Many Units of Government / Two School Districts	✓	✓	
Slow, Outdated Processes	✓	✓	✓
Communication With Stakeholders	✓		✓
Community Does Not Vote	✓		
Lack of Consistent Leadership	✓		
Residents Resist Change	✓	✓	
Public Pension Liabilities	✓		
Staff Management Skills	✓		
Traffic		✓	✓
Land Locked, No Room for Growth		✓	✓
Visibility, No Major Feature or Draw		✓	
Above Ground Utility Lines		✓	
Not Comprehending Importance of History/ Preservation		✓	
Teardowns Not Blending with Streetscape		✓	
Park District - Overfunded, Expanding		✓	
Not Supporting Stricter Tree Preservation Ordinance		✓	
Roosevelt Road Blight, Need for Clean-Up		✓	
Communication With/Among Staff/Departments			✓
Too Lean a Workforce			✓
Space and Storage Areas for Departments			✓
Narrow Mindedness, Lack of Long-Term Vision			✓
Lack of a Professional Fire Department			✓
Lack of Resources			✓

## VILLAGE OF GLEN ELLYN OPPORTUNITIES

### Areas of Big Opportunity

All three e-surveys asked for an assessment of a list of possible areas opportunity for the Village over the next four years. This assessment was discussed at the first Board workshop. The share of each group surveyed agreeing that the following are areas of big opportunity for the Village are as follows:

#### Percentage of respondents citing

Areas of Big Opportunity	Board survey	Commissions survey	Staff survey
Village Links Restaurant/Banquet Facility	100.0%	26.8%	27.5%
Building Permits and Inspections	83.3%	29.3%	24.4%
Customer Service-Business	66.7%	31.0%	24.4%
Customer Service-Residents	66.7%	14.6%	17.1%
Communication with Residents	66.7%	20.9%	30.0%
Economic Development-Roosevelt Rd.	66.7%	55.6%	42.9%
Information Technology-IT Planning	66.7%	19.0%	34.1%
Licenses and Permits	66.7%	17.1%	17.5%
Storm Water Management	66.7%	37.2%	18.4%
Building Code	60.0%	26.2%	19.5%
Advisory Boards and Commissions	50.0%	14.0%	12.8%
Economic Development-Downtown	50.0%	75.0%	53.7%
Planning and Development	50.0%	40.5%	22.0%
Sign Code	50.0%	26.2%	12.8%
Annexations/Planning District	50.0%	31.0%	20.0%
Paramedic Services	50.0%	4.9%	35.0%

### Biggest Opportunities

E-survey respondents identified what they saw as the three biggest opportunities for the Village to be more effective or efficient, develop new services, innovate, provide better service or otherwise be more successful over the next four years. These opportunities were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Opportunities	Group citing		
	Board	Commissions	Staff
Economic Development - New/ Existing Businesses, in TIFs	✓	✓	✓
Emergency Resident Notification System	✓		
Streamlining Processes/ Consolidate Village & Non-Village Entities	✓		
Enforcing Maintenance Codes On Buildings	✓		
Improving Relationships and Efficiencies With Neighboring Municipalities	✓	✓	
Improving Staff Efficiency/ Reducing Workshops During Work Hours	✓		
Infrastructure Improvement (Including Cellular Services Plan)	✓	✓	
Overhauling Planning & Development	✓		
Storm Water Improvements	✓	✓	
Streamlining Development and Construction Approval Processes	✓		
Streamlining Efforts for Residential Development	✓		
Reduce Taxes	✓		
Technology Advancements - Online Bill Payment, Etc.	✓		✓
Parking		✓	✓
Annexation		✓	
Reduce Taxes		✓	
Maintain Character		✓	
Promote Glen Ellyn		✓	
Renovated Village Links Clubhouse		✓	✓
Communications		✓	✓
Environmental Friendly Development, Sustainability Plan		✓	
Be More Business Friendly		✓	
Beautification, Tree Planting		✓	
Teardown Ordinance		✓	
Work With Schools to Reduce Their Costs		✓	
Appreciate, Recognize, Train and Evaluate Staff			✓
New Police Facility			✓
Full-Time Professional Fire Department			✓

## VILLAGE OF GLEN ELLYN THREATS

Respondents to each e-survey were asked to identify what they saw as the three biggest threats to the Village's effectiveness, efficiency, quality, service, stability, integrity, reputation and/or overall success over the next four years. These threats were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Threats	Group citing		
	Board	Commissions	Staff
Real/ Perceived Unfriendliness to Business, Planning & Development	✓	✓	
Staff Quality - Maintaining/ Improving	✓		
Threats to Revenue, Including Pension Liabilities	✓		
Village Links Expense/ Debt Service	✓		
Aging Infrastructure	✓	✓	
Communication	✓		✓
Customer Service	✓	✓	
Taxes	✓	✓	
Tendency to Embrace Status Quo and Nitpick New Ideas	✓		✓
Lack of Economic Development		✓	✓
Interest Groups / Resistance to Change		✓	✓
Pension Burden		✓	
Lack of Revenue		✓	✓
Economy		✓	
Lack Of Communication with/Among Staff/Departments			✓
Reducing/Not Adding Staff/New Initiatives Won't Get Done			✓
Inadequate Police Facility And Resources			✓
Low Pay, Lack of Raises, Low Morale			✓
Major Storm, Flooding			✓
Over Permitting Scaring Away Development			✓
Board Not Prioritizing or Advancing Self-Promoting Policies			✓
Focusing on the Small Things			✓
Poor Village Structure, Planning and Coordination			✓
Failure to Establish Professional Fire Department			✓

## WHAT THE VILLAGE SHOULD BEGIN DOING NOW

Respondents to each e-survey were asked to identify the top three things they thought the Village should begin doing now for greater success in the future. These items were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Begin doing now	Group citing		
	Board	Commissions	Staff
Improve Planning & Development Service, Processes	✓	✓	✓
Infrastructure - Parking, Crossings/ UP Underpass Support, Data Plan	✓	✓	✓
Look For Ways to Reduce Expenses	✓		
Seek Economic Development, Including in TIF Districts	✓	✓	✓
Adopt an Achievable Four-Year Plan	✓		
Avoid Litigation	✓		
Focus on Finances/ Prioritize Services	✓	✓	✓
Halve Staff Training/ Workshops, Focus Staff on Their Departments	✓		
Make Use of Up-To-Date Technology a Priority	✓		✓
Plan/ Schedule Flood Control Infrastructure Repair/ Replacement	✓	✓	✓
Spend Only What's Needed to Spend	✓		
Plant Trees		✓	
Promote the Village		✓	
Retain and Build Strong Staff		✓	✓
Annex Areas to the Village		✓	✓
Plan for Improved Government Facilities (Police, etc.)		✓	✓
Enlarge Tax Base		✓	
Reduce Taxes		✓	
Focus on Historic Preservation		✓	
Bury More Utility Lines		✓	
Improve Communication with Employees and Residents			✓
Improve Employee Training, Motivation, Recognition and Compensation			✓
Empower Employees			✓
Better Prioritization/ Process/ Implementation Management			✓

## WHAT WOULD MOST LIKE VILLAGE TO ACHIEVE

Respondents to each e-survey were asked to envision the Village of Glen Ellyn four years from now and identify the three things they would most like the Village to achieve between now and then. These items were identified by at least one Board survey respondent, at least two Commissions survey respondents, and/or at least two staff survey respondents. This input was discussed at the first Board workshop.

Most like Village to achieve in four years	Group citing		
	Board	Commissions	Staff
Positive, Welcoming Business Environment/ Updated Codes	✓	✓	
More Development, Broader Tax Base	✓	✓	✓
More Parking	✓	✓	✓
Lower Property Taxes	✓	✓	
Overhaul of Architectural Review Commission	✓		
Strong Cash Reserves with Spending and Costs Well In Line	✓	✓	
All Electrical Wires Under Ground	✓	✓	
Improved appearance of Buildings	✓	✓	
Infrastructure Improvement - Parking, Rail Crossing, Data Services Plan	✓	✓	✓
Embraced Opportunity to Grow While Respecting History and Traditions	✓	✓	
Strengthened Identity, Well Marketed		✓	
Stronger Environmental Focus		✓	
Greater Tree Protection, Planting		✓	
Flooding Problems Addressed		✓	
New Police Station Built, Civic Center Restructured			✓
All Departments Adequately Staffed			✓
Roosevelt Road and Route 53 Bridge Beautified			✓
Better Technology Available to Residents and All Staff			✓
Employee Pay Structure Improved			✓
Staff Morale Better, Better Workforce			✓
Mood Lighting in the CBD			✓

## **VILLAGE OF GLEN ELLYN VISION 2017**

In both the staff workshop and the first Board workshop, elements of a strategic vision for the Village of Glen Ellyn in 2017 were identified, using the survey findings as input.

In the second Board workshop, the participants reviewed a draft strategic vision for the Village derived from the results of the previous workshop. Following is a revised draft strategic vision for the Village based on the review at the second Board planning workshop.



# Glen Ellyn

## **Vision 2017**

(Draft 2 8/7/2013)

The Village of Glen Ellyn is building on its many assets, providing excellent service and addressing financial sustainability.

The Village is building on Glen Ellyn's vitality, history, charm, housing diversity and small-town atmosphere.

- Economic development process excellence and a business-friendly reputation are producing a vibrant downtown and a thriving Roosevelt Road business district.
- Glen Ellyn is embracing opportunities for residential and business growth.
- Important infrastructure and village facilities needs are being addressed.

The Village is providing excellent service to residents and businesses.

- As the representative of all residents, the Board of Trustees is providing committed, impartial, well-informed leadership for the Village.
- Village staff is capable, productive, customer-friendly and supported.
- The Board of Trustees and staff have an effective partnership grounded in teamwork, trust and constructive dialogue.
- The valued talents of resident volunteers are enlisted through a streamlined set of commissions and task forces.
- Residents and businesses are well served through open communications, easy access to information and e-commerce solutions.

The Village is addressing financial sustainability through responsible fiscal management.

- The Village Board and staff are committed to maintaining the fiscal health of the Village as indicated by continuation of the Village's AA bond rating.
- Appropriate actions are supporting the volunteer fire company to protect the recognized fiscal benefit it delivers to the Village.
- The Village Board and staff are reducing and controlling costs without impairing essential functions.
- Strong relations with other units of government are enabling resource sharing and expense reduction.

## STRATEGIC GAPS

In the second Board workshop, the participants reviewed a provisional list of strategic gaps that had been derived from the results of the various surveys and the discussions at the staff workshop and the first Board workshop. Following is the list of strategic gaps that emerged from the review:

Strategic Gaps
1. Perception of being uncooperative, both by business and residents
2. Pension liabilities
3. Resource allocation
4. Differing priorities
5. Lack of aligned partners
6. Change resistance
7. Process slowness and weakness
8. Lean staff, and workload and time limitations
9. Skills gaps
10. Communications shortfalls
11. Lack of trust between all parties
12. Lack of alignment between all parties
13. Board turnover

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

### Strategic Gaps Mapped to Vision Points

#### Strategic Gaps Likely to Impede Achievement

Vision Points	1 Perceived as uncooperative	2 Pension liabilities	3 Resource allocation	4 Differing Priorities	5 Lack of aligned partners	6 Change resistance	7 Processes slow, weak	8 Lean staff, work/time limits	9 Skills gaps	10 Communications shortfalls	11 Lack of trust	12 Lack of alignment	13 Board turnover
Economic development process excellence and a business-friendly reputation are producing a vibrant downtown and a thriving Roosevelt Road business district.	✓					✓	✓						
Glen Ellyn is embracing opportunities for residential and business growth.						✓							
Important infrastructure and village facilities needs are being addressed.		✓	✓		✓	✓							
As the representative of all residents, the Board of Trustees is providing committed, impartial, well-informed leadership for the Village.				✓						✓	✓	✓	✓
Village staff is capable, productive, customer-friendly and supported.	✓							✓	✓	✓	✓	✓	✓
The Board of Trustees and staff have an effective partnership grounded in teamwork, trust and constructive dialogue.				✓						✓	✓	✓	✓
The valued talents of resident volunteers are enlisted through a streamlined set of commissions and task forces.										✓	✓	✓	✓
Residents and businesses are well served through open communications, easy access to information and e-commerce solutions.	✓						✓			✓	✓		
The Village Board and staff are committed to maintaining the fiscal health of the Village as indicated by continuation of the Village's AA bond rating.		✓	✓										
Appropriate actions are supporting the volunteer fire company to protect the recognized fiscal benefit it delivers to the Village.			✓							✓			
The Village Board and staff are reducing and controlling costs without impairing essential functions.							✓	✓	✓	✓	✓	✓	
Strong relations with other units of government are enabling resource sharing and expense reduction.				✓	✓	✓					✓	✓	

## 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 31 strategy ideas, as follows:

Strategy ideas	
1.	Align goals of Board and staff and continually revisit them
2.	Attract and retain businesses
3.	Balance between taxing ability and the services Village should provide
4.	Be forward thinking in technology, not catch-up
5.	Budget bottom up
6.	Consider staff compensation and develop a comprehensive compensation plan
7.	Consolidate Village plans - update the Comprehensive Plan
8.	Develop a pipeline for volunteers
9.	Develop and implement a communications strategy
10.	Develop and implement a data plan for the Village as a whole
11.	Develop and implement an information technology strategic plan
12.	Develop and implement a marketing plan for the volunteer fire company
13.	Develop and implement a policy for public relations and dealing with the press
14.	Develop and implement a strategy for improving relationships with residents
15.	Develop and implement a strategy to fund a new police station
16.	Embrace residential and commercial annexation opportunities
17.	Encourage staff training and development
18.	Establish a Board of Trustees that defines, debates and acts
19.	Establish a business liaison position
20.	Improve downtown parking perception
21.	Improve processes in all sectors of Village government
22.	Increase revenue generation from Village assets
23.	Maintain a diverse tax base
24.	Provide more opportunities for dialogue with a broader segment of the community
25.	Pursue needed human resources activities
26.	Pursue proactive economic development
27.	Recognize traffic issues and train impact
28.	Rethink capital allocations
29.	Review and align skill sets, align priorities and people, and address perceptions in relation to service needs
30.	Review commissions
31.	Train commissioners on how to use the Comprehensive Plan

### Strategy Prioritization

Strategy ideas were prioritized using two-round multi-voting. In the initial round of voting, each person cast five votes in any manner desired. In the final round of voting, each person cast six votes, but management could only vote for ideas receiving elected official support in round one. Following are the voting results for each round, which shows strength of support overall and by each group.

Strategy ideas	Final round of voting: 6 votes each			Initial round of voting: 5 votes each		
	Overall vote total	Votes from elected officials	Votes from management	Overall vote total	Votes from elected officials	Votes from management
Review commissions	10	7	3	2	1	1
Improve downtown parking perception	7	5	2	8	7	1
Rethink capital allocations	11	4	7	9	4	5
Attract and retain businesses	7	4	3	8	5	3
Develop and implement strategy to fund new police station	13	3	10	7	2	5
Balance between taxing ability and services Village should provide	9	3	6	8	3	5
Develop and implement marketing plan for fire company	6	3	3	4	1	3
Recognize traffic issues and train impact	3	3	0	10	8	2
Develop and implement strategy for improving relationship with residents	7	2	5	3	2	1
Pursue needed human resources activities	6	2	4	5	2	3
Increase revenue generation from Village assets	4	2	2	3	1	2
Embrace residential and commercial annexation opportunities	3	2	1	2	1	1
Align goals of Board and staff and continually revisit them	4	1	3	6	2	4
Budget bottom up	2	1	1	2	2	0
Pursue proactive economic development	2	1	1	3	2	1
Develop and implement policy for PR and dealing with press	0	0	0	2	1	1
Be forward thinking in technology, not catch-up	0	0	0	1	0	1
Maintain diverse tax base	0	0	0	2	0	2
Develop a pipeline for volunteers	0	0	0	0	0	0
Encourage staff training and development	0	0	0	1	0	1
Provide more opportunities for dialogue with a broader segment of the community	0	0	0	0	0	0
Develop and implement a communications strategy	0	0	0	2	0	2
Establish a business liaison position	0	0	0	0	0	0
Establish a Board of Trustees that defines, debates and acts	0	0	0	0	0	0
Develop and Implement information technology strategic plan	0	0	0	3	0	3
Improve processes in all sectors of Village government	0	0	0	1	0	1
Develop and implement a data plan for the Village as a whole	0	0	0	1	1	0
Consolidate Village plans - update the Comprehensive Plan	0	0	0	0	0	0
Train commissioners on how to use the Comprehensive Plan	0	0	0	0	0	0
Review and align skill sets, align priorities and people, and address perceptions in relation to service needs	0	0	0	0	0	0
Consider compensation and develop a comprehensive plan	0	0	0	0	0	0

## Strategy Selection

As the strategy ideas were being prioritized in the two-round multi-voting process, workshop participants discussed them. After the voting, participants reviewed the lengthy list and the priorities, and then combined related ideas. Through this process, participants developed a consensus around a short list of strategies for the Village to pursue in the 2014-2017 strategic plan. After the workshop, Forrest Consulting developed descriptive wording for each strategy.

## Village of Glen Ellyn Strategies 2014-2017

These five strategies were selected at the second Board workshop for implementation by the Village in 2014-2017:



# Glen Ellyn

### Strategies 2014-2017

(Draft 2 9/12/2013)

1. **CAPITAL ALLOCATION:** Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.
2. **FINANCIAL STABILITY:** Assure continued financial stability by aligning Village services with revenue.
3. **ECONOMIC DEVELOPMENT:** Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.
4. **CUSTOMER SERVICE:** Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.
5. **HUMAN RESOURCES:** Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.

### Strategies Mapped To Vision Points

Effective strategies should directly flow from and support achievement of the strategic vision. The following table maps the five strategies to the vision points that they address:

	<b>Strategies</b>				
<b>Vision Points</b>	1. CAPITAL ALLOCATION: Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.	2. FINANCIAL STABILITY: Assure continued financial stability by aligning Village services with revenue.	3. ECONOMIC DEVELOPMENT: Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.	4. CUSTOMER SERVICE: Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.	5. HUMAN RESOURCES: Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.
Economic development process excellence and a business-friendly reputation are producing a vibrant downtown and a thriving Roosevelt Road business district.			✓	✓	✓
Glen Ellyn is embracing opportunities for residential and business growth.			✓		
Important infrastructure and village facilities needs are being addressed.	✓	✓			
As the representative of all residents, the Board of Trustees is providing committed, impartial, well-informed leadership for the Village.				✓	
Village staff is capable, productive, customer-friendly and supported.			✓	✓	✓
The Board of Trustees and staff have an effective partnership grounded in teamwork, trust and constructive dialogue.				✓	✓
The valued talents of resident volunteers are enlisted through a streamlined set of commissions and task forces.				✓	
Residents and businesses are well served through open communications, easy access to information and e-commerce solutions.				✓	✓
The Village Board and staff are committed to maintaining the fiscal health of the Village as indicated by continuation of the Village's AA bond rating.	✓	✓	✓		
Appropriate actions are supporting the volunteer fire company to protect the recognized fiscal benefit it delivers to the Village.	✓			✓	
The Village Board and staff are reducing and controlling costs without impairing essential functions.		✓			✓
Strong relations with other units of government are enabling resource sharing and expense reduction.		✓		✓	

### Strategies Mapped to Strategic Gaps

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

Strategies	Strategic Gaps												
	1 Perceived as uncooperative	2 Pension liabilities	3 Resource allocation	4 Differing Priorities	5 Lack of aligned partners	6 Change resistance	7 Processes slow, weak	8 Lean staff, work/time limits	9 Skills gaps	10 Communications shortfalls	11 Lack of trust	12 Lack of alignment	13 Board turnover
1. CAPITAL ALLOCATION: Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on the highest priority Village needs.		✓	✓									✓	✓
2. FINANCIAL STABILITY: Assure continued financial stability by aligning Village services with revenue.		✓	✓				✓					✓	
3. ECONOMIC DEVELOPMENT: Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.	✓	✓	✓				✓			✓			
4. CUSTOMER SERVICE: Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. HUMAN RESOURCES: Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.	✓			✓			✓	✓	✓	✓	✓	✓	

## **Strategies Mapped to The Balanced Scorecard**

Effective strategies work across the organization and address its important needs.

The Balanced Scorecard, created by Robert Kaplan and David Norton of Harvard Business School, can be used to assess how strategies address the important aspects of the organization and to see if they ignore key areas. There are four Balanced Scorecard perspectives: Financial, Marketplace, Learning and Growth, and Business Processes. Village strategies cover (to greater or lesser extent) all of the Balanced Scorecard perspectives (see following page).

## The Balanced Scorecard



## ACTION STEPS

The next step in the Village's planning process is to develop for each strategy a set of action steps: specific tactics to create focused, coordinated effort to implement the strategies.

### Characteristics of Action Steps

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.

### What the Village Should Consider in Developing Action Steps

Forrest Consulting suggests the Village brainstorm, develop and prioritize action steps for initiating implementation each of the selected strategies based on the following considerations:

- To what extent will achieving the action step help achieve the strategy.
- How the proposed action step 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 action step hinges on achieving other action steps.
- The degree to which achieving the action step will enable taking future action steps.
- Who will be responsible for achievement of the action step.
- How progress and success will be measured.

In the end, each of the set of action steps attached to each strategy needs to:

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

### **Ideas for Village Action Steps**

The strategy ideas generated in brainstorming but not selected for current implementation are an excellent starting point for action step development.

- Some of these ideas are in fact more tactical than strategic and may be potential action steps in and of themselves for implementing a selected strategy.
- Others are in effect sub-strategies to selected strategies and may suggest action steps to pursue for implementing the selected strategies.
- Yet other ideas are full strategies that should be considered for future implementation.

The following table is presented to aid in action step development. The strategy ideas not selected are grouped under the various selected strategies. (Some of the non-selected strategy ideas appear to better align with selected strategies than others, of course.) Also, the non-selected strategy ideas are categorized by whether they seem more tactical, a current sub-strategy or a strategy to be considered for future implementation.

## Non-Selected Strategy Ideas Grouped by Selected Strategy

Selected strategies	Other strategies grouped by selected strategy (high ranked in bold)	Classification: S=Strategy SS=Sub-strategy T=More tactical
<b>1. CAPITAL ALLOCATION:</b> Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on highest priority Village needs.	<b>Develop and implement a strategy to fund a new police station</b> <b>Improve downtown parking perception</b> Recognize traffic issues and train impact	T  T SS
<b>2. FINANCIAL STABILITY:</b> Assure continued financial stability by aligning Village services with revenue.	<b>Develop and implement a marketing plan for the volunteer fire company</b> Maintain diverse tax base Budget bottom up Increase revenue generation from Village assets	T  S T S
<b>3. ECONOMIC DEVELOPMENT:</b> Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.	Pursue proactive economic development Establish a business liaison position Embrace residential and commercial annexation opportunities Consolidate Village plans - update the Comprehensive Plan	SS T SS S
<b>4. CUSTOMER SERVICE:</b> Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.	<b>Review commissions</b> Develop a pipeline for volunteers Provide more opportunities for dialogue with a broader segment of the community Develop and implement a policy for PR and dealing with press Develop and implement a communications strategy Establish a Board of Trustees that defines, debates and acts Align the goals of Board and staff and continually revisit them Improve processes in all sectors of Village government Train commissioners on how to use the Comprehensive Plan Be forward thinking in technology, not catch-up Develop and implement information technology strategic plan Develop and implement a data plan for the Village as a whole	SS SS SS T SS SS SS S T S S S
<b>5. HUMAN RESOURCES:</b> Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.	Consider staff compensation and develop a comprehensive compensation plan Review and align skill sets, align priorities and people, and address perceptions in relation to service needs Encourage staff training and development	SS S SS

## **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 action steps for each strategy (or re-adoption of action steps not yet completed).



## **Attachment 2**



# VILLAGE OF GLEN ELLYN STRATEGIC GOALS 2013-2017 Year 1

Total Goals = 70

Total CIP Projects = 51

**ECONOMIC DEVELOPMENT**  
13 Goals

2<sup>nd</sup> Quarter  
to be reported  
by end of October

**CUSTOMER SERVICE**  
16 Goals

2<sup>nd</sup> Quarter  
to be reported  
by end of October

**CAPITAL ALLOCATION**  
18 Goals

2<sup>nd</sup> Quarter  
to be reported  
by end of October

**HUMAN RESOURCES**  
10 Goals

2<sup>nd</sup> Quarter  
to be reported  
by end of October

**FINANCIAL STABILITY**  
13 Goals

2<sup>nd</sup> Quarter  
to be reported  
by end of October



# Attachment 3

## 2013-17 VILLAGE STRATEGIC GOALS—Year 1

Types of Goals:  
 S=Strategy  
 SS=Sub-strategy  
 T=More tactical

### ECONOMIC DEVELOPMENT: Increase economic vitality by recruiting and retaining quality businesses and fostering their growth.

Goals	Type	Started	On Track	Complete	Comments	Dept.
Develop an Economic Development Strategic Plan by April 1, 2014:	S				Developing a strategic plan based on Downtown Plan, Comp Plan, and previous strategic planning.	P&D/Admin
* Target areas for economic development	SS				Developed opportunity sites through commercial districts; targeting grocery store in downtown, working with list of desired retailers for downtown and Roosevelt Glen developer	Admin
* Create a marketing plan for economic development	SS				Marketing plan being developed with Alliance and downtown, pending funding question; joined CVB with community partners; monitor these initiatives and enhance in the future	Admin
Issue an RFP for 825 N. Main by February 1, 2014	SS					P&D/Admin
Develop a plan to streamline development approvals and reviews, permits, and new business opening in the Village by May 1, 2014	SS					P&D
Consider implementation of an online building permit system to provide customer flexibility and service by January 2015	T					P&D
Establish a business liaison position by November 1, 2013	T				Economic Development Coordinator to take on this responsibility and work closely with P&D and other departments to facilitate a business-friendly process	Admin
Complete Sign Code by February 1, 2014	T					P&D
Consider combining the Plan Commission and Architect Review Commission by June 1, 2014	T					P&D
Adopt 2012 Energy Codes by February 1, 2014	T					P&D
Complete a Village wayfinding plan and begin implementing by April 1, 2014	SS					P&D/PW

<p>Embrace residential and commercial annexation opportunities</p> <ul style="list-style-type: none"> <li>* Continue to pursue and analyze costs and benefits of annexation of Glen Oak Country Club and other residential areas off of Hill Ave. by March 1, 2014</li> <li>* Continue to pursue and analyze costs and benefits of annexation of 150 properties in the Marston/Bemis Area by August 1, 2014</li> <li>* Finalize the annexation of the industrial properties on Hill Ave. by January 1, 2014</li> <li>* Continue to pursue and analyze costs and benefits of annexation of areas north and south of Butterfield Road by January 1, 2015</li> </ul>	S			Ongoing		P&D/Admin
<p>Maintain an attractive pedestrian environment by encouraging sidewalk cafes, downtown events, and capital investment in the downtown</p>	SS			Ongoing		P&D/Admin
<p>Attract new shopping and entertainment uses and promote an 18-hour downtown by working with the Downtown Alliance and the Chamber of Commerce</p>	SS			Ongoing		P&D/Admin
<p>Continue efforts to maintain positive partnerships between Public Safety Departments and businesses, while maintaining public safety as overall priority</p>	T			Ongoing		FD/PD/P&D

TOTAL COMPLETE/ON TARGET=TOTAL:

**CUSTOMER SERVICE: Deliver high-quality customer service, build trust and invite involvement through caring interaction, improved processes and superior communications.**

Goals	Type	Started	On track	Complete	Comments	Dept.
Continue philosophy that all customers are responded to by the village within two business days with an acknowledgment of their request.	T			Ongoing		Admin
Review commissions and develop annual goals and clarify responsibilities to ensure alignment with Village Board by May 1, 2014	T					Admin
Align the goals of Board and staff and revisit them annually during budget discussions and biannual retreats	S			Ongoing		Admin
Implement Reverse 911 by November 15, 2013	SS					Admin
Develop an information technology strategic plan by January 1, 2014	SS					Admin
Increase the customer convenience and interactivity and functionality of the Village website by November 1, 2013	SS					Admin
Develop a New Resident Information Packet by June 1, 2014	T					Admin
Prepare a plan and analysis to enhance Administrative Adjudication Program in partnership with Police Department to include other code violations by January 2014	SS					PD/Admin
Develop a Village Board/Staff Relations Policy to maintain a professional relationship that works for the benefit of the organization by December	SS					Admin
Update Emergency Operations Plan and conduct an annual simulation exercise by December 1, 2013	T					PD
Prepare a plan and analysis to implement changes to out public safety alarm ordinances by March 1, 2014	T					FD/PD
Prepare a report on advantages and disadvantages of implementing a Crime Free Housing ordinance by March 1, 2014	T					PD
Involve citizens by promoting volunteerism by creating a diverse group of volunteers to serve on Boards and Commissions	T			Ongoing		Admin
Consider a process to complete a community survey biannually as part of the strategic planning process by June 2014	S					Admin
Develop an on-line electronic Agenda Packet Program by January 1, 2014	T					Admin
Coordinate the development of a 5-year GIS Strategic Plan by December 1, 2013	T					Admin
<b>TOTAL COMPLETE/ON TARGET=TOTAL:</b>						

**CAPITAL ALLOCATION: Adopt a strategic approach to allocating funds to maintain and improve infrastructure and facilities based on highest priority Village needs.**

Goals	Type	Started	On track	Complete	Comments	Dept.
Complete the annual Capital Improvement Program projects including facility improvements and equipment replacement by May 1, 2014.	S				See attached CIP Scorecard	All
Continue to evaluate the space needs analysis and provide additional alternatives to meet the needs of the Police Department and other departments and make a recommendation to the Village Board by January 1, 2014	SS					Admin
Evaluate funding options and complete feasibility study work with Metra/Union Pacific to advance the development of a pedestrian tunnel by May 1, 2014	SS				Long term goal, budget feasibility study in FY 13/14	Admin/PW
Evaluate funding options and complete feasibility study on a possible viaduct in downtown at Park, Main, Prospect, or Western by May 1, 2014.	SS				Long term goal, budget feasibility study in FY 13/14	PW
Review and revise parking restrictions, rates, and collections to improve the overall perception of downtown parking by December 1, 2014	SS				Improvements to include increase in handicap and customer parking, consider elimination of meters, and hiring a consultant to assist in pay & display systems	Finance/PD/ Admin/PW/ P&D
Complete the addition of the salt storage facility by September 1, 2014	T					PW
Apply for grant to fund needed vehicle exhaust extraction systems for both fire stations by May 1, 2014	T					FD
Successfully manage the 2013 roadway construction projects including resolution of parking, sidewalk and street width issues on Lenox and possible new sidewalk on Linden, Oak and Brandon by November 1, 2014	T					PW
Manage Duane-Glenwood (Metra) parking lot project to achieve construction by January 1, 2014.	T					PW
Begin implementation of clear water reduction strategies, studies and projects as recommended by the 2011 SSES report and 2012 Central Basin study including lining of sewers and selected sewer replacement/relief sewer construction by May 1, 2014	T					PW
Develop and implement the Roosevelt Road water main replacement project by November 1, 2014	T					PW
Start a sidewalk program to systematically inspect every sidewalk in the Village and record condition and take action to repair any tripping hazards	T					PW

Establish a bike plan for the Village and attempt to fund through grants by August 2014	T								PW
Partner with neighboring municipalities to share costs associated with infrastructure projects by May 1, 2014	S								Admin/PW
Evaluate locations and needs for Fire Station #1 and determine funding options for a new station by January 2016	S								Admin
Evaluate new streetscape plan and apply for grant funding to implement streetscape plan in the downtown by January 2016	T								Admin
Purchase 59 S. Park in order to preserve the Village's flexibility to consider future improvements to Panfish Park by November 1, 2013	SS								Admin
Evaluate economic development partnerships that would increase parking in the downtown by January 2017	T								Admin

TOTAL COMPLETE/ON TARGET=TOTAL:

**HUMAN RESOURCES: Focus on employee learning and growth to further develop a workforce committed to excellence and able to meet the Village's evolving needs.**

Goals	Type	Started	On track	Complete	Comments	Dept.
Enhance Village's merit pay plan by updating the Village's performance evaluation tool, implementing the transition to focal point annual reviews by January 1, 2014	SS					Admin
Develop a monthly employee newsletter to enhance employee communications by December 1, 2013	T					Admin
Conduct informal audit of Village's HR policies and procedures, and develop recommendations; complete comprehensive review of the Village's Personnel Manual by October 2014	SS					Admin
Research and develop a curriculum of Village-wide training initiatives by January 1, 2014	SS					Admin
Foster training, continuing education, skill development, and cross-training for all employees	S			Ongoing		Admin
Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments	T			Ongoing		Admin
Establish an enhanced wellness program by October 1, 2015	T					Admin
Examine alternative employee recognition programs by May 1, 2014	SS					Admin
Explore developing an annual Employee Benefits Fair during Open Enrollment by November 2015	T					Finance/Admin
Deploy Munis Employee Self-Service module by December 1, 2014	T					Admin
<b>TOTAL COMPLETE/ON TARGET=TOTAL:</b>						

**FINANCIAL STABILITY: Assure continued financial stability by aligning Village services with revenue.**

Goals	Type	Started	On track	Complete	Comments	Dept.
Maintain AA1 Bond rating by maintaining a diverse tax base	S			Ongoing		Finance
Create a bottom-up budget approach by December 1, 2013	T					Finance
Achieve the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting, Distinguished Budget Presentation Award and Award for Outstanding Achievement in Annual Financial Reporting annually	S			Annual		Finance
Utility Billing customer service improvement:	SS					Finance
* Implement online utility bill access with credit card payment at no additional charge to the customers by October 1, 2014	T					Finance
* Lay the groundwork and schedule UBCIS upgrade and conversion, which will allow for E-Billing by December 2014	T					Finance
Complete annual update to the annual five year forecast by December 1, 2013	T					Finance
Complete annual update to the 2013 Financial Scorecard report by January 1, 2014	T					Finance
Analyze sustainability of the Volunteer Fire Company and evaluate potential tax/fee increase and develop a Memorandum of Understanding with GEVFC to formalize responsibilities	S					Admin/FD
Maintain the 18-hole course in superior condition; maintain greens that are smoother and faster than those at most public golf courses and rebuild golf revenue at the Village Links by January 1, 2015	SS					Rec
Build the new restaurant, bar and banquet business into a destination that generates \$1.2M in revenue by January 1, 2015	SS					Rec
Constrain expenditures to match revenues, without customers noticing the cutbacks at the Village Links by January 1, 2014	T					Rec
Generate a gross profit to cover \$650,000 in debt service and \$150,000 in capital replacement at the Village Links by January 1, 2015	T					Rec
Continue to utilize technology in innovative ways to consolidate functions, streamline work processes, and deliver services more efficiently	SS			Ongoing		Admin

Periodically adjust Village fees and fines to be commensurate with the cost of providing services by establishing gradual and appropriate increases in line with other communities by January 1, 2014	T														Finance/ Admin
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TOTAL COMPLETE/ON TARGET=TOTAL:

**KEY**

- On-Schedule / Completed
- Not Started / Concerned About Progress
- Off Track
- Outside of GE Management Control or not due Year 1



# Attachment 4

Village of Glen Ellyn  
2013/14 CIP Scorecard - October 2013

Date: 06-24-2013; RJM Revisions 7/5/13; 10/10/13

Governmental Funds						
Project	FY13/14 Budget	VB Approved	Actual	Start Date	Status	Comments
<b>Capital Fund</b>						
<b>Minor Capital Investment/Other Expenditures</b>	\$ 17,500	\$ -				
Pavement Preservation Program	\$ 70,000					Overall Contract Street Maintenance Budget = \$250,000
Asphalt Street Skip Patching	\$ 40,000	\$ 40,000		Oct-13		Bid opening October 15, 2013
Asphalt Street Crack Sealing	\$ 40,000	\$ 40,000				Mid-October completion expected
Asphalt Street Surface Treatments	\$ 50,000					Deferred to 2014 to include 2013 projects
Microsurfacing	\$ 30,000					Trial section in early 2014
Concrete Curb / Street Patching	\$ 60,000	\$ 60,000		Oct-13		Project bid - work in fall 2013 and early 2014
Non-Roadway General Construction Projects	\$ 50,000					Miscellaneous expenditures for minor roadway and storm sewer projects
Lake Ellyn Improvements	\$ 300,000					Total Budget includes OCS and overflow improvements construction
Design of Outlet Control Structure	\$ 59,000			Jun-13		
FEQ Modeling	\$ 38,000			Aug-13		Estimated cost of \$7,500
Enlarging Discharge Orifice Opening						
Other Projects: Storm water, beautification, etc.						
Streetscape and Signage	\$ 160,000					
Village Links Contribution	\$ 150,000					
Special Engineering Projects						
<b>Pedestrian Tunnel in CBD Feasibility Study</b>	\$ 40,000					
<b>Viaduct / Underpass in CBD Feasibility Study</b>	\$ 25,000					
Bike Plan	\$ 25,000					CMAP TAP Application pending
Sidewalk Program						
Nicoll/Pershing/Route 38/Route 53 Connections - Construction and Phase III Engineering (1)	\$ 190,000					Grant application through RTA is proceeding and indications are positive for receipt of grant funding
Sidewalk	\$ 100,000	\$ 75,000		Oct-13		FY14 Program to be performed in fall 2013 and spring 2014
Hill Avenue Bridge	\$ 25,000					Phase 1 Engineering complete and PDR to be submitted to IDOT showing pedestrian accommodation, but cost split between VGE and Lombard not resolved
Nicoll Way Land Bridge	\$ 120,000					Bids taken, but both bids well in excess of engineer's estimate and budget; project to be rebid in 2014
Street Program (2) (3) (4)						Total Budget = \$3,610,000
Oak-Euclid-Forest-Alley	\$ 1,635,000	\$ 1,864,000		Jun-13		Under construction; 3 weeks behind schedule; costs OK
2013 Street Improvements Project	\$ 1,345,000	\$ 1,550,000		Jun-13		Under construction; on schedule; costs about 4% over bid
2014 Street Improvements Program Design Engineering	\$ 300,000	\$ 234,000		Aug-13		Four Projects: CELL; 2014 Resurfacing; E-GC-C; G-A-R
Future Street Engineering Design Engineering	\$ 330,000			Ongoing		Crescent (2015) & Park / Main (2016) STP Projects
Taft Ave.	\$ 793,000			Jun-13		Fresh Market project; street open in November?
IFT / General Fund Engineering	\$ 151,000					
<b>Subtotal</b>	<b>\$ 5,989,000</b>	<b>\$ 3,920,000</b>				
<b>Total Capital Projects Fund</b>	<b>\$ 6,006,500</b>	<b>\$ 3,920,000</b>				
<b>Facilities Maintenance Reserve</b>						
Civic Center Rehabilitations	\$ 32,000					
New electronic downtown sign						Village sign code conflict
Replace Wiedner Auditorium's basketball backboards	\$ 76,200			5/13/2013		Schedule during annual gym closure
Fire Station #1 Rehabilitations						
Interior painting				6/13/2013		
Replace carpeting				9/13/2013		Carpeting should be done after roof repair and painting
Replace HVAC rooftop fencing				5/13/2013		Fencing should be done before roof patching
Roof patching				5/13/2013		High Priority: Roof should be done during summer
Fire Station #2 Rehabilitations						
Interior painting				6/13/2013		
Replace generator				5/13/2013		High Priority: Safety issue

Village of Glen Ellyn  
2013/14 CIP Scorecard - October 2013

Date: 06-24-2013; RJM Revisions 7/5/13; 10/10/13

Roof patching				5/13/2013		High Priority: Roof should be done during summer
Reno Center Rehabilitations	\$ 35,000					
Replace two entire stairway stair treads				5/13/2013		High Priority: Safety issue
Paint the wash bay				9/13/2013		
Space Needs Analysis				7/13/2013		Need preliminary meeting with Admin & PW
Stacy's Museum and History Center	\$ 13,500					
Replace Stacy's Tavern garage roof				5/13/2013		Roof should be done during summer
Repair History Center canopy				5/13/2012		Should be combined with Stacy's Tavern roof
<b>Total Expenditures - FACM Plan**</b>	<b>\$ 156,700</b>	\$ -				
Space Needs Analysis						
Department relocations & improvements	\$ 100,000					Delay until new PD building decision, except for new furniture
<b>Total Expenditures - SNA</b>	<b>\$ 100,000</b>	\$ -				
<b>Renovations / Improvements</b>						
Civic Center Board Room Technology	\$ 25,000					
<b>Total Expenditures - Renovations</b>	<b>\$ 25,000</b>					
<b>Subtotal</b>	<b>\$ 281,700</b>	\$ -				
<b>Motor Fuel Tax Fund</b>						
Public Works Salt Storage Facility	\$ 250,000	\$ -		Aug-13		Architect selected and design work is underway; building costs appear to be substantially in excess of current budget allotment
<b>Subtotal</b>	<b>\$ 250,000</b>					
<b>General Fund</b>						
Information Technology Improvements	\$ 49,000					
Replacement of AED Units						15 units to replace failing equipment*
<b>Subtotal</b>	<b>\$ 49,000</b>	\$ -				
<b>Total Governmental Capital Improvements</b>	<b>\$ 6,569,700</b>	<b>\$ 3,920,000</b>				
<b>Enterprise Funds</b>						
<b>Water Fund</b>						
Roadway Related Projects						Total Budget = \$1,175,000
Oak-Euclid-Forest-Alley	\$ 680,000	\$ 817,000		Jun-13		Under construction; 3 weeks behind schedule; costs OK
2013 Street Improvements Project	\$ 400,000	\$ 535,000		Jun-13		Under construction; on schedule; costs about 4% over bid
2014 Street Improvements Program	\$ 65,000	\$ 51,000		Aug-13		Four Projects: CELL; 2014 Resurfacing; E-GC-C; G-A-R
Future Street Engineering	\$ 30,000			Ongoing		Crescent (2015) & Park / Main (2016) STP Projects
Non-Roadway Projects						
Roosevelt Road Water Main	\$ 710,000					Need to finalize report and authorize design work
Hill Avenue Water Main (at east end)	\$ 250,000					Lombard's need for water main replacement is not critical
Rt. 53 Water Lining	Unknown					Need approval of design agreement
Newton & Cottage Water Tank Recoating	\$ 128,000	\$ 135,000		Sep-13		Board approved agreement with Utility Service Company
Village Links Contribution	\$ 75,000					
<b>Total Water Fund</b>	<b>\$ 2,338,000</b>	<b>\$ 1,538,000</b>				
<b>Sanitary Sewer Fund</b>						
Roadway Related Projects						Total Budget = \$510,000
Oak-Euclid-Forest-Alley	\$ 255,000	\$ 339,000		Jun-13		Under construction; 3 weeks behind schedule; costs OK
2013 Street Improvements Project	\$ 180,000	\$ 241,000		Jun-13		Under construction; on schedule; costs about 4% over bid
2014 Street Improvements Program	\$ 45,000	\$ 41,000		Aug-13		Four Projects: CELL; 2014 Resurfacing; E-GC-C; G-A-R
Future Street Engineering	\$ 30,000			Ongoing		Crescent (2015) & Park / Main (2016) STP Projects
Non-Roadway Projects						
SSES Follow-up						
I/1 Reduction (Lining & Repairs)	\$ 500,000	\$ 500,000		Jul-13		Phase I work nearly completed; project expanded to include 2013 streets; with work to begin late November on Phase II
Central Basin Study Projects	\$ 625,000					Defining scope for next stage of work; RJN is providing miscellaneous services
Hill Avenue Sanitary Sewer (at east end)	\$ 250,000					Tied into Village of Lombard needs for water, which appear to be less pressing at this point

