



Village of **Villa Park**

Strategic Plan and Goal Development 2019-2020

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NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement and Regional Development

Executive Summary

Strategic planning is a preferred approach to guiding an organization’s future rather than making decisions issue by issue. The Village of Villa Park (“the Village”) engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning workshop with Board and senior staff members in October of 2019 to update the Village’s 2015 strategic plan. The 2019 strategic planning workshop provided a positive atmosphere for the Board and senior staff members to re-visit the accomplishments and priorities from the 2015 plan, work together to collaboratively review and update the Board’s visions for the future, and, develop new or revised strategic goals to determine where it is the Village wants to go as an organization in the next few years.

Strategic Priorities

Ultimately, six key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified during the workshop [in no particular order] are illustrated below.

Strategic Priority Areas



Strategic Goals

After a series of environmental scanning discussions regarding the Village’s visions for the future, current strengths, weaknesses, opportunities and threats, participants were asked to identify short-and long-term goals. After an updated list of goals were developed, participants were then asked to classify each goal according to a matrix model of time and complexity. Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine (please see full report for defined criteria).

Following the classification exercise and after the strategic planning workshop retreat, the Village Board was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed nine short-term routine goals, seven short-term complex goals, six long-term routine goals and thirteen long-term complex goals. The top three goals from each category are offered as a process “snapshot” representing the most important strategic goals or priority areas for the Board and staff to address in the months and years ahead (see below). For a full review and appreciation of all the strategic goals developed, discussed and ranked, please refer to the full report.

SUMMARY OF TOP 3 GOALS ORGANIZED IN TIME/COMPLEXITY MATRIX

Short-Term Routine Goals

- Explore opportunities and methods for maintaining staffing levels in the Fire and Police departments
- Continue to implement and update the Village’s Information Technology Plan including enhancing the Village’s computer capacity, software, and hardware to facilitate customer service and operational efficiency
- Explore senior housing development ideas and alternatives with the goal of creating additional senior housing options in the Village

Short-Term Complex Goals

- Continue using an aggressive infrastructure replacement/development plan that covers sewers, water mains, streets, etc.
- Develop a parks funding strategy for a new swimming pool facility and other identified needs
- Complete shovel-ready designs ready for project approvals and funding

Long-Term Routine Goals

- Maintain an aggressive replacement cycle/plan for aging fire apparatus
- Continue to commit to a long-term equipment/fleet replacement plan including a replacement schedule
- Continue the economic development fund to assist/incentivize desirable/viable/aligned business opportunities in concert with the Village’s planning models and analyses

Long-Term Complex Goals

- Continue to use a disciplined maintenance plan and schedule for Village infrastructure
- Continue to follow a long-term master financial plan to fund all Village needs
- Prepare a master development plan including financial strategies for a recreation complex which could include a swimming pool and recreation center

Introduction

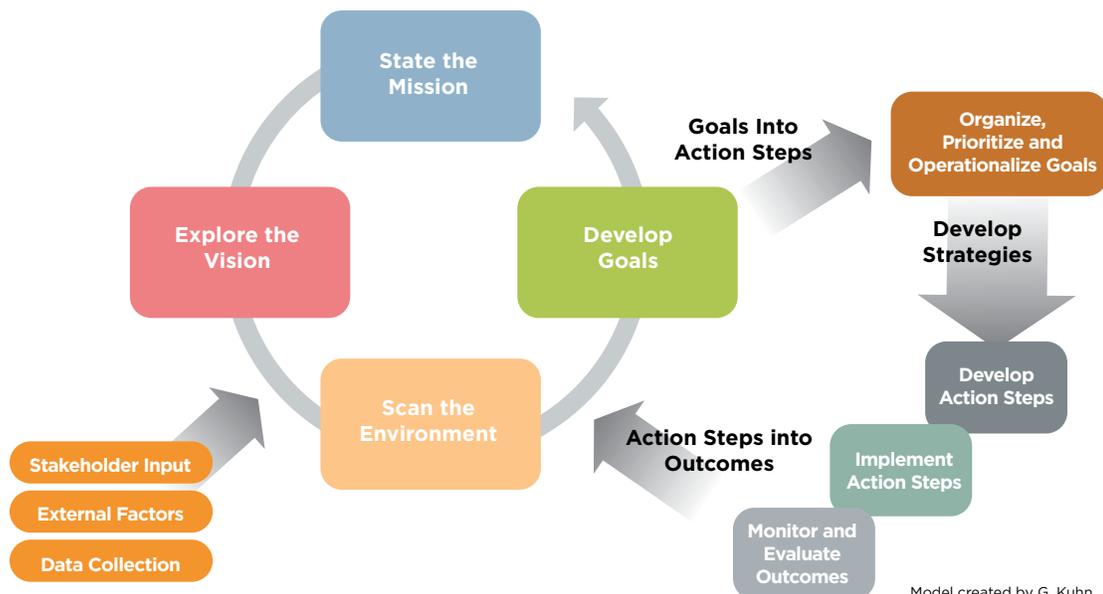
As an organization, the Village has placed itself among the special class of governmental entities that have made a commitment to formalized strategic planning and goal setting exercises (Figure 1). As Village leaders are aware of, strategic planning is not a new phenomenon for progressive communities and government agencies. Policymaking boards and staff in both private and public organizations, including the Village, recognize the value of such processes. This important work will serve the community well into the coming years.

The Board and senior staff members gathered in October 2019 to revisit, update and discuss the Village’s 2015 strategic plan. The Board and senior staff paused to review and update vision statements, assess goal progress and develop new or revised goals, and ultimately establish an updated course for the future direction of the Village.

The strategic planning workshop provided a positive atmosphere to once again set aside time to methodically, *strategically*, determine where it is the Village wants to go as an organization. As was shared with the Board and senior staff members at the conclusion of the 2019 workshop, the organization should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board and senior staff members’ efforts throughout this process and the Village’s budgeting process.

As the Village’s leaders recognize, the judicious use of the Village’s limited resources (including financial resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and in allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the Village desires to stretch its resources as far as they can go.

Figure 1. Strategic Planning Model*



*Model generally represents the steps that are taken for this type of initiative.

Outline of Workshop

Leadership Exercises and Discussion Sessions

The format for all of the discussion sessions used in the update for the 2019 planning effort employed approaches that were highly participative and interactive. The process was informed by the environmental scanning components and the identified strengths, weaknesses, opportunities and threats for the Village. The workshop facilitators utilized a group discussion approach called ‘Nominal Group Technique’ where participants were assured equal opportunities to speak and share opinions by the facilitator. During the workshop sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions and priorities.

Session I. Introduction Exercise — Icebreaker and Visioning

Each participant engaged in an important topic identification and visioning exercise by selecting two items from the “garage sale” table and using them to answer two questions. The first item was used to answer the question, “What do you see as an important topic the Village should address in the next 1-3 years?” The second item was related to the visioning question, “In 10-15 years when I return to the Village, I hope to see, or think I will see...,” in regards to services, programs, staffing levels, capital needs and general concepts that should or would be present in the Village at these intervals. Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. This was a brainstorming exercise—all ideas about the Village’s future were encouraged and shared. Below is a summary of those answers.

Exploration of the Village of Villa Park’s Important Current Topics/Issues

Garage Sale Item	Important Topics/Issues
Sticky hands	Improve internal & external communication and follow-up. Make information more understandable and user-friendly (i.e., use of lament terms)
Ruler	Future development to help with funding for future needs, variety of dining options, residential/senior housing options, implemented strategies to measure the Village’s success, identify areas of improvement
Fish	Aging/closure of Village-owned pools, renovated or new pools, developed replacement/maintenance plans
Pipe	Eliminate combined sewer lines, strong infrastructure to support development, budgets for core infrastructure identification and mapping
Pipe	Infrastructure, stormwater, flood management funding and improvements
Baseball	Recreation facilities
Checkbook	Private investment in the Village
Playdough	Accomplish goals, follow-through on plans, implementation
USB Cord	Increase public engagement and transparency - use current technology to reach more people
Capitol building	Dwindling resources from the State and Federal government, continued mandates and law changes
Bandit	Police force will be more challenged/have more demand due to law changes and trends
Band-Aids	Comprehensive strategies and plans to enhance police wellness

Garage Sale Item	Important Topics/Issues
Computer disk	Technology – better utilization, improve productivity, and add capacity. Engineering will be more dependent on the use of technology
Brick	Redevelopment opportunities (e.g., garden station) capitalize on opportunities, high-density/mixed-use buildings, connectivity – meet future trends/demands
Slinky	Redevelopment, filling vacancies, infrastructure improvements will all lead to “upward” funding, return on investment, making the Village more attractive
Light	Environmentally conscious, professional development opportunities, use of technology, finding new ways to communicate – creative and reaching a diverse target/people
Crazy glue	Working well with other Village departments, maintain infrastructure and equipment. Technology integrated with equipment and functions, better training/cross-training
President list	State/Federal changes and its impact on local government (e.g., cannabis, pension liability), unfunded mandates
Batteries	Disaster preparedness/emergency planning

Exploration of the Village of Villa Park’s Desired Future Condition: Visions of the Future

Garage Sale Item	Visioning
Construction hat	Maintain infrastructure
Construction hat	Restart construction projects being done now to maintain quality infrastructure
Brick	Additional growth across the community- residential & commercial
Valve	Growth & development around the garden station- mixed-use buildings
Garbage can	Want the town to look better, accomplish goals
Smiley ball	Happy people, thriving development, quality of life
Watch	We utilized our time wisely – accountability, accomplishment of goals and projects
Light switch	Turn the switch on for a lot of projects, turn on the light - positive community, alternative energy adaptability and use
Jacks	More families, young children
Drafting tools	Having its own identity, warm community
Ear piece	Customer service and interactions will be different, customer service mindset and focus will be different
Water bottle	Water issues resolved, quality water
Fire truck	Maintain high-quality services, additional staffing to meet increased EMS demands, training room – multi-use purpose room, incremental consolidation
Cone	New recreation center built – sports/fitness/active community, combat sedentary lifestyle, enhanced accessibility to activities, wellness, fitness available year round
Construction hat	Completed and thriving TOD, capitalize on train station
Police car	Different ways of policing (e.g., drones, artificial intelligence), more shared services and resources (e.g., facilities) more amenities - range, workout gym, training
Pizza server	More places in town that bring people together, busy/thriving businesses and downtown
Train schedule	Transit-oriented development
Coffee cup	Community happy, healthy, and inclusive – keep “half-full” mentality to keep moving forward, stable and diverse workforce for the library, outreach and involvement throughout the community
Pamphlet	Better representation in the media, take advantage of opportunities to enhance visibility and branding

Vision Statements from 2014 – Carried forward to 2019-2020

Hope to see completed underpass and strategic railroad crossing grade separation

Villa Avenue having more “A” restaurants, an art gallery, and being more pedestrian and walking friendly

Better communication and engagement to enhance community awareness

Updated/renovated municipal center

Every Village road replaced in thirty years – 100 miles – \$6.7 million per year / 3-5 miles per year (1 block East and South)

Connector trail from great Western Trail to Prairie Path and additional related connectors

No dead trees; reforested parkways

Area from North Avenue and between Ardmore and Villa redeveloped

Village is branded as a garden community

Healthy and active community

More sharing of resources

Highly responsive Village Board and senior staff plugged into technology; high service levels

Changes in the fire service, maybe a County fire department; new model

Hospitals will run EMS services versus Villages

All electronic- financial transactions

Less shared revenue from state and more complex reporting

Increased technology to enhance police functions

More integration of services and consolidation among units of government

Address train track barriers in Village; find solutions or approaches

Regionalization of police service in some fashion may be in the future

More intergovernmental agreements, particularly with Willowbrook High School

A village creation facility

More sprinkled buildings

Maybe no “paper money”

Vulnerable state revenues and pension reform issues

New pool complex

Revise or add a new athletic field(s) with intergovernmental agreements

Elevated train/road intersections/grade separate

Need higher level officer training skills for police officers

Might be less face to face contact in some aspects of police work

New/different squads and transportation – equipment and fuel efficiency, like to see a new or renovated library

More e-books, more digital and technology at the Library

Staffing skills expanded to manage advise patrons on technology

Continued social role/place of interaction

What will the Village be 30 years vibrant railroad community better tenant/businesses on north avenue

More cooperation among community for economic development

More business incubators – non-traditional businesses

More consolidation reduction silos/cross training

More privatization fewer village services as the cost of pensions and salaries will outstrip EAV in a few years

See more e-government’s different relationship with government’s via technology

See more regional planning/CMPA housing, transportation, land use

Changing workforce

Typical single family developments and the 50’s “car oriented” pattern is gone. More change, more efficient development patterns; the least efficient is single-family detached homes in Villa Park, we will see tear downs and more dense redevelopment in the future

Session II. Environmental Scan: Surrender or Lead

Session II. began the two-part environmental scan phase of the process. Participants were asked to team up in small groups for a leadership exercise entitled “Surrender or Lead.” The premise is that participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities or possible barriers based on the collective view of each participant’s team. The group’s responses were recorded on flip chart paper and are reported below. Bolded sections are key phrases that the group provided in response to the exercise’s open questions and prompts.

Group #1 — Team name: Futurists

1. We want to **modernize and renew**, but **not overtax residents and resources**.
2. The two most important things to focus on are the **quality of life and a thriving business community**, because **they are interdependent**.
3. If it weren’t for the **supportive residents**, we would **not have made the progress we have (roads, library, infrastructure, etc.)**.
4. We need to finally **part with the past and embrace a positive future**.
5. **Pensions** will have the biggest impact on our future in the coming 2-3 years.

Group #2 — Team name: “A” Team

1. We want to **improve**, but **we have limitations**.
2. The two most important things to focus on are **infrastructure and development** because **they will have a positive impact on property value**.
3. If it weren’t for **limited funding**, we would **be able to achieve all of our goals**.
4. We need to finally **communicate accomplishments**.
5. **Financial obligations** will have the biggest impact on our future in the coming 2-3 years.

Group #3 — Team name: Progress

1. We want to **enhance communication with residents**, but to **accomplish this we need to simplify procedures**.
2. The two most important things to focus on are **infrastructure and development** because **these set a solid foundation**.
3. If it weren’t for **unfunded mandates**, we would **accomplish more goals**.
4. We need to finally **follow-through with goals and objectives**.
5. **Communication, growth, finances, and technology** will have the biggest impact on our future in the coming 2-3 years.

Group #4 — Team name: The Good, Rich, and Friends

1. We want to **exceed expectations of the Village’s mission statement**, but **we are restricted by time, money, and governance**.
2. The two most important things to focus on are **infrastructure and public safety** because **they are a strong foundation for a community to thrive**.
3. If it weren’t for a **lack of funding** and time restrictions, we would **anticipate and exceed the expectations of the community, thus improving the community’s perception of the public body**.
4. We need to finally **get together as one community to do what is right for the whole community**.
5. **The Pritzker Administration and state legislators** will have the biggest impact on our future in the coming 2-3 years.

Session III. Environmental Scanning Part II. : Internal and External S.W.O.T Analysis

The next step of the Environmental Scanning phase involved identifying, reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the Village, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization’s **strengths (S)** and **weaknesses (W)**. In what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What **opportunities (O)** are on the horizon that can be used to the Village’s advantage? Conversely, what trends or **threats (T)** lie ahead that would be obstacles or hindrances? The results of the 2019 SWOT exercise are presented below:

S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

Internal

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • National exposure in magazines • New businesses • Reduced vacancies • Supportive and passionate residents • The quality of the schools • State representation • Aggressive infrastructure improvement and replacement plan • Grant funds • Financial stability • Bond rating 	<ul style="list-style-type: none"> • Landlocked • Lack of diverse representation • Loss of larger sales tax revenue generators • Decentralized facilities and customer service project • Overall debt and contingency liabilities • Staffing levels • Contingent liabilities <ul style="list-style-type: none"> - Pensions debt • Rental single-family houses • Family entertainment
<p>Strengths from 2014 carried forward to 2019/2020 listed below:</p> <ul style="list-style-type: none"> • Location • In our infancy on many things - we've only just begun • Talented Board and professional staff • Committed • Diversity • Young families moving in • Aging population - anchors of the community • Train station/Railroad • Affordability of our housing • Laid back community • Earth-friendly community • Relationship with School Districts • Relationship with neighbor municipalities • Trails/bike paths • Technology • Volunteer core base 	<p>Weaknesses from 2014 carried forward to 2019/2020 listed below:</p> <ul style="list-style-type: none"> • Aging infrastructure • Train station/railroad/grid separation • Open vacant businesses • North/South split and related perceptions • Zip code perception • Aging equipment • Technology • Village facilities • Funds/tax revenues • Fragment parcels and owners of commercial property

External

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Vacancies in commercial properties • Lower property taxes attractive for development • Pool replacement • New development • Senior housing • Public engagement • Public transit • Recreational cannabis • IL Capitol Bill • Community branding • Openness to innovation and change • Social media 	<ul style="list-style-type: none"> • Single-family rentals • Not responding to diversity • Pension obligations • State legislation/legislature • Social media • Lack of senior housing • Global warming • 24/7 drive-thru mentality • Changing culture • Changing transportation patterns • Recreational cannabis
<p>Opportunities from 2014 carried forward to 2019/2020 listed below:</p>	<p>Weaknesses from 2014 carried forward to 2019/2020 listed below:</p>
<ul style="list-style-type: none"> • Location, unincorporated areas annexed • Aging infrastructure • Redevelopment of parcels • Young families moving in; new demographic • Aging population and experience/anchors of community • Train station/Railroad • Aging housing stock for redevelopment • Open vacant businesses • Address North/South split perception • Laid back feel of the community • Relationship with School District and neighboring municipalities • Large tracts of vacant land • Economic recovery • Zip code perception • Technology • Diversity • Public information and facts 	<ul style="list-style-type: none"> • Narrow agendas • Resistance to change • Condition of State of Illinois • Aging infrastructure • Train station/Railroad • Aging housing stock • Vacant businesses • North/South split and perceptions • Growing pains • Corruption and impacts at the state level • Zip code perception • Negativity • Aging equipment • Technology • Village facilities • Future funding needs of schools • Misinformation • Mistrust of government • Lack of home rule • Inflation of crime, gangs, drugs associated with low rent property in the Village

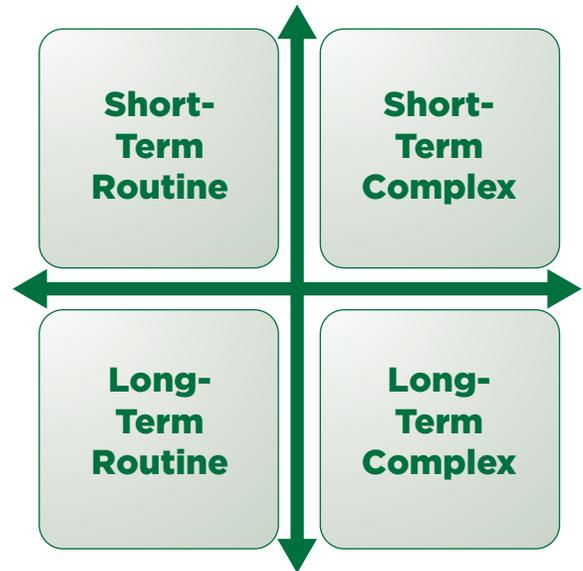
Session IV. Nominal Group Goal Identification

With the preceding sessions creating a sound foundation for goal-setting, the final session included a review of previous goals, and, a healthy group discussion of revised, refined or new goals and/or action items needed to achieve the future visions as expressed by the group. The Village’s leadership team reviewed the goals developed from the prior strategic plan and provided the Board with the related updates and action items. During the goal review, the group was asked if the Village should retain the goal, revise the goal, or remove the goal due to it being complete or no longer relevant. The group was then asked to provide any new goals. Each member was allotted time to highlight the three or four most important policy and program goals that he or she thinks the Village should accomplish in the next one to five years. Goals that participants developed could be highly specific or general.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of time and complexity (Figure 2). Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

The agreed upon criteria used for classifying goals as either short- or long-term and routine or complex involved the following: **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three years. **Long-term goals** were those goals that could or should be completed or substantially underway within a three to eight year timeframe. **Routine goals**, although not necessarily simple or easy, were goals that could be accomplished with a strong commitment by the Village, and could likely be accomplished within present budget streams, some modest outside assistance, or with minor task or staff reallocations. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies, or, a private partner/contractor.

Figure 2. Goal Time & Complexity Matrix
Developed by Professor G. Gabris



Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Board and staff members to discuss, evaluate and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Prioritization of Goals

After the workshop, each Board member was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. The Board was provided an online ranking tool where point values were assigned to each goal in each quadrant of the time and complexity matrix by individuals. The calculation of goal prioritization consisted of “forced ranking” where the ranking of each identified goal is averaged by the rankings given by all participants. For example, if a goal were given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. **The lower the score, the higher the priority.** Again, the average totals were based on the ratings provided.

The following illustration presents the Board’s **top three goals**, within each quadrant, as they emerged from the consensus ranking exercise (Figure 3). The top three goals are offered here as a process “snap shot” of the most important strategic goals or issues areas for staff to address in the months and years ahead. In total, the group developed nine short-term routine goals, seven short-term complex goals, six long-term routine goals and thirteen long-term complex goals.

Figure 3. Top Three Goals within Each Quadrant of the Time and Complexity Matrix**Short-Term Routine Goals**

- Explore opportunities and methods for maintaining staffing levels in the Fire and Police departments
- Continue to implement and update the Village's Information Technology Plan including enhancing the Village's computer capacity, software, and hardware to facilitate customer service and operational efficiency
- Explore senior housing development ideas and alternatives with the goal of creating additional senior housing options in the Village

Short-Term Complex Goals

- Continue using an aggressive infrastructure replacement/development plan that covers sewers, water mains, streets, etc.
- Develop a parks funding strategy for a new swimming pool facility and other identified needs
- Complete shovel-ready designs ready for project approvals and funding

Long-Term Routine Goals

- Maintain an aggressive replacement cycle/plan for aging fire apparatus
- Continue to commit to a long-term equipment/fleet replacement plan including a replacement schedule
- Continue the economic development fund to assist/incentivize desirable/viable/aligned business opportunities in concert with the Village's planning models and analyses

Long-Term Complex Goals

- Continue to use a disciplined maintenance plan and schedule for Village infrastructure
- Continue to follow a long-term master financial plan to fund all Village needs
- Prepare a master development plan including financial strategies for a recreation complex which could include a swimming pool and recreation center

As part of the overall planning process, the strategic planning team developed a total of 35 goals. The above summarizes only the top 3 priorities as arranged in the time and complexity matrix. For a full review and appreciation of **all the strategic goals** developed, discussed and ranked, please see [Appendix A](#).

Strategic Priority Areas

Ultimately, six key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified during the workshop [in no particular order] are illustrated on the following page.

Strategic Priority Areas



As the Village knows from prior experience, the value of the strategic planning process will be best realized when it is used as an active working guide to both Village’s leadership team and staff. The process report here is designed to capture the content of the discussions and to assist the Village in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

The exchange of ideas and dialogue during the discussion sessions and the strategic planning workshop demonstrates that the Village remains committed to progressive leadership. The Board and management team are looking ahead and committed to strategic thinking and planning. One noted observer who is often recognized by the project team for his views on organizational change summarizes the challenges of organizational progress this way:

*“The art of progress is to preserve order amid change,
and change amid order...”*

— A.N. Whitehead

We wish you well with the ambitious year that lies ahead.

Greg Kuhn and Jeanna Ballard, Session Facilitators

Appendix A:

Village of Villa Park Prioritized Strategic Goals

SHORT-TERM ROUTINE GOALS		GROUP AVERAGE
1	Explore opportunities and methods for maintaining staffing levels in the Fire and Police departments	2.7
2	Continue to implement and update the Village's Information Technology Plan including enhancing the Village's computer capacity, software, and hardware to facilitate customer service and operational efficiency	3.9
3	Explore senior housing development ideas and alternatives with the goal of creating additional senior housing options in the Village	4.1
4	Continue to implement 'Community Policing Strategies' for challenged areas of the community and to address general public safety models and crime abatement issues	4.3
5	Maintain and enhance a fully developed training program for staff to stay current on regulations and policies in all departments and the Library	4.4
6	Continue to remove, replace and maintain parkway trees and our urban canopy throughout the Village	5.6
7	Continue implementation of a comprehensive pedestrian and bike friendly philosophy that includes formation of a Bike Task Force to evaluate opportunities to connect paths and explore overall path system design	5.6
8	Maintain and enhance a designed and focused public information and education program	6.6
9	Create a diversity coalition/commission for our community	7.9

SHORT-TERM COMPLEX GOALS		GROUP AVERAGE
1	Continue using an aggressive infrastructure replacement/development plan that covers sewers, water mains, streets, etc.	2.1
2	Develop a parks funding strategy for a new swimming pool facility and other identified needs	3.0
3	Complete shovel-ready designs ready for project approvals and funding	3.7
4	Continue to update an aggressive/proactive economic development plan for each of our business corridors that includes updating our business database	4.1
5	Undertake a comprehensive sidewalk assessment and repair/replacement plan	4.6
6	Undertake railroad grade-separation studies and plan for/install fencing and safety barriers with input from a Citizen Advisory Committee	4.7
7	Evaluate the feasibility and potential for consolidation of the utility billing function with the Salt Creek Sanitation District	5.7

Appendix A: Prioritized Strategic Short- and Long-Term Goals (continued)

LONG-TERM ROUTINE GOALS		GROUP AVERAGE
1	Maintain an aggressive replacement cycle/plan for aging fire apparatus	1.9
2	Continue to commit to a long-term equipment/fleet replacement plan including a replacement schedule	2.6
3	Continue the economic development fund to assist/incentivize desirable/viable/aligned business opportunities in concert with the Village's planning models and analyses	3.1
4	Explore, evaluate, and determine Board policy on annexation of unincorporated areas	3.9
5	Implement feasibility study results to improve pedestrian and bike friendly transportation opportunities and connectivity in commercial and shopping areas including the feasibility of making the Village a destination for bikers	4.4
6	Continue steps necessary to implement the Village's 2009 Updated Comprehensive Plan	5.1

LONG-TERM COMPLEX GOALS		GROUP AVERAGE
1	Continue to use a disciplined maintenance plan and schedule for Village infrastructure	3.7
2	Continue to follow a long-term master financial plan to fund all Village needs	4.7
3	Prepare a master development plan including financial strategies for a recreation complex which could include a swimming pool and recreation center	4.7
4	Explore joining fire operations consortium, look into consolidation, or forming a multi-community District	4.9
5	Explore the feasibility of shared services of certain functions related to community policing/police services	5.1
6	Foster the completion of a successful redevelopment in the entire TOD area	6.1
7	Evaluate the potential to consolidate Village owned properties on North Ave and to remove/replace blighted areas with new construction	6.7
8	Work to have railroad grade separation completed at a key crossing in the Village	6.7
9	Develop a comprehensive facility plan that addresses functionality, customer service, and security issues of existing properties; includes construction of a new municipal complex; and investigates the potential for reusing existing Village owned properties for a new fire station or satellite facility	8.3
10	Continue to seek to provide inviting, convenient, and responsive services to residents, schools, local businesses and village departments in the remodeled library	8.6
11	Work with transit agencies to initiate bus service to and from the train station	9.3
12	Work to find and/or partner with developer for a hotel at the Odeum site	10.9
13	Engage and be proactive in regional planning efforts and activities	11.3