



Final Report
Village of Villa Park, Illinois
Strategic Plan Summary Report
January, 2014



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PROCESS SUMMARY

INTRODUCTION

It was a pleasure for us to work with you to conduct the Village's 2013 Strategic Plan Board/Senior Staff retreat and workshops. As an organization, Villa Park is now among the special class of municipal governments that engage in formalized strategic planning and goal-setting. Strategic planning is a preferred approach to guiding the Village's future—it helps leaders to be proactive, rather than reactive, and lessens the urge to manage crisis by crisis. Overall, the workshops provided a collaborative and positive setting to methodically and strategically determine where it is you want to go as a Village government, as an organization, and as a community over the next several years.

The workshop setting at the Odeum Convention Center in Villa Park allowed Board members to exchange ideas in the context of the future and long-term planning for the Village with Senior Staff. It was beneficial for the Board and Senior Staff to participate as a leadership team in the process. The group was able to reflect back on its mission and goals and share strategic issues of importance with one another. The Board's working dynamics were very open with multiple views shared and staff expertise on hand to offer background and perspective on a variety of topics. While differences of opinion on some items were part of the discussions, different views are to be expected as part of the policy development process. That's democracy in action! We have no doubt the Board, as a whole, will work together to find viable approaches and solutions for the many goals that were identified and prioritized as part of the 2013 strategic planning process.

WORKSHOP OUTCOMES

REFLECTIONS

The 2013 Board/Senior Staff workshop provided a positive setting for the Board and Senior Staff to set aside time to methodically—"strategically"—determine the Village's future direction as a community and as a municipal government. Your ongoing work will serve the Village's residents and organization well into the coming years.

In light of the economic conditions that have impacted all units of government, including Villa Park, it remains important to proceed with careful thought. Your goals will only be realized through prioritization and the judicious use of your professional staff. The standards of performance you expect can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. Quality results equate to tough choices in prioritization and resource allocation. Only a limited number of objectives, goals, and services can be effectively managed and implemented at a given time. In a very realistic sense, *clear and stable priorities* must be maintained if the Village seeks to maximize its resources. Resist the temptation to "re-arrange" priorities as the fiscal year moves along. A pattern of "continuous" shifting can create a confusing tone in the organization and hamper your efforts to reach your near and long-term goals.

OVERVIEW

The planning process began with a pre-session workshop with the Village's Senior Staff held on August 21, 2013. This session provided department heads with general information and training about Strategic Planning. The pre-session was also designed to promote Department Head/Manager long-term thinking via exercises that included a SWOT analysis, scanning, visioning exercises, and development of preliminary staff-developed goals and objectives. Although some strategic planning processes focus solely on elected officials' visions and goals, holding a pre-session with the Village's Senior Staff has the advantage of providing an opportunity for staff to provide their all important input and critical operational point of view. It also has the advantage of generating staff clarity and context for the important goal implementation steps that follow the strategic planning process. The appendix includes the results of the Senior Staff's pre-session workshop.

Following the pre-session the Village President, Village Board, and Senior Staff met on August 24, 2013 for a planning retreat at the Odeum Convention Center to discuss the Village's current environment, challenges and strengths, and to set the Village's strategic goals for the next two to ten years. During this daylong session, the Board and Senior Staff participated in a variety of exercises that not only addressed the Village's future visions, but also reviewed strengths, weaknesses, opportunities, and threats that impact the policy and operational environment. The Board and Senior Staff also developed a consolidated list of short and long term-goals, categorizing them in a matrix of time and complexity. The process started with a visioning exercise and concluded with the development of short and long-term goals that were later ranked and prioritized by the Board. The results of the ranking process are presented later in this summary report.

The following pages capture the discussion sessions that comprised the Board/Senior Staff strategic planning workshop for 2013. It is important to note that the format for all of the discussion sessions employed a highly participative and interactive methodology. The process utilized a group discussion approach known as *Nominal Group Technique* where participants were assured equal opportunities to speak and share opinions with the facilitators. During the activities, all Board members had the opportunity to generate and share ideas, weigh alternatives, and further explain or refine their thinking. An overview of the strategic planning model that was used for this update of the strategic planning process can be seen in the illustration below. As the model visually demonstrates, strategic planning is a multiphase process that most closely resembles an ongoing cycle of information gathering, assessment, decision-making, and follow-through.

Strategic Planning Process Model- G. Kuhn



PART I: VISION EXERCISE

Each workshop participant was then asked to pause and reflect on their future vision for the Village. This was a brainstorming exercise where any and all ideas about the Village's desired future were encouraged and shared. Participants engaged in this exercise by considering the phrase: "In 15–20 years, when I return to Villa Park I hope to see..., or, what I think I'll see is..." The notes presented below are the thoughts and views as recorded by the facilitator on flip chart paper offered by participants.

"In 15 – 20 years when I return to Villa Park, I hope to see..., or, I think I will see:"

Board Visions

Hope/Think We Will See

- Thoroughly redeveloped transit-oriented development and all corridors (i.e., North Avenue, St. Charles, Villa and Ardmore) as part of long-range economy plan
- Hope to see completed underpass and strategic railroad crossing grade separation
- All of our infrastructure issues addressed with a regular maintenance plan in place and adhered to
- An entertainment district and a cultural arts center to offer quality of life and make the Village a "place to live"
- Villa Avenue having more "A" restaurants, an art gallery, and being more pedestrian and walking friendly
- Cohesive and economically thriving community; more sharing, and a more diverse part of the community engaged; more financially secure community
- Quality of life for residents improved through solid Village services: parks, public works, police, and fire
- New municipal center - a new campus, maybe a complex of public facilities like Addison
- Every Village road replaced in thirty years – 100 miles – \$6.7 million per year/3 to 5 miles per year (1 block East and South)
- Villa Park bank building replaced; the road vacated and "green"; a new park that is almost two blocks; a nearby senior condo; commercial development
- 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– hotel and restaurant complex – great location for a recreation area center
- Village is branded as a garden community and "health nut" Village
- Renovated library with expansion of technology and outlets every five feet; flexible building with cultural offerings; partnering with businesses and other agencies
- Many of the same economic development plans described by others, but with a very solid transit infrastructure and transit-oriented development (Route 83 corridor) and more young families supporting small businesses

Hope/Think We Will See

- A fully developed and full functioning transit-oriented development workforce; central hub where action takes place and is a catalyst for change
- Highly responsive Village Board and Senior Staff plugged into technology; high service levels
- Sewer separation to help address stormwater including expanded detention/retention to improve quality of life
- Changes in the fire service, maybe a County fire department; new model
- Hospitals will run EMS services versus Villages
- Safer firefighter technologies and equipment, maybe robotics
- Municipal complex within walking distance of other facilities
- All-electronic financial transactions
- Less shared revenue from state and more complex reporting
- Respond to growth and density by having the infrastructure to provide services
- More integration of services and consolidation among units of government
- Increased technology, maybe privatization of some police functions
- 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 recreation facility at the Odeum

Visions of Future Senior Staff

Hope/Think We will See

- There is a lot of talk on consolidations etc. regarding the County Fire Department
- EMS will continue to impact our departments maybe more hospitals oriented
- More sprinkled buildings
- A lot less paper, move transparency
- Maybe no “paper money”
- More available credit for municipalities, and state revenues with vulnerable and pension reform
- I’m not sure we’ll have as many separate communities
- I see more integrated, seamless services, more sharing, more consolidation
- Our infrastructure isn’t standing still we need to repair and replacements requires a lot of cash maybe private/public most vulnerable underground
- New pool complex maybe from a cooperative agreement with the high school
- Revise or add a new athletic field(s) with intergovernmental agreements
- A stand-alone indoor recreation complex
- Mix use indoor recreation complex
- Mix of staffing models to serve the community
- Elevated train/road intersections/grade separate
- I think there will still be a singular Village Police Department.
- Much more technology like readers/cameras used in doing Law Enforcement
- Need higher level officer training skills for police officers
- Might be less face to face contact in some aspects of police work
- County-wide reporting system in place with others able to access or share information
- 40,000 watts with outlets every five feet and maybe create a district for unsecured areas
- New/different squads and transportation – equipment and fuel efficiency, like to see a new or renovated library
- More e-books, more digital and technology
- Staffing skills expanded to manage advise patrons on technology
- More sharing parks, schools, police/fire business etc.
- Become more self-service oriented at the library but, also more one-on-one time as a trade off for some services
- See a lot fewer paper books/magazines etc. but more electronic versions
- Continued social role/place of interaction
- What will Village be 30 years vibrant railroad community better tenants/businesses on North Avenue
- More cooperation among community for economic develop
- More globalization of economic development
- Schools are a window to our demographics more diverse
- More business incubators-non-traditional businesses

Hope/Think We will See

- I see more consolidation reducing silos/cross training
- More privatization fewer Village services as the cost of pensions and salaries will outstrip EAV in a few years
- New service delivery mixes
- See more e-government's different relationship with government's via technology
- Service delivery have to be done in a different way
- New government talent coming to the career and profession of civic service
- See more regional planning/CMAP housing, transportation, land use
- Code enforcement will use more technology, in-field tools, and Google earth
- Well functioning transit-oriented development around train station
- 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

PART II:

INTERNAL AND EXTERNAL ENVIRONMENTAL SCAN

The next workshop session was a review and accounting of the internal and external factors present in the environment that can and do impact the Village's core mission. This is a fundamental exercise in any strategic planning process known as SWOT Analysis.

In two different exercises, participants were asked to identify what constraints and practical difficulties are likely to be encountered, or would make it difficult to achieve the desired future described in the vision statements. The exercise called on participants to explore the organization's strengths and weaknesses. The notes that follow are the thoughts and views shared during the environmental scan, as captured by the facilitators on flip chart paper.

Exercise A: Surrender or Lead Exercise

The first exercise was a pre-SWOT assignment entitled 'Surrender or Lead.' In this exercise, participants work in sub groups to develop responses to some simple, but thought provoking statements. All participants were assigned to random working groups and were given the same series of structured statements. The participant's responses were recorded and discussed. Groups were also asked to select a name for their group, which helped to develop a spirit of camaraderie. Responses to the structured statements are presented below. As a guide for readers, the words typed in bold indicate the provided prompts/statement and the normal text indicates the group's response to the "blank" lines.

Group Name: *The Ronbo A-team*

1. *We want to* achieve great things, *but* need to take more risks
2. *We need to* finally prioritize
3. *If it weren't for* limited funding sources, *we would* achieve our goals/priorities
4. *We need* technology
5. Lack of planning will *make us* fail

Group Name: *Get-er Done*

1. *We want to* provide for the community, *but* have limited resources
2. *We need to* plan, develop, and implement a village strategy
3. *If it weren't for* road blocks, *we would* accomplish our goals
4. *We need* the economy to improve
5. A plan will *make us* focused and ready for the future

Group Name: *The Do-ers*

1. *We want to* improve the quality of life for the community, *but* we need an executable plan
2. *We need to* finally come together as a cohesive team
3. *If it weren't for* the lack of resources, *we would* have a better quality of life
4. *We need* a common vision/agreement; will have the biggest impact on our future
5. A unified focus will *make us* successful

Exercise B - SWOT Identification

Participants were next asked to use the outcomes of ‘Surrender or Lead’ as a starting point to develop and discuss the internal and external factors that can potentially impact the success of the Village, both negatively and positively. The participant’s responses, categorized as strengths, weaknesses, opportunities, or threats (SWOT) appear below. This was designed as a “rapid fire” exercise and as such, the listing of strengths, weaknesses, opportunities, and threats is abbreviated and not meant to be a series of complete statements.

Strengths	Weaknesses
<ul style="list-style-type: none">• Location, Location• In our infancy on many things-we’ve only just begun• Talented board and professional staff• Committed• Diversity• Young families moving• Aging population• Train station/Railroad• Affordability of our housing• Laid back community• Earth friendly community	<ul style="list-style-type: none">• Our location/we’re a sandwiched town• Diversity• Aging infrastructure• Train station/Railroad• Aging housing stock• Open vacant businesses• North/South split and related perceptions• Zip code perception• Aging staff and equipment• Technology• Village facilities

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relationship with School Districts • Relationship with neighbor municipalities • All our trails/bike paths • Technology • Tax profile completeness • Volunteer core base 	<ul style="list-style-type: none"> • Funds/tax revenues • Fragment parcels and owners of commercial property • Vacancies in single family and commercial properties
Opportunities	Threats
<ul style="list-style-type: none"> • Location, unincorporated areas annexed • Aging infrastructure • Redevelop-able parcels • Young families moving in; new demographic • Aging population and experience • Train station/Railroad • Aging housing stock • Open vacant business • Address North/South split perception • Laid back feel of community • Relationship with school district and neighboring municipalities • Large tracts of vacant land • Economic recovery • Trails/bike paths • Growing pains • Zip code perception • Technology • Tax profile/competiveness • 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 business • North/South split and perceptions • Growing pains • Corruption and impacts • Zip code perception • Negativity • Aging staff and equipment • Technology • Village facilities • Future funding needs of schools • Diversity • Misinformation • Mistrust of government • Declining population in village • Lack of home rule Inflation of crime, gangs, drugs associated with low rent property in Village

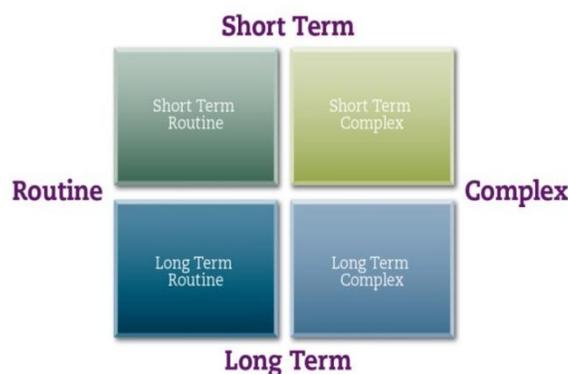
PART III: GROUP GOAL IDENTIFICATION/CONSOLIDATION

Exercise A: Goal Identification - Time/Complexity Classification

The final discussion session provided a forum for the collaborative identification of strategic goals and objectives necessary to achieve the future vision of the Village. With the preceding sessions serving as a sound foundation for goal setting, the last session was a healthy presentation of ideas and goals as expressed by participants, beginning with members of the Village Board. Each participant was allotted time to highlight their most important policy/program goals that he or she thinks the Village should accomplish in the next one to five years. After all had presented their ideas, additional goals were sought out until the group completed the process. It should be noted that to encourage people to introduce and discuss ideas of all types, participants were instructed that goals could be highly specific or general.

In the next exercise, participants were asked to classify each goal according to a matrix model of complexity and time (created by Dr. Gerald Gabris and depicted below). Specific criterion was used to classify a goal as short or long-term and as complex or routine. This final piece of the goal development exercise allowed decision-makers to cluster goals of roughly the same “type” together, so that when prioritization occurred, participants could avoid the problem of comparing “apples to oranges.” The agreed-to criteria for the classifications were as follows: short-term goals were those that could or should be completed (or substantially underway) by the end of the coming fiscal year. Long-term goals were any that fell within a three to seven year time span. Complex goals were those that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams, or with minor revenue enhancements or reallocations.

Goal Classification Grid (Dr. Gerald Gabris)



Exercise B: Goal Consolidation

Once classified, and where appropriate and where goals were connected or related, the staff was asked to work with the facilitators to consolidate goals and refine/clarify some of the workshop terms used to describe the goals. This process resulted in a final listing of goals from the prior exercise into logical groupings. The combined and consolidated goals were reviewed and converted to ranking sheets that maintained the agreed upon criteria for both time and complexity.

PART IV: GOAL PRIORITIZATION/RANKINGS OF FINAL LIST OF CONSOLIDATED GOALS

Using the consolidated goals from the 2013 workshop, the final exercise in developing the 2013 list of Strategic Goals for the Village was Board input to produce a consensus ranking of short and long-term goals and objectives. These group prioritization rankings are designed to aid the Board and Senior Staff in developing action plans and decision points required to attain the goals. Board members were asked to indicate their priority ranking for each goal as compared to other goals in the same category (i.e., prioritize all short-term complex goals against one another, prioritize all long-term routine goals against one another, and so on). This was essentially a Board exercise that ultimately produced a collaborative ranking of goals within each of the four quadrants of time and complexity. Below are the top three goals in each category of time and complexity, followed by the complete list of categorized and prioritized goals.

Top Three Goals Within the Time/Complexity Matrix

As a further refinement of results, and in order to aid in communication of the Board's top goal priorities, the following illustration depicts the top three goals within each quadrant of the time/complexity matrix.



**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOALS DRAFT RANKINGS**

Short-Term Routine Goals	
Group Average	Goal Description
3.00	Develop a 'Community Policing Strategy' for challenged areas of the community and to address general crime issues.
4.00	Develop an Information Technology plan that includes prioritization of projects and proposed funding opportunities including online payment of traffic tickets; upgraded recreation registration software; online process for planning and zoning permits and other applications.
4.50	Remove dead and diseased parkway trees.
4.67	Explore opportunities and methods for restoring staffing levels in the Fire and Police Departments.
5.00	Create a designed/focused public information and education program that includes redesign and updating the website with particular attention on the Village's economic development opportunities.
5.83	Set-up a fully developed training program for staff to stay current on regulations in all departments and the Library.
5.83	Explore senior housing development ideas and alternatives with the goal of creating additional senior housing options.
7.00	Adoption 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.
8.00	Consider rezoning the north side of Park Blvd as a low density multi-family transition area.
8.20	Create a diversity coalition/commission for our community.
9.50	Complete the Library's strategic plan including a capital needs assessment.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOALS DRAFT RANKINGS**

Short-Term Complex Goals	
Your Ranking	Goal Description
1.67	Develop an aggressive infrastructure replacement/development plan that covers sewers, sidewalks, and streets. Use this plan to work toward a road construction referendum that includes comprehensive street replacement schedules and addresses reconstruction needs on Park Blvd, Van Buren, and N. Michigan Avenue.
4.00	Develop a Parks Capital Improvement program that considers a replacement/feasibility plan for the pools, as well as updating and renovating fields and equipment, and additional park facilities such as dog parks and garden plots.
4.17	Complete shovel-ready designs ready for project approvals and funding such as: flood control, Park Blvd, North Michigan Avenue, etc.
4.33	Develop a comprehensive stormwater/flood abatement engineering/improvement plan.
4.50	Develop an aggressive/proactive economic development plan for each of our business corridors that includes updating our business data base.
6.33	Undertake railroad grade separation studies and fencing and safety barriers with input from a Citizen Advisory Committee.
6.33	Design, initiate, and complete SSAs for North Avenue Townhomes.
7.17	Update the Village's computer capacity, software, and hardware to facilitate customer service and capacity.
7.60	Evaluate the feasibility and potential for consolidation with Salt Creek Sanitation District.
8.50	Work with transit agencies to get bus service to and from the train station.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOALS DRAFT RANKINGS**

Long-Term Routine Goals	
Your Ranking	Goal Description
3.00	Develop an aggressive replacement plan for aging fire apparatus.
3.17	Create an economic development fund to assist/incentivize great business opportunities.
3.80	Rezone Villa Avenue north of Park to St. Charles in anticipation of redevelopment.
4.33	Develop/commit to a long-term equipment/fleet replacement plan including a replacement schedule.
4.50	Explore, evaluate, and determine Board policy on annexation of unincorporated areas.
5.33	Consider rezoning the north side of Park Blvd as a low density, multi-family transition area.
7.00	Conduct a feasibility study 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.
7.17	Continue steps necessary to implement the Village's 2009 Updated Comprehensive Plan.
7.17	Install Police monitored security cameras in select areas of Village.
8.33	Explore the feasibility of district status for the Library in next three years especially for non-served/under-served areas.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOALS DRAFT RANKINGS**

Long-Term Complex Goals	
Your Ranking	Goal Description
3.33	Develop a long-term master financial plan to fund all Village needs.
3.50	Return to a disciplined maintenance plan and schedule for Village infrastructure; implement and complete all planned and needed construction plans.
5.33	Foster the completion of successful redevelopment in the entire TOD area.
5.83	Evaluate the potential to consolidate Village owned properties on North Ave and to remove /replace blighted areas with new construction.
6.00	Develop a comprehensive facility plan that addresses functionality 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.
7.00	Prepare a master replacement/ development plan for a new aquatic facility (pool complex).
8.50	Develop an overall plan and strategy to redevelop the North Avenue Townhomes property.
9.40	Explore the feasibility of outsourcing (shared service contracts) of certain functions in Police Department (i.e. Patrol function, records, etc.).
9.80	Explore /evaluate joining fire operations consortium, exploring consolidation, or forming a multi-community District.
10.17	Explore and evaluate the creation of a Park District for the Park and Recreation function in the Village.
10.17	Conduct a feasibility study for pedestrian friendly commercial and shopping areas.
10.33	Work to have railroad grade separation completed at one or more Key sites.
10.67	Work to find and/or partner with developer for a Hotel at Odeum site.
11.00	Engage and be more proactive in regional planning efforts and activities.
12.00	Work to have a mid-sized office complex constructed in Villa Park.
13.20	Explore, evaluate, and discuss Home Rule status for the Village.
14.00	Complete planning and construct a remodeled and expanded Library.

CONCLUSION

This Strategic Planning Summary Report represents the 2013 update of leadership's vision and goals for the Village of Villa Park's future. The Village Board's ideas and prioritized goals were revisited, refined, and refreshed within the context of the current operating environment and therefore should become a working guide for both the Village Board and staff to pursue. This report is designed to capture the topics and processes of your discussions and should be used to assist the organization in developing action plans in follow-up sessions that include your committees, staff, advisors, and elected Board members.

The next step is for Senior Staff to review the results with the Village President and Board to fine-tune these objectives and report back to the Board and to appropriate committees on how and when the goals and objectives might be most efficiently and effectively addressed. What remains a strength for the Village is the exchange of ideas and dialogue during the discussion sessions. The organization is fortunate to have elected leadership that continues to look ahead, while facing the unprecedented economic challenges that have impacted all communities.

One noted organizational observer summarized the challenges of progress this way:

"The art of progress is to preserve order amid change, and change amid order..." A.F. Whitehead

Again, you have an ambitious couple of years that lay ahead. Best of luck to all as you work through these important goals.

Gregory T. Kuhn, Ph.D.
Process Facilitator

REFLECTIONS EXERCISE/INTRODUCTION

As an opening “reflections” or ice breaker exercise, each participant was asked to select one item from a table of “garage sale items” and use that item to complete the following sentence: “In the future I would like to see Villa Park explore the following important issues or policy areas:” The results of that opening exercise and discussion starter can be found in the Appendix of the report.

Item	Summation of Participant’s Ideas/Response
Ball	More recreation opportunities and a huge outdoor complex with pools, fields, a field house, etc.
Policeman	Address public safety staffing issues.
Helmet	Increased/thriving transportation development.
White Out	More parts of town cleaned up, redeveloped, and maintained.
Protractor	Prepare plans to redevelop North Avenue Townhomes.
Superman Figure	A sense of community in the <i>whole</i> community; a culture among all staff to work towards the same goals although some issues will take a superman type figure to solve.
Spring	Rebound, spring ahead, and keep going forward; work toward what is possible and don’t be fearful of trying new things.
Watch	Take more time to think about the future and take some risks.
Baseball	Upgraded fields and facilities and dedicated field space especially for baseball.
Traffic Cone	Address infrastructure needs including our streets.
Head Phones	Part of our community is “the mobile” generation: everything is done through a device; changing our approaches will be important in order to adapt.
Pencil Sharpener	We need to sharpen our pencils and look at priorities verses limited funds.
Globe	The Village will go green, recycle, and improve efforts to save, reuse, and sustain.
Candle	Village needs to get to the next step and focus to reach the next level to be #1, but like a candle, we have shrinking resources.
Telephone Wires	Drive technology firms to Villa Park for future business.
Award	Village will win awards for being progressive and innovative.
Ruler	We need to measure our growth and take actions today to make growth happen in the future.
White Pen	What can we offer as educational opportunities for our citizens about the community and the Village government; develop interest in learning and a culture of understanding and new ideas.
Pin	What can we do to bring entertainment to town?
Shower Pipe	Important to maintain and develop our infrastructure (water and sewers).
Tiffany Colored Key Chain	We need to enact policies to encourage more upscale retail.
Leopard Pen:	Board needs to be more aggressive in pursuing ideas that would be good for the whole town.
Glue Pen	Board and community sticking together; keep same interests at heart.
PVC Fitting	Basic needs and services need to be met.
Wires	Stabilize by exploring parks versus park districts.
Spring/Watch	Discuss various areas: Transit-oriented development, North Avenue, Ardmore.

Item	Summation of Participant's Ideas/Response
Whistle	Address aging swimming pools (one is on its last legs).
Telephone Wire	Increased and improved communication of all types (Board/staff, staff/staff, and Village with community).
Traffic Cones	Infrastructure, repairs and long-term approach needed that is sustainable with a holistic view.
Buffalo Nickel	Finance and funding issues are important; our citizen's need more education and information about how much the services they want actually cost.
Ruler	We need to measure and keep measuring our services and resources (police, fire resources and staffing levels).
Shoe Polisher	We need a clean slate; stop looking back and instead look forward to the number of issues needing to be resolved and/or confronted.
Black Radiator Tube	Explore the opportunity to re-develop Ardmore paths for bikes, bike shops, etc.
Pipe	Infrastructure is critical to today and tomorrow because infrastructure dictates the level we grow and develop.
Wi-Fi	Improving communications within region, across the Village and with staff
Globe/Ball	Diversity in our community – How do we fully include the various diverse parts of the Village in our community?

**Village of Villa Park
MANAGEMENT TEAM
PRE-SESSION WORKSHOP SUMMARY
2013 Strategic Planning Initiative**

Exercise 1: Visions of Your Department/Function in the Future

Each Management Team member was asked to articulate what he or she perceives to be the “preferred” or predicted future state of *their Department or function*, ten to twenty years down the road. Participants engaged in the exercise by responding to the phrase: “In 15–20 years when I return to Villa Park, I hope to see...., or what I think I’ll see in my Department or function is....” The responses are noted below:

- A County-wide Fire Department there is a lot of talk of consolidations etc.
- EMS will continue to impact our departments maybe more hospital oriented models will be in place
- More sprinkled buildings
- A lot less paper and more transparency
- Maybe no “paper money” for transactions
- More available credit for municipalities; shared state revenues remain vulnerable without pension reform
- I’m not sure we’ll have as many separate communities
- I see more integrated, seamless services; more sharing, more consolidation
- Our infrastructure isn’t standing still we need to repair. Replacements require a lot of cash maybe private/public for some facilities.
- Our most vulnerable infrastructure is underground it’s unseen, but we can’t ignore it
- New pool complex; maybe a cooperative agreement with the high school
- Design a new athletic field(s) with intergovernmental agreements
- Stand-alone indoor recreation complex maybe with intergovernmental agreements
- Mix of staffing models to serve the community
- Elevated train/road intersections; railroad grade separated tracks and traffic at key intersections
- I think there will still be a singular Village Police Department
- Much more technology in police work; e.g., readers/cameras now in use for Law Enforcement
- Need higher level officer training and skill development opportunities for officers
- Might be less face to face contact with officers in the future
- County-wide crime reporting system with others to share needed/useful information
- New/different squads and transportation – better designed equipment and fuel efficiency
- Like to see a new or renovated library with tomorrow’s technology built in
- A library with “40,000 watts” with outlets every five feet and maybe create a District for under-served/non-annexed areas
- More e-books, more digital and technology
- Staffing skills in library expanded to manage/advise patrons on technology

- More sharing between parks, schools, police/fire, businesses, etc.
- Become more self-service, but that can create more one-on-one time as a trade off for self-service
- See a lot fewer paper copies of books/magazines, etc.
- Library will continue to play an essential social role/place of interaction and access to information and technology
- What will the Village be in 30 years?--a vibrant railroad community with good economic opportunity, better tenants/businesses on North Avenue, etc.
- More cooperation among/within the community for economic development
- More globalization of economic development
- Schools are a window to our demographics we will be more diverse
- More business incubators and non-traditional businesses will be in the Village
- I see more consolidation reducing silos/cross training of staff
- More privatization fewer Village positions in some areas; projections on current trend line is that cost of pensions and salaries will outstrip EAV in a few years
- New service delivery mixes and approaches
- See more e-government. Governments will have a different relationship with constituents via technology
- Service delivery will have to be done in a different way
- New government talent coming to civic service will bring new ideas and approaches
- See more regional planning/CMAP housing, transportation, land use
- Code enforcement will use more technology-in-the-field tools and Google Earth/GIS, etc.
- Well functioning transit-oriented development around train station
- Typical single-family developments and the 50's/car oriented development paradigm is gone; there will be more change more efficient use of land for housing, the least efficient is single-family detached homes
- In Villa Park, we will see teardowns and more dense redevelopment in housing/residential areas

Exercise 2: Management Team SWOT Exercise

The next workshop session was a review and accounting of the internal and external factors present in the environment that can potentially impact the success of the Village, the Departments and its operations, both negatively and positively. This SWOT analysis is a fundamental exercise in any strategic planning process.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good team in place that is able to collaborate and offer consistent quality • We can think out of the box • A local government team that is very responsive • Location to airport, highway and train • Villa Park has dedicated staff and good services • Good core of businesses and residents that support the Village • Solid volunteer base • Railroad access and infrastructure • Location as part of DuPage/Chicago Region • We've really increased communications with community and Board • Function well as E.O.C. 	<ul style="list-style-type: none"> • Need for Revenue and Funds • Public perception and mistrust of government • General economic climate • Lack of a funded street maintenance/infrastructure plan • Squeaky wheel reactions • Positives are the quiet supporters-need them to communicate more • Dichotomy of N/S of town, single-family vs. multi-family, resident vs. commercial; views of haves/have nots • Some expanded information/communication has created some negative perceptions • Perceived history of political disagreements/deficiencies • Technology backbone, memory, network, etc.
Opportunities	Threats
<ul style="list-style-type: none"> • Great location for Economic Development • Great location for residents/residential choices • Diversity • Affordable housing mix • Good partnership with school district • Technology including upgrades to increase efficiency • Grant programs • More sharing/cooperation internal and external • General growth in the region • Transportation network nearby 	<ul style="list-style-type: none"> • Aging infrastructure, aging staff, aging facilities and equipment • Springfield and State Government/policies on shared revenues • Dollars required to invest in technology • More unusual crimes and violence • Technology in crime • Disgruntled customers • Security and overall design of some Village buildings • Single-issue residents/groups • Declining EAV and revenues to provide services

Exercise 3: Management Team Departmental Goal Identification

The final discussion session provided a forum for the collaborative listing of strategic goals and objectives related to each Department or function. Each participant was allotted time to highlight their most important policy/program goals that he or she thinks are essential for their Department and the Village to accomplish in the next one to ten years.

Short Term	Long Term
<ul style="list-style-type: none"> • Scan all documents • Provide online apps for zoning and variances and building applications • Complete SSA North Avenue • Annex unincorporated land/lots • Upgrade Website • Move Merlins on North Avenue • Re-tenant North Park Mall • Reestablish bus service to train station • Create “Shop Villa Park” website • Evaluation property Lynda.com • Hire part-time web developer • Library three year street plan • Install online payment of taxes and parking passes • Add one-two sworn officers in next two years • Computerize our pools, registration system • Computerize our registration system • Complete renovation of all ball fields • Update all infrastructure master plans • Get shovel ready project designed • Succession planning • Update all processes to use technology- we’re paper driven e-bills, e-pay, etc. “clarity” • Increase manning via PT FF • Improve training-quantity, quality cooperative 	<ul style="list-style-type: none"> • Begin long-term planning/design process for expansion/renovating existing Library including parking • Improving transportation infrastructure including public transportation/train, bus and bike/PED routes for walk ability • Redevelopment of business corridors • Resurface/reconstruction of streets by LG bonding • Resolve storm water issues via buyouts or retention dentition • Lay fiber in village on main arteries • Develop Villa Park mobile app - full service • Implement compensation plan updated in 2009 • Redevelop AK Munch property 1.7 acres • Develop and follow capital equipment replacement plan • Complete fire station upgrades, training, living, apparatus floor • Update and stay current with technology, hardware/software • Municipal center upgrade/modernized • Develop long-term strategy to fund our operating capacity needs • Transition to more pro-active infrastructure management vs. reactive (previous maintained) • Design/install new pool complex • Need master plan for parks, recreation for building and grounds • Complete long-term succession planning for police department • Re-visit/re-establish long-term fleet replacement plan in police department • Replace record software with DUCOMM • Install public security camera system in key locations

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOAL DRAFT RANKINGS**

SHORT TERM ROUTINE									
YOUR RANKING							GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G			
8	3	9	10		10	2	7.00	2, 3	Adoption 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.
7	1	1	6		4	8	4.50	9	Remove dead and diseased parkway trees.
9	2	11	7		8	11	8.00	11	Consider rezoning the north side of Park Blvd as a low density multi-family transition area.
3	6	7	4		7	3	5.00	12	Create a designed/focused public information and education program that includes redesign and updating the website with particular attention on the Village's economic development opportunities.
1	10	3	1		2	1	3.00	13	Develop a 'Community Policing Strategy' for challenged areas of the community and to address general crime issues.
11	9	4	11			6	8.20	16	Create a diversity coalition/commission for our community.
2	7	6	8		1	4	4.67	17	Explore opportunities and methods for restoring staffing levels in the Fire and Police Departments.
5	8	5	2		6	9	5.83	19	Set-up a fully developed training program for staff to stay current on regulations in all departments and the Library.
6	5	2	3		3	5	4.00	22	Develop an Information Technology plan that includes prioritization of projects and proposed funding opportunities including online payment of traffic tickets; upgraded recreation registration software; online process for planning and zoning permits and other applications.
10	11	8	9		9	10	9.50	25	Complete the Library's strategic plan including a capital needs assessment.
4	4	10	5		5	7	5.83	50	Explore senior housing development ideas and alternatives with the goal of creating additional senior housing options.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOAL DRAFT RANKINGS**

SHORT TERM COMPLEX									
YOUR RANKING							GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G			
2	4	1	1		1	1	1.67	1	Develop an aggressive infrastructure replacement/development plan that covers sewers, sidewalks, and streets. Use this plan to work toward a Road Construction referendum that includes comprehensive street replacement schedules and addresses reconstruction needs on Park Blvd, Van Buren, and N. Michigan Avenue.
3	8	10	5		2	10	6.33	5	Undertake railroad grade separation studies and fencing and safety barriers with input from a Citizen Advisory Committee.
5	5	5	2		4	3	4.00	6	Develop a Parks Capital Improvement program that considers a replacement/feasibility plan for the pools, as well as updating and renovating fields and equipment, and additional park facilities such as dog parks and garden plots.
4	6	2	6		3	5	4.33	14	Develop a comprehensive stormwater/flood abatement engineering/improvement plan.
1	9	6	3		6	2	4.50	15	Develop an aggressive/proactive economic development plan for each of our business corridors that includes updating our business data base.
8	7	7	7		8	6	7.17	18	Update the Village's computer capacity, software, and hardware to facilitate customer service and capacity.
6	3	3	4		5	4	4.17	20	Complete shovel-ready designs ready for project approvals and funding such as: flood control, Park Blvd, North Michigan Avenue etc.
7	10	8	9		9	8	8.50	28	Work with transit agencies to get bus service to and from the train station.
10	2	4	8		7	7	6.33	31	Design, initiate, and complete SSAs for North Avenue Townhomes.
9	1	9	10			9	7.60	32	Evaluate the feasibility and potential for consolidation with Salt Creek Sanitation District.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOAL DRAFT RANKINGS**

LONG TERM ROUTINE									
YOUR RANKING							GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G			
5	7	1	2		1	2	3.00	7	Develop an aggressive replacement plan for aging fire apparatus.
4	4	9	4		2	9	5.33	11	Consider rezoning the north side of Park Blvd as a low density, multi-family transition area.
7	2	4	3		3	8	4.50	38	Explore, evaluate, and determine Board policy on annexation of unincorporated areas.
2	3	3	5			6	3.80	42	Rezone Villa Avenue north of Park to St. Charles in anticipation of redevelopment.
9	5	10	8			3	7.00	46	Conduct a feasibility study 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.
3	10	7	9		7	7	7.17	52	Continue steps necessary to implement the Village's 2009 Updated Comprehensive Plan.
1	1	6	6		4	1	3.17	55	Create an economic development fund to assist/incentivize great business opportunities.
10	10	5	7		8	10	8.33	56	Explore the feasibility of district status for the Library in next three years especially for non-served/under-served areas.
8	6	2	1		5	4	4.33	59	Develop/commit to a long-term equipment/fleet replacement plan including a replacement schedule.
6	8	8	10		6	5	7.17	60	Install Police monitored security cameras in select areas of Village.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOAL DRAFT RANKINGS**

LONG TERM COMPLEX									
YOUR RANKING							GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G			
1	7	9	5		6	4	5.33	33	Foster the completion of successful redevelopment in the entire TOD area.
7	8	6	7		5	3	6.00	34	Develop a comprehensive facility plan that addresses functionality 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.
13	14	4	11		3	16	10.17	35	Explore and evaluate the creation of a Park District for the Park and Recreation function in the Village.
14	9	3	12			11	9.80	36	Explore /evaluate joining fire operations consortium, exploring consolidation, or forming a multi-community District.
15	17	7	1			7	9.40	37	Explore the feasibility of outsourcing (shared service contracts) of certain functions in Police Department (i.e. Patrol function, records, etc.).
5	12	16	8		11	12	10.67	39	Work to find and/or partner with developer for a Hotel at Odeum site.
3	5	14	9		10	10	8.50	40	Develop an overall plan and strategy to redevelop the North Avenue Townhomes property.
2	16	17	10		2	15	10.33	41	Work to have railroad grade separation completed at one or more Key sites.
4	4	8	4		9	6	5.83	44	Evaluate the potential to consolidate Village owned properties on North Ave and to remove /replace blighted areas with new construction.
8	3	5	13		8	5	7.00	47	Prepare a master replacement/ development plan for a new aquatic facility (pool complex).
16	15	11	14			14	14.00	48	Complete planning and construct a remodeled and expanded Library.
6	11	15	15			13	12.00	51	Work to have a mid-sized office complex constructed in Villa Park.

**VILLAGE OF VILLA PARK
2013 STRATEGIC PLAN GOAL DRAFT RANKINGS**

LONG TERM COMPLEX (Continued)									
YOUR RANKING							GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G			
12	10	12	3		12	17	11.00	53	Engage and be more proactive in regional planning efforts and activities.
11	6	13	16		7	8	10.17	54	Conduct a feasibility study for pedestrian friendly commercial and shopping areas.
9	2	1	6		1	2	3.50	61	Return to a disciplined maintenance plan and schedule for Village infrastructure; implement and complete all planned and needed construction plans .
10	1	2	2		4	1	3.33	62	Develop a long-term master financial plan to fund all Village needs.
17	13	10	17			9	13.20	63	Explore, evaluate, and discuss Home Rule status for the Village.