

COUNCIL WORKSHOP ITEM

ITEM: MISSION STATEMENT and GOAL MATRIX
DATE: August 16, 2004
PREPARED BY: Riccardo F. Ginex, Village Manager
PURPOSE: Adoption of revised Village Mission Statement and Goal Matrix

DISCUSSION:

One of the priorities Council discussed at their April 23rd retreat included a review of the present mission statement. This task was given to the Finance and Administrative Sub-committee for review. At the June 2nd Council-Staff Retreat, our discussion focused on developing goals and priorities to incorporate into the mission statement. Collectively, we wanted to focus our efforts on the areas of utmost importance.

Council and staff have had previous discussions on refining our Village Mission Statement, developing a Strategic Plan, and implementing a formal annual process for developing goals or priorities for us to concentrate our resources on.

At the August 3rd, Finance and Administrative Sub-committee meeting, a report on the process was presented. Staff has completed a draft of the Mission Statement and a Matrix outlining the goals and priorities previously highlighted.

We seek Council's input on both drafts and would like to finalize a consensus on the mission statement, priorities, goals, and implementation.

ATTACHMENT:

Draft Mission Statement
Draft Goals Matrix
PowerPoint Slide: Issues in need of Resolution
Mission Statement & Priority Areas Explanation Diagram
Resolutions

RECOMMENDATION:

Finalize and adopt the revised Mission Statement and Goal Matrix.

DRAFT

Village of Downers Grove Mission Statement and Priority Areas

The mission of the Village of Downers Grove is to provide high-quality services to the citizens of Downers Grove in a professional and efficient manner, to be accomplished by:

- Enhancing the public health and safety of Village property and its citizens
- Ensuring proper maintenance and well-planned improvement of Village property
- Enhancing the economic vitality of businesses and individuals
- Promoting and provide for cultural and community-based activities
- Enhancing opportunities for involvement and communication between the Village and its residents and businesses
- Improving the quality, productivity and customer service of the Village's workforce through the enhancement of the Village's administrative, technology-based and support services
- Developing a balanced, long-range financial plan for operations and capital improvements and ensuring the regular evaluation of Village programs and services annually

MISSION, PRIORITY AREAS & GOALS MATRIX

Goal	Primary Staff Responsibility	Council Involvement	Other Boards or Committees	Other Staff Involved	Completion Timeframe	Deliverable	Budget/Cost Impact	Comments
The mission of the Village of Downers Grove is to provide high-quality services to the citizens of Downers Grove in a professional and efficient manner, to be accomplished by:								
A. Enhancing the public health and safety of Village property and its citizens								
1. Develop a plan to increase the Village's present ISO (Insurance Services Office) rating from ISO 3 to ISO 1	Fire Chief	Public Safety Committee						
2. Monitor public safety trends and develop proactive measures in addressing potential emergency response needs throughout the Village, both natural and criminal.	Police Chief							
3. Pursue re-accreditation for the Fire Department	Fire Chief	Public Safety Committee						
4. Pursue re-accreditation for the Police Department	Police Chief	Public Safety Committee						
5. Expand activities of the Social & Health Services Department in the areas of counseling, neighborhood dispute intervention and general individual/family assistance	Director of S&HS							
B. Ensuring proper maintenance and well-planned improvement of Village property								
1. Evaluate the status of infrastructure systems (streets, sidewalks, watermains, etc.) within the Village to understand the life expectancy and maintenance costs	Public Works Director	Public Services Committee						
2. Establish an Architectural Review Board to address residential needs/issues	Code Services Dir./ Village Attorney		Plan Commission					
3. Develop a Facilities Master Plan to determine the optimal use of Village facilities in the short and long-term	Asst. Village Mgr/ Village Attorney	Mayor Krajewski, Comm. Sandack						
4. Establish a process by which to evaluate property in the TIF districts for potential redevelopment opportunities	Deputy Village Manager	Mayor Krajewski, Comm. Sandack						
5. Conduct a self-assessment and pursue accreditation for the Public Works Department.	Public Works Director	Public Services Committee						
6. Recommend and implement changes to land use planning resulting in the most beneficial use of land in accordance with a well considered and current comprehensive plan	Director of P&CD		Plan Commission, ZBA					
7. Complete Stormwater Management Plan & Community Needs Analysis	Public Works Director	Public Services Committee	Stormwater Util. Advisory Cmte					
C. Enhancing the economic vitality of businesses and individuals								
1. Establish a program to meet with local businesses & large employers to encourage business retention	Deputy Village Manager	Mayor Krajewski	EDC					
2. Develop and implement a marketing strategy to increase occupancy rates in Village Hotels and Motels.	Director of Tourism & Events		EDC, Tourism Subcommittee					
3. Conduct analysis of economic trends in the Village	Finance Director		EDC					
D. Promoting and providing for cultural and community-based activities								
1. Review the recommendations from the Performing Arts Committee and implement based on Village Council direction	Director of Marketing & Media		Performing Arts Subcommittee					
2. Conduct a comprehensive evaluation of Village-sponsored community events, including scope, location and funding sources.	Director of Tourism & Events		Tourism & Events					
3. Identify means for enhanced marketing of Village community events	Dir. of Tourism & Events, Director of Marketing & Media		Tourism & Events					
E. Enhancing opportunities for involvement and communication between the Village and its residents and businesses								
1. Restructure "Coffee with the Council" program to increase public input opportunities throughout the Village	Assistant Village Manager							
2. Develop integrated marketing and media services plan to improve communications with all segments of the Village	Director of Marketing & Media		Village Manager					
3. Conduct the Citizens Survey in early fall 2005, and then every other year thereafter	Assistant Village Manager							
4. Identify opportunities to enhance communication between the Council, staff and boards & commissions to better coordinate resolution of Village problems and issues	Village Manager	All	Council, Boards & Commissions, staff liaisons					

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The mission of the Village of Downers Grove is to provide high-quality services to the citizens of Downers Grove in a professional and efficient manner, to be accomplished by:								
5. Develop and implement a plan to seek out and engage residents that don't regularly participate in Village activities	Director of Media & Marketing							
6. Conduct televised interviews of directors using information from the CRC to determine topics	Director of Media & Marketing	All						
7. Conduct one or more public forums that encourages resident input on the Village budget in advance of the annual budget process	Finance Director	Finance & Admin Committee						
8. Plan and Convene a community dialogue to address issues related to residential redevelopment	Director of Media & Marketing	Commissioners McConnell & Schnell						
9. Improve utilization of the Council/Manager form of government to enhance staff and Council problem-solving methods and strengthen relationships in the context of the form of government, Village mission, and goals.	Village Manager	All						
F. Improving the quality, productivity and customer service of the Village's workforce through the enhancement of the Village's administrative, technology-based and support services								
1. Evaluate and make recommendations for implementation of new financial software system	Finance Director	Finance & Admin Committee	Technology Commission					
2. Conduct a comprehensive evaluation of the Village's entire permit application and review process and implement necessary improvements	Deputy Village Manager of Administration	Public Services Committee						
3. Develop a comprehensive Village training program that incorporates all aspects of Village training and skill development for all employee groups	Village Attorney/ HR Director	Finance & Admin. Committee						
4. Restructure GIS (Geographic Information Systems) management and operations to better deliver services to Village departments and the larger community			Technology Commission					
5. Develop a Strategic Plan for Information Technology (IT) to optimize the use and deployment of Village IT resources	IS Director		Technology Commission					
6. Evaluate process for open position advertisement, recruitment and selection of new employees or promotion of current employees	HR Director							
G. Developing a balanced, long-range financial plan for operations and capital improvements and ensuring the regular evaluation of Village programs and services annually								
1. Evaluate Village revenue sources to determine appropriate funding levels for capital and operating expense allocation	Finance Director	Finance & Admin. Committee						
2. Develop and adopt a five year fiscal and capital budget that complies with existing Council policies, incorporates opportunities for public input and is based on general Council direction	Finance Director	Finance & Admin. Committee						
3. Strategically evaluate staffing levels and positions providing for consolidation or expansion of staff where necessary, based on the mission and services of Village departments.	Village Manager							
4. Evaluate our compensation plan and benefits to stay at the 60th percentile in order to retain and attract qualified personnel.	HR Director/Village Attorney							



Issues needed to be resolved in order to move forward

1. Do the Mission Statement and Priority Areas as presented provide the proper framework for developing and executing the goals of the Village?
2. What, if anything, has been left out?
3. Do the goals adequately reflect the direction that the Village Council would like to see the Village heading?
4. How should the goals be prioritized?
5. Is the Council comfortable with the process that is being proposed, whereby individual staff members will be responsible for goal execution with regular updates provided to the Council?
6. Is the Council willing to tentatively approve the goals as presented, thereby allowing staff to complete the work plan?

Village of Downers Grove Mission Statement & Goals

PROPOSED MISSION STATEMENT:

The mission of the Village of Downers Grove is to provide high-quality services to the citizens of Downers Grove in a professional and efficient manner.

CERTAINS AREAS OF EMPHASIS EMERGE FROM THE MISSION STATEMENT:

High Quality Services
(service areas)

Citizens of Downers Grove

Professional

Efficient

WHICH CAN BE FURTHER SUBDIVIDED AS FOLLOWS:

Public health and safety (A)
Maintenance & improvement of Village property (B)
Community Development (C)
Cultural and community events (D)
Administration, Technology & support services (F)

Citizens involvement and engagement (E)
Effectively communicate with citizens (E)

Promote customer service (G)
Training and education of employees (F)

Budget and 5 year plan (G)
Regular evaluation of services (G)

AND CRAFTED INTO THE FOLLOWING CONCISE AND STRAIGHTFORWARD PRIORITY AREAS:

- (A) Enhancing the public health and safety of the Village and its citizens
- (B) Ensuring proper maintenance and well-planned improvement of Village property
- (C) Enhancing the economic vitality of businesses and individuals
- (D) Promoting and provide for cultural and community-based activities
- (E) Enhancing opportunities for involvement and communication between the Village and its residents and businesses
- (F) Improving the quality, productivity and customer service of the Village's workforce through the enhancement of the Village's administrative, technology-based and support services
- (G) Developing a balanced, long-range financial plan for operations and capital improvements and ensuring the regular evaluation of Village programs and services annually



Village of Downers Grove

Official Village Policy Approved by Village Council

Description:	Mission Statement for the Village of Downers Grove	
Res. or Ord. #:	_____	Effective Date: <u>3/29/99</u> <u>09/07/04</u>
Category:	Legislative and General Management	
	<input type="checkbox"/> New Council Policy	
	<input checked="" type="checkbox"/> Amends Previous Policy Dated: <u>8/23/93, 03/29/99</u>	
	Description of Previous Policy (if different from above): _____	

RESOLUTION No. _____

A RESOLUTION ADOPTING AN AMENDED MISSION STATEMENT AND TO ABOLISH THE EXISTING VISION STATEMENT OF THE VILLAGE OF DOWNERS GROVE

WHEREAS, the Downers Grove Village Council previously established both a Mission and Vision Statement for the Village of Downers Grove; and

WHEREAS, it is deemed appropriate from time to time to review such policies for the welfare and benefit of the citizens; and

WHEREAS, the Council of the Village of Downers Grove has determined that it is in the best interest of the citizens to abolish the existing Vision Statement of the Village of Downers Grove dated March 29, 1999, and to make amendments to the existing Mission Statement as follows:

~~TO PROMOTE AND PROVIDE FOR THE SAFETY, HEALTH AND WELFARE OF OUR CITIZENS, IT IS THE MISSION OF THE VILLAGE OF DOWNERS GROVE, ILLINOIS THROUGH ITS EMPLOYEES, OFFICIALS AND VOLUNTEERS TO:~~

~~? Provide customer service in a professional, creative, innovative, cost efficient manner, consistent with the values that have been adopted by the employees: integrity, teamwork, stewardship, competence, enthusiasm, and respect.~~

~~? Provide planning direction, which preserves our heritage while promoting progress and economic development.~~

~~? Regularly evaluate Village programs and services, and revise them where appropriate.~~

~~? Commit appropriate revenues to fund creative, high quality, cost efficient programs and services while maintaining adequate financial reserves for unforeseen events or occurrences.~~

~~? Respond to individual and business concerns while balancing the needs of the entire community.~~

~~? Involve citizens and develop civic leadership.~~

~~? Provide an employment environment that attracts and retains high quality employees, and which promotes loyalty, creativity, and professional growth.~~

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Enhancing opportunities for involvement and communication between the Village and its residents and businesses.

Improving the quality, productivity and customer service of the Village's workforce through the enhancement of the Village's administrative, technology-based and support services.

Develop a balanced, long-range financial plan for operations and capital improvements and ensure regular evaluation of Village programs and services annually.

Mayor Brian J. Krajewski

Adopted ~~March 29, 1999~~

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Village of Downers Grove

Official Village Policy Approved by Village Council

Description:	Vision Statement for the Village of Downers Grove		
Res. or Ord. #:	_____	Effective Date:	3/29/99
Category:	Legislative and General Management		
	_____ New Council Policy		
	X	Amends Previous Policy Dated:	11/21/94
	—Description of Previous Policy (if different from above):		

The Village of Downers Grove, an organization of excellence, will be the community of choice for living, working, and leisure activities. The Village Government, through its elected officials, staff, boards, commissions, and citizens, will provide:

- ~~? Quality services in all areas, embracing the principles of good stewardship for our resources.~~
- ~~? As an organization, we will endeavor to support social and cultural diversity in Downers Grove~~
- ~~? Mindful of our heritage, we will seek and enter partnerships with others to secure a sound economic future for the community through careful planning, where the land use distribution among residential, commercial and industrial is stable and balanced.~~

Adopted March 29, 1999