



STRATEGIC PLAN

May 2024 – April 2027



THE VILLAGE OF

PINGREE



Since
1907

GROVE

A Place to Grow

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EXECUTIVE SUMMARY

In the first half of 2024, the Village of Pingree Grove engaged in a strategic planning process. The Village worked with students from the Experiential Learning Center at Northern Illinois University to compile this document and develop priority outcome indicators. The process resulted in a Strategic Plan setting priorities from May, 2024 - April 2027.

The plan consists of four Strategic Priorities that address the issues of greatest importance to the Village. Within these priority areas are strategic initiatives. These are the specific actions, projects, or processes the Village will undertake to achieve overarching Strategic Priorities. Associated with each Strategic Initiative is a set of Outcome Indicators, which describe expected results, and the village departments responsible for implementing the strategic initiatives.

The planning effort began with an examination of Board goals, staff planning, and an analysis of the Village's strengths and weaknesses. Village leadership identified a set of priorities and initiatives aimed at accomplishing those priorities. The consultants and staff reviewed this information and put together outcome indicators for these initiatives, estimated timelines, and specified concepts for the Village's mission and values.

The Strategic Priorities, Strategic Initiatives, Outcome Indicators, and project timelines are elaborated on in this document.



The Plan

Four Strategic Priorities

- 1 BALANCED GROWTH AND ECONOMIC DEVELOPMENT
- 2 FINANCIAL STEWARDSHIP
- 3 INVEST IN INFRASTRUCTURE
- 4 ORGANIZATIONAL EXCELLENCE



OUR MISSION

The mission of the Village of Pingree Grove is to promote a high quality of life for all its residents by providing excellent services in a professional, responsive, and responsible manner.



OUR VALUES

1. Professionalism

- Treat everyone with dignity and respect
- Develop staff to promote employee and organizational growth and development
- Utilize experience and expertise to provide high-quality services
- Focus on resident/customer satisfaction

3. Stewardship

- Demonstrate financial responsibility and financially sustainable practices
- Maintain and grow Village resources
- Take accountability for our actions and be mindful of the long-term consequences of our decisions

2. Service

- Go above and beyond to meet the needs of residents and the community
- Resident impact and the public interest is central to all decisions made by the Village

4. Innovation

- Explore new ways of providing services
- Open to changing processes to improve operations
- Utilize developments in technology to improve operations

Reviewing the Environment, Setting Strategic Priorities

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT analysis—a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. The results are displayed below.

STRENGTHS

- One of the fastest growing communities in Illinois
- Passionate elected officials and staff, committed to public service
- Strong backing for local businesses
- Wide range of talent and backgrounds
- Good coordination with community groups and regional partners
- Increasing village revenues

WEAKNESSES

- Limited commercial activity causes reliance on state-transferred revenues
- Growing demand for services and lack of central services like a library or post office
- Reliance on Homeowner associations and a small community events committee for recreation and activities
- Limited walkability and park access in some areas of the community
- Lack of retail and shopping amenities like a grocery store or pharmacy

SWOT ANALYSIS

- Commercial development
- Residential development
- Community attractions
- Diversifying finances

OPPORTUNITIES

- Unfunded mandates from the State and Federal Governments
- Regional competition in attracting residents and economic development.
- Natural disasters and large-scale emergencies
- General public mistrust in government

THREATS

Strategic Priority 1: Balanced Growth and Economic Development

Foster well-rounded community growth, ensuring the availability of public services, quality housing, and both public and private amenities for all residents



Strategic Initiatives	Strategic Initiative Details	Outcome Indicator	Primary Department (s)	Target Completion Year
Heritage District Redevelopment Plan	<ul style="list-style-type: none"> Perform a tax increment financing eligibility study for the Heritage District and create a redevelopment plan that outlines infrastructure improvements, beautification projects, and other publicly funded projects and programs to promote economic development in the Heritage District 	Completion of the TIF Eligibility Study	Administration/ Development Services	2024
	<ul style="list-style-type: none"> Perform a Comprehensive Zoning and Land Use Planning Review of the Heritage District 	Completion of a staff report on Heritage District zoning and land use with options and recommendations regarding modifications	Administration/ Development Services	2025
	<ul style="list-style-type: none"> Perform thorough research and analysis of economic development tools and programs to foster re-development of the Heritage District 	Completion of a staff report on relevant economic development tools	Development Services	2025
Creation of a commercial corridor on Route 47	<ul style="list-style-type: none"> Work with developers and landowners to facilitate development along IL Route 47 that provides commercial amenities to residents and which will grow the Village's tax base 	Approval of development plans and commercial properties constructed	Administration/ Development Services	Ongoing

Creation of a commercial corridor on Route 47 (Continued)	<ul style="list-style-type: none"> • Research the utilization of retail recruitment firms as a method of attracting retail development of properties along Route 47 	Completion of a staff report on the costs, benefits, and process of retail recruitment firms to inform the Village Board of available options to be considered	Administration/ Development Services	2025
	<ul style="list-style-type: none"> • Continue to advocate for the expansion and improvement of Route 47 	Commencement of an IDOT Phase 1 Engineering Study for the expansion of IL Route 47	Administration	Ongoing
Review available developable sites and create marketing/informational pages highlighting their strengths	<ul style="list-style-type: none"> • Review existing zoning documents and provide a summary of permitted and desired uses • Highlight positive property details such as traffic counts, and utility access • Incorporate demographic information to market the Village • Investigate likely access and traffic flow patterns for developable sites 	Completion of staff reports analyzing site-specific details, and the creation of corresponding marketing materials for those sites	Development Services	2025
Update the Village's Comprehensive Plan	<ul style="list-style-type: none"> • The Village Comprehensive Plan is the foundation for a municipality's land use regulations and planning • While Advisory in nature, the Comprehensive Plan provides the context for most decisions regarding long-range planning and development within the community • The Village's last Comprehensive Plan update was in 2015. Typically a Comprehensive Plan lasts 10-20 years depending on the context of a municipality. In the case of Pingree Grove, and the rapid and substantial development the Village has experienced the need for re-evaluation is closer to the 10-year duration than the 20-year duration. 	Completion of a comprehensive plan update and associated documentation	Administration/ Development Services	2026

Comprehensive Zoning Code Re-Write	<ul style="list-style-type: none"> •The last major update to the Village Zoning Code occurred in 2004. The Village in 2024 is vastly different than it was 20 years ago • The zoning Code is in need of comprehensive review and evaluation to update it to today's best practices and guide zoning regulations for years to come. 	Passage of an Ordinance or Ordinances re-writing all sections of the existing zoning code that are outdated or in need of revision	Administration/ Development Services	2025
Create and implement a proactive code enforcement program	<ul style="list-style-type: none"> •Facilitate periodic inspections of the Village to identify code violations, with an emphasis on violations that pose a risk to the health and safety of the community • Establish a process of notifying property owners of violations and facilitate compliance with Village codes 	Regular code enforcement inspections performed and processes of enforcement implemented	Development Services	2024
Create a rental inspection program	<ul style="list-style-type: none"> •Facilitate periodic inspections of rental properties in the Village to protect the well-being of tenants and maintain quality conditions in rental properties •This would also assist utility billing by obtaining information on owners and renters 	Regular rental property inspections performed and processes of enforcement implemented	Development Services	2025

Strategic Priority 2: Financial Stewardship

Ensure the responsible and ethical management of financial resources to provide a financially sustainable community

FINANCIAL STEWARDSHIP

Strategic Initiatives	Strategic Initiative Details	Outcome Indicator	Primary Department (s)	Target Completion Year
Comprehensive Revenue Source Review	<ul style="list-style-type: none"> Perform a comprehensive review of revenue options like taxes and fees available to the Village as a non-home rule municipality for consideration by the Board 	Completion of a report on available new revenue sources	Finance/ Administration	2025
Review and Update Capital Equipment Replacement Fund (CERF)	<ul style="list-style-type: none"> Every year the Village transfers revenues from the General Fund to the CERF fund to save up for major expenditures related to the replacement of vehicles and equipment A review of the estimated vehicle/equipment replacement price projections should be performed to ensure adequate savings to replace vehicles/equipment when needed 	Review complete and revisions made to the equipment replacement schedule	Administration/ Finance/Police/PW	2025
Salary, Benefits, and Positions Review	<ul style="list-style-type: none"> Update job descriptions and job position advertisements Review employee salary and benefits and collect data on comparable communities Create Salary Ranges for all positions to help with long-term planning and meet new Illinois legal requirements going into effect in 2025 	Job descriptions reviewed and updated	Administration/ Finance/Police/PW	2024

Develop a Village Schedule of Fees	<ul style="list-style-type: none"> • Compile fees from the Village Code and old fee schedules to Develop a structured document outlining the various charges and fees associated with various Village services • This list can provide greater transparency to the public on Village fees and help inform decision-making on future adjustments to fees • Conduct a comparison analysis of Village fees with comparable communities 	Fee schedule created and adopted into the Village Code	Administration/ Finance	2025
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Strategic Priority 3:

Invest in Infrastructure

Allocate adequate resources and funding to enhance, develop, and maintain essential public structures, assets, and facilities



Strategic Initiatives	Strategic Initiative Details	Outcome Indicator	Primary Department (s)	Target Completion Year
Creation of a Water and Sewer Capital Improvement Project Plan	<ul style="list-style-type: none">•Develop a plan with projected schedules and costs for future water and sewer projects•Projects to be studied would include an additional water tower, well rehabilitations, and other infrastructure improvements to the Village's water and sewer systems	Completion of CIP document	Primary: PW/Engineering Secondary: Administration/Finance	2025
Complete Reinking Road Roundabout Project	<ul style="list-style-type: none">•This project is scheduled for the Spring/Summer of 2026 and would include the expansion of the existing traffic circle and the addition of sidewalks in the project area•As part of this project the Village will take steps to minimize the impact on local businesses through promotional efforts including signage and messaging in the Village newsletter and social media	Completion of the project	Primary: PW/Engineering Secondary: Administration	2026
Complete Wastewater Treatment Plant Expansion Project	<ul style="list-style-type: none">•The Project is scheduled for completion in late 2026, yearlong startup process is estimated to be complete in late 2027	Completion of the project	Primary: PW/Engineering	2027

Maintain Adequate Funding of the Village Road Resurfacing Program	<ul style="list-style-type: none"> •Continue to invest in an annual road-resurfacing program to ensure adequate maintenance of Village roads 	Complete the resurfacing of at least 2-3 neighborhoods each year	Primary: PW/Engineering Secondary: Administration/ Finance	Ongoing
Develop a long-term plan to ensure walkability for all residents	<ul style="list-style-type: none"> •Identify areas in which pedestrian pathways are needed 	Create a map highlighting areas for new pedestrian pathways	PW/Engineering	2025
	<ul style="list-style-type: none"> •Develop plans to build sidewalks and or mixed-use paths to connect all parts of the Village to amenities in the community. 	Completion of Engineering Plans for additional pedestrian pathways	PW/Engineering	ongoing
	<ul style="list-style-type: none"> •Apply for IDOT funding to finance a mixed-use path along Route 72 	Submit documentation necessary for IDOT multi-use path grant funding	Primary: PW/Engineering Secondary: Administration	2024
Creation of a Five-Year Capital Improvement Plan for Non-Water/Sewer Expenses Financial Plan	<ul style="list-style-type: none"> • Develop a plan with projected schedules and costs for future projects (non-water/sewer) • This plan would serve as a roadmap for managing the Village's roadwork, facility improvements, pond dredging and other public projects 	Completion of CIP document	Primary: PW, Engineering, Administration Secondary: Finance/ Police	2026
Facilitate the Development of additional Parks	<ul style="list-style-type: none"> • Negotiate with Developers looking to develop nearby land to include the construction of a park in Neighborhood 33 and other areas in the community. • If the opportunity to negotiate the inclusion of a park with a developer does not come to fruition, investigate the utilization of Village funds (possibly in coordination with the HOA) for the construction of additional parks. 	Completion of additional park amenities	Administration/PW	Ongoing

Strategic Priority 4:

Organizational Excellence

Attain heightened levels of operational performance, service delivery, and employee expertise



Strategic Initiatives	Strategic Initiative Details	Outcome Indicator	Primary Department (s)	Target Completion Year
Perform a comprehensive analysis of the costs/benefits of a municipal adjudication program	<ul style="list-style-type: none"> •Thoroughly study the value of implementing a local adjudication program •A program would allow for local citations to be adjudicated by an administrative hearing officer in the Village as opposed to the County Court. •Possible benefits of the program are increased local control and a greater portion of revenue collected from local tickets. •Program costs would include attorney fees, and staff time to provide administrative support and tracking of violations to be adjudicated. 	Completion of a staff report on implementing a municipal adjudication program	Administration/ Development Services/Police	2024
Attain Accreditation of the Pingree Grove Police Department	<ul style="list-style-type: none"> • Undergo an external review by a recognized accrediting body to ensure that our Police Department meets the highest level of established standards and best practices 	Attain Accreditation	Police	2026
Increase Employee Training and inter-departmental communication	<ul style="list-style-type: none"> •Continue to pay for the training and professional development of all employees and all departments 	Staff training completed	Primary: Administration	ongoing
	<ul style="list-style-type: none"> •Develop employee-specific training and certification plans to guide training goals and meet the proficiency needs of each department 	Creation of employee-specific training plans	Secondary: Finance/PW/ Police/Development Services	2025

	<ul style="list-style-type: none"> Facilitate quarterly all-staff meetings to inform all employees of developments within the organization, facilitate training requirements, and acknowledge employee milestones, birthdays, and successes. 	Quarterly meetings held		ongoing
LPR Cameras and Law Enforcement Technology	<ul style="list-style-type: none"> Investigate pricing and location of License Plate Reading Cameras throughout the Village to assist the Police in crime prevention and crime-solving 	Pricing and locations presented and discussed with the Village Board	Police	2025
	<ul style="list-style-type: none"> Investigate other technology developments in the area of law enforcement that the Village can utilize to promote public safety 	Technologies identified	Police	ongoing
	<ul style="list-style-type: none"> Transition to the E-ticketing system utilized by the Kane County Sheriff's Department 	E-ticketing system implemented	Police	2024
Develop annual reports for each department	<ul style="list-style-type: none"> These reports will highlight department performance and educate the Board, the Public, and other Departments on the work, achievements, and challenges each Department has faced. These reports will also provide statistics to inform decision-making and measure department performance over time. These reports will also list Departmental Goals for the upcoming Budget year 	Completion of Department Reports	Administration/ Finance/ Police/ PW/ Development Services	2025
Explore the costs/benefits of establishing a Park District and or Parks Department	<ul style="list-style-type: none"> Explore the rules regarding HOA services and the possibility of eliminating or reducing HOA fees and services Explore the costs, benefits, and mechanisms involved in the establishment of a Parks Department or Park District 	Report on Feasibility, Cost, and Process of Establishing Park Services Completed	Admin/PW/ Finance	2025

STRATEGIC PLANNING PARTICIPANTS

Board of Trustees

Amber Kubiak, Village President

Brook Carey, Trustee

Joseph Hirschbein, Trustee

Adam Hagg, Trustee

Kevin Pini, Trustee

Luke Hall, Trustee

Edward Tarnow, Trustee

Chris Romano, Former Trustee

Consultants

Northern Illinois University

Experiential Learning Center

Neil Doughty

Bhargav Katta

Jyosna Vasili

Catherine Villegas

Mazin Mohammad Majid

Vikramaditya Reddy Varkala

Ajay Golla

Solaya Sirivong

Department Heads & Staff

Andy Ferrini, Village Manager

Chris Harris, Chief of Police

Albert Walczak, Finance Director

Pat Doherty, Public Works Director

Laura Ortega, Village Clerk

Nick Partipilo, Assistant to the Village Manager/Development Services Director