



Building A Better
Tomorrow



STRATEGIC PLAN

2025-2029

VILLAGE PRESIDENT
MATT BROLLEY

VILLAGE CLERK
DEBBIE BUCHANAN

TRUSTEES
MATT BAUMAN
BEN BRZOSKA
DAN GIER
STEVE JUNGERMANN
DOUG MARECEK
THERESA SPERLING

OUTLINE



EXECUTIVE SUMMARY	3
HISTORY	9
MISSION, VISION, VALUES	11
STRATEGIC INITIATIVES, GOALS, & OBJECTIVES	12
<i>BE A HIGH PERFORMING LOCAL GOVERNMENT</i>	
#1 FOCUS ON SUSTAINABILITY	13
#2 ENSURE PROFESSIONAL GOVERNANCE	19
<i>STRIVE TOWARDS COMMUNITY ENGAGEMENT</i>	
#3 INVEST IN INTERNAL & EXTERNAL STAKEHOLDERS	23
#4 PROMOTE CIVIC ENGAGEMENT	29
<i>BE A STRONG STAKEHOLDER STEWARD</i>	
#5 DEVELOPMENT INFRASTRUCTURE, FACILITIES, & RESOURCES	34
#6 ENHANCE ECONOMIC DEVELOPMENT	40
TIMELINE	45
SUMMARY	46
APPENDIX & ADDITIONAL RESOURCES	
GOAL INDEX	47
OBJECTIVE INDEX	48
TASK INDEX BY DEPARTMENT	51
DATA COLLECTED	81
VILLAGE MAPS	89

EXECUTIVE SUMMARY



The Village of Montgomery is proud to present its Strategic Plan for the fiscal years 2025 through 2029. This document outlines the Village's mission, vision, values, goals, and strategies to guide its development and progress over the next five years. Through collaboration with stakeholders, this plan aims to address current challenges, leverage opportunities, and enhance the quality of life for residents.

The development of this plan is unique as it was guided by both elected officials and staff. Through a strategic and intentional process, this plan, by design, engages all levels of the organization to create a thoughtful approach and execution to best serve the Montgomery community. The process began in the Fall of 2023 in which a Village Board and Department Head retreat focused on the Montgomery community, goal setting, and alignment of elected officials and staff.

The Village Board present at the Strategic Planning Workshop and Kick Off Meeting on October 18, 2023, were as follows:

Village President | Matt Brolley
Village Trustee | Matt Bauman
Village Trustee | Tom Betsinger*
Village Trustee | Ben Brzoska**
Village Trustee | Dan Gier
Village Trustee | Steve Jungermann
Village Trustee | Doug Marecek
Village Trustee | Theresa Sperling
Village Clerk | Debbie Buchanan

**Trustee Betsinger completed his Village service in December 2023. He was at the October 18, 2023, kick off meeting. It is important to note his essential contributions to this plan.*

***In March 2024, Trustee Ben Brzoska was appointed and sworn to fill the seat left vacant. While Trustee Brzoska did not attend the initial data collection process on October 18, he held office during the phases of writing this report and is essential to the adoption of this plan moving forward.*

BUILDING THE LEADERSHIP TEAM

Following the three-hour evening retreat, a "Leadership Team" was developed to engage additional staff representatives of all five areas of business: Administration, Community Development, Finance, Police, and Public Works. A leadership team is an internal group of professionals, including managers, department heads, and administrators who are responsible for a significant amount of an organization's decision-making process. An effective group of leaders can provide the other members of the organization with direction and guidance.

The team was developed to handle tasks such as:

- Developing and executing long-term and short-term objectives.
- Collaborating to ensure all departments focus on organization-wide goals.
- Motivating and assisting teams of employees.



The Village Administrator worked with Department Heads and other key team members to create a list of employees throughout the organization that demonstrated initiative, passion, growth-potential, and extensive knowledge to assist and contribute to the strategic planning process. All individuals nominated were reviewed by the Village Administrator, who carefully selected the individuals and personally invited them to participate in the Leadership Team.

The Village of Montgomery Strategic Plan FY2025-2029 is possible due to the honest, hard work, and careful thought of the following team members:

Village Administrator | Jeff Zoephel
Assistant Village Administrator | Meghan Ostreko
Chief of Police | Phil Smith
Director of Community Development | Sonya Abt
Director of Finance | Jennifer Milewski
Director of Public Works | Mark Wolf

Police Department

Ismael Diaz,
Commander
David Gray,
Patrol Officer
Greg Mayyou,
Detective Sergeant
Liz Palko,
Commander
Lauren Schweisthal,
Patrol Officer

Public Works

Kevin Brzoska,
Maintenance Worker II
Andy Jackson,
Water Operator
Renee Mason,
Executive Assistant
Aaron Miller,
Forestry Technician
Jeremy Moss,
Water & Sewer Superintendent
Shawn Murphy,
Street Superintendent

Village Hall

Patrick Burke,
Economic Development Manager
Tony Farruggia,
Senior Planner
Matt Fitzpatrick,
Building Inspector
Lexi Hansen,
Accounting Manager
Kristina Nemetz,
Communications Manager

Additional assistance and valuable input were provided by Village Engineering consultants, Chris Ott and Peter Wallers, of Engineering Enterprises, Inc.

THE STRATEGIC PLANNING PROCESS

The newly assembled Village Leadership Team began meeting in November 2023. The first two meetings took place without Department Heads present. The remaining meetings incorporated all members of the team.

Strategic planning seeks to anticipate future trends and needs of an organization. During the process, the organization creates a vision, articulates its purpose, and sets strategic goals that are long-term and forward focused. Those strategic goals inform operational goals and incremental milestones that need to be reached.



In the first meeting, the Leadership Team members participated in similar brainstorming exercises as done previously with the Village Board members and Department Heads in October 2023. Following this three-hour session, data collected was combined and sorted anonymously with the data collected previously from the elected officials and department heads.

ESTABLISHING GUIDING PRINCIPLES

In December, the Leadership Team (without Department Heads) met to review all the data and worked through each topic to create a list of the most frequently used responses and initiatives. In a separate exercise, the Department Heads were given the same data set and lists and asked to provide input on their top three most important initiatives from each idea bank. Data collected in November and December were reviewed and analyzed. This information combined with review of the previous Strategic Plan FY2019-2024 aided in the formation of Guiding Principles, by which all initiatives, goals, and objectives are to be aligned. Guiding Principles are a set of values, beliefs, or philosophies that serve as the foundation for an individual, group, or organization.

These principles can be seen as guidelines that drive behavior or mindset when executing the strategic and operational plans that lead to organizational success. The following Guiding Principles were developed to direct not only this strategic plan development, but to align and direct the Village of Montgomery successfully into the future.

Be A High Performing Local Government

Being a high-performing local government is essential for delivering efficient services, fostering economic growth, promoting good governance, and enhancing the overall quality of life for residents. It requires a commitment to excellence, innovation, and accountability, with a focus on meeting the evolving needs of the community while upholding principles of transparency and integrity.

Strive Towards Community Engagement

Striving towards community engagement is essential for municipalities to ensure inclusive decision-making, enhance transparency and accountability, empower staff and residents, improve service delivery, build social capital, and promote civic participation. By actively engaging with the internal and external stakeholders, municipalities can foster stronger, more resilient, and vibrant communities that reflect the diverse needs, interests, and aspirations of their residents.

Be A Strong Stakeholder Steward

Being a strong stakeholder steward entails actively managing and nurturing the well-being and development of the community. Through collaboration and partnership, the Village can best advocate and represent its constituents furthering the democratic process, strengthening community resources, and developing a strong economy to support an active and growing community. These principles and practices contribute to the overall resilience, prosperity, and well-being of the Village, fostering a sense of belonging, ownership, and pride among its diverse stakeholders.



DETERMINING STRATEGIC INITIATIVES

Once the team met to prioritize the data collected in the first few strategic planning sessions, larger themes began to emerge, establishing important initiatives the Village should consider when planning for the next five years. One of the best ways to define an organization's strategic initiatives is to review projects, gaps, and organizational goals that may align together under one direction. These themes were compared to those of the previous Strategic Plan. Several initiatives remain critical as the Village plans, while others were modified slightly to adapt to the changes the Village has faced over the years of the last plan, and a few are entirely new.

The Village of Montgomery's Strategic Plan for FY2025-2029 establishes the following six initiatives to organize the goals, objectives, and tasks for the next five years.

Each initiative aligned with an established Guiding Principle, to focus, direct, and unify the organization.

1

Focus on Sustainability

Be A High Performing Local Government

2

Ensure Professional Governance

Be A High Performing Local Government

3

Invest in Internal & External Stakeholders

Strive Towards Community Engagement

4

Promote Civic Engagement

Strive Towards Community Engagement

5

Develop Infrastructure, Facilities, & Resources

Be A Strong Stakeholder Steward

6

Enhance Economic Development

Be A Strong Stakeholder Steward

EXECUTIVE SUMMARY CONT.



WRITING THE PLAN

Once Strategic Initiatives were established the Leadership Team divided into six groups each containing three or four members of the team, except for the Communications Manager and Village Administrator, who assumed primary responsibility of coordinating and leading the teams towards a unified vision and the writing of the plan. Each team contained members of the various buildings, so that all groups were representative of the entire organization. Teams met over a two-week period to establish goals, objectives, and tasks to create a roadmap for the Village to accomplish the established strategic initiatives.

Each group was asked to utilize the idea bank and data collected in the beginning of the process from elected officials, department heads, and staff. They were asked to utilize the same format for consistency. Each group was to focus on their strategic initiative assigned by the Village Administrator. They were to establish 3-5 goals to support this initiative. Each goal was to have 1-3 objectives, and each objective was to have tasks associated with accomplishing said objectives and goal.

The format provided to each group was as follows:

STRATEGIC PRIORITY: _____

Goal: _____

Objective: _____

a. Task: _____

b. Task: _____

STRATEGIC PRIORITY GROUPS

Groups were established, representing each of the various Village locations: Village Hall, Public Works, and the Police Department. Groups were formulated so that no one served in a group with their direct supervisor. This was a purposeful decision to empower staff members at all levels to contribute on an equitable basis. The following Strategic Priority Groups were established:

<p>① Focus on Sustainability GREG MAYYOU, JEREMY MOSS, JENNIFER MILEWSKI</p>	<p>② Ensure Professional Governance TONY FARRUGGIA, SHAWN MURPHY, PHIL SMITH</p>
<p>③ Invest in Internal & External Stakeholders SONYA ABT, KEVIN BRZOSKA, LEXI HANSEN, LAUREN SCHWEISTHAL</p>	<p>④ Promote Civic Engagement ISMAEL DIAZ, ANDY JACKSON, AARON MILLER, MEGHAN OSTREKO</p>
<p>⑤ Develop Infrastructure, Facilities, & Resources MATT FITZPATRICK, LIZ PALKO, MARK WOLF</p>	<p>⑥ Enhance Economic Development PATRICK BURKE, DAVID GRAY, RENEE MASON</p>



FINALIZING THE PLAN

During January and February, the six Strategic Priority groups worked collaboratively to create a plan of action which included goals, objectives, and tasks. The Leadership Team met in February at the Public Works Training Room and each group presented their priority to the other groups. Each group was provided feedback from the team, and each Strategic Priority group met several times over February and March to finetune their submissions and thoughts.

In March, the Leadership Team gathered once again at the Police Department Community Room. The groups exchanged written drafts of each other's Strategic Priorities and edited once again and provided feedback. During this meeting, the team worked through other exercises to provide peer-to-peer feedback to continue to streamline the priorities and their goals and objectives. Following this meeting, each team was provided with a draft of the Strategic Report to review, approve, and to provide any additional feedback prior to the final draft design. This took all of April.

At this point, the Village Administrator and the Communications Manager worked collaboratively to review the feedback from each of the six teams to finalize the report and to ensure the final product and input from the teams aligned not only with each of the guiding principles, but also with the feedback provided by the Village Board at the initial training and Strategic Planning Kick-Off in October 2023.

Staff gathered additional times in early May to plan and organize a presentation of the final Strategic Plan at the Monday, October 28, 2024, Village Board Meeting.

ADOPTING THE PLAN

Once the plan is adopted and approved by the Village Board it will be considered final and ready for public dissemination. The Leadership Team will provide a similar presentation open to all Village Staff in mid-November. There will be two sessions available for staff to come and learn more about the Strategic Planning Process and how their peers assisted in creating the plan for the next five years. The goal is to not only create this Strategic Plan, but to allow for enhanced transparency over the next five years to best engage staff across the Village and at all levels.

THE FUTURE

Over the next five years, staff will review the plan contents with each budget cycle to ensure that objectives laid out by the Village Board and the Leadership Team are being met and achieved. As the Village continues to grow and evolve, it must be recognized that this Strategic Plan document must remain fluid to allow for the highest level of success and engagement across the entire organization.

The Leadership Team will continue to meet over the course of the next few years to enhance the Leadership and Professional Development at the Village and to ensure the success of this Strategic Plan FY2025-2029. The goal is to grow this team as new leaders within the organization to enhance education and involvement in the strategic, fiscal, and community planning for the Village of Montgomery.

“Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die.”

-Daniel H. Burnham, Architect (1846-1912)

HISTORY

The Village of Montgomery, Illinois, located in Kane and Kendall Counties, has a rich history that dates to the early 19th century. Originally inhabited by the Pottawatomie Native American tribe, the area was later settled by European immigrants and was officially established in 1835.

Daniel Gray is considered the founder of Montgomery, as he purchased several land grants from the Federal government and owned large sections of land. The settlement was called "Graystown" for several years. Still, eventually, he persuaded the other settlers to call the little village Montgomery after the county in New York that he and several other settlers had come from.

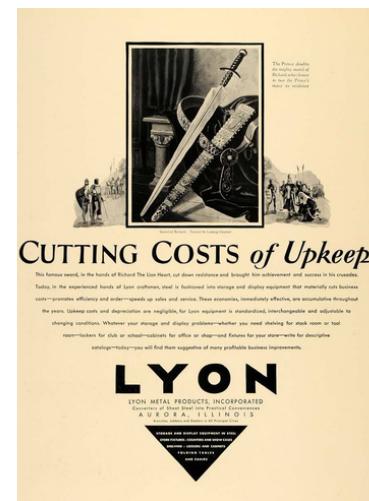
During the latter half of the 19th century, the arrival of the railroad spurred growth and development in the Village. The railroad facilitated transportation of goods and people leading to an increase in commerce and industrial activity. Montgomery became known for its thriving agricultural industry and the production of goods such as dairy products, grains, and livestock.

In 1858, the Village of Montgomery was incorporated, with 30 votes cast for incorporation and four against. Ralph Gray, son of Daniel Gray, was elected Village President. Ralph Gray served as Village President until his death in June of 1860, and Vine A. Watkins, Daniel Gray's son-in-law, succeeded him.

In the early 20th century, Montgomery continued to grow, attracting new residents and businesses. The Village saw the establishment of schools, churches, and other essential services to support its expanding population. In the latter half of the 20th century, Montgomery experienced significant suburbanization, as people moved from urban areas to the outskirts seeking a more suburban lifestyle. This led to further population growth and the development of residential neighborhoods.

For much of the 20th century, the Village grew slowly and steadily. Lyon Metal was founded in Montgomery in 1904 and participated in the war efforts of World War II. The Aurora Caterpillar manufacturing plant located along the southern border of Montgomery produced wheel-loaders in 1959. Western Electric had its Montgomery Works plant along River Street which later became Lucent Technologies until its closing in 1995. At one point in time, the factory employed more than 1,500 people making telephone parts distributed nationally and internationally.

Between 2000 and 2010 the Village experienced 237% growth growing from a community of 5,471 to 18,438. Steady growth has continued and as of 2023, the current population is 20,644. The Village continues to be home to large industrial and manufacturing corporations such as Carl Buddig & Company, Caterpillar, Inc., Performance Foodservice, Core-Mark (formerly Eby Brown), Timken (formerly Aurora Bearing), and Ozinga. The growing residential population has brought retailers such as Binny's Beverage Depot, Farm & Fleet, Chiquita Food Market, Coffman Truck Sales, Menards, Sam's Club, Walgreens, and Wal-mart.



Lyon Metal Ad from 1930



Montgomery Railroad & Rail Tower



Saloon at River & Webster

Today, the Village of Montgomery continues to thrive as a diverse and vibrant community. It has preserved elements of its rich history (such as the Gray's Mill Estate and the Settler's Cottage at Village Hall), while embracing modern development and progress.

Over the last two decades the Village has taken an active role in the strategic planning process. In 2005, under the direction of Village Manager Anne Marie Gaura, the Village developed its first Strategic Plan for 2006-2011. The initiatives outlined in this plan were referred to as "visions" and are recorded as follows:

①

Our Downtown projects a beautiful sense of place, a vibrant center of retail, business, services, and social and recreational activity.

②

Our high-quality transportation network offers efficient mobility options and minimizes travel delays.

③

Montgomery stakeholders enjoy a rich palette of public services and amenities because of intergovernmental collaborations.

④

Quality open space and environmentally sound policies and actions exemplify our avid commitment to sustainability.

⑤

We are exceptional stewards of Village resources.

The next recorded Strategic Plan on file for the Village was for the five-year period of 2014-2019. There is additional information in the files that was updated in the calendar years 2015-2017. This plan sets several strategic priorities for the Village, with Key Outcome Indicators (KOIs) for each. These strategic priorities included:

1. Downtown
2. Development
3. Image
4. Financial Sustainability
5. Capital Investment

In 2017, the Village contracted with an outside consultant to begin the development of their Strategic Plan for 2019-2024. Through focus groups and a survey of Department Heads and other key staff identified, data was analyzed to create a plan that identified four themes under which the goals and objectives for the next five years were organized. These themes were as follows:

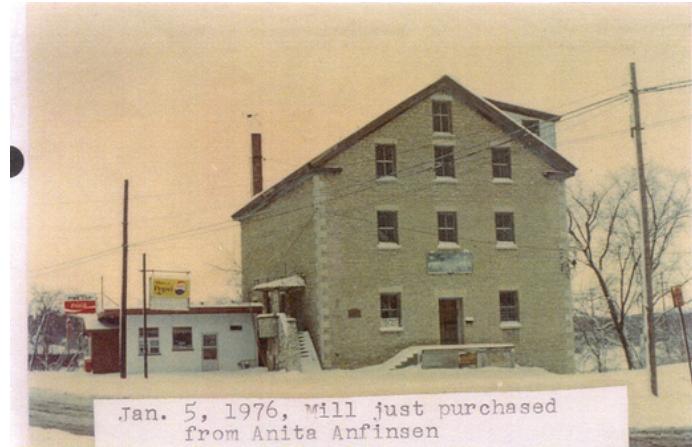
- Quality of Life
- Civic Engagement
- Economic Development
- Professional Governance

In January 2020, the Board reviewed the Strategic Plan and were surveyed for the themes they wanted staff to focus on the most. The result indicated Professional Governance was most important to the Board.

During the budget process for FY2024, the staff reviewed the Strategic Plan 2019-2024 to determine the completion and status of all the plan's goals and objectives. At that time, of the 4 themes, 18 goals, 79 objectives, and 86 tasks outlined in the plan, it was determined that 78% were complete going into the final budget year of the plan.

- Quality of Life – 77% complete
- Civic Engagement – 65% complete
- Economic Development – 77% complete
- Professional Governance – 94% complete

Beginning in the Fall of 2023, elected officials and staff gathered for the first of several Strategic Planning meetings to begin to look forward to the next five years and future of the Village. The remainder of this document outlines the initiatives, goals, and objectives of the Village of Montgomery Strategic Plan 2025-2029.



Property currently known as Gray's Mill Estate

MISSION, VISION, VALUES



MISSION

Through strategic planning and visionary collaboration, the Village of Montgomery is committed to providing our community with an excellent quality of life and an exemplary level of municipal service in a fiscally responsible manner.

VISION

We strive to create a safe, inclusive, and financially stable environment for residents, businesses, and visitors through focused economic and residential development planning, efficient delivery of core services, and effective management of municipal infrastructure.



MISSION

We, the Montgomery Police Department, will responsibly serve and provide exceptional, high-quality police services through community-orientated policing and partnership. We will promote a safe environment, build trust, and form relationships based on dignity and respect for all individuals.

VISION

We strive to maintain safety, equality, and peace within the Village by providing exceptional professional service to the public, promoting civic engagement, and supporting the community we serve.

VALUES

INTEGRITY

We will demonstrate the highest degree of honesty, respect, and fairness in our activities to inspire confidence and trust in government.

COMMUNITY ENGAGEMENT

We seek to engage the community to achieve sustainable outcomes, equitable decision-making processes, and to deepen trust between our government organization and our stakeholders. We will recognize and communicate the needs and interests of our community and facilitate the involvement of those affected or interested in Village activities.

PROFESSIONALISM

We will provide the highest level of knowledge and expertise. We take pride in our work, communicate effectively, project a positive image, and deliver services to the highest standards possible in each situation.

EQUALITY & INCLUSION

We recognize, respect, and understand that each person is unique and will celebrate their differences. We will ensure fairness for individuals and groups by offering universal access and opportunity. We will create an inclusive culture where everyone feels welcome and valued. We will work to develop and maintain a safe place in which all may be empowered.

CUSTOMER SERVICE

We will be accessible, understanding, open-minded, and consistent. We will listen to and support the needs of our stakeholders, anticipating and seeking to offer efficient and effective delivery of high-quality services to ensure satisfaction.

COOPERATION & COLLABORATION

We will work as a team, committing to open dialogue with each other as well as residents, businesses, fellow municipalities, and government officials to enhance services, work cohesively to problem solve, and assist others to succeed.

STRATEGIC PRIORITIES, GOALS, & OBJECTIVES



The following pages of the Strategic Plan document include the six initiatives developed during the six-month planning process. Each initiative lives within a Guiding Principle and provides a detailed outline of the initiative's goals, each goal's various objectives, and outlines the tasks required to achieve the goals and objectives.

The tasks and objectives will be monitored annually through the budget process and adjusted as needed to adapt and grow with the Village thoughtfully and strategically as the Village navigates the next five years.

The strategic plan is formatted into six key strategic initiatives. The first page of each of the strategic priorities will guide the reviewer to best understand the macro-focus of the strategic initiative developed by the team, prior to reading the actionable items and tasks by which the team hopes to measure its success, which are found on the pages following the overview.

Be A High Performing Local Government

1 Focus on Sustainability

2 Ensure Professional Governance

Strive Towards Community Engagement

3 Invest in Internal & External Stakeholders

4 Promote Civic Engagement

Be A Strong Stakeholder Steward

5 Develop Infrastructure, Facilities, & Resources

6 Enhance Economic Development

1 Focus on Sustainability



BE A HIGH PERFORMING
LOCAL GOVERNMENT

Focus on Sustainability as a strategic priority for the Village of Montgomery encompasses a multifaceted approach aimed at ensuring the long-term well-being and resilience of the community across various domains of sustainability: **organizational, fiscal, housing, water, and environmental**. By focusing on sustainability across the key outcome areas listed below, the Village can create a framework for promoting resilience, prosperity, and quality of life for current and future generations.



1.0 Organizational Sustainability

- Building institutional capacity to adapt to changing circumstances and effectively address emerging challenges.
- Fostering brand identity and partnership with local stakeholders (internal and external) to leverage resources and expertise.



2.0 Fiscal Sustainability

- Implementing sound financial management practices to optimize revenue generation and expenditure allocation.
- Investing in cost-effective infrastructure projects that have long-term benefits and minimize operational expenses.



3.0 Housing Sustainability

- Review policies to address housing challenges while promoting mixed-income housing developments to ensure socio-economic development and prevent gentrification.
- Encouraging energy-efficient and environmentally friendly building designs to reduce carbon footprint and utility costs.



4.0 Water Sustainability

- Enhancing water quality through pollution prevention, watershed management, and sustainable land use practices.
- Investing in water infrastructure upgrades to improve distribution efficiency while implementing water conservation measures to promote sustainable water practices.



5.0 Environmental Sustainability

- Adopting strategies to mitigate climate change impacts and promoting waste reduction, recycling programs, and sustainable consumption patterns to minimize environmental footprint.
- Preserving and restoring natural habitats through conservation initiatives and sustainable land management practices.

1 Focus on Sustainability

BE A HIGH PERFORMING
LOCAL GOVERNMENT

GOAL 1.1.0

Ensure organizational sustainability and enhance resilience, reputation, and competitive advantage while contributing to a more sustainable and equitable future.

Objective 1.1.1 | Adopt practices and strategies to balance the organization's needs with those of society and the environment, to ensure present actions do not compromise the ability of future generations.

- a. Establish a unified external communication plan that includes representation of all services to increase community transparency and community engagement within the Village that is consistent and sustainable.
- b. Establish a process to obtain feedback consistently and effectively from community members that is fair, equitable, and representative of all areas of the community.
 - i. Community Survey
 - ii. Project Open Houses & Community Forums
 - iii. Facility Engagement Opportunities and Outreach
- c. Explore the feasibility of a Citizens Ambassador Program to encourage resident champions of the Village to assist in the promotion of the Montgomery brand and identity.

Objective 1.1.2 | Engage employees internally to promote branding and identity of Village of Montgomery into the core values, operations, and decision-making processes of the organization.

- a. Establish a unified internal communication plan that includes all departments to increase organizational transparency and employee engagement within the village that is consistent and sustainable.
- b. Establish an Employee Resource Group (ERG) to promote, expand, evaluate, and recommend modifications annually to employee benefits and interaction, including:
 - i. Employee Recognition
 - ii. Organizational Team Building
 - iii. Tuition Reimbursement Program
 - iv. Longevity Incentive
 - v. Maximizing of Retirement Benefits
 - vi. Leadership Training Program
 - vii. Employee Recruitment Action Committee
- c. Establish branding quality control procedures to ensure consistency in use of the Montgomery brand elements with a goal to eliminate old branding completely by 2029.

GOAL 1.2.0

Ensure Montgomery's fiscal sustainability is prioritized and safeguarded through continued investments in the community.

Objective 1.2.1 | Prioritize investments in and maintenance of Village Assets.

1 Focus on Sustainability



BE A HIGH PERFORMING
LOCAL GOVERNMENT

- a. Develop a long-term funding plan for the DuPage Water Commission application and non-revenue water loss program for the Lake Michigan water project.
- b. Cross reference to the Village's capital improvement plans for possible cost savings and efficiencies.
- c. Develop a long-term Facilities Maintenance program to ensure facilities annual costs are identified and planned for accordingly.
- d. Maintain funding of Vehicle Equipment Replacement Fund.
- e. Maintain funding of Road program.
- f. Maintain funding of watermain replacement programs.
- g. Modify the sanitary sewer evaluation plan to sanitary sewer preventive maintenance plan.
- h. Develop a long-term maintenance plan for special service area basin management to identify and develop funding strategies.
- i. Develop an in-house valve assessment and exercising program.

Objective 1.2.2 | Strengthen Village fiscal position to ensure stability.

- a. Explore, enhance, and diversify revenues including the application of grant opportunities, with a goal to grow each year.
- b. Continue to prioritize and strengthen Police Pension Funding.
- c. Explore the fiscal benefits of a hotel within the Village.
- d. Complete a water rate study that includes the evaluation of the water fee structures and implement recommended changes by the end of 2026.
- e. Forecast expenditures and develop cost savings measures or programs to increase sustainability annually through the budget process.
- f. Evaluate fees and fines in comparison with peer communities.
- g. Identify and evaluate potential cost reduction strategies proactively to better position the Village financially for any unforeseen revenue shortfalls or market fluctuations beyond our control.
- h. Maintain the Village's AA bond rating.
- i. Obtain Government Finance Officers Association Triple Crown Reporting within five years.
- j. Increase financial transparency with monthly and quarterly financial reporting.
- k. Review and appropriately modify fiscal policy to align with Government Finance Officers Association best practices.

Goal 1.3.0

Ensure Montgomery residents have access to a diverse range of high-quality housing options in safe and desirable neighborhoods to ensure housing sustainability.

Objective 1.3.1 | Assess the range and quality of existing housing options.

① Focus on Sustainability

BE A HIGH PERFORMING
LOCAL GOVERNMENT

- a. Perform an assessment of housing affordability in the Village, comparing prices to other communities and to household incomes.
- b. Perform an assessment of housing types in the Village and compare findings to peer communities.
- c. Perform an assessment of senior and assisted housing for the Village's current and projected aging population.
- d. Perform an assessment of the physical condition of the existing housing.

Objective 1.3.2 | Assess community needs for housing and options for addressing said needs.

- a. Perform a market analysis assessing the housing market demand in the area and the capacity of available sites within the Village and within the Village's boundary line agreements to meet those market demands.
- b. Attend relevant housing-related conferences and trade shows to learn about the latest research and market-based solutions for housing.
- c. Synthesize and analyze the results of the housing assessments to determine unmet demand for housing types.
- d. Issue a publicly available report outlining the findings and conclusions of housing assessments and analysis.

Objective 1.3.3 | Promote and support the development of a wide variety of housing to fulfill community needs identified in previous assessments.

- a. Perform an assessment of existing zoning and regulations to determine whether the Village's policies inhibit housing development and revise as needed.
- b. Apply to participate in the Metropolitan Mayors Caucus' Aging-in-Community program.
- c. Evaluate the need for a Village-wide housing plan.

Goal 1.4.0

Strategize and implement a water conservation program to ensure water sustainability and protect the Village's essential water source.

Objective 1.4.1 | Develop a public and organizational awareness and education program to reduce total water consumption.

- a. Compose marketing materials to distribute to system users to encourage water conservation that emphasizes the importance of water conservation and tips on reducing water usage at home and in daily activities.
- b. Encourage smart landscaping with the use of drought resistant plants and landscaping practices that require less water through building codes and standards.

1 Focus on Sustainability



BE A HIGH PERFORMING
LOCAL GOVERNMENT

- c. Encourage water efficient appliances and fixtures and irrigation systems to minimize wastage in new developments.
- d. Encourage businesses and industries to adopt water efficient practices and technologies in their operations.
- e. Collaborate with Fire Districts within the community to develop a program to measure water utilized during training.
- f. Maintain the Gold level recognition in the Illinois American Water Works Association Water Ambassador program.
- g. Review existing water conservation codes to ensure they are aligned with current initiatives and best practices.

Objective 1.4.2 | Reduce non-revenue water loss to under 10%.

- a. Complete the water audit based on the American Water Works Association M36 manual annually.
- b. Complete annual billing and consumption audits of top 20 water system consumers.
- c. Maintain a platform for the identification and resolution of process deficiencies within utility billing through interdepartmental collaboration.
- d. Continue leak detection across 100% of the distribution system and bi-annually across Boulder Hill portion of the system.
- e. Complete full customer water meter replacement program with AMI technology by 2029.
- f. Develop and implement a tracking/monitoring system for the Boulder Hill district metered area to improve leak repair time.
- g. Complete annual master meter testing.
- h. Complete forensic data investigation and analysis of billing data by a 3rd party consultant.
- i. Meter and monitor water use at all automatic flushing hydrants.

Goal 1.5.0

Prioritize protection of natural resources, and native elements, to ensure environmental sustainability.

Objective 1.5.1 | Analyze impact of the Montgomery (Fox River) Dam.

- a. Continue committee evaluation of the Dam and impact of removal or modification.
- b. Evaluate the feasibility of constructing a white-water park and shoreline amenities.
- c. Engage with a white-water expert for conceptual design of white-water park.
- d. Determine the best course of action and present recommendation to the Village Board and community.

Objective 1.5.2 | Diversify and expand the Village's arbor canopy and native plantings.

- a. Maintain arboretum accreditation.

1 Focus on Sustainability

BE A HIGH PERFORMING
LOCAL GOVERNMENT

- b. Continue to support the efforts of a Village Beautification Committee through programs such as the bridge planting program, Arbor Day Tree Dedication, and community engagement contests to engage the public on the importance of our arbor canopy and native plantings.
- c. Maintain Tree City USA recognition with the Arbor Day Foundation.
- d. Preserve and protect open space and explore opportunities to reserve open land.
- e. Identify planting applications to enhance aesthetic of main throughfares within the Village.
- f. Maintain annual tree planting and 50/50 tree planting program.
- g. Maintain best practices for storm water management, wetlands, plantings, and basin management.
- h. Support measures to include or expand softscape landscaping applications in parking lot construction.

Objective 1.5.3 | Reduce greenhouse gas emissions throughout the Village.

- a. Obtain Silver level classification on Mayors Caucus Electric Vehicle Readiness Program.
- b. Amend zoning and permitting regulations to make construction/installation of charging infrastructure easier.
- c. Evaluate Village fleet and identify applications for and integration of electric vehicles.
- d. Evaluate the expansion of EV charging sites at Village facilities based upon the fleet assessment to create an infrastructure plan for supporting the municipal fleet.
- e. Enhance pedestrian mobility.
 - i. Construct Pedestrian Bridge over US Route 30.
 - ii. Update the Village sidewalk GAP plan.
 - iii. Plan expansion of bike paths throughout the Village including bike lanes that will connect the east and west areas of the Village.

Objective 1.5.4 | Expand organizational commitment to environmental sustainability.

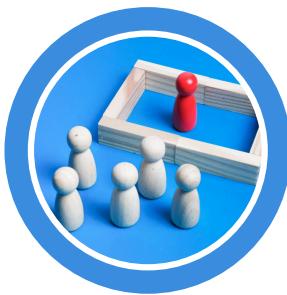
- a. Implement an employee-led Sustainability Team to evaluate, recommend, and encourage green and sustainable practices within the Village.
- b. Evaluate and streamline internal regulatory procedures for promotion of green technology.
- c. Promote electronic and household hazard waste recycling opportunities.
- d. Review and expand recycling programs for all Village buildings.

Objective 1.5.5 | Maximize energy efficiency within Village facilities.

- a. Evaluate solar energy applications for Village facilities.
- b. Complete LED light installations at Village Hall and wellhouses, and LED light and motion detection installation at Police facility.
- c. Explore Leadership in Energy Environmental Design (LEED) Gold certification with US Green Building Council for consideration in new building construction.
- d. Increase building automation controls within Village facilities.
- e. Reduce applications of chlorodifluoromethane refrigerant.
- f. Increase use of water-efficient fixtures within Village facilities.



Ensure Professional Governance serves as a vital strategic priority for the Village of Montgomery, encompassing a commitment to transparent, efficient, and equitable governance practices that uphold the rights and well-being of all residents. By prioritizing professional governance, the Village can strengthen its democratic foundation, promote social cohesion, and advance the well-being and prosperity of all residents. This strategic focus lays the groundwork for promoting inclusion, where every member of the community has a voice and an opportunity to thrive, building our organizational capacity through professional development of internal stakeholders, and fostering engagement of residents to ensure governance that is responsive and participatory for those served.



1.0 Address Barriers & Promote Inclusion

- Ensuring that governance structures and processes are inclusive and representative of the Village's diverse population. Proactively addressing barriers to participation and access to services.
- Implementing policies and programs that promote inclusion in all aspects of Village governance and service delivery.



2.0 Professional Development and Organizational Capacity

- Investing in the continuous development of governance capacity among elected officials, staff, and community leadership through training, mentorship, and networking opportunities.
- Supporting knowledge sharing and best practices exchange with other municipalities and relevant stakeholders to enhance governance effectiveness and innovation.
- Prioritizing recruitment and retention efforts to build a skilled and inclusive workforce reflective of the community it serves.



3.0 Responsive Governance

- Fostering meaningful engagement and participation opportunities for residents in decision-making processes, policy development, and community initiatives.
- Incorporating community input and priorities into the development and implementation of strategic plans, policies, and programs to ensure responsiveness to the local needs.

**Goal 2.1.0**

Enhance the quality and reach of dialogue between residents and the Village to address barriers and promote inclusion.

Objective 2.1.1 | Ensure that residents historically underrepresented in past Village surveys and initiatives are heard moving forward.

- a. Identify other opportunities for the Village to better connect with historically underrepresented residents, including non-English speakers.
- b. Create a plan for sustained, frequent, and healthy dialogue with underrepresented residents, including non-English speakers.
- c. Ensure outreach programs and efforts are inclusive of non-English speakers such as community surveys offered in Spanish, et.al., to increase the participation of non-English speaking residents to a rate commensurate with the percent of the Village's non-English speaking population.

Objective 2.1.2 | Provide non-English speaking residents, visitors, and vendors with better access to important information from the Village.

- a. Analyze which public documents and communications are in the most urgent need of translation.
- b. Adopt a policy requiring public notices, bids and proposals distributed by the Village, as well as mandatory private development notices, to be sent out in both English and at least one other language.
- c. Hire staff or procure services to translate high priority written documents and communications.

Objective 2.1.3 | Focus on the customer experience, by establishing and ensuring efficient turnaround times for stakeholders engaging with the Village.

- a. Identify ways to improve interdepartmental awareness through regular communication with the goal of improving staff efficiency when responding to inquiries and reducing the redirection of patrons.
- b. Complete the transition from the previous Mitel system to the new Ring Central system and evaluate its efficiency and effectiveness in reducing the time it takes for residents to reach the correct staff person.
- c. Establish a system to track the amount of time residents wait for responses from Village staff and services across various mediums (Police, Public Works, Village Hall).
- d. Analyze the data from said tracking system to determine areas for improvement and reasonable objectives for responsiveness and identify barriers to achieving those goals.
- e. Implement an organizational policy and make reasonable turnaround times clear on applications, the Village website, and other appropriate venues, to create visible accountability and incentivize continued government efficiency.
- f. Integrate the new enterprise resource planning system (ERP) Village-wide.

**Goal 2.2.0**

Provide opportunities for the continued professional development of staff and elected officials, while building organizational capacity that is ethical, effective, and efficient as our community continues to grow.

Objective 2.2.1 | Provide opportunities for upward mobility and career development within the Village organization and improve the Village's vacancy preparedness.

- a. Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
- b. Establish a plan for each department to train existing, well-suited staff with the presumption that they will one day assume the positions of employees higher on the organizational ladder, so that the Village is prepared for retirements and departures.
- c. Create a recurring procedure for a compensation study that evaluates pay discrepancies between job postings outside the Village and the ratio of pay to experience ratio of existing employees to ensure the Village has the awareness to retain employees by continually providing competitive wages and benefits.
- d. Evaluate and identify trends and common municipal job titles in other local communities and assess the need to align our job classifications and levels across the field and commensurate with experience, to foster an environment of long-term growth within the Village.
- e. Conduct an integrity review of Village policies and procedures to ensure fairness and impartiality for stakeholders and publish findings.

Objective 2.2.2 | Ensure a high standard of professionalism and retention for staff and officials.

- a. Establish an ongoing training schedule to educate staff and elected officials (if applicable) about the Village's government functions, adopting new legislation, etc., as well as provide overviews of departmental responsibilities, to new Village hires and elected officials. In the same time frame, create and distribute at-a-glance reference documents containing this information for employees.
- b. Introduce the Village's mission, vision statements, and values to existing employees and adopt an organizational policy to introduce these statements to all new hires.
- c. Provide annual training for elected officials and department heads to allow for best practices and discussion of changing policies, procedures, and trends as provided by the Illinois Municipal League (IML).

Goal 2.3.0

Ensure responsive governance by addressing the competitive recruitment landscape to best align the staff and the community.

Objective 2.3.1 | Identify underutilized opportunities for recruitment.

- a. Expand recruitment activities to new venues, such as schools and training centers located outside the Chicago Metropolitan Area.
- b. Audit qualification requirements for future job postings to allow a wider set of appropriately skilled applicants.

2 Ensure Professional Governance

BE A HIGH PERFORMING
LOCAL GOVERNMENT

- c. Develop positions creating job pathways to increase upward mobility within the organization.
- d. Continuously monitor hiring practices to assess and identify additional opportunities to increase the quantity and quality of job applicants to create larger job applicant pools when filling future positions.

Objective 2.3.2 | Align the organization to reflect the community it serves.

- a. Promote the employee bilingual stipend established in FY2025 to increase awareness and encourage qualified staff to participate.
- b. Identify whether Village job postings are reaching a wide variety of demographics.
- c. Expand recruitment activities to schools and training centers with diverse student populations.
- d. Identify additional opportunities to increase the demographic variety of job applicants.



3

Invest in Internal & External Stakeholders



STRIVE TOWARDS
COMMUNITY
ENGAGEMENT

Invest in Internal & External Stakeholders emphasizes the importance of fostering strong relationships, collaboration, and engagement with both **internal stakeholders** (such as employees, officials, and volunteers) and **external stakeholders** (including residents, businesses, community organizations, and partner agencies).

By investing in internal and external stakeholders, the Village can build trust, foster collaboration, and enhance its capacity to address challenges and seize opportunities in an inclusive manner. This strategic priority lays the foundation for sustainable development, community resilience, and shared prosperity.



1.0 Internal Stakeholder Engagement

- Cultivating a positive and supportive organizational culture that values teamwork, communication, and employee well-being, enhancing morale, productivity, and retention. Establishing mechanisms for internal feedback, recognition, and involvement in decision-making processes.
- Providing opportunities for professional development, training, and skill-building to empower staff and officials to contribute effectively to the Village's goals and objectives.



2.0 Recognition and Appreciation

- Recognizing the contributions and achievements of internal stakeholders through awards, acknowledgements, and public recognition.
- Creating a culture that fosters and supports positive relationships and strengthens the sense of belonging and commitment among stakeholders by expressing gratitude and appreciation to those advancing the Village's mission and values.



3.0 External Stakeholder Collaboration

- Building collaborative partnerships with relevant stakeholders to leverage resources, expertise, and networks for mutual benefit and engaging in joint initiatives, projects and programs that address shared challenges, promote innovation, and enhance the quality of life for the community.
- Facilitating regular dialogue and consultation with external stakeholders to understand their needs, priorities, and concerns, and incorporate their input into decision-making and planning processes.



4.0 Stakeholder Satisfaction & Communication

- Recognizing the contributions and achievements of internal and external stakeholders through awards, acknowledgements, and public recognition.
- Creating a culture that fosters and supports positive relationships and strengthens the sense of belonging and commitment among stakeholders by expressing gratitude and appreciation to those advancing the Village's mission and values.

**Goal 3.1.0**

Recruit, hire, develop, and retain high-quality employees (internal stakeholders) to ensure operational effectiveness.

Objective 3.1.1 | Focus on the recruitment of qualified employees not only when open positions need to be filled, but as an ongoing initiative to promote the Village of Montgomery as a great place to work.

- a. Establish a Village-wide Recruitment Team representative of all divisions to research and identify best practices and innovative approaches to recruiting diverse and next generation candidates.
- b. Explore work from home/flex schedule options as recruiting incentives.
- c. Create branded marketing materials for employee recruitment and utilize technology to enhance/streamline the process.
- d. Implement robust recruitment strategies, identify opportunities to engage with next generation candidates and other people interested in public sector careers (ex. attend career fairs, career days at high schools, colleges, and universities), and utilize a diverse source of channels such as job boards, social media, professional networks, employee referrals, and connecting with student government groups.
- e. Assess the hiring and onboarding process from the first interview to the first month on the job to ensure the experiences are reflective of the Village's mission, vision, and values, to best foster a positive workplace culture.

Objective 3.1.2 | Evaluate staffing levels throughout the organization to provide adequate staffing to ensure operational effectiveness.

- a. Evaluate and audit job descriptions to clearly outline the roles, responsibilities, and qualifications required for each position to ensure the rapid growth in the Village services is reflected and assigned to staff properly.
- b. Review the workflow of the entire organization to identify gaps in service or overlap of service areas.
- c. Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected), best practice standards, and other comparable or high performing communities to ensure we are staffed to best meet the needs of the community.
- d. Update ten-year staffing plan based on results of above tasks and annually thereafter with the budget process.
- e. Work with elected officials to forecast, budget, and plan to hire essential staff as determined by the results of the above.

Objective 3.1.3 | Create a culture that is focused on developing and retaining high-quality employees.

- a. Measure and track key metrics to monitor recruitment, retention, and employee satisfaction to evaluate the effectiveness of human resource initiatives and adjust strategies as needed to achieve the goal of engaging internal stakeholders at the highest level.



- b. Evaluate existing longevity incentives for employees reaching milestone anniversaries with the organization to encourage loyalty and dedication to the Village and recommend modifications.
- c. Consistently research and adapt wages to stay competitive and best align with other local and regional municipalities wage structure and offerings.
- d. Offer competitive compensation and benefits by benchmarking salaries and benefits against industry standards to attract top talent and retain employees for the long term.
- e. Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
- f. Encourage and promote opportunities for career development customized to foster a culture of growth and upward mobility.
 - i. Create a strategic on-boarding and assimilation program for new employees and continue to evaluate and revise as needed.
 - ii. Explore a mentorship program to connect employees across the agency from various departments and divisions to strengthen transparency and understanding of Village operations.
 - iii. Identify and provide opportunities for training and skills enhancement for employees to expand their knowledge, skill set, and abilities beyond current job descriptions.

Goal 3.2.0

Develop and invest in high-quality employees through the establishment of ongoing recognition and appreciation.

Objective 3.2.1 | Invest in employees by developing advancement and leadership opportunities at all levels and divisions of the organization.

- a. Provide continuous training and development opportunities: Invest in employee growth through workshops, seminars, online courses, and mentoring programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
- b. Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
- c. Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and grow into the future.
- d. Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.

Objective 3.2.2 | Seek to continuously improve workplace dynamics and increase employee morale and satisfaction through recognition and appreciation.

- a. Establish Employee Resource Groups (ERGs), an employee-led committee on employee engagement, a diversity team to celebrate differences and explore equity in the workplace, and other ad hoc teams as needed to achieve a high performing dynamic workplace where employees feel celebrated and engaged.
- b. Conduct regular employee engagement surveys to gather feedback from employees to assess satisfaction levels, identify areas for improvements, and take proactive measures to address concerns.

3

Invest in Internal & External Stakeholders



STRIVE TOWARDS
COMMUNITY
ENGAGEMENT

- c. Create opportunities for division team building and cross-departmental team building activities and initiatives.
- d. Establish a consistent calendar and schedule for Village-wide employee events that allow for networking, connection, and socialization with all levels of the organization.
- e. Continue to recognize accomplishments and milestones and explore new opportunities to enhance the recognition process to best show appreciation to employees.
- f. Create programs to encourage interdepartmental relationships.
 - i. Establish peer support/mentorship network for new employees.
 - ii. Incorporate ride-along/shadowing opportunities for each department to better understand different departmental functions.
 - iii. Develop interdepartmental training opportunities to provide employees with different career opportunities within the Village.

Goal 3.3.0

Ensure external stakeholder collaboration by increasing engagement and enhancing resident resources.

Objective 3.3.1 | Develop resident engagement initiatives to promote civic engagement between the Village and its residents.

- a. Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
- b. Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
- c. Design and introduce an upgraded welcome packet for new residents to facilitate their integration into the community.
- d. Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
- e. Facilitate regular engagement opportunities with elected officials to provide opportunities for meaningful interactions between residents and elected officials such as Mayor on the Move, coffees, or round tables with residents.

Objective 3.3.2 | Strengthen communication with residents and identify ways to open new lines of communication with under engaged residents.

- a. Collect resident and stakeholder contact information (email, cell phone) to strengthen communication between the Village and its residents and utilize information obtained to enhance digital announcement efforts.
- b. Explore the feasibility of digital message boards or other creative large format promotional and marketing initiatives throughout the Village at key entry points into the Village or in high traffic areas.
- c. Reinvigorate and activate the emergency communication system to alert residents of important information especially as it relates to safety, weather, and road closures (Police, Public Works).

3

Invest in Internal & External Stakeholders

STRIVE TOWARDS
COMMUNITY
ENGAGEMENT

- d. Assess and review the Village's current Customer Relationship Management System (CRMS) for resident reporting, code enforcement work orders, etc., to ensure reporting of issues and concerns more efficiently.

Objective 3.3.3 | Provide a safe, thoughtful, and protected channel of communication with residents focused on safety and security of resident and Village data.

- a. Continue to train employees on phishing scams and provide information for residents on how to protect themselves.
- b. Continue to invest in and improve cybersecurity measures for Village data.
- c. Work with IT and insurance cooperative on data protection and cybersecurity policies to be adopted and implemented.
- d. Assimilate necessary cybersecurity training and understanding into the job descriptions as appropriate.

Goal 3.4.0

Forge strategic partnerships with the local business community, schools, non-profit organizations, and government agencies to leverage resources, share expertise, and ensure stakeholder satisfaction and communication.

Objective 3.4.1 | Establish relationships with existing businesses, commercial property owners, and other organizations within the Village.

- a. Enhance communication channels by implementing a multi-channel communication strategy to disseminate information to stakeholders, gather feedback, and foster dialogue.
- b. Create and formalize a business retention and partnership program.
 - i. Conduct and track business retention meetings with all existing businesses and vital community partners.
 - ii. Develop a multi-channel communications plan to engage with these organizations in a variety of ways such as print, social media, community forums, and through the Village website.
- c. Foster community and belonging to businesses and organizations within Montgomery to cultivate a strong sense of Village pride.
- d. Seek creative partnerships and networks throughout the Village and counties to best engage a larger number of our community organizations.
- e. Increase marketing efforts to promote the Montgomery brand through a variety of mediums such as showcasing Montgomery businesses on social media channels on a regular basis.

3

Invest in Internal & External Stakeholders



STRIVE TOWARDS
COMMUNITY
ENGAGEMENT

Objective 3.4.2 | Create opportunities for a wide variety of both quantitative and qualitative community feedback.

- a. Utilize a community survey to seek information and feedback as to what businesses, organizations, or community partners are needed or desired in the Village.
- b. Identify unmet needs of our external stakeholder organizations and businesses and create a solution-based approach to addressing the unmet needs.
- c. Improve and enhance access to services and resources to meet the diverse needs of businesses and organizations within the community.
- d. Empower and support (financial, service, etc.) the Greater Montgomery Area Chamber of Commerce and encourage membership growth and service offerings for our local business (public, private, nonprofit) community.





The strategic priority to **Promote Civic Engagement** seeks to foster active involvement, collaboration, and dialogue between local government and its residents (facilitate two-way communication). By prioritizing the promotion of civic and public engagement and education, the Village can strengthen democratic governance, build community resilience, and foster a sense of civic pride and responsibility among residents for the collective well-being and prosperity of their local municipality.



1.0 Facilitate Two-Way Communication

- Establishing transparent communication channels to disseminate information about municipal policies, programs, projects, and collaborative decision-making processes and soliciting feedback from residents and business owners on municipal services, projects, and policies to identify areas for improvement.
- Facilitate ongoing dialogue and engagement opportunities between local government officials and residents to build trust, foster understanding, and resolve conflicts constructively.



2.0 Foster Civic Pride

- Promoting civic pride and a sense of belonging by highlighting community achievements, volunteering opportunities, success stories, and through organizing community events, festivals, and celebrations.
- Demonstrate an appreciation for citizens' input and involvement by incorporating feedback into decision-making processes and publicly acknowledging its impact.



3.0 Community Outreach and Education

- Provide educational resources, workshops, and training sessions to enhance residents' and business owners' understanding of municipal operations, budgeting, and the democratic process.
- Offer multiple avenues for engagement, including public hearings, advisory boards, committees, commissions, community surveys, online forms, and transparent budget process.
- Leverage technology and innovation to enhance public engagement through digital platforms, interactive tools, and data visualization techniques and explore innovative approaches to broaden participation and reach diverse segments of the population.

**Goal 4.1.0****Facilitate two-way communication between the Village and its stakeholders.****Objective 4.1.1 | Identify and understand the demographic composition of our community to best tailor services, programs, and policies to meet the diverse needs of all residents.**

- a. Utilize available census data, surveys, and other sources to continuously analyze the demographic characteristics of the community, including age, gender, ethnicity, socioeconomic status, household composition, and migration patterns.
- b. Monitor key trends, disparities, and areas of need within the community such as access to education, healthcare, housing, and employment opportunities.
- c. Establish a mechanism to monitor and update data regularly to ensure that community profiles remain current and reflective of revolving demographics and trends.
- d. Keep the board apprised of any changes or updates so they can best understand and advocate for the community they serve.

Objective 4.1.2 | Enhance the dissemination of public information to effectively engage stakeholders in a consistent and meaningful manner.

- a. Audit current communication channels and survey residents on the effectiveness of existing communication channels, including websites, social media platforms, newsletters, and public meetings.
- b. Develop a comprehensive communication plan to tailor the needs and preferences of the diverse stakeholder group utilizing multiple channels of communication.
- c. Continue to invest money, time, and resources into the Communications and Office of Public Information to increase the dissemination of information from the Village to the public and media offering a variety of traditional and digital channels of communication.
- d. Eliminate the continued use of outdated branding on internal and external documents to implement consistent branding, especially as it relates to high visibility branding efforts such as across Village vehicles, entryway signage into the Village, and on facility grounds.
- e. Perform a cost benefit analysis and identify necessary funding for the installation of electronic message board(s) at high traffic locations within the Village.
- f. Launch a digital campaign to build a contact information and Village database of residents, partners, and business owners to best engage and communicate with stakeholders.
 - i. CivicPlus website "Notify Me" sign up.
 - ii. Increase followers on major social media platforms by 10%.
 - iii. Enhance efforts to collect emails and cell phones of utility users to allow for better email and SMS messaging.



Objective 4.1.3 | Expand the opportunities and avenues in which stakeholders can provide feedback and input to the Village.

- a. Develop and execute a community survey with a non-biased third-party organization to obtain up-to-date feedback on a variety of topics and identify unmet needs of the residents.
- b. Following the survey, consider establishing community focus groups or forums to solicit more specific feedback to best meet the needs of stakeholders.
- c. Explore the installation and use of onsite customer service feedback utilizing a QR code or other means at front counter(s) and events linking to feedback form to provide the opportunity for real time feedback.
- d. Create a consistent and efficient way for residents to share feedback and contact the Village to easily address concerns or feedback through the website or other digital platforms.
- e. Leverage technology to allow for crowd sourcing and virtual participation to amplify positive narratives and engagement with residents and various stakeholder groups.

Goal 4.2.0

Foster civic pride and belonging to the Montgomery community through enhanced recognition and appreciation.

Objective 4.2.1 | Instill a sense of pride and accomplishment among residents by celebrating the community's successes and positive branding.

- a. Utilize the proposed community survey (4.1.3) to assess current levels of civic pride and belonging among Montgomery residents.
- b. Establish a baseline or performance indicator benchmark to increase brand awareness for both internal and external stakeholders.
- c. Identify and showcase notable achievements, milestones, and contributions of individuals, organizations, and businesses within the Montgomery community.
 - i. Recognize awards and achievements
 - ii. Feature highlights on website and printed media (i.e. newsletter)
 - iii. Consider enhanced placement of award signage
 - iv. Utilize board meeting presentations for enhanced engagement
- d. Design Montgomery "spirit wear" available for public purchase online, at Village Hall, and at special events to promote the Montgomery brand.
- e. Complete the installation of the five-year entry signage project to enhance several locations of large, visible monuments/gateway signs at key intersections.

Objective 4.2.2 | Create an empowered community of civic champions of stewardship and social responsibility.

- a. Implement a recognition program to recognize and celebrate outstanding residents, volunteers, students, and businesses for their positive contributions to the community.



- b. Strengthen volunteer programs within the Village and partnerships with local nonprofits to empower residents to get involved in their community.
- c. Support volunteerism and seek to reinvigorate the recruitment of community volunteers to serve on committees or in a variety of capacities at special events.
- d. Partner with Montgomery civic groups to promote volunteerism across multiple groups to develop and promote volunteer opportunities that directly impact the Village.

Objective 4.2.3 | Deepen public awareness and appreciation for local history.

- a. Deepen residents' appreciation and connection to their community by encouraging the development of educational programs, exhibits, and initiatives through the Historic Preservation Commission that highlight the rich history, heritage, and cultural diversity in Montgomery.
- b. Support the Historic Preservation Commission in the creation of printed materials, video, or other interactive online resources and content to create an easier way for the public to interact with the collections maintained by the HPC.
- c. Continue to promote and protect historical buildings or locations to preserve the rich history of the community as well as any native Illinois land which showcase our original landscape pre-development (river, prairie land, etc.).
- d. Install wayfinding signage or informative plaques and signs at key historical locations to enhance the education and awareness of the community's history.
- e. Utilize history to promote inclusivity and diversity by highlighting the contributions of different cultural and ethnic groups to the Village's history.
- f. Develop programs and events to reflect on the Village's heritage or workshops on the role of various communities in shaping the Village.

Goal 4.3.0

Enhance community outreach and education efforts to facilitate opportunities for the community to engage with the Village and each other.

Objective 4.3.1 | Foster youth participation in community life.

- a. Increase engagement with younger residents through youth advisory councils, youth-centric events and programs, and encouraging participation of youth groups in events or committees to encourage volunteerism and civic engagement.
- b. Partner with local schools or youth-based organizations (key clubs, service organizations, scout projects) to promote and support youth-led volunteer efforts or service projects.
- c. Invest and grow the positive policing initiatives with local schools to best provide positive interaction and relationships between youth and the Montgomery Police Department (PALS, Ride to School, Field Days, ALICE Training, etc.).
- d. Collaborate with Montgomery-based schools to offer opportunities for partnership or the use of Village buildings for community-wide education events or fairs.
- e. Promote civic education in schools, promoting opportunities for getting involved in the Village and how local government works, and celebrating the mission of municipalities.



- f. When activating Village-wide events create opportunities that market to our largest population group (youth 18 & under).
 - i. Arbor Day Poster Contest
 - ii. P.A.L.S. Program in local schools
 - iii. Tours for Scout troops of Village Hall, Public Works, and Police Department
 - iv. Open House Events (i.e. Public Works Open House and Touch A Truck)
 - v. Montgomery Fest (kid-centric activities)

Objective 4.3.2 | Create and strengthen partnerships and resident resources to enhance community engagement.

- a. Review the current committees and commissions responsibilities and expectations to ensure best policy and procedures are utilized by the Village for community-drive initiatives.
- b. Support and promote the activities of Village-based committees and commissions to encourage active participation and efficiency in serving the residents of Montgomery.
- c. Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
- d. Ensure proper education for the public regarding opportunities for volunteering and resources available within our local region.
- e. Enhance efforts in cultural arts through temporary and/or permanent installations at Village facilities or other locations throughout the Village.

Objective 4.3.3 | Continue the support of special events, both Village and partner initiatives, that promote unity, camaraderie, and a shared sense of identity among Montgomery residents.

- a. Explore the expansion and facilitation of opportunities for the community to gather such as music in the park, farmers market, or food truck style events.
- b. Ensure equity in event offerings that allow for outreach and engagement of underserved populations such as efforts with at-risk youth, special needs, low income, etc.
- c. Adapt and grow current programs and events to ensure they are best aligned with the changing demographics.
 - i. Montgomery Fest
 - ii. River Run
 - iii. Halloween Safety Event
 - iv. Annual Tree Lighting (Merry & Bright)
- d. Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders.
 - i. Community Gardens or Arboretum
 - ii. Facility Open Houses or Tours
 - iii. Hosting of Programming from Other Agencies
 - iv. HOA Events and Programming
 - v. Specialized Groups & Organizations (culturally based, inclusive)
 - vi. River or recreation events promoting the Fox River
 - vii. Conservation and environmentally friendly events

5

Develop Infrastructure, Facilities,
& ResourcesBE A STRONG
STAKEHOLDER STEWARD

The strategic priority to **Develop Infrastructure, Facilities, & Resources** for the Village of Montgomery encompasses a comprehensive approach to enhancing the physical, social, and economic foundations of the community. Overall, prioritizing the development of infrastructure, facilities, and resources in the Village lays the groundwork for sustainable growth, resilience, and prosperity. By investing in essential infrastructure, upgrading municipal facilities, and enhancing resource management practices, the Village can improve the quality of life for its residents, attract investment, and opportunities, and build a more resilient and vibrant community for the future.



1.0 Development of Public Infrastructure

- Ensure access to clean and reliable water, which is fundamental to the well-being of any community by developing water infrastructure, a long-term water supply, and distribution.
- Efficient transportation networks are essential for connecting communities, facilitating commerce, and enabling access to essential services. Developing roadways involves constructing, upgrading, and maintaining roads, bridges, and transportation corridors.



2.0 Facilities Improvement

- Municipal buildings serve as the administrative and service centers of the Village. Developing, maintaining, and upgrading these facilities as necessary improves the functionality, accessibility, and aesthetic appeal of the Village, enhancing the delivery of public services and fostering community engagement.



3.0 Optimize Resources

- Equipping the Village with the necessary tools, machinery, and vehicles enhances its capacity to deliver essential services and respond to emergencies. This may include acquiring equipment, vehicles, and machinery as well as upgrading these items overnight to ensure operational efficiency, safety, and reliability.
- Leveraging and managing natural resources sustainably is crucial for promoting economic development and environmental stewardship. Developing natural resources may involve initiatives such as reforestation, sustainable growing practices, and alternate sustainable projects.

**Goal 5.1.0**

Focus and invest in the development of public infrastructure and strategically plan for expansion, maintenance, and upgrading.

Objective 5.1.1 | Enhance water infrastructure resilience to support the need to reduce the Village's water loss to under 10% to obtain our Lake Michigan allocation.

- a. As aligned with strategic priority and objective 1.4.0, implement a comprehensive plan to modernize water distribution systems, including repairing aging pipes, and investing in smart technology.
- b. Coordinate and execute water main replacement program following the inventory review and assessment coordinated with Village Engineering consultants.
- c. Prioritize and set strategic goals to upgrade all water meters to advanced metering infrastructure (AMI).
- d. Consider expanding district metering to more closely monitor and adapt improvements to focus on areas especially vulnerable to water loss.
- e. Address loop system issues to reduce the number of auto flushes to control water usage and promote conservation of water.
- f. Properly scale water infrastructure to ensure long-term sustainability of the water distribution network and resilience to withstand future challenges.

Objective 5.1.2 | Create a comprehensive roadmap and plan for achieving water sustainability in the Village through careful planning and strategic development to ensure a smooth transition to Lake Michigan water.

- a. Continue to work with consultants and Water Link communities involved in the DuPage Water Commission transition to determine the necessary upgrades and expansion of pipeline to facilitate the transmission of Lake Michigan water to our region.
- b. Formulate a detailed plan, establish funding, and begin the construction of the two new required receiving stations to accept Lake Michigan water for the Village.
- c. Continue to maintain effective communication and coordination with the DuPage Water Commission to ensure a smooth transition.
- d. Actively participate in all joint planning sessions to align infrastructure upgrade plans with the Water Link Communities (Oswego & Yorkville) and ensure compliance with all regulatory and operational requirements set by the DuPage Water Commission.

Objective 5.1.3 | Enhance the Village's stormwater and sewer infrastructure to support sustainable development, mitigate flooding, and improve land usability.

- a. Develop, design, and implement the TIF 2 Aucutt Road Regional Basin Project to maximize usable land for development and alleviate rainwater impact on residential and business properties.



5 Develop Infrastructure, Facilities, & Resources



BE A STRONG
STAKEHOLDER STEWARD

- b. Facilitate the development of the 250 acres on the Hamman property advocating and supporting the essential need for effective stormwater management.
- c. Review and update the flood plan and future stormwater mitigation strategies to improve flood resilience in TIF 1.
 - i. Engage with property owners (west of Farm & Fleet, along Rt. 30) as well as other taxing bodies (Aurora Township) to determine the need for stormwater management.
 - ii. Identify and evaluate land use, zoning, and future potential of the site to strategically plan use of the open land.
 - iii. Update the stormwater mitigation strategy for the area based on the review and stakeholder input.
- d. Maintain the efficiency and capacity of existing stormwater basins, identify and prioritize the dredging needs based on urgency and impact. Establish a long-term plan of action to address and execute the dredging operations to restore basins to full capacity.
- e. Evaluate the maintenance needs to ensure the long-term functionality and reliability of stormwater basins within Special Service Areas (SSAs) and implement plans and budget for routine maintenance and necessary upgrades deemed appropriate.
- f. Expand sanitary sewer infrastructure to support the development of underserved commercial areas such as Lake St., Rt. 31, Rt. 30, and Baseline. Invest and extend sanitary sewer systems to accommodate business and property development.
 - i. Assess current sanitary sewer infrastructure and future demand along Lake Street and Rt. 30/Baseline.
 - ii. Develop a phased plan for extending sewer services focusing on the cost-benefit analysis of the infrastructure improvements.
 - iii. Collaborate with property owners and explore potential funding opportunities and resources to plan for future construction of sewer extensions if determined by the review.

Objective 5.1.4 | Enhance the safety and connectivity of the Village of Montgomery through strategic improvements and expansions of the roadway network.

- a. Update the five-year Infrastructure and Roadway Plan (IRP) to ensure the timely, efficient replacement and maintenance of pavement and roadways throughout the Village.
- b. Re-evaluate and update the GAP Program (sidewalks and bike paths) to improve pedestrian and cyclist safety and connectivity within the Village.
- c. Extend Aucutt Rd. to Griffin and Griffin to Aucutt to enhance roadway connectivity and traffic flow by providing a second connection to Rt. 30 and Orchard Rd.
- d. Improve traffic capacity and safety on Aucutt Rd. by widening the road from Orchard east to Commerce.
- e. Extend Gordon Rd. (south to Dickson, north to Jericho) to increase roadway connectivity and support future development.
- f. Enhance local roadway connectivity through the support of the Knell Rd. extension to Commerce.
- g. Advocate for improvements and expansions of major roadways impacting the Village and be a champion for state and county road improvements and expansion.
 - i. Collaborate with state and county officials to advocate for additional lanes and improvements on essential roadways not owned by the Village such as Montgomery Rd. and Route 30.
 - ii. Support projects focused on the design and enhancement of the Orchard Rd. and Rt. 30. intersection.
 - iii. Attend meetings and provide input on regional transportation planning.
 - iv. Lobby legislative officials to secure commitments and potential funding for moving the timeline up for any proposed improvements by state and county agencies.

**Goal 5.2.0**

Ensure the maintenance and enhancement of Village facilities to support the provision of high-quality services to the community through strategic assessment and capital investment.

Objective 5.2.1 | Implement a comprehensive building facility maintenance plan to ensure all Village facilities are well-maintained and operate efficiently.

- a. Conduct a thorough assessment of current facility conditions to develop a plan for addressing maintenance and future expansion needs of Village facilities.
- b. Coordinate a comprehensive maintenance plan outlining routine, preventative, and emergency maintenance tasks in collaboration with engineering and IT departments to ensure infrastructure (physical and technical) are efficient and effective.
- c. Establish an action plan to address facility operations and necessary improvements over time that is fiscally responsible.
- d. Implement a centralized facility management system to track maintenance, usage, and space allocation for municipal buildings, properties, water infrastructure, et. al.

Objective 5.2.2 | Improve operational efficiency and effectiveness of Public Works services throughout the Village through the construction of necessary and enhanced facility resources.

- a. Review and assess operational effectiveness and needs enhanced resources for salt storage on the West side of the Village.
- b. Identify a suitable location for the future construction of a salt dome or other municipal resources and consider facility designs to best meet the Village's operational needs.
- c. Review the original scale of the Public Works Facility project to assess and budget for large capital investments eliminated from the initial project scope to continue to work towards achieving the highest level of municipal services.
- d. Identify a plan, establish a timeline, and methods of funding to construct materials bin storage onsite, overhead crane in the fleet area, and installation of a backup generator.

Objective 5.2.3 | Modernize public buildings for efficiency and accessibility incorporating energy-efficient features and other modern features to improve functionality and contribute to the overall aesthetic appeal of the community.

- a. Engage a consultant to conduct a needs and space assessment for the Police Department and Village Hall to identify current and future space and resource requirements for aging municipal buildings, gathering input from key personnel to understand specific needs, challenges, or opportunities for improvement.



5 Develop Infrastructure, Facilities, & Resources



BE A STRONG
STAKEHOLDER STEWARD

- b. Consider necessary modernization of equipment, technology infrastructure, and maximization of workflow and space processes.
- c. Assess common areas (training areas, conference rooms, Board Room, etc.) for proper equipment and technology to ensure a high level of community engagement and transparency.
- d. Identify areas of future growth within the Village and determine a plan of action to best allow for the physical expansion of staffing or divisions to provide enhanced services to the community. An example may be the potential need for a Crisis Intervention Area to assist in supporting the growing mental health needs of our community and new legislation required for responding to crisis situations.
- e. Assess the fitness and training areas at Village facilities to ensure safety and modernization of equipment and technology to support the emotional and physical wellness of staff.

Goal 5.3.0

Optimize resources through capital investment and management of equipment to enhance service delivery while reducing operational costs and environmental impact.

Objective 5.3.1 | Develop a comprehensive vehicle replacement policy to establish clear guidelines and criteria for the timely and cost-effective replacement of municipal vehicles.

- a. Update the inventory and assessment of the current vehicle fleet to ensure all information is accurate identifying the age, condition, usage, and maintenance history of each vehicle.
- b. Establish benchmarks for vehicle age, mileage, and maintenance costs and update the Village standard for replacement cycle for the various types of vehicles.
- c. Update the Village's current multi-year vehicle replacement program by prioritizing replacements based on critical need and cost-effectiveness. Review program's previous success and tracking and update the Vehicle and Equipment Replacement Fund (VERF) as necessary to ensure a multi-year replacement plan spreads costs evenly over time and best allows for emergency replacement needs.
- d. Incorporate sustainability into the Village's Vehicle Replacement Program to explore opportunities for transitioning to a more sustainable fleet by incorporating environmentally friendly vehicles and practices if available and outlined by the EV Readiness Accreditation process.
- e. Ensure Village support of alternative fuel vehicles.
- f. Optimize financial management to ensure cost-effective vehicle replacements without compromising service delivery, leveraging bulk and joint purchasing when available.

Objective 5.3.2 | Implement a comprehensive and sustainable equipment replacement program to enhance operational efficiency, safety, and long-term sustainability.

- a. Conduct an inventory of existing municipal equipment and machinery to identify outdated or inefficient assets across all divisions.

5

Develop Infrastructure, Facilities,
& ResourcesBE A STRONG
STAKEHOLDER STEWARD

- b. Consider technological advancements, reliability, and cost-effectiveness of future equipment needs while considering conservative lifecycle costs and maintenance requirements to ensure safety and operational efficiency.
- c. Ensure proper support and training for municipal staff to ensure proper operation and maintenance of new equipment to maximize lifespan and performance.
- d. Optimize financial management to ensure cost-effective equipment replacement without compromising service delivery, leveraging bulk and joint purchasing when available.

Objective 5.3.3 | Support the development of open land and green spaces to ensure community well-being and social cohesion, and support recreational institutions (park districts and conservation foundations) in the development and expansion of recreational resources within the Village limits.

- a. Enhance collaboration efforts and support of the Fox Valley Park District's Stuart Sports Complex and its comprehensive plan to best attract premiere sports tournaments safely, while mitigating impact on residents.
- b. Ensure successful design, construction, and funding of the Pedestrian Bridge proposed to enhance connectivity and safety for pedestrian and bike traffic across Rt. 30.
- c. Continue to review Village needs for enhanced connectivity through bike paths and trails to ensure safety and access for alternative transportation and community wellness.
- d. Coordinate with Illinois Department of Natural Resources (IDNR) to review options and requirements as it relates to the future of the Montgomery Dam and advocate for the best interests of the Village and the community.
- e. Focus efforts of enhancing the use and recreational opportunity of the section of Fox River that runs through the Village. Explore the feasibility of white-water features, connectivity to other communities via the river, and promote the Village in the nationally registered and recognized Fabulous Fox! Water Trail system.





Montgomery aims to foster a vibrant and sustainable local economy through the strategic priority, **Enhance Economic Development**. This initiative focuses on creating a thriving business environment focused on growth and diversity, improving and enhancing infrastructure, creating vibrant commercial and industrial districts, through program incentives and workforce development. In doing so, Montgomery seeks to improve the overall quality of life for its residents, while ensuring that all economic development efforts are aligned with the community's long-term goals and values.



1.0 Business Growth and Diversity

- Encourage entrepreneurship by supporting start-ups and small businesses, while continuing to support existing businesses with expansion, modernization, and adapting to various market changes.
- Identify and target specific industries aligning with the Village's strengths and values, such as manufacturing, distribution, and green energy to create a thriving business environment that encourages investment.



2.0 Improve & Enhance Infrastructure

- Create and maintain robust infrastructure by enhancing roadways, championing public transportation initiatives, and strategically planning for pedestrian and bike pathways to improve access and connectivity.
- Ensure water, electricity, broadband, fiber optic, and other essential utility services meet the needs of the growing population and business community.



3.0 Vibrant Commercial & Industrial Districts

- Invest in beautification and modernization projects for key corridors to attract shoppers and new businesses.
- Identify key industrial zones to accommodate large-scale manufacturing and expand mixed-use development which combines residential and commercial uses.



4.0 Effective Incentive Programs & Work Force Development

- Design incentive packages to address the specific needs of various businesses, including tax incentives (property tax, sales tax, and TIF), grants or loans, infrastructure support, public-private partnership, and performance-based incentives.
- Enhance collaboration and support of local educational institutions supporting workforce development through training program subsidies and internship and apprenticeship support.

**Goal 6.1.0**

Foster a vibrant and resilient local economy by attracting, supporting, and retaining a diverse mix of businesses, ensuring long-term business growth, and enhancing the quality of life for residents.

Objective 6.1.1 | Create a thriving, diverse business ecosystem supporting existing businesses and fostering entrepreneurship to aid in new business attraction.

- a. Explore opportunities to best cultivate an environment for entrepreneurship and business development.
 - i. Establish funding opportunities for start-up businesses within the Village in coordination with the Montgomery Development Fund Committee.
 - ii. Enhance partnerships with local education institutions and businesses to provide expert resources and support.
 - 1. Fox Valley Entrepreneurship Center
 - 2. Small Business Development Center at Waubonsee Community College
- b. Identify key industries in Montgomery and assist with coordinating regular roundtable discussions with industry leaders, Village officials, and stakeholders to enhance collaborative public-private efforts.
 - i. Valley Industrial Association
 - ii. Greater Montgomery Area Chamber of Commerce
- c. Launch a formal business retention program involving regular check-ins with existing businesses to best understand needs and challenges.
- d. Review existing permitting and zoning processes to identify bottlenecks or impediments to business operations to streamline the process making it more user-friendly for businesses.

Objective 6.1.2 | Strategically attract and recruit new businesses to Montgomery to fill service gaps, meet the needs of residents, and align with county, regional, and state priorities.

- a. Develop and implement a new business attraction plan to identify target business sectors and create a detailed plan outlining how the Village will attract or retain these businesses.
- b. Collaborate with commercial brokers, regional partners, and industry associations to identify these potential business recruits. Adapt the plan as necessary to allow for changing economic conditions and new trends.
- c. Strengthen relationships with commercial and industrial brokers to facilitate business development and investment in Montgomery with regular communication, networking events, or enhanced marketing efforts to encourage new business in the Village.
- d. Develop a comprehensive marketing campaign to highlight Montgomery's strengths such as location, infrastructure, and quality of life by capitalizing on digital platforms, social media, and targeted advertising to reach potential new businesses and investors.
- e. Develop a new business welcome packet to provide prospective businesses with all the necessary information about the Village.
- f. Engage with commercial property owners, especially along the Douglas/Montgomery Road corridor to collaborate and strategize the development of underutilized space and the enhancement of properties to meet current market demands.

**Goal 6.2.0**

Improve and enhance infrastructure to support sustainable growth, improve connectivity, and ensure the efficient delivery of essential services to residents and businesses.

Objective 6.2.1 | Modernize and expand the Village's infrastructure to support economic growth and improve accessibility.

- a. Update the Village's Infrastructure and Roadway Program to plan, forecast, and properly budget for the next five years to best prioritize projects that will improve traffic flow and accessibility especially in commercial corridors (Orchard Rd.).
- b. Once adopted by the Village Board, utilize the updated plan to secure funding from state and federal sources to assist with the financing of necessary transportation improvements.
- c. Upgrade and expand water and wastewater systems to accommodate future development and ensure reliable service, with a focus on integrating advanced technologies for monitoring and management.

Objective 6.2.2 | Strengthen and expand utility infrastructure to support growth, resilience, and sustainability.

- a. Partner with utility providers to enhance the electrical grid's capacity and reliability, support the fiber optic initiative for high-speed internet, prioritize the integration of renewable energy sources and energy-efficient technologies to support future residential and commercial needs.
- b. Implement stormwater management improvements, including the enhancement of drainage systems and adoption of innovative solutions such as bioswales and detention basins, to mitigate flooding risks and improve ground water quality.
- c. Focus on green infrastructure initiatives to promote the use of sustainable practices, such as green roofs, permeable pavers, and rain gardens in both public and private developments.
- d. Work to incorporate sustainability goals into the Village's long-term infrastructure planning, ensuring that new development aligns with environmental objectives.

Goal 6.3.0

Cultivate dynamic and vibrant commercial and industrial districts that attract visitors, support industry, and enhance the Village's overall quality of life by creating appealing, accessible, and well-maintained areas.

Objective 6.3.1 | Plan revitalization projects in commercial and industrial areas to attract businesses, residents, and visitors, creating vibrant districts that are economically sustainable.

- a. Create an interior and exterior rehabilitation program or opportunity in which to target businesses in need of exterior renovations to enhance the overall operation of dated or dilapidated commercial buildings.
 - i. Douglas Road Corridor
 - ii. Montgomery Road Corridor
 - iii. Downtown Montgomery



- b. Develop a Master Plan focused on commercial and industrial growth by creating a roadmap for necessary infrastructure improvements and necessary zoning changes.
 - i. Hamman Property- located west of Orchard Rd., north of Route 30, and south of Jericho Rd.
 - ii. Aucutt Road Corridor
 - iii. The Grid, formerly the Caterpillar Plant
 - iv. Karis Center for Commerce
 - v. Montgomery Business Center
 - vi. CenterPoint Property
 - vii. Route 30 – between Ogden Ave. and Fifth Ave.
- c. Support the procurement of essential open space, abandoned buildings, and valuable real estate through public or private acquisition to assist in efforts of redevelopment essential to creating catalysts for changes in underutilized areas such as the downtown Mill district.
 - i. 310 N. River St.
 - ii. Oswego Public Library, future downtown Montgomery location
 - iii. Other properties as identified by the Village Board and Staff
- d. Collaborate with business partners to host regular events, such as markets, festivals, and street fairs to draw visitors to key commercial districts working with local businesses to sponsor and participate in these events to enhance the sense of community and boost economic activity.

Objective 6.3.2 | Strengthen connections between residential, commercial, and industrial districts by improving transportation and accessibility, ensuring that businesses, workers, and visitors can easily access and navigate these areas.

- a. Implement pedestrian-friendly pathways and bike lanes to connect key commercial and industrial areas to residential neighborhoods.
 - i. Supporting and execute the Bike and Gap Plan as part of the Infrastructure and Roadway Program.
 - ii. Work towards the final design, permitting, and building of the Pedestrian Bridge over Rt. 30.
 - iii. Work closely with the property owners, Fox Valley Park District, and developers along the Orchard Rd. and Rt. 30 corridor to ensure connectivity.
 - iv. Be mindful of pathways and bike lanes that flank the Fox River and downtown Montgomery area to ensure connectivity to the north (Aurora) and south (Oswego) when planning future developments.
- b. Adapt and expand the current gateway signage plan into a large encompassing signage and wayfinding system that clearly directs visitors and residents to commercial and industrial districts, enhancing the overall experience and encouraging exploration.
- c. Collaborate with regional transit authorities, state and federal officials, and local leaders to champion the expansion of the passenger rail and other public transportation options, to make Montgomery more accessible for commuter residents, employees, and visitors.

**Goal 6.4.0**

Develop effective incentive programs tailored to the diverse needs of businesses, while simultaneously bolstering workforce development and driving economic growth.

Objective 6.4.1 | Create effective incentive programs for development to attract and retain businesses to the Montgomery community.

- a. Assess and identify business needs, collecting data through various mediums, analyze the competitive landscape to identify gaps where incentives could drive growth and investment.
- b. Collaborate with public and private stakeholders to develop a menu of tax incentives, grants, loans, and infrastructure support tailored to the business needs.
 - i. Tax incentives: property tax abatements, sales tax rebates, TIF
 - ii. Grants and loans: small business grants, low-interest forgivable loans, and façade improvement grants.
 - iii. Infrastructure support: site preparation assistance, utility rate reduction, and public infrastructure investment.
- c. Consider the creative use of incentives to encourage land use that aligns with business expansion or relocation goals, and potential performance-based incentives to reward businesses for job creation, community engagement, and other positive community impacts.

Objective 6.4.2 | Bolster workforce development through strategic educational and business partnerships.

- a. Identify and promote existing training programs to align with the needs of the local businesses and encourage custom training program development for high-demand skills.
 - i. Worknet Batavia (DeKalb, Kane, Kendall Counties)
 - ii. Waubonsee Community College
- b. Support training programs, focused on critical skills gaps within the local workforce.
- c. Encourage large employers to offer paid internships and apprenticeships, targeting young professionals and underrepresented groups.
- d. Use data analytics to track the growth of workforce development, and public periodic reports on workforce development progress, focused on success and identifying areas for improvement.



TIMELINE



October 18, 2023 | 5:30-9:30P | Board & Leadership Vision and Strategic Planning Workshop
At Village Hall – 200 N. River St.

November 17, 2023 | 12:30-3:30P | Strategic Plan Committee Kick Off Meeting
At Village Hall – 200 N. River St.

December 8, 2023 | 11A-1:30P | Leadership Team Meeting #2
At Montgomery Police Department – 10 Civic Center Ave.

December 15, 2023 | 8:30A-12:00P | Department Head Offsite Meeting & Workshop
At Village of Oakbrook Butler Government Center – 1200 Oak Brook Rd., Oak Brook, IL

January 19, 2023 | 1:30-3:00P | Leadership Team & Department Head Strategic Planning Meeting
At Village Hall – 200 N. River St.

February 16, 2024 | 1:00-3:30P | Leadership Team & Department Head Strategic Planning Meeting
At Public Works – 991 Knell Rd.

March 15, 2024 | 1-3:30P | Strategic Planning Team Meeting – Review of Plan Outlines
At Montgomery Police Department – 10 Civic Center Ave.

September 18, 2024 | 1:00-2:00P | Strategic Planning Team Meeting Review Final Draft
At Public Works – 991 Knell Rd.

October 8, 2024 | 2:00-3:30P | Strategic Planning Team Meeting – Presentation Practice
At Village Hall – 200 N. River St.

October 21, 2024 | 2:00-3:00P | Strategic Planning Team Meeting – Dress Rehearsal for Board Presentation
At Village Hall – 200 N. River St.

October 28, 2024 | 7:00P | Strategic Plan Presentation to the Village Board
At Village Hall – 200 N. River St.

November 25, 2024 | 7:00P | Strategic Plan FY25-29 Adoption
At Village Hall – 200 N. River St

Date & Time TBD (Nov./Dec.) | Leadership Team Presentation of the Strategic Plan to All Staff
At Village Hall – 200 N. River St

SUMMARY



By implementing the strategies outlined in this plan, we will build a stronger, more resilient community that thrives economically, socially, and environmentally.

#1 Focusing on Sustainability

Key initiatives include improving communication and transparency with residents, promoting employee engagement, maintaining fiscal stability through careful investment and cost-saving measures, expanding housing options, and implementing water conservation programs.

#2 Ensuring Professional Governance

Key initiatives include engaging historically underrepresented residents, improving access to information for non-English speakers, and optimizing the customer experience through technological upgrades and interdepartmental coordination. It also prioritizes professional development, career advancement, and ethical governance for staff and elected officials.

#3 Investing in Internal & External Stakeholders

Key initiatives include evaluating staffing needs and updating job roles to match organizational growth. It emphasizes developing employees through competitive compensation, career development opportunities, and a supportive workplace culture. For external stakeholders, the plan seeks to increase resident engagement through improved communication and new resident resources.

#4 Promote Civic Engagement

Key initiatives include creating opportunities for feedback and expanding community outreach efforts. Additionally, it promotes civic pride by celebrating community successes and historical heritage, while strengthening partnerships and supporting volunteerism.

#5 Developing Infrastructure, Facilities, & Resources

Key initiatives include modernizing water distribution systems, preparing for the transition to Lake Michigan water, and enhancing stormwater infrastructure to mitigate flooding and improve land usability. Roadway and transportation improvements are prioritized to enhance safety and connectivity.

#6 Enhance Economic Development

Key initiatives include strategies to create a thriving business ecosystem through entrepreneurship support, business retention programs, and targeted recruitment efforts. Infrastructure improvements are prioritized to support sustainable growth, improve connectivity, and ensure efficient service delivery.

APPENDIX & ADDITIONAL RESOURCES

Goal Index



TOTAL 22

1.1	Ensure organizational sustainability and enhance resilience, reputation, and competitive advantage while contributing to a more sustainable and equitable future.
1.2	Ensure Montgomery's fiscal sustainability is prioritized and safeguarded through continued investments in the community.
1.3	Ensure Montgomery residents have access to a diverse range of high-quality housing options in safe and desirable neighborhoods to ensure housing sustainability.
1.4	Strategize and implement a water conservation program to ensure water sustainability and protect the Village's essential water source.
1.5	Prioritize protection of natural resources, and native elements, to ensure environmental sustainability.
2.1	Enhance the quality and reach of dialogue between residents and the Village to address barriers and promote inclusion.
2.2	Provide opportunities for the continued professional development of staff and elected officials, while building organizational capacity that is ethical, effective, and efficient as our community continues to grow.
2.3	Ensure responsive governance by addressing the competitive recruitment landscape to best align the staff and the community.
3.1	Recruit, hire, develop, and retain high-quality employees (internal stakeholders) to ensure operational effectiveness.
3.2	Develop and invest in high-quality employees through the establishment of ongoing recognition and appreciation.
3.3	Ensure external stakeholder collaboration by increasing engagement and enhancing resident resources.
3.4	Forge strategic partnerships with the local business community, schools, non-profit organizations, and government agencies to leverage resources, share expertise, and ensure stakeholder satisfaction and communication.
4.1	Facilitate two-way communication between the Village and its stakeholders.
4.2	Foster civic pride and belonging to the Montgomery community through enhanced recognition and appreciation.
4.3	Enhance community outreach and education efforts to facilitate opportunities for the community to engage with the Village and each other.
5.1	Focus and invest in the development of public infrastructure and strategically plan for the expansion, maintenance, and upgrading.
5.2	Ensure the maintenance and enhancement of Village facilities to support the provision of high-quality services to the community through strategic assessment and capital investment.
5.3	Optimize resources through capital investment and management of equipment to enhance service delivery while reducing operational costs and environmental impact.
6.1	Foster a vibrant and resilient local economy by attracting, supporting, and retaining a diverse mix of businesses, ensuring long-term business growth and enhancing the quality of life for residents.
6.2	Improve and enhance infrastructure to support sustainable growth, improve connectivity, and ensure the efficient delivery of essential services to residents and businesses.
6.3	Cultivate dynamic and vibrant commercial and industrial districts that attract visitors, support industry, and enhance the Village's overall quality of life by creating appealing, accessible, and well-maintained areas.
6.4	Develop effective incentive programs tailored to the diverse needs of businesses, while simultaneously bolstering workforce development and driving economic growth.

Objective Index



TOTAL 58

1.1.1	Adopt practices and strategies to balance the organization's needs with those of society and the environment, to ensure present actions do not compromise the ability of future generations.
1.1.2	Engage employees internally to promote branding and identity of Village of Montgomery into the core values, operations, decision-making processes of the organization.
1.2.1	Prioritize investments in and maintenance of Village Assets.
1.2.2	Strengthen Village fiscal position to ensure stability.
1.3.1	Assess the range and quality of existing housing options.
1.3.2	Assess community needs for housing and options for addressing said needs.
1.3.3	Promote and support the development of a wide variety of housing to fulfill community needs identified in previous assessments.
1.4.1	Develop a public and organizational awareness and education program to reduce total water consumption.
1.4.2	Reduce non-revenue water loss to under 10%.
1.5.1	Analyze impact of the Montgomery (Fox River) Dam.
1.5.2	Diversify and expand the Village's arbor canopy and native plantings.
1.5.3	Reduce greenhouse gas emissions throughout the Village.
1.5.4	Expand organizational commitment to environmental sustainability.
1.5.5	Maximize energy efficiency within Village facilities.
2.1.1	Ensure that residents historically underrepresented in past Village surveys and initiatives are heard moving forward.
2.1.2	Provide non-English speaking residents, visitors, and vendors with better access to important information from the Village.
2.1.3	Focus on the customer experience, by establishing and ensuring efficient turnaround times for those engaging with the Village.
2.2.1	Provide opportunities for upward mobility and career development within the Village organization and improve the Village's vacancy preparedness.
2.2.2	Ensure a high standard of professionalism and retention for all staff and officials.
2.3.1	Identify underutilized opportunities for recruitment.
2.3.2	Align the organization with the community it serves.
3.1.1	Focus on the recruitment of qualified employees not only when open positions need to be filled, but as an ongoing initiative to promote the Village of Montgomery as a great place to work.
3.1.2	Evaluate staffing levels throughout the organization to provide adequate staffing to ensure operational effectiveness.
3.1.3	Create a culture that is focused on developing and retaining high-quality employees.

Objective Index Cont.



TOTAL 58

3.2.1	Invest in employees by developing advancement and leadership opportunities at all levels and divisions of the organization.
3.2.2	Seek to continuously improve workplace dynamics and increase employee morale and satisfaction through recognition and appreciation.
3.3.1	Develop resident engagement initiatives to promote civic engagement between the Village and its residents.
3.3.2	Strengthen communication with residents and identify ways to open new lines of communication with under engaged residents.
3.3.3	Provide a safe, thoughtful, and protected channel of communication with residents focused on safety and security of resident and Village data.
3.4.1	Establish relationships with existing businesses, commercial property owners, and other organizations within the Village.
3.4.2	Create opportunities for a wide variety of both quantitative and qualitative community feedback.
4.1.1	Identify and understand the demographic composition of our community to best tailor services, programs, and policies to meet the diverse needs of all residents.
4.1.2	Enhance the dissemination of public information to effectively engage stakeholders in a consistent and meaningful manner.
4.1.3	Expand the opportunities and avenues in which stakeholders can provide feedback and input to the Village.
4.2.1	Instill a sense of pride and accomplishment among residents by celebrating the community's success and positive branding.
4.2.2	Create an empowered community of civic champions of stewardship and social responsibility.
4.2.3	Deepen public awareness and appreciation for local history.
4.3.1	Foster youth participation in community life.
4.3.2	Create and strengthen partnerships and resident resources to enhance community engagement.
4.3.3	Continue the support of special events, both Village and partner initiatives that promote unity, camaraderie, and a shared sense of identity among Montgomery residents.
5.1.1	Enhance water infrastructure resilience to support the need to reduce the Village's water loss to under 10% to obtain our Lake Michigan allocation.
5.1.2	Create a comprehensive roadmap and plan for achieving water sustainability in the Village through careful planning and strategic development to ensure a smooth transition to Lake Michigan water.
5.1.3	Enhance the Village's stormwater and sewer infrastructure to support sustainable development, mitigate flooding, and improve land usability.
5.1.4	Enhance the safety and connectivity of the Village of Montgomery through strategic improvements and expansion of the roadway network.

Objective Index Cont.



TOTAL 58

5.2.1	Implement a comprehensive building facility maintenance plan to ensure all Village facilities are well-maintained and operate efficiently.
5.2.2	Improve operational efficiency and effectiveness of public works services through the Village through the construction of necessary and enhanced facility resources.
5.2.3	Modernize public buildings for efficiency and accessibility incorporating energy-efficient features and other modern features to improve functionality and contribute to the overall aesthetic appeal of the community.
5.3.1	Develop a comprehensive vehicle replacement policy to establish clear guidelines and criteria for the timely and cost-effective replacement of municipal vehicles.
5.3.2	Implement a comprehensive and sustainable equipment replacement program to enhance operational efficiency, safety, and long-term sustainability.
5.3.3	Support the development of open land and green spaces to ensure community well-being and social cohesion and support recreational institutions (park districts and conservation foundations) in the development and expansion of recreational resources within the Village limits.
6.1.1	Create a thriving, diverse business ecosystem supporting existing businesses and fostering entrepreneurship to aid in new business attraction.
6.1.2	Strategically attract and recruit new businesses to Montgomery to fill service gaps, meet the needs of residents, and align with county, regional, and state priorities.
6.2.1	Modernize and expand the Village's infrastructure to support economic growth and improve accessibility.
6.2.2	Strengthen and expand utility infrastructure to support growth, resilience, and sustainability.
6.3.1	Plan revitalization projects in commercial and industrial areas to attract businesses, residents, and visitors, creating vibrant districts that are economically sustainable.
6.3.2	Strengthen connections between residential, commercial, and industrial districts by improving transportation and accessibility, ensuring that businesses, workers, and visitors can easily access and navigate these areas.
6.4.1	Create effective incentive programs for development to attract and retain businesses to the Montgomery community.
6.4.2	Bolster workforce development through strategic educational and business partnerships.

Task Index



NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.1.1a	Establish a unified external communications plan that includes representation of all services to increase community transparency and community engagement within the Village that is consistent and sustainable.
1.1.2a	Establish a unified internal communication plan that includes all departments to increase organization transparency and employee engagement within the Village that is consistent and sustainable.
1.1.2b	Establish an Employee Resource Group (ERG) to promote, expand, evaluate, and recommend modifications annually to employee benefits and interaction, including: <ul style="list-style-type: none"> • Employee Recognition • Organizational Team Building • Tuition Reimbursement Program • Longevity Incentive • Maximizing of Retirement Benefits • Leadership Training Program • Employee Recruitment Action Committee
2.1.2a	Analyze which public documents and communications are in the most urgent need of translation.
2.1.2b	Adopt a policy requiring public notices, bids, and proposals distributed by the Village, as well as mandatory private development notices, to be sent out in both English and at least one other language.
2.1.2c	Hire staff or procure services to translate high priority written documents and communications.
2.1.3a	Identify ways to improve interdepartmental awareness through regular communication with the goal of improving staff efficiency when responding to inquiries and reducing the redirection of patrons.
2.1.3b	Complete the transition from the previous Mitel system to the new Ring Central system and evaluate its efficiency and effectiveness in reducing the time it takes for residents to reach the correct staff person.
2.1.3c	Establish a system to track the amount of time residents wait for responses from Village staff and services across various mediums (police, public works, village hall).
2.1.3d	Analyze the data from said tracking system to determine areas for improvement and reasonable objectives for responsiveness and identify barriers to achieving those goals.
2.1.3e	Implement an organizational policy and make reasonable turnaround times clear on applications, the Village website, and other appropriate venues, to create visible accountability and incentivize continued government efficiency.
2.1.3f	Integrate the new enterprise resource planning system (ERP) Village-wide.
2.2.1a	Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
2.2.1b	Establish a plan for each department to train existing, well-suited staff with the presumption that they will one day assume the positions of employees higher on the organizational ladder, so that the Village is prepared for retirements and departures.
2.2.1c	Create a recurring procedure for a compensation study that evaluates pay discrepancies between job postings outside the Village and the ratio of pay to experience ratio of existing employees to ensure the Village has the awareness to retain employees by continually providing competitive wages and benefits.
2.2.1d	Evaluate and identify trends and common municipal job titles in other local communities and assess the need to align our job classifications and levels across the field and commensurate with experience, to foster an environment of long-term growth within the Village.

Task Index Cont.



2.2.1e	Conduct an integrity review of Village policies and procedures to ensure fairness and impartiality for stakeholders and publish findings.
2.2.2a	Establish an ongoing training schedule to educate staff and elected officials (if applicable) about the Village's government functions, adopting new legislation, etc., as well as provide overviews of departmental responsibilities, to new Village hires and elected officials. In the same time frame, create and distribute at-a-glance reference documents containing this information for employees.
2.2.2b	Introduce the Village's mission, vision statements, and values to existing employees and adopt an organizational policy to introduce these statements to all new hires.
2.2.2c	Provide annual training for elected officials and department heads to allow for best practices and discussion of changing policies, procedures, and trends as provided by the Illinois Municipal League (IML).
2.3.1a	Expand recruitment activities to new venues, such as schools and training centers located outside the Chicago Metropolitan Area.
2.3.1b	Audit qualification requirements for future job postings to allow a wider set of appropriately skilled applicants.
2.3.1c	Develop positions creating job pathways to increase upward mobility within the organization.
2.3.1d	Continuously monitor hiring practices to assess and identify additional opportunities to increase the quantity and quality of job applicants to create larger job applicant pools when filling future positions.
2.3.2a	Promote the employee bilingual stipend established in FY2025 to increase awareness and encourage qualified staff to participate.
2.3.2b	Identify whether Village job postings are reaching a wide variety of demographics.
2.3.2c	Expand recruitment activities to schools and training centers with diverse student populations.
2.3.2d	Identify additional opportunities to increase the demographic variety of job applications.
3.1.1a	Establish a Village-wide Recruitment Team representative of all divisions to research and identify best practices and innovative approaches to recruiting diverse and next generation candidates.
3.1.1b	Explore work from home/flex schedule options as recruiting incentives.
3.1.1c	Create branded marketing materials for employee recruitment and utilize technology to enhance/streamline the process.
3.1.1d	Implement robust recruitment strategies, identify opportunities to engage with next generation candidates and other people interested in public sector careers (ex. attend career fairs, career days at high schools, colleges, and universities), and utilize a diverse source of channels such as job boards, social media, professional networks, employee referrals, and connecting with student government groups.
3.1.1e	Assess the hiring and onboarding process from the first interview to the first month on the job to ensure the experiences are reflective of the Village's mission, vision, and values, to best foster a positive workplace culture.
3.1.2a	Evaluate and audit job descriptions to clearly outline the roles, responsibilities, and qualifications required for each position to ensure the rapid growth in the Village services is reflected and assigned to staff properly.
3.1.2b	Review workflow of the entire organization to identify gaps in service or overlap of service areas.
3.1.2c	Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected) to ensure we are staffed to best meet the needs of the community.
3.1.2d	Update ten-year staff plan based on the results of the above tasks and annual thereafter within the budget process.

Task Index Cont.



3.1.2e	Work with the elected officials forecast, budget, and plan to hire essential staff as determined by the results of the above.
3.1.3a	Measure and track key metrics to monitor recruitment, retention, and employee satisfaction to evaluate the effectiveness of human resource initiatives and adjust strategies as needed to achieve the goal of engaging internal stakeholders at the highest level.
3.1.3b	Evaluate existing longevity incentives for employees reaching milestone anniversaries with the organization to encourage loyalty and dedication to the Village and recommend modifications.
3.1.3c	Consistently research and adapt wages to stay competitive and best align with other local and regional municipalities wage structure and offerings.
3.1.3d	Offer competitive compensation and benefits by benchmarking salaries and benefits against industry standards to attract top talent and retain employees for the long term.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.1.3f	<p>Encourage and promote opportunities for career development customized to foster a culture of growth and upward mobility.</p> <ul style="list-style-type: none"> • Create a strategic on-boarding and assimilation program for new employees and continue to evaluate and revise as needed. • Explore a mentorship program to connect employees across the agency from various departments and divisions to strengthen transparency and understanding of Village operations. • Identify and provide opportunities for training and skills enhancement for employees to expand their knowledge, skill set, and abilities beyond current job descriptions.
3.2.1a	Provide continuous training and development opportunities: invest in employee growth through workshops, seminars, online courses, and mentorship programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
3.2.1b	Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
3.2.1c	Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and grow into the future.
3.2.1d	Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.
3.2.2a	Establish Employee Resource Groups (ERG), an employee-led committee on employee engagement, a diversity team to celebrate differences and explore equity in the workplace, and other ad hoc teams as needed to achieve a high performing dynamic workplace where employees feel celebrated and engaged.
3.2.2b	Conduct regular employee engagement surveys to gather feedback from employees to assess satisfaction levels, identify areas for improvements, and take proactive measures to address concerns.
3.2.2c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.2.2d	Establish a consistent calendar and schedule for Village-wide employee events that allows for networking, connection, and socialization with all levels of the organization.
3.2.2e	Continue to recognize the accomplishments and milestones and explore new opportunities to enhance the recognition process to best show appreciation to employees.
3.2.2f	<p>Create programs to encourage interdepartmental relationships.</p> <ul style="list-style-type: none"> • Establish peer support/mentorship network for new employees. • Incorporate ride-along/shadowing opportunities for departments to understand different department functions. • Develop interdepartmental training opportunities to provide employees with different career opportunities.

Task Index Cont.



3.3.1a	Assess and establish optimal staffing levels by evaluation staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.1c	Design and introduce an upgraded welcome packet for new residents to facilitate their integration into the community.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.3.1e	Facilitate regular engagement opportunities with elected officials to provide opportunities for meaningful interactions between residents and elected officials such as Mayor on the Move, coffees, or round tables with residents.
3.3.2d	Assess and review the Village's current Customer Relationship Management System (CRMS) for resident reporting, code enforcement work orders, etc. to ensure reporting of issues and concerns more efficiently.
3.3.3a	Continue to train employees on phishing scams and provide information for residents on how to protect themselves.
3.3.3b	Continue to invest in and improve cybersecurity measures for village data.
3.3.3c	Work with IT and insurance cooperative on data protection and cybersecurity policies to be adopted and implemented.
3.3.3d	Assimilate necessary cyber security training and understanding into the job descriptions as appropriate.
4.1.3e	Leverage technology to allow for crowd sourcing and virtual participation to amplify positive narratives and engagement with residents and various stakeholder groups.
4.2.2c	Support volunteerism and seek to reinvigorate the recruitment of community volunteers to serve on committees or in a variety of capacities at special events.
4.3.1b	Partner with local schools or youth-based organizations (key clubs, service organizations, scout projects) to promote and support youth-led volunteer efforts or service projects.
4.3.1d	Collaborate with Montgomery-based schools to offer opportunities for partnership or the use of Village buildings for community-wide education events or fairs.
4.3.1e	Promote civic education in schools, promoting opportunities for getting involved in the Village and how local government works, and celebrating the mission of municipalities.
4.3.2a	Review the current committees and commissions responsibilities and expectations to ensure best policy and procedures are utilized by the Village for community-drive initiatives.
4.3.2b	Support and promote the activities of Village-based committees and commissions to encourage active participation and efficiency in serving the residents of Montgomery.
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
4.3.3d	<p>Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders.</p> <ul style="list-style-type: none"> • Community Gardens or Arboreta • Facility Open Houses or Tours • Hosting of Programming from Other Agencies • HOA Events and Programming • Specialized Groups & Organizations (culturally based, inclusive) • River or recreation events promoting the Fox River • Conservation and environmentally friendly events



5.1.4g	<p>Advocate for improvements and expansions of major roadways impacting the Village and champion for state and county road improvements and expansion.</p> <ul style="list-style-type: none"> • Collaborate with state and county officials to advocate for additional lanes and improvements on Montgomery Rd. and Route 30. • Support projects and initiatives focused on the design and enhancement of the Orchard Rd. and Route 30 intersection. • Attend meetings and provide input on regional transportation planning. • Lobby legislative officials to secure commitments and potential funding for moving the timeline up for any proposed improvements by state and county agencies.
5.2.3a	<p>Engage a consultant to conduct a needs and space assessment for the Police Department and Village Hall to identify current and future space and resource requirements for aging municipal buildings, gathering input from key personnel to understand specific needs, challenges, or opportunities for improvement.</p>
5.2.3b	<p>Consider necessary modernization of equipment, technology infrastructure, and maximization of workflow and space processes.</p>
5.2.3c	<p>Assess common areas (training areas, conference rooms, Board Room, etc.) to ensure access to proper equipment, technology, and facility infrastructure to improve community engagement and transparency.</p>
5.2.3d	<p>Identify areas of future growth within the Village and determine a plan of action to best allow for the physical expansion of staffing or divisions to provide enhanced services to the community. An example may be the potential need for a Crisis Intervention Area to assist in supporting the growing mental health needs of our community and new legislation required for responding to crisis situations.</p>
5.2.3e	<p>Focus on the emotional and physical wellness of internal stakeholders (staff) assess the fitness and training areas at Village facilities to ensure safety and modernization of equipment and technology.</p>

Task Index



COMMUNICATIONS & PUBLIC INFORMATION

NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.1.1a	Establish a unified external communications plan that includes representation of all services to increase community transparency and community engagement within the Village that is consistent and sustainable.
1.1.1b	Establish a process to obtain feedback consistently and effectively from community members that is fair, equitable, and representative of all areas of the community. <ul style="list-style-type: none"> Community Survey Project Open Houses & Community Forums Facility Engagement Opportunities and Outreach
1.1.1c	Explore the feasibility of a Citizens Ambassador Program to encourage resident champions of the Village to assist in the promotion of the Montgomery brand and identity.
1.1.2c	Establish branding quality control procedures to ensure consistency in use of the Montgomery brand elements with a goal to eliminate old branding completely by 2029.
1.4.1a	Compose marketing materials to distribute to system users to encourage water conservation that emphasizes the importance of water conservation and tips on reducing water usage at home and in daily activities.
1.5.4c	Promote electronic and household hazard waste recycling opportunities.
2.1.1a	Identify other opportunities for the Village to better connect with historically underrepresented residents, including non-English speakers.
2.1.1b	Create a plan for sustained, frequent, and healthy dialogue with underrepresented residents, including non-English speakers.
2.1.1c	Ensure outreach programs and efforts are inclusive of non-English speakers such as community surveys offered in Spanish, et.al., to increase the participation of non-English speaking residents to a rate commensurate with the percentage of the Village's non-English speaking population.
3.1.1c	Create branded marketing materials for employee recruitment and utilize technology to enhance/streamline the process.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.2.3c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.3.1a	Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.1c	Design and introduce an upgraded welcome packet for new residents to facilitate their integration into the community.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.3.1e	Facilitate regular engagement opportunities with elected officials to provide opportunities for meaningful interactions between residents and elected officials such as Mayor on the Move, coffees, or round tables with residents.
3.3.2a	Collect resident and stakeholder contact information (email, cell phone) to strengthen communication between the Village and its residents and utilize information obtained to enhance digital announcement efforts.

Task Index



COMMUNICATIONS & PUBLIC INFORMATION

3.3.2b	Explore the feasibility of digital message boards or other creative large format promotional and marketing initiatives throughout the Village at key entry points into the Village or in high traffic areas.
3.3.2c	Reinvigorate and activate the emergency communication system to alert residents of important information especially as it relates to safety, weather, and road closures (police, public works).
3.4.1a	Enhance communication channels by implementing a multi-channel communication strategy to disseminate information to stakeholders, gather feedback, and foster dialogue.
3.4.1d	Seek creative partnerships and networks throughout the Village and counties to best engage a larger number of our community organizations.
3.4.1e	Increase marketing efforts to promote the Montgomery brand through a variety of mediums such as showcasing Montgomery businesses on social media channels on a regular basis.
3.4.2a	Utilize a community survey to seek information and feedback as to what businesses, organizations, or community partners are needed or desired in the Village.
3.4.2b	Identify unmet needs of our external stakeholder organizations and businesses and create a solution-based approach to addressing the unmet needs.
3.4.2c	Improve and enhance access to services and resources to meet the diverse needs of businesses and organizations within the community.
4.1.1d	Keep the board apprised of any changes or updates so they can best understand and advocate for the community they serve.
4.1.2a	Audit current communication channels and survey residents on the effectiveness of existing communication channels, including websites, social media platforms, newsletters, and public meetings.
4.1.2b	Develop a comprehensive communication plan to tailor the needs and preferences of the diverse stakeholder group utilizing multiple channels of communication.
4.1.2c	Continue to invest money, time, and resources into the Communications and Office of Public Information to increase the dissemination of information from the Village to the public and media offering a variety of traditional and digital channels of communication.
4.1.2d	Eliminate the continued use of outdated branding on internal and external documents to implement consistent branding, especially as it relates to high visibility branding efforts such as across Village vehicles, entryway signage into the Village, and on facility grounds.
4.1.2e	Perform a cost benefit analysis and identify necessary funding for the installation of electronic message board(s) at high traffic locations within the Village.
4.1.2f	Launch a digital campaign to build contact information and a Village database of residents, partners, and business owners to best engage and communicate with stakeholders. <ul style="list-style-type: none"> • CivicPlus website "Notify Me" sign up. • Increase followers on major social media platforms by 10%. • Enhance efforts to collect emails and cell phones of utility users to allow for better email and SMS messaging.
4.1.3a	Develop and execute a community survey with a non-biased third-party organization to obtain up-to-date feedback on a variety of topics and identify unmet needs of the residents.
4.1.3b	Following the survey, consider establishing community focus groups or forums to solicit more specific feedback to best meet the needs of stakeholders.
4.1.3c	Explore the installation and use of onsite customer service feedback utilizing a QR code or other means at front counter(s) and events linking to feedback form to provide the opportunity for real time feedback.

Task Index



COMMUNICATIONS & PUBLIC INFORMATION

4.1.3d	Create a consistent and efficient way for residents to share feedback and contact the Village to easily address concerns or feedback through the website or other digital platforms.
4.1.3e	Leverage technology to allow for crowd sourcing and virtual participation to amplify positive narratives and engagement with residents and various stakeholder groups.
4.2.1a	Utilize the proposed community survey (4.1.3) to assess current levels of civic pride and belonging among Montgomery residents.
4.2.1b	Establish a baseline or performance indicator benchmark to increase brand awareness for both internal and external stakeholders.
4.2.1c	Identify and showcase notable achievements, milestones, and contributions of individuals, organizations, and businesses within the Montgomery community. <ul style="list-style-type: none"> • Recognize awards and achievements • Feature highlights on website and printed media (i.e. newsletter) • Consider enhanced placement of award signage • Utilize board meeting presentations for enhanced engagement
4.2.1d	Design Montgomery "spirit wear" available for public purchase online, at Village Hall, and at special events to promote the Montgomery brand.
4.2.1e	Complete the installation of the five-year entry signage project to enhance several locations of large, visible monuments/gateway signs at key intersections.
4.2.2a	Implement a recognition program to recognize and celebrate outstanding residents, volunteers, students, and businesses for their positive contributions to the community.
4.2.2b	Strengthen volunteer programs within the Village and partnerships with local nonprofits to empower residents to get involved in their community.
4.2.2c	Support volunteerism and seek to reinvigorate the recruitment of community volunteers to serve on committees or in a variety of capacities at special events.
4.2.2d	Partner with Montgomery civic groups to promote volunteerism across multiple groups to develop and promote volunteer opportunities that directly impact the Village.
4.2.3f	Develop programs and events to reflect best on the Village's heritage or workshops on the role of various communities in shaping the Village.
4.3.1a	Increase engagement with younger residents through youth advisory councils, youth-centric events and programs, and encouraging participation of youth groups in events or committees to encourage volunteerism and civic engagement.
4.3.1f	When activating Village-wide events create opportunities that market to our largest population group (youth 18 & under). <ul style="list-style-type: none"> • Arbor Day Poster Contest • P.A.L.S. Program in local schools • Tours for Scout troops of Village Hall, Public Works, and Police Department • Open House Events (i.e. Public Works Open House and Touch A Truck) • Montgomery Fest (kid-centric activities)
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
4.3.2d	Ensure proper education for the public regarding opportunities for volunteering and resources available within our local region.

Task Index



COMMUNICATIONS & PUBLIC INFORMATION

4.3.3a	Explore the expansion and facilitation of opportunities for the community to gather such as music in the park, farmers market, or food truck style events.
4.3.3b	Ensure equity in event offerings that allow for outreach and engagement of underserved populations such as efforts with at-risk youth, community policing, special needs, low income, etc.
4.3.3c	Adapt and grow current events and programs to ensure they are best aligned with the changing demographics of the community. <ul style="list-style-type: none"> • Montgomery Fest • River Run • Halloween Safety Event • Annual Tree Lighting (Merry & Bright)
4.3.3d	Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders. <ul style="list-style-type: none"> • Community Gardens or Arboreta • Facility Open Houses or Tours • Hosting of Programming from Other Agencies • HOA Events and Programming • Specialized Groups & Organizations (culturally based, inclusive) • River or recreation events promoting the Fox River • Conservation and environmentally friendly events
5.3.3e	Focus efforts of enhancing the use and recreational opportunity of the section of Fox River that runs through the Village. Explore the feasibility of white-water features, connectivity to other communities via the river, and best promote the Village in the nationally registered and recognized Fabulous Fox Water Trail system.
6.1.2d	Develop a comprehensive marketing campaign to highlight Montgomery's strengths such as location, infrastructure, and quality of life by capitalizing on digital platforms, social media, and targeted advertising to reach potential new businesses and investors.
6.1.2e	Develop a new business welcome packet to provide prospective businesses with all the necessary information about the Village.

Task Index



NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.2.2a	Explore, enhance, and diversify revenues including the application of grants opportunities with a goal to grow each year.
1.2.2f	Evaluate fees and fines in comparison with peer communities.
1.3.1a	Perform an assessment of housing affordability in the Village, comparing prices to other communities and to household incomes.
1.3.1b	Perform an assessment of housing types in the Village and compare findings to peer communities.
1.3.1c	Perform an assessment of senior and assisted housing for the Village's current and projected aging population.
1.3.1d	Perform an assessment of the physical condition of the existing housing.
1.3.2a	Perform a market analysis assessing the housing market demand in the area and the capacity of available sites within the Village and within the Village's boundary line agreements to meet those market demands.
1.3.2b	Attend relevant housing-related conferences and trade shows to learn about the latest research and market-based solutions for housing.
1.3.2c	Synthesize and analyze the results of the housing assessments to determine unmet demand for housing types.
1.3.2d	Issue a publicly available report outlining the findings and conclusions of housing assessments and analysis.
1.3.3a	Perform an assessment of existing zoning and regulations to determine whether the Village's policies inhibit housing development and revise as needed.
1.3.3b	Apply to participate in the Metropolitan Mayors Caucus' Aging-in-Community program.
1.3.3c	Evaluate the need for a Village-wide housing plan.
1.4.1b	Encourage smart landscaping with the use of drought resistant plants and landscaping practices that require less water through building codes and standards.
1.4.1c	Encourage water efficient appliances and fixtures and irrigation systems to minimize wastage in new developments.
1.4.1d	Encourage businesses and industries to adopt water efficient practices and technologies in their operations.
1.4.1g	Review existing water conservation codes to ensure they are aligned with current initiatives and best practices.
1.5.1a	Continue committee evaluation of the Dam and impact of removal or modification.
1.5.1b	Evaluate the feasibility of constructing a white-water park and shoreline amenities.
1.5.1c	Engage with a white-water expert for conceptual design of white-water park.
1.5.1d	Determine the best course of action and present recommendation to the Village Board and community.
1.5.2d	Preserve and protect open space and explore opportunities to reserve open land.
1.5.2h	Support measures to include or expand softscape application in parking lot construction.

Task Index



COMMUNITY DEVELOPMENT

1.5.3a	Obtain Silver level classification on Mayors Caucus Electric Vehicle Readiness Program.
1.5.3b	Amend zoning and permitting regulations to make construction/installation of charging infrastructure easier.
1.5.3c	Evaluate Village fleet and identify applications for and integration of electric vehicles.
1.5.3d	Evaluate the expansion of EV charging sites at Village facilities based upon the fleet assessment to create an infrastructure plan for supporting the municipal fleet.
1.5.4a	Implement an employee-led Sustainability Team to evaluate, recommend, and encourage green and sustainable practices within the Village.
2.1.3f	Integrate the new enterprise resource planning system (ERP) Village-wide.
2.2.1a	Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
2.2.1e	Conduct an integrity review of Village policies and procedures to ensure fairness and impartiality for stakeholders and publish findings.
3.1.2b	Review the workflow of the entire organization to identify gaps in service or overlap of service areas.
3.1.2c	Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected), best practice standards, and other comparable or high performing communities to ensure we are staffed to best meet the needs of the community.
3.1.2d	Update ten-year staffing plan based on results of above tasks and annually thereafter with the budget process.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.2.1a	Provide continuous training and development opportunities: Invest in employee growth through workshops, seminars, online courses, and mentoring programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
3.2.1b	Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
3.2.1c	Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and growth into the future.
3.2.1d	Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.
3.2.2c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.3.1a	Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.3.2d	Assess and review the Village's current Customer Relationship Management System (CRMS) for resident reporting, code enforcement work orders, etc. to ensure stakeholders to allow for reporting of issues and concerns more efficiently.

Task Index



COMMUNITY DEVELOPMENT

3.4.2c	Improve and enhance access to services and resources to meet the diverse needs of businesses and organizations.
4.1.1a	Utilize available census data, surveys, and other sources to continuously analyze the demographic characteristics of the community, including age, gender, ethnicity, socioeconomic status, household composition, and migration patterns.
4.1.1b	Monitor key trends, disparities, and areas of need within the community such as access to education, healthcare, housing, and employment opportunities.
4.1.1c	Establish a mechanism to monitor and update data regularly to ensure that community profiles remain current and reflective of revolving demographics and trends.
4.1.1d	Keep the board apprised of any changes or updates so they can best understand and advocate for the community they serve.
4.2.1e	Complete the installation of the five-year entry signage project to enhance several locations of large, visible monuments/gateway signs at key intersections.
4.2.3a	Deepen residents' appreciation and connection to their community by encouraging the development of educational programs, exhibits, and initiatives through the Historic Preservation Commission that highlight the rich history, heritage, and cultural diversity in Montgomery.
4.2.3b	Support the Historic Preservation Commission in the creation of printed materials, video, or other interactive online resources and content to create an easier way for the public to interact with the collections maintained by the HPC.
4.2.3c	Continue to promote and protect historical buildings or locations to preserve the rich history of the community as well as any native Illinois land which showcase our original landscape pre-development (river, prairie land, etc.).
4.2.3d	Install wayfinding signage or informative plaques and signs at key historical locations to enhance the education and awareness of the community's history.
4.2.3e	Utilize history to promote inclusivity and diversity by highlighting the contributions of different cultural and ethnic groups to the Village's history.
4.2.3f	Develop programs and events to reflect best on the Village's heritage or workshops on the role of various communities in shaping the Village.
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
5.1.3a	Develop, design, and implement the TIF 2 Aucutt Road Regional Basin Project to maximize usable land for development and alleviate rainwater impact on residential and business properties.
5.1.3b	Facilitate the development of the 250 acres on the Hamman property advocating and supporting the essential need for effective stormwater management.
5.1.3c	Review and update the flood plan and future stormwater mitigation strategies to improve flood resilience in TIF 1. <ul style="list-style-type: none"> Engage with property owners (west of Farm & Fleet, along Route 30) as well as other taxing bodies (Aurora Township) to determine the need for stormwater management. Identify and evaluate land use, zoning, and future potential of the site to strategically plan use of the open land. Update the stormwater mitigation strategy for the area based on the review and stakeholder input.
5.1.3f	Expand sanitary sewer infrastructure to support the development along Lake Street (Route 31 Corridor). Invest and extend sanitary sewer systems to accommodate business and property development. <ul style="list-style-type: none"> Assess current sanitary sewer infrastructure and future demand along Lake Street. Develop a phased plan for extending sewer services focusing on the cost-benefit analysis of the infrastructure improvements. Collaborate with property owners and explore potential funding opportunities and resources to plan for future construction of sewer extensions if determined by the review.

Task Index



COMMUNITY DEVELOPMENT

5.1.4b	Re-evaluate and update the GAP Program (sidewalks and bike paths) to improve pedestrian and cyclist safety and connectivity within the Village.
5.1.4c	Extend Aucutt Rd. to Griffin and Griffin to Aucutt to enhance roadway connectivity and traffic flow by providing a second connection to Route 30 and Orchard Rd.
5.1.4d	Improve traffic capacity and safety on Aucutt Rd. by widening the road from Orchard east to Commerce.
5.1.4e	Extend Gordon Rd. (south to Dickson, north to Jericho) to increase roadway connectivity and support future development.
5.1.4f	Enhance local roadway connectivity through the support of the Knell Rd. extension to Commerce.
5.3.3b	Ensure successful design, construction, and funding of the Pedestrian Bridge proposed to enhance connectivity and safety for pedestrian and bike traffic over Route 30.
5.3.3c	Continue to review Village needs for enhanced connectivity through bike paths and trails to ensure safety and access for alternative transportation and community wellness.
5.3.3d	Coordinate with IDNR to review options and requirements as it relates to the future of the Montgomery Dam and advocate for the best interests of the Village and its community.
5.3.3e	Focus efforts of enhancing the use and recreational opportunity of the section of Fox River that runs through the Village. Explore the feasibility of white-water features, connectivity to other communities via the river, and best promote the Village in the nationally registered and recognized Fabulous Fox Water Trail system.
6.1.1d	Review existing permitting and zoning processes to identify bottlenecks or impediments to business operations to streamline the process making it more user-friendly to enhance customer service.
6.2.1a	Update the Village's Infrastructure and Roadway Program to plan, forecast, and properly budget for the next five years to best prioritize projects that will improve traffic flow and accessibility especially in commercial zones (Orchard Rd.).
6.2.1b	Once adopted by the Village Board, utilize the updated plan to secure funding from state and federal sources to assist with the financing of necessary transportation improvements.
6.2.2a	Partner with utility providers to enhance the electrical grid's capacity and reliability, support the fiber optic initiative for high-speed internet, prioritize the integration of renewable energy sources and energy-efficient technologies to support future residential and commercial needs.
6.2.2b	Implement stormwater management improvements, including the enhancement of drainage systems and adoption of innovative solutions such as bioswales and detention basins, to mitigate flooding risks and improve water quality.
6.2.2c	Focus on green infrastructure initiatives to promote the use of sustainable practices, such as green roofs, permeable pavers, and rain gardens in both public and private developments.
6.2.2d	Work to incorporate sustainability goals into the Village's long-term infrastructure planning, ensuring that new development aligns with environmental objectives.
6.3.1b	<p>Develop a Master Plan focused on commercial and industrial growth by creating a roadmap for necessary infrastructure improvements and necessary zoning changes.</p> <ul style="list-style-type: none"> • Hamman Property- located west of Orchard Rd., north of Route 30, and south of Jericho Rd. • Aucutt Road Corridor • The Grid, formerly the Caterpillar Plant • Karis Center for Commerce • Montgomery Business Center • CenterPoint Property • Route 30 – between Ogden Ave. and Fifth Ave.

Task Index



6.3.2a	<p>Implement pedestrian-friendly pathways and bike lanes to connect key commercial and industrial areas to residential neighborhoods.</p> <ul style="list-style-type: none"> Supporting and execute the Bike and Gap Plan as part of the Infrastructure and Roadway Program. Work towards the final design, permitting, and building of the Pedestrian Bridge over Rt. 30. Work closely with the property owners (Hamman property), Fox Valley Park District, and developers and landowners along the Orchard Rd. and Rt. 30 corridor to ensure connectivity. Be mindful of pathways and bike lanes that flank the Fox River and downtown Montgomery area to ensure connectivity to the north (Aurora) and south (Oswego) when planning future developments.
6.3.2b	<p>Adapt and expand the current gateway signage plan into a large encompassing signage and wayfinding system that clearly directs visitors and residents to commercial and industrial districts, enhancing the overall experience and encouraging exploration.</p>
6.3.2c	<p>Collaborate with regional transit authorities, state and federal officials, and local leaders to champion the expansion of the passenger rail and other public transportation options, to make Montgomery more accessible for commuter residents, employees, and visitors.</p>

Task Index



ECONOMIC DEVELOPMENT

NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.2.2c	Explore the fiscal benefits of a hotel within the Village.
1.4.1b	Encourage businesses and industries to adopt water efficient practices and technologies in their operations.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.4.1b	Create and formalize a business retention and partnership program. <ul style="list-style-type: none"> Conduct and track business retention meetings with all existing businesses and vital community partners. Develop a multi-channel communications plan to engage with these organizations in a variety of ways such as print, social media, community forums, and through the Village website.
3.4.1c	Foster community and belonging to businesses and organizations within Montgomery to cultivate a strong sense of Village pride.
3.4.1d	Seek creative partnerships and networks throughout the Village and counties to best engage a larger number of our community organizations.
3.4.1e	Increase marketing efforts to promote the Montgomery brand through a variety of mediums such as showcasing Montgomery businesses on social media channels on a regular basis.
3.4.2c	Improve and enhance access to services and resources to meet the diverse needs of businesses and organizations within the community.
3.4.2d	Empower and support (financial, service, etc.) the Greater Montgomery Area Chamber of Commerce and encourage membership growth and service offerings for our local business (public, private, nonprofit) community.
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
4.3.2e	Enhance efforts in cultural arts through temporary and/or permanent installations at Village facilities or other locations throughout the Village.
4.3.3d	Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders. <ul style="list-style-type: none"> Community Gardens or Arboreta Facility Open Houses or Tours Hosting of Programming from Other Agencies HOA Events and Programming Specialized Groups & Organizations (culturally based, inclusive) River or recreation events promoting the Fox River Conservation and environmentally friendly events
5.1.3a	Develop, design, and implement the TIF 2 Aucutt Road Regional Basin Project to maximize usable land for development and alleviate rainwater impact on residential and business properties.
5.1.3b	Facilitate the development of the 250 acres on the Hamman property advocating and supporting the essential need for effective stormwater management.

Task Index



ECONOMIC DEVELOPMENT

5.1.3c	Review and update the flood plan and future stormwater mitigation strategies to improve flood resilience in TIF 1. <ul style="list-style-type: none"> Engage with property owners (west of Farm & Fleet, along Route 30) as well as other taxing bodies (Aurora Township) to determine the need for stormwater management. Identify and evaluate land use, zoning, and future potential of the site to strategically plan use of the open land. Update the stormwater mitigation strategy for the area based on the review and stakeholder input.
5.3.3a	Enhance collaboration efforts and support of the Fox Valley Park District's Stuart Sports Complex and its comprehensive plan to best attract premiere sports tournaments safely while mitigating impact to residents.
5.3.3e	Focus efforts of enhancing the use and recreational opportunity of the section of Fox River that runs through the Village. Explore the feasibility of white-water features, connectivity to other communities via the river, and best promote the Village in the nationally registered and recognized Fabulous Fox Water Trail system.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.4.1b	Create and formalize a business retention and partnership program. <ul style="list-style-type: none"> Conduct and track business retention meetings with all existing businesses and vital community partners. Develop a multi-channel communications plan to engage with these organizations in a variety of ways such as print, social media, community forums, and through the Village website.
6.1.1a	Explore opportunities to best cultivate an environment for entrepreneurship and business development. <ul style="list-style-type: none"> Establish funding opportunities for start-up businesses within the Village in coordination with the Montgomery Development Fund. Enhance partnership with local education institutions and businesses to provide expert resources and support. <ol style="list-style-type: none"> Fox Valley Entrepreneurship Center Small Business Development Center at Waubonsee Community College
6.1.1b	Identify key industries in Montgomery and assist with coordinating regular roundtable discussions with industry leaders, Village officials, and stakeholders to enhance collaborative public-private efforts. <ul style="list-style-type: none"> Valley Industrial Association Greater Montgomery Area Chamber of Commerce
6.1.1c	Launch a formal business retention program involving regular check-ins with existing businesses to best understand needs and challenges.
6.1.1d	Review existing permitting and zoning processes to identify bottlenecks or impediments to business operations to streamline the process making it more user-friendly to enhance customer service.
6.1.2a	Develop and implement a new business attraction plan to identify target business sectors and create a detailed plan outlining how the Village will attract or retain these businesses.
6.1.2b	Collaborate with commercial brokers, regional partners, and industry associations to identify these potential business recruits. Adapt the plan as necessary to allow for changing economic conditions and new trends.
6.1.2c	Strengthen relationships with commercial and industrial brokers to facilitate business development and investment in Montgomery with regular communication, networking events, or enhanced marketing efforts to encourage new business in the Village.
6.1.2d	Develop a comprehensive marketing campaign to highlight Montgomery's strengths such as location, infrastructure, and quality of life by capitalizing on digital platforms, social media, and targeted advertising to reach potential new businesses and investors.
6.1.2e	Develop a new business welcome packet to provide prospective businesses with all the necessary information about the Village.
6.1.2f	Engage with commercial property owners, especially along the Douglas/Montgomery Road corridor to collaborate and strategize the development of underutilized space and the upgrade of properties to meet current market demands.

Task Index



ECONOMIC DEVELOPMENT

6.2.1a	Update the Village's Infrastructure and Roadway Program to plan, forecast, and properly budget for the next five years to best prioritize projects that will improve traffic flow and accessibility especially in commercial zones (Orchard Rd.).
6.2.1b	Once adopted by the Village Board, utilize the updated plan to secure funding from state and federal sources to assist with the financing of necessary transportation improvements.
6.2.2a	Partner with utility providers to enhance the electrical grid's capacity and reliability, support the fiber optic initiative for high-speed internet, prioritize the integration of renewable energy sources and energy-efficient technologies to support future residential and commercial needs.
6.3.1a	Create an interior and exterior rehabilitation program or opportunity in which to target businesses in need of exterior renovations to enhance the overall operation of dated or dilapidated commercial buildings. <ul style="list-style-type: none"> • Douglas Road Corridor • Montgomery Road Corridor • Downtown Montgomery
6.3.1b	Develop a Master Plan focused on commercial and industrial growth by creating a roadmap for necessary infrastructure improvements and necessary zoning changes. <ul style="list-style-type: none"> • Property- located west of Orchard Rd., north of Route 30, and south of Jericho Rd. • Aucutt Road Corridor • The Grid, formerly the Caterpillar Plant • Karis Center for Commerce • Montgomery Business Center • CenterPoint Property • Route 30 – between Ogden Ave. and Fifth Ave.
6.3.1c	Support the procurement of essential open space, abandoned buildings, and valuable real estate through public or private acquisition to assist in efforts of redevelopment essential to creating catalysts for changes in underutilized areas. <ul style="list-style-type: none"> • 310 N. River St. • Oswego Public Library, future downtown Montgomery location • Other properties as identified by the Village Board and Staff
6.3.1d	Collaborate with business partners to host regular events, such as markets, festivals, and street fairs to draw visitors to key commercial districts working with local businesses to sponsor and participate in these events to enhance the sense of community and boost economic activity.
6.3.2b	Adapt and expand the current gateway signage plan into a large encompassing signage and wayfinding system that clearly directs visitors and residents to commercial and industrial districts, enhancing the overall experience and encouraging exploration.
6.3.2c	Collaborate with regional transit authorities, state and federal officials, and local leaders to champion the expansion of the passenger rail and other public transportation options, to make Montgomery more accessible for commuter residents, employees, and visitors.
6.4.1a	Assess and identify business needs, collecting data through various mediums, analyze the competitive landscape to identify gaps where incentives could drive growth and investment.
6.4.1b	Collaborate with public and private stakeholders to develop a menu of tax incentives, grants, loans, and infrastructure support tailored to the business needs. <ul style="list-style-type: none"> • Tax incentives: property tax abatements, sales tax rebates, TIF • Grants and loans: small business grants, low-interest forgivable loans, and façade improvement grants. • Infrastructure support: site preparation assistance, utility rate reduction, and public infrastructure investment.
6.4.1c	Consider the creative use of incentives such as zoning and land-use incentives that align with business expansion or relocation goals, and potential performance-based incentives to reward businesses for job creation, community engagement, and other positive community impacts.



6.4.2a	Identify and promote existing training programs to align with the needs of the local businesses and encourage custom training program development for high-demand skills <ul style="list-style-type: none">• Worknet Batavia (DeKalb, Kane, Kendall Counties)• Waubonsee Community College
6.4.2b	Support training programs, focused on critical skills gaps within the local workforce.
6.4.2c	Encourage large employers to offer paid internships and apprenticeships, targeting young professionals and underrepresented groups.
6.4.2d	Use data analytics to track the growth of workforce development, and public periodic reports on workforce development progress, focused on success and identifying areas for improvement.

Task Index



NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.2.1a	Develop a long-term funding plan for the DuPage Water Commission application and non-revenue water loss program for the Lake Michigan water project.
1.2.1b	Cross reference to the Village's capital improvement plans for possible cost savings and efficiencies.
1.2.1c	Develop a long-term Facilities Maintenance program to ensure facilities annual costs are identified and planned for accordingly.
1.2.1d	Maintain funding of Vehicle Equipment Replacement Fund.
1.2.1e	Maintain funding of Road program.
1.2.1f	Maintain funding of watermain replacement programs.
1.2.1g	Develop a long-term maintenance plan for special service area basin management to identify and develop funding strategies.
1.2.2a	Explore, enhance, and diversify revenues including the application of grants opportunities with a goal to grow each year.
1.2.2b	Continue to prioritize and strengthen Police Pension Funding.
1.2.2d	Complete a water rate study that includes the evaluation of the water fee structures and implement recommended changes by the end of 2026.
1.2.2e	Forecast expenditures and develop cost savings measures or programs to increase sustainability annually through the budget process.
1.2.2g	Identify and evaluate potential cost reduction strategies proactively to better position the Village financially for any unforeseen revenue shortfalls or market fluctuations beyond our control.
1.2.2h	Maintain the Village's AA bond rating.
1.2.2i	Obtain GFOA Triple Crown Reporting within five years.
1.2.2j	Increase financial transparency with monthly and quarterly financial reporting.
1.2.2k	Review and appropriately modify fiscal policy to align with Government Finance Officers Association best practices.
1.4.2b	Complete annual billing and consumption audits of top 20 water system consumers.
1.4.2c	Maintain a platform for the identification and resolution of process deficiencies within utility billing through interdepartmental collaboration.
1.4.2h	Complete forensic data investigation and analysis of billing data by a 3rd party consultant.
2.1.3f	Integrate the new enterprise resource planning system (ERP) Village-wide.
2.2.1a	Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
3.1.2b	Review the workflow of the entire organization to identify gaps in service or overlap of service areas.



3.1.2c	Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected), best practice standards, and other comparable or high performing communities to ensure we are staffed to best meet the needs of the community.
3.1.2d	Update ten-year staffing plan based on results of above tasks and annually thereafter with the budget process.
3.1.2e	Work with elected officials to forecast, budget, and plan to hire essential staff as determined by the results of the above.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.2.1a	Provide continuous training and development opportunities: Invest in employee growth through workshops, seminars, online courses, and mentoring programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
3.2.1b	Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
3.2.1c	Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and grow into the future.
3.2.1d	Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.
3.2.2c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.3.1a	Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
4.3.3d	<p>Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders.</p> <ul style="list-style-type: none"> Community Gardens or Arboreta Facility Open Houses or Tours Hosting of Programming from Other Agencies HOA Events and Programming Specialized Groups & Organizations (culturally based, inclusive) River or recreation events promoting the Fox River Conservation and environmentally friendly events
5.1.1a	As aligned with strategic priority and objective 1.4.0, implement a comprehensive plan to modernize water distribution systems, including repairing aging pipes, and investing in smart technology.
5.1.1d	Consider expanding district metering to more closely monitor and adapt improvements to focus on areas especially vulnerable to water loss.
5.1.2a	Continue to work with consultants and municipalities involved in the DuPage Water Commission transition to determine the necessary upgrades and expansion of pipeline to facilitate the transmission of Lake Michigan water to our region.
5.1.2b	Formulate a detailed plan, establish funding, and begin the construction of the two new required receiving stations to accept Lake Michigan water for the Village at the properties previously identified: Ogden Hill and the former Conte property west of the Oswego Fire District Station on Galena Rd.

Task Index



5.1.2c	Continue to maintain effective communication and coordination with the DuPage Water Commission to ensure a smooth transition.
5.1.2d	Actively participate in all joint planning sessions to align infrastructure upgrade plans with the Water Link Communities (Oswego & Yorkville) and ensure compliance with all regulatory and operational requirements set by the DuPage Water Commission.
5.1.3a	Develop, design, and implement the TIF 2 Aucutt Road Regional Basin Project to maximize usable land for development and alleviate rainwater impact on residential and business properties.
5.3.1c	Update the Village's multi-year Vehicle Replacement Program. Review program by prioritizing replacements based on critical need and cost-effectiveness. Review program's previous success and tracking and update the Vehicle Replacement Fund (VERF) as necessary to ensure a multi-year replacement plan spreads costs evenly over time and allows for emergency replacement needs.
5.3.1f	Optimize financial management to ensure cost-effective vehicle replacements without compromising service delivery, leveraging bulk and joint purchasing when available.
5.3.2d	Optimize financial management to ensure cost-effective equipment replacement without compromising service delivery, leveraging bulk and joint purchasing when available as outlined in the Village's Vehicle & Equipment Replacement Fund (VERF).
6.2.1a	Update the Village's Infrastructure and Roadway Program to plan, forecast, and properly budget for the next five years to best prioritize projects that will improve traffic flow and accessibility especially in commercial zones (Orchard Rd.).
6.2.1b	Once adopted by the Village Board, utilize the updated plan to secure funding from state and federal sources to assist with the financing of necessary transportation improvements.
6.2.1c	Upgrade and expand water and wastewater systems to accommodate future development and ensure reliable service, with a focus on integrating advanced technologies for monitoring and management.
6.4.1b	Collaborate with public and private stakeholders to develop a menu of tax incentives, grants, loans, and infrastructure support tailored to the business needs. <ul style="list-style-type: none"> • Tax incentives: property tax abatements, sales tax rebates, TIF • Grants and loans: small business grants, low-interest forgivable loans, and façade improvement grants. • Infrastructure support: site preparation assistance, utility rate reduction, and public infrastructure investment.

Task Index



POLICE

NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.2.2a	Explore, enhance, and diversify revenues including the application of grants opportunities with a goal to grow each year.
1.2.2f	Evaluate fees and fines in comparison with peer communities.
2.1.3f	Integrate the new enterprise resource planning system (ERP) Village-wide.
2.2.1a	Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
3.1.2b	Review the workflow of the entire organization to identify gaps in service or overlap of service areas.
3.1.2c	Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected), best practice standards, and other comparable or high performing communities to ensure we are staffed to best meet the needs of the community.
3.1.2d	Update ten-year staffing plan based on results of above tasks and annually thereafter with the budget process.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.
3.2.1a	Provide continuous training and development opportunities: Invest in employee growth through workshops, seminars, online courses, and mentoring programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
3.2.1b	Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
3.2.1c	Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and growth into the future.
3.2.1d	Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.
3.2.3c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.3.1a	Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.1d	Translate pertinent applications and information materials into Spanish to ensure inclusivity and accessibility for Spanish-speaking residents.
3.3.2c	Reinvigorate and activate the emergency communication system to alert residents of important information especially as it relates to safety, weather, and road closures (police, public works).
3.3.3a	Continue to train employees on phishing scams and provide information for residents on how to protect themselves.
3.3.3b	Continue to invest in and improve cybersecurity measures for village data.
3.3.3c	Work with IT and insurance cooperative on data protection and cybersecurity policies to be adopted and implemented.

Task Index



POLICE

3.3.3d	Assimilate necessary cybersecurity training and understanding into the job descriptions as appropriate.
4.1.2d	Eliminate the continued use of outdated branding on internal and external documents to implement consistent branding, especially as it relates to high visibility branding efforts such as across Village vehicles, entryway signage into the Village, and on facility grounds.
4.3.1b	Partner with local schools or youth-based organizations (key clubs, service organizations, scout projects) to promote and support youth-led volunteer efforts or service projects.
4.3.1c	Invest and grow the positive policing initiatives with local schools to best provide positive interaction and relationships between youth and the Montgomery Police Department (PALS, Ride to School, Field Days, ALICE Training, etc.).
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
4.3.3b	Ensure equity in event offerings that allow for outreach and engagement of underserved populations such as efforts with at-risk youth, community policing, special needs, low income, etc.
4.3.3c	Adapt and grow current events and programs to ensure they are best aligned with the changing demographics of the community. <ul style="list-style-type: none"> Montgomery Fest River Run Halloween Safety Event Annual Tree Lighting (Merry & Bright)
4.3.3d	Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders. <ul style="list-style-type: none"> Community Gardens or Arboreta Facility Open Houses or Tours Hosting of Programming from Other Agencies HOA Events and Programming Specialized Groups & Organizations (culturally based, inclusive) River or recreation events promoting the Fox River Conservation and environmentally friendly events
5.1.4d	Improve traffic capacity and safety on Aucutt Rd. by widening the road from Orchard east to Commerce.
5.2.3a	Conduct a needs and space assessment for the Police Department and Village Hall to identify current and future space and resource requirements for aging municipal buildings.
5.2.3d	Identify areas of future growth within the Village and determine a plan of action to best allow for the physical expansion of staffing or divisions to provide enhanced services to the community. An example may be the potential need for a Crisis Intervention Area to assist in supporting the growing mental health needs of our community and new legislation required for responding to crisis situations.
5.2.3e	Focus on the emotional and physical wellness of internal stakeholders (staff) assess the fitness and training areas at Village facilities to ensure safety and modernization of equipment and technology.
5.3.1a	Update the inventory and assessment of the current vehicle fleet to ensure all information is accurate identifying the age, condition, usage, and maintenance history of each vehicle.
5.3.1b	Establish benchmarks for vehicle age, mileage, and maintenance costs and update the Village standard for replacement cycle for the various types of vehicles.
5.3.1c	Coordinate with the Finance Department to prioritize replacements based on critical need and cost-effectiveness to update the Village's current multi-year vehicle replacement program. Review program's previous success and tracking and update if necessary to ensure a multi-year replacement plan spreads costs evenly over time and allows for emergency replacement needs.



5.3.1d	Incorporate sustainability into the Village's Vehicle Replacement Program to explore opportunities for transitioning to a more sustainable fleet by incorporating environmentally friendly vehicles and practices if available and outlined by the CMAP's EV Readiness Accreditation process.
5.3.1e	Ensure Village support of alternative fuel vehicles
5.3.1f	Optimize financial management to ensure cost-effective vehicle replacements without compromising service delivery, leveraging bulk and joint purchasing when available as outlined in the Village's Village & Equipment Replacement Fund (VERF).
5.3.2a	Conduct an inventory of existing municipal equipment and machinery to identify outdated or inefficient assets across all divisions.
5.3.2b	Consider technological advancements, reliability, and cost-effectiveness of future equipment needs while considering conservative lifecycle costs and maintenance requirements to ensure safety and operational efficiency.
5.3.2c	Ensure proper support and training for municipal staff to ensure proper operation and maintenance of new equipment to maximize lifespan and performance.
5.3.2d	Optimize financial management to ensure cost-effective equipment replacement without compromising service delivery, leveraging bulk and joint purchasing when available as outlined in the Village's Vehicle & Equipment Replacement Fund (VERF).

Task Index



NOTE: Tasks are listed below by the Department/Division that will be responsible for accomplishing the outlined actions. Some may appear in multiple areas and collectively the various Departments/Divisions will all work together to complete. By completing these tasks, we are collectively achieving our goals and objectives.

1.2.1b	Cross reference to the Village's capital improvement plans for possible cost savings and efficiencies
1.2.1c	Develop a long-term Facilities Maintenance program to ensure facilities annual costs are identified and planned for accordingly.
1.2.1g	Modify the sanitary sewer evaluation plan to sanitary sewer preventive maintenance plan.
1.2.1h	Develop a long-term maintenance plan for special service area basin management to identify and develop funding strategies.
1.2.1i	Develop an in-house valve assessment and exercising program.
1.2.2d	Complete a water rate study that includes the evaluation of the water fee structures and implement recommended changes by the end of 2026.
1.4.1b	Encourage smart landscaping with the use of drought resistant plants and landscaping practices that require less water through building codes and standards.
1.4.1c	Encourage smart landscaping with the use of drought resistant plants and landscaping practices that require less water through building codes and standards.
1.4.1d	Encourage businesses and industries to adopt water efficient practices and technologies in their operations.
1.4.1e	Collaborate with Fire Districts within the community to develop a program to measure water utilized during training.
1.4.1f	Maintain the Gold level recognition in the Illinois American Water Works Association Water Ambassador program.
1.4.1g	Review existing water conservation codes to ensure they are aligned with current initiatives and best practices.
1.4.2a	Complete the water audit based on the American Water Works Association M36 manual annually.
1.4.2b	Complete annual billing and consumption audits of top 20 water system consumers.
1.4.2d	Continue the leak detection across 100% of the distribution system and bi-annually across Boulder Hill portion of the system.
1.4.2e	Complete full customer water meter replacement program with AMI technology by 2029.
1.4.2f	Develop and implement a tracking/monitoring system for the Boulder Hill district metered area to improve leak repair time.
1.4.2g	Complete annual master meter testing.
1.5.2a	Maintain arboretum accreditation.
1.5.2b	Continue to support the efforts of a Village Beautification Committee through programs such as the bridge planting program, Arbor Day Tree Dedication, and community engagement contests to engage the public on the importance of our arbor canopy and native plantings.
1.5.2c	Maintain Tree City USA recognition with the Arbor Day Foundation.
1.5.2d	Preserve and protect open space and explore opportunities to reserve open land.

Task Index



1.5.2e	Identify plantings applications to enhance aesthetic of main throughfares within the Village.
1.5.2f	Maintain annual tree planting and 50/50 tree planting program.
1.5.2g	Maintain best practices for storm water management, wetlands, plantings, and basin management.
1.5.2h	Support measures to include or expand softscape application in parking lot construction.
1.5.3c	Evaluate Village fleet and identify applications for and integration of electric vehicles.
1.5.3d	Evaluate the expansion of EV charging sites at Village facilities based upon the fleet assessment to create an infrastructure plan for supporting the municipal fleet.
1.5.3e	<p>Enhance pedestrian mobility.</p> <ul style="list-style-type: none"> Construct Pedestrian Bridge over US Route 30. Update the Village sidewalk GAP plan. Plan expansion of bike paths throughout the Village including bike lanes that will connect the east and west areas of the Village.
1.5.4a	Implement an employee-led Sustainability Team to evaluate, recommend, and encourage green and sustainable practices within the Village.
1.5.4b	Evaluate and streamline internal regulatory procedures for promotion of green technology.
1.5.4c	Promote electronic and household hazard waste recycling opportunities.
1.5.4d	Review and expand recycling programs for all Village buildings.
1.5.5a	Evaluate solar energy applications for Village facilities.
1.5.5b	Complete LED light installation at Village Hall and well houses, and LED light and motion detection installation at Police facility.
1.5.5c	Review and expand recycling programs for all Village buildings.
1.5.5d	Continue the leak detection across 100% of the distribution system and bi-annually across Boulder Hill portion of the system.
1.5.5e	Reduce applications of chlorodifluoromethane refrigerant.
1.5.5f	Increase use of water-efficient fixtures within Village facilities.
2.1.3f	Integrate the new enterprise resource planning system (ERP) Village-wide.
2.2.1a	Identify or develop opportunities in each department for well-suited employees to take on leadership responsibilities, such as team and project management.
3.1.2b	Review the workflow of the entire organization to identify gaps in service or overlap of service areas.
3.1.2c	Evaluate staffing levels for different Village operations (i.e. code enforcement, police, public works, etc.) based on population (existing and projected), best practice standards, and other comparable or high performing communities to ensure we are staffed to best meet the needs of the community.
3.1.2d	Update ten-year staffing plan based on results of above tasks and annually thereafter with the budget process.
3.1.3e	Foster a positive work culture by cultivating an inclusive and supportive work environment that values diversity, equity, and work-life balance to increase employee engagement and retention.

Task Index



3.2.1a	Provide continuous training and development opportunities: Invest in employee growth through workshops, seminars, online courses, and mentoring programs to enhance skills, foster career progression, and to engage all levels of staff with professional development.
3.2.1b	Create succession plans for retirement and position vacancies to ensure continuity of organizational knowledge, skills, and abilities.
3.2.1c	Provide opportunities for upward mobility and career development within the Village organization and explore the expansion of new career tracks within the organization to best adapt and grow into the future.
3.2.1d	Develop benchmarks and key performance indicators for all positions to best identify and communicate what success and high performance is for each position.
3.2.3c	Create opportunities for division team building and cross-departmental team building activities and initiatives.
3.3.1a	Assess and establish optimal staffing levels by evaluating staffing requirements to ensure sufficient coverage and address any staffing deficiencies.
3.3.1b	Institutionalize annual customer-service excellence training that is comprehensive, consistent, and available to all employees to uphold superior customer service standards.
3.3.2c	Reinvigorate and activate the emergency communication system to alert residents of important information especially as it relates to safety, weather, and road closures (police, public works).
3.3.2d	Assess and review the Village's current Customer Relationship Management System (CRMS) for resident reporting, code enforcement work orders, etc. to ensure stakeholders to allow for reporting of issues and concerns more efficiently.
4.1.2d	Eliminate the continued use of outdated branding on internal and external documents to implement consistent branding, especially as it relates to high visibility branding efforts such as across Village vehicles, entryway signage into the Village, and on facility grounds.
4.2.1e	Complete the installation of the five-year entry signage project to enhance several locations of large, visible monuments/gateway signs at key intersections.
4.2.3d	Install wayfinding signage or informative plaques and signs at key historical locations to enhance the education and awareness of the community's history.
4.3.1b	Partner with local schools or youth-based organizations (key clubs, service organizations, scout projects) to promote and support youth-led volunteer efforts or service projects.
4.3.2c	Develop partnerships with other service agencies (private and public) to strengthen resources available to residents of all ages and especially as it relates to the following areas: active adults (seniors), conservation, nonprofits, and youth.
4.3.3d	<p>Support (time, resources, and financial) other programs and events to allow for more engagement opportunities for residents and stakeholders.</p> <ul style="list-style-type: none"> Community Gardens or Arboreta Facility Open Houses or Tours Hosting of Programming from Other Agencies HOA Events and Programming Specialized Groups & Organizations (culturally based, inclusive) River or recreation events promoting the Fox River Conservation and environmentally friendly events
5.1.1a	As aligned with strategic priority and objective 1.4.0, implement a comprehensive plan to modernize water distribution systems, including repairing aging pipes, and investing in smart technology.
5.1.1b	Coordinate and execute water main replacement program following the inventory review and assessment coordinated with Village Engineering consultants.

Task Index



PUBLIC WORKS

5.1.1c	Prioritize and set strategic goals to upgrade all water meters to advanced metering infrastructure (AMI).
5.1.1d	Consider expanding district metering to more closely monitor and adapt improvements to focus on areas especially vulnerable to water loss.
5.1.1e	Address loop system issues to reduce the number of auto flushes to best control water usage and promote conservation of water.
5.1.1f	Properly scale water infrastructure to ensure long-term sustainability of the water distribution network and resilience to withstand future challenges.
5.1.2a	Continue to work with consultants and municipalities involved in the DuPage Water Commission transition to determine the necessary upgrades and expansion of pipeline to facilitate the transmission of Lake Michigan water to our region.
5.1.2b	Formulate a detailed plan, establish funding, and begin the construction of the two new required receiving stations to accept Lake Michigan water for the Village at the properties previously identified: Ogden Hill and the former Conte property west of the Oswego Fire District Station on Galena Rd.
5.1.2c	Continue to maintain effective communication and coordination with the DuPage Water Commission to ensure a smooth transition.
5.1.2d	Actively participate in all joint planning sessions to align infrastructure upgrade plans with the Water Link Communities (Oswego & Yorkville) and ensure compliance with all regulatory and operational requirements set by the DuPage Water Commission.
5.1.3b	Facilitate the development of the 250 acres on the Hamman property advocating and supporting the essential need for effective stormwater management.
5.1.3c	Review and update the flood plan and future stormwater mitigation strategies to improve flood resilience in TIF 1. <ul style="list-style-type: none"> Engage with property owners (west of Farm & Fleet, along Route 30) as well as other taxing bodies (Aurora Township) to determine the need for stormwater management. Identify and evaluate land use, zoning, and future potential of the site to strategically plan use of the open land. Update the stormwater mitigation strategy for the area based on the review and stakeholder input.
5.1.3d	Maintain the efficiency and capacity of existing stormwater basins, identify and prioritize the dredging needs based on urgency and impact. Establish a long-term plan of action to address and execute the dredging operations to restore basins to full capacity.
5.1.3e	Evaluate the maintenance needs to ensure the long-term functionality and reliability of stormwater basins within Special Service Areas (SSAs) and implement plans and budget for routine maintenance and necessary upgrades if deemed appropriate.
5.1.3f	Expand sanitary sewer infrastructure to support the development along Lake Street (Route 31 Corridor). Invest and extend sanitary sewer systems to accommodate business and property development. <ul style="list-style-type: none"> Assess current sanitary sewer infrastructure and future demand along Lake Street. Develop a phased plan for extending sewer services focusing on the cost-benefit analysis of the infrastructure improvements. Collaborate with property owners and explore potential funding opportunities and resources to plan for future construction of sewer extensions if determined by the review.
5.1.4a	Update the five-year Infrastructure and Roadway Plan (IRP) to ensure the timely, efficient replacement and maintenance of pavement and roadways throughout the Village.
5.1.4b	Re-evaluate and update the GAP Program (sidewalks and bike paths) to improve pedestrian and cyclist safety and connectivity within the Village.
5.2.1a	Conduct a thorough assessment of current facility to develop a plan for addressing maintenance and future expansion needs of Village facilities.

Task Index



5.2.1b	Coordinate a comprehensive maintenance plan outlining routine, preventative, and emergency maintenance tasks in collaboration with engineering and IT departments to ensure infrastructure (physical and technical) are efficient and effective.
5.2.1c	Establish a plan of action and comprehensive plan to address facility operations or necessary improvements over time to achieve budget alignment and ensure fiscal responsibility.
5.2.1d	Implement a centralized facility management system to track maintenance, usage, and space allocation for municipal buildings, properties, water infrastructure, et. al.
5.2.2a	Review and assess operational effectiveness and needs enhanced resources for salt storage on the West side of the Village.
5.2.2b	Identify a suitable location for the future construction of a salt dome or other municipal resources and consider facility designs to best meet the Village's operational needs.
5.2.2c	Review the original scale of the Public Works Facility project to assess and budget for large capital investments eliminated from the initial project scope to continue to work towards achieving the highest level of municipal services.
5.2.2d	Identify a plan, establish a timeline, and methods of funding to construct materials bin storage onsite, overhead crane in the fleet area, and installation of a backup generator.
5.2.3e	Assess the fitness and training areas at Village facilities to ensure safety and modernization of equipment and technology to support the emotional and physical wellness of staff.
5.3.1a	Update the inventory and assessment of the current vehicle fleet to ensure all information is accurate identifying the age, condition, usage, and maintenance history of each vehicle.
5.3.1b	Establish benchmarks for vehicle age, mileage, and maintenance costs and update the Village standard for replacement cycle for the various types of vehicles.
5.3.1c	Update the Village's current multi-year vehicle replacement program by prioritizing replacements based on critical needs and cost-effectiveness. Review program's previous success and tracking and update the Vehicle and Equipment Replacement Fund (VERF) as necessary to ensure multi-year replacement plan spreads costs evenly over time and best allows for emergency replacement needs.
5.3.1d	Incorporate sustainability into the Village's Vehicle Replacement Program to explore opportunities for transitioning to a more sustainable fleet by incorporating environmentally friendly vehicles and practices if available and outlined by the CMAP's EV Readiness Accreditation process.
5.3.1e	Ensure Village support of alternative fuel vehicles.
5.3.1f	Optimize financial management to ensure cost-effective vehicle replacements without compromising service delivery, leveraging bulk and joint purchasing when available as outlined in the Village's Village & Equipment Replacement Fund (VERF).
5.3.2a	Conduct an inventory of existing municipal equipment and machinery to identify outdated or inefficient assets across all divisions.
5.3.2b	Consider technological advancements, reliability, and cost-effectiveness of future equipment needs while considering conservative lifecycle costs and maintenance requirements to ensure safety and operational efficiency.
5.3.2c	Ensure proper support and training for municipal staff to ensure proper operation and maintenance of new equipment to maximize lifespan and performance.
5.3.2d	Optimize financial management to ensure cost-effective equipment replacement without compromising service delivery, leveraging bulk and joint purchasing when available as outlined in the Village's Vehicle & Equipment Replacement Fund (VERF).

Task Index



PUBLIC WORKS

5.3.3b	Ensure successful design, construction, and funding of the Pedestrian Bridge proposed to enhance connectivity and safety for pedestrian and bike traffic over Route 30.
6.2.1c	Upgrade and expand water and wastewater systems to accommodate future development and ensure reliable service, with a focus on integrating advanced technologies for monitoring and management.
6.2.2b	Implement stormwater management improvements, including the enhancement of drainage systems and adoption of innovative solutions such as bioswales and detention basins, to mitigate flooding risks and improve water quality.
6.2.2c	Focus on green infrastructure initiatives to promote the use of sustainable practices, such as green roofs, permeable pavers, and rain gardens in both public and private developments.
6.2.2d	Work to incorporate sustainability goals into the Village's long-term infrastructure planning, ensuring that new development aligns with environmental objectives.

Data Collected

NOTE: Below is the data collected during the initial Strategic Planning Meetings (October - December 2023). Ideas and responses were generated by the Village Board, Department Heads, and members of the Leadership Team during three separate meetings, but utilizing the same brainstorming exercises.

Information collected remained anonymous, but the below represented below in its entirety. Items in bold, were mentioned more than one time, by more than one person, or across multiple brainstorming collection activities. Some as many as five times. To the right of each data set, a blue section lists the most frequently mentioned items labeled Top 3 (or 4, in instances of ties).

If money was no object, what should the Village do tomorrow?

- Community Center/Businesses
- **Consistent Branding of Village Vehicles**
- Create a Tree Nursery
- **Dam Removal**
- **Develop Downtown**
- Emergency Assistance Fund
- Emergency Communication System to Alert Residents
- Hire More Professional Staff
- Improve Infrastructure
- Insurance Program/Improvements
- **Invest in Staff**
- Investment in River
- **Lesson Water Burden**
- More Industry Out of the Town Center
- **More Staff**
- **Name Brand Hotel / The "Right" Hotel**
- Need An Identity
- New Police Department Building - better layout
- No Boulder Hill Services
- Overpasses Over Railroad
- Plumbing Inspector
- **Promote Family/Camaraderie for Staff (bowling league, softball, social club)**
- **Redevelopment of Downtown/Buy Property**
- Something to Draw People (raceway, league)
- **Translation (written and oral)**
- Unlimited PTO
- Village Hall & Police Department Near Each Other
- Village S/B Land Developer

TOP 3

1. **Develop Downtown, Acquire Property**
2. **Invest in Staff (hire, promote, camaraderie)**
3. **Translation (written and oral)**

Data Collected Cont.

If money was no object, what should the Village do tomorrow?

- Add Sewer & Water Service to Schaeffer's, Blue Boar, KWCC
- Build a Hotel
- **Buy Rail Net/ Fund Metra**
- Buy Triangle
- Community Center/Businesses
- **Consistent Branding of Village Vehicles**
- Create a Tree Nursery
- **Dam Removal**
- **Develop Downtown**
- Emergency Assistance Fund
- Emergency Communication System to Alert Residents
- Enhance the 31 Corridor (little train car station)
- Hire More Professional Staff
- Improve Infrastructure
- Install Cameras on Major Roads
- Insurance Program/Improvements
- **Invest in Staff**
- **Investment in River**
- **Lessen Water Burden**
- **More Industry Out of the Town Center**
- **More Staff**
- **Name Brand Hotel / The "Right" Hotel**
- Need An Identity
- New Police Department Building - better layout
- No Boulder Hill Services
- Overpasses Over Railroad
- Plumbing Inspector
- **Promote Family/Camaraderie for Staff (bowling league, softball, social club)**
- **Redevelopment of Downtown/Buy Property**
- Small Business Incubator
- Something to Draw People (raceway, league)
- Traffic Signal and Montgomery & Briarcliff
- **Translation (written and oral)**
- Unlimited PTO
- Village Hall & Police Department Near Each Other
- Village S/B Land Developer

TOP 3

1. **Develop Downtown, Acquire Property**
2. **Invest in Staff (hire, promote, camaraderie)**
3. **Translation (written and oral)**

If money became an issue, what would we eliminate or stop doing?

- Cut Staff
- Cut the Property Tax Rebate Program
- **Cut/Reduce Labor Heavy Operations (bulk brush pick up, curbside leaf collection)**
- Decrease insurance contribution/benefits for employees
- **Do Not Pick Up Leaves as Often**
- Do Not Plow As Quickly after a Snow Events
- **Eliminate Special Events such as senior lunch, street eats, and shredding**
- Equipment (snow, leaves, etc.)
- **Extend Roadway Life**
- **Extend Vehicle Life and Replacement**
- Leaf Collection
- **Sell Leaf Equipment**
- Sell Other Specialty
- Snow Removal

TOP 4

1. **Leaf Collection (liquidate equipment, eliminate staff time and maintenance)**
2. **Extend Roadway Life**
3. **Review Vehicle Program**
4. **Eliminate Special Events**

Data Collected Cont.

If money became an issue, what could we do to increase revenue?

- **Create Business Licenses**
- Don't Waive Building or Permitting Fees
- **Eliminate Property Tax Rebate**
- Increase Fines
- More Dispensaries
- More Gaming
- **Real Estate Transfer Tax**
- **Recruit Car Dealership**
- Roll Back Incentives
- Sell Boulder Hill Water
- Sell Infrastructure
- **Stop Leaving the Levy on the Table**
- Up Zoning - rezone to increase value

TOP 3

1. **Levy**
2. **Stop Property Tax Rebate**
3. **Increase Fines & Fees**

Goal Setting: Staff (Village-wide)

- **Adult Job Descriptions for Clearer Division of Responsibilities**
- Be More Consistent with Retirements and Promotions (same gift, celebration)
- **Better Tuition Reimbursement Program**
- Christmas Party
- Customer Service Oriented
- **Engage All Levels of Staff**
- **Fair and Competitive Wages and Benefits**
- Familiar with Mission & Vision
- **Healthcare Cost Reduction**
- Leadership Development
- Longevity Incentives
- **Montgomery Pride**
- More Staff "positive feedback"
- **Opportunities for Growth, but also Teaching Leadership**
- Retirement
- Review Workflow through the Organization
- Sick Time Cap Incentive
- Staffing Shortages
- Succession Planning/Retirement Planning
- Team Building
- Wages

TOP 4

1. **Leadership Development**
2. **Succession Planning**
3. **Engage Staff at All Levels**
4. **Review the Workflow as Entire Organization**

Data Collected Cont.

Goal Setting: Residents

- Analyze Access Residents Have to Village Information
- **Be Informed**
- Better Match Services to Needs
- **Better Upkeep of Property (i.e., trash cans)**
- **Call with Complaints Instead of Social Media**
- Citizen of the Year Program
- **Communicate/Engage with the 25% of Residents**
- **Customer Expectations**
- **Customer-Service Training**
- **Increase Engagement, More Involved and Engaged**
- Increase Resident Resources
- Magnet for Residents with Emergency Contact Information
- **Resident Welcome Packet (digital and print)**
- **Response Times/Customer Service**
- **Speak Spanish**
- **Survey Residents/Focus Groups - How can we reach them? What do they want?**

TOP 3

1. **Communicate and Engage with the 25% of the residents who speak Spanish**
2. **Increase Engagement and Enhance Resident Resources**
3. **Customer Service Training (all areas)**

Goal Setting: Businesses

- Adapt Policy to Reflect a Higher Level and Higher Expectations
- Awards Program
- Better Business Engagement and Personal Relationships
- **Business Promotion/ Shop Local**
- **Business Recognition Program**
- **Business Retention Meetings**
- Connect with Businesses = Connect them Together
- **Empower Chamber**
- Engage Business Owners/Employees so they feel "home"
- **Facade Improvements**
- **Focus on Douglas Road**
- **Limit Trucking**
- **List of Businesses and Contact Information**
- **Need More Retail & Restaurants**
- **Parking Enforcement Agreements**
- **Say you are from Montgomery**
- Take More Pride in Appearances
- **What Does "Partnership" Mean to Businesses and Us (reciprocal relationship)**

TOP 4

1. **Stricter Code Enforcement**
2. **Focus on Douglas Rd.**
3. **Say "Montgomery"**
4. **Business Engagement (Business Retention and Empower the Chamber)**

Data Collected Cont.

Goal Setting: Village Board

- **Better Communication**
- **Call 9-1-1 (do not call the Police or PW when there is an emergency)**
- Communicate Why Water Change and Impact
- Continuity, Stability, Consistency
- **Dam Future**
- **Follow the Chain of Command (go to subordinate, not to lower-level staff)**
- **Fund the Water Project**
- **Macro-Focus vs. Personal Agendas**
- **Maintain Appropriate Staffing Levels**
- No Politics
- **Professional Development**
- Succession Planning
- **Training**

TOP 3

- 1. Training and Professional Development**
- 2. Funding of Water Project**
- 3. Macro Focus vs. Personal Agendas**

Goal Setting: Administration

- **Center Phone Operator - There is a lot of customer frustration.**
- Document Database (accessible) Laser Fiche?
- Elective Professional Development for All Ranks
- **Ensure All Employees Know the Mission, Vision, Values**
- **Evaluate/Audit Job Descriptions**
- Fest Dunk Tank
- **Incentive Longevity (staff-wide)**
- **Interact More with All Employees**
- Key Performance Indicators for Individual Development Plan's (need benchmarks)
- More Frequent Check-Ins
- **Need Village-Wide Recruitment Team/Initiative (Village, PW, PD)**
- On Boarding
- **Retain Employees**
- Ride-Along/Shadow
- Social Worker Village-Wide
- **Succession Planning**
- Succession Planning for All Departments
- Village Buddy System
- **VOM Merchandise**
- **WFH- Explore Work from Home**

TOP 3

- 1. Succession Planning, Professional Development Plan for all staff**
- 2. Village-wide Recruitment**
- 3. Evaluate Job Descriptions, Set Benchmarks and Key Performance Indicators**
- 4. Improve Employee Relations/Interactions**

Data Collected Cont.

Goal Setting: Communications & Engagement

- Bring Back Concerts in the Park
- Bring Back Mayor on the Move or Like Programs
- **Community Survey**
- **Digital Announcement Board**
- Encourage Internal Participation
- Enhance PR & PIO Capabilities (staff, resources, media)
- **Expand Outreach**
- **Get People inside the Buildings Downtown**
- Highlight All Departments & Divisions
- **Improve/Implement/Promote Events Tailored to our Diverse Population**
- **More Events Downtown**
- **More Frequent Showcasing of Businesses in the Community**
- **Promote the Montgomery Brand**
- Promote Water Conservation & Quality
- **Round Table with Residents (3-4 times a year) - Host at all locations (VH, PW, PD)**
- School Visits
- Set Staff and Board Communication Expectations
- **Translate Applications & Handouts (especially in CD)**
- Website Manager

TOP 4

1. **Expand Outreach**
2. **Translate**
3. **Get People in Buildings Downtown**
4. **Increased interaction between Board/Mayor and Residents**

Goal Setting: Community Development

- **55+ Community (duplexes or ranches)**
- **Another Code Enforcement Officer**
- **Bilingual Front Staff**
- Budget for More Staff (code, planner, etc.)
- Casey's Gas Station
- **Clean Up Douglas Road**
- **Community Art Installations**
- **Community Engagement Center (pool, basketball, pickleball)**
- Consistent Review of the Village
- **Crack Down on All Boats and Trailers Parked in Driveways and Yards on Far East Side**
- Development of Parcel off Orchard (Aucutt, Jericho, Griffin)
- Downtown Block Party
- **Downtown Redevelopment**
- Fairgrounds/Established Event Site
- **GIS Staff Person**
- **Go Out and Get People to Come to Montgomery**
- Landscaping Plans - Review Timing of Trees so they don't have to be removed every 1-2 years
- Make Montgomery Fun
- Temporary Flag Ordinances, Requirements, Enforcement
- **Update Comprehensive Plan**

TOP 4

1. **Another Code Officer**
2. **GIS Staff**
3. **Bilingual**
4. **Update Comprehensive Plan**

Data Collected Cont.

Goal Setting: Economic Development

- **Big Box**
- Bookstores
- Community Survey to See What People Really Want
- Complimentary Business Attraction
- **Create a Plan for Douglas Road**
- **Develop the West Side with Retail & Restaurants**
- Diverse Retail
- Diversify Price Points
- **Downtown Development Opportunities**
- Hotel with a Meeting Room
- Increase Marketing Efforts (business recruitment)
- **Industrial Development**
- Look at Orchard & Galena
- **More Restaurants**
- More Retail in Downtown
- **Nice Hotel**
- Promote the Businesses We Have
- Promote the Montgomery Brand
- **Push Downtown and Orchard Rd. Development**
- Re-Engage Existing Businesses
- Satellite Campus for Tech/Skills School
- Sit Down Restaurants on the West Side
- Succession Planning
- TIF4 District?

TOP 3

1. **Create a Plan for Douglas Road**
2. **Push Downtown Development Opportunities**
3. **Develop West Side with Retail and Restaurants**

Goal Setting: Finance

- **Additional Front-End Staff**
- Another Billing Clerk
- Assist Other Departments in Understanding Budgets from Entry Level Employees & Up
- **Budget for Employee Recognition**
- Continue Record Audit Awards, Balanced or Surplus Budgets
- **Cross Train**
- Department Reorganization
- **Financial Reporting/Monthly & Quarterly**
- Increase Staffing
- Management Analysis for ERP & Water Project
- **More Staff Accountant/Management Analyst**
- **Reinstate Cost of Living Increase for Employees**
- Succession Planning
- **Triple Crown Reporting**

TOP 3

1. **Additional Staff**
2. **Enhance the Budget Process**
3. **Financial Reporting (monthly, quarterly)**

Data Collected Cont.

Goal Setting: Police

- Be More Empathetic
- **Building Expansion or New Building**
- **Community Oriented Police Officer**
- Continue to Add to the Weekly Notes
- **Continue to Improve the Culture**
- **Continued Community Engagement and Public Information Office**
- **Develop Future Leaders (Training, Mentorship)**
- Early Retirement Incentive
- **Get Fully Staffed - Be Specific**
- **Have A Plan**
- **Improve Communication**
- **Increase Cooperation with All Departments**
- **Increase Staffing**
- **Keep Adequate Staffing - Drive Police Capacity Based on Development (should have 40)**
- **Know Your Employees**
- **Lines of Communication with Public Works during Snow**
- **More CSOs**
- **Next Generation of Leadership Development**
- Promote Positive Culture
- **Succession Planning**
- Training Opportunities as Scheduling Allows
- Transparency - Tell the Why!
- **Value Your Team**
- We Do Not Pay the Most, Make It A Place People Want to Work to Help in a Competitive Market

TOP 4

1. **Improve Communication**
2. **Know Employees & Value Staff**
3. **Increase Police Staffing based on past development and increasing population.**
4. **Succession Planning**

Goal Setting: Public Works

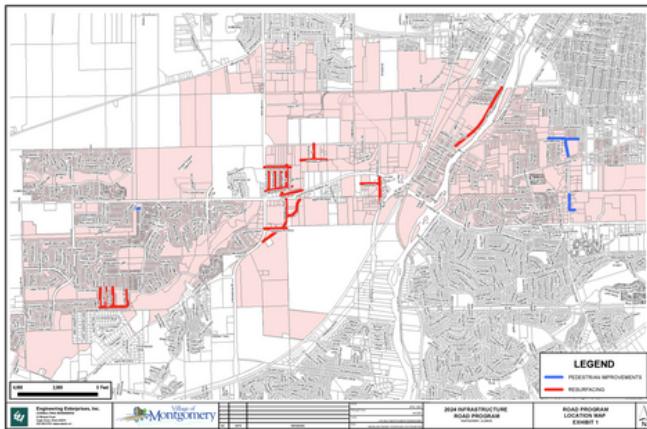
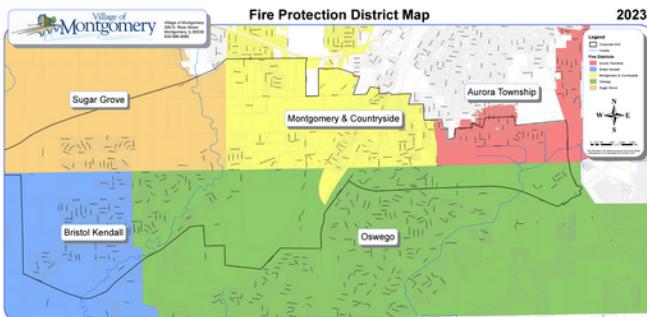
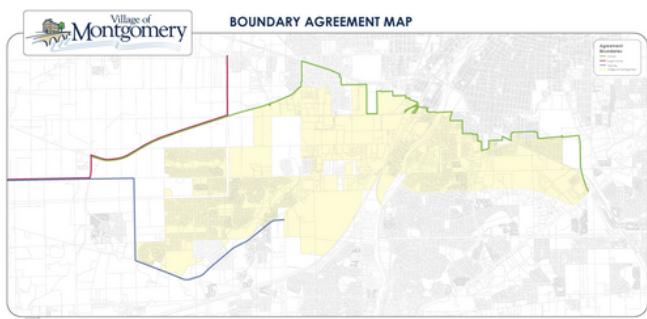
- **Accurate Schedules**
- Better Record Keeping in the Field (location tracking, GIS)
- **Communication Pertaining to Projects**
- Comp Study- PW is behind other municipalities
- **Continue Skill Training, Opportunity for Advancement**
- Educate Employees on the Importance of Appearances of Government Workers (Political Ramifications and Stereotypes)
- Enhance communication with CD
- Event Operations Manager
- **Expand Staff**
- Four - 10 hour work days
- **GIS Person**
- **Leadership Development**
- More Efficient Way to Communicate with Other Departments
- **Negotiate Comparable Trash Contracts with Electronic Recycling and Senior Discounts**
- **Succession Planning**
- Trust/Value Staff
- Wages
- **Work as a Team from Top Down, Not One More is "most important"**
- **Work Order System**

TOP 4

1. **Comp Study and Opportunity for Advancement/Leadership Development**
2. **Communication with Other Departments**
3. **Trust and Value Staff**
4. **GIS Staff**

APPENDIX & ADDITIONAL RESOURCES

Village Maps & Plans



Bicycle and Pedestrian Path Plan

Village of Montgomery. (2014, April). Bike & Pedestrian Plan. Montgomery, Illinois; Village of Montgomery.

<https://montgomeryil.org/DocumentCenter/View/110>

Boundary Map

Farruggia, T. (2023, June 5). Boundary Line Agreement Plan. Montgomery, Illinois; Village of Montgomery.

<https://montgomeryil.org/DocumentCenter/View/111>

Fire Protection Districts

Village of Montgomery. (2023, May 23). Fire Protection District Map. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/817>

IRP 5-Year Plan Presentation

Waller, P., & Ott, C. (2020, June 10). IRP 5-Year Plan Presentation. Montgomery, Illinois; Village of Montgomery.

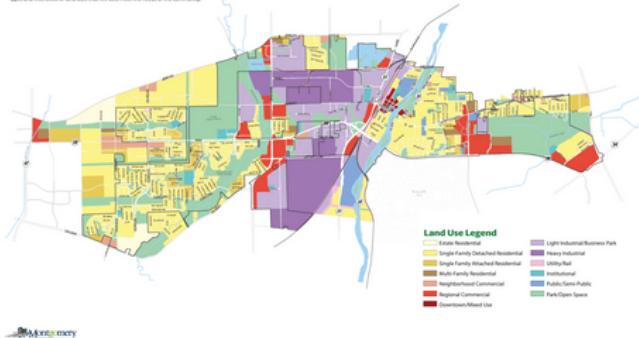
<https://montgomeryil.org/DocumentCenter/View/3458/IRP-5-Year-Plan-Presentation>

APPENDIX & ADDITIONAL RESOURCES

Village Maps & Plans Cont.

Land Use Plan

The Land Use Plan presents desired land uses for the Village of Montgomery and its greater area. The Land Use Plan is grounded in sound community planning principles and provides a framework for future growth and development. It is based on analysis and an extensive existing conditions. The Plan provides recommendations for the future and identifies land uses that will best meet the needs of the community.

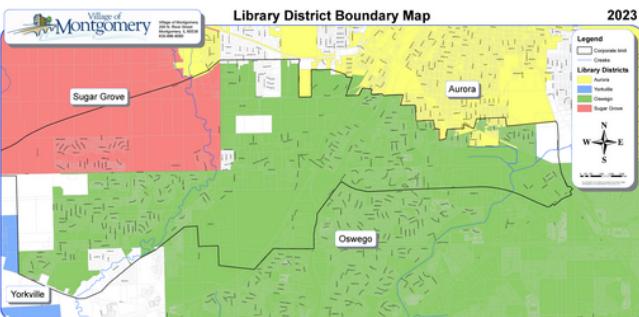


<https://montgomeryil.org/DocumentCenter/View/112>

Land Use Development Plan

Village of Montgomery. (2014, April). Land Use Plan. Montgomery, Illinois.

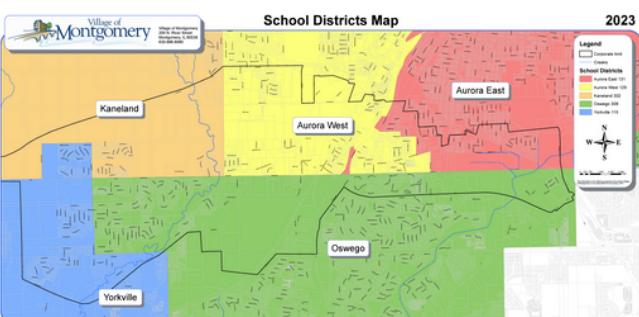
<https://montgomeryil.org/DocumentCenter/View/112>



Library Districts

Village of Montgomery. (2023, May 23). Library District Boundary Map. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/818>



School Districts

Village of Montgomery. (2023, May 23). School Districts Map. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/819>

Transportation Plan

Transportation and mobility are critical in supporting land use and development, providing access to key employment centers, and connecting the community to surrounding areas. Local roads, and major corridors that provide local mobility and provide access to the interstate network, I-90 and I-88, are the major transportation links in the Village of Montgomery while U.S. Route 30 provides access to Interstate 70 and U.S. Route 34, northern and southern Illinois routes.

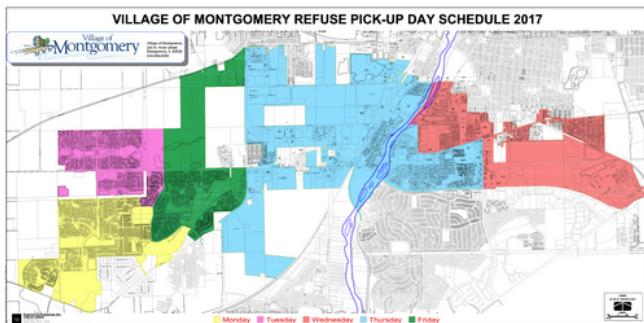


Transportation Plan Map

Village of Montgomery. (2014, April). Transportation Plan. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/115>

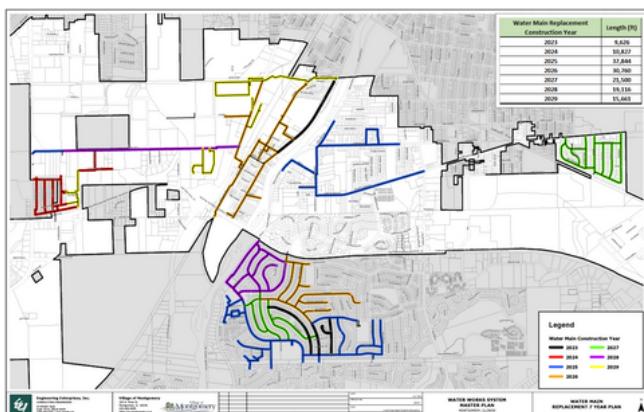
Village Maps & Plans Cont.



Trash and Recycling Pickup Map

Village of Montgomery. (2017). Village of Montgomery Refuse Pick-Up Day Schedule 2017. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/2037>



Water Main Replacement Program

Ott, C. (2023, July 5). Lake Michigan Water Main Replacement Plan. Montgomery, Illinois; Village of Montgomery.

<https://montgomeryil.org/DocumentCenter/View/5947/Water-Main-Replacement-Plan---Non-Revenue-Water-Reduction?bidId=>

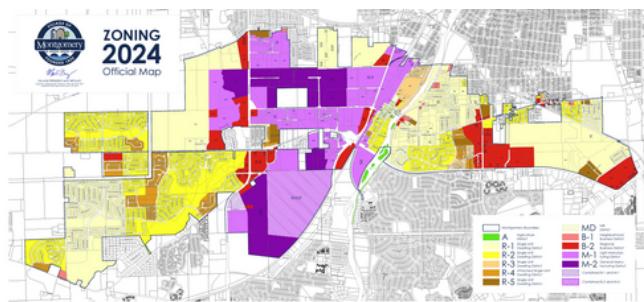


Village Utility Map (Interactive)

Village of Montgomery Public Utility Network. ArcGIS web application. (n.d.).

<https://eei2016.maps.arcgis.com/apps/webappviewer/index.html?id=b189ee4afd1443a7b3a03d4f5207f12c>

<https://eei2016.maps.arcgis.com/apps/webappviewer/index.html?id=b189ee4afd1443a7b3a03d4f5207f12c>



Zoning Map

Village of Montgomery. (2024, July 3). Zoning 2024 Official Map. Montgomery, Illinois.

<https://montgomeryil.org/DocumentCenter/View/4229/Official-Zoning-Map-2022>



STRATEGIC PLAN 2025-2029

APPROVED BY THE VILLAGE BOARD
JANUARY 13, 2025