

SMART Goal Template

DRAFT

PLEASE USE THE FOLLOWING GUIDE TO PREPARE YOUR SMART GOALS.

	S	M	A	R	T
	STRATEGIC & SPECIFIC: IDENTIFY A LONG-TERM GOAL.	MEASURABLE: EXPLAIN HOW YOU WILL KNOW IF RESULTS CHANGED BECAUSE OF THE ACTIONS SPECIFIED IN THE GOAL.	ATTAINABLE: BE SURE NOT TO SET GOALS THAT ARE TOO CONSERVATIVE OR IMPOSSIBLE TO REACH.	RESULTS-BASED OR RESEARCH-BASED: DESCRIBE HOW YOU WILL KNOW WHEN YOUR GOAL HAS BEEN MET.	TIME-BOUND: ASSIGN A TIMEFRAME IN WHICH YOU WILL ACHIEVE THE GOAL.
Strength-Based Goal Components	Identify with Economic Development 3 focus items within the Downtown Plan to accomplish in 2011	These will be in writing and will spell out LTC duties and responsibilities, and timelines, approved by the LTC board and the Economic Development division	LTC suggests updating action items at the twice per month Thursday ED / staff meeting. By managing the process and duties together success will not be a problem	By charting the projects and timelines, adjusting when necessary well before a crucial milestone	This goal cannot have a timeframe at this time
Strength-Based Goal	The Downtown Plan only as of 3/2011 had been approved. LTC and staff will need to identify the 2 – 3 focus projects				
Notes	In cooperation with ECDC and Community Development Staff, identify and pursue 3 short-term implementation items within the Downtown Plan.	Establish prioritization, specific tasks and responsibilities, and products to be created.	Provide for adequate hours, an inclusive process, and partnership opportunities to share the workload of identified tasks.	Specific product(s) should be identified in connection with each implementation item.	Tasks identified should be able to be completed within 2011.

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Downtown Vacancies	S	M	A	R	T
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Strength-Based Goal Components	Filling downtown vacancies.	At minimum 50 current contacts that have had or will have an interest in a possible Lombard downtown location. 5 in the 90 day pipeline that have visited, spoken with Economic Development, LTC and have a solid business plan.	It appears that we have a number close to 50 however we have only 2 that qualify for the 90 pipeline. LTC feels that based on the uptick in our economy, the pent up need and residential demand for additional entertainment and retail venues in the downtown 5 may be low	The goal will be an ongoing process that will always need attention. We will know when we are tracking correctly when we have 5 viable businesses in the 90 day pipeline that include downtown Lombard in their business plan. Along with an additional 3 approaching the pipeline. Retaining the 50 by adding to the bench of prospects	This goal as mentioned is an ongoing process, as well as retention. As in "A" the need to identify the 5 is crucial to the success. September 2011 is the current timeline for the pipeline with business plans. As well as 3 additional approaching entering the pipeline.
Strength-Based Goal	LTC is working with the Village to carry out portions of the Downtown Plan as approved by the Village Board. The fact the our Village has a plan will go into our sales materials to gain interest for those businesses that are looking to expand into a downtown area. If the economic climate remains on the uptick our ED can reach out to the past businesses that have shown interest, as well as the ever expanding list she has compiled.				

Notes					
Fill vacant spaces in Downtown with new businesses	Number of new businesses; number and type of improvements to potential business spaces to make them business-ready; number of inquiries about available spaces, grants, etc.	In partnership with the Village carrying out improvements to the Downtown environment and policies that impact it, LTC can conduct a revitalized campaign to reach out to potential businesses.	New initiatives such as the Downtown Plan and pedestrian underpass can be used to generate new excitement and interest in the area.	This is an ongoing top priority of LTC and its Executive Director. Three new businesses are scheduled to open this Spring; we would aim for five additional businesses in 2011.	

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Business Membership	S STRATEGIC & SPECIFIC: IDENTIFY A LONG-TERM GOAL	M MEASURABLE: EXPLAIN HOW YOU WILL KNOW IF RESULTS CHANGED BECAUSE OF THE ACTIONS SPECIFIED IN THE GOAL.	A ATTAINABLE: BE SURE NOT TO SET GOALS THAT ARE TOO CONSERVATIVE OR IMPOSSIBLE TO REACH.	R RESULTS-BASED OR RESEARCH-BASED: DESCRIBE HOW YOU WILL KNOW WHEN YOUR GOAL HAS BEEN MET.	T TIME-BOUND: ASSIGN A TIMEFRAME IN WHICH YOU WILL ACHIEVE THE GOAL.
Strength-Based Goal Components	Increase LTC Business membership to 40 total 10 currently	Create a target list and follow up with them. Record the data monthly and add if needed	By including business membership with our LTC Wi Fi service for 100.00 we should capture 60% of all downtown businesses. With targeting businesses outside of the downtown with a strong benefit statement obtaining the remaining 6 businesses will be obtainable	Milestones: 10 current 20 by June with Wi Fi service offer 35 by August by adding 5 outside downtown 40 by 12/30	Overall 12/2011
Strength-Based Goal	The new Downtown Plan associates LTC with the initiative creating a position of strength. By growing our business membership to 40 create energy and synergy in the downtown.				
Notes	Creating a target list based on any association with downtown	Plan the contact dates and time, follow through on contact and record the results	Craft a benefit statement for marketing, tout the Wi Fi service.		

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Retention	S	M	A	R	T
Strength-Based Goal Components	STRATEGIC & SPECIFIC: IDENTIFY A LONG-TERM GOAL FOCUSED ON THE GRADE LEVEL OR DEPARTMENT'S SPECIFIC NEEDS.	MEASURABLE: EXPLAIN HOW YOU WILL KNOW IF RESULTS CHANGED BECAUSE OF THE ACTIONS SPECIFIED IN THE GOAL.	ATTAINABLE: BE SURE NOT TO SET GOALS THAT ARE TOO CONSERVATIVE OR IMPOSSIBLE TO REACH.	RESULTS-BASED OR RESEARCH-BASED: DESCRIBE HOW YOU WILL KNOW WHEN YOUR GOAL HAS BEEN MET.	TIME-BOUND: ASSIGN A TIMEFRAME IN WHICH YOU WILL ACHIEVE THE GOAL.
Business Retention – Relationships – Understanding their specific business needs, and assisting with their success through LTC effort and outside assistance i.e. COD.	Quarterly business forums, feedback and sales increases. Monitor changes in their business model. Follow up on outside assistance suggestions	LTC will have to schedule regular meetings with all businesses to review business results, plans for change based on LTC suggestions as well as outside assistance guidance.	Actual sales results. Relationship improvements viewing LTC as an ally. We will know based on the regular meeting conversations	New business forum and property owner forum resume 3/29 and 3/30. Thereafter will be scheduled on a quarterly basis. The first of 2011 will have an agenda but be focused on their opinions, thoughts and ideas. Moving forward we will focus on informative guests and business improvement	
Not all will buy in but those who do we will move forward and spread the word to those who don't	A great measurable will be added businesses that want to be involved			This is ongoing however we expect to see results in 90 days.	

<p>Strength-Based</p>	<p>Improvement of the overall mood of the downtown businesses and property owners, a willingness to work together. A willingness to change when the result may improve their business model and help fill vacancies. The Business owners and property owners are 2 similar but very different sets of issues.</p> <p>Increased occupancy, profitable business owners, additional walking traffic in the downtown, attractive place to go with various things to do and increasingly better shopping.</p>				
<p>Notes</p>	<p>Understand the needs of existing businesses, and provide or assist with the tools they need to thrive.</p>	<p>Survey businesses periodically to assess their stability/strength, needs, and helpfulness of resources provided.</p>	<p>This goal should be high-priority because strong existing businesses attract new patrons and new businesses.</p>	<p>LTC is already holding business seminars and business forums designed to carry this out.</p>	<p>Quarterly business forums and ongoing relationship-building supplemented by periodic data-gathering (surveys)</p>

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Residential Membership					
Strength-Based Goal Components	Increase LTC residential membership by 200% to 63 current members	Monthly member counts. Identify projected members based on data collected.	Based on past member record LTC has a large pool of residents to contact. See notes for further marketing plans	When we reach or achieve the targeted number	Overall 12/2011 30 by June 40 by August 60 by November 63 by December
Strength-Based Goal	Renewed awareness of Lombard Town Centre and what the organization means to the downtown business community and its residential community. Re-launch of the Passport card program to gain 30 plus new members.				
Notes	LTC will have presence at no less than 6 events as well as the French Market. Volunteers will be explaining the Passport program as well as the overall benefit of membership	Speaking with 20 residents at each event.	New brochure marketing material, the ability to process credit cards at the point of contact. A wider breadth of events that we target as membership driven. Additional board members and volunteers to man the events	Reaching the milestones in T	

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<p>Performance Improvement Plan for business outreach - PIP</p>	<p>Create a new outreach program for the Executive Director Expand the new business pipeline to 50 new prospects by targeting strip mall businesses in the surrounding towns of Elmhurst, Carol Stream, Glen Elllyn, Glendale Heights, Westmont, Oakbrook, Oakbrook Terrace, Addison and Downers Grove. Develop a strong short list of 10 interested businesses</p>	<p>50 new businesses in the Access data base – 10 targeted as strong interest</p>	<p>Input into an Access data base to create a living document. Research the businesses one town by one town by identifying the strip malls and collective businesses within. Target seemingly successful businesses by the perceived downtown fit. Armed with collateral make an appointment or cold call the owners.</p>	<p>Identify the logistics Identify the targets Speak with all targets Input 50 into the data base Identify the 10 candidates Set tours or appointments with Economic Development</p>	<p>Logistics May 1st 2011 Targets June 1st Engage the targets July 1st Input data July 15th Identify the top 10 Augustst Conduct tours and appointments Sept 1st</p>
Strength-Based Goal Components					

<p>Strength-Based Goal</p>	<p>Secure a pipeline of potential identifiable businesses from the surrounding communities strip mall businesses that seem to be a fit for a downtown area, approaching these businesses with downtown Lombard materials that promote being in downtown Lombard our grant programs, demographic around downtown, the Downtown Plan etc.... I will assist with this PIP, consulting and sales is my profession, I would look to the Village for any logistical information sharing. Once Karen achieves the 50 in the pipeline and begins conversations with the business owners some will be eliminated those must be replaced to always achieve a 50 pipeline. The 10 will be developed from the 50, and the goal is to have 5 solid prospects that have a sound business model currently, are available to move or add a location within a 6 month period, have strong financials, and a product that fits a downtown area with Lombard demographics. Again as any of the 5 strong prospects or 10 targets drop off they must be replaced in the pipeline.</p> <p>This is a sales management tool that tracks results, and measures progress throughout. This should allow for a forecast able report for the Village and LTC board by using information in the living Access data base. This process needs to managed weekly, I will be available to assist when my schedule permits, and I will accompany Karen when possible in approaching these business to help with training.</p>				
<p>Notes</p>					

Lombard Town Centre Alignment with the Downtown Plan

Pg 93 – 2 Engage partners with lending expertise: Lombard Town Centre plans to partner with 5th 3rd Bank in downtown Lombard to assist with small business lending expertise as well as conducting seminars for current businesses. We will reach out to COD for our educational seminars and for small business guidance for recruitment of new business such as a business plan. The partnering has begun as of March 2011.

Pg 94 – 1 Set targets by categories: When compiling our list of prospects (50 list) we are looking for all of the listed categories and weighing them before we engage in real conversations. LTC want the businesses that have the following qualities certainly not all can be a destination business but ideally the business will have:

- Experienced operators**
- High Quality Standards**
- Will match the size of available properties**
- Will have a familiarity in there market**
- Have the funds to invest**

Bring long term commitment to the downtown

Pg 94 – 2 Collateral recruitment materials: LTC is currently working on a new brochure that has the downtown logo, we will go to production as soon as we receive approval to use the logo from the Village. LTC plans per the PIP to research the unique businesses that are currently successful in strip malls in the surrounding communities. Search and speaking with ones that have a fit for a downtown environment. The list of available properties exists and is readily available. We will in advance of a downtown tour look to our neighboring communities to ensure a competitive position in downtown.

Pg 94 – 6 Target specific businesses: Within the plan for 2011 2012 we have specific targets for what type of businesses fit our downtown, and certainly all do not. Uniqueness and quality in the products is an important ingredient for success. Restaurants with a track record of success, financial resources, and solid management are keys.

Lombard Town Centre aligns with many of the outline already and we look forward to working with the Village staff to successful completion of the outline as partners in our downtown.