



PUBLIC MEETING NOTICE AND AGENDA

AD HOC
STRATEGIC PLANNING MEETING

JUNE 29, 2021
7:00 PM.

AGENDA

1. Call to Order
2. Roll Call
3. Item for Discussion
 - A. Strategic Goal Setting
4. Other Business
5. Adjournment

MEETING LOCATION
Lake in the Hills Village Hall
600 Harvest Gate
Lake in the Hills, IL 60156

The Village of Lake in the Hills is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations so that they can observe and/or participate in this meeting, or who have questions, regarding the accessibility of the meeting or the Village's facilities, should contact the Village's ADA Coordinator at (847) 960-7410 [TDD (847) 658-4511] promptly to allow the Village to make reasonable accommodations for those persons.

Posted by: _____ Date: _____ Time: _____



INFORMATIONAL MEMORANDUM

MEETING DATE: June 29, 2021
DEPARTMENT: Administration
SUBJECT: Strategic Goal Setting

EXECUTIVE SUMMARY

In 2017, the Village developed a strategic plan to help guide our actions as we plan for the future. The current problem statement and guiding policy have a focus on the financial health of the Village, the HOW we can best prepare for the future. Since we have a plan for the HOW and WHO, the next critical piece is WHAT long-range priorities we want to focus on. The development of a limited number of strategic goals and objectives can sharpen the focus staff's efforts to meet the specific vision of the Board.

Current Strategic Plan

Attached is a summary of the key actions taken since the plan's adoption in 2017. Most of the planned actions were put on hold due to significant staff changes and the response to COVID-19 in 2020 and 2021. To revitalize the strategic planning effort, teams will need to be reconstituted, previous actions reviewed, and projects continued to further define our existing plan. Note that the plan is a living document; just because an item is complete does not mean that it does not need to be routinely reviewed and updated.

Development of Goals and Objectives

The final product of the WHAT portion of the strategic plan is the development and documentation of goals, objectives, and initiatives. The purpose is to break down how we can best achieve the goal by identifying specific and manageable actions. Let's start with a definition of each.

- Goals - These are broad statements of what we want to accomplish. They are fairly general with a focus on the long-term. The Village Board considers inputs from stakeholders when developing goals.
- Objectives - These are more specific than goals and address how to work to achieve the goal. They are still fairly broad but narrow the focus. These are also developed by the Village Board with consideration from stakeholder inputs.
- Initiatives - These are more specific plans, or actions staff is taking to achieve the objective. They are developed by staff to help achieve an objective.

Here is an example taken from Rock Hill, South Carolina.

- Goal: Foster thriving neighborhoods throughout the city and a safe, family-friendly community
 - Objective: Reduce the crime rate and support community efforts to improve resident safety
 - Initiatives:
 - Reduce citywide property crime
 - Maintain Fire ISO rating
 - Objective: Provide additional park and recreation opportunities for residents
 - Initiatives:
 - Deploy the REC in a box program throughout the community
 - Complete construction of a splashpad at Armory Park

It is important that we do not spread our efforts too thin by developing a large number of goals and objectives. Toward this end, staff suggests that we should initially set no more than four goals to start, each with no more than two objectives. These numbers can be expanded in the future as we become more comfortable with our process.

Inputs for Consideration

Staff identified residents, businesses, employees, and special districts as key stakeholders in the strategic growth of the Village. In a recent survey, they were asked to provide input on goals they would like to see the Village adopt. Attached is a summary of the responses for your consideration. Comments were also received through social media and are included. In some cases, there is a reference to Quality of Life factors. To help clarify what this might consist of, a selection of the inputs from the 2020 resident satisfaction survey are included within the strategic priorities survey summary for reference.

Finally, attached are copies of excerpts of documents from Algonquin, Cary, Crystal Lake, Huntley, and McHenry County identifying their strategic goals and objectives for your consideration.

FINANCIAL IMPACT

None

ATTACHMENTS

1. Current Strategic Plan Components and Status
2. 2021 Strategic Priorities Survey Summary
3. Examples of strategic goals and objectives from nearby communities

SUGGESTED DIRECTION

Village Board identify strategic goals and supporting objectives to augment the existing strategic plan.

Current Strategic Plan Components and Status

Here is a summary of the status of key actions in the current strategic plan. Note that plan needs to be a living document so just because an item is complete does not mean that it does not need to be reviewed and updated. Additionally, most of the planned actions were put on hold with the significant staff changes and COVID response in 2020 and 2021. Teams will have to be reconstituted so work can continue.

Problem Statement

The Village of Lake in the Hills cannot strengthen its financial health without a response to increasing costs and declining revenues.

Guiding Policies

- All decisions will be predicated on strengthening the Village's financial health.
- Analytical analyses will drive revenue and expense decision making.
- The Village of Lake in the Hills will commit to define and deliver quality core services by internalizing a discipline of operational excellence.
- External forces will be evaluated for impact and mitigated as necessary.
- Operating departments may create unique strategies that align with the Village's over-arching financial goals and core and discretionary service definitions.

Key Action Items

- Implement an organization-wide program engaging staff to pursue Operational Excellence and to monitor, measure and continuously improve results.
- Pursue voice of customer initiatives to ensure the Village realizes community involvement in the key decisions surrounding financial health, operational excellence and service offerings.
- Categorize and rationalize core and discretionary services; eliminate discretionary services that:
 - Have low impact on the delivery of core services
 - Do not meet standards defined to measure community demand
 - Do not sustain themselves through revenue generation
 - Or are available in the private market

- Define and implement a data and analytics game plan that standardizes the application of the Village's Guiding Policy.
- Pursue the following financial health initiatives:
 - Prepare a five-year operating budget forecast and monitoring plan for the General Fund
 - Review and update the five-year capital budget forecast on an annual basis
 - Review and implement opportunities to strengthen revenue as required by operating and capital forecasts
 - Review and implement economic development financing options
 - Review and update fund balance policies
 - Implement a debt policy
- Develop department specific business plans that tie to the vision and support the operational excellence discipline.

Project Plans

- Operational Excellence
 - Define and collect data – *Prepared definitions of training, compensation, technology, and performance indicators (Complete)*
 - Analysis and assessment of data – *Performed SWOT analysis (Complete)*
 - Development of measures, philosophies, and technology needs - *Developed compensation & training policies, and developed key performance indicators (Complete)*
 - Recommendation and Implementation – *Personnel Rules and Regulations were update with the compensation policy, technology software was purchased under the 2019 budget, a key performance indicator dashboard was built. Work is progressing on implementation of a comprehensive onboarding process. (Open)*
- Pursue Voice of Customer Initiatives
 - Define who we work with to obtain the voice of customer - *Customer groups and attributes were developed (Complete)*
 - Inventory all current sources of data which can be used as part of the VOC program – *Current feedback channels were identified (Complete)*
 - Develop customer group specific data collection, analysis, and distribution plans – *Data collection and analysis plans were stated (Open)*
 - Analyze data and distribute as planned – *Not started*

- Identify how data gathered from different customer groups can be combined and priorities – *Not started*
- Prepare a plan to review lists and priorities used to capture the VOC – *Not started*
- Categorize and Rationalize Core and Discretionary Services
 - Collect data on all services provided from all departments – *List of services was prepared (Complete)*
 - Analyze, categorize, and prioritize core and discretionary services using the criteria set in the strategic plan – *Core and discretionary services were categorized (Complete)*
 - Communicate draft categorization and prioritization to stakeholders for input and feedback – *Feedback was gathered (Complete)*
 - Finalize categorization and prioritization of services and make recommendations to support financial health and operational excellence – *Final list was published (Complete)*
- Define Data and Analytics Plan
 - Collect data, analytical models, and analytical needs from departments – *Data was gathered (Complete)*
 - Examine the data and analytical needs that were received and create draft analytical models and a summary of key data – *Key data and model requirements were identified (Complete)*
 - Communicate the summary of key data and draft analytical models to departments for input and feedback – *Key data and models are in development for presentation (Open)*
 - Address analytical needs by providing analytical models and summary of key data sources for departments to utilize - *Not started*
- Pursue Financial Health
 - Research comparable communities and best practices – *Research was started (Open)*
 - Analysis and assessment of comparable data and information - *Not started*
 - Development of forecasts, policies, and economic development financing options – *Not started*
 - Recommendations and implementations – *Not started*
- Prepare Departmental Business Plans – *Not started*



Village of Lake in the Hills
ILLINOIS

2021 Strategic Priorities Survey

Village of Lake in the Hills
600 Harvest Gate
Lake in the Hills, IL 60156
847-960-7400

Lake in the Hills Public Works
9010 Haligus Road
Lake in the Hills, IL 60156
847-960-7500

Lake in the Hills Police Department
1115 Crystal Lake Road
Lake in the Hills, IL 60156
847-658-5676

Summary

Following the completion of the Strategic Priorities Summary conducted in the spring of 2021, survey participants identified the following as the top six strategic priorities for the Village of Lake in the Hills:

- 1) Promote new business development, retention, and expansion
- 2) Foster thriving neighborhoods by providing a safe, friendly, family environment
- 3) Maintain infrastructure to uphold a high quality of life
- 4) Provide services demanded by our residents and businesses
- 5) Preserve and enhance the quality of life for residents
- 6) Ensure ongoing services are reliable, equitable, and cost-effective

Background

In 2017, the Village of Lake in the Hills engaged in Strategic Planning to develop a framework that would guide decisions made by our elected officials, executive leaders, and staff. Through the process, the Village established a problem statement to describe the challenges the organization faced. The Village then created a guiding policy to set requirements and act as a filter for decision making to respond to the problem. The full strategic plan can be found on the dedicated website lithplan.org.

Both the problem statement and guiding policy developed in 2017 focused on the financial health of the Village. While financial health is a valuable strategic objective, the policy leaves the growth or removal of programs and initiatives up to individual interpretation. To ensure that the Village is focusing on goals meant to meet the needs of the community, a survey was conducted to collect input on strategic priorities. Responses are intended to be considered during a revisiting of strategic planning discussions with the Village Board in June of 2021.

Methodology

To build the question sets, Village leadership selected a listing of strategic priorities modeled after priorities implemented in comparable organizations that participants would be able to choose from. The listing was divided into four groups, and survey participants selected their top two priorities from each set. An open-ended question was included at the end to accept write-in priorities from participants.

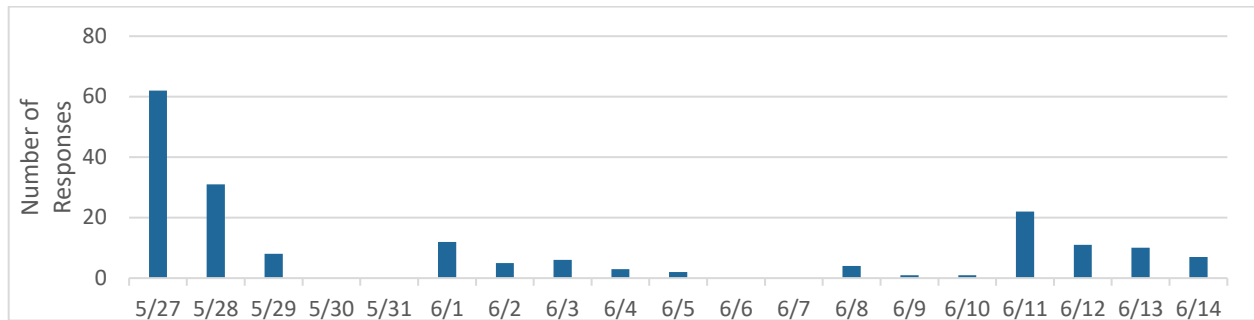
Village staff utilized SurveyMonkey and administered the Strategic Priorities Survey to four focus groups:

- 1) Residents
- 2) Businesses
- 3) Employees
- 4) Special Districts

Businesses, employees, and other government contacts each received a direct email from the Village. For residents, staff promoted the survey across the Village's communication outlets, including the Resident Insider e-newsletter, electronic marquees, and social media platforms.

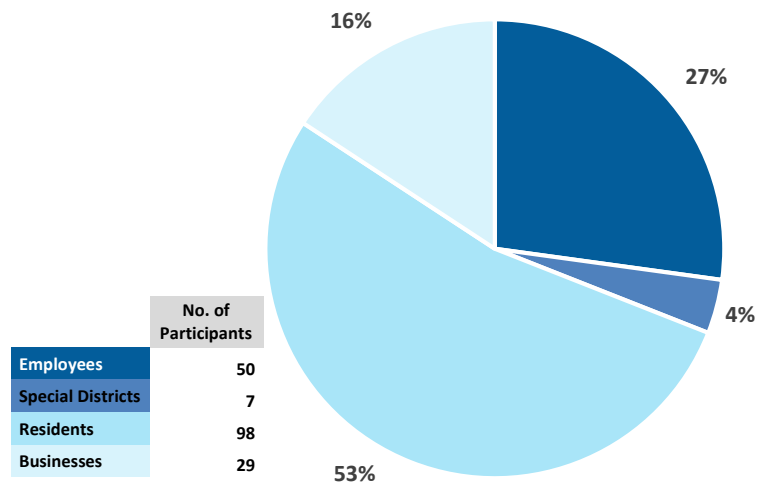
Timeline

The Strategic Priorities Survey began on May 27, 2021, and was closed on June 14, 2021. The highest participation levels were seen at the onset of the survey and tapered throughout collection before a final spike following last-call communications.



Responses

The Village received a total of 184 responses. Residents were the largest participant group, making up 53% of responses. A response rate is unknown due to the inability to measure how many residents were reached during the survey's promotion. Employees were the second largest group, with 50 of 130 electing to take the survey, resulting in a response rate of 38%. Businesses represented 16% of responses. Finally, Special Districts saw a 100% response rate with all seven contacts participating in the survey.



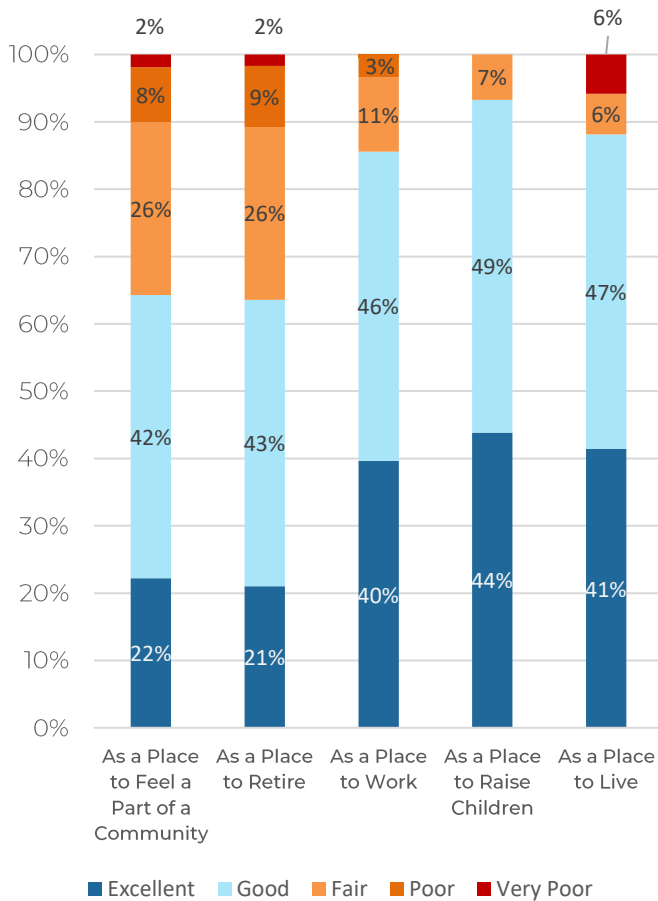
Identified Priorities

The tabulation for the top six priorities, based on the average score, is below. Themes from similar surveys carried into the strategic priorities results, including quality of life, cost-effective services, economic development, and safety.

Answer Choices	Top Six Priorities	
Promote new business development, retention, and expansion	19.18%	117
Foster thriving neighborhoods by providing a safe, friendly, family environment	17.70%	108
Maintain infrastructure to uphold a high quality of life	15.57%	95
Provide services demanded by our residents and businesses	16.72%	102
Preserve and enhance the quality of life for residents	16.89%	103
Ensure ongoing services are reliable, equitable, and cost-effective	13.93%	85
		610

For comparison purposes, two charts are included below from the 2020 Resident Satisfaction Survey. Residents rated their satisfaction on the following quality of life indicators and additionally ranked ten attributes from most to least important. The results from the Strategic Plan Survey compliment the results received on the Resident Satisfaction Survey.

HOW WOULD YOU RATE THE VILLAGE ON THE FOLLOWING ASPECTS OF QUALITY OF LIFE?



RATING QUALITY OF LIFE ATTRIBUTES FROM MOST IMPORTANT TO LEAST IMPORTANT

#1	SOCIAL ENVIRONMENT
#2	HOUSING
#3	LOCAL RETAIL & SERVICES
#4	HEALTHCARE
#5	NATURAL ENVIRONMENT & POLLUTION
#6	EDUCATION & SCHOOLS
#7	SAFETY / CRIME
#8	TAXES & THE POLITICAL ENVIRONMENT
#9	PUBLIC SERVICES & TRANSPORTATION
#10	RECREATION & THE CULTURAL ENVIRONMENT

Question Tabulation

The following pages include the full responses from each question set. Charts and tables show the top strategic priorities in each grouping. Additionally, the open-ended comments from each group are included and categorized.

Next Steps

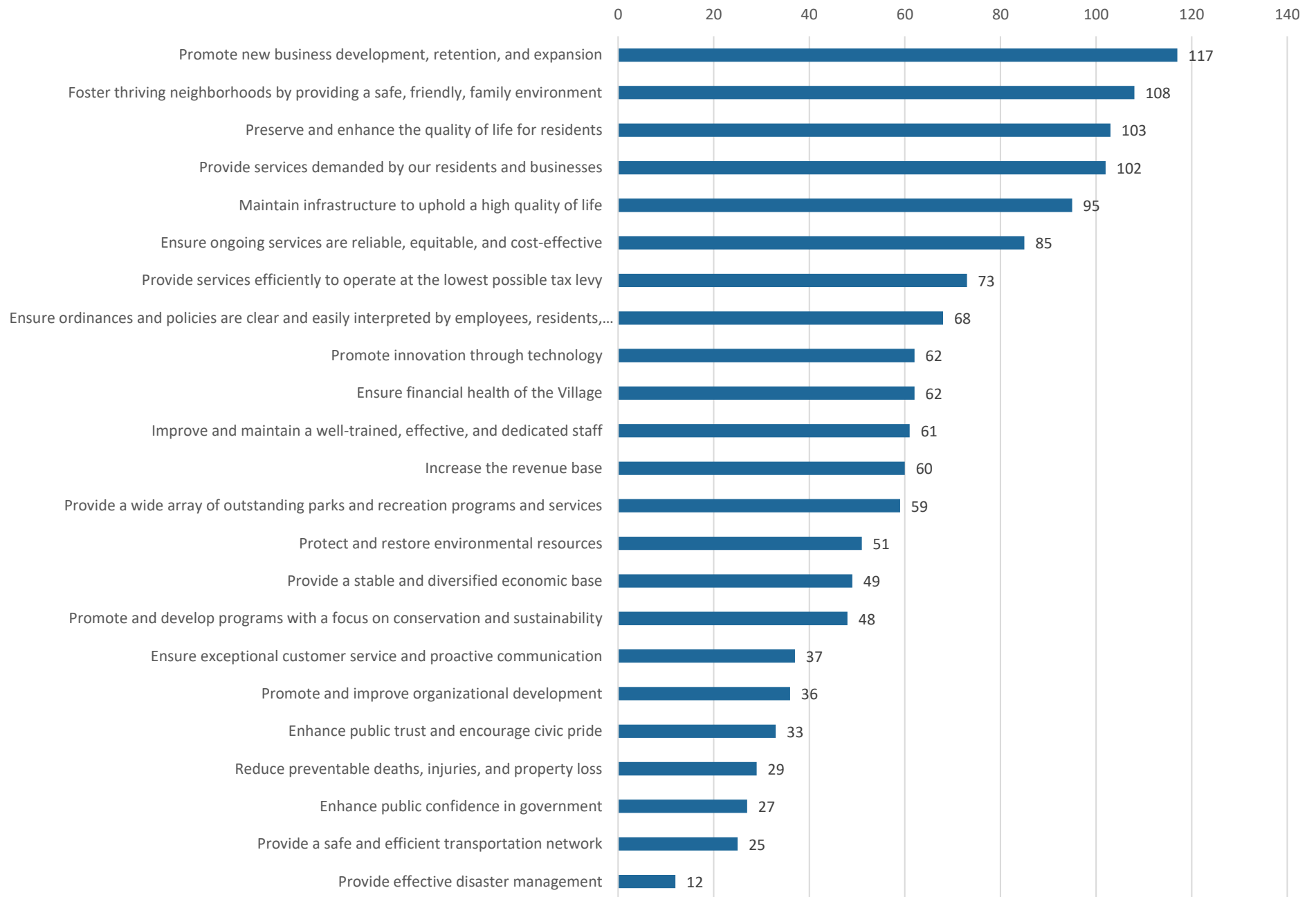
Responses from the Strategic Priorities Survey serve as a supplemental tool for consideration during strategic planning conversations.

Complete Tabulation

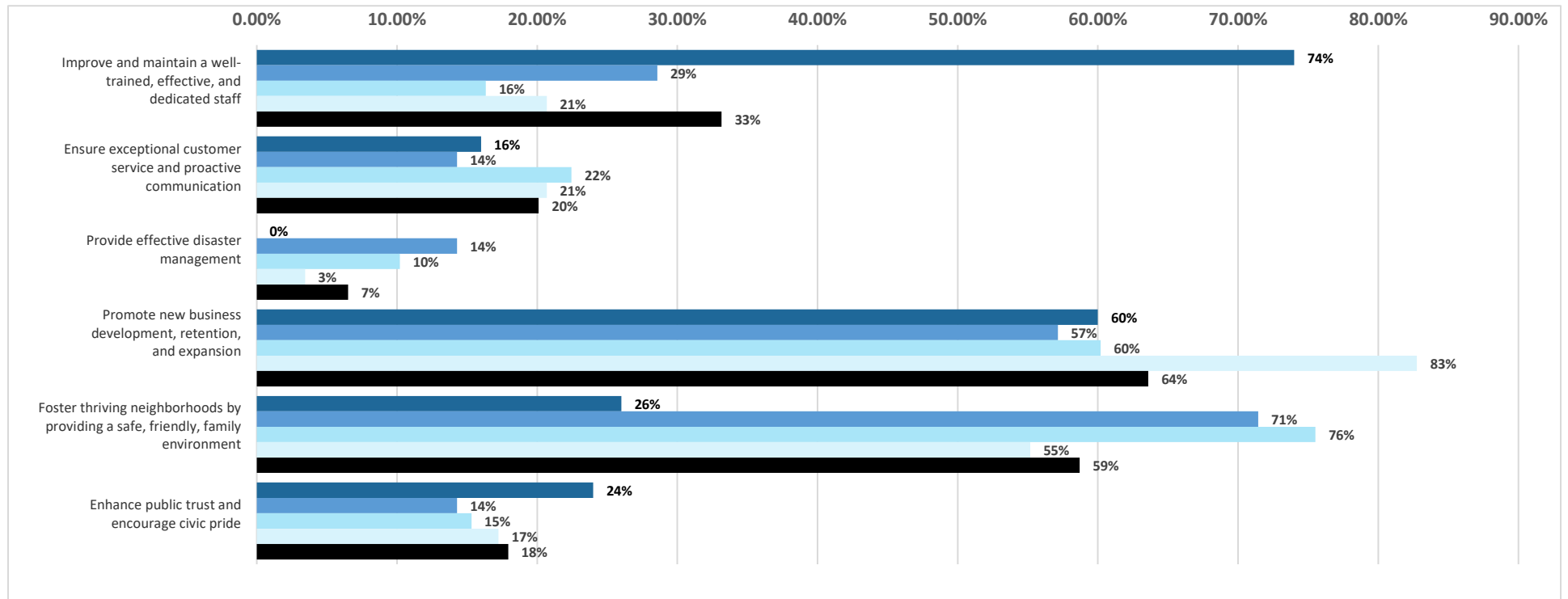
	Employees		Special Districts		Residents		Businesses		Total Combined		Total Average ↓
Promote new business development, retention, and expansion	7.94%	30	7.14%	4	7.91%	59	10.81%	24	8.35%	117	8.45%
Foster thriving neighborhoods by providing a safe, friendly, family environment	3.44%	13	8.93%	5	9.92%	74	7.21%	16	7.70%	108	7.37%
Maintain infrastructure to uphold a high quality of life	7.41%	28	8.93%	5	6.57%	49	5.86%	13	6.78%	95	7.19%
Provide services demanded by our residents and businesses	5.29%	20	7.14%	4	8.31%	62	7.21%	16	7.28%	102	6.99%
Preserve and enhance the quality of life for residents	5.03%	19	5.36%	3	8.71%	65	7.21%	16	7.35%	103	6.58%
Ensure ongoing services are reliable, equitable, and cost-effective	6.61%	25	5.36%	3	5.09%	38	8.56%	19	6.06%	85	6.41%
Ensure ordinances and policies are clear and easily interpreted by employees, residents, businesses, and elected officials	5.56%	21	5.36%	3	4.56%	34	4.50%	10	4.85%	68	4.99%
Provide services efficiently to operate at the lowest possible tax levy	2.12%	8	3.57%	2	6.17%	46	7.66%	17	5.21%	73	4.88%
Promote innovation through technology	5.03%	19	5.36%	3	3.89%	29	4.95%	11	4.42%	62	4.81%
Ensure financial health of the Village	6.35%	24	5.36%	3	3.75%	28	3.15%	7	4.42%	62	4.65%
Improve and maintain a well-trained, effective, and dedicated staff	9.79%	37	3.57%	2	2.14%	16	2.70%	6	4.35%	61	4.55%
Provide a stable and diversified economic base	4.76%	18	5.36%	3	2.55%	19	4.05%	9	3.50%	49	4.18%
Increase the revenue base	5.82%	22	3.57%	2	4.02%	30	2.70%	6	4.28%	60	4.03%
Provide a wide array of outstanding parks and recreation programs and services	1.85%	7	3.57%	2	5.90%	44	2.70%	6	4.21%	59	3.51%
Protect and restore environmental resources	2.91%	11	5.36%	3	4.83%	36	0.45%	1	3.64%	51	3.39%
Promote and improve organizational development	5.82%	22	3.57%	2	0.67%	5	3.15%	7	2.57%	36	3.30%
Promote and develop programs with a focus on conservation and sustainability	3.17%	12	1.79%	1	3.75%	28	3.15%	7	3.42%	48	2.97%
Ensure exceptional customer service & proactive communication	2.12%	8	1.79%	1	2.95%	22	2.70%	6	2.64%	37	2.39%
Enhance public trust and encourage civic pride	3.17%	12	1.79%	1	2.01%	15	2.25%	5	2.35%	33	2.31%
Enhance public confidence in government	2.65%	10	1.79%	1	1.07%	8	3.60%	8	1.93%	27	2.28%
Provide a safe and efficient transportation network	1.32%	5	3.57%	2	1.88%	14	1.80%	4	1.78%	25	2.14%
Reduce preventable deaths, injuries, and property loss	1.85%	7	0.00%	0	2.01%	15	3.15%	7	2.07%	29	1.75%
Provide effective disaster management	0.00%	0	1.79%	1	1.34%	10	0.45%	1	0.86%	12	0.89%
	Answered*	378	Answered*	56	Answered*	746	Answered*	222	Answered*	1402	100.00%

*Answered and Skipped totals refers to total submissions received. Participants were able to select two answers. For participant counts, please refer to page 3.

All Strategic Priorities by Response Count



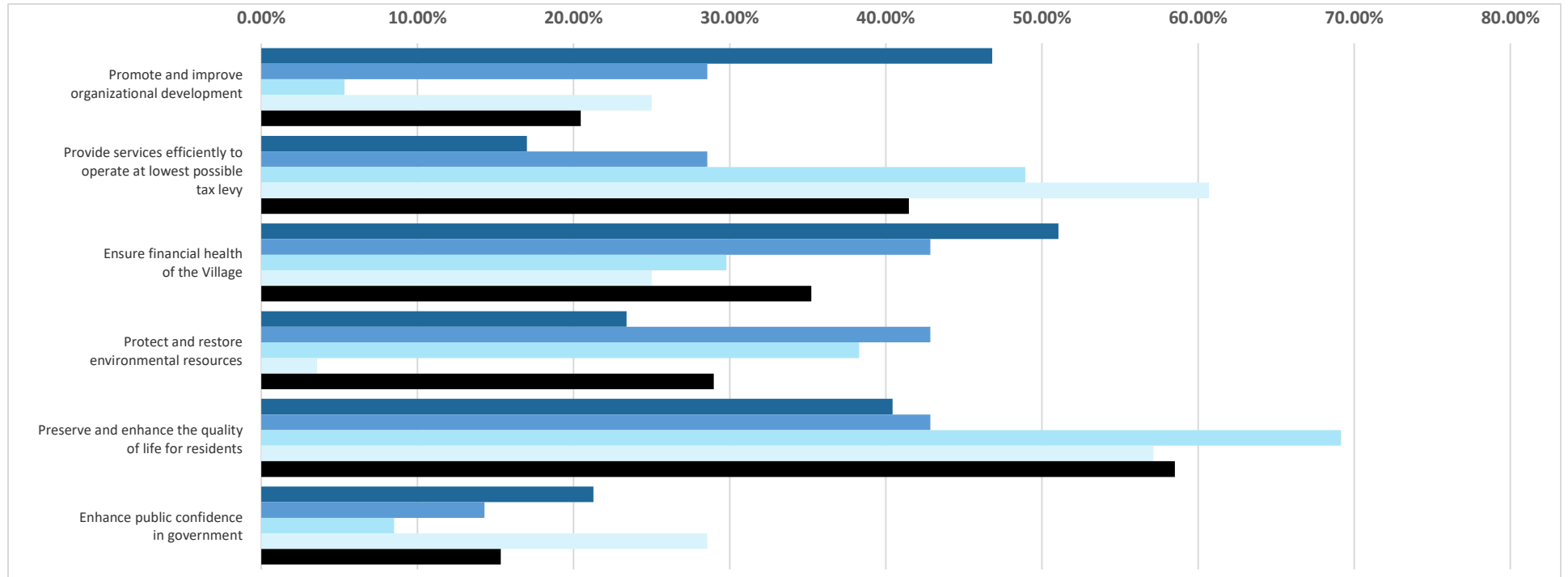
Strategic Priorities Set 1



Answer Choices	Employees		Special Districts		Residents		Businesses		Total Combined	
	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count
Improve and maintain a well-trained, effective, and dedicated staff	74.00%	37	28.57%	2	16.33%	16	20.69%	6	33%	61
Ensure exceptional customer service and proactive communication	16.00%	8	14.29%	1	22.45%	22	20.69%	6	20%	37
Provide effective disaster management	0.00%	0	14.29%	1	10.20%	10	3.45%	1	7%	12
Promote new business development, retention, and expansion	60.00%	30	57.14%	4	60.20%	59	82.76%	24	64%	117
Foster thriving neighborhoods by providing a safe, friendly, family environment	26.00%	13	71.43%	5	75.51%	74	55.17%	16	59%	108
Enhance public trust and encourage civic pride	24.00%	12	14.29%	1	15.31%	15	17.24%	5	18%	33
	Answered*	100	Answered*	14	Answered*	196	Answered*	58	Answered*	368
	Skipped*	0	Skipped*	0	Skipped*	0	Skipped*	0	Skipped*	0

* Answered and Skipped totals refers to total submissions received. Participants were able to select two answers. For participant counts, please refer to page 3.

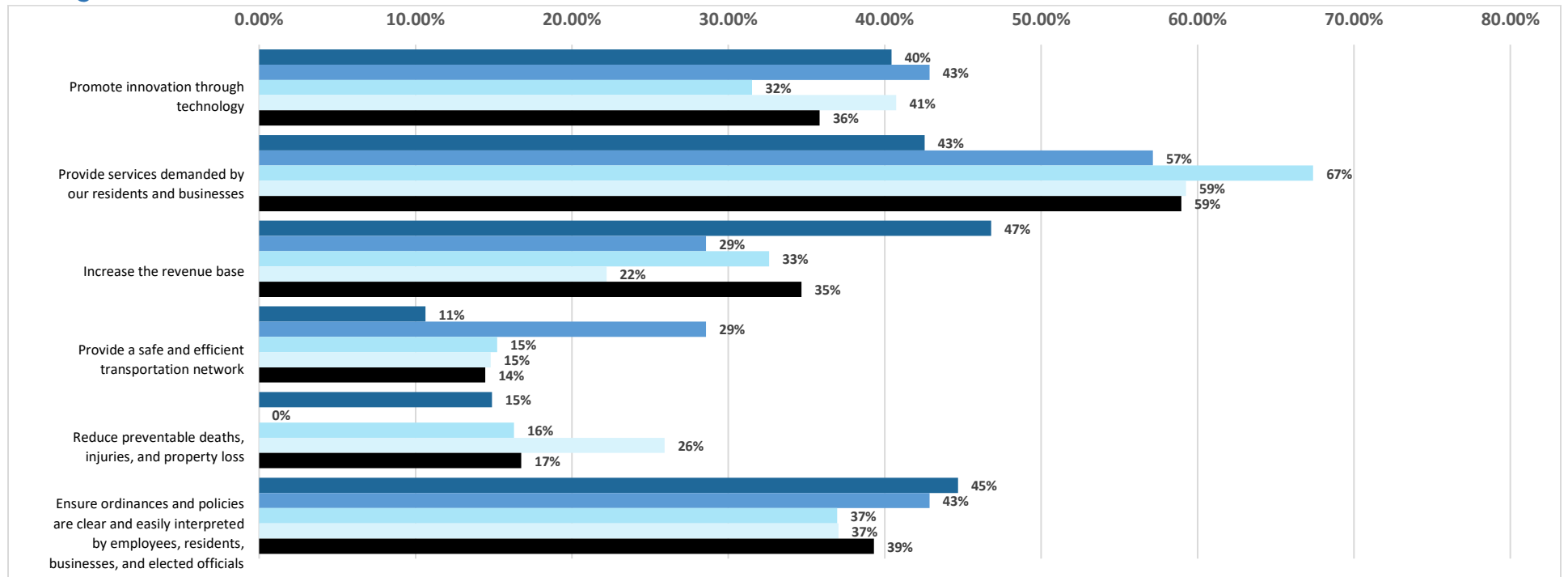
Strategic Priorities Set 2



Answer Choices	Employees		Special Districts		Residents		Businesses		Total Combined	
Promote and improve organizational development	46.81%	22	28.57%	2	5.32%	5	25.00%	7	20%	36
Provide services efficiently to operate at the lowest possible tax levy	17.02%	8	28.57%	2	48.94%	46	60.71%	17	41%	73
Ensure financial health of the Village	51.06%	24	42.86%	3	29.79%	28	25.00%	7	35%	62
Protect and restore environmental resources	23.40%	11	42.86%	3	38.30%	36	3.57%	1	29%	51
Preserve and enhance the quality of life for residents	40.43%	19	42.86%	3	69.15%	65	57.14%	16	59%	103
Enhance public confidence in government	21.28%	10	14.29%	1	8.51%	8	28.57%	8	15%	27
	Answered*	47	Answered*	7	Answered*	94	Answered*	28	Answered*	176
	Skipped*	3	Skipped*	0	Skipped*	4	Skipped*	1	Skipped*	8

* Answered and Skipped totals refers to total submissions received. Participants were able to select two answers. For participant counts, please refer to page 3.

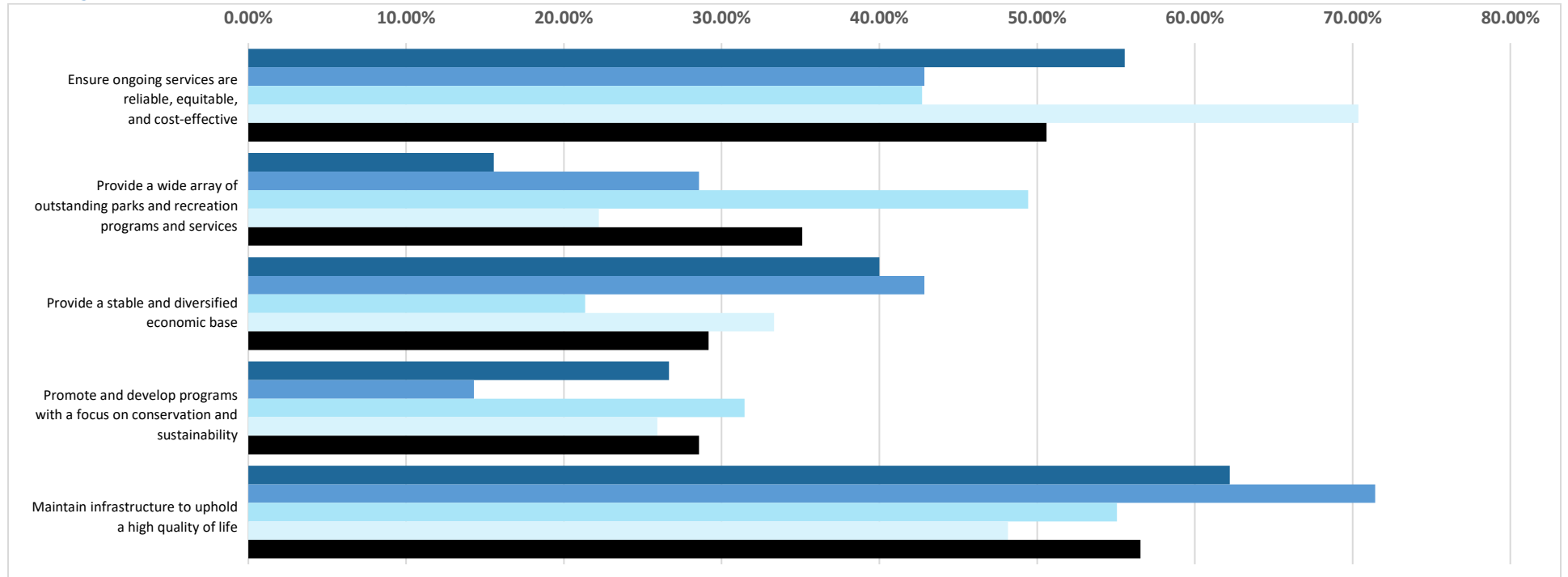
Strategic Priorities Set 3



Answer Choices	Employees		Special Districts		Residents		Businesses		Total Combined	
Promote innovation through technology	40.43%	19	42.86%	3	31.52%	29	40.74%	11	36%	62
Provide services demanded by our residents and businesses	42.55%	20	57.14%	4	67.39%	62	59.26%	16	59%	102
Increase the revenue base	46.81%	22	28.57%	2	32.61%	30	22.22%	6	35%	60
Provide a safe and efficient transportation network	10.64%	5	28.57%	2	15.22%	14	14.81%	4	14%	25
Reduce preventable deaths, injuries, and property loss	14.89%	7	0.00%	0	16.30%	15	25.93%	7	17%	29
Ensure ordinances and policies are clear and easily interpreted by employees, residents, businesses, and elected officials	44.68%	21	42.86%	3	36.96%	34	37.04%	10	39%	68
	Answered*	47	Answered*	7	Answered*	92	Answered*	27	Answered*	173
	Skipped*	3	Skipped*	0	Skipped*	6	Skipped*	2	Skipped*	11

*Answered and Skipped totals refers to total submissions received. Participants were able to select two answers. For participant counts, please refer to page 3.

Strategic Priorities Set 4



Answer Choices	Employees		Special Districts		Residents		Businesses		Total Combined	
Ensure ongoing services are reliable, equitable, and cost-effective	55.56%	25	42.86%	3	42.70%	38	70.37%	19	51%	85
Provide a wide array of outstanding parks and recreation programs and services	15.56%	7	28.57%	2	49.44%	44	22.22%	6	35%	59
Provide a stable and diversified economic base	40.00%	18	42.86%	3	21.35%	19	33.33%	9	29%	49
Promote and develop programs with a focus on conservation and sustainability	26.67%	12	14.29%	1	31.46%	28	25.93%	7	29%	48
Maintain infrastructure to uphold a high quality of life	62.22%	28	71.43%	5	55.06%	49	48.15%	13	57%	95
	Answered*	45	Answered*	7	Answered*	89	Answered*	27	Answered*	168
	Skipped*	5	Skipped*	0	Skipped*	9	Skipped*	2	Skipped*	16

* Answered and Skipped totals refers to total submissions received. Participants were able to select two answers. For participant counts, please refer to page 3.

Open Ended Responses

	Employees	Special Districts	Residents	Businesses	Total Combined
Participants:	7	0	17	5	29

Topics	Total Count	Total Percentage ↓
Public Properties	9	18%
Economic Development	6	12%
Investment in Workforce	4	8%
Lake/Pond Improvements	4	8%
Community Engagement	3	6%
Construction	3	6%
Streets	3	6%
Water Quality	3	6%
Code Enforcement	2	4%
Diversity, Equity, and Inclusion	2	4%
Mobility Around Town	2	4%
Public Safety	2	4%
Customer Service	1	2%
Financial Health	1	2%
Infrastructure	1	2%
Senior Citizens	1	2%
Strategic Planning	1	2%
Sustainability	1	2%
Tourism	1	2%
	50	100%

Employee Comments

Comment	Topic
Provide more services for the Seniors/Water Bill Discount	Seniors
I would like to see an strategic plan focus in the wellness and wellbeing of the employees	Investment in Workforce
There needs to be a true focus on the priorities set with actual results, not just what looks good on paper.	Strategic Planning
Water quality	Water Quality
Develop more initiatives to proactively engage residents and businesses in service to the community	Community Engagement
Ensure intergenerational equity by paying today's costs today and only using long-term debt for long-term assets.	Financial Health
In regards to growth. Staff and elected officials need to work on bringing businesses, restaurants and housing to undeveloped land on the West side of town from Lakewood to Route 47. All of the new development is going to Huntley and Algonquin. We need to focus on that land on Rt. 47 and make that a priority before Huntley gets all of the housing and business developments. Let's start thinking about the big picture and the future of LITH.	Economic Development

Special District Comments

Comment	Topic
<i>No comments provided.</i>	

Resident Comments

Comment	Topic
Expanding sidewalks/trails for pedestrians, runners and bikers. Specifically on Lakewood and Algonquin Rd. Those two roads are currently used frequently and it's unsafe.	Mobility Around Town
Bring more diversity to the residential, political, and business communities.	Diversity, Equity, & Inclusion
City needs to do a better job maintaining it property surrounding homes in LITH estates.	Public Properties
More walking paths	Mobility Around Town
Better communication and help to residents when dealing with issues/concerns with neighbors. Responding and being proactive when help is needed.	Code Enforcement
Why do road repair projects drag on so long? (in particular, the intersection of Randall and Acorn.)	Construction
I would like to see a new Police department building	Investment in Workforce
Please clean and maintain our village. Our recreation areas are not being cleaned and maintained this past year and it shows.	Public Properties
Improve water quality provided and prioritize the need for better flood prevention.	Water Quality
Public Pool, Utilize Sunset Park more efficiently, offer more family events there, Bring in more businesses as we are shopping elsewhere because we offer nothing special our residents.	Public Properties, Economic Development

Resident Comments (Continued)

Comment	Topic
Would love a park in my subdivision, Coventry!	Public Properties
Improve the relationship and services to the 533 homeowners within the Boulder Ridge subdivision. We are treated like outsiders all the time. More police presence would be appreciated especially at night for parking violators.	Public Safety, Community Engagement
Place fountains in the ponds located near residential areas. The drought we've had and the stagnant water because of it are breeding grounds for mosquitos and bacteria.	Lake/Pond Improvements
I'd like to see some kind of goal to turn our beautiful lakes into some of the best fishing in the nation. We have the infrastructure and with a plan to make our lakes further appeal to anglers the local business revenue possibilities are endless.	Lake/Pond Improvements
In our current strategic plan there is no sustainability section. We need one.	Sustainability
Make sure you hire people that are going to take pride in their work. Too many improvement projects result in destruction of homeowner property. You guys suck at holding people accountable for ordinance violations. I don't want to see campaign signs all over the village. And when I call about it, I don't want to be blown off. Also, Sunset Park is in some serious need of more trees. If your kids are in outdoor sports, you get what I mean.	Code Enforcement, Investment in Workforce, Customer Service, Public Properties
Maintain open space. They are not making land anymore. Increase business development. Let customers from out of town come to LITH to spend \$. Increase maintenance of existing infrastructure. It's like baseball, its tough to increase your batting average the last week of the season. A well maintained infrastructure continues to provide quality. Increase quality business tax payers. We need more Costco's, not hot dog joints. Increase community awareness, adoption of public services. Stop calling PW for a backup rainwater collection grate, let the residence "adopt them" to keep them clear. (as an example). Increase pay to Village employees. They are WAY underpaid! You need quality EE to services to the community, knowledge and experience is not replaceable. Let me know what I can do to help the Village continue to provide A+ Safety, Quality, Customer Service!	Public Properties, Economic Development, Tourism, Infrastructure, Investment in Workforce, Community Engagement

Business Comments

Comment	Topic
Park and Rec - look at the shoreline at Echo Hill Park fishing area	Lake/Pond Improvements
Be careful with the language in some of these question. "Equity" and "inclusion" or loaded terms and I won't stand idle if the village proceeds down those paths.	Diversity, Equity, and Inclusion
be cost efficient and easy for businesses to do business in the village (fast and easy regulatory environment to navigate)	Economic Development
Rebuild old buildings and renovate the village for new businesses to thrive	Economic Development
Rebuild business losses due to the horrific and understated impact that the Randal Road project created	Economic Development, Construction

Social Media Comments

Topic and participation totals only include official survey submissions. Social media comments that were made directly on the posts promoting the survey are provided below for additional consideration.

Comment	Topic
Fix Randall Road	Construction
Salt and fully clear Sunset Park paths in the winter	Public Properties
Place fountains in the ponds located near residential areas. The drought we've had and the stagnant water because of it are breeding grounds for mosquitos and bacteria.	Lake/Pond Improvements
Please get the trees trimmed so delivery trucks & RV's are not tearing the branches & then the debris lies in the street. Thank you.	Streets
Provide residents with a pool or water park.	Public Properties
How about some basic maintenance of the neighborhood parks? I know that the parks are in rotation for getting new, additional mulch, but for those that are not expecting any could use a rake to even out some low spots (e.g. under swings, end of slides).	Public Properties
How about we add some speed bumps down Creekview road to stop everyone that cuts through from speeding down the road.	Public Safety
Do something about the constant flooding and water pooling.	Streets
Do something about tap water quality. I know our staff does the best they can with what they got. But we need a different source. Pull from the lakes if possible. Contact the county about selling water to municipalities from the Fox River. That's where Elgin gets theirs from.	Water Quality
Do an annual or bi annual brush pickup	Streets



Village of Algonquin

The Gem of the Fox River Valley

April 7, 2020

The Village of Algonquin Residents,
President and Board of Trustees:

On behalf of Village staff, I am pleased to present the Village of Algonquin's Annual Budget for Fiscal Year 2020-2021. The annual budget represents the single most important policy adopted each year in any municipal organization. This is particularly true in a village such as Algonquin which offers a multitude of services and programs to its residents. The budget provides information that guides Village decision makers in making allocation choices based on anticipated revenue projections. The budget document is a planned program of expenditures based on the revenue projections that carry out the Village's scope of services and goals established by the President and Board of Trustees. This budget document is a tool used to assist Village officials in making sound and rational choices regarding the provision of services to the public.

To this end, six "Guiding Principles" have been established to guide the budget's development and to measure the success of the recommended implementation of the budget.



Customer Service

Maintain and/or Enhance Customer Service and Citizen Satisfaction

- In order to provide the most efficient and effective services to residents, staff should continually evaluate operations. Increase the consistent focus on customer service through efficiency studies, training of front-line staff, and evaluating roles and responsibilities.
- Employee satisfaction, growth, and development foster positive customer service. This is accomplished through many vehicles, including training and evaluating roles/responsibilities.
- Implement mechanisms for promoting effective internal and external communication.

Economic Development

Continue to Promote and Foster Economic Development

- Economic development is instrumental in offering residents a community in which they can live, work, and play; creating jobs and bringing visitors to our community; and providing revenue to fund needed capital projects and other operational programs.
- Allocate the necessary resources to the continued development of the Village's economy, focusing on the Algonquin Corporate Campus, downtown, the Route 62 east corridor, and the mining operations.

Infrastructure

Evaluate, Plan for, and Implement Important Capital Improvement Projects in Order to Maintain the Village's Infrastructure and Uphold a High Quality of Life for Residents

- Providing adequate infrastructure throughout the Village is pertinent in order to ensure safe roadways, functional water and sewer systems, and top-notch park facilities for residents, businesses, and visitors.
- Continue to develop and implement multi-year plans, including neighborhood capital improvements.
- Continue to develop and refine the Village's transportation network in order to provide accessibility and mobility via the Village's roadway and trail systems.

Fiscal Management

Assess All Viable Options to Increase/Maintain the Village's Revenue Base

- Explore grants, operational efficiencies, and additional economic development opportunities.
- Obtain additional dedicated revenue sources for funding capital projects.
- Evaluate projects and personnel functions to find opportunities for cost savings.

Public Safety

Continue to Allocate the Necessary Resources for the Maintenance of the Public's Health, Safety, and Welfare through a Well-Trained and Dedicated Staff

- Emphasize and focus on public safety, emergency planning, and homeland security as a priority in our daily operations.
- As the number of commercial establishments level off or are reduced in the Village, and the needs of the citizenry fluctuate, differing resources must be allocated to these important government functions.

Conservation

Continue to Promote and Develop Programs with a Conservation Focus

- Promoting and adhering to a conservation mindset and lifestyle have been priorities for the Village over the past several years. Conservation is imperative in order to protect and conserve natural resources such as groundwater, wetlands, and natural water bodies.
- Promote and enforce the Village's water conservation program, and continue to work with other governments and agencies to address issues of water quality and quantity on a regional basis.
- Continue to promote the Village's recycling program through educational materials and other programs.



VILLAGE OF CARY

Three-Year Strategic Work Plan Summary

Adopted by the Village Board of Trustees on January 20, 2015

Village of Cary - Strategic Plan Summary 2014-16

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
FINANCE	Bond Rating	Maintain current rating – Aa2	a) Redefine the budgeting system b) Develop and update financial policies c) Develop long-term financial plan d) Needs assessment for Enterprise Resource Planning system e) Develop and implement Finance Department. succession plan
	Fund Balances	40-45% of general fund revenues	
	Outside/Alternative Revenue sources	5 new revenue sources	
GROWTH	Commercial/retail/ industrial vacancies	Reduce rate 15-20%	a) Implement Economic Development strategy b) Establish policy framework for Economic Development and tax generation c) Initiate actions specified in Comprehensive Plan d) Comprehensive TIF analysis e) Revise and plan for Meyer site
	Key development sites	Contact property owner/broker of strategic development properties quarterly	
	Sales tax	Increase by 5% each year	
MAINTENANCE	Police/Village Hall facility	Funding strategy, location, needs analysis-completed	a) Develop comprehensive facilities plan b) Implement pavement management system c) Phase II Sunset Crest drainage project d) Master flooding mitigation study e) Develop facilities and equipment replacement funds
	Infrastructure reliability	Streets meet 70 Pavement Rating Condition, meet all regulations, funding plan adopted	
	New Metra station	Funding strategy, location, needs analysis-completed	
LEADERSHIP	Respectful personal communications	Quarterly meetings to review/resolve	a) Develop Board guidelines for respectful discourse b) Develop and implement a public information plan c) Develop a mechanism for receiving feedback regarding municipal services
	Things done right	No issues reconsidered	
	Decisions	Decisions aligned w/ Strategic/Comp Plan	
WORKFORCE	Promotable employees	At least 1 internal candidate for mgmt. openings	a) Develop career development plan and training goals for all positions b) Develop and conduct employee survey c) Establish value proposition expectations- Board and staff
	Engaged employees	75% of employees take the employee survey	

Strategic Priority: CAPITAL INVESTMENT
Initiative: Develop comprehensive facilities plan

Actions	Measure of Success	Who's Responsible	Target Date
Assess current Village Hall & Police Dept. facility	Summary report with cost estimates and suggested timelines for necessary repairs/maintenance	Public Works	2 nd quarter 2015
Identify potential site locations for Police Department and Village Hall	Village Board consensus on suggested site location(s) and direction for more detailed analysis	Police & Public Works	4 th quarter 2015
Evaluate options for Metra station and investigate outside funding	Options for Metra station are discussed	Administration	1 st and 2 nd quarter 2015
Conduct needs assessment studies for police, Village Hall and set project goals	Village Board consensus on goals and project direction	Police & Public Works	1 st quarter 2016
Conduct public outreach	Completion of surveys & public meeting	Administration	2 nd quarter 2016
Conduct facility assessment and site analysis studies for Police Department and Village Hall	Village Board consensus on preferred option(s) and project direction	Police & Public Works	3 rd quarter 2016
Final Village Board direction on new facility implementation	Village Board workshop & consensus	Administration	4 th quarter 2016

Strategic Priority: CAPITAL INVESTMENT

Initiative: Implement pavement management system

Actions	Measure of Success	Who's Responsible	Target Date
As funding is available, implement at least \$1 million annually towards pavement management (resurfacing and pavement preservation)	Maintain a "fair" or better pavement condition rating (>70) for the overall system and a pavement condition rating of >75 for major collectors	Public Works	Annually
Utilize a pavement management system to create an annual rehabilitation plan as well as a dynamic multi-year capital improvement program	System is utilized with an updated pavepro pavement management database and GIS layers	Public Works	1 st quarter 2015
Enhance infrastructure assessment and inspection processes	Revised standard operating procedures and implement for each annual maintenance program	Public Works	1 st and 2 nd quarter 2015
Explore alternative pavement preservation techniques	Summary memo with recommendations on alternative treatments for future implementation	Public Works	2 nd quarter 2015

Strategic Priority: CAPITAL INVESTMENT**Initiative: Phase II Sunset Crest drainage project**

Actions	Measure of Success	Who's Responsible	Target Date
Public meeting	Hold public informational meeting with residents, staff and Village Board	Public Works	4 th quarter 2014
HMGP grant agreement	Executed agreement with IEMA by Village Board	Public Works	1 st quarter 2015
Property acquisition	Complete appraisals, purchase offers, deed restrictions and closings	Public Works	2 nd quarter 2015
Engineering & permitting for demolition and grading	Prepare grading plans, finalize IEMA coordination, issue request for bids and award bids	Public Works	2 nd quarter 2015
Demolition and grading	Complete demolition and grading, and receive final inspection sign-off from IEMA	Public Works	4 th quarter 2015
Project closeout	Reimbursement from FEMA	Public Works	1 st quarter 2016
Complete analysis of other flooding mitigation measures to supplement the HMGP buyout project	Implement at least one additional flooding mitigation measure	Public Works	3 rd quarter 2016

Strategic Priority: CAPITAL INVESTMENT

Initiative: Comprehensive Flooding Mitigation Master Plan

Actions	Measure of Success	Who's Responsible	Target Date
Conduct a comprehensive flooding mitigation master plan for various locations Village-wide	Conceptual design and cost estimates for potential drainage improvements	Public Works	4 th quarter 2015
Update multi-year capital improvement program	Village Board approval of proposed CIP and annual budget	Public Works	Annually
Seek grant opportunities and other alternative funding mechanisms	Identification of available grants and submit application(s) for funding	Public Works	Annually

Strategic Priority: CAPITAL INVESTMENT**Initiative: Develop facilities & equipment replacement funds**

Actions	Measure of Success	Who's Responsible	Target Date
Identify strategy for structure of replacement funds (separate category w/line items, separate accounts for each building & equipment, etc.)	Preferred structure for new accounts identified and proposed for next fiscal year budget	Finance	1 st quarter 2015
Add new fund account(s) to next fiscal year budget	Placeholder account(s) established	Finance	1 st quarter 2015
Identify sustainable funding strategy for both facility replacement and equipment replacement funds	Identify at least two funding sources and a structure in the village's budget	Finance	4 th quarter 2015

Strategic Priority: ECONOMIC DEVELOPMENT**Initiative: Implement Economic Development Plan**

Actions	Measure of Success	Who's Responsible	Target Date
Continue to implement the goals and objectives outlined in the 2013 Economic Development Plan	Status report to the Village Board on recommended action items	Community Development	2 nd quarter 2015, ongoing
Develop quarterly updates on retail, office and industrial vacancies throughout the Village.	Provide quarterly status reports to the Village Board on current vacancy levels	Community Development	2 nd quarter 2015, ongoing
Continue to represent the Village of Cary at local trade shows and events.	Provide progress reports and potential leads to the Village Board following each event	Community Development	Ongoing
Continuously enhance the Village website promoting current and upcoming development projects	Create a "Projects" page on the Village website	Community Development	1 st quarter 2015
Establish semi-annual broker meetings with landlord representatives and prospective brokers interested in Cary	Host breakfast or lunch meetings to share information and learn more about the current status of vacant properties	Community Development	4 th quarter 2015

Strategic Priority: *ECONOMIC DEVELOPMENT*

Initiative: *Establish policy framework for Economic Development & tax generation*

Actions	Measure of Success	Who's Responsible	Target Date
As part of the Economic Development Plan status report, provide the Village Board with a detailed fiscal analysis of existing vacancies throughout all land use types.	Report to Village Board on quantifying the fiscal impacts of filling vacancies.	Community Development /Finance	3 rd quarter 2015, 2015 and on-going
Establish a detailed business improvement grant program focusing on exterior improvements for new and existing businesses.	Village Board approves a defined program focusing on minimum eligibility requirements and maximum loan amount.	Community Development /Admin	3 rd quarter 2015
Develop a "Shop Local" campaign in coordination with the CG Chamber educating residents about the importance of keeping sales tax dollars in Cary.	Brochures and posters that can be given to local businesses.	Community Development /Cary-Grove Chamber	4 th quarter 2015
Establish a clear vision for future use of the remaining revolving loan fund balance by working with DCEO.	DCEO provides the Village direction regarding use of the funds	Community Development	2 nd quarter 2015
Develop an annexation strategy/plan identifying strategic opportunities for future growth. Identify future fiscal impacts and capital improvements.	Plan approved by Village Board	Community Development /Finance/Public Works	2 nd quarter 2016

Strategic Priority: ECONOMIC DEVELOPMENT

Initiative: *Initiate actions specified in Comprehensive Plan*

Actions	Measure of Success	Who's Responsible	Target Date
Initiate a RFP for consultant services for a comprehensive update of the Zoning and Subdivision Ordinance	Village Board approves a scope of services and budget for updating the Zoning and Subdivision Ordinance	Community Development/ Administration	1 st quarter 2015
Select a consultant and begin an update to the Village Zoning Ordinance	Consultant hired to complete an update to the Zoning and Subdivision Ordinance	Community Development	2 nd quarter 2015
Develop a strategy for corridor enhancements to Village entry way signage	Create plans and obtain budgets for new gateway signage	Community Development/Public Works/ Administration	4 th quarter 2015
Develop a strategy for the future redevelopment of the former Maplewood site by partnering with School District 26	Marketing and development strategy developed for the site	Community Development/ Administration	2 nd quarter 2015
Work with the owner and broker for the Selcke Property and Jack's Channel property to develop a marketing strategy that reflects the recommendations of the comprehensive plan	Marketing strategy developed	Community Development	3 rd quarter 2015
Update the Village Sign Ordinance	Comprehensive update the Village's Sign Ordinance complete	Community Development	1 st quarter 2016

Strategic Priority: ECONOMIC DEVELOPMENT

Initiative: Comprehensive TIF analysis

Actions	Measure of Success	Who's Responsible	Target Date
Prepare an RFQ/RFP for consultant services to review both existing TIF Districts, assist with the develop of strategies to enhance implementation of the districts and assess the possible creation of a new TIF(s)	Work with the Village Board to develop a scope of services, budget and hire a TIF/Financial consultant	Community Development /Finance/ Administration	3 rd quarter 2016
Establish a strategy for maximizing the use of existing TIF funds in TIF 1 as part of the potential redevelopment of the Selcke property	Village Board approves a specific policy for using TIF funds to help spur development activity on the Selcke property.	Community Development /Administration	3 rd quarter 2016

Strategic Priority: ECONOMIC DEVELOPMENT

Initiative: *Revise & plan for Meyer site*

Actions	Measure of Success	Who's Responsible	Target Date
Establish a strategy for the possible future extension request by Meyer Material for mining activities	Timeframe for submitting for an amendment is developed.	Community Development /Administration	3 rd quarter 2015
With the assistance of a consultant, establish a detailed Vision Plan for the future redevelopment of the Meyer Material property. This should include a potential partnership with the Cary Park District.	Village Board approves a scope of services, budget and hires a planning consultant	Community Development/ Administration	2 nd quarter 2016

Strategic Priority: EFFECTIVE GOVERNANCE

Initiative: Develop Board guidelines for respectful discourse

Actions	Measure of Success	Who's Responsible	Target Date
Research communities that have a code of conduct/core values for elected officials and employees	Examples provided to Village Administrator	Administration	3 rd quarter 2015
Draft a Village of Cary code of conduct/core values	Provide draft to COTW	Administration	4 th quarter 2015
Revise draft based on feedback from the COTW	Village Board approve the policy	Administration	1 st quarter 2016

Strategic Priority: *EFFECTIVE GOVERNANCE***Initiative: *Develop and implement a public information plan***

Actions	Measure of Success	Who's Responsible	Target Date
Review existing public information tools the Village currently utilizes	Public information tools are identified	Administration	2 nd quarter 2015
Research what tools other communities are utilizing	Public information tools from other communities are gathered	Administration	2 nd quarter 2015
Review findings and recommendations with Village Administrator	VA is provided report outlining options	Administration	2 nd quarter 2015
Begin process for implementing new public information tools as needed	Public information tools are implemented and process is communicated with the Village Board	Administration	3 rd quarter 2015
Effectively communicate with the stakeholders the options that are available to them	Stakeholders are information of the public information tools that are available to them.	Administration	3 rd quarter 2015

Strategic Priority: EFFECTIVE GOVERNANCE

Initiative: Develop a mechanism for receiving feedback regarding municipal services

Actions	Measure of Success	Who's Responsible	Target Date
Develop an RFP for conducting a community wide survey	RFP created	Administration	3 rd quarter 2015
Communicate with residents the significance of the survey	Notices provided to residents about survey	Administration	3 rd quarter 2015
Hire a consultant to assist with the survey	Village Board approves a contract with the consultant to conduct the survey	Administration	4 th quarter 2015
Have residents complete the survey	Ensure there is a mechanism for all residents to complete the survey (electronic, written, other means)	Administration	2 nd quarter 2016
Review results with the Village Board	Discuss results with the Village Board	Administration	4 th quarter 2016
Make recommendations for improvements based on the survey	Village Board reviews and approves action steps	Administration	Ongoing
Communicate with residents regarding certain actions that were taken	Provide updates to the residents through various media sources	Administration	Ongoing

Strategic Priority: FINANCIAL STABILITY

Initiative: Redefine the budgeting system

Actions	Measure of Success	Who's Responsible	Target Date
Revamp monthly financial report to provide Village Board and Management Team monthly budget update	Develop new monthly financial report format that enhances reporting to Village Board and Management Team	Finance/ Administration	2 nd quarter 2015
Quarterly review of all Capital Improvement projects related to scheduling and work completed to date	Work with Dept Heads on respective projects to assess status of budgeted projects to be completed	Finance/Dept Heads	Ongoing
Mid-year budget report to determine ability to attain budgeted revenues and expenditures at fiscal year end	Work with Dept heads to provide fiscal year end projections	Finance	4 th quarter 2015
Compile and develop Amended Budget, if needed, due to unbudgeted expenditures arising during the fiscal year	Track significant unbudgeted expenditures that arise during the year	Finance	1 st & 2 nd quarter each fiscal year
Provide projected fiscal year end fund balance and work with Village Administrator on Fund Balance Policy recommendations	Review with Village Administrator	Finance	1 st quarter 2015 (projections) 3 rd quarter 2015 (Recommendations)

Strategic Priority: FINANCIAL STABILITY**Initiative: Develop & update financial policies**

Actions	Measure of Success	Who's Responsible	Target Date
Develop procedures manual for payroll and accounts payable operating procedures	Written procedures manuals approved by Village Board	Finance	2 nd quarter 2015
Develop procedures manual for year-end processes for calendar payroll year end and fiscal year closing.	Written procedures manual approved by Village Board	Finance	2 nd quarter 2015
Internal review of current payroll and purchasing policy to determine if changes need to be made and approved	Update policies, if needed.	Finance	2 nd quarter 2015
Draft a debt policy in anticipation of debt being issued in the future related to facilities	Presentation to COW regarding draft policy	Finance/ Administration	2 nd quarter 2015
Review capitalization threshold for current fixed asset policy	Updated fixed asset policy	Finance/ Administration	2 nd quarter 2015

Strategic Priority: FINANCIAL STABILITY**Initiative: *Develop long-term financial plan***

Actions	Measure of Success	Who's Responsible	Target Date
Develop 5 year capital program	List of projects over a 5 year period approved by Village Board	Dept Heads	3 rd quarter 2015
Update Trilogy study and water rates based on water improvements outlined in Capital Plan	New water & sewer rates developed every 5 years based on 5 year Capital Improvement Program	Finance/Public Works	Ongoing
Develop financing plan for new Police Facility and/or new Village Hall	Provide long-term debt financing using existing revenue sources	Finance/Administration	4 th quarter 2015
Restrict budget funding to projects that will be completed within the current fiscal year	Allows for realistic capital project funding in future fiscal years	All Dept Heads	Ongoing

Strategic Priority: FINANCIAL STABILITY**Initiative: Needs assessment for an Enterprise Resource Planning (ERP) system**

Actions	Measure of Success	Who's Responsible	Target Date
Develop team with representation from all departments to determine existing use and future needs	Discussion with Dept Heads and team is formulated	Finance	2 nd quarter 2015
Create a list of pro's and con's to determine benefits from a new ERP system	Needs analysis is completed	Finance	2 nd quarter 2015
Select an individual to spearhead the process and to act as spokesperson during implementation	Select project leader	Finance	2 nd quarter 2015
Develop timeline and action plan for new ERP selection and implementation	Plan consensus by Village Management Team, Village Board approval of proposed plan	Finance	2 nd quarter 2015
Create RFP for ERP system	RFP distributed to interested vendors	Finance	2 nd quarter 2015
Review and meet with representatives from firms currently providing municipal software	Provide potential software vendor list	Finance	3 rd quarter 2015
Finalize contract with a vendor	Village Board approves contract	Finance	3 rd quarter 2015

Strategic Priority: FINANCIAL STABILITY

Initiative: Develop & implement Finance Department succession plan

Actions	Measure of Success	Who's Responsible	Target Date
Continue cross-training in various operating functions (i.e. payroll, utility billing, accounts payable, accounts receivable)	Cross-training completed	Finance	1 st quarter 2015
Review of Lauterbach & Amen Contract	Future succession plan completed	Finance/ Administration	2 nd quarter 2015

Strategic Priority: *WORKFORCE DEVELOPMENT*

Initiative: *Develop career development plan & training goals – all positions*

Actions	Measure of Success	Who's Responsible	Target Date
Compile list of current job descriptions, qualifications and required certifications for each position	Group similar positions, develop a list	Administration/Dept Heads	2 nd quarter 2015
Discuss training expectations with employees during performance review process.	Meeting with employee during performance review	Dept Heads	2 nd quarter 2015
Establish general career development and training needed for all employees. Separate mandatory and non-mandatory training.	Create a training manual for all positions		4 th quarter 2015
Have Department Safety Committees and Executive Safety Committee review training from a risk management perspective	Safety Committee reviews training manual	Administration	Ongoing
Implement Training program	Budget for training	Administration/Dept Heads	Ongoing
Review positions and consider components of succession planning	Village Administrator discusses with the Village Board on an annual basis	Administration	Ongoing

Strategic Priority: *WORKFORCE DEVELOPMENT***Initiative: *Develop & conduct employee survey***

Actions	Measure of Success	Who's Responsible	Target Date
Develop an employee survey	Survey distributed	Administration	4 th quarter 2015
Communicate with the employees the significance of the survey	Discussion during employee meetings, email and in-person	Administration/Dept Heads	4 th quarter 2015
Have employees complete survey	Create a mechanism for all employees to have access to the survey (Electronic, written, other means)	Administration	1 st quarter 2016
Review results and make recommendations for improvement	Discuss results with Dept Heads and develop recommendations	Administration	1 st quarter 2016
Implement actions of the survey	Discuss action steps with the Village Board	Administration /Dept Heads	1 st quarter 2016
Communicate with employees regarding the actions that were taken as a results of the survey	Discussion during employee meetings, email and in-person	Administration	2 nd quarter 2016
Repeat the survey annually	Distribute survey	Administration	Ongoing

Strategic Priority: WORKFORCE DEVELOPMENT

Initiative: Establish value proposition expectations – Board & staff

Actions	Measure of Success	Who's Responsible	Target Date
Research existing data (exit interviews, feedback from employees)	Summary created	Administration	3 rd quarter 2015
Have employees complete survey	Create a mechanism for all employees to have access to the survey (Electronic, written, other means)	Administration	1 st quarter 2016
Review results of the survey	Discuss results with Dept Heads and develop recommendations	Administration	1 st quarter 2016
Develop a statement indicating the Village's value proposition	Review with the Village Board	Administration	2 nd quarter 2016
Implement value proposition	Share with employees and new employees during the onboarding process	Administration	2 nd quarter 2016



GUIDING PRINCIPLES

The Fiscal Year 2021/22 budget was prepared based upon five primary guiding principles that over the years have made the City of Crystal Lake financially strong and capable of addressing multiple needs of its citizens. The principles are, for the most part, timeless, and will be part of the City's direction for the coming years, if not forever. However, the means in which we meet or work towards these principles may change from year to year. These guiding principles used in the development and analysis of this budget include:

Customer Service - Enhance customer service and citizen satisfaction.

- Implement mechanisms to promote effective internal and external communication.
- Provide training opportunities to employees that promote develop customer service skills.
- Provide efficient and effective service to residents by continuing to evaluate operations.

Economic Development – Continue to promote and foster economic development.

- Participate in community revitalization and create employment opportunities through business retention, attraction and diversification.
- Allocate necessary resources to continue development of the City's economy, focusing on the Route 14 and the Route 31 corridors.

Fiscal Management – Responsibly manage public funds and develop financial plans to balance resources with the community's priorities and vision.

- Explore grants and additional economic development opportunities.
- Explore dedicated revenue sources from which to fund capital projects.
- Evaluate projects and processes, seeking opportunities for cost savings.

Infrastructure – Evaluate, plan and implement important capital projects aimed at maintaining the City's infrastructure and upholding a high quality of life for residents.

- Provide adequate infrastructure throughout the City in order to ensure safe roadways and reliable water and sewer systems.
- Continue to develop and refine the City's transportation network in order to provide accessibility and mobility via the City's rail, trail and roadway systems.
- Strengthen partnerships to encourage enhanced recreation and cultural opportunities in the community.

Public Safety – Continue to allocate necessary resources for the maintenance of the public's health, safety and welfare.

- Provide for prompt, efficient and dependable emergency response.
- Emphasize public safety, emergency planning and homeland security.



PERFORMANCE METRICS

The City of Crystal Lake’s Strategic Plan lays out the vision for the community. It consists of three Strategic Commitments that guide the City as it develops plans for the future:

1. Development - Reinvestment in the Community
2. Enhancing Community Life Through Service Maintenance and Development
3. Managing Infrastructure/Finances

For more information on the Strategic Plan, please see Appendix C.

Within the framework established by the Strategic Plan, each department develops goals and objectives for the upcoming fiscal year. In order to monitor their progress towards these goals and objectives throughout the year, the departments utilize performance metrics to track their progress. These performance metrics are measurable outcomes of a department’s activity and can be either quantitative or qualitative in nature.

Strategic Commitment #1: Development - Reinvestment in the Community

ECONOMIC DEVELOPMENT: Continue to promote and foster economic development								
Objective	Department	Goals	Metric	2018/19 Actual	2019/20 Actual	2020/21 Goal & Estimate		2021/22 Goal
Participate in continual community revitalization through business retention, attraction and diversification as well as allocating resources to continue development of the City's economy	Community Development	Distribute regular real estate opportunity email blasts and targeted recruitment efforts	Number of outreach pieces	180	180	180	180	180
	Community Development	Maintain positive relationships with qualified developers to construct high quality development in the City.	Customer satisfaction survey results	N/A	100%	100%	100%	90%
	Community Development	Proactively grant business awards as possible.	Number of Grants Awarded	2	2	2	87	2
	Community Development	Conduct business retention visits each year to engage current business owners and solicit feedback on community concerns.	Number of visits	86	90	90	313	90
	Community Development	Participate in economic development outreach meetings and events	Number of meetings or events	158	160	160	163	160



Strategic Commitment #2: Enhancing Community Life through Service Maintenance and Development

CUSTOMER SERVICE: Enhance customer service and citizen satisfaction								
Objective	Department	Goals	Metric	2018/19 Actual	2019/20 Actual	2020/21 Goal & Estimate		2021/22 Goal
Provide efficient and effective service to residents by continuing to evaluate operations	Community Development	Provide excellent customer service, evidenced by maintaining at least a 90% satisfactory rating on Customer Satisfaction Surveys	Rating on Survey	100%	100%	90%	97%	90%
	Three Oaks Recreation Area	Provide excellent customer service at Three Oaks Recreation Area, evaluating satisfaction through the Three Oaks Recreation Area Customer Survey	Rating on Survey	95%	94%	90%	99%	90%
	Community Development	Initial investigation of property maintenance violations within 48 hours of receipt.	Percentage Complete within 48 hours	N/A	100%	90%	100%	90%
	Finance	Perform timely service to all customer service requests to Finance staff, resolving the requests within one business day	Percentage Complete	100%	100%	100%	100%	100%
Implement mechanisms to promote effective internal and external communication	CMO	Respond to all FOIA requests within the minimum required 5 days, if not sooner	Average Days	3.2	4.2	< 4.0	3.3	< 4.0
	Information Technology	Information Technology department will close internal service request tickets within 24 business hours of receipt.	Percentage Completed within one business day	87%	85%	78%	85%	80%
	Information Technology	Provide cyber security training to 100% of network users at least quarterly.	Percentage	100%	100%	100%	100%	100%
	Information Technology	Maintain network uptime to 100% during normal City Hall operating hours	Percentage	100%	100%	100%	100%	100%



Strategic Commitment #2: Enhancing Community Life through Service Maintenance and Development (continued)

PUBLIC SAFETY: Continue to allocate necessary resources for the maintenance of the public's health, safety and welfare								
Objective	Department	Goals	Metric	2018/19 Actual	2019/20 Actual	2020/21 Goal & Estimate		2021/22 Goal
Provide prompt, efficient and dependable emergency response	Fire Rescue	Provide a prepared response from time of 911 dispatch to arrival on scene.	Minutes	7.04	5.96	6.00	6.04	6.00
	Fire Rescue	Provide a turn-out time of 60 seconds or less to emergency medical calls.	Seconds	42	70	60	70	60
	Police	The Police Department will continue to actively and aggressively investigate crimes committed within the City.	Case Clearance Rates	51%	50%	100%	49%	100%
Emphasize public safety, emergency planning and homeland security	Fire Rescue	Complete initial fire plan reviews within 10 business days and resubmittals within 5 business days, 98% of the time.	Days	99.45%	96.00%	98%	96.34%	98%
	Police	Maintain qualifications under the Incident Command System in order to continue our effective responses during any planned or unplanned major event. Provide two scenario-based training opportunities for police supervisors to practice their skills in a simulated environment.	Training Events	2	6	2	6	2
	Police	Police Department staff will complete 4-6 short Public Safety Announcement video presentations to post on social media. Topics can vary regarding issues concerning our residents.	Videos	N/A	N/A	4 to 6	3	3
	Police	Enhance community policing efforts. All patrol officers, on average, will conduct a minimum of 30 minutes of foot patrols a month in order to actively engage the residential and business community by means of consensual and non-enforcement related contacts.	30 min Average	44 min	42 min	30 min	50 min	30 min
	Three Oaks Recreation Area	Encourage all Three Oaks attendants obtain CPR certification with a goal to have half of attendant staff the obtain certification.	Number of employees	38	41	25	0	25



Strategic Commitment #3: Managing Infrastructure & Finances

INFRASTRUCTURE: Evaluate, plan and implement capital projects aimed at maintaining the City's infrastructure and upholding a high quality of life for residents

Objective	Department	Goals	Metric	2018/19 Actual	2019/20 Actual	2020/21 Goal & Estimate		2021/22 Goal
Provide adequate infrastructure throughout the City in order to ensure safe roadways, reliable water and sewer systems, and a healthy urban forest canopy.	Public Works	Ensure drinking water production and distribution is safe and meets current regulations with no permit violations from the IL Environmental Protection Agency	Number of Violations	0.00	0.00	0.00	0.00	0.00
	Public Works	Maintain the City's pavement condition rating as good or better through proactive maintenance and resurfacing programs	Average Condition Rating Score (CRS)	7.50	7.50	7.50	7.60	7.50
	Public Works	Ensure that the City is treating its wastewater in an environmentally responsible manner, complying with regulatory discharge requirements	Compliance Percentage	99.0%	99.9%	98.0%	99.7%	98.0%
	Public Works	Proactively maintain the City's sanitary sewer system to minimize the potential for backups	Feet of sewer cleaned	59,286	51,403	46,200	62,457	46,200
	Public Works	Maintain and manage the City's urban forest canopy through a proactive and preventative forestry program by trimming and planting trees per year	Number of trees planted and/or trimmed	2,320	3,039	1,500	2,251	2,000

FISCAL MANAGEMENT: Responsibly manage public funds and develop financial plans to balance resources with the community's priorities and vision.

Objective	Department	Goals	Metric	2018/19 Actual	2019/20 Actual	2020/21 Goal & Estimate		2021/22 Goal
Ensure public funds are properly managed, accounted for, and invested to maximize availability of funds for core services.	Finance	Uphold tight internal controls relating to all activities involving public funds and accounting procedures to obtain a positive, unmodified audit opinion	Audit Result	Unmodified	Unmodified	Unmodified	Unmodified	Unmodified
	Finance	Prepare the Comprehensive Annual Finance Report (CAFR) in conformity with all required standards, receiving the GFOA's annual CAFR award.	Award Received	Yes	Yes	Yes	Yes	Yes
	Finance	Actively manage investment portfolio to maximize returns while minimizing risk and conforming to legal requirements for government investments.	Investment Return above 3 Year Treasury Rate	+0.23%	-0.30%	+0.5%	+0.09%	+0.5%
Engage in financial planning, short and long-term, so ensure financial stability and available resources for continual delivery of high quality services	Finance	Update and enhance the City's long-term capital plan and financial forecasts	Updates Complete	Yes	Yes	Yes	Yes	Yes
	Finance	Prepare a quality budget document that receives the Government Finance Officer Association's annual budget award.	Award Received	Yes	Yes	Yes	Yes	Yes

**VILLAGE OF HUNTLEY
2016 – 2020 STRATEGIC PLAN**



**Village of Huntley
10987 Main Street
Huntley, IL 60142
847-515-5200
www.huntley.il.us**

INTRODUCTION

The Village of Huntley adopted its first Strategic Plan in late 2010 for the years 2011-2015. Updating the Strategic Plan for the next five years was identified as a goal for 2015. The mission, values, and vision statements of the original plan were carried forward to the 2016 – 2020 plan. The plan identifies new goals and objectives for the years 2016 through 2020. The Strategic Plan is reviewed annually as part of the budget process. It serves as a guide to developing one-year action plans to be incorporated in each year's budget.

The strategic planning process has been a valuable exercise in setting the Village's direction and priorities for the future. The end result of the process identifies where the Village is now, where the Village wants to be in the future, and how the Village intends to get there.

To develop the plan, the Village Board participated in strategic planning workshops, conducted the annual resident survey, completed a SWOT analysis to identify strengths, weaknesses, opportunities and threats to the organization and community, and developed goals and objectives to build upon strengths and opportunities and to address weaknesses and threats.

MISSION STATEMENT

THE MISSION OF THE VILLAGE OF HUNTLEY, ITS ELECTED OFFICIALS AND STAFF IS TO ACHIEVE EXCELLENCE IN THE MANAGEMENT AND DELIVERY OF MUNICIPAL SERVICES IN A RELIABLE, EFFICIENT, FISCALLY, AND SOCIALLY RESPONSIBLE MANNER

In support of this, we are committed to:

- Continually pursuing and implementing improved methods for providing municipal services that preserve and enhance the public health, safety and welfare of our residents, businesses and visitors to the community
- Preserving the character of Huntley by supporting well-balanced and sustainable growth that ensures the quality of life for all residents today and in the future

VALUES

THE VILLAGE OF HUNTLEY VALUES FRIENDLINESS, TEAMWORK, PUBLIC ENGAGEMENT, RESPECT, INTEGRITY, PROFESSIONALISM, INNOVATION, AND BEING THE COMMUNITY OF CHOICE

- **Friendliness** – We act in a friendly manner toward all those we interact with, both externally and internally within the organization
- **Teamwork** – We demonstrate a willingness to work together to help others and encourage our residents and businesses to help one another

- **Public Engagement** – We encourage citizens of all ages to participate in local government and service organizations
- **Respect** – We treat all residents and those with whom we interact with respect and fairness
- **Integrity** – We base our actions on what is legally, ethically, and morally correct
- **Professionalism** – We are committed to attaining high standards of professional conduct
- **Innovation** – We encourage new ideas and creativity to provide the highest quality and most cost effective municipal services
- **Community of Choice** – We work towards preserving the quality of life for residents, attracting the best employees, and working together with our residents to maintain a safe and sustainable living environment for today and future generations

2020 VISION

IN 2020, HUNTLEY WILL BE A LEADER IN THE CHICAGO METROPOLITAN REGION AND THE LOCATION OF CHOICE FOR RESIDENTS, BUSINESSES, AND VISITORS, OFFERING A WIDE RANGE OF HOUSING OPTIONS, SHOPPING AND DINING OPPORTUNITIES, EMPLOYMENT CENTERS, EDUCATIONAL OPPORTUNITIES, AND ENTERTAINMENT VENUES

In support of our vision for 2020, we are committed to:

- Preserving and enhancing the quality of life for Village residents that: improves the appearance of public and private properties, maintains high quality development standards, protects the safety and well-being of all people residing in, working in, or visiting the Village, improves the transportation network and transit services throughout the Village, and protects natural resources
- Promoting sound financial management and fiscal sustainability by identifying new sources of revenue to reduce the impact of the State's fiscal condition, monitoring state and federal legislation and planning for financial impacts, enhancing the capital improvement planning process, and evaluating alternative staffing models to provide the most efficient and highest quality service to residents
- Promoting innovation through technology by increasing options for utilizing on-line services and applications to conduct business and home access, and updating and monitoring internal management systems
- Promoting new business development, retention, and expansion by attracting and retaining businesses to enhance the tax base and create new jobs, continuing downtown revitalization

efforts, diversifying residential development options, and assisting with the redevelopment of environmentally distressed properties

- Promoting and improving organizational development efforts by supporting training and professional development of staff to improve services provided to residents, effectively managing the transition from long-tenured department heads to new leaders, and updating personnel policies and procedures

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)

The SWOT analysis completed by the Village Board identifies internal and external strengths, weaknesses, opportunities and threats to the organization and community. Strengths identified include quality of life, financial soundness, management of the organization by the Board and staff, location, transparency, community events, and economic development efforts. Weaknesses include the appearance of public and private properties, limited local job opportunities, lack of entertainment options, lack of public transportation, and limited new housing options. Opportunities exist for continued downtown revitalization, innovation in policies and procedures, making Huntley a destination location, attracting new businesses, and improving the transportation network throughout the Village. Threats are primarily external, particularly the fiscal crisis in the State of Illinois and the potential impact on local revenue sources, increased operating costs, and technology challenges.

STRATEGIC PRIORITIES

PRIORITY NO. 1 Preserve and Enhance Quality of Life for Village Residents

Goal 1 ***Improve Appearance of Public and Private Properties***
Goal Leaders – Development Services, Public Works, Police

Objective 1: Increase code enforcement activities across all departments to address property maintenance issues related to residential and commercial structures, landscaping, and private parking areas

Objective 2: Develop and implement annual maintenance plans for subdivision entryways not maintained by a homeowner's association

Objective 3: Maintain contact with Homeowner's Associations to ensure proper maintenance of HOA common areas throughout various subdivisions

STRATEGIC PRIORITIES

Objective 4: Improve maintenance of public rights-of-way including Route 47 and Algonquin Road medians and investigate the possibility of adding landscaping in the medians subject to approval of the Illinois Department of Transportation and McHenry County Division of Transportation

Objective 5: Implement tracking program for off-premise and other advertising signs to ensure removal in a timely manner

Goal 2

Maintain High Quality Development Standards

Goal Leaders – Village Manager’s Office, Development Services

Objective 1: Maintain focus on quality development by requiring new developments to comply with the Commercial Design Guidelines and advocate for creative design and use of unique building and landscape materials during the development approval process

Objective 2: Conduct an analysis of the Village’s parking stall and drive aisle dimensions and compare to surrounding communities and adjust as needed

Objective 3: Negotiate future residential annexation agreements to include requirements for minimum garage sizes and increased side yard setbacks

Goal 3

Protect the Safety and Well-Being of all People Residing in, Working in, or Visiting the Village

Goal Leaders – Police Department, Engineering

Objective 1: Identify options and associated costs for state-mandated consolidation of PSAPs (Public Safety Answering Point) and track future legislation and laws relating to body cameras

Objective 2: Explore feasibility and costs associated with implementing a reverse 911 notification system

Objective 3: Maintain involvement with regional law enforcement groups and organizations

Objective 4: Obtain CALEA re-accreditation in 2016 with the intent of becoming a “Gold Standard” agency by 2020

Objective 5: Promote Neighborhood Watch, Citizen’s Police Academy, Community Emergency Response Team, National Night Out, Bike Huntley and other community programs and events to increase community involvement

Objective 6: Develop programs to reach out to elementary age, middle school, and high school students such as a Teen Citizen’s Police Academy

STRATEGIC PRIORITIES

- Objective 7: Continue education of residents and businesses on crime prevention methods, including cyber crimes
- Objective 8: Review speed limits on major thoroughfares throughout the Village and adjust as needed
- Objective 9: Investigate options for additional street lighting on Route 47 at the intersections of Kreutzer Road, Regency Parkway, and Del Webb Boulevard and improve street light maintenance program throughout the Village
- Objective 10: Investigate options for additional street lighting on Route 47 from Kreutzer Road south to I-90

Goal 4 *Improve Transportation Network and Transit Services throughout the Village*
Goal Leaders – Village Manager's Office, Engineering

- Objective 1: Explore implementation of truck bypass around the downtown
- Objective 2: Realign East Kreutzer Road at the railroad tracks and bridge crossing
- Objective 3: Continue planning efforts for the extension of Reed Road to Coyne Station Road
- Objective 4: Continue discussions with McHenry County for the western extension of Algonquin Road
- Objective 5: Identify additional locations and funding sources for multi-use paths and pedestrian crossing overpass across Route 47
- Objective 6: Work with property owners to complete multi-use path connection from Regency Parkway to Princeton Drive with sidewalk on the north side and bike path on the south side of the roadway
- Objective 7: Continue efforts to secure a commitment for rail service from Metra and/or AMTRAK

Goal 5 *Protect Natural Resources*
Goal Leaders – Engineering, Public Works Department

- Objective 1: Implement recommendations of 2015 Comprehensive Water and Wastewater Systems Master Plan

STRATEGIC PRIORITIES

- Objective 2: Conduct public outreach and education programs to encourage water conservation practices
- Objective 3: Develop and implement annual management plans for Village-owned wetland and stormwater management facilities
- Objective 4: Explore “Go Green” initiatives such as sustainable landscape practices and energy conservation through LED lighting retrofits and implement “Green” solutions where feasible
- Objective 5: Review current ordinance requiring homeowner maintenance of parkway trees and develop long-term strategy for future maintenance

PRIORITY NO. 2 Promote Sound Financial Management and Fiscal Sustainability

Goal 1 *Identify New Sources of Revenue to Reduce Impact of State’s Fiscal Condition*
Goal Leaders – Village Manager’s Office, Finance/HR, Development Services, Public Works, Engineering, and Police Department

- Objective 1: Explore additional revenue enhancement options
- Objective 2: Review water/sewer rate structure, including use and impact of second water meters
- Objective 3: Continue annual backflow testing and inspection program and increase inspection fees to cover costs
- Objective 4: Review the annual property tax levy for Special Service Area#5 (Southwind Subdivision) and adjust as needed to address annual maintenance costs for common areas and stormwater management facilities
- Objective 5: Develop comprehensive list of various fees and review adjustments as needed
- Objective 6: Explore grant opportunities in each department to offset costs of programs and capital improvements

Goal 2 *Evaluate Alternative Staffing Models to Provide Most Efficient and Highest Quality Service to Residents*
Goal Leaders – Village Manager’s Office, Finance/HR, Public Works Department

- Objective 1: Continue to balance and evaluate the use of full-time, part-time, and contractual arrangements to provide services to Village residents

STRATEGIC PRIORITIES

Objective 2: Evaluate the long-term impact of utilizing 12-hour shifts within the Police Department

Goal 3 *Enhance Capital Improvement Planning Process*

Goal Leaders- Village Manager's Office, Finance/HR, Engineering

Objective 1: Revise 5-Year Capital Improvement Program (CIP) and update annually

Objective 2: Enhance asset management program to sustain level of service at economical life cycle cost

Objective 3: Update Space Needs Analysis of Village facilities and incorporate expansion needs into Capital Improvement Program

Objective 4: Identify sustainable revenue sources to meet the future demands of maintaining, improving, and replacing the Village's infrastructure

Goal 4: *Monitor State and Federal Legislation and Plan for Financial Impacts*

Goal Leaders – Village Manager's Office, Finance/HR, Engineering, Public Works, Police Department

Objective 1: Monitor environmental regulations and identify costs associated with compliance and incorporate as needed into Capital Improvement Program and annual budget

Objective 2: Monitor public safety regulations and identify costs associated with compliance and incorporate as needed into Capital Improvement Program and annual budget

Objective 3: Monitor state legislation that would reduce available revenue and prepare and regularly update contingency plans to address potential budget shortfalls

Objective 4: Maintain commitment to meeting the Village's pension obligations while monitoring future legislation and laws to address potential negative financial impacts

PRIORITY NO. 3 Promote Innovation Through Technology

Goal 1 *Increase Options for Utilizing On-Line Services and Applications to Conduct Business*

Goal Leaders – Development Services, Finance/HR, Engineering

Objective 1: Update Village website design and enhance information provided

STRATEGIC PRIORITIES

Objective 2: Identify and implement user-friendly options for online issuance of building permits, inspection scheduling, and permit status updates to improve customer service

Objective 3: Explore development of Village Services mobile application to improve communications between residents and the Village

Goal 2 *Update and Monitor Internal Management Systems*

Objective 1: Purchase and deploy new financial management software that meets needs of all departments

Objective 2: Continually monitor network security system to protect against cyber attack

Objective 3: Continue to build Geographic Information System (GIS) and add public portal

PRIORITY NO. 4 Promote New Business Development, Retention, and Expansion

Goal 1 *Attract and Retain Businesses to Enhance Tax Base and Create New Jobs* *Goal Leaders – Village Manager's Office, Development Services*

Objective 1: Work with property owner to revitalize or redevelop the Huntley Outlet Center

Objective 2: Work with the owner of Huntley Shopping Center to fill the vacant grocery store space

Objective 3: Work with commercial property owners to attract additional restaurants and shopping opportunities

Objective 4: Secure a commitment for the construction of hotel

Objective 5: Work to attract entertainment options, including a movie theater

Objective 6: Maintain and improve fast-track entitlement and permitting process

Objective 7: Identify opportunities to attract additional medical offices and other support services as a result of Centegra Hospital-Huntley opening in 2016

Objective 8: Improve Business Retention Visitation Program and conduct annual visits with top 10 employers and taxpayers

Objective 9: Update and implement Economic Development Strategic Plan

STRATEGIC PRIORITIES

Objective 10: Clean up or redevelop businesses along Route 47 corridor north of Main Street

Objective 11: Locate a gas station north of Main Street

Goal 2

Continue Downtown Revitalization Efforts

Goal Leaders – Village Manager’s Office, Development Services, Engineering, Public Works

Objective 1: Promote development and redevelopment opportunities within the Downtown Tax Increment Finance District

Objective 2: Redevelop Catty property located at 11117 S. Church Street

Objective 3: Redevelop the + 17-acre former school site at Route 47 and Mill Street

Objective 4: Continue efforts to relocate the Post Office

Objective 5: Complete Town Square improvements, including Veteran’s Memorial

Objective 6: Identify additional incentives to encourage property improvements by downtown property owners

Objective 7: Re-evaluate and revise Façade Improvement Program so that it can be used more effectively throughout the entire + 180-acre Downtown TIF District

Objective 8: Promote adaptive re-use of residences adjacent to the downtown

Objective 9: Approve and implement beautification plans for the northeast and southwest corners of Rt. 47 and Main Street

Objective 10: Expand community events held downtown to attract residents and visitors, making the downtown a destination location

Objective 11: Complete and adopt Form-Based Code for downtown and adjacent Rt. 47 corridor

Goal 3

Diversify Residential Development Options

Goal Leaders – Village Manager’s Office, Development Services

Objective 1: Identify areas of the Village to accommodate various housing types

Objective 2: Pursue new residential development

STRATEGIC PRIORITIES

Goal 4 ***Assist with the Redevelopment of Environmentally Distressed Properties***
Goal Leaders – Village Manager's Office, Development Services

Objective 1: Work with the owner of the former grease plant off of Smith Drive to clean up the site

Objective 2: Work with the owner of the Powder Park property to clean up and redevelop the site

PRIORITY NO. 5 **Promote and Improve Organizational Development Efforts**

Goal 1 ***Support Training and Professional Development of Staff to Improve Services Provided to Residents***
Goal Leaders – Village Manager's Office, Development Services, Finance/HR, Engineering, Public Works, Police

Objective 1: Conduct employee survey to identify workplace improvement initiatives

Objective 2: Communicate and reinforce the mission, values, and vision to employees at all levels within the organization

Objective 3: Continue and enhance cross-training of employees within and across departments to provide better service to Village residents

Objective 4: Enhance development and mentoring programs of employees to develop future leaders throughout all departments so that they can lead their departments in providing better service to residents

Objective 5: Enhance documentation and tracking of infrastructure improvements and repairs to provide centralized knowledge database

Goal 2 ***Effectively Manage the Transition from Long-Tenured Department Heads in the Police, Public Works and Finance/Human Resources Departments to New Leaders***
Goal Leaders – Village Manager's Office, Finance/HR

Objective 1: Identify and develop internal employees for potential promotion opportunities

Objective 2: Recruit highly qualified external candidates to fill positions not filled from within the organization

STRATEGIC PRIORITIES

Objective 3: Provide support and direction to newly hired or promoted employees to facilitate a smooth transition in departmental leadership

Goal 3

Update Personnel Policies and Procedures

Goal Leaders – Village Manager's Office, Finance/HR

Objective 1: Complete and adopt update of Personnel Manual

Objective 2: Improve performance evaluation system

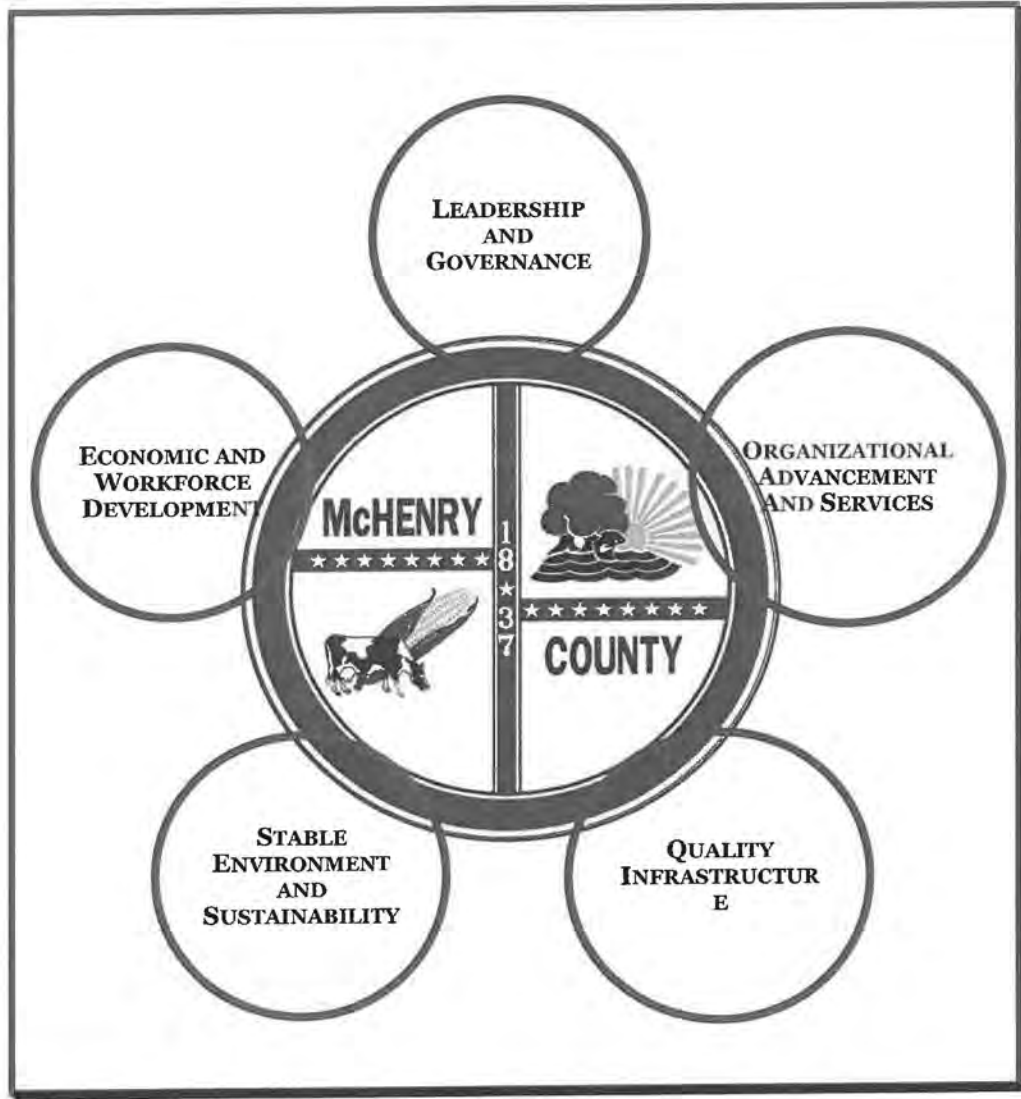
Objective 3: Conduct an organizational/staffing study

Objective 4: Review and update social media policies

McHenry County Strategic Plan 2017-2020

Adopted August 15, 2017

Includes May 23, 2019 Update Action Items



Consolidated Goals and Objectives by Category

LEADERSHIP AND GOVERNANCE

- **GOAL 1 – *Ordinances and policies are clear and easily interpreted by employees, citizens and elected officials***
 - Objective A: Provide consistent responses to citizens regarding ordinances and policies
 1. Minimize regulations where possible
 2. Enhance and improve the County's website ensuring it is informative, user-friendly with online transaction capabilities and has easily navigable portals
 3. Website to be reviewed for accuracy and user-friendliness
 - Objective B: Ensure there are no conflicting ordinances
 1. Complete the codification process and work to facilitate intuitive navigation and search functions
 - Objective C: Increase County government's language capacity
 1. Survey various County departments regarding their contact with non-English speaking community members and their staffing needs to improve their engagement.
 2. Review the County's ability to provide interpretation services and translation of documents.
- **GOAL 2 – *Identify and prioritize citizen expectation and provide services efficiently in order to operate at the lowest possible tax levy***
 - Objective A: Facilitate and explore collaboration/consolidation with other units of government
 1. Collaborate with other government entities on tax control
 2. Explore smart consolidation where there is synergy (i.e., sanitary, fire districts)

3. Explore how towns and townships can collaborate or work closely to maximize or share resources
 4. Work to capitalize on available community talent and expertise including exploring a Community Leadership Academy, facilitating a pipeline for volunteers, and developing enhanced citizen engagement opportunities
 5. Develop plans to facilitate the potential dissolution of township(s) into County
 - a) Departments to continue development of issues/considerations
 - b) Considerations/questions to be presented and discussed at relevant Standing Committees
 - c) Ad Hoc Committee to be established Fall 2019
- Objective B: Commit to ongoing steps for careful financial management/monitor tax requirements
1. Address overall financial requirements and explore approaches to revenues streams while working to reduce the County's share of the property tax component
 2. Be leaders among other units of local governments in financial management and tax burden
 3. Explore and identify methods to increase efficiencies in the tax collection and distribution role/processes that are the responsibility of the County
- Objective C: Analyze County services and undertake program evaluation
1. Analyze the core services and functions of the County; explore, refine and confirm the scope of the County's role, mission and service profile with reference to strategic priorities and available resources
 - a) County Board to critically explore continuation of services if grant support ends
 - b) Public Health and Community Services Committee to engage with Mental Health Board (MHB) and Board of Health (BOH)
 - i. Collaborate on what services are needed
 - ii. Be engaged in their respective Strategic Plan Process
 - iii. County Board to be provided with drafts of MHB and BOH Strategic Plans

2. Analyze and explore “smart design or consolidation” of organizational units and functions (i.e., work to promote and create a highly effective and leaner government and organization where practicable and possible)
 - Objective D: Assess and analyze County Government processes and structure
 1. Redefine governance processes and procedures in anticipation of a possible reconfiguration or reduction of County Board size; study functionality/structure of a smaller County Board
 2. Explore efficiency measures related to the County Board’s processes and procedures
 3. Explore efficiencies and examine impact of consolidation or elimination of County-wide elected offices or other functions where practical
- 3. GOAL 3 – Lead and facilitate intergovernmental cooperation in McHenry County**
- Objective A: Explore joint service arrangements with other local governments
 1. Work to expand existing shared services and IGAs;
 2. Inventory existing shared services and IGA’s; enhance collaboration and explore joint services through intergovernmental cooperation, coordination and other forms of partnerships to maximize the use of governmental assets and resources
- 4. GOAL 4 – Improve the implementation process of decisions made by the County Board and committees**
- Objective A: Enhance and improve legislative efficiency and dynamics
 1. Work to create a trusting and effective working environment among the Board, giving credence and respect to the deliberations and decisions at the committee level and board level; commit to making things happen for the benefit of the stakeholders we serve
 - a) Send draft Committee voting record to County Board in advance of the COW as practical
 - b) Each Committee Chair is encouraged to provide a verbal report at the County Board meetings

- Objective B: Communicate status and follow-through of projects
 1. Track and measure implementation and oversight of capital and other significant projects
 2. County Administration Staff to provide a regular update to Law & Government/Liquor Committee on legislation that affects McHenry County
 3. Departmental Communications Officers to address Administrative Services

5. GOAL 5 – *Enhance Public Confidence*

- Objective A: Earn public confidence in Board decisions and the County direction
- Objective B. Establish a respectful working environment between the County Board and staff

ORGANIZATIONAL ADVANCEMENT AND SERVICES

▪ **GOAL 1—*Promote McHenry County Government as a good place to work***

- Objective A: Attract and retain high quality staff/workforce
 1. Work to create an employer of choice/workforce and staffing philosophy that attracts and retains a cross-section of talented individuals in multiple disciplines and levels of the organization; explore alternative work arrangements
 2. Undertake succession planning and leadership development in key roles and offices; prepare for future staffing needs/retirements/changes

6. GOAL 2 – *Use data-driven decision-making*

- Objective A: Promote the use and application of empirical information
 1. Explore the development and enhancement of the County's participation in performance measurement and benchmarking; consider available tools/software
 2. Work to create pathways and apply technology to facilitate open data avenues to enhance transparency, increase accessibility and efficiency

3. Utilize data to assist in making decisions

➤ **GOAL 3 – Identify core functions of the County Government**

- Objective A: Evaluate costs and benefits of providing non-mandatory services
 1. Work with the County Board to lead, research and facilitate essential discussions to identify, clarify and confirm the core functions of County government [clarify needs vs. wants vs. mandatory, etc.]
 - a) Create an inventory of grants and indicate type (formula or competitive)
 - Assess the grant writing burden for each department and how this is currently managed
 - Report to be presented to Administrative Services
 - b) County Board to critically explore continuation of services if grant support ends
 2. Examine future/possible models for operations at Valley Hi; evaluate the core services and explore alternative profiles or viability/desirability of various options
 - a) After completion of the MPA Dementia Unit analysis, County Board will have a focused discussion on Valley Hi at a special COW
 3. Become more of a pass-through rather than doer organization by providing funds to organizations and non-profits to carry out their mission

➤ **GOAL 4 – Process and technology improvement**

- Objective A: Continue to search for service improvements and efficiencies via the use of technology
 1. Commit to and complete a strategic and centralized assessment of software platforms in the organization that promote efficiency and customer service
 2. Enhance our business processes County-wide including the promotion of tools and approaches to facilitate paperless technology to improve efficiency, transparency and customer service

3. Examine, design and consider the steps required to implement an “Administrative Adjudication” system
4. Enhance inter-departmental coordination on code enforcement

STABLE ENVIRONMENT AND SUSTAINABILITY

➤ **GOAL 1 – *Facilitate regional collaboration regarding ground water supply for the future of McHenry County***

- Objective A: Raise public awareness of groundwater issues
 1. Promote low use water industries and conservation practices
- Objective B: Facilitate regional collaboration of ground water and water resources
 1. Monitor and plan for effective drainage ways and storm water management to promote healthy communities and provide essential systems for economic growth and a sustainable quality of life
 - a) Prioritize/focus attention toward storm water matters
 2. Inventory/organize environmentally focused documents and plans already in place (WRAP, storm water plans, green infrastructure, drainage district, food plans)

▪ **GOAL 2 – *Balance growth with environmental protection***

- Objective A: Promote sustainable development that is balanced with preservation of the County’s open space, agricultural land, and water supply
 1. Remain committed to the careful use of water resources in and across the County; monitor developments at the community, County, regional and state level to determine impacts on groundwater, surface water and water supply
- Objective B: Increase open space conservation efforts
 1. Balance growth with environmental protection and conservation of the County’s open spaces and fundamental land-based/production agriculture and agri-businesses in a vital corridor of the state’s northern tier

ECONOMIC AND WORKFORCE DEVELOPMENT

- **GOAL 1 – *Take additional steps to be a business-friendly County***
 - Objective A: Ensure clear and consistent County regulatory processes
 1. Be a business-friendly County including making online permitting available
 2. Review standards and requirements with an eye toward revisions or deregulation where possible
 3. Utilize programs, services and resources currently in place
 4. Partner with municipalities for joint economic/business incentive packages
 5. Promote the County to businesses, entrepreneurs and economic decision-makers
 6. Develop methods and approaches to “tell our story”
 7. Standardize property assessments across the County
 8. Encourage relationships with small businesses in the County
 - Objective B: Expand the non-residential economic tax base
 1. Strengthen and formalize ties to all neighboring counties with increased emphasis to the westward counties in the economic corridors along I-90 and the state line
 2. Expand on industrial clusters (metals, technology, medicine)
 3. Develop avenues to market the County’s robust fiber-optic network and promote readiness and cutting edge technology infrastructure to help attract and retain businesses
 4. Facilitate the growth and variety of tourism activities and opportunities as an economic development tool
 5. Support / focus on small businesses

- **GOAL 2 – *Match the skills of the population with the needs of businesses***
 - Objective A: Evaluate business needs and match funds to training that will meet those needs
 1. Help to facilitate the development of the essential workforce and skills that existing and growing industries need
 2. Help attract, grow and retain millennial talent
 - Objective B: Explore public-private training and education partnerships to improve the skills of the McHenry County workforce
 1. Develop skills that existing and identified growing industries need. Partner with workforce development entities and networks, such as MCC and Workforce Network, to ensure skills gaps are addressed
 2. Help to lead the way for employers by developing a strategy to be identified/known as the home of progressive businesses and good places to work and do business
 3. Encourage vocational training and explore in demand skills in major industries in the County (i.e., manufacturing)
 4. Facilitate and encourage a variety of training and education opportunities, including technical and vocational offerings
 - Objective C: Match the skills of the existing population with needs of the existing businesses to retain talent in the County and meet the current and future workforce demands

QUALITY INFRASTRUCTURE

- **GOAL 1 – *Facilitate the infrastructure necessary to improve access to high-speed internet throughout McHenry County***
 - Objective A: Explore public-private partnerships to maximize the fiber optic network
 1. Continue improving access to robust high-speed fiber/internet infrastructure throughout County; market fiber-optic network; explore revenue-generating models

2. Leverage the value of high-speed internet infrastructure and other County resources
- **GOAL 2 – *Improve McHenry County's access to Interstate highway system***
 - Objective A: Proactively work with the Illinois Department of Transportation (IDOT) to improve State highways with access to the interstate highway system (IL 47, IL 31, IL 23, US 20).
 1. Monitor and work with other counties on regional transportation projects
 2. Complete Phase II engineering, right-of-way acquisition and construction of the Randall road widening project
 3. Facilitate the successful completion/installation of the long-awaited full interchange at IL 23 and I-90
 - **GOAL 3 – *Promote mobility for all County residents by providing choices in the transportation network including walking, biking and public transit***
 - Objective A: Continue to operate the MCRide dial-a-ride transit program
 1. Improve efficiencies and target users for the MCRide dial-a-ride transit program
 - Objective B: Explore emerging opportunities to provide low-cost transportation solution to McHenry County residents
 1. Promote volunteer driver transportation programs
 2. Expand public/private partnerships with technology companies and transportation providers (i.e., Uber, Lyft, taxis etc.)
 - Objective C: Ensure that all County roadways are planned and constructed with the needs of pedestrians and bicyclists in mind
 - Objective D: Continue to collaborate with regional transportation providers (i.e., PACE, METRA, Uber)
 1. Explore opportunities for enhancing the transportation system in the County
 2. Assess requirements and possible approaches to address the 'last mile' connection from station to home for many commuters in the County
 - **GOAL 4 – *Address short-and long-term capital and facility needs***

- Objective A: Evaluate facility and capital needs and future uses, maintenance and utilization
 1. Address facility space needs across the County campus and explore ways to use current space and assets most efficiently
 2. Develop a comprehensive capital improvement plan, including projected needs, timing and long-term funding sources and financing strategies
- Objective B: Evaluate future roadway, maintenance and utilization strategies
 1. Develop a process for prioritization, pace and funding for improvements of non-dedicated roadways incorporated into the County jurisdiction, followed by transfer to township control
 2. Explore MCDOT website utilization to communicate infrastructure planning and progress