

**DATE:** November 22, 2017

**TO:** Honorable Mayor Jerry Smith  
City Council

**FROM:** Anne Marie Gaura, City Manager  
Patty Hoppenstedt, Assistant City Manager  
Blerta Greicevci, Management Intern

**SUBJECT:** Strategic Plan FY2017 Third Quarter Update.

## **I. Summary**

The DeKalb 2025 Strategic Plan guides the City's annual investments, program and policy priorities, and performance reporting for the foreseeable future. During the FY2017 budget process, goals, strategies and action items were identified by each department for completion throughout the year. Progress on these items has been tracked by the City using the AchieveIt software system. This quarterly report shows progress on FY2017 action items and highlights specific accomplishments that align with the Strategic Plan's five visions. The updates in this report occurred between July 1, 2017, and September 30, 2017.

## **II. Background**

On February 22, 2016, City Council approved and adopted the DeKalb 2025 Strategic Plan to be a 10-year guide for City operations. This document was developed using extensive public input and encompasses five visions for the community.

During the FY2017 budget process, visions, goals, strategies and action items were identified by the City's department heads in collaboration with department staff. The action items in the Strategic Plan are the building blocks in achieving the City's five visions. For example, Police Department staff presented crime prevention tips to a number of groups throughout the City. These events help to engage citizens in active partnerships to enhance public safety and quality of life, thus promoting community vitality. It is for that reason that staff reports at this level each year. With the City's Core Values in mind, staff completed various tasks in an effort to achieve the identified action items for the fiscal year. These action items develop an overall strategy that has been identified in the Strategic Plan. Each strategy is one of many that have been identified in the Strategic Plan to reach the City's goals. The goals of the Strategic Plan, when completed, lead the City to achieve a vision.

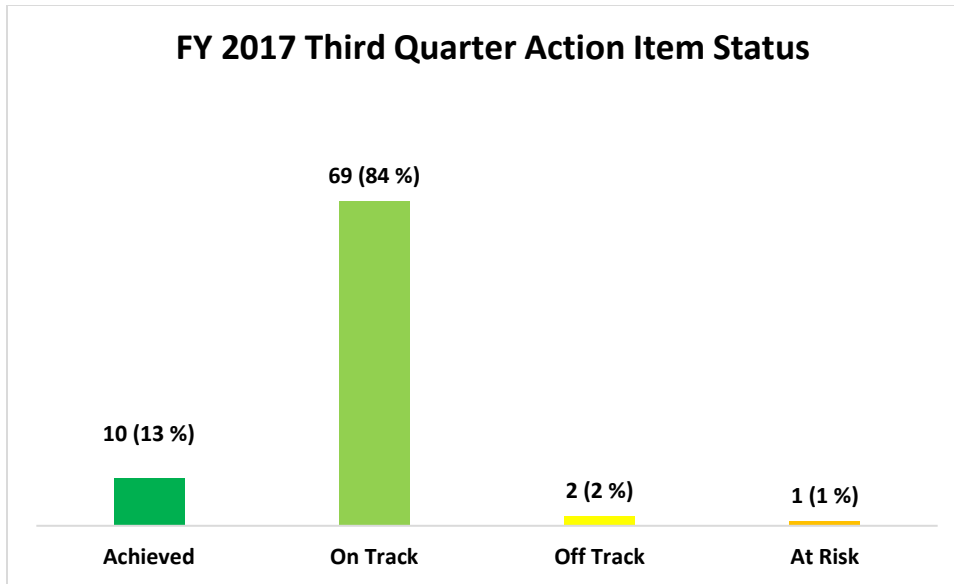


A total of 82 Strategic Plan action items are being addressed by the City in FY2017. Contributors from each City department have provided updates on strategies from the Strategic Plan that were outlined during the FY2017 budget process. Each of the 82 action items was examined to determine the status. Department staff evaluates the status of action items using the following categories.

Status Categories	Definition
Not Started	Work on this action item has not been started but is planned to begin in a future quarter.
On Track	The action item is on track and is expected to reach Achieved status by the end of the fiscal year.
Off Track	The action item is off track but is still expected to reach Achieved status by the end of the fiscal year.
At Risk	The action item is off track and is at risk for not reaching Achieved status by the end of the fiscal year.
Achieved	The action item has been achieved and no further action is needed during this fiscal year.
Not Achieved	The action item has not been achieved for the fiscal year and may be deferred to a different fiscal year.
Completed	The action item has been completed. No further action is needed during the strategic plan timeframe.

Evaluation of the 82 action items identified for FY2017 revealed 10 were achieved, 69 are on track, two are off track, and one is at risk this quarter. Several action items for each of the five visions have been highlighted within this document. Detailed updates on each of the 82 action items can be seen in Attachment A.





*Vision of a Sense of Place:* DeKalb is proudly known as a welcoming, safe, and vibrant city offering economic, educational, social, cultural, and recreational opportunities for everyone.

- Community Development finalized the DeKalb Foodie Guide, a brochure highlighting all the great places to eat in DeKalb. This brochure, which was designed by OC Creative of DeKalb, is primarily intended to reach college students and bring awareness to the various business corridors throughout the City. The brochures have been circulated at various meetings and events. Feedback from students has been very positive.
- As part of the Fire Hydrant Maintenance Program this year, the Utility Division elected to get into the “team spirit” by painting all the hydrants on the DeKalb High School property with the traditional orange and black school colors. Public Works painted 10 hydrants that surround the school grounds.
- The Citizens' Community Enhancement Commission (CCEC) requested a meeting with Northern Illinois University (NIU) faculty at the College of Visual and Performing Arts to discuss expanding the downtown wayfinding signage that was updated after the creation of the new City logo. Faculty member Steve Quinn volunteered to attend the August meeting and agreed to have his Advanced Visual Communications class do research and make a recommendation to the CCEC in late November. Recommendations will help enhance the City's branding.
- City staff continues to work with RATIO to investigate the feasibility of a STEAM Learning Center that would also include a historical component. City staff and the STEAM Learning Center work group considered feedback from City Council received during the Phase II discussion that took place in June. Based on that feedback, the work group determined that a philanthropic market feasibility assessment was a logical next step in the process to establish the STEAM





One of the properties was substantially repaired and is now far more attractive, safer and code-compliant.

- On July 11 and 13, Officer Kelly Sullivan conducted a Frauds and Scams Presentation at Oak Crest Nursing Home and Kishwaukee Cancer Center. Citizens were educated on the different frauds and scams frequently observed in the DeKalb area. This event facilitated participation by residents in the community and helped to build an open line of communication between residents and the Police Department.
- Information Technology is working with the Police Department on the locations for cameras in the downtown area, building on the wireless Internet infrastructure project between the City and NIU. The initial project is focused on the Downtown area, but there are discussions about the feasibility of expanding to other areas of the City.
- Members of the Police Department and Fire Department provided demonstrations and safety talks at National Night Out. National Night Out is a community event intended to partner public safety personnel and citizens to reduce crime and improve quality of life in the City.
- Part of DeKalb's Sustainability Plan suggests the City utilize technology to minimize environmental impacts. Last year, Public Works discovered a sinkhole while mowing the Kishwaukee River's north bank, along Thornbrook Road. An investigation revealed a rotting 15-inch storm drainpipe. Storm water seeping through the rotting pipe weakened the bank, which caused the sinkhole. To minimize cost and impact to the environment, Public Works recommended a Cured in Place Pipe (CIPP) process. CIPP is a trenchless rehabilitation method to repair pipelines. A resin-saturated felt tube made of polyester and fiberglass cloth is pulled through the damaged storm drain. Once in position, steam inflates the lining to bond to the host pipe. When fully inflated, steam continues to circulate allowing the thermo-setting resin to cure. The process adds an additional 20 to 30 years of useful life.
- The DeKalb Taylor Municipal Airport hosted the first of two scheduled electronics recycling events on Saturday, September 30, with an additional collection event scheduled for October 28. The DeKalb County Health Department asked Public Works to host the event because of the location of the airport and its ability to store the large containers required for electronic recycling efforts.

*Vision of Inclusiveness:* Diversity is valued and celebrated, with all people treated with dignity, equity, and respect.

- Human Resources staff attended a Society for Human Resources Management (SHRM) seminar on Transgender People in the Workplace. This seminar provided



valuable information to educate on inclusion and update on applicable federal and state employment laws, including Title VII and the Illinois Human Rights Act.

- On September 25, Mayor Jerry Smith appointed community members to the Annie Glidden North Revitalization Plan Task Force. Community members selected for the Task Force represent stakeholder groups that include community residents, business developers, property managers, local business representatives, social service providers, educational leaders and public officials. Task Force members will play a crucial role in establishing the direction of the Revitalization Plan.
- On September 19, several Police Officers participated in the fourth annual Unity March. Pastor Joseph Mitchell introduced the Unity March concept and worked in collaboration with Police Chiefs from the City and Northern Illinois University Police to make the march a reality. The purpose of the march is to walk in solidarity with people regardless of their ethnic origins in an effort to foster a culture of understanding and embrace diversity. Mayor Smith, Alderman Finucane and several members of the Fire Department also participated in the event.
- The Police Department was notified that they have been selected as a recipient of the Department of Justice's Police-Mental Health Collaboration grant in the amount of \$75,000. Staff members are reviewing and completing the acceptance paperwork. The grant will fund third-party research and planning for coordinating the efforts of the Police Department, DeKalb County Mental Health Board, and a number of public service providers to provide necessary aid to under-served individuals with mental health issues. The grant period is scheduled to begin on November 1.

*Vision of Accessibility:* DeKalb's diverse and integrated transportation network provides a wide variety of local and regional transportation options in an efficient and user-friendly manner.

- Acting Support Services/Fleet Superintendent Andy Raih is now working with VAC on a monthly fleet report to be delivered to Public Works.
- Public Works Director Holdeman and John Heckmann of NIU continue to evaluate the potential benefits of a merger between Huskie Line and TransVAC.
- The City is submitting a grant application for the Federal Transit Administration (FTA) Buses and Bus Facilities Infrastructure Investment Program. The purpose of this application is to obtain funding for a new transit facility in the amount of \$18,280,000 for the full construction of the facility.

*Vision of Efficient, Quality, Responsive Services:* Through sound fiscal stewardship and collaboration with community stakeholders, City government identifies and coordinates the resources needed to sustain a vibrant DeKalb.



- Information Technology, in collaboration with the City Manager's Office, Finance, Human Resources, and Public Works, released a Request for Proposal for an Enterprise Resource Planning (ERP) system. This project will focus on process improvement, electronic collection of information, and providing more streamlined services to customers. Staff has narrowed the respondents to three vendors, and held demonstrations in October. The goal is to have a recommendation to Council in November.
- Information Technology worked with Public Works to install four new monitors in Council Chambers. This is in response to feedback from past meetings where the public in attendance could not see or read the presentation slides. IT purchased four monitors and used ceiling mounts allowing them to be adjusted to suit the configuration of the room. A new audio/visual capable podium is on order and will be delivered soon.
- The Fire Department received a grant for \$2,500 from 3M Corporation to use toward renovating the Fire Safety House. This grant will improve the safety, aesthetics, and learning environment of the safety house, while being visited by thousands of children at public education events.
- The first draft of the Five-Year Financial Plan was completed and reviewed at the September 23 Finance Advisory Committee meeting. The plan is available on the City's website. This plan contains Phase I of the Asset Management Plan - Streets and Fleets. Phases II, III, and IV relate to stormwater management, facilities and technology.
- Public Works identified a strategy to fund an additional 1,130 feet of water main replacement this summer. In addition to East Sunset Place, South Eleventh Street, Maplewood Avenue and Lewis Street, Public Works added South Sixth Street from Culvert to Tyler. Originally slated for the 2017 program, Public Works removed South Sixth Street and bid the project separate from the others. The strategy resulted in a \$197,000 grant from the Community Development Block Grant (CDBG), which the U.S. Department of Housing and Urban Development (HUD) administers. CDBG is one of HUD's longest-running programs. The block grants fund local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
- Public Works created a web page on the City's website dedicated to providing residents with weekly updates on construction projects slated for 2017. Social media was also utilized to inform residents. The updates provide timelines, status updates, and background information. Public Works created three videos for social media. The videos educate residents on current projects and the processes behind them. A video on new technology for repairing storm drains and a recent water main replacement received over 1,000 views on Facebook.



### **III. Community Groups/Interested Parties Contacted**

To help inform the Strategic Planning process, an extensive community engagement effort was conducted from May through July of 2015 to capture the opinions and ideas about the future of DeKalb from people who live, work, and/or learn in the City. This input was used to develop the visions, goals, strategies, and actions items within the DeKalb 2025 Strategic Plan. During the budget process, goals, strategies and actions were identified for the FY2017 budget year. Contributors from each City department updated AchieveIt software with actions that align with the strategies and action items assigned to their department for the FY2017 budget year.

### **IV. Legal Impact**

The legal impact is addressed for each vision, goal, strategy, and action item as necessary.

### **V. Financial Impact**

The DeKalb 2025 Strategic Plan guides the budget process. Dollars within the budget will be aligned annually with the goals identified each fiscal year.

### **VI. Options**

No action is needed on this item.

### **VII. Recommendation**

No recommendation is given.





## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Engage City government and community members in positive messaging.*

Level	Name	Status	Updates	Department
Action	Implement a branding initiative for DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Community Development finalized the DeKalb Foodie Guide, a brochure highlighting all the great places to eat in DeKalb. This brochure, which was designed by OC Creative of DeKalb, is primarily intended to reach college students and bring awareness to the various business corridors throughout the city. The brochures have been circulated at various meetings and events. Feedback from students has been very positive.</li>   <li>▪ The Citizens' Community Enhancement Commission requested a meeting with NIU faculty in the College of Visual and Performing Arts to discuss expanding the downtown wayfinding signage that was updated after the creation of the new City logo. Faculty member Steve Quinn volunteered to attend the August commission meeting and agreed to have his Advanced Visual Communications class do research and make a recommendation to the commission later in the semester. Following the August meeting, an additional faculty member at NIU stated interest to have his class work on the project as well. Community Development staff attended a joint class session with the two faculty members and the project expanded from wayfinding signage, to also include general branding and promotional materials for the City. In September, Community Development staff and two commissioners attended the joint class to answer student's questions about branding. It is anticipated that the class will provide recommendations to help enhance the City's brand in late November.</li> </ul>	City Manager's Office (CMO) and Community Development (ComDev)

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Engage City government and community members in positive messaging.*

Level	Name	Status	Updates	Department
Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	Achieved	<ul style="list-style-type: none"> <li>▪ On July 11, 2017, Officer Kelly Sullivan conducted a “Frauds and Scams Presentation” at Oak Crest Nursing Home. Senior citizens of Oak Crest were educated on the different frauds and scams frequently observed in the DeKalb area. This event helped to build positive relationships with the senior citizens of the community.</li> <li>▪ On July 13, 2017, Officer Kelly Sullivan partnered with Fifth Third Bank at the Kishwaukee Cancer Center to conduct a Fraud Presentation. Citizens were educated on current frauds and scams. This event facilitated participation by residents in the community and helped to build an open line of communication between residents and the police.</li> <li>▪ On July 14, Deputy Fire Chief Jeff McMaster provided public safety announcements regarding National Night Out on B-95 radio.</li> <li>▪ On August 10, 2017, Mayor Jerry Smith presented the 2017 State of the City at an event hosted by the DeKalb Chamber of Commerce. Mayor Smith provided a recap of his first 100 days in office and discussed several exciting development projects underway in the City.</li> </ul>	CMO, Fire (FD), and Police (PD)

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

- On September 12, Deputy Fire Chief Jeff McMaster visited the DeKalb Public Library for story time, followed by a fire safety talk and turnout gear presentation. A turnout gear presentation allows the children to witness the firefighter putting on his turnout gear one piece at a time. The goal is to eliminate the fear of gear, explain why the firefighters need to wear this gear, while reinforcing fire safety. Afterward, Engine One crew joined Deputy Fire Chief Jeff McMaster for touch-a-truck demonstrations.
- On September 14, 2017, staff members from several City departments met with the Kishwaukee Education Consortium business leadership class. Staff hosted an open conversation with the students about the inner workings of local government. Staff also shared their own personal stories about what career they wanted to pursue as high school seniors, and how they ultimately ended up working in local government. Following the discussion at City Hall, the group headed to Faranda's for a networking lunch and was joined by additional staff, elected officials and community members. During lunch, students shared their own visions for the future and asked additional questions related to career development.
- On September 26, Assistant City Manager Patty Hoppenstedt was invited to be a guest speaker at NIU's UNIV 101 class, a "How to do College" course for first-year students. The class was discussing STEAM education and Assistant Manager Hoppenstedt spoke regarding the City's perspective on STEAM and the proposed STEAM Learning Center in downtown DeKalb.

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Engage City government and community members in positive messaging.*

Level	Name	Status	Updates	Department
Action	Use the City's official channels for communication to share and disseminate balanced information and updates on developments in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ On September 6, 2017, the September edition of DeKalb e-News was electronically delivered to 236 subscribers. The newsletter was also made available through social media and the City website. The City continues to encourage residents to sign up for the DeKalb e-News email.</li> <li>▪ The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information on community events in a timely manner. As of September 30, 2017, the City has 3,510 Facebook followers, 176 Twitter followers, and 185 Instagram followers.</li> </ul>	CMO and Information Technology (IT)

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Facilitate ongoing community involvement.*

Level	Name	Status	Updates	Department
Action	Identify and connect consistently with underrepresented populations and facilitate their meaningful participation in governance.	On Track	<ul style="list-style-type: none"> <li>▪ On July 11, 2017, Officers conducted a "Frauds and Scams Presentation" at Oak Crest Nursing Home. Senior citizens of Oak Crest were educated on the different frauds and scams frequently observed in the DeKalb area. This event helped to build positive relationships with the senior citizens of the community.</li> </ul>	ComDev, FD, PD, and Public Works (PW)

## FY 2017 Strategic Plan Update

### July 1, 2017 to September 30, 2017

- On July 28, 2017, members of the DeKalb Police Department partnered with NIU Police, Sycamore Police, DeKalb County Sheriff's Office and Texas Roadhouse to raise funds for the Illinois Special Olympics by hosting a "Benefit Lunch". Members of each department waited on tables at Texas Roadhouse and collected tips for the Special Olympics. This event allowed the police department to connect with an underrepresented population in the community while raising funds for a worthy cause.
  
- On Saturday August 05, Public Works and Alderman Patrick Fagan hosted a public meeting regarding ongoing concerns over the large volume of speeding over-sized vehicle traffic on Fairview Drive between South First Street and South Fourth Street. Unhappy citizens felt underrepresented and requested action. Public Works responded and facilitated the meeting. Over 40 citizens attended and applauded the City's efforts to communicate. Public Works will work with Police and Alderman Fagan to present several solutions in the near future.
  
- On September 25, Mayor Jerry Smith appointed 31 community members to the Annie Glidden North Revitalization Plan Task Force. Community members selected for the Task Force represent stakeholder groups that include community residents, business developers, property managers, local business representatives, social service providers, educational leaders and public officials. Task Force members will play a crucial role in establishing the direction of the Revitalization Plan.

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Identify, research, and counteract misperceptions about DeKalb.*

Level	Name	Status	Updates	Department
Action	Compare DeKalb with other university communities on key characteristics (e.g. crime, academic achievement, and taxes) for benchmarking and continuous improvement purposes.	Achieved	<ul style="list-style-type: none"> <li>▪ The first draft of the Five-Year Financial Plan, which included several university communities in Illinois as comparable, was completed and reviewed at the September 23 Finance Advisory Committee meeting.</li> <li>▪ The Police Department has updated its annual chart of crime statistics and police calls for service, which shows comparisons with the other state university cities. In addition, a chart depicting housing and quality of life rankings among the state university cities has been compiled from online sources.</li> </ul>	Finance (FN), IT, and PD

### Vision of a Sense of Place

Goal: Develop a positive, asset-based identity and brand for DeKalb.

*Strategy: Identify, research, and counteract misperceptions about DeKalb.*

Level	Name	Status	Updates	Department
Action	Communicate City successes with community policing and related efforts to build positive relationships with residents.	On Track	<ul style="list-style-type: none"> <li>▪ On July 18, 2017, Officers conducted a Crime Prevention presentation at 1115 N. Annie Glidden Road. Residents were educated on burglary and robbery prevention, along with other personal safety tips. This event helped to build positive relationships with the students and residents of the community while giving them the information needed to prevent themselves from becoming a victim.</li> </ul>	PD

## FY 2017 Strategic Plan Update

### July 1, 2017 to September 30, 2017

- On July 21, 2017, Commander Jason Leverton completed a season of coaching a DeKalb Park District youth baseball team which was sponsored by the DeKalb Police Benevolent and Protective Association (PB&PA). In addition to coaching the skills of the game, emphasis is placed on being a good teammate, exhibiting good sportsmanship, and developing responsibility. Cmdr. Leverton has been a baseball coach in various Park District leagues for over ten years.
  
- On July 24, 2017, Officers conducted a Personal Safety presentation for the DeKalb Kiwanis. Residents were educated on burglary and robbery prevention, along with other personal safety tips. This event helped to build positive relationships with residents of the community.
  
- On July 25, 2017, Officers represented the DeKalb Police Department at Family Fun Fest located at Hopkins Park. At the event children were able sit in a police vehicle and the new police UTV. Children were provided with police stickers, pencils, and stuffed animals. This event allowed the police to connect with various members of community and is an example of community policing.
  
- On August 19 2017, Officers represented the DeKalb Police Department at a Back to School Bash hosted at the DeKalb Recreational Center. This event was hosted for families with children facing financial hardships. Children were provided with backpacks and school supplies at the event. The DeKalb Police provided stickers, pencils, and magnets to children at the event. This event helped to build positive relationships within the community while helping those in need.

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Support place-making in DeKalb's neighborhoods, downtown,  
at entrance gateways, the airport, and on campus.

*Strategy: Promote initiatives that celebrate DeKalb's heritage and legacy.*

Level	Name	Status	Updates	Department
Action	Encourage historic preservation initiatives.	On Track	<ul style="list-style-type: none"> <li>The Lakota Group has provided a draft inventory to Community Development and the Landmark Commission that identifies which buildings in the downtown are historically significant and which are not. A final draft is still pending, but expected later this fall.</li> </ul>	ComDev

*Strategy: Promote initiatives that celebrate DeKalb's heritage and legacy.*

Level	Name	Status	Updates	Department
Action	Establish a City history museum that recognizes various elements of community heritage, e.g., public safety.	On Track	<ul style="list-style-type: none"> <li>City staff and the STEAM Learning Center work group considered feedback from City Council received during the Phase II discussion that took place in June. Based on that feedback, the work group determined that a philanthropic market feasibility assessment was a logical next step in the process to establish the STEAM Learning Center. RATIO submitted a proposal to conduct this assessment with the assistance of philanthropic consultant Ter Molen Watkins &amp; Bandt. That proposal was brought before Council on October 9 for discussion and may be brought to Council for consideration at a later date.</li> </ul>	CMO and ComDev



## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Support place-making in DeKalb's neighborhoods, downtown, at entrance gateways, the airport, and on campus.

*Strategy: Use art and culture to define and celebrate community.*

Level	Name	Status	Updates	Department
Action	Create an arts corridor and promote art-related activities, i.e. murals and public art.	On Track	<ul style="list-style-type: none"> <li>The developer of the Cornerstone project agreed to recreate the mural that existed on the west wall of the Otto's building prior to its demolition. The mural was originally authorized under a special use permit. With the assistance of Community Development staff, the new mural found a home on the west wall of the Egyptian Theatre where it will exist as public art.</li> </ul>	ComDev

*Strategy: Improve the safety and utilization of DeKalb's recreational assets.*

Level	Name	Status	Updates	Department
Action	Establish a multimodal trail plan that connects the City's recreational and cultural assets.	On Track	<ul style="list-style-type: none"> <li>The City and Union Pacific Railroad have executed the Pedestrian Underpass Agreement legally required to start construction. Materials and equipment are mobilized onsite. Construction begins with the clearing of trees between Lincoln Highway and the railroad structure. Favorable weather continues to allow the Kishwaukee Bike Path to progress quickly.</li> <li>Representatives from Zagster contact Public Works about a possible bike sharing program. They cite the City's efforts to make the City more bike friendly as impressive and invite Public Works to attend a webinar on some of their past success stories.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Support place-making in DeKalb's neighborhoods, downtown, at entrance gateways, the airport, and on campus.

*Strategy: Enhance entryway corridors into the City.*

Level	Name	Status	Updates	Department
Action	Develop aesthetic and image-enhancing projects and programs.	On Track	<ul style="list-style-type: none"> <li data-bbox="709 410 1749 557">▪ As part of the Hydrant Maintenance Program this year, the Utility Division elected to get into the “team spirit” by painting all the hydrants on the DeKalb High School property with the traditional orange and black school colors. Public Works painted ten hydrants that surround the school grounds.</li> <li data-bbox="709 605 1749 833">▪ Public Works started its annual road painting and traffic control markings program. Initial efforts focused on areas surrounding Northern Illinois University (NIU) and will move to a citywide effort shortly. In the future, Public Works hopes to implement a thermos-plastic program versus a paint-oriented program. Thermo-plastic lasts 7to 10 years, while road paint typically lasts 1 - 2 years.</li> <li data-bbox="709 881 1749 946">▪ Public Works recent street maintenance program brought new life to sections of Market Street, North Tenth Street, and Taylor Street.</li> <li data-bbox="709 995 1749 1179">▪ The downtown merchants' group volunteered time and materials to decorate Lincoln Highway with cornstalks and other various Fall decor. This was done at no expense to the City, but staff has received multiple compliments on the current appearance of the downtown, despite construction.</li> </ul>	ComDev, PW

## FY 2017 Strategic Plan Update

### July 1, 2017 to September 30, 2017

Action	Implement improvements to landscaping, signage, facades, and lighting.	On Track	<ul style="list-style-type: none"> <li>▪ Public Works continues to replace signs in high pedestrian areas and school zones. The new signs meet the required Manual on Uniform Traffic Control Devices (MUTCD) reflectivity standards.</li> <li>▪ The Sundog building on the 200 block of East Lincoln Highway has made significant improvements to the formerly vacant building. A new facade was installed in time for Corn Fest, which was well received, according to the building owner. It is anticipated that the TIF supported project will be completed by the end of the year.</li> </ul>	ComDev, PW
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#### Vision of a Sense of Place

Goal: Bridge NIU and the City, whenever feasible, to create a mutually beneficial environment.

*Strategy: Identify opportunities to visually and programmatically link NIU and the City.*

Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ On July 28, 2017, members of the DeKalb Police Department partnered with NIU Police, Sycamore Police, DeKalb County Sheriff's Office and Texas Roadhouse to raise funds for the Illinois Special Olympics by hosting a "Benefit Lunch". Members of each department waited on tables at Texas Roadhouse and collected tips for the Special Olympics. This event allowed the police department to connect with an underrepresented population in the community while raising funds for a worthy cause.</li> <li>▪ City Manager Gaura held the first meeting of the NIU Student Leaders Group for the new school year. Manager Gaura, Economic Development Planner Jason Michnick, and Management Intern Ray Munch met with a small group of students on campus to discuss the upcoming AGN Revitalization Plan, the City's involvement in various campus events, and ways the City can draw more local businesses to NIU career and internship fairs. Meetings will continue on the first Wednesday of every month through the 2017/18 school year.</li> </ul>	CMO, ComDev, IT, PD, and PW

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

- On September 26, Assistant City Manager Patty Hoppenstedt was invited to be a guest speaker at NIU's UNIV 101 class, a "How to do College" course for first-year students. The class was discussing STEAM education and Assistant Manager Hoppenstedt spoke regarding the City's perspective on STEAM and the proposed STEAM Learning Center in downtown DeKalb.
- Information Technology and Northern Illinois University have announced a collaborative effort to provide complimentary public wireless Internet (WIFI), extend NIU student and faculty access, and extend the City's network access in the Downtown Business District. The first phase is a limited scope project to provide WIFI access points from Carroll Avenue to 4th Street along Lincoln Highway.
- The City and NIU are also in discussions with a company called Digital Lobby to extend the project from its initial scope to cover the entire Downtown Business District at no cost to either organization. This project includes the ability to connect with local businesses, and provide messaging opportunities to NIU and the City.
- The Citizens' Community Enhancement Commission is currently working with two Advanced Visual Communications classes in the NIU College of Visual and Performing Arts, to identify potential recommendations for future branding initiatives in the community.

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Bridge NIU and the City, whenever feasible, to create a mutually beneficial environment.

*Strategy: Identify opportunities to visually and programmatically link NIU and the City*

Action	Seek field learning programs and other ways to continue the City's 50+ years of offering internships to students and explore opportunities for City personnel to extend their education through University programs.	<b>Achieved</b>	<ul style="list-style-type: none"> <li>▪ The City Manager's Office selected two additional Management Interns from NIU's MPA Program. Blerta Greicevci is in her second year of the MPA Program and Walker Steinke is in his first year of the MPA Program. They will both assist the City Manager's Office and others on various projects throughout the City.</li> <li>▪ On July 26, 2017 Sam Schrader started work with the Fire Department as a part of our continued NIU Intern Program. Sam will draw building pre-plans and enter pre-plan information into FireHouse database software program and schedule the Commercial Building Inspections. This internship program is mutually beneficial to both the City and to the student.</li> <li>▪ On September 12, 2017, Human Resources (HR) staff met with Northern Illinois University (NIU) Director of Jobs PLUS to discuss a partnership to employ three part-time undergraduate interns through the Illinois Board of Higher Education Work Study Grant Program. City Council approved the resolution authorizing submission of a Letter of Intent to participate in a Grant Opportunity to provide funding for three NIU Work Study interns for FY18.</li> <li>▪ Information Technology has just finished up with 3 Interns over the summer. They all worked incredibly hard and learned quite a bit while helping the City. IT is currently working with Human Resources to recruit new Interns to help continue the work in progress.</li> </ul>	All Departments
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## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Conserve, protect and enhance DeKalb's natural resources.

*Strategy: Leverage local environmental expertise.*

Level	Name	Status	Updates	Department
Action	Refresh, review, and analyze the implementation of the City's Sustainability Plan.	On Track	<ul style="list-style-type: none"> <li>Staff from Public Works and the City's Mangers office attended a tour of Waste Management's (WM) Material Recycling Facility (MRF) on the far south side of Chicago. The tour explained the process WM's utilizes to prepare refuse for recycling. Recycling materials collected arrive daily and circulate through a maze of belts. As the materials circulate through the belts, man and machine sort materials. Each belt filters for various materials such as glass, paper, plastics, and cardboard. Once, materials are sorted, they are compressed.</li> </ul>	PW

### Vision of a Sense of Place

Goal: Develop and promote cultural, social, educational, and recreational activities that appeal to a wide range of interests and age groups.

*Strategy: Create destination events and gathering places that draw people from DeKalb and throughout the region.*

Level	Name	Status	Updates	Department
Action	Support the establishment of a regional technology, art, and cultural children's learning space.	On Track	<ul style="list-style-type: none"> <li>City staff and the STEAM Learning Center work group considered feedback from City Council received during the Phase II discussion that took place in June. Based on that feedback, the work group determined that a philanthropic market feasibility assessment was a logical next step in the process to establish the STEAM Learning Center. RATIO submitted a proposal to conduct this assessment with the assistance on philanthropic consultant Ter Molen Watkins &amp; Bandt. That proposal was brought before Council on October 9 for discussion and may be brought to Council for consideration at a later date.</li> </ul>	CMO, ComDev, and IT

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of a Sense of Place

Goal: Develop and promote cultural, social, educational, and recreational activities that appeal to a wide range of interests and age groups.

*Strategy: Create destination events and gathering places that draw people from DeKalb and throughout the region.*

Level	Name	Status	Updates	Department
Action	Provide comprehensive and timely communication about all events of interest to people who live, go to school, or work in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ On September 6, 2017, the September edition of DeKalb e-News was electronically delivered to 236 subscribers. The newsletter was also made available through social media and the City website. The City continues to encourage residents to sign up for the DeKalb e-News email.</li> <li>▪ The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information on community events in a timely manner. As of September 30, 2017, the City has 3,510 Facebook followers, 176 Twitter followers, and 185 Instagram followers.</li> </ul>	CMO

### Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

*Strategy: Develop resources to assist business start-up and growth.*

Level	Name	Status	Updates	Department
Action	Establish a physical space to provide business co-working opportunities.	Off Track	<ul style="list-style-type: none"> <li>▪ There are no significant updates to report this quarter.</li> </ul>	ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

*Strategy: Improve the pedestrian and aesthetic environment of downtown.*

Level	Name	Status	Updates	Department
Action	Implement a Complete Streets policy in future City planning to improve safety, accessibility, and aesthetics.	On Track	<ul style="list-style-type: none"> <li>▪ As part of the 2017 Street maintenance program, Public Works instructed contractors to upgrade 38 sidewalk corners/ramps to meet ADA compliance, which includes:               <ul style="list-style-type: none"> <li>- 9,200 Square Feet of Concrete Sidewalk (5" Depth)</li> <li>- 2,100 Square Feet of Concrete Entrance (7" Depth)</li> <li>- 700 Square Feet of Detectable Warnings (Red Plates)</li> <li>- 2,750 Feet of Concrete Curb &amp; Gutter Removal / Replacement</li> </ul> </li> </ul>	ComDev and PW

### Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

*Strategy: Improve the pedestrian and aesthetic environment of downtown.*

Level	Name	Status	Updates	Department
Action	Extend the streetscape amenities to additional areas of the downtown.	On Track	<ul style="list-style-type: none"> <li>▪ There are no significant updates to report this quarter, but the item remains on track for FY 2017.</li> </ul>	ComDev and PW



## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

*Strategy: Evaluate emerging public space technology trends and construct the infrastructure necessary to support them.*

Level	Name	Status	Updates	Department
Action	Ensure the downtown has state-of-the-art transportation and telecommunications infrastructure (i.e. Wi-Fi, electric car charging stations).	On Track	<ul style="list-style-type: none"> <li>An Intergovernmental Agreement has been approved by City Council to work with NIU's IT Department to begin engineering, purchasing, and installing wireless access points in the Downtown Business District. In addition, the City and NIU are in discussions with Digital Lobby to extend the WIFI to cover the entire Downtown Business District. These projects will provide a foundation for additional sensors and other technology in the area.</li> </ul>	IT

### Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

*Strategy: Evaluate emerging public space technology trends and construct the infrastructure necessary to support them.*

Level	Name	Status	Updates	Department
Action	Explore technology solutions to enhance public safety and quality of life.	On Track	<ul style="list-style-type: none"> <li>Information Technology and Northern Illinois University have announced a collaborative effort to provide wireless Internet access in the Downtown Business District. This will provide a foundation to connect public safety cameras.</li> </ul>	PD and IT

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

*Strategy: Support enterprises that enhance the vitality of the downtown.*

Level	Name	Status	Updates	Department
Action	Consider a range of strategic investment options for the Egyptian Theatre to maximize its impact as a driving force of downtown commerce.	On Track	<ul style="list-style-type: none"> <li>▪ Community Development staff continues to meet with leadership from Preservation of the Egyptian Theatre to discuss a building expansion or renovation program.</li> </ul>	CMO and ComDev

### Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

*Strategy: Support enterprises that enhance the vitality of the downtown.*

Level	Name	Status	Updates	Department
Action	Investigate the potential for a downtown area hotel and conference center to meet community and regional needs.	On Track	<ul style="list-style-type: none"> <li>▪ Community Development staff continues to actively reach out to potential hotel developers about downtown locations. Multiple potential redevelopment sites are being shared with potential developers and hoteliers.</li> </ul>	ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

Goal: Facilitate a business-friendly environment that supports existing merchants while attracting new investment to areas in need of commercial development.

*Strategy: Promote and encourage local business collaboration.*

Action	Support initiatives developed by business owners, i.e. restaurant week, shop local, summer shopping hours, coordinated shopping promotions.	On Track	<ul style="list-style-type: none"> <li>▪ The downtown merchant group has proposed to host an open house during the December Hollydays event. Staff is currently working with the merchants and Chamber of Commerce to apply for a special events permit.</li> </ul>	ComDev
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## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Facilitate a business-friendly environment that supports existing merchants while attracting new investment to areas in need of commercial development.

*Strategy: Promote and encourage local business collaboration.*

Level	Name	Status	Updates	Department
Action	Co-sponsor events with NIU to introduce and attract students to downtown DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ On August 27, Lauren Stott and Ray Munch attended NIU's Involvement Fair as part of NIU Welcome Days. Lauren and Ray handed out the new DeKalb Foodie Guide developed by Community Development. The brochure directs students to the many dining options in DeKalb, including downtown establishments.</li>   <li>▪ City Manager Gaura held the first meeting of the NIU Student Leaders Group for the new school year. Manager Gaura, Economic Development Planner Jason Michnick, and Management Intern Ray Munch met with a small group of students on campus to discuss the upcoming AGN Revitalization Plan, the City's involvement in various campus events, and ways the City can draw more local businesses to NIU career and internship fairs. Meetings will continue on the first Wednesday of every month through the 2017/18 school year.</li> </ul>	CMO and ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Facilitate a business-friendly environment that supports existing merchants while attracting new investment to areas in need of commercial development.

*Strategy: Develop retention and recruitment strategies to complement the existing commercial mix and leverage existing resources throughout the City.*

Level	Name	Status	Updates	Department
Action	Identify retail, commercial and service needs and foster development of businesses to meet those needs, i.e. human services, food desert areas.	On Track	<ul style="list-style-type: none"> <li>In September, the City began the process of creating the Annie Glidden North Revitalization Plan with the assistance of Camiros, the City's planning consultant. On September 27, the first AGN Task Force Meeting and Community Meetings were held. These meetings engaged various community stakeholders to identify early action projects that will address needs in the AGN neighborhoods. Approximately 140 community members attended the Community Meeting.</li> </ul>	ComDev

### Vision of Community Vitality and a Vibrant Downtown

Goal: Create an attractive climate for commercial and industrial investment.

*Strategy: Ensure DeKalb's business regulatory infrastructure reflects best practice.*

Level	Name	Status	Updates	Department
Action	Review the structure and range of City fees on an annual basis to ensure reasonableness, fairness, and consistency over time.	On Track	<ul style="list-style-type: none"> <li>During the FY2018 budget process, staff reviewed all the City's revenues. No fee increases are included in the FY2018 proposed budget. However, City Manager's Office and Finance Department staff have identified several fees to review for the FY2019 budget process.</li> </ul>	ComDev and FN

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Create an attractive climate for commercial and industrial investment.

*Strategy: Ensure DeKalb's business regulatory infrastructure reflects best practice.*

Level	Name	Status	Updates	Department
Action	Coordinate existing and future business registration and licensing and permitting processes to improve emergency response, enhance City efficiency, and streamline business owner interactions with the City.	On Track	<ul style="list-style-type: none"> <li>▪ Fire Department personnel continue to inspect all commercial and industrial properties in the City of DeKalb through the Commercial Industrial Inspection program. Annual registrations for commercial/industrial properties are processed by the Fire Department. Fire/Life Safety, Gas Station, Rooming House, Hotel/Motel, and Gaming Device licensed properties are inspected by the Fire Prevention Lieutenant. The Fire Department works in tandem with the Finance Department to ensure all occupancy contact information is updated and all inspections are complete with fees paid, prior to the Finance Department issuing the license.</li> </ul>	ComDev, FD and IT

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Create an attractive climate for commercial and industrial investment.

*Strategy: Upgrade DeKalb's building stock and structural profile.*

Level	Name	Status	Updates	Department
Action	Enforce or update existing regulations to facilitate improvement or removal of substandard or unsafe structures throughout the City and ensure others are consistent with applicable regulations.	On Track	<ul style="list-style-type: none"> <li>The City has had longstanding code violations pending with the owner of multiple rental properties in the City. The City attempted a number of different techniques to bring the properties into compliance. Unfortunately, the owner disregarded the imposition of fines and the entry of court orders requiring the owner to remediate the property. Ultimately, a Circuit Court judge threatened to hold the owner in Contempt of Court and sentence jail time if the owner continued to refuse to address the problems. Staff from Community Development and Legal devised a plan for the owner to start remediating the properties one at a time, start to finish. One of the properties was substantially repaired and is now far more attractive, safer and code-compliant.</li> </ul>	CMO, ComDev, and PW
Action	Continue brownfields assessments and remediation programs.	Off Track	<ul style="list-style-type: none"> <li>There are no significant updates to report this quarter.</li> </ul>	ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Create an attractive climate for commercial and industrial investment.

*Strategy: Leverage DeKalb's workforce, educational, and locational assets (highways, rail, airport, broadband, available commercial and industrial space, educated and skilled workforce).*

Level	Name	Status	Updates	Department
Action	Identify opportunities to actively market the DeKalb Taylor Municipal Airport, referencing the current Airport Marketing Plan.	On Track	<ul style="list-style-type: none"> <li>▪ The Airport Advisory Board (AAB) and Public Works hosted aviation experts Jack Penning and Melissa Galvin Peterson of Volaire Aviation Consulting for its August board meeting. Mr. Penning assisted Public Works with its 2016 Governance Plan. Mr. Penning's latest visit is the first of three workshops to create a new strategic plan for the DeKalb Taylor Municipal Airport (DTMA). This workshop focused on an in-depth SWOT Analysis. SWOT is an acronym for strengths, weaknesses, opportunities, and threats. Mr. Penning's led the AAB through the exercise for over three hours. The analysis was successful and helped identify several viable strategic options for the AAB to consider. Volaire will research the options and present the data to the AAB in October for further vetting.</li> <li>▪ Public Works' recently became aware of several positive reviews on AirNav.com. AirNav.com is a pilot orientated website that provides real-time fuel pricing, flight planning, and a comment platform to review airport services. The positive reviews fortify the reputation of the airport as a regional leader in the aviation industry.</li> <li>▪ Jack Penning submitted the results of the SWOT Analysis performed on 08/22/17. On September 28, the Airport Advisory Board will review the results and consider the options for a new vision, mission statement, and set of values.</li> </ul>	PW



## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Improve neighborhood infrastructure.*

Level	Name	Status	Updates	Department
Action	Implement and fund alley, sidewalk, and tree-planting programs.	On Track	<ul style="list-style-type: none"> <li>With the 2017 Street Maintenance Program underway, Public Works maximized cost and labor by incorporating the removal and replacement of several sidewalk and driveway approaches for local businesses on Lincoln Highway between Fifth Street and Eighth Street.</li> </ul>	ComDev and PW

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Engage homeowners, property owners, tenants, and others to help beautify and maintain DeKalb's neighborhoods.*

Level	Name	Status	Updates	Department
Action	Target unsafe and problem properties for blight removal and remediation.	On Track	<ul style="list-style-type: none"> <li>For the month of July, Fire personnel completed 150 inspections including 1 outside property maintenance, 113 commercial building, 1 rooming house, 13 fire/life safety, 3 hotel/motel, and 19 gas stations. During these inspections, 384 violations were noted for follow-up.</li> <li>For the month of August, Fire personnel completed 126 inspections including 84 commercial building, 17 gas station, 15 fire/life safety, 4 final occupancy, 3 outside property maintenance, 2 hotel/motel, and 1 rooming house. During these inspections, 458 violations were noted for follow-up.</li> <li>For the month of September, Fire personnel completed 68 inspections including 39 rooming house, 20 commercial building, 6 fire/life safety, 2 outside property maintenance, and 1 final occupancy. During these inspections, 547 violations were noted for follow-up.</li> </ul>	ComDev, FD, and PD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Continue and expand the trusted and friendly presence of City Police, Fire, and other personnel in the neighborhoods.*

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li>▪ Chief Lowery is partnering with Alderman Faivre to organize a police benefit in the coming months. The event is expected to raise funds to advance many of the department's initiatives.</li> <li>▪ On July 19, 2017, DeKalb officers partnered with Amber Manor staff in an effort to organize a neighborhood watch group within Amber Manor Apartments. Residents were educated on common crime prevention tips. They were also provided with the tools necessary to create a neighborhood watch group within their apartment complex. This event facilitated participation by residents in the community and helped to build an open line of communication between residents and the police.</li> <li>▪ On July 24, 2017, Officers conducted a personal safety presentation for the DeKalb Kiwanis. Residents were educated on burglary and robbery prevention, along with other personal safety tips. This event helped to build positive relationships with residents of the community.</li> </ul>	FD and PD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Continue and expand the trusted and friendly presence of City Police, Fire, and other personnel in the neighborhoods.*

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li>▪ On July 25, 2017, Officers represented the DeKalb Police Department at Family Fun Fest located at Hopkins Park. At the event children were able to sit in a police vehicle and the new police UTV. Children were provided with police stickers, pencils, and stuffed animals. This event allowed the police to connect with various members of community and is an example of community policing.</li> <li>▪ On July 18, 2017, Officers conducted a crime prevention presentation at 1115 N. Annie Glidden Rd. Residents were educated on burglary and robbery prevention, along with other personal safety tips. This event helped to build positive relationships with the students and residents of the community while giving them the information needed to prevent themselves from becoming a victim.</li> <li>▪ In September, the City began the process of creating the Annie Glidden North Revitalization Plan with the assistance of Camiros, the City's planning consultant. On September 27, the first AGN Task Force Meeting and Community Meeting were held. These meeting engaged various community stakeholders to identify early action projects that will address needs in the AGN neighborhoods.</li> </ul>	FD and PD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Continue and expand the trusted and friendly presence of City Police, Fire, and other personnel in the neighborhoods.*

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="743 456 1774 643">▪ On July 4, DeKalb Fire Department participated with the Park District and the DeKalb Police Department in emergency planning; prepared an Event Action Plan; provided emergency medical and fire suppression standby; lighting equipment; and a unified command staff for the Independence Day festivities and fireworks at Hopkins Park.</li> <li data-bbox="743 691 1774 911">▪ On July 11, 2017, Officer Kelly Sullivan conducted a Frauds and Scams Presentation at Oak Crest Nursing Home. Senior citizens of Oak Crest were educated on the different frauds and scams frequently observed in the DeKalb area. This event helped to build positive relationships with the senior citizens of the community while giving them the information needed to prevent them from becoming a victim of fraud.</li> <li data-bbox="743 959 1774 1146">▪ On July 13, 2017, Officer Kelly Sullivan partnered with 5/3rd Bank at the Kishwaukee Cancer Center to conduct a Fraud Presentation. Citizens were educated on current frauds and scams. This event facilitated participation by residents in the community and helped to build an open line of communication between residents and the police.</li> <li data-bbox="743 1195 1774 1341">▪ On July 18, 2017, Deputy Fire Chief Jim Zarek gave a Cooking with Care presentations to Annie Glidden House residents (1115 N. Annie Glidden Road). The Cooking with Care presentation highlights fire and personal safety aspects of cooking.</li> </ul>	

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li>▪ On July 24, 2017, Deputy Fire Chief Jim Zarek assisted BioLife with their evacuation drill.</li> <li>▪ On July 25, Fire Chief Eric Hicks, Deputy Fire Chief Jeff McMaster, the Public Education Team, along with a fire company provided fire safety education during the Chamber of Commerce Family Fun Fest at Hopkins Park.</li> <li>▪ On July 27, Fire Chief Eric Hicks and Lieutenant Keith Fritz provided public education and safety tips at the Senior Fair, hosted by State Representative Pritchard and Senator Dave Syverson at the DeKalb High School.</li> <li>▪ In an effort to ensure all early childhood education students receive classroom instruction on fire safety, the DeKalb Fire Department Public Education Team members provided 244 children at 19 day care with fire safety education during the month of July.</li> <li>▪ On August 1, 2017, the Public Education Team, Fire Chief Eric Hicks, Deputy Fire Chief Jeff McMaster, and Station 1 crew provided demonstrations and safety talks at National Night Out, utilizing the safety trailer and training tower.</li> <li>▪ On August 3, Fire Station 3 crew members took Engine 3 to participate in a water fun day for the kids at University Village's Camp Power.</li> <li>▪ On August 16, Fire Station 1 crew gave a station tour to Gideon Apartment Summer Campers, providing touch-a-truck demonstrations and apartment building fire safety education to a total of 25 children.</li> </ul>	CMO, FD, and PD
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## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

			<ul style="list-style-type: none"> <li>▪ The Fire Department and Police Department participated in unified command and provided emergency medical standby, fire safety food booth inspections, event emergency action planning, and other support services at Corn Fest.</li> <li>▪ On September 8, Station 2 firefighters went to Founders Elementary and participated in the welcome back to school event.</li> <li>▪ On September 11, firefighters met with the Mano A Mano 4H Club and discussed fire safety in the home, home escape planning, importance of smoke detectors, and how to call 911.</li> <li>▪ On September 30, Fire personnel participated in the DeKalb County Toy Run.</li> </ul>	
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### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Continue and expand the trusted and friendly presence of City Police, Fire, and other personnel in the neighborhoods.*

Level	Name	Status	Updates	Department
Action	Supplement the physical presence of public safety personnel through the strategic deployment of new technologies.	On Track	<ul style="list-style-type: none"> <li>▪ Information Technology is working with Police on the locations for cameras in the downtown area, building on the wireless Internet infrastructure project between the City of DeKalb and NIU. The initial project is focused on the Downtown area, but there are discussions about the feasibility of expanding to other areas of the City.</li> </ul>	IT and PD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Facilitate communication between stakeholders to discuss the status, goals, and available resources for community projects described in the Sustainability Plan and the America's Best Communities plan.*

Level	Name	Status	Updates	Department
Action	Explore the feasibility of implementing the elements of the DeKalb Sustainability Plan and the America's Best Communities plan.	On Track	<ul style="list-style-type: none"> <li>▪ Part of DeKalb's Sustainability Plan suggests the City utilize technology to minimize environmental impacts. Last year, Public Works discovered a sinkhole while mowing the Kishwaukee River's north bank, along Thornbrook Road. An investigation revealed a rotting 15-inch, storm drainpipe. Storm water seeping through the rotting pipe weakened the bank, which caused the sinkhole. To minimize cost and impact to the environment, Public Works recommended a Cured in Place Pipe (CIPP) process. CIPP is a trenchless rehabilitation method to repair pipelines. A resin-saturated felt tube made of polyester and fiberglass cloth is pulled through the damaged storm drain. Once in position, steam inflates the lining to bond to the host pipe. When fully inflated, steam continues to circulate allowing the thermo-setting resin to cure. The process adds an additional twenty to thirty years of useful life.</li>   <li>▪ The DeKalb Taylor Municipal Airport hosted the first of two scheduled electronics recycling events on Saturday, September 30. An additional collection event is scheduled for October 28 at the same location and time. The DeKalb County Health Department asked Public Works to host the event because of the location of the airport and its ability to store the large containers required for electronic recycling efforts.</li> </ul>	ComDev and PW

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Community Vitality and a Vibrant Downtown

Goal: Enhance the value, appearance, and vitality of the City's neighborhoods.

*Strategy: Facilitate communication between stakeholders to discuss the status, goals, and available resources for community projects described in the Sustainability Plan and the America's Best Communities plan.*

Level	Name	Status	Updates	Department
Action	Encourage a continuing assessment of the plans' implementation, progress, and effectiveness by collaborating with the Citizen's Environmental Commission.	On Track	<ul style="list-style-type: none"> <li>▪ The Citizens' Environmental Commission held a Special Workshop on August 30 to discuss ideas for revising the City's "Weeds" ordinance. The workshop was a follow-up to the Public Meeting held on August 10. A total of 54 comments, written and oral, have been received by the Commission regarding the ordinance. Approximately 60% of comments were in favor of native plantings, approximately 24% were against, and 16% were non-committed. The Commission is expected to consider recommendations for revising the ordinance during its September 6 meeting. Once approved, their recommendations will be forwarded to staff for consideration.</li> </ul>	PW



# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Inclusiveness

Goal: Support and model diversity and inclusiveness in all City government activities.

*Strategy: Ensure all City policies, practices, and programs are inclusive.*

Level	Name	Status	Updates	Department
Action	Review and adjust City policies, practices, and programs to serve this core vision.	On Track	<ul style="list-style-type: none"> <li>▪ Human Resources staff attended an Illinois Public Employer Labor Relations Association (IPELRA) workshop on recruitment challenges in police and fire focusing on regional trends, strategies, diversity, inclusion and recruitment solutions.</li>   <li>▪ The Board of Fire and Police Commissioners (BFPC) and Human Resources staff conducted lateral police officer testing during the month of August. Recruitment included advertisement outreach to several different diversity groups.</li>   <li>▪ Human Resources staff attended a Society for Human Resources Management (SHRM) seminar on Transgender People in the Workplace. This seminar provided valuable information to educate on inclusion and update on applicable federal and state employment laws, including Title VII and the Illinois Human Rights Act.</li>   <li>▪ Human Resources staff attended an Illinois Public Employer Labor Relations Association (IPELRA) workshop on succession planning focusing on strategic planning for critical roles, identifying talent and employee training and development.</li> </ul>	FD, HR, and PD

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Inclusiveness

Goal: Support and model diversity and inclusiveness in all City government activities.

*Strategy: Ensure all City policies, practices, and programs are inclusive*

Level	Name	Status	Updates	Department
Action	Encourage people who live, work, and learn in DeKalb to become engaged in local activities (governance, volunteerism, lifelong learning, etc.).	On Track	<ul style="list-style-type: none"> <li data-bbox="800 415 1778 558">▪ Local community events continue to be included in DeKalb e-News. September's edition included events such as the Farmers' Market, DeKalb Kite Festival, Unity March, library programs, local theatre events, and more.</li> <li data-bbox="800 610 1778 792">▪ The City continues to use social media to encourage residents to become engaged in the community. For example, the City used social media to promote the DeKalb Kite Festival held in early September. These posts encouraged residents to not only attend the event, but volunteer to work at the festival as well.</li> <li data-bbox="800 844 1778 1182">▪ In September, the City began work on the much anticipated Annie Glidden North (AGN) Revitalization Plan. The initial steps included the establishment of the AGN Task Force appointed by Mayor Smith, which is comprised persons representing stakeholder groups that include community residents, business developers, property managers, local business representatives, social service providers, educational leaders and public officials. In addition, the first of several Community Meetings was held. Community Meetings are an opportunity for the community-at-large to seek information and provide input on the Plan.</li> </ul>	CMO

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

*Strategy: Equip City employees with the knowledge and skills to serve a diverse population.*

Level	Name	Status	Updates	Department
Action	Institute cultural competency training for all City employees.	Achieved	<ul style="list-style-type: none"> <li>This item has been achieved for 2017.</li> </ul>	HR

### Vision of Inclusiveness

Goal: Support and model diversity and inclusiveness in all City government activities.

*Strategy: Equip City employees with the knowledge and skills to serve a diverse population.*

Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	Achieved	<ul style="list-style-type: none"> <li>On September 19, several Police Officers participated in the fourth annual Unity March. Pastor Joseph Mitchell introduced the Unity March concept and worked in collaboration with Police Chiefs from the City and the Northern Illinois University Police to make the march a reality. The purpose of the march is to walk in solidarity with people regardless of their ethnic origins in an effort to foster a culture of understanding and embrace diversity. Mayor Smith, Alderman Finucane and several members of the Fire Department also participated in the event.</li> </ul>	CMO, FD, and PD
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Goal: Promote inclusiveness throughout the community.

*Strategy: Coordinate with other providers of essential support services.*

Level	Name	Status	Updates	Department
Action	Work with DeKalb's human service agencies to identify appropriate support roles for the City.	On Track	<ul style="list-style-type: none"> <li>Community Development staff continues to work towards identifying a strategy for onsite social service delivery at University Village, per the funding agreement with Security Properties. It is anticipated that a final contract will be brought to Council in Q4 of 2017.</li> </ul>	ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Inclusiveness

Goal: Promote inclusiveness throughout the community.

*Strategy: Coordinate with other providers of essential support services.*

Level	Name	Status	Updates	Department
Action	Convene a discussion among healthcare providers regarding the provision of mental health services and resources in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Fire Chief Eric Hicks continues to represent the Fire Department in the Continuity of Care program. This program consists of representatives from every health and human service agency in the DeKalb area. The purpose of Continuity of Care is to discuss current status of cases and plan for future needs.</li> <li>▪ The Police Department was notified that they have been selected as a recipient of the Department of Justice's Police-Mental Health Collaboration grant in the amount of \$75,000. Staff members are reviewing and completing the acceptance paperwork. The grant will fund third-party research and planning for coordinating the efforts of the Police Department, DeKalb County Mental Health Board, and a number of public service providers to provide necessary aid to underserved individuals with mental health issues. The grant period is scheduled to begin on November 1.</li> </ul>	FD and PD

### Vision of Inclusiveness

Goal: Promote inclusiveness throughout the community.

*Strategy: Coordinate with other providers of essential support services.*

Level	Name	Status	Updates	Department
Action	Help connect unemployed and underemployed residents to information about education, training, employment opportunities, and other support services.	On Track	<ul style="list-style-type: none"> <li>▪ There are no significant updates to report this quarter, but the item is still on track for the FY 2017.</li> </ul>	ComDev

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Accessibility

Goal: Expand the availability of safe, secure, affordable, accessible, and timely transportation options within DeKalb.

*Strategy: Connect and enhance the various transportation modes in DeKalb for vehicles, pedestrians, and bicyclists.*

Level	Name	Status	Updates	Department
Action	Encourage collaboration between local transportation systems to evaluate routes and hours of service.	On Track	<ul style="list-style-type: none"> <li>Public Works Director Holdeman and John Heckmann of NIU continue to evaluate the potential benefits of a merger between both organizations.</li> </ul>	PW
Action	Bring alternative transportation services, such as Uber, to DeKalb.	On Track	<ul style="list-style-type: none"> <li>Ride sharing services such as Uber are currently operating in DeKalb. Further investigation in to the regulations of these services will be evaluated in FY 2018.</li> </ul>	CMO
Action	Explore ways to enhance the City's role with Voluntary Action Center governance.	On Track	<ul style="list-style-type: none"> <li>Acting Support Services/Fleet Superintendent Andy Raih is now working with VAC on a monthly fleet report to be delivered to Public Works.</li> </ul>	PW

### Vision of Accessibility

Goal: Expand the availability of safe, secure, affordable, accessible, and timely transportation options within DeKalb.

*Strategy: Enhance existing transportation planning resources.*

Level	Name	Status	Updates	Department
Action	Embrace the "Complete Streets" philosophy in future transportation and planning initiatives, i.e. Long-Range Transportation Plan.	On Track	<ul style="list-style-type: none"> <li>Public Works continues to ensure elements of the "Complete Streets Philosophy" are incorporated into all upcoming projects.</li> </ul>	PW

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

*Strategy: Partner with federal, local and state agencies to improve the connectivity of the transportation network throughout the region.*

Level	Name	Status	Updates	Department
Action	Support infrastructure enhancements for Voluntary Action Center operations, including the proposed transportation facility.	On Track	<ul style="list-style-type: none"> <li>The City is submitting a grant application for the Federal Transit Administration (FTA) Buses and Bus Facilities Infrastructure Investment Program. The purpose of this application is to obtain funding for a new transit facility in the amount of \$18,280,000 for the full construction of the facility.</li> </ul>	PW

### Vision of Accessibility

Goal: Position DeKalb Taylor Municipal Airport to serve as a regional hub for air travel and commerce.

*Strategy: Develop and fund necessary infrastructure improvements at the airport.*

Level	Name	Status	Updates	Department
Action	Maintain and expand state-of-the-art navigation systems at the airport.	On Track	<ul style="list-style-type: none"> <li>Airport Manager Tom Cleveland still awaits an installation timeline from the Illinois Department of Aeronautics.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Examine alternative service delivery systems to effectively utilize existing resources.*

Level	Name	Status	Updates	Department
Action	Explore a dedicated revenue source for capital equipment and fleet replacement.	On Track	<ul style="list-style-type: none"> <li>Public Works continues to explore dedicated revenue sources and met with Waste Management, the City's waste hauler, regarding potential opportunities to subsidize the damage to our roads caused by their fleet.</li> </ul>	PW
Action	Attain City Council's goal of having an unrestricted General Fund balance of 25% within three years and, upon attainment, reassess the continuing fund balance needs of the City.	On Track	<ul style="list-style-type: none"> <li>As of August, the General Fund balance maintains this goal for FY2017. The FY2018 budget development includes maintaining the General Fund balance at 25% of expenditures.</li> </ul>	FN

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Enhance the safety of the community.*

Level	Name	Status	Updates	Department
Action	Evaluate staffing levels and determine action for meeting community needs.	On Track	<ul style="list-style-type: none"> <li>▪ On July 3rd, Officer Trevor Burdick joined the Police Department as a Patrol Officer. He has served as a Community Resource Officer with the Department for several years and is a welcome addition to the patrol division.</li> <li>▪ On July 31, 2017, new firefighter Anthony Marzulli began his career with the DeKalb Fire Department. This new hire completed the hiring for the shortage created by the retirement of Tony Cox in January.</li> </ul>	FD and PD
Action	Address additional facility and infrastructure needs of the Police Department, i.e. firearms training range, consolidated and contractual dispatching.	On Track	<ul style="list-style-type: none"> <li>▪ The sixth Computer-Aided Dispatch desk was recently received and installed. We will incrementally install the necessary computers and monitors to develop the workstation into a fully-functional telecommunication workstation.</li> </ul>	PD



## FY 2017 Strategic Plan Update

### July 1, 2017 to September 30, 2017

Action	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> <li>▪ Finance is working with Public Works and consulting firm, Ehlers, to develop a comprehensive financial model incorporating projections for General Fund, fleet and capital.</li> <li>▪ The first draft of the Five-Year Financial Plan was completed and reviewed by the Finance Advisory Committee on September 23, 2017. This plan included Phase I of the Asset Management Plan - Fleet and Streets, and possible funding options to improve asset conditions.</li> <li>▪ The Fire Department has worked closely with the Public Works Department to create a fleet and capital equipment replacement program.</li> </ul>	FN, FD, PD, and PW
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Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Enhance the safety of the community.*

Level	Name	Status	Updates	Department
Action	Implement up-to-date safety regulations, e.g., fire sprinklers in sorority and fraternity houses.	On Track	<ul style="list-style-type: none"> <li>▪ The Fire Department continues to work with University Village to upgrade their alarm system</li> </ul>	FD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

*Strategy: Establish DeKalb as a “smart city” to leverage technology, enhance quality and performance of City services, reduce costs and resource consumption, and engage the community.*

Level	Name	Status	Updates	Department
Action	Provide appropriate Information Technology staff to lead, evaluate, implement, and maintain an assessment of the City’s technology to enhance efficiency of City services.	On Track	<ul style="list-style-type: none"> <li data-bbox="768 363 1774 591">▪ Human Resources (HR) staff and Information Technology (IT) staff finalized the IT Technician job description begun at the end of the Second Quarter. HR, IT and City Manager Office staff met with the American Federation of State, County, and Municipal Employees (AFSCME) representatives to address any questions or updates to the description before posting.</li> <li data-bbox="768 639 1774 786">▪ Human Resources (HR) staff and Information Technology (IT) staff have been working collaboratively in the review of HR technology needs and to plan the project proof-of-capabilities outline to assist in the review of the request for proposal for the Enterprise Resource Planning.</li> </ul>	HR and IT

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Establish DeKalb as a “smart city” to leverage technology, enhance quality and performance of City services, reduce costs and resource consumption, and engage the community.*

Level	Name	Status	Updates	Department
Action	Acquire and maintain an efficient City-wide enterprise software system that establishes the City as a leader in the implementation of technology that helps drive cost-effective governance.	On Track	<ul style="list-style-type: none"> <li>▪ Information Technology, in collaboration with the City Manager's Office, Finance, Human Resources, and Public Works, has released a Request for Proposal for an Enterprise Resource Planning system. This project will focus on process improvement, electronic collection of information, and providing more streamlined services to customers.</li> <li>▪ The City is currently focused on Finance, Human Resources, and Public Works for the ERP project; however, this project will require integrations with existing software in Fire, Police, and Community Development. Like many Cities, DeKalb is taking a hybrid approach to connecting data and enabling cross-system collaboration.</li> <li>▪ Staff has narrowed the respondents to three vendors, and is holding demonstrations in October. The goal is to have a recommendation to Council in November.</li> </ul>	FN and IT

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Establish DeKalb as a “smart city” to leverage technology, enhance quality and performance of City services, reduce costs and resource consumption, and engage the community.*

Level	Name	Status	Updates	Department
Action	Deploy mobile technology to facilitate optimum efficient field work.	On Track	<ul style="list-style-type: none"> <li>City Council has approved the Intergovernmental Agreement with DeKalb and NIU to engineer, purchase, and install wireless access points in the Downtown Business District. This project will provide a foundation to extend working capabilities outside of City Hall.</li> </ul>	ComDev, IT and PD

*Strategy: Align City-owned buildings and facilities with the City’s core mission.*

Level	Name	Status	Updates	Department
Action	Inventory existing City properties and identify those that support the City’s mission.	On Track	<ul style="list-style-type: none"> <li>The City maintains an inventory of properties and that inventory is updated as needed. Staff looks for opportunities to bring excess inventory to market when appropriate. There has been no significant progress this quarter, but this item remains “On Track” for FY 2017.</li> </ul>	ComDev and PW

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Align City-owned buildings and facilities with the City's core mission.*

Level	Name	Status	Updates	Department
Action	Provide the community with a City Hall facility that will address public access, technological, security, safety, shelter and environmental needs in compliance with the Americans with Disabilities Act and other statutory regulations.	On Track	<ul style="list-style-type: none"> <li>Information Technology worked with Public Works to install four new monitors in Council Chambers. This is in response to past meetings where the public in attendance could not see or read the presentation slides. IT purchased four monitors and used ceiling mounts allowing them to be adjusted to suit the configuration of the room. A new audio/visual capable podium is on order and will be delivered in the next month.</li> </ul>	CMO, IT and PW

### Vision of Efficient, Quality, Responsive Services

Goal: Balance cost-effectiveness, efficiency, and quality in delivering City services.

*Strategy: Align City-owned buildings and facilities with the City's core mission.*

Level	Name	Status	Updates	Department
Action	Renovate, reconstruct, or replace remaining facilities to meet current and future needs.	On Track	<ul style="list-style-type: none"> <li>The Fire Department received a grant for \$2,500 from 3M Corporation to use toward renovating the Fire Safety House. This grant will improve the safety, aesthetics, and learning environment of the safety house, while being visited by thousands of children at public education events.</li> </ul>	FN and PW

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Foster a results-driven culture that captures and utilizes data and best practices to serve short- and long-term community needs.

*Strategy: Measure, analyze, and improve performance.*

Level	Name	Status	Updates	Department
Action	Align City operations and individual performance expectations to strategic DeKalb 2025 Strategic Plan goals.	On Track	<ul style="list-style-type: none"> <li>▪ Human Resources (HR) staff and Information Technology (IT) staff finalized the IT Technician job description begun at the end of the Second Quarter. HR, IT and City Manager Office staff met with American Federation of State, County, and Municipal Employees (AFSCME) representatives to address any questions or updates to the description before posting.</li> <li>▪ Human Resources Department utilized the employee newsletter to further inform and communicate City policies and benefits.</li> </ul>	HR

### Vision of Efficient, Quality, Responsive Services

Goal: Foster a results-driven culture that captures and utilizes data and best practices to serve short- and long-term community needs.

*Strategy: Measure, analyze, and improve performance.*

Level	Name	Status	Updates	Department
Action	Develop and implement methodologies to measure community satisfaction and allocate resources to improve quality of life.	On Track	<ul style="list-style-type: none"> <li>▪ The first draft of the Five-Year Financial Plan was completed and reviewed by the Finance Advisory Committee on September 23, 2017. This plan outlines the City's current financial structure as compared to comparable communities and other university towns. Also, the plan indicated structural deficits and possible options to correct the deficits.</li> </ul>	CMO and FN

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

Action	Report to the community annually on the progress of the strategic plan.	On Track	<ul style="list-style-type: none"> <li>On August 29, 2017, COW Meeting, Management Intern Ray Munch provided Council with an update of the Strategic Plan through the second quarter of FY2017.</li> </ul>	CMO
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**Vision of Efficient, Quality, Responsive Services**  
 Goal: Foster a results-driven culture that captures and utilizes data and best practices to serve short- and long-term community needs.  
 Strategy: Engage in thoughtful planning to address long-term City needs.

Level	Name	Status	Updates	Department
Action	Develop a City-wide, long-term capital improvement plan to address the range of facility, utility, technology, fleet, and equipment needs in DeKalb that is funded through the annual budget process.	On Track	<ul style="list-style-type: none"> <li>Public Works updated the City's Capital Improvement Plan (CIP) for FY2018 - FY2022. Each department submitted a revised schedule of proposed capital improvements based on the previous fiscal year. Public Works revised the plan and asked each department to prioritize the critical items for review. The CIP is currently under review.</li> <li>The first draft of the Five-Year Financial Plan was completed and reviewed at the September 23, 2017 Finance Advisory Committee meeting. This plan contains Phase I of the Asset Management Plan - Streets and Fleets. Phases II, III, and IV relate to stormwater management, facilities and technology. If the plan recommendations are supported, then the recommendations will be built into the City's Capital Improvement Plan.</li> </ul>	FN and PW

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

*Strategy: Provide transparent and accessible information about the City's financial health.*

Level	Name	Status	Updates	Department
Action	Provide budget documentation that clearly delineates the demand for services, the available resources, and allocation of resources.	On Track	<ul style="list-style-type: none"> <li>The Finance Department is currently in the process of developing the FY2018 proposed budget. The FY2018 proposed budget is scheduled for Finance Advisory Committee review on October 30 and November 2, 2017.</li> </ul>	CMO and FN
Action	Communicate plans for funding infrastructure improvements to the community.	On Track	<ul style="list-style-type: none"> <li>The Five-Year Financial Plan including the Asset Management Plan for fleet and streets is available on the City's website. It was discussed at the public meeting of the Finance Advisory Committee on September 23 and on October 5. The Asset Management Plan portion will be reviewed again by the Finance Advisory Committee on October 17. The City's budget document, including the recommended capital needs, will be available on the City's website and hard copies will be available for review at the City's Finance Department. The Finance Advisory Committee will review the budget document at the October 30 and November 2 public meetings.</li> <li>At a Special Committee of the Whole Meeting, Public Works Director Tim Holdeman along with representatives from Elhers Financial and Engineering Enterprises led the discussion on several ideas for funding infrastructure improvements to the community. The discussions focused on the funding gap, the impact on infrastructure of the City, and the impact to the services provided to residents.</li> </ul>	FN and PW



# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

*Strategy: Improve the City's fiscal health.*

Level	Name	Status	Updates	Department
Action	Take steps to preserve and improve the City's strong Aa2 bond rating.	At Risk	<ul style="list-style-type: none"> <li>Currently, staff is in the final stages of the FY2018 budget development process. The goal is to present a proposed budget that maintains the General Fund balance at 25% of expenditures. Additionally, the Finance Advisory Committee recommended fully funding Police and Fire Pension Funds through the property tax levy with the investment return assumption at 7.0%.</li> </ul>	FN
Action	Identify cost-sharing and cost-reduction opportunities through intergovernmental cooperation.	On Track	<ul style="list-style-type: none"> <li>City Council passed a resolution for an additional 1,130 feet of water main replacement. In addition to East Sunset Place, South Eleventh Street, Maplewood Avenue and Lewis Street, Public Works added South Sixth Street from Culvert to Tyler. Originally slated for the 2017 program, Public Works removed South Sixth Street and bid the project separate from the others. The strategy resulted in a \$197,000 grant from the Community Development Block Grant (CDBG), which the U.S. Department of Housing and Urban Development (HUD) administers. CDBG is one of HUD's longest-running programs. The block grants fund local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.</li> </ul>	PW and PD

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

*Strategy: Improve the City's fiscal health.*

Level	Name	Status	Updates	Department
Action	Identify additional dedicated revenue for infrastructure, fleet and other capital improvements and a long-term plan for replacement and upgrades.	On Track	<ul style="list-style-type: none"> <li>▪ Public Works Director Tim Holdeman led the discussion on a preliminary plan to identify dedicated revenue sources for capital improvements. The special Committee of the Whole meeting provided staff with feedback and direction from Council for further research.</li> <li>▪ The first draft of the Five-Year Financial Plan was completed and reviewed at the September 23, 2017 Finance Advisory Committee meeting. This plan contains Phase I of the Asset Management Plan - Streets and Fleets. Phases II, III, and IV relate to stormwater management, facilities and technology. If the plan recommendations are supported, then the recommendations will be built into the City's Capital Improvement Plan.</li> </ul>	FN and PW

### *Strategy: Identify strategies for the utilization and phase-out of the Tax Increment Financing (TIF) Districts.*

Level	Name	Status	Updates	Department
Action	Reassess TIF priorities and optimize use of this revenue for the remaining years of the districts.	On Track	<ul style="list-style-type: none"> <li>▪ Development of the FY2018 budget includes setting funding priorities. Additionally, Community Development staff has presented information on the current TIFs and the possible establishment of a new TIF to City Council. Additionally, the Economic Development Commission and the Finance Advisory Committee will review parts of the TIF information in October.</li> </ul>	ComDev, FN, and PW

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

*Strategy: Identify strategies for the utilization and phase-out of the Tax Increment Financing (TIF) Districts.*

Action	Realize the benefit of Tax Increment Financing by capturing enhanced Equalized Assessed Value at the conclusion of these districts through an increased property tax levy.	On Track	<ul style="list-style-type: none"> <li>▪ Since the City's TIFs do not expire in 2018, the tax base increase has not been factored into the 2017 property tax levy. However, the Five-Year Financial Plan and the Five-Year Financial Forecast included the tax base increase into future property tax levy projections.</li> </ul>	FN
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## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Achieve the highest possible standards of public administration through sound HR practices.

*Strategy: Evaluate and implement sound human resources practices.*

Level	Name	Status	Updates	Department
Action	Provide appropriate HR resources to support the City's staff and enable operating departments to focus on the delivery of core services.	On Track	<ul style="list-style-type: none"> <li>▪ Human Resources staff and the Safety Team had met with Brit (liability insurance carrier) to review and provide resources regarding safety training opportunities for City employees.</li> <li>▪ The Board of Fire and Police Commissioners and Human Resources staff conducted lateral police officer testing during the month of August. Recruitment included advertisement outreach to several different diversity groups.</li> <li>▪ Human Resources staff collaborated with the Finance Dept. in the development of the 5-Year Financial Plan. Personnel and benefit costs were reviewed and forecasted to assist with future planning.</li> <li>▪ Cannon Cochran Management Services, Inc. and Human Resources staff conducted bi-annual workers compensation claim review. Areas of improvement, training and strategic goals were discussed.</li> <li>▪ Human Resources worked with Information Technology, Finance and Public Works Departments in the review and revamp of certain job descriptions to ensure roles accurately reflect the essential functions of the positions and adhere to legal requirements.</li> <li>▪ Human Resources staff actively participated in Intergovernmental Personnel Benefit Cooperative Board of Director meetings in order to receive and provide feedback regarding insurance benefits and overall health of the insurance fund.</li> </ul>	HR and IT

# FY 2017 Strategic Plan Update

## July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Achieve the highest possible standards of public administration through sound HR practices.

*Strategy: Evaluate and implement sound human resources practices.*

Action	Overhaul the City's existing human resources policies and procedures (i.e., personnel manual, benefits handbook, performance management system, comprehensive succession planning, and effective training programs) to lead and manage City employees in a productive and safe work environment.	Achieved	<ul style="list-style-type: none"> <li>▪ Human Resources staff and the Safety Team met with Brit (liability insurance carrier) to review and provide resources regarding safety training opportunities for City employees. (M. Anderson).</li> <li>▪ Human Resources staff attended an Illinois Public Employer Labor Relations Association (IPELRA) workshop on succession planning focusing on strategic planning for critical roles, identifying talent and employee training and development.</li> <li>▪ Human Resources staff continues to improve BenefitSolver insurance eligibility maintenance software effectiveness and accuracy of benefit information. This effort continues to provide the City with better analytics and ensure high-level of customer service to employees.</li> </ul>	CMO and HR
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## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Achieve the highest possible standards of public administration through sound HR practices.

*Strategy: Evaluate and implement sound human resources practices.*

Level	Name	Status	Updates	Department
Action	Ensure compliance with federal and state laws.	Achieved	<ul style="list-style-type: none"> <li>▪ The Board of Fire and Police Commissioners and Human Resources staff conducted fire promotional testing process for the ranks of Battalion Chief and Captain pursuant to the State Fire Promotion Act in the establishment of the Promotional List for those ranks.</li>   <li>▪ The Board of Fire and Police Commissioners and Human Resources staff conducted lateral police officer testing during the month of August. Recruitment included advertisement outreach to several different diversity groups.</li>   <li>▪ Human Resources staff attended a Society for Human Resources Management (SHRM) seminar entitled "Transgender in the Workplace" to educate on inclusion and update on applicable federal and state employment laws (including Title VII and the Illinois Human Rights Act).</li> </ul>	CMO and HR

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Achieve the highest possible standards of public administration through sound HR practices.

*Strategy: Attract, retain, and mentoring a talented, engaged, and effective workforce.*

Level	Name	Status	Updates	Department
Action	Align performance expectations to the City's core values.	On Track	<ul style="list-style-type: none"> <li data-bbox="783 418 1759 716">▪ Human Resources staff reconvened quarterly labor management meetings with all three bargaining units (American Federation of State, County, and Municipal Employees, Fraternal Order of Police, and International Association of Firefighters). The purpose of labor management meetings is to maintain open communication in order to cooperatively discuss labor relation topics, resolve problems of mutual concern, provide policy and procedures understanding and set clear expectations between the City and labor union.</li> <li data-bbox="783 764 1759 911">▪ Human Resources staff attended an Illinois Public Employer Labor Relations Association (IPELRA) workshop on recruitment challenges in Police and Fire focusing on regional trends, strategies, diversity, inclusion and recruitment solutions.</li> <li data-bbox="783 959 1759 1065">▪ The Wellbeing Team hosted the Employee Appreciation event with the presentation of employee service awards recognizing years of service and accomplishments.</li> </ul>	HR

## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Communicate relevant and timely information to the community in regard to quality of life concerns, public safety issues, and the City's response to them.

*Strategy: Regularly inform the public about topics of interest identified by the community.*

Level	Name	Status	Updates	Department
Action	Communicate updates on current infrastructure projects to residents in a timely manner.	Achieved	<ul style="list-style-type: none"> <li>▪ Public Works created a website page on the City's web dedicated to providing residents with weekly updates on construction projects slated for 2017.</li> <li>▪ Public Works recently created three videos for social media. The videos educate residents on current projects and the processes behind them. A video on new technology for repairing storm drains and a recent water main replacement received over 1,000 views on Facebook.</li> <li>▪ Since the start of the construction season, Public Works has posted a weekly update on the City's ongoing construction projects. The updates provide timelines, status updates, and background information. Currently, Public Works has posted three months of updates. For the next slate of construction projects, Public Works hopes to merge the updates into an interactive map available for all residents to review on our website.</li> </ul>	CMO and PW



## FY 2017 Strategic Plan Update July 1, 2017 to September 30, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Communicate relevant and timely information to the community in regard to quality of life concerns, public safety issues, and the City's response to them.

*Strategy: Establish effective two-way public communication.*

Level	Name	Status	Updates	Department
Action	Educate the public on the capabilities and resources available through the City's communication outlets and continue to update and support utilization, i.e. City website, social media.	On Track	<ul style="list-style-type: none"> <li>▪ The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information on community events in a timely manner. As of September 30, 2017, the City has 3,510 Facebook followers, 176 Twitter followers, and 185 Instagram followers.</li> <li>▪ On September 6, 2017, the September edition of DeKalb e-News was electronically delivered to 236 subscribers. The newsletter was also made available through social media and the City website. The City continues to encourage residents to sign up for the DeKalb e-News email.</li> </ul>	CMO