

**DATE:** February 22, 2017

**TO:** Honorable Mayor John Rey  
City Council

**FROM:** Anne Marie Gaura, City Manager  
Patty Hoppenstedt, Assistant City Manager

**SUBJECT:** FY 2016.5 Strategic Plan Update.

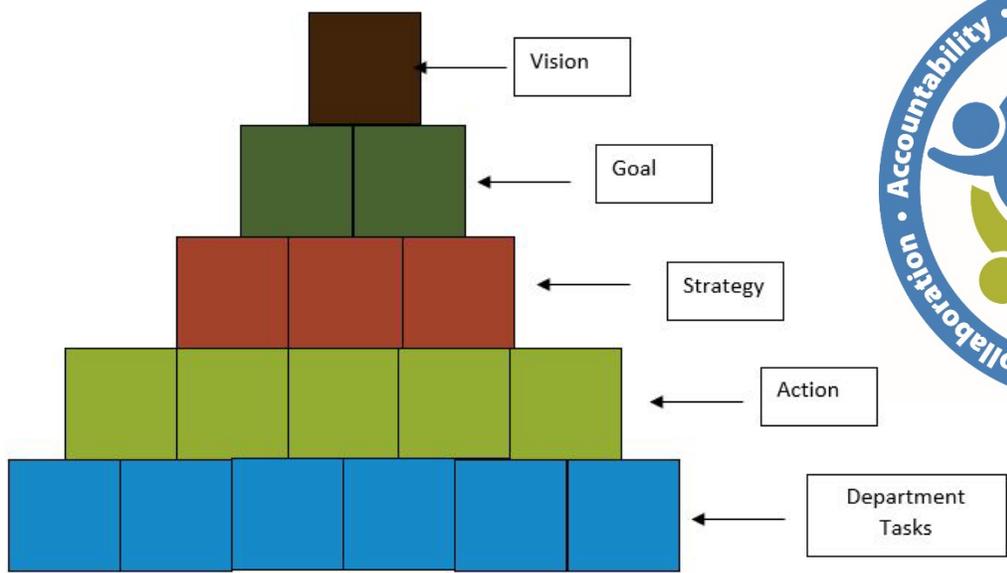
## **I. Summary**

The DeKalb 2025 Strategic Plan guides the City's annual investments, program and policy priorities, and performance reporting for the foreseeable future. During the FY2016.5 budget process, goals, strategies and action items were identified by each department for completion throughout the year. Progress on these items has been tracked using the City's Achievelt project management software system. This year-end report shows progress on all FY2016.5 items and highlights specific accomplishments that align with the Plan's five visions. The reporting period reaches from July 1, 2016 to December 31, 2016.

## **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 informed by extensive public input and encompasses five visions for the community.

During the 2016.5 budget process, visions, goals, strategies, and action items were identified by the Department Heads in collaboration with department staff. The actions in the strategic plan are the building blocks in achieving the City's various visions. For example, staff attendance at community events is small step in the effort to build community and promote a positive assets-based identity. 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 budget year. These action items develop into an overall strategy which have been identified in the Strategic Plan. Each strategy is one of many that have been identified in the plan to complete the City's goals. The goals in the strategic plan, when completed, lead the City to a Vision.

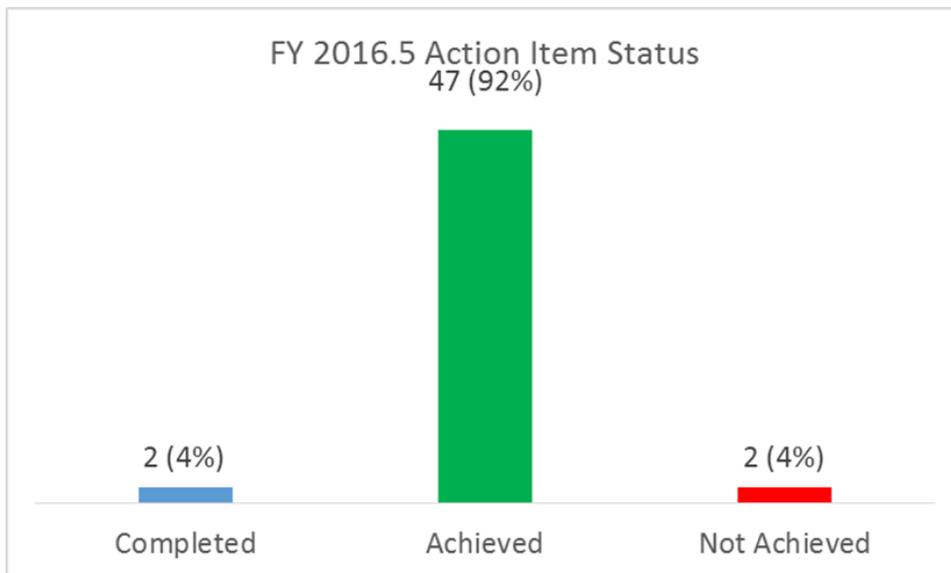


A total of 51 Strategic Plan action items were addressed by the City in FY2016.5. Contributors from each City Department have provided updates on strategies from the Strategic Plan that were outlined during the FY2016.5 budget process. Each of the 51 action items have been identified as either "Completed", "Achieved" or "Not Achieved". The definition for each of these statuses is seen below.

Status Categories	Definition
 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. This item may be deferred to a different fiscal year.
 Completed	The action has been completed. No further action is needed during the Strategic Plan timeframe.

Of these 51 action items, 2 were completed and 47 were achieved during the time period. A total of two action items were not achieved.





Although detailed updates on each of the 2016.5 action items can be seen in Exhibit A, several action items have been highlighted here for each vision.

*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.

- The Police and Fire Departments attended many community events throughout FY2016.5. On November 18, 2016, DeKalb Police Department Commander Lekkas and Detective Reyes conducted a safety talk to kindergarten students at Lincoln Elementary School. Numerous safety topics were covered with the students.
- In March 2016, NICOR launched its "Investing in Illinois" initiative by replacing aging natural gas pipelines. The City directed Nicor to identify streetscape improvements that could be made in conjunction with the pipeline replacement to enhance the Downtown. In October 2016, NICOR contractors applied a new thermoplastic layer to crosswalks throughout the Downtown area under supervision from the Public Works Department. The layer not only rejuvenated color, but added an additional four to six years of life to the crosswalks.

*Vision of a Community Vitality and a Vibrant Downtown:* DeKalb's neighborhoods, the downtown, and NIU's campus are interconnected in a dynamic interplay of energy and creativity that retains and attracts businesses with living-wage jobs.

- The Crime Free Housing and Inspections Bureau has made great strides in targeting unsafe and problem properties for blight removal and remediation. The Crime Free Housing Bureau has:
  - Followed up on 280 complaints of criminal activities.



- Conducted 2,200 inspections of rental properties.
  - Inspected approximately 370 owner-occupied homes for a variety of code violations.
- Staff worked with Janis A. Barlow & Associates to finalize the Business Planning Feasibility Assessment for the Egyptian Theatre, which includes recommended actions to increase the Theatre's operating potential. Development of the study included information gathering at the Egyptian Theatre and throughout the community, interviews with stakeholders, a community and user survey and an assessment of the Theatre's assets and liabilities.

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

- The Board of Fire and Police Commissioners (BFPC) and Human Resources Department staff updated the BFPC Rules and Regulations in order to streamline the Police and Fire Entry Level recruitment process. The new procedure shortens the recruitment process by three months, saves the City more than \$3,000 in written examination costs, and increases efficiency, candidate pool and diversity outreach.
- The City launched a new applicant tracking system, NEOGOV Insight. NEOGOV will assist with achieving an inclusive and diverse candidate pool. NEOGOV allows candidates to complete a job interest notification card allowing a proactive and efficient source of communication between the candidate and the City. Candidates will have the opportunity to select positions of interest and receive e-mail notifications when an opening occurs. This feature will aid the City in the reduction of advertising expenses, enhancement of communications with an inclusive candidate pool and the reduction of candidates' continual need to check for opportunities.

*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.

- On November 2, 2016, the League of American Bicyclists presented the City a Bronze level award for its commitment to becoming a Bicycle Friendly Community. As a newly awarded Bicycle Friendly Community, the City receives an award certificate, road signs, and a report card with feedback on the City's future bicycling needs. Staff anticipates the award will be critical in obtaining grant funds for future bicycle and Complete Streets projects.

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

- Public Works has increased its use of the City's social media platforms to inform citizens of lane closures, water main breaks, and seasonal updates. For example, a



water main break occurred in the 200 block of Milner Avenue. A notification was published immediately to the City's Facebook page to inform residents of the issue and provide updates moving forward.

- The City's existing personnel policies were reviewed in light of new or updated State and Federal employment legislation and to further address additional areas of legal and operational compliance. This resulted in the creation of the City's new Personnel Manual and Benefits Handbook which were approved by City Council and became effective on September 26, 2016.

### **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 FY2016.5 budget year. Contributors from each City department updated AchieveIt software with actions that align to the Strategies and Action Items assigned to their department for the FY 2016.5 budget year.

### **IV. Legal Impact**

Legal impact are 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.



## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of 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	Dept.
Action	Implement a branding initiative for DeKalb.	Achieved	<ul style="list-style-type: none"> <li>• A marketing video, which illustrates the City's assets and amenities desired by businesses, was previewed at the July 28, 2016 Chamber of Commerce State of the City breakfast.</li> <li>• The City Manager's Office unveiled the City of DeKalb Core Values to staff and initiated implementation of imagery into work spaces and common areas. The City hired OC Creative in FY 16 to create a Core Value's logo and poster design. The posters of the City's Core Values were placed in the front lobby and conference rooms at City Hall. The posters will serve as a constant reminder of the beliefs and convictions that will guide and direct behavior and support the City's mission and visions.</li> <li>• Staff coordinated content for the City's 2017 launch of new Twitter and Instagram accounts. The January 3 launch date was promoted through various channels, including the City's website and Facebook page.</li> </ul>	CMO CD
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, 2016, Community Relations &amp; Training Officer Sullivan and Police Sergeant Tehan attended Northern Illinois University's Greek House Meeting at the NIU Campus Life Building. Both spoke with Greek leaders about safety issues concerning students. This event helped to educate the community on safety concerns while building relationships with the Greek Community.</li> <li>• On July 13, 2016, Police Chief Gene Lowery spoke with high school students at the Kishwaukee Education Consortium program for student leadership. The Chief discussed Police operations and the modern policing philosophy. Commander Craig Woodruff joined the student leaders for a lunchtime discussion of education and public service.</li> <li>• On July 22, 2016, Community Relations &amp; Training Officer Sullivan conducted a "Frauds &amp; Scams" presentation to "Club 55" at the DeKalb Senior Center. This presentation helped to educate seniors on the current scams in DeKalb County. A variety of resources were provided to the seniors if they had future questions or became the victim of a scam.</li> <li>• On July 28, 2016, Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department and DeKalb County TRIAD at a "Senior Expo" held at DeKalb High School. Officer Sullivan spoke to senior citizens regarding the importance of keeping their medical information and medication list up to date in the event of an emergency.</li> <li>• On August 15, 2016, Community Relations &amp; Training Officer Sullivan conducted a Safety Presentation to the Delta Zeta Sorority. Sorority members were educated on personal safety, alcohol consumption, City ordinances and sexual assault. This event helped to promote a positive relationship between the Police and students.</li> <li>• On September 6, 2016, Police Commander Steve Lekkas conducted a street gang awareness presentation for the Kishwaukee Sunrise Chapter of the Rotary Club. The presentation was held at Kishwaukee Hospital and discussed community awareness in an effort to reduce crime.</li> <li>• On September 12, 2016, Police Sergeant Mott conducted a Fraud presentation for the Court Watch group. The presentation was held at the DeKalb Public Library.</li> <li>• On September 29, 2016, DeKalb Community Relations &amp; Training Officer Sullivan, Sycamore Police Officer Cheryl Senne, and members of the DeKalb County TRIAD Team presented "Who's Knocking on Your Door?" This event was presented at the DeKalb County Annual Senior Luncheon. This event helped to promote positive relationships between seniors and the Police while educating them and providing them with additional resources regarding ruse burglaries.</li> <li>• On October 3, 2016, Fire Chief Eric Hicks and Firefighter/Paramedic Tom Conley participated in the Northern Illinois University (NIU) Safety Awareness presentation at the Duke Ellington Ballroom where they discussed cooking fires, alcohol/drug related emergencies, and general fire safety with NIU students.</li> <li>• On October 5, 2016, Officer Kelly Sullivan conducted a presentation at Jefferson Elementary School titled, "Becoming a Police Officer." Students at the elementary school were educated on the type of schooling and training needed to become a Police Officer. Officer Sullivan also informed the children of tasks and duties officers perform on a daily basis.</li> <li>• On October 19, 2016, Deputy Chief Petragallo and Commander Lekkas participated with the DeKalb Park District in Welsh Park Community Day. Deputy Chief Petragallo and Commander Lekkas participated in the park clean up and then met with resident and other stakeholders to discuss safety strategies, community policing efforts, and successes.</li> <li>• On October 20, 2016, Officer Sullivan conducted a personal safety presentation to the employees of DeKalb NICOR. Employees were educated on basic personal safety topics. This event helped to build an open line of communication between a local business and the police department. The event also educated the employees on current crime trends.</li> <li>• On October 27, 2016 Officer Sullivan attended an event at Tyler Elementary School, "Honor Our Local Heroes." Dinner was served to local heroes and an anti-bullying presentation was given by the school social worker. After dinner and the presentation, Officer Sullivan and other local heroes read a story to the elementary school children and helped make a craft project.</li> </ul>	PD FD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

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

Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On October 28, 2016, Firefighter/Paramedic Tom Conley presented a fire safety talk to students at Huntley Middle School. Fire safety is taught to children to build their fire safety knowledge, which makes their homes safer in our community. It also facilitates a positive relationship between Firefighters and the children in the community.</li> <li>• In November, Detective Reyes conducted a bank presentation at Resource Bank. The presentation informed employees on how to keep themselves safe, what to expect during a robbery, and about Police responses and evidence collection.</li> <li>• On November 3, 2016, Fire Chief Eric Hicks participated in the College Town Summit held at the Northern Illinois University Holmes Student Center's Regency Room.</li> <li>• On November 7th, 2016, Officer Kelly Sullivan represented the DeKalb Police Department as a member of the DeKalb County TRIAD Team at Kishwaukee Community Hospital for "Hospice Celebration Month." TRIAD is a community group comprised of local law enforcement, community organizations and individuals that work together to improve the quality of life for older adults. This event helped to facilitate meaningful participation in the community by older adults. This event also sought to build positive relationships with members of the community.</li> <li>• On November 9, 2016, Fire Chief Eric Hicks participated in the Community Conversations Group meeting held at the Community Outreach Building. The Agenda for this meeting was based on the outcome of the College Town Summit.</li> <li>• On November 10, 2016, Chief Gene Lowery and Officer Kelly Sullivan organized and attended "Coffee with the Chief" at the DeKalb Police Department. Members of the community met with Chief Lowery and Officer Sullivan and discussed issues of concern in an open dialog. This event is an example of community policing and helped to build an open line of communication with the residents of DeKalb.</li> <li>• On November 11, 2016, Firefighter/Paramedic Pat Eriksen spoke to the Athletic Training Class at Northern Illinois University about athletic incidents in emergency medical services. This discussion helped promote better interaction between emergency medical first responders and NIU athletic training staff.</li> <li>• On December 7, 2016, Deputy Fire Chief Jeff McMaster attended a 211 Meeting at the DeKalb County Farm Bureau building. 211 is a community social service reference database unveiled by the Kishwaukee United Way.</li> </ul>	PD FD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

*Strategy: Facilitate ongoing community involvement*

Level	Name	Status	Updates	Dept.
Action	Identify and connect consistently with underrepresented populations and facilitate their meaningful participation in governance.	Achieved	<ul style="list-style-type: none"> <li>• On July 13, 2016, Detective Mott, Officer Burke and Community Relations &amp; Training Officer Sullivan hosted a “Fishing Derby” for Camp Power, a summer camp for children living in the University Village apartment complex. Numerous school-aged children attended the camp and learned how to fish with Police Officers. This event facilitated good rapport between children in the community and DeKalb Police Officers.</li> <li>• On July 28, 2016, Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department and DeKalb County TRIAD at a “Senior Expo” held at DeKalb High School. Officer Sullivan spoke to senior citizens regarding the importance of keeping their medical information and medication list up to date in the event of an emergency.</li> <li>• On July 29, 2016, the DeKalb Police Department participated in the Special Olympics fundraiser held at Texas Roadhouse in Sycamore. Officers served patrons meals while promoting the Special Olympics.</li> <li>• On September 14, 2016, members of the DeKalb Police Department, including Police Chief Gene Lowery and his command staff, participated in the Northern Illinois University Unity March. The Police Officers marched with other community leaders, elected officials, and citizens to promote positive changes and fellowship in our community. This is the third year of the march and the Police Department has participated each year.</li> <li>• On September 17, 2016, the DeKalb Police Department participated in the Connexion Comunidad Block Party. During the block party, Patrol Officer Gates conducted a K9 demonstration.</li> <li>• On September 23, 2016, at-risk students from Clinton-Rosette were given a tour of Fire Station #1 and provided education on career choices in the Fire and EMS fields.</li> <li>• On September 23, 2016, the DeKalb Police Department participated in the Brooks Elementary School Fall Festival. Patrol Officer Gates conducted a K9 demonstration along with a squad car display for the elementary school-aged children.</li> <li>• On September 27, 2016, Police Chief Gene Lowery and Community Relations &amp; Training Officer Sullivan organized and attended “Coffee with the Chief” at Lincoln Inn. Members of the community met with the Chief and Officer Sullivan and discussed topics and issues of concern in an open dialog. This event facilitated meaningful participation in governance by DeKalb citizens. It also helped to build an open line of communication with the residents of DeKalb.</li> <li>• On September 29, 2016, Community Relations &amp; Training Officer Sullivan attended and represented the DeKalb Police Department at the DeKalb County Senior Luncheon held at St. Mary Hall in Sycamore. Officer Sullivan along with the DeKalb County TRIAD Team conducted a Ruse Burglary Presentation for the senior citizens that attended the event. This event educated the seniors and helped to build positive relationships.</li> <li>• University Village (UV), the City's largest apartment complex, was purchased in 2016. Re-zoning was required and in developing the new zoning standards, the City entered into an agreement with the owners. This will lead to re-investment throughout the 534 unit apartments, expanding the Community Center and improving the site amenities including landscaping, lighting, and security systems. Community Development is working with NIU and the DeKalb Community Action Agency to develop a long-range program to meet social service needs of the residents in UV, all of whom receive housing assistance through the Federal Department of Housing and Urban Development. Property owners Security Properties are funding the new program.</li> <li>• City staff has worked with RATIO Architects, Inc. (RATIO) throughout FY2016.5 to gather input from community members on the potential for a STEAM Learning Center in DeKalb. Methods for gathering input included workshops, a survey, and presence at Corn Fest.</li> <li>• On October 3, 2016, the DeKalb Police Department participated in the Safe Passage Domestic Violence Vigil held at the First Congregational United Church of Christ. The event included art viewing, survivor speak out, and a candlelight walk.</li> <li>• On October 4, 2016, the DeKalb Police Department participated in the Brooks Elementary School Literacy Night held at Edens Garden Park. Patrol Officer Densberger participated in the event and interacted with attendees.</li> <li>• On October 27, 2016, the DeKalb Police Department participated in the Downtown DeKalb Spooktacular. Officer Densberger handed out candy and interacted with children and their families.</li> </ul>	All

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

*Strategy: Facilitate ongoing community involvement*

Action	Identify and connect consistently with underrepresented populations and facilitate their meaningful participation in governance.	Achieved	<ul style="list-style-type: none"> <li>• On November 16, 2016, DeKalb Police Department Sergeant Mott conducted a Police Department tour with a group of Cub Scouts and their families.</li> <li>• On November 18, 2016, Police Commander Lekkas and Detective Reyes conducted a safety talk to kindergarten students at Lincoln Elementary School. Numerous safety topics were covered with the students.</li> <li>• On November 28, 2016, Firefighters from Station 2 and the Fire Prevention Lieutenant assisted Barb City Manor by conducting a fire drill for their residents. During the drill, firefighters interacted with the residents, which encouraged and promoted positive relations between our communities' senior citizens and our firefighters.</li> <li>• On December 6, 2016, Deputy Fire Chief Jeff McMaster participated in the DeKalb County Permanency Action Team's food drive at DeKalb High School.</li> <li>• On December 14, 2016, DeKalb Firefighters, through IAFF Local 1236, teamed up with the DeKalb Teachers Association for Operation Warm, passing out winter coats to children in need. Fire Station 1 was the distribution location for Operation Warm.</li> <li>• Throughout the beginning of December, Fire Chief Eric Hicks and Deputy Fire Chief Jeff McMaster contacted agencies in DeKalb, updated Warming Shelter information, and prepared a Press Release for distribution through social media on the locations and hours of the warming shelters.</li> <li>• On December 7, 2016, Deputy Fire Chief Jeff McMaster attended a 211 Meeting at the DeKalb County Farm Bureau building, which was a community social service reference database unveiled by the Kishwaukee United Way.</li> <li>• On December 7, 2016, Officer Sullivan attended "Camp University" at the University Village apartment complex which was organized and hosted by Adventure Works. Officer Sullivan had a conversational lunch with the children that attended the camp. Afterward, Officer Sullivan participated in camp activities with the children. This event was an example of community policing and helped to build positive relationships with children in the community.</li> <li>• On December 27, 2016, Officer Sullivan attended "Camp University" at the University Village apartment complex which was organized and hosted by Adventure Works. Officer Sullivan had a conversational lunch with the children that attended the camp. Afterward, Officer Sullivan participated in camp activities with the children. This event was an example of community policing and helped to build positive relationships with children in the community.</li> </ul>	All
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Goal: Develop a positive, asset-based identity and brand for DeKalb

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

Level	Name	Status	Updates	Dept.
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 Finance Department completed a full survey of the City's major fee, fines and charges for service during the FY16 budget process. The City made two recommendations on increasing Ambulance Billing charges and Video Gaming licensing fees in July 2016.</li> <li>• Staff analyzed revenues during the FY2017 budget process and recommended two additional revenue enhancements. These enhancements included an added fee to Ambulance billing revenue for the treatment of patients not being transported to the hospital and an increase the fuel surcharge for VAC, CLC and the Park District from .03 cents to .0923 cents/gallon.</li> </ul>	PW, FIN

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

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

Action	Communicate City successes with community policing and related efforts to build positive relationships with residents.	Achieved	<ul style="list-style-type: none"> <li>• On July 11, 2016, Community Relations &amp; Training Officer Sullivan and Police Sergeant Tehan attended Northern Illinois University’s Greek House Meeting at the NIU Campus Life Building. Both Officer Sullivan and Sergeant Tehan spoke with Greek leaders about safety issues concerning students. This event helped to educate the community on safety concerns while building relationships with the Greek Community.</li> <li>• On July 21, 2016, Patrol Officer Boldt and Community Relations &amp; Training Officer Sullivan presented a “Bike Rodeo” along with the DeKalb Park District to children at Littlejohn Elementary School. The kids were taught the fundamentals of bike safety and then demonstrated their newly learned skills on a bicycle course.</li> <li>• On July 26, 2016, Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department at Family Fun Fest. Patrol Officer Reinbolz was also present to conduct car seat safety inspections. At the event, children were provided information on bicycle safety and parents could have their car seats inspected to ensure they were installed properly. This event was an example of Community Policing and helped to build positive relationships with members of the community.</li> <li>• On August 2, 2016, several DeKalb Police Officers represented the DeKalb Police Department at “National Night Out.” Officers educated children on bicycle safety and 911. Car Seat Safety Technicians were also available to ensure car seats were properly installed in vehicles. The Police Department donated an infant car seat, two child-sized bicycles, two child-sized helmets, and other bicycle safety gear that was raffled off at the event. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> <li>• On August 20, 2016, Police Chief Gene Lowery and Community Relations &amp; Training Officer Sullivan attended a “Back to School Event” which was held at the DeKalb Recreation Center. Children were provided with pencils and coloring books. Police spoke with children in an effort to create positive motivation regarding their return to school.</li> <li>• On August 30, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at Target. Community members’ car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat.</li> </ul>	PD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

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

Action	Communicate City successes with community policing and related efforts to build positive relationships with residents.	Achieved	<ul style="list-style-type: none"> <li>• On September 6, 2016, Police Commander Steve Lekkas conducted a street gang awareness presentation for the Kishwaukee Sunrise Chapter of the Rotary Club. The presentation was held at Kishwaukee Hospital and discussed community awareness in an effort to reduce crime.</li> <li>• On September 14, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at University Village. Several car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> <li>• On September 27, 2016, Police Chief Gene Lowery and Community Relations &amp; Training Officer Sullivan organized and attended “Coffee with the Chief” at Lincoln Inn. Members of the community met with Chief Lowery and Officer Sullivan and discussed topics and issues of concern in an open dialog. This event facilitated meaningful participation in governance by DeKalb citizens. It also helped to build an open line of communication with the residents of DeKalb.</li> <li>• On September 29, 2016, Community Relations &amp; Training Officer Sullivan attended and represented the DeKalb Police Department at the DeKalb County Senior Luncheon held at St. Mary Hall in Sycamore. Officer Sullivan along with the DeKalb County TRIAD Team conducted a Ruse Burglary Presentation for the senior citizens that attended the event. This event educated the seniors and helped to build positive relationships.</li> <li>• On October 3, 2016, Commander Jason Leverton and Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department at NIU's Safety Night, a collaboration of area law enforcement agencies and NIU student service departments to build positive relationships with students. NIU students had the opportunity to meet with the officers, ask questions about enhancing their personal safety, and receive information on how they can contribute to safe neighborhoods through crime prevention strategies and utilizing the iWatch app to report information to the Police Department.</li> <li>• On October 19, 2016, Deputy Chief Petragallo and Commander Lekkas participated with the DeKalb Park District in Welsh Park Community Day. Deputy Chief Petragallo and Commander Lekkas participated in the park clean up and then met with resident and other stakeholders to discuss safety strategies, community policing efforts, and successes.</li> <li>• On September 28-29, 2016, Commanders Lekkas and Woodruff participated in the 2016 Illinois Problem Oriented Policing Conference held by the Illinois Training and Standards Board Executive Institute in Naperville. Conference topics included managing problem oriented policing strategies along with building community partnerships.</li> <li>• On October 27, 2016, Officer Sullivan attended an event at Tyler Elementary School, "Honor Our Local Heroes." Dinner was served to local heroes and an anti-bullying presentation was given by the school social worker. After dinner and the presentation, Officer Sullivan and other local heroes read a story to the elementary school children and helped make a craft project.</li> <li>• On November 10, 2016, Chief Gene Lowery and Officer Kelly Sullivan organized and attended “Coffee with the Chief” at the DeKalb Police Department. Members of the community met with Chief Lowery and Officer Sullivan and discussed issues of concern in an open dialog. This event is an example of community policing and helped to build an open line of communication with the residents of DeKalb.</li> <li>• On December 8, 2016, Officer Kelly Sullivan represented the DeKalb Police Department at a “Holiday Resource Fair” hosted at the DeKalb High School. This event was an example of community policing and helped to build positive relationships with members of the DeKalb community.</li> <li>• On December 27, 2016, Officer Sullivan attended “Camp University” at the University Village apartment complex which was organized and hosted by Adventure Works. Officer Sullivan had a conversational lunch with the children that attended the camp. Afterward, Officer Sullivan participated in camp activities with the children. This event was an example of community policing and helped to build positive relationships with children in the community.</li> </ul>	PD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of 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	Dept.
Action	Encourage historic preservation initiatives.	Achieved	<ul style="list-style-type: none"> <li>The Community Development Department released a Request for Historic Preservation Services to survey the historic buildings in the downtown business district, analyze building conditions, and create Design Guidelines to guide renovation and new construction work. Members of the City Landmark Commission actively participated in developing the RFP and interviewing consultant teams. On September 21, 2016 the City Council approved a contract with the Lakota Group to complete this work. The Lakota Group will meet with the Landmark Commission on October 12, 2016 to begin the project.</li> <li>The Lakota Group is currently in the process of surveying the Central Business District for the purpose of establishing designation as a historic district. The survey and their final report are to be presented in March or April of 2017. They are actively working with Community Development staff and the Landmark Commission.</li> </ul>	CD
Action	Establish a City history museum that recognizes various elements of community heritage, e.g., public safety.	Achieved	<ul style="list-style-type: none"> <li>City Council approved an agreement with RATIO Architects, Inc. (RATIO) for a STEAM Learning Center Feasibility Study on June 22, 2016. City staff, and members of NIU's Center for P-20 Engagement, Proudly DeKalb, and DeKalb Firefighters Historical Foundation kicked off the project by gathering information and making plans for community outreach efforts.</li> <li>Staff has assisted the consultant, RATIO Architects, Inc. (RATIO), in needs identification, publication of a survey, and community workshops. The survey was distributed at community events and locations including Corn Fest, NIU President's Picnic, and University Village. The survey was available in both English and Spanish. The survey received 426 online responses and 44 hard-copy responses.</li> <li>The STEAM Learning Center Feasibility Study was completed by RATIO Architects. The final report was created using data from the City of DeKalb, the NIU Center for P-20 Engagement and STEAMWorks / and the DeKalb County Convention and Visitors Bureau. RATIO staff interviewed community members and other stakeholders and surveyed several locations in the community. The final report includes recommendations for project implementation.</li> </ul>	CMO, CD

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

Level	Name	Status	Updates	Dept.
Action	Create an arts corridor and promote art-related activities, i.e. murals and public art.	Achieved	<ul style="list-style-type: none"> <li>The City participated in planning and publicizing the First Annual Fall Arts Walk held October 4, 2016 in downtown DeKalb. A total of 23 downtown venues hosted artists. The evening culminated with 0 music at the Egyptian Theatre.</li> <li>The FY 16.5 budget contains \$5,000 to use for installation of public art. Community Development Department has met with the DeKalb Area Arts Council twice to discuss their proposal to create a revolving art program which would place statutes throughout the Arts, Culture, and Entertainment Corridor which the City Council recognized in Spring of 2016. The group is currently identifying locations and will bring a request to Council.</li> <li>The Citizens' Community Enhancement Commission is investigating public arts projects and programs. They have met with a representative from the DeKalb Area Arts Council, DeKalb County Convention and Visitors Bureau, and the College of Visual and Performing Arts at NIU, to discuss collaborative opportunities. In early 2017, the CCEC will make a decision on one or two specific projects to pursue.</li> <li>The Community Development Department is working with the DeKalb Area Arts Council to finalize a Sculpture Walk Program. Several potential locations in the downtown area have been identified for sculptures to be installed. The DAAC is hoping to have a call to artists in the late spring, with up to ten sculptures being installed by the end of 2017.</li> </ul>	CD

*Strategy: Create and support existing gathering places throughout the City that draw people to local merchants while strengthening placemaking.*

Level	Name	Status	Updates	Dept.
Action	Celebrate the opening of the expanded library as an important and centrally- located gathering place.	Completed	<ul style="list-style-type: none"> <li>The City helped publicize the opening and re-opening of the DeKalb Public Library by distributing fliers to area merchants and sharing the event on the City's Facebook and website. City staff was present at opening and re-opening of the library.</li> </ul>	CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Sense of Place

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

*Strategy: Create and support existing gathering places throughout the City that draw people to local merchants while strengthening placemaking.*

Action	Explore the feasibility of reinventing the DeKalb Farmer's Market as an accessible, potentially year-round regional destination.	Achieved	<ul style="list-style-type: none"> <li>• City staff have met with the Chamber of Commerce and Farmer's Market coordinators on several occasions to discuss opportunities for growth, challenges with recruiting vendors, and marketing strategies.</li> <li>• The Community Development Department met with the Chamber of Commerce and several regular vendors of the Farmer's Market to discuss the challenges and opportunities of increasing patronage to the market. It continues to be a challenge getting vendors to commit to moving the market to a weekend, due to other market obligations outside of DeKalb. There is a limited amount of potential customers that can shop in the middle of the day on a Thursday, and no agreement was reached on extending the hours until after 5.</li> <li>•</li> <li>•</li> </ul>	CD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of 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	Dept.
Action	Develop aesthetic and image-enhancing projects and programs.	Achieved	<ul style="list-style-type: none"> <li>• On October 24, 2016, the City Council heard the first reading of a resolution to adopt the Complete Streets Policy.</li> <li>• City Engineer John Laskowski and Assistant Transportation Planner Jessica Hyink presented plans at a Committee of the Whole Meeting (COW) to implement a Complete Streets Policy. This is in conjunction with the National Complete Street Coalition's criteria to move transportation planning from a vehicular-focus to total accessibility for all modes of transportation.</li> <li>• Public Works Engineering &amp; Transportation Division has secured Illinois Department of Transportation (IDOT) funding in the amount of \$779,000 for intersection improvements to Annie Glidden Road (at Fairview Drive), an important entry point into the City. Improvements may include widening of traffic lanes, construction of a bike path, installation of fiber optic cable to connect traffic signals, and installation of a monument sign pending approval. The right-of-way will need to be acquired to complete the project.</li> <li>• On October 11, 2016, crews from the City's Street Division cleared trees and brush to make room for local contractor Wagner Excavating to begin its demolition work at the Protano Auto Parts Store, located at 1151 South Fourth Street.</li> <li>• On October 14, 2016, demolition continued on the Protano Auto Parts Store. Using an excavator, Wagner began demolition by removing the roof.</li> <li>• In March 2016, NICOR launched its "Investing in Illinois" initiative by replacing aging natural gas pipelines. As the project concludes, NICOR is fulfilling its promise to restore the landscapes and streets they disturbed. Throughout the week of October 17, 2016 NICOR contractors applied a new thermoplastic layer to crosswalks throughout the Downtown area. The layer not only rejuvenated color, but added an additional four to six years of life to the crosswalk.</li> <li>• DeKalb's annual Loose Leaf Collection Program kicked off October 17, 2016. During the week of October 24, 2016 additional crews completed collection on the northern City perimeter and worked south toward West Lincoln Highway.</li> <li>• An Architectural Improvement Program (AIP) submission was approved for the Dairy Queen located on Sycamore Road. The forgivable loan of \$37,500 helped the owner make several improvements to the facade of the building that otherwise would not have been done.</li> </ul>	PW, CD
Action	Implement improvements to landscaping, signage, facades and lighting.	Achieved	<ul style="list-style-type: none"> <li>• The Street Division is currently working throughout DeKalb to replace damaged street lights on all City-owned property. Crews are presently working on Rt. 23 and Rt. 38. Local subdivisions and City-owned parking lots are next. To decrease inefficiencies in crew allocation, the Street Division and IT department are creating GIS maps to inventory streetlights and their condition.</li> <li>• The Street Division completed the Annie Glidden Sign Upgrade Project, more than 100 signs were replaced on Annie Glidden Road from Dresser Road to Lincoln Highway. All signs are now compliant with the Manual on Uniform Traffic Control Devices (MUTCD) reflectivity standards.</li> </ul>	PW, CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of 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	Dept.
Action	Promote and encourage further collaboration between NIU and DeKalb.	Achieved	<ul style="list-style-type: none"> <li>The NIU Student Leaders Government Affairs Work Group was created to inform decision-making at the City of DeKalb. The group serves as a professional liaison for student issues and City policies, while also functioning as a productive outlet for student voices and concerns. The first meeting occurred on September 7, 2016, with ongoing meetings occurring the first Wednesday of every month.</li> <li>On December 3, 2016, Director Holdeman attended a presentation at the NIU Hoffman Estates Campus. Students of the Master's of Public Administration program presented Asset Management Plans for the City's fleet, facilities, and streets assets. Each group of students received data for their assigned asset and used the data to present a plan to improve the condition of the each assigned asset. The project and exercise in planning provided students with "real-world" experience.</li> <li>Staff, along with NIU and Proudly DeKalb, worked together to plan an event that will help bring students into the Downtown.</li> </ul>	CMO, PD
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.	Achieved	<ul style="list-style-type: none"> <li>The City currently has two Northern Illinois University Master of Public Administration graduate students who serve as Management Interns in the City Manager's Office. These students have the opportunity to gain experience not only in the City Manager's Office, but in other departments within the City.</li> <li>Finance Department Account Technician Carri Parker and Deputy Police Chief John Petragallo began course work for their Master's in Public Administration degree at Northern Illinois University in August 2016.</li> <li>The DeKalb Police Department has partnered with Northern Illinois University Professor Kristie Crane to allow an opportunity for students to ride along with a Patrol Officer. Professor Crane teaches Introduction to Criminal Justice and students can arrange a ride along as part of their final project. Professor Crane reports that students feel like they are being engaged by the officers and are learning more than what she can teach them in the classroom. The Police Department has granted over 20 ride alongs during the fall semester.</li> </ul>	PD, CMO, PW, CD

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

*Strategy: Leverage local environmental expertise.*

Level	Name	Status	Updates	Dept.
Action	Refresh, review, and analyze the implementation of the City's Sustainability Plan.	Achieved	<ul style="list-style-type: none"> <li>Public Works Director Tim Holdeman continues to serve as City Liaison to the Citizens' Environmental Commission (CEC). Members of the CEC report their progress toward completion of action items listed in the City's Sustainability Plan during their regular monthly meetings.</li> <li>Public Works Director Holdeman and the Citizen's Environmental Commission continue to explore opportunities to implement elements of the City's Sustainability Plan. They hope the addition of an intern will help with the research required to seek grants to fund many of the initiatives outlined in the plan.</li> </ul>	PW
Action	Reinvigorate and biodiversify the City's urban forest.	Achieved	<ul style="list-style-type: none"> <li>Street Superintendent Mark Espy has submitted purchase orders for purchasing and planting 50 trees. Mr. Espy has contacted residents and has place markers where the trees are expected to be planted within the public right-of-way.</li> </ul>	PW

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of 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	Dept.
Action	Support the establishment of a regional technology, art, and cultural children's learning space.	Achieved	<ul style="list-style-type: none"> <li>• City Council approved an agreement with RATIO Architects, Inc. (RATIO) for a STEAM Learning Center Feasibility Study on June 22, 2016. City staff, and members of NIU's Center for P-20 Engagement, Proudly DeKalb, and DeKalb Firefighters Historical Foundation kicked off the project by gathering information and making plans for community outreach efforts.</li> <li>• Staff has assisted the consultant, RATIO Architects, Inc. (RATIO), in needs identification, publication of a survey, and community workshops. The survey was distributed at community events and locations including Corn Fest, NIU President's Picnic, and University Village. The survey was available in both English and Spanish. The survey received 426 online responses and 44 hard-copy responses.</li> <li>• The STEAM Learning Center Feasibility Study was completed by RATIO Architects. The final report was created using data from the City of DeKalb, the NIU Center for P-20 Engagement and STEAMWorks and the DeKalb County Convention and Visitors Bureau. RATIO staff interviewed community members and other stakeholders and surveyed several locations in the community. The final report includes recommendations for project implementation.</li> </ul>	CMO, CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Support the work by interested stakeholders to develop a virtual business incubator.	Not Achieved	<ul style="list-style-type: none"> <li>City Staff from multiple departments continually attend Proudly DeKalb meetings to discuss the status of projects identified during the America's Best Communities competition. The project team for a virtual incubator does not consist of staff from the City, but Community Development has offered assistance throughout the investigative process.</li> <li>City staff continues to meet with Proudly DeKalb to determine which projects from the ABC Contest to concentrate on. Through this process, the "virtual incubator" has ranked low in regards to prioritization of projects. There are still members of the group assigned to that project, which staff will support periodically, when needed.</li> </ul>	CD
Action	Facilitate communication between the City, NIU, and other interested parties to discuss status, goals, and available resources for a physical business incubator.	Achieved	<ul style="list-style-type: none"> <li>Community Development staff has met with several representatives from the University to discuss creating a culture that nurtures entrepreneurial vision. The process of place-making is an integral component of the creation of this culture. Several different concepts and locations are being investigated that would support different sector development, including arts, foods, entertainment, engineering and rapid prototyping, and software development. Locations being investigated are both on campus and off.</li> <li>Community Development staff met with leadership of different Colleges at NIU to discuss the opportunity of providing business services to existing businesses and potential start-ups. With the closing of Small Business Development Center's statewide, it provides a unique opportunity for NIU and the City to partner and create a facility that could draw entrepreneurs from around the region. Sites for a potential facility are being investigated and include both on-campus and off-campus locations.</li> </ul>	CD
Action	Establish a physical space to provide business co-working opportunities.	Achieved	<ul style="list-style-type: none"> <li>DeKalb County has opened a business incubator/co-working space at their facility on Annie Glidden Road. Although it is not a City managed project, several of the organizations and businesses located there have been started by DeKalb residents and are conducting business in DeKalb. Community Development staff are also investigating other opportunities that would complement that space, rather than duplicate and compete with it.</li> <li>The Community Development Department is currently working with DeKalb County Community Gardens to investigate the creation of a shared commercial kitchen in the downtown. Several successful meetings with a private company that has multiple shared kitchen locations in the Chicago Metro Area have taken place. A potential location has been identified, and the firm is investigating the cost to rehabilitate the building.</li> </ul>	CD
<i>Strategy: Improve the pedestrian and aesthetic environment of downtown.</i>				
Level	Name	Status	Updates	Dept.
Action	Extend the streetscape amenities to additional areas of the downtown.	Achieved	<ul style="list-style-type: none"> <li>The Public Works Department has submitted the 5-year Capital Improvement Plan the City Council and the Finance Advisory Committee for consideration in the FY2017 Budget. The Plan includes extending the downtown streetscape to the 5th Street and Route 38 mixed commercial development currently under construction. The Plan also includes a Complete Streets project for the downtown area and the area west of First Street and east of the Kishwaukee River.</li> </ul>	PW, CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Consider a range of strategic investment options for the Egyptian Theatre to maximize its impact as a driving force of downtown commerce.	Achieved	<ul style="list-style-type: none"> <li>After initiating a Egyptian Theatre Feasibility Study with Janis Barlow and Associates in FY 16, City staff continues to provide information and guidance as the study progresses.</li> <li>Staff received a draft of the Egyptian Theatre Feasibility Study from consultant Janis Barlow and Associates for review.</li> <li>Staff worked with Janis A. Barlow &amp; Associates to finalize the Business Planning Feasibility Assessment for the Egyptian Theatre, which includes recommended actions to increase the Theatre's operating potential. Development of the study included information gathering at the Egyptian Theatre and throughout the community, interviews with stakeholders, a user survey and assessment of the Theatre's assets and liabilities. The Feasibility Assessment was completed in time for presentation to Council in early 2017.</li> </ul>	CMO
Action	Investigate the potential for a downtown area hotel and conference center to meet community and regional needs.	Achieved	<ul style="list-style-type: none"> <li>City Staff continues to reach out to potential developers and brokers about multiple locations in the downtown and the positive trends in the hospitality market.</li> <li>The Community Development Department has held conversations with potential developers for multiple sites of a hotel in the downtown area. Staff is currently investigating potential TIF packages and public/private partnership structures that could be used to move the project forward.</li> </ul>	CD

*Strategy: Promote and encourage local business collaboration.*

Level	Name	Status	Updates	Dept.
Action	Support initiatives developed by business owners, i.e. restaurant week, shop local, summer shopping hours, coordinated shopping promotions.	Achieved	<ul style="list-style-type: none"> <li>The Community Development Department now hosts monthly meetings with the downtown business community. Topics discussed include upcoming collaborative promotions, infrastructure projects (such as the NICOR gas upgrade) and business assistance resources. The City has assisted in printing brochures and posters for ArtiGras, the October Artwalk, and other downtown shopping promotions.</li> <li>The Downtown Merchants will be meeting in January to discuss a collective marketing strategy for 2017. \$500 of the Community Development Department's advertising budget has been set aside for promoting merchant events throughout 2017, similar to the two events promoted in 2016 using a Facebook boost.</li> </ul>	CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Identify retail, commercial and service needs and foster development of businesses to meet those needs, i.e. human services, food desert areas.	Achieved	<ul style="list-style-type: none"> <li>• An RFP was released for the Annie Glidden North corridor study. 11 different firms responded, with 4 being interviewed. A final contract will be presented to Council by the end of FY16.5. Following the selection of the most qualified firm, City Staff and the consultant will begin an extensive outreach effort to identify the needs of the community living in that area, threats to the stability of the neighborhood, and commercial opportunities that would improve the quality of life for the area.</li> <li>• Community Development staff attended the annual ICSC Deal making event in Chicago. Staff met with the real estate managers of all major DeKalb shopping centers to discuss recruitment efforts and challenges to filling vacancies.</li> <li>• Community Development Staff will be working with DeKalb County Community Gardens and NIU Business School students to investigate the feasibility of an employee owned food co-op in the Annie Glidden North corridor. The area has been identified by DCCG as a food desert and they have done some work in the past at University Village. NIU students will help write a business plan and develop a strategy for expanding those efforts, and incorporating more workforce development training and nutritional education offerings.</li> <li>• Community Development Staff has met with the property managers for all of the major shopping centers in the community. Discussions have been honest about challenges facing the retail sector, including a lack of residential development to drive demand. Several large spaces are vacant on Sycamore Road, with few national retailers interested in the sizes of available space.</li> </ul>	CD

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

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

Level	Name	Status	Updates	Dept.
Action	Continue brownfields assessments and remediation programs.	Achieved	<ul style="list-style-type: none"> <li>• In 2015 the City acquired ownership of the former Protano's Auto repair shop at 1151 S. Fourth Street. The Community Development and Public Works Departments are collaborating on the clean-up. Environmental contamination of the structures were remediated in spring of 2016 and the structures torn down in fall of 2016. Brownfield grants will be sought to clean the soil.</li> </ul>	CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
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.	Achieved	<ul style="list-style-type: none"> <li>City staff is investigating the implementation of new permit software to streamline the application process.</li> <li>City staff is working with HR Green and the Building Code Board of Appeals to update the Building Code to the 2014 International Building Code.</li> <li>City staff holds monthly meetings with downtown merchants to keep an open line of communication and provide updates about events, concerns and opportunities.</li> <li>Community Development staff is investigating the permitting and entitlement processes to identify areas for improvement and increased efficiency. This includes meeting with developers and contractors to discuss their experiences with the City.</li> </ul>	CD

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

*Strategy: Improve neighborhood infrastructure.*

Level	Name	Status	Updates	Dept.
Action	Implement and fund alley, sidewalk, and tree-planting programs.	Achieved	<ul style="list-style-type: none"> <li>The Engineering and Transportation Division is nearing the close of their annual Street Maintenance Program. North 15th Street from Clark to Sunrise received a \$122,000 improvement. Taylor Street from First to Fourth Street received a \$331,000 improvement. Pine Street from First Street to Fourth Street received a \$205,000 improvement. These are a few examples of the benefits of a proper street maintenance program.</li> <li>Mark Espy, Street Division Superintendent, is currently in process of planting 50 new trees throughout the city. Purchase orders have been signed and the Independent Contractor Agreement is under review.</li> <li>The Street Division planted a total of 59 trees during FY16.5.</li> </ul>	PW, CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Dept.
Action	Target unsafe and problem properties for blight removal and remediation.	Achieved	<ul style="list-style-type: none"> <li>• The Crime Free Housing &amp; Inspections Bureau routinely works to remediate structures that are in obvious need of fresh paint. After inspectors notified the homeowners and approved their action plans, compliance was recently gained at two homes that were in need of total repainting, 239 W. Locust and 1411 Clark Street. Both exhibit dramatic improvement in overall appearance not only to the residence itself, but the entire neighborhood.</li> <li>• Crime Free Housing inspectors have noted a number of detached garages and sheds around the City in dire need of maintenance. Compliance was recently gained at 921 State Street, where a garage was in a particularly dangerous condition with its roof caving in. The area in front of the garage was also littered with trash and inoperable vehicles. Recently, the garage was demolished and all the debris and vehicles have been removed, creating a safer environment at the residence and in the neighborhood.</li> <li>• Crime Free Housing Inspectors worked to remediate a longstanding neighborhood problem in the 1300 block of N. 14th Street. There were two homes next to each other that were in extremely poor physical condition and uninhabitable. Problems included rotting and missing roofing and siding, missing and broken windows, as well as weeds and trash around the properties. The Police Department had received complaints of wild animals in the house and children playing in and around the houses. After working with the property owner on various options, the houses were demolished. This represents an obvious and important removal of blight and a safer environment in the neighborhood.</li> <li>• On October 19, 2016, Deputy Chief Petragallo and Commander Lekkas participated with the DeKalb Park District in Welsh Park Community Day. Deputy Chief Petragallo and Commander Lekkas participated in the park clean up and then met with resident and other stakeholders to discuss safety strategies, community policing efforts, and successes.</li> <li>• Crime Free Housing inspectors work on remediating accumulated trash and debris on properties throughout the City. Compliance in garbage removal was recently attained between buildings in the 600 block of E. Lincoln Highway at the site of several businesses and residential apartments. Trash items included mattresses, pallets, broken appliances, discarded furniture, and an old toilet. Removal of these items has greatly improved the aesthetics and safety of the area.</li> <li>• Throughout 2016, the DeKalb Police Department's Crime Free Housing Bureau followed up on 280 complaints of criminal activities and conducted 2,200 inspections of rental properties. The Bureau also inspected approximately 370 owner-occupied homes for a variety of code violations as well as snow removal complaints and unkempt lawn complaints.</li> </ul>	PD, CD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li>• On July 1, 2016, Growing Place day care students from kindergarten through 5th grade toured Fire Station 1 to celebrate Hero's Week. They learned about the apparatus, gear, tools, and fire safety.</li> <li>• On July 4, 2016, the Fire Department provided emergency medical services, fire suppression, command staff, and lighting equipment for the Independence Day fireworks at Hopkins Park.</li> <li>• On July 11, 2016, Community Relations &amp; Training Officer Sullivan and Sergeant Tehan attended Northern Illinois University's Greek House Meeting at the NIU Campus LifeBuilding. Both Officer Sullivan and Sergeant Tehan spoke with Greek leaders about safety issues concerning students. This event helped to educate the community on safety concerns while building relationships with the Greek Community.</li> <li>• On July 13, 2016, Detective Mott, Officer Burke and Officer Sullivan hosted a "Fishing Derby" for Camp Power, a summer camp for children living in the University Village apartment complex. Numerous school-aged children attended the camp and learned how to fish with Police Officers. This event facilitated good rapport between children in the community and DeKalb Police Officers.</li> <li>• On July 14, 2016, the Fire Department provided an engine and ambulance with personnel to participate in Camp Power at University Village. Fire personnel provided tours of apparatus, demonstrations, and fire prevention talks to event attendees.</li> <li>• On July 20, 2016, Firefighters Tom Conley and Jared Thorp provided hands-on comprehensive fire extinguisher training to approximately 45 Nestle employees.</li> <li>• On July 21, 2016, Officer Boldt and Officer Sullivan along with the DeKalb Park District presented a "Bike Rodeo" to children at Littlejohn Elementary School. The kids were taught the fundamentals of bike safety and then demonstrated their newly learned skills on a bicycle course.</li> <li>• On July 22, 2016, Community Relations &amp; Training Officer Sullivan conducted a Frauds &amp; Scams presentation to "Club 55" at the DeKalb Senior Center. This presentation helped to educate seniors on the current scams in DeKalb County. A variety of resources were provided to the seniors, if they had future questions or became the victim of a scam.</li> <li>• On July 26, 2016, Officer Sullivan represented the DeKalb Police Department at Family Fun Fest. Officer Reinbolz was also present to conduct car seat safety inspections. At the event, children were provided information on bicycle safety and parents could have their car seats inspected to ensure they were installed properly. This event was an example of Community Policing and helped to build positive relationships with members of the community.</li> <li>• On July 26, 2016, the Fire Department provided an engine and safety house with personnel to participate in Family Fun Fest. Fire personnel provided tours of apparatus, demonstrations, and fire prevention talks to event attendees.</li> <li>• On July 26, 2016, the Fire Department provided an engine and ambulance with personnel to participate in Camp Maple Leaf for children with disabilities at Hopkins Park. Fire personnel provided tours of apparatus, demonstrations, and fire prevention talks to event attendees.</li> <li>• On July 28, 2016, Officer Sullivan represented the DeKalb Police Department and DeKalb County TRIAD at a "Senior Expo" held at DeKalb High School. Officer Sullivan spoke to senior citizens regarding the importance of keeping their medical information and medication list up to date in the event of an emergency.</li> <li>• On July 28, 2016, the Fire Department Public Education Team( Fire Chief Eric Hicks, Deputy Fire Chief Jeff McMaster and Deputy Fire Chief Jim Zarek) participated in the Senior Citizens Health Fair held at DeKalb High School. Fire Prevention, Code Red, and Vial of Life programs were discussed with event attendees.</li> </ul>	PD, FD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Encourage community-based public safety engagement strategies and practices. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On August 2, 2016, several DeKalb Police Officers represented the DeKalb Police Department at "National Night Out." Officers educated children on bicycle safety and 911. Car Seat Safety Technicians were also available to ensure car seats were properly installed in vehicles. The DeKalb Police Department donated an infant car seat, two child-sized bicycles, two child-sized helmets, and other bicycle safety gear that was raffled off at the event. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> <li>• On August 2, 2016, the Fire Department Public Education Team and Deputy Fire Chiefs Jeff McMaster and Jim Zarek provided demonstrations and safety talks at National Night Out utilizing the safety trailer. Additionally, Station 1 personnel provided the engine and ambulance for tours, demonstrations, and safety talks.</li> <li>• On August 8- 12, 2016, the Fire Department provided an engine and ambulance with personnel to participate in Camp Power at University Village. Fire personnel provided tours of apparatus, demonstrations, and fire prevention talks to event attendees.</li> <li>• On August 15, 2016, Community Relations &amp; Training Officer Sullivan conducted a Safety Presentation to the Delta Zeta Sorority. Sorority members were educated on personal safety, alcohol consumption, city ordinances and sexual assault. This event helped to promote a positive relationship between the police and students.</li> <li>• On August 15, 2016, Firefighter/Paramedic Pat Eriksen, who is the Co-Coordinator of the Fire Department Public Education Team, spoke to the Delta Zeta Sorority to educate the sorority members on fire prevention topics, including use of candles and not overloading extension cords. This presentation and question and answer interaction promotes city services while educating our young adult residents.</li> <li>• On August 20, 2016, Police Chief Lowery and Officer Sullivan attended a "Back to School Event" which was held at the DeKalb Recreation Center. Children were provided with pencils and coloring books. Police spoke with children in an effort to create positive motivation regarding their return to school.</li> <li>• On August 20, 2016, the Fire Department provided an engine and an ambulance with personnel to participate in the Back to School Bash held at Welsh Park. Fire personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On August 30, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at Target. Community members' car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat.</li> <li>• On September 10, 2016, Commander Redel and Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department at the "Honor Our Heroes Event" held at the DeKalb Veterans of Foreign War (VFW) building. This event was hosted by the VFW and honored local heroes in remembrance of September 11.</li> <li>• On September 11, 2016, the Fire Department provided an engine with personnel to participate in a block party celebration at Liberty Park. Fire personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 12, 2016, Police Sergeant Mott conducted a Fraud presentation for the Court Watch group. The presentation was held at the DeKalb Public Library.</li> <li>• On September 13, 2016, Deputy Fire Chief Jeff McMaster led story time at the DeKalb Public Library. Fire Engine and personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 14, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at University Village. Several car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> </ul>	PD, FD

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Encourage community-based public safety engagement strategies and practices. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On September 14, 2016, Deputy Fire Chief Jeff McMaster led story time at the DeKalb Public Library. Fire Engine and personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 21, 2016, Police Commander Lekkas participated in the Title IX Sexual Misconduct Task Force at Northern Illinois University. The Task Force included numerous community leaders and focused on developing sexual assault awareness and prevention strategies.</li> <li>• On September 17, 2016, the Fire Department provided an engine with personnel to participate in St. Mary's School Family Fun Fest. Fire personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 17, 2016, the Fire Department provided an engine with personnel to participate in Conexion Comindad's black party. Fire personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 24, 2016, the Fire Department provided an engine and an ambulance with personnel to participate in a block party celebration on Garden Street. Fire personnel provided tours, demonstrations, and fire prevention talks to event attendees.</li> <li>• On September 27, 2016, Police Chief Lowery and Community Relations &amp; Training Officer Sullivan organized and attended "Coffee with the Chief" at Lincoln Inn. Members of the community met with Chief Lowery and Officer Sullivan and discussed topics and issues of concern in an open dialogue. This event facilitated meaningful participation in governance by DeKalb citizens. It also helped to build an open line of communication with the residents of DeKalb.</li> <li>• On September 29, 2016, Community Relations &amp; Training Officer Sullivan attended and represented the DeKalb Police Department at the DeKalb County Senior Luncheon held at St. Mary Hall in Sycamore. Officer Sullivan along with the DeKalb County TRIAD Team conducted a Ruse Burglary Presentation for the senior citizens that attended the event. This event educated the seniors and helped to build positive relationships.</li> <li>• On October 2, 2016, the Fire Department held its annual Open House in conjunction with the DeKalb Firefighters' Historical Foundation's 5th annual pancake breakfast. Nicor, ComEd, and AllState provided static displays. Approximately 500 community members attended the event this year.</li> <li>• On October 11, 2016, the Fire Department Public Education Team took Rescue 1 and presented fire safety skills and touch-a-truck demonstrations at Brooks Elementary.</li> <li>• On October 11, 2016, the DeKalb Police Department participated in the Take Back the Night march held at the Northern Illinois University MLK Commons and East Lagoon. The march raises awareness of nighttime violence. Sergeant Farrell assisted by escorting the marchers.</li> <li>• On October 12 and 13, 2016, the Fire Department visited Little Lambs Preschool at Immanuel Lutheran Church for Fire Prevention presentation.</li> <li>• On October 13, Fire Chief Hicks spoke with high school students at the Kishwaukee Education Consortium program for student leadership. The Chief discussed Fire and emergency medical operations.</li> <li>• On October 13, Police Chief Lowery spoke with high school students at the Kishwaukee Education Consortium program for student leadership. The Chief discussed Police operations and the modern policing philosophy. Commander Woodruff joined the student leaders for a lunchtime discussion of education and public service.</li> <li>• On October 14, 2016, the Fire Department Public Education Team took Rescue 1 and presented fire safety skills and touch-a-truck demonstrations at Jefferson Elementary and Littlejohn Elementary.</li> </ul>	PD, FD

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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.*

Action	Encourage community-based public safety engagement strategies and practices. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On October 19, 2016 Police Deputy Chief Petragallo and Commander Lekkas participated with the DeKalb Park District in Welsh Park Community Day. Police Deputy Chief Petragallo and Commander Lekkas participated in the park clean up and then met with residents and other stakeholders to discuss safety strategies, community policing efforts, and successes.</li> <li>• On October 20, 2016, the Fire Department Public Education Team took Rescue 1 and presented fire safety skills and touch-a-truck demonstrations at Tyler Elementary.</li> <li>• On October 20, 2016, the Fire Department provided an aerial ladder truck, an ambulance and a battalion car to participate in the Northern Lights Parade as part of the Northern Illinois University homecoming festivities.</li> <li>• On October 24, 2016, the Fire Department Public Education Team took Rescue 1 and presented fire safety skills and touch-a-truck demonstrations at Founders Elementary.</li> <li>• On October 25, 2016, the Fire Department took an engine and ambulance to DeKalb Montessori School and presented fire safety skills and touch-a-truck demonstrations.</li> <li>• On October 27, 2016, the DeKalb Police Department and DeKalb Fire Department participated in the Downtown DeKalb Spooktacular. Patrol Officer Densberger handed out candy and interacted with children and their families. Fire personnel and vehicles were staged in downtown DeKalb to hand out candy at the event.</li> <li>• On October 30, the DeKalb Fire Department participated in the Pumpkin Fest Parade.</li> <li>• On November 7th, 2016, Officer Kelly Sullivan attended and represented the DeKalb Police Department as a member of the DeKalb County TRIAD Team at Kishwaukee Community Hospital for "Hospice Celebration Month." TRIAD is a community group comprised of local law enforcement, community organizations and individuals that work together to improve the quality of life for older adults. This event helped to facilitate meaningful participation in the community by older adults. This event also sought to build positive relationships with members of the community.</li> <li>• On November 7, 2016, Deputy Fire Chief Jeff McMaster gave students from Littlejohn Elementary School a tour of the fire station. He also discussed fire safety with them to build their fire safety knowledge, which makes their homes safer in our community. It also facilitates a positive relationship between firefighters and the children in the community.</li> <li>• On November 10, 2016, Commander Redel attended an open discussion held at the New Hope Missionary Baptist Church in DeKalb. Commander Redel met with residents of DeKalb to discuss Police officer involved shootings and ways Police Officers could better interact with the community. This open discussion opened up lines of communication between the residents of DeKalb and the Police Department. This open discussion gave the community a forum in which they could ask questions and express themselves.</li> <li>• On November 10th, 2016, Chief Gene Lowery and Officer Kelly Sullivan organized and attended "Coffee with the Chief" at the DeKalb Police Department. Members of the community met with Chief Lowery and Officer Sullivan and discussed issues of concern in an open dialog. This event is an example of community policing and helped to build an open line of communication with the residents of DeKalb.</li> </ul>	PD, FD
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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.*

Action	Encourage community-based public safety engagement strategies and practices. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On November 11, 2016 Fire Department Public Education Team Co-Coordinator Firefighter/Paramedic Pat Eriksen spoke to the Athletic Training Class at Northern Illinois University about athletic incidents in emergency medical services. This interaction promotes better cohesive interaction at emergency medical incidents on campus.</li> <li>• On November 18, 2016, DeKalb Police Department Commander Lekkas and Detective Reyes conducted a safety talk to kindergarten students at Lincoln Elementary School. Numerous safety topics were covered with the students.</li> <li>• On November 28, 2016, Cub Scout Pack 131 toured the fire station and learned from the firefighters how first responders serve the community. This fostered an understanding of the commitment and skills necessary to be a firefighter and helps to plant seeds for a future career in the fire service.</li> <li>• On November 28, 2016, firefighters from Station 2 and the Fire Prevention Lieutenant assisted Barb City Manor by conducting a fire drill for their residents. The firefighters interacted with the senior citizen residents during the drill, which promoted and fostered positive relationships with members of our community.</li> <li>• On December 8, 2016, Officer Kelly Sullivan attended and represented the DeKalb Police Department at a "Holiday Resource Fair" hosted at the DeKalb High School. This event was an example of community policing and helped to build positive relationships with members of the DeKalb community.</li> <li>• On December 9, 2016, officers from the DeKalb Police Department along with firefighters from the DeKalb Fire Department joined forces to compete against teachers from DeKalb Middle Schools in a "Toys for Tots" basketball fundraiser event. This event helped to raise funds and gather toys for children in need during the holiday season. This event also helped to build positive relationships with DeKalb residents.</li> <li>• On December 11, 2016, officers from the DeKalb Police Department participated in our "Heroes and Helpers" event held at Target. Forty-six children in need were each provided a \$100 Target gift card to purchase gifts for the holiday season. This event allowed the Police Department to connect with an underrepresented population in the community and helped facilitate a positive relationship between officers and children in the community.</li> <li>• On December 27, 2016, Officer Sullivan attended "Camp University" at the University Village apartment complex which was organized and hosted by Adventure Works. Officer Sullivan had a conversational lunch with the children that attended the camp. Afterward, Officer Sullivan participated in camp activities with the children. This event was an example of community policing and helped to build positive relationships with children in the community.</li> </ul>	PD, FD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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.*

Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li>• On July 11, 2016, Community Relations &amp; Training Officer Sullivan and Sergeant Tehan attended Northern Illinois University's Greek House Meeting at the NIU Campus LifeBuilding. Both Officer Sullivan and Sergeant Tehan spoke with Greek leaders about safety issues concerning students. This event helped to educate the community on safety concerns while building relationships with the Greek Community.</li> <li>• On July 13, 2016, Detective Mott, Officer Burke and Officer Sullivan hosted a "Fishing Derby" for Camp Power, a summer camp for children living in the University Village apartment complex. Numerous school-aged children attended the camp and learned how to fish with Police Officers. This event facilitated good rapport between children in the community and DeKalb Police.</li> <li>• On July 21, 2016, Officer Boldt and Officer Sullivan presented a "Bike Rodeo," along with the DeKalb Park District to children at Littlejohn Elementary School. The kids were taught the fundamentals of bike safety and then demonstrated their newly learned skills on a bicycle course.</li> <li>• On July 26, 2016, Officer Sullivan represented the DeKalb Police Department at Family Fun Fest. Officer Reinbolz was also present to conduct car seat safety inspections. At the event, children were provided information on bicycle safety and parents could have their car seats inspected to ensure they were installed properly. This event was an example of Community Policing and helped to build positive relationships with members of the community.</li> <li>• On July 28, 2016, Officer Sullivan represented the DeKalb Police Department and DeKalb County TRIAD at a "Senior Expo" held at DeKalb High School. Officer Sullivan spoke to senior citizens regarding the importance of keeping their medical information and medication list up to date in the event of an emergency.</li> </ul>	PD, FD
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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.*

Action	Engage citizens in active partnerships to enhance public safety and quality of life. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On August 8, 2016, several DeKalb Police Officers represented the DeKalb Police Department at "National Night Out." Officers educated children on bicycle safety and 911. Car Seat Safety Technicians were also available to ensure car seats were properly installed in vehicles. The DeKalb Police Department donated an infant car seat, two child-sized bicycles, two child-sized helmets, and other bicycle safety gear that was raffled off at the event. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> <li>• On August 20, 2016, Police Chief Lowery and Officer Sullivan attended a "Back to School Event" which was held at the DeKalb Recreation Center. Children were provided with pencils and coloring books. Police spoke with children in an effort to create positive motivation regarding their return to school.</li> <li>• On August 30, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at Target. Community members' car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat.</li> <li>• On September 6, 2016, Police Commander Lekkas conducted a street gang awareness presentation for the Kishwaukee Sunrise Chapter of the Rotary Club. The presentation was held at Kishwaukee Hospital and discussed community awareness in an effort to reduce crime.</li> <li>• On September 9, 2016, Police Commander Redel and Community Relations &amp; Training Officer Sullivan represented the DeKalb Police Department at the "Honor Our Heroes Event" held at the DeKalb Veterans of Foreign Wars (VFW) building. This event was hosted by the VFW and honored local heroes in remembrance of September 11.</li> <li>• On September 12, 2016, DeKalb Police Department Sergeant Mott conducted a Fraud presentation for the Court Watch group. The presentation was held at the DeKalb Public Library.</li> <li>• On September 14, 2016, several Car Seat Safety Technicians conducted a Car Seat Safety Check Event at University Village. Several car seats were checked to ensure they were installed properly and parents were educated on the proper way to secure their child in a car seat. This event was an example of Community Policing and helped to build positive relationships with parents and children in the community.</li> <li>• On September 14, 2016, members of the DeKalb Police Department, including Chief Lowery and his command staff, participated in the Northern Illinois University Unity March. The Police Officers marched with other community leaders, elected officials, and citizens to promote positive changes and fellowship in our community. Chief Lowery also participated in the workshop on civil discourse with additional stakeholders that followed the event.</li> <li>• On September 27, 2016, Chief Lowery and Community Relations &amp; Training Officer Sullivan organized and attended "Coffee with the Chief" at Lincoln Inn. Members of the community met with Chief Lowery and Officer Sullivan and discussed topics and issues of concern in an open dialog. This event facilitated meaningful participation in governance by DeKalb citizens. It also helped to build an open line of communication with the residents of DeKalb.</li> <li>• On October 11, 2016, the DeKalb Police Department participated in the Take Back the Night march held at the Northern Illinois University MLK Commons and East Lagoon. The march raises awareness of nighttime violence. Sergeant Farrell assisted by escorting the marchers.</li> <li>• On October 19, 2016, Deputy Chief Petragallo and Commander Lekkas participated with the DeKalb Park District in Welsh Park Community Day. Deputy Chief Petragallo and Commander Lekkas participated in the park clean up and then met with residents and other stakeholders to discuss safety strategies, community policing efforts, and successes.</li> <li>• On October 20, 2016, Officer Sullivan conducted a personal safety presentation to the employees of DeKalb NICOR. Employees were educated on basic personal safety topics. This event helped to build an open line of communication between a local business and the Police Department. It also educated the employees on current crime trends.</li> <li>• On October 21, 2016, Officer Sullivan assisted with mock interviews at the DeKalb High School for students that were interested in a law enforcement career. After each interview, the students were provided with information on how to obtain a career in law enforcement.</li> <li>• On 10/27/16, Officer Sullivan attended an event at Tyler Elementary School, "Honor Our Local Heroes." Dinner was served to local heroes and an anti-bullying presentation was given by the school social worker. After dinner and the presentation, Officer Sullivan and other local heroes read a story to the elementary school children and helped make a craft project.</li> </ul>	PD, FD
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*Strategy: Continue and expand the trusted and friendly presence of City Police, Fire, and other personnel in the neighborhoods.*

Action	Engage citizens in active partnerships to enhance public safety and quality of life. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On November 7, 2016, Officer Kelly Sullivan represented the DeKalb Police Department as a member of the DeKalb County TRIAD Team at Kishwaukee Community Hospital for "Hospice Celebration Month." TRIAD is a community group comprised of local law enforcement, community organizations and individuals that work together to improve the quality of life for older adults. This event helped to facilitate meaningful participation in the community by older adults. This event also sought to build positive relationships with members of the community.</li> <li>• On November 10, 2016, Chief Gene Lowery and Officer Kelly Sullivan organized and attended "Coffee with the Chief" at the DeKalb Police Department. Members of the community met with Chief Lowery and Officer Sullivan and discussed issues of concern in an open dialog. This event is an example of community policing and helped to build an open line of communication with the residents of DeKalb.</li> <li>• On November 11, 2016, Firefighter/Paramedic Pat Eriksen spoke to the Athletic Training Class at Northern Illinois University about athletic incidents in emergency medical services. The discussion concluded with a question and answer session which promoted better interaction between emergency medical responders and NIU students at emergency incidents.</li> <li>• On November 28, 2016, Cub Scout Pack 131 toured the fire station and learned from the firefighters how first responders serve the community. These tours and interactions foster an understanding of the commitment and skills necessary to be a firefighter and helps to plant seeds for a future career in the fire service.</li> <li>• On November 28, 2016, firefighters from Station 2 and the Fire Prevention Lieutenant assisted Barb City Manor by conducting a fire drill for their residents. During the fire drill, firefighters interacted with the residents, which promoted positive relations between our senior citizens and our firefighters.</li> <li>• On December 3, 2016, Officer Kelly Sullivan organized and hosted a Heartland blood drive at the DeKalb Police Department. This event helped to build positive relationships within the community while helping those in need.</li> <li>• On December 9, 2016, Officers from the Police Department along with Firefighters from the Fire Department joined forces to compete against teachers from DeKalb Middle Schools in a "Toys for Tots" basketball fundraiser event. This event helped to raise funds and gather toys for children in need during the holiday season. This event helped to build positive relationships with DeKalb residents.</li> <li>• On December 11, 2016, officers from the DeKalb Police Department participated in our "Heroes and Helpers" event held at Target. Forty-six children in need were each provided a \$100 Target gift card to purchase gifts for the holiday season. This event allowed the police department to connect with an underrepresented population in the community. It helped to facilitate a positive relationship between officers and children in the community.</li> <li>• On December 25, 2016, DeKalb Police Department night shift officers responded to a domestic dispute in which three young children were displaced for the evening and relocated to a shelter. During the relocation, the youngest child inquired how Santa would find them since they had to leave the residence where they were to stay. While the children were being moved, Officers began to plan a Christmas for the children. Officers donated their money to purchase gifts. Officers purchased and wrapped the gifts for the children. Officers then delivered the presents to the shelter where workers agreed to place the gifts bedside once the children went to sleep. Officers went beyond their daily duties to bring these children happiness and enhance their quality of life. A summary of the incident was posted to the Police Department's Facebook page and shared by national news outlets.</li> <li>• On December 27, 2016, Officer Sullivan attended "Camp University" at the University Village apartment complex which was organized and hosted by Adventure Works. Officer Sullivan had a conversational lunch with the children that attended the camp. Afterward, Officer Sullivan participated in camp activities with the children. This event was an example of community policing and helped to build positive relationships with children in the community.</li> </ul>	PD, FD
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Explore the feasibility of implementing the elements of the DeKalb Sustainability Plan and the America's Best Communities plan.	Achieved	<ul style="list-style-type: none"> <li>• Public Works Director Tim Holdeman worked with Solid Waste Specialist Michelle Gisbon of the DeKalb County Health Department to present City Council a proposal to implement a Composting Pilot Study in portions of the City of DeKalb during the November 28, 2016, City Council meeting.</li> <li>• Public Works Director Holdeman is exploring the possibility of a commission comprised of the Public Works Superintendents and Management Analyst Patrick DiDiana to create an implementation plan for each plan and report its annual progress. Elements of each plan are currently being developed or in progress.</li> <li>• The Central Business District received new recycling containers. Additional containers have been purchased and installations are scheduled for the coming weeks.</li> </ul>	PW, CD
Action	Encourage a continuing assessment of the plans' implementation, progress, and effectiveness by collaborating with the Citizen's Environmental Commission.	Achieved	<ul style="list-style-type: none"> <li>• City Engineer John Laskowski and Long Range Planner Derek Hiland presented "Implementation and Monitoring of the City's Sustainability Plan" during the Citizens' Environmental Commission meeting on July 7, 2016. They discussed planning and engineering aspects of implementing sustainability plans in the City and answered questions raised by the Commission members.</li> <li>• Each December, the Citizens' Environmental Commission and the City present the P.R.I.D.E. Awards at a regularly scheduled meeting of the DeKalb City Council. P.R.I.D.E. refers to People Responsible for Improving DeKalb's Environment. These awards recognize local residents, organizations, or businesses that have significantly improved the quality of life in DeKalb through projects, activities, or programs emphasizing resource conservation, energy efficiency, beautification, waste reduction, or similar environmental improvements. Those conducting projects or programs aimed at increasing public awareness and knowledge of specific environmental issues are also eligible for P.R.I.D.E. Awards.</li> <li>• This year, the P.R.I.D.E. Awards were presented on December 12 to the DeKalb Public Library and to a local community volunteer. In presenting the awards, Dr. Oleckno, Chair of the Citizens' Environmental Commission, noted that the DeKalb Public Library "has taken numerous steps to conserve resources and protect the environment before, during, and after its recent reconstruction and remodeling." He cited significant reductions in water and energy use as well as efforts to reduce the use of toxic products while increasing recycling practices. Oleckno also noted that LEED certification guidelines were followed during the reconstruction and remodeling of the library. LEED, or Leadership in Energy and Environmental Design, standards seek to promote ecologically sound buildings. Accepting the award for the library was Samantha Hathaway, an employee of the library.</li> <li>• The Citizen's Environmental Commission and Director Holdeman announced the CEC is searching for an intern to help implement the City of DeKalb Sustainability Plan.</li> </ul>	PW

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Review and adjust City policies, practices, and programs to serve this core vision.	Achieved	<ul style="list-style-type: none"> <li>• The City has launched a new software system, NEOGOV INSIGHT, to improve the hiring process for job seekers. Job seekers are able to quickly apply online to numerous positions currently open via the City's website. Interested candidates can apply for current vacancies or sign up for new openings that become available. NEOGOV Insight allows candidates to complete a job interest notification card allowing a proactive and efficient source of communication between the candidate and City. Candidates will have the opportunity to select positions of interest and receive e-mail notifications when an opening occurs. This feature will aid the City in the reduction of advertising expenses, enhancement of communications with the candidate pool and the reduction of candidates' continual need to check for opportunities. Online application process will increase outreach of candidates. The new software streamlines the job search and application process for job seekers. Instead of applying for multiple job openings at once, candidates can submit multiple applications all electronically.</li> <li>• The Board of Fire and Police Commissioners (BFPC) and Human Resources Department (HR) staff updated the BFPC Rules and Regulations in order to streamline the Police and Fire Entry Level recruitment process. The new procedure shortens the recruitment process by three months, saves the City over \$3,000 in written examination costs, and increases efficiency, candidate's poll and diversity outreach.</li> <li>• The City has launched a new software system (NEOGOVS INSIGHT) to improve the hiring process for job seekers. Job seekers are able to quickly apply online to numerous positions currently open via the City's website. Interested candidates can apply for current vacancies or sign up for new openings that become available. Online application process will increase outreach of candidates.</li> <li>• The new software streamlines the job search and application process for job seekers. Instead of applying for multiple job openings at once, candidates can submit multiple applications all electronically.</li> </ul>	HR

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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.*

Level	Name	Status	Updates	Dept.
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 July 13, 2016, Police Detective Mott, Officer Burke and Community Relations &amp; Training Officer Sullivan hosted a “Fishing Derby” for Camp Power, a summer camp for children living in the University Village apartment complex. Numerous school-aged children attended the camp and learned how to fish with Police Officers. This event facilitated good rapport between children in the community and DeKalb Police.</li> <li>• On July 17, 2016, the Fire Department participated in the Dallas Officers Support and Benefit Ride parade.</li> <li>• On July 29, 2016, the DeKalb Police Department participated in the Kishwaukee Fest Parade. Commander McDougall was honored as the grand marshal.</li> <li>• On July 29, 2016, the DeKalb Police Department participated in the Special Olympics fundraiser held at Texas Roadhouse in Sycamore. Officers served patrons meals while promoting the Special Olympics.</li> <li>• On August 27, 2016, the DeKalb Police Department assisted with the Corn Classic 10K/3K Race.</li> <li>• On September 11, 2016, the DeKalb Police Department participated in the Lyme Aide charity motorcycle ride by escorting motorcyclists through DeKalb. The charity ride benefits Lyme Disease victims.</li> <li>• On September 16, 2016, Deputy Chief Hoadley and Commander Lekkas participated in the First National Challenge DeKalb vs Sycamore High School Football Game. Deputy Chief Hoadley and Commander Lekkas were among officials named honorary captains.</li> <li>• On September 17, 2016, the DeKalb Police Department participated in the Connexion Comunidad Block Party. During the block party, Officer Gates conducted a K9 demonstration.</li> <li>• On September 14, 2016, members of the DeKalb Police Department, including Police Chief Gene Lowery and his command staff, participated in the Northern Illinois University Unity March. The Police Officers marched with other community leaders, elected officials, and citizens to promote positive changes and fellowship in our community. Police Chief Gene Lowery also participated in the workshop on civil discourse with additional stakeholders and student groups that followed the event.</li> <li>• On September 23, the DeKalb Police Department participated in the Brooks Elementary School Fall Festival. Patrol Officer Gates conducted a K9 demonstration along with a squad car display for the elementary school aged children.</li> <li>• On September 24, 2016, the Fire Department participated in the DeKalb County Toy Run Parade.</li> <li>• On September 29, 2016, the DeKalb Police Department participated in the DeKalb High School Homecoming parade.</li> <li>• On October 1, 2016, the DeKalb Police Department participated in the 9th annual Veterans Motorcycle Motorcade honoring senior veterans. Patrol Officer Reinbolz escorted the motorcade on a DeKalb Police motorcycle.</li> <li>• On October 3, 2016, the DeKalb Police Department participated in the Safe Passage Domestic Violence Vigil held at the First Congregational United Church of Christ. The event included art viewing, survivor speak out, and a candlelight walk.</li> <li>• On October 8, 2016, Sergeant McNett attended the Black Male Initiative basketball tournament held at the Stevenson dormitory basketball courts.</li> <li>• On October 9, 2016, the DeKalb Police Department participated in the Cortland Fall parade. Officer Reinbolz rode a DeKalb Police motorcycle in the parade.</li> <li>• On October 27, 2016, the DeKalb Police Department participated in the Downtown DeKalb Spooktacular. Patrol Officer Densberger handed out candy and interacted with children and their families.</li> </ul>	PD, FD, CMO

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On November 5, 2016, DeKalb Police Department Commander Lekkas attended and participated in the St. George Greek Orthodox Church 50th Anniversary celebration event. Commander Lekkas participated in the open house at St. George Greek Orthodox Church and the 50th Anniversary banquet held at Faranda's.</li> <li>• On November 16, 2016, DeKalb Police Department Sergeant Mott conducted a police department tour with a group of Cub Scouts and their families.</li> <li>• On November 18, 2016, DeKalb Police Department Commander Lekkas and Detective Reyes conducted a safety talk to kindergarten students at Lincoln Elementary School. Numerous safety topics were covered with the students.</li> <li>• On November 19, 2016, the DeKalb Police and Fire Departments assisted the Barb Boosters in conducting a sendoff for the DeKalb High School Football Team. The football team was playing in the 6A Zemifinal football game and were escorted by police officers and fire engine, ambulance, and fire battalion as they left DeKalb.</li> <li>• On November 19, 2016, the DeKalb Police Department assisted with the OCB Bodybuilding Competition held at the Egyptian Theatre. Officer Jursich assisted during the competition.</li> <li>• On December 1, 2016, the Police Department, Public Works Department and Fire Department escorted Santa in the Santa Comes to Town parade.</li> <li>• On December 11, 2016, officers from the DeKalb Police Department participated in our "Heroes and Helpers" event held at Target. Forty-six children in need were each provided a \$100 Target gift card to purchase gifts for the holiday season. This event allowed the Police Department to connect with an underrepresented population in the community. It helped to facilitate a positive relationship between officers and children in the community</li> <li>• On December 25, 2016, DeKalb Police Department night shift officers responded to a domestic dispute in which three young children were displaced for the evening and relocated to a shelter. During the relocation, the youngest child inquired how Santa would find them since they had to leave the residence where they were to stay. While the children were being moved, Officers began to plan a Christmas for the children. Officers donated their money to purchase gifts. Officers purchased and wrapped the gifts for the children. Officers then delivered the presents to the shelter where workers agreed to place the gifts bedside once the children went to sleep. Officers went beyond their daily duties to bring these children happiness and enhance their quality of life. A summary of the incident was posted to the Police Department's Facebook page and shared by national news outlets.</li> </ul>	PD, FD, CMO
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Explore ways to enhance the City's role with Voluntary Action Center governance.	Achieved	<ul style="list-style-type: none"> <li>Public Works Director Holdeman recently attended VAC Board Meetings. He and VAC Board members are exploring ideas to increase the City's participation.</li> </ul>	PW
Action	Explore the possibility of a bicycle-friendly community distinction.	Completed	<ul style="list-style-type: none"> <li>Members from the Active Transportation Initiative of Live Healthy DeKalb County and Staff began the application in February 2016 and submitted it on August 16, 2016. Staff anticipates the award will be critical in obtaining grant funds for future bicycle and Complete Streets projects.</li> <li>As a newly awarded Bicycle Friendly Community, the City receives an award certificate, road signs, and a report card with feedback on the City's future bicycling needs. Staff anticipates the award will be critical in obtaining grant funds for future bicycle and Complete Streets projects. The League will made its official announcement on November 16, 2016.</li> </ul>	PW
<i>Strategy: Partner with federal, local and state agencies to improve the connectivity of the transportation network throughout the region.</i>				
Level	Name	Status	Updates	Dept.
Action	Support infrastructure enhancements for Voluntary Action Center operations, including the proposed transportation facility.	Achieved	<ul style="list-style-type: none"> <li>Transportation Planner Brian Dickson will be submitting an application to the U.S. Department of Transportation seeking money from the Transportation Investment Generation Economic Recovery (TIGER) grant. The money would go toward the DeKalb County Multimodal Transportation Facility and give the Voluntary Action Center room to store and maintain the City's bus fleet.</li> <li>DSATS is coordinating the development of a Transit Development Plan that analyzes the transit operations of TransVAC and Huskie Bus. This plan will help NIU, City of DeKalb, and other DSATS member organizations identify ways to improve transit throughout the region.</li> <li>DSATS is coordinating the development of a Transit Development Plan that analyzes the transit operations of TransVAC and Huskie Bus. This plan will help NIU, City of DeKalb, and other DSATS member organizations identify ways to improve transit throughout the region.</li> <li>Transportation Planner, Brian Dickson will be submitting an application to the U.S. Department of Transportation seeking money from the Transportation Investment Generation Economic Recovery (TIGER) grant. The money would go toward the DeKalb County Multimodal Transportation Facility and give the Voluntary Action Center room to store and maintain the City's bus fleet.</li> </ul>	PW

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
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.	Achieved	<ul style="list-style-type: none"> <li>• This Action was achieved in Fiscal Year end 2016 and is being continued for Fiscal Year End 2016.5 and 2017.</li> </ul>	FIN

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	Achieved	<ul style="list-style-type: none"> <li>• On September 27, 2016, Fire Chief Eric Hicks published in the Daily Chronicle and on the City's website a Request for Proposal for two new ambulances. The new ambulances will replace two ambulances that are past their useful life. The bid opening occurred on October 28, 2016, at 2:00 p.m.</li> <li>• In early October 2016, the DeKalb Police Department sold two aging squad cars with about 150,000 miles each. These cars are driven 24 hours a day and in every weather condition, making maintenance essential to avoid squads breaking down during emergencies. The department is replacing the cars with two new SUV's equipped with all-wheel drive and protective cages making them safer on the roads and offering additional protection for the occupants.</li> <li>• In October of 2016, the Fire Department conducted a formal Bid process for the purchase of two ambulances. Through that process, the City received eleven bids from six different vendors. Staff will be submitting for Council approval a request to reject all bids, approve an alternate proposal, which requires a waiver of competitive bidding for the purchase of two new Ford chassis ambulances. Further, staff is also requesting approval for the purchase of lettering, graphics, and equipment (including radios, mobile data computers, etc.) necessary to place these ambulances in service. The total of all purchases will not exceed \$260,000. FY16.5 budget approved \$280,000 for these purchases, which means that at least \$20,000 will be saved against budgeted costs. Approval of the bid will allow for the replacement of two 2003 ambulances. Within the past calendar year, the City has had numerous ambulance breakdowns and ambulances go out of service with mechanical issues, including one ambulance that experienced major mechanical failures while transporting an emergency medical patient to the hospital. The purchase price includes the trade-in value of the two 2003 ambulances currently in use by the Fire Department in the amount of \$19,500.</li> <li>• The Public Works Department is finalizing the bids specs for a new street-sweeper.</li> <li>• The City is incorporating a five-year Capital Improvement Program (CIP) with the FY2017 budget.</li> <li>• The Public Works Department is preparing an RFP for a Streets, Fleet and Facilities Master Plan to develop strategies for funding CIP investments in future years.</li> <li>• The Fire Department is in the process of preparing for Council approval a request to purchase a 2016 Ford Expedition. The purchase of the vehicles, with options and equipment required, shall not exceed FY2017 budgeted allocation totaling \$40,000. The requested new vehicle will be added to the front line fleet and utilized as the Shift Commander's response vehicle. The current Shift Commander's vehicle is 10 years old and will be repurposed for use by the Deputy Fire Chief. The current Deputy Fire Chief's vehicle is 13 years old and will be repurposed for a pool car, replacing another vehicle that is also 13 years old.</li> <li>+The Public Works Department completed a RFP to procure professional services for the City's first Asset Management Plan.</li> <li>•The DeKalb Police Department has purchased and outfitted two new Ford Explorer squad cars. These all-wheel drive sport utility vehicles are replacing older two-wheel drive sedans. The new trucks will not only handle better in inclement weather, but are also outfitted with updated communications and emergency equipment.</li> <li>• The Public Works Department received five bids for the purchase of a new street sweeper. The new sweeper will replace a 1999 Elgin Pelican sweeper. The most responsive bidder complied with 91.6% of the bid specifications and submitted a purchase price \$32,628 under the budgeted amount for FY16.5.</li> <li>• The Utility Division purchased a new John Deere 410L backhoe. The new backhoe replaces the Division's 2002 John Deere backhoe. The backhoe is a critical to the piece of the maintenance and repair of the City's water distribution system.</li> <li>• In October 2016, the Fire Department conducted a formal Bid process for the purchase of two ambulances. Through that process, the City received eleven bids from six different vendors.</li> </ul>	PD, PW, FD, FIN

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
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.	Achieved	<ul style="list-style-type: none"> <li>The City began recruitment for the City's IT director in July 2016. The position was advertised in multiple locations, including the City's Facebook page and website. The Human Resources Department reviewed applications and interviews were conducted September-October.</li> <li>The IT Director began employment with the City on Monday, December 5, 2016. The incumbent brings over 16 years of municipal experience in the information technology field, holds an MBA from Northern Illinois University and is an active member of Government Management Information Systems (GMIS) International and the local Illinois Chapter.</li> </ul>	HR, FIN
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.	Not Achieved	<ul style="list-style-type: none"> <li>An RFP draft has been written and will be reviewed with the new IT Director starting in December. A team will be formed to begin this process and the submittal of the RFP is expected to go out prior to the end of FY16.5.</li> <li>The RFP is still being reviewed by IT director Marc Thorson. The project will be continue into FY 17.</li> </ul>	FIN

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

Level	Name	Status	Updates	Dept.
Action	Inventory existing City properties and identify those that support the City's mission.	Achieved	<ul style="list-style-type: none"> <li>GIS Technician Doug Eaton has updated the inventory of City-owned properties, adding additional information to identify which properties require reoccurring maintenance, and which properties are in a flood plain.</li> </ul>	PW, CD
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.	Achieved	<ul style="list-style-type: none"> <li>Public Works Management Analyst Patrick DiDiana and Director Tim Holdeman have developed a draft Request for Proposal that will be used to solicit Architects interested in providing services related for "A Study to Evaluate the City of DeKalb's Options for a New City Hall Facility DeKalb, Illinois". The RFP was discussed with City Manager Anne Marie Gaura and Assistant City Manager Patty Hoppenstedt on October 27.</li> <li>In July 2016, IT purchased a Kiosk for the front counter area at City Hall. The Kiosk is now active. This Kiosk provides residents and visitors access to the City of DeKalb website, ability to open and print PDFs, and pay utility bills. This device can provide greater efficiency at the counter as customers looking for specific information and frequently asked questions are given a self-service platform freeing up City Staff to work with customers requiring more attention.</li> <li>After meeting with engineering firms, Public Works Director Holdeman and Management Analyst Patrick DiDiana started a second draft to request proposals for "A Study to Evaluate the City of DeKalb's Options for a New City Hall Facility DeKalb, Illinois". Once complete, the draft will be presented to Departments Heads for discussion and input. City Manager Gaura and Assistant City Manager Hoppenstedt will receive a formal presentation in the upcoming months.</li> </ul>	CMO, PW, FIN

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Align City operations and individual performance expectations to strategic DeKalb 2025 Strategic Plan 35 goals.	Achieved	<ul style="list-style-type: none"> <li>• The City implemented Achievelt to track City operations with DeKalb 2025 Strategic Plan goals, strategies, and action items outlined in the 16.5 budget. Contributors from each department will use the software to continuously update the Mayor, Council, and residents on the City's progress.</li> <li>• The City Manager's Office unveiled the City of DeKalb Core Values to staff and initiated implementation of imagery into work spaces and common areas. The City hired OC Creative in FY16 to create a Core Value's logo and poster design. The posters of the City's Core Values were placed in the front lobby and conference rooms at City Hall. The posters will serve as a constant reminder of the beliefs and convictions that will guide and direct behavior and support the City's mission and visions.</li> <li>• This summer, Public Works Director Tim Holdeman worked with each Public Works Division Superintendent to identify specific performance measures. The performance measure data is now collected monthly and stored on our shared drive. Management Analyst Patrick DiDiana is currently working with the Superintendents to expand those measurements. The goal is to help the Superintendents use the data to plan, communicate, and most importantly align work assignments with the City's goals.</li> <li>• Utilizing the Achievelt software, the Public Works Department assigned each Division Superintendent a specific plan based on the City's FY16.5 goals. Patrick met with each Superintendent and provided training on how to update the software. The goal is to demonstrate the Strategic Plan's role in aligning individual performance and City operations.</li> <li>• The Utility Division replaced 77 aging water meters during the month of October. To date, 700 water meters have been replaced during the 2016 calendar year. The Utility Division is responsible for maintaining over 11,000 water meters throughout the water system. Properly functioning water meters and routine meter replacements improves the accuracy and efficiency of collecting and billing for water consumption and helps reduce unaccounted water loss and loss revenue.</li> <li>• Over the last year, the Police Department has begun to implement an intelligence driven policing model. The intent of this model is to use data to analyze where the problems are in DeKalb based upon locations, person, or circumstances and direct more resources to address the problems. This model is a collaborative effort with all of the divisions within the Police Department (Patrol, Investigations, Crime Free Housing, and Communications) with support from other area Police Departments, the DeKalb Fire Department, the State's Attorney's Office, and the City Attorney's Office.</li> <li>• Two staff members from each departments were part of the Performance Management Project Team who collaborated in creating a system of competencies and performance measures that will help guide our delivery of service to the community as stated in the DeKalb 2025 Strategic Plan.</li> <li>• To ensure water distribution remains efficient, the Utility Division conducts an annual water pumping and billing analysis to determine water loss that is unaccounted. The Utility Division strives for an 8% or less water loss percentage. For 2016, unaccounted water loss is 2.30%, the lowest percentage dating back to 1974.</li> </ul> <p>The Street Division has implemented a new performance measure. Crews are now tracking the location of potholes repaired throughout the City. The data will be used to create maps, track costs, and prioritize scheduling.</p>	All

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Provide budget documentation that clearly delineates the demand for services, the available resources, and allocation of resources.	Achieved	<ul style="list-style-type: none"> <li>The City is looking to implement a Priority Based Budgeting process in FY2017 to cost out all levels of services being provided by the City. These services will be placed in a quartile to determine if they are a core service vs. a non-core service with the collaboration of the City Council.</li> </ul>	CMO, FIN

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

Level	Name	Status	Updates	Dept.
Action	Take steps to preserve and improve the City's strong Aa2 bond rating.	Achieved	<ul style="list-style-type: none"> <li>The City Council approved funding the pension liabilities back up to the higher funding method during the 2015 tax levy year. They are continuing this theme in tax levy year 2016 to be fully funding the Police and Fire pension funds at this higher Early Entry Age method of funding. While the City is taking these steps Moody's did downgrade the City to an Aa3 bond rating. While this is still an above average rating the City needs to continue to take steps to decrease the Police and Fire pension liabilities.</li> <li>The City increased the Police and Fire pension employer contributions back to the higher funding method for the 2016 tax levy.</li> <li>The City hired a new actuary firm to assist in analyzing the current unfunded pension obligation to determine steps needed to help reduce this liability in future years.</li> <li>The City maintained a 28.27% fund balance reserve in the General Fund for FY ending June 30, 2016.</li> </ul>	FIN

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Action	Identify cost-sharing and cost-reduction opportunities through intergovernmental cooperation.	Achieved	<ul style="list-style-type: none"> <li>• Public Works Director Holdeman, Utility Superintendent Faivre and Street Superintendent Espy met with NIU Vice President for Facilities Management and Campus Services John Heckmann and several of his staff to discuss opportunities for shared services. NIU is particularly interested in receiving street sweeping services from the City. Other services will be shared on an as-needed basis.</li> <li>• Over the weekend of August 19, 2016, the DeKalb Police Department was provided additional resources and personnel by the Illinois State Police, Sycamore Police Department, DeKalb County Sheriff's Office, and Northern Illinois University Police Department to assist with the Northern Illinois University Move-In Weekend. The additional police personnel was brought in to assist with the increase in calls for service and to proactively prevent crime throughout the City but primarily focused on the area around the University.</li> <li>• Over the weekend of August 26, 2016, the DeKalb Police Department was provided additional resources and personnel by the Sycamore Police Department, DeKalb County Sheriff's Office, and Northern Illinois University Police Department to assist with Corn Fest weekend. The additional police personnel were brought in to assist with patrolling downtown DeKalb over the weekend.</li> <li>• On September 22, 2016, Deputy Chief Petragallo, Commander Lekkas, and Commander Woodruff met with Northern Illinois University Police Department's Command Staff and initiated a co-policing effort to help prevent and suppress crime in the Zone 1 police area of DeKalb that surrounds Northern Illinois University. As part of the co-policing effort, officers from both departments pair up daily and proactively patrol the area. Officers often share a squad car or conduct bicycle and foot patrols.</li> <li>• On Wednesday, October 10, 2016, DeKalb Taylor Municipal Airport Manager Tom Cleveland ventured to Springfield to speak with officials from the Illinois Department of Transportation's (IDOT) Division of Aeronautics. Each year, the Federal Aviation Administration (FAA) and IDOT's Aeronautics Division meet with officials from all Illinois airports. The annual meetings help IDOT direct Federal and State funds to airports in need of capital improvements. The two projects discussed include a new pavement for Runway 2-20 and the replacement of the Airport's perimeter security fencing. IDOT officials and Tom estimate the project to cost a total of \$819,000. However, if the project is approved the total cost to the City, after Federal/ State entitlements and discretionary apportionments, would be \$40,950. To ensure accurate costs, IDOT requested to see the Wildlife Report that is currently in progress. Those results will determine the fence-height required to deter wildlife and cost. Plans to overlay Runway 2-20 with a new pavement is estimated to cost \$5,000,000. If IDOT was to approve the project the total cost to the City would be \$250,000. However, due to the potential project's substantial cost, IDOT is working with Airport Manager Tom Cleveland on an alternative plan to annually phase in gradual improvements. Tom will continue to work with the City's consultants to submit official requests by December 16.</li> <li>• On October 30, seven DeKalb Patrol Officers assisted the Sycamore Police Department at Sycamore's annual Pumpkin Festival in downtown Sycamore. DeKalb Patrol Officers provide police assistance at the 10K run and parade. DeKalb and Sycamore Police Departments often cooperatively share resources for large events such as the Pumpkin Festival.</li> <li>• Over the weekend of October 21, 2016, the DeKalb Police Department was provided additional resources and personnel by the Illinois State Police, Sycamore Police Department, DeKalb County Sheriff's Office, Cortland Police Department, and Illinois Department of Natural Resources (Conversation Police) to assist with the Northern Illinois University Homecoming weekend. The additional police personnel was brought in to assist with the increase in calls for service and to proactively prevent crime throughout the City but primarily focused on the area around the University.</li> </ul>	PD, PW
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Action	Identify cost-sharing and cost-reduction opportunities through intergovernmental cooperation. (Continued)	Achieved	<ul style="list-style-type: none"> <li>• On November 12, 2016, the DeKalb Police Department provided additional resources to the Cortland Police Department during the Cortland Turkey Trot event. DeKalb Police assisted by providing traffic safety.</li> <li>• The Engineering Division is partnering with the DeKalb Park District to acquire the necessary land to construct the Kishwaukee River Bike Path. Once all required land is acquired, plans and specifications will be delivered to the Illinois Department acquisition of Transportation for review and comment.</li> <li>• On December 15, 2016, DeKalb Police Department Commander Lekkas attended the DeKalb Park District Board of Directors meeting. The Park District Board of Directors approved a \$5,000 donation to the DeKalb Police Department to be used toward the purchase of a Utility Terrain Vehicle (UTV). The DeKalb Police Department will primarily use the UTV to proactively patrol the parks and nature trails in DeKalb.</li> <li>• On December 29, 2016, DeKalb Police Department Sergeant Farrell conducted tobacco sales compliance checks through a grant provided by the Illinois Liquor Control Commission as part of the "Kids Can't Buy 'Em Here" Tobacco Enforcement Program. As part of the compliance checks, Sergeant Farrell will meet with retailers in an effort to educate employees.</li> <li>• The DeKalb Police Department received a traffic safety grant from the Illinois Department of Transportation. The grant is intended to fund impaired driving and occupant protection enforcement campaigns. The DeKalb Police Department conducted three traffic enforcement campaigns between October and the end of December - the Halloween Campaign, Thanksgiving Campaign, and the Christmas / New Year's Campaign.</li> <li>• The DeKalb Police Department has seven Officers assigned to the DeKalb County Sheriff's Office Special Operations Team (SOT). These officers are trained in special weapons and tactics. Members of the SOT train and respond to emergency call outs together and work cooperatively with officers from the DeKalb County Sheriff's Office and Sycamore Police Department. The SOT had numerous training sessions and call outs during this quarter.</li> <li>• The DeKalb Police Department participates in the Illinois Law Enforcement Alarm System (ILEAS) Region 3 Special Response Team and the Mobile Field Force. Sergeant Espy, Officer Jursich, and Officer Watson are assigned to teams. The teams consist of specially trained officers from multiple jurisdictions throughout Illinois that respond to various mutual aid requests. Each officer attended training quarter.</li> <li>• The DeKalb Police Department and Northern Illinois University Police Department have continued a co-policing effort to help prevent and suppress crime in the Zone 1 police area of DeKalb that surrounds Northern Illinois University. Officers from both departments work cooperatively to reduce crime in the area. Officers from each department are paired together to assist with each other's operational needs.</li> </ul>	PD, PW
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## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Level	Name	Status	Updates	Dept.
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>The City's existing personnel policies were reviewed in light of new or updated State and Federal employment legislation and to further address additional areas of legal and operational compliance. The outcome of this review was the development of a Personnel Manual and Benefits Handbook. These documents more clearly define the City's expectations of its employees and reflect current levels and administration of benefits, and the authority of the City to manage the employment relationship. The information was presented to the Council during the August 22, 2016, Committee of the Whole meeting and during the September 12, 2016, and September 26, 2016, City Council meeting. The Personnel Manual and Employee Handbook were approved by City Council and became effective on September 26, 2016.</li> <li>Human Resources staff has scheduled City-wide training for the Personnel Manual and Benefits Handbook.</li> <li>The Human Resources Department initiated the process of development of the City's new performance management system. A Project Team was identified and introductory kick-off meeting were held in September 2016. The Project Team is composed of the Assistant City Manager as Executive Sponsor, the Human Resources Director as the Project Leader, the MatchPoint consultant, and 11 representatives from all City departments. Subsequent meetings were conducted throughout the month of October and progress has been made in the development of core competencies and rating scales.</li> <li>Human Resources and the Performance Management System Project Team identified the core competencies and rating scales for the City's new performance evaluation process. Training sessions are scheduled for early January for all City supervisory staff. Supervisors will be provided with information regarding the new performance management process that will start with the 2017 review period and guidelines for setting goals. This project is central to the City's commitment to make our mission, vision, and the DeKalb 2025 Strategic Plan a reality for our residents.</li> </ul>	CMO, HR
Action	Ensure compliance with federal and state laws.	Achieved	<ul style="list-style-type: none"> <li>The City's existing personnel policies were reviewed in light of new or updated State and Federal employment legislation and to further address additional areas of legal and operational compliance. The outcome of this review was the development of a Personnel Manual and Benefits Handbook.</li> <li>New supervisors received American with Disability Act training.</li> <li>United States (U.S.) law requires organizations to employ only individuals who may legally work in the United States, either U.S. citizens or foreign citizens who have the necessary authorization. The City implemented E-Verify to streamline the process of verification. E-Verify is an Internet-based system that compares information from an employee's Form I-9 and Employment Eligibility Verification to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.</li> <li>Human Resources Department staff posted current employment mandated Federal and State posters at City facilities. The posters clearly display official labor and employment information detailing applicable Federal and State labor laws.</li> <li>The City has launched a new software system (NEOGOV INSIGHT) to improve the hiring process for job seekers. Job seekers are able to quickly apply online to numerous positions currently open via the City's website. Interested candidates can apply for current vacancies or sign up for new openings that become available. Online application process will increase outreach of candidates. The new online job application and career portal complies with the American with Disability Act, Standards for Accessible Design, by making the electronic application process accessible to people with disabilities.</li> <li>The City has launched a new software system (NEOGOV INSIGHT) to improve the hiring process for job seekers. Job seekers are able to quickly apply online to numerous positions currently open via the City's website. Interested candidates can apply for current vacancies or sign up for new openings that become available. Online application process will increase outreach of candidates. The new online job application and career portal complies with the American with Disability Act, Standards for Accessible Design, by making the electronic application process accessible to people with disabilities.</li> <li>Recently hired supervisors and employees promoted to supervisory positions received American with Disability Act training.</li> </ul>	CMO, HR

## FY16.5 Strategic Plan Update July 1, 2016 to December 31, 2016

### 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	Dept.
Action	Communicate updates on current infrastructure projects to residents in a timely manner.	Achieved	<ul style="list-style-type: none"> <li>• With the of addition of Management Analyst Patrick DiDiana to the Public Works team, communication has become a top priority. The Public Works Department is currently working to implement a department-wide communication plan. Public Works Director Tim Holdeman's goal is to use communication as a tool to demonstrate the value of services the City provides.</li> <li>• On September 13, Public Works attended ComEd's JOC Drill for DeKalb County and Dixon. During large-scale or extended outages, ComEd opens Joint Operations Centers (JOCs), ComEd representatives and municipality representatives share information and help manage Area Prioritization &amp; Restoration Lists (APRLs). The joint operation provides residents with real-time information.</li> <li>• Public Works is utilizing the City's social media platforms to inform citizens of lane closures, water main breaks, and seasonal updates.</li> </ul>	PW, FIN