

DATE: August 23, 2017

TO: Honorable Mayor Jerry Smith
City Council

FROM: Anne Marie Gaura, City Manager
Patty Hoppenstedt, Assistant City Manager
Raymond Munch, Management Intern

SUBJECT: FY 2017 Strategic Plan Second Quarter Update

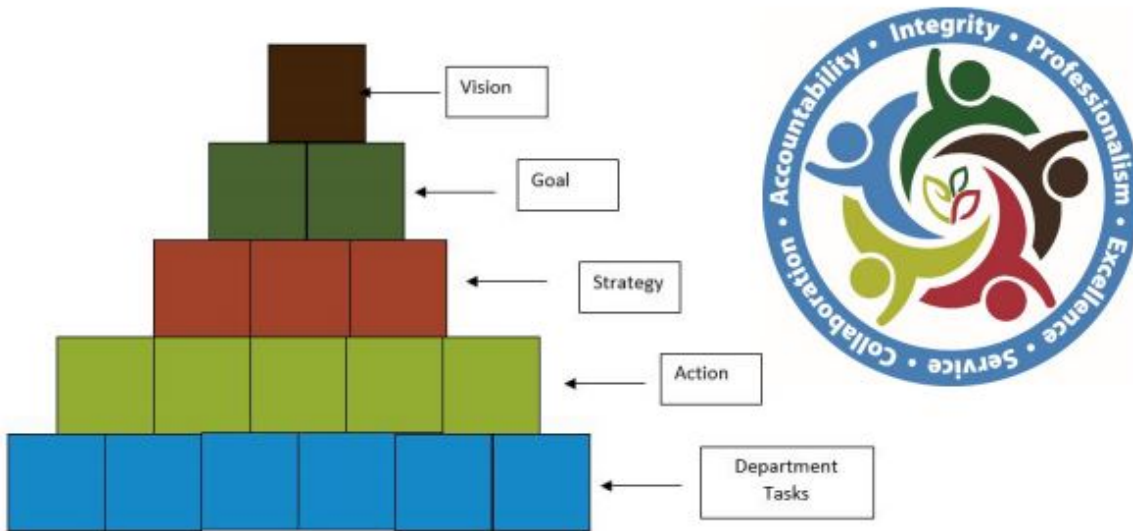
I. Summary

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

II. Background

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

During the FY2017 budget process, visions, goals, strategies and action items were identified by the City's department heads in collaboration with department staff. The action items in the Strategic Plan are the building blocks in achieving the City's five visions. For example, staff collaborating with community partners on City initiatives was one step in the effort to promote inclusiveness throughout the community. It is for that reason that staff reports at this level each year. With the City's Core Values in mind, staff completed various tasks in an effort to achieve the identified action items for the fiscal year. These action items develop an overall strategy that has been identified in the Strategic Plan. Each strategy is one of many that have been identified in the Strategic Plan to reach the City's goals. The goals of the Strategic Plan, when completed, lead the City to achieve a vision.

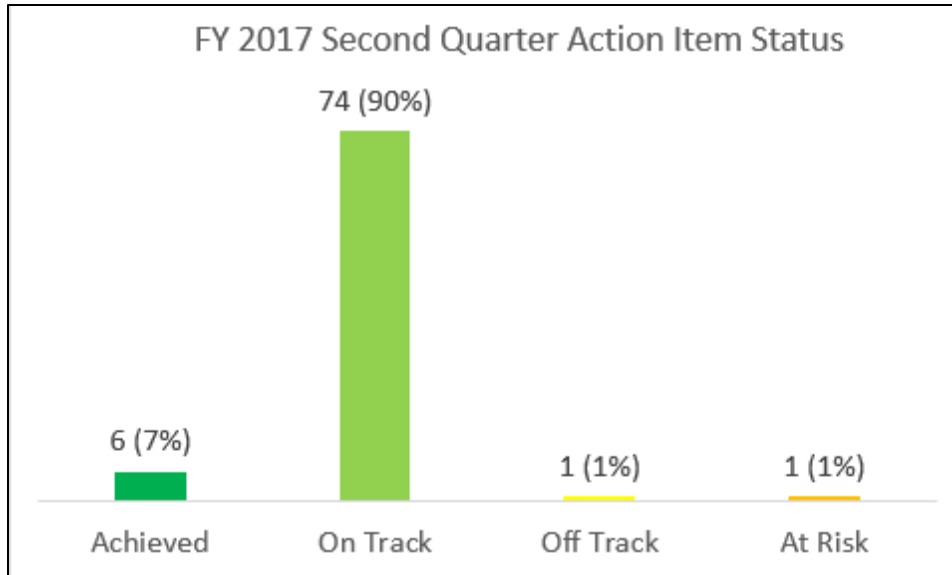


A total of 82 Strategic Plan action items are being addressed by the City in FY2017. Contributors from each City department have provided updates on strategies from the Strategic Plan that were outlined during the FY2017 budget process. Each of the 82 action items was examined to determine the status.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

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

Evaluation of the 82 action items identified for FY2017 revealed six were achieved, 74 are on track, one is off track, and one is at risk this quarter. Several action items for each of the five visions have been highlighted within this document. Detailed updates on each of the 82 action items can be seen in Attachment A.





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

- Public Works Director Tim Holdeman attended a preconstruction meeting for the Kishwaukee-Kiwanis Bike Path Project. Construction on the Kishwaukee-Kiwanis Bike Path is scheduled to begin in July. Public Works and Union Pacific Railroad (UPRR) are working on a Pedestrian Crossing Agreement to allow contractors on UPRR property. The bike path crosses directly under UPRR right-of-way. The agreement is critical to keeping the project on schedule.
- Police Chief Gene Lowery and Police Commander Craig Woodruff organized and attended “Coffee with the Chief” at the Police Department. Several members of the community met with Chief Lowery and Commander Woodruff to discuss 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.
- City staff has worked with RATIO to investigate the feasibility of a STEAM Learning Center that would also include a historical component. City staff also conducted a stakeholder update meeting for the STEAM Learning Center project. This meeting, which included residents, parents, educators and other community leaders, served to inform attendees on the purpose of the project and the intended next steps.

Vision of 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.

- Public Works staff recommended to City Council the implementation of a low-margin jet-fuel pricing strategy at the DeKalb Taylor Municipal Airport (DTMA). The



strategy reduces the resale price of jet fuel to incentivize jet traffic to land and refuel at the DTMA. Council voted unanimously to implement the strategy. Jet fuel sales for June 2017 tripled sales for June 2016. The strategy is gaining momentum and catching the attention of the region.

- The Fire Department conducted a community CPR and basic first aid course at the Fire Department. Attendees learned adult, child and infant CPR, choking relief, and basic first aid.
- The Police Department partnered with the NIU Police Department to host “Cop on a Rooftop” at Dunkin’ Donuts in DeKalb. This event raised funds for Illinois Special Olympics. The Police Department takes pride in its ability to partner with other organizations within the community to assist underrepresented populations.
- The Citizens’ Environmental Commission and City staff are working together to address an issue regarding the ordinance restricting grassy vegetation growth. City Code currently restricts growth to no more than eight inches in height unless naturalized areas on a property are approved as part of a master plan. Property owners desiring to incorporate naturalized areas into private landscapes are finding themselves in violation of City Code and wondering what they can do to make their desired landscapes legal.

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

- City staff collaborated with the University Village Tenant's Association (UVTA) to create a Request for Proposal (RFP) for social service delivery in University Village and the surrounding area. Through the re-zoning process of University Village, the City was able to negotiate with Security Properties to provide \$500,000 over a 15-year period for social service delivery for residents. Staff, UVTA, and other stakeholders, met with various agencies in the community to determine a strategy for allocating the funding. Ultimately, it was decided that an RFP would be released, which explicitly requests proposals be from multiple agencies that would work together in a collaborative nature.
- The Police Department successfully submitted an application to the U.S. Department of Justice for a Criminal Justice-Mental Health Collaboration Grant. This would provide funding of up to \$75,000 for a one-year study on how to best coordinate services among police and other social/public service partners for individuals exhibiting signs of mental illness.
- The City hosted Cultural Competence and Inclusion Training sessions for all non-sworn staff in Public Works, Community Development, City Manager's Office, Finance, Human Resources, and Information Technology. The City partnered with



NIU to develop professional training which was conducted by Associate Professors James Cohen and Joseph Flynn from NIU's Department of Curriculum and Instruction. Training focused on how we view ourselves and others, how our actions are perceived by others, and how better understanding of these issues creates a more inclusive environment.

- The Police Department partnered with the YMCA and other community stakeholders to launch another year of Camp Power. Camp Power provides fun activities and nutritional lunches to kids at University Village. Police Officers and other local mentors participate in taking the kids fishing, swimming, and playing many other sports.

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.

- The City and NIU are actively pursuing a consolidated transit system. Public Works Director Holdeman and John Heckmann of NIU presented data on a possible merger of NIU's Huskie Line and TransVAC to improve service and leverage federal grants. Grant funding could be used to construct a maintenance facility to accommodate all buses.
- Airport Manager Tom Cleveland received notice from the Illinois Department of Transportation – Division of Aeronautics that installation of the new navigation systems is scheduled for the fall of 2018.

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

- Fire Department leadership met with the Insurance Service Office (ISO) to complete an inspection of department processes. The purpose of this meeting was to determine if the ISO rating for the City of DeKalb can be lowered, which will improve homeowners' insurance premiums. Currently, the City is rated ISO 4. Firefighters conducted drafting drills to gather data needed for the ISO rating. The drill provided firefighters with the skills necessary to identify the principles of drafting and the components of mobile water supply operations. This drill was a required component of the ISO inspection.
- The City increased contributions to the Police and Fire Pension Funds. However, Moody's downgraded the City's bond rating from Aa3 to A1. Future rating increases are contingent on the expansion and diversification of the City's tax base and reduction of its unfunded pension liability. The City's bond financial advisor, William Blair, completed the S&P Rating Estimator which projected the City's bond rating at AA-, which is equivalent to Moody's Aa3 rating.



- The City's labor management team worked collaboratively with the International Association of Firefighters and the American Federation of State, County, and Municipal Employees unions resulting in the successful ratification of labor contracts.
- Public Works continues to utilize social media through the City Manager's Office to update residents. During the week of May 29, Public Works informed the City Manager's Office of two significant water main breaks. Using social media, the City informed residents of the potential impacts and approximate repair times.

III. Community Groups/Interested Parties Contacted

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

IV. Legal Impact

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

V. Financial Impact

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

VI. Options

No action is needed on this item.

VII. Recommendation

No recommendation is given.



FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Implement a branding initiative for DeKalb.	On Track	<ul style="list-style-type: none"> <li data-bbox="751 488 1751 659">▪ The City Manager’s Office updated profile pictures for all of the City’s social media accounts. The goal is to ensure that social media accounts are immediately recognized as belonging to the City and remain uniform across all platforms. <li data-bbox="751 716 1751 886">▪ Community Development and the City Manager’s Office began working with OC Creative of DeKalb to produce a brochure that highlights amenities within the City that students may not frequent. 	City Manager’s Office (CMO) and Community Development (ComDev)

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Level	Name	Status	Updates	Department
Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	On Track	<ul style="list-style-type: none"> <li data-bbox="747 488 1738 613">▪ In April, the City Manager’s Office hosted the last NIU Student Leaders meeting of the school year. These meetings will resume at the start of the 2017-18 school year. <li data-bbox="747 670 1745 889">▪ On April 10th, 2017, Commander Lekkas conducted two safety awareness presentations to the Early Childhood and Learning Development classes and Pre-Kindergarten class at Huntley Middle School. Approximately 130 children attended the presentations along with staff members. <li data-bbox="747 946 1751 1117">▪ The DeKalb Police Department partnered with the Department of Natural Resources and hosted a Hunter Safety Course held at Police Headquarters. DeKalb Police Officers instructed the course. 	CMO, Fire (FD), and Police (PD)

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Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	On Track	<ul style="list-style-type: none"> ▪ On May 9, 2017, Firefighter/Paramedic Jared Thorp received the Firefighter Medal of Honor in Springfield. Nine additional firefighters were recognized at the award ceremony, receiving the Unit Citation Award: Lieutenant/Paramedic Brett Gautcher, Firefighter/Paramedic Tim Stiker, Firefighter/Paramedic Todd Adamson, Firefighter/Paramedic Chris Krupa, Firefighter Matt Klotz, Captain Mike Thomas, Firefighter/Paramedic Andrew Romano, Firefighter/Paramedic Matt Holuj, and Firefighter/Paramedic Jon Ritter. 	CMO, FD, and PD

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Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	On Track	<ul style="list-style-type: none"> On May 10, 2017, Captain Luke Howieson gave a Fire Department historical presentation at Oak Crest Retirement Center. On May 24, 2017, Chief Gene Lowery and Commander Craig Woodruff organized and attended “Coffee with the Chief” at the DeKalb Police Department. Several members of the community met with Chief Lowery and Commander Woodruff 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. On June 19, 2017, Engine 3 and Medic 3 crews spoke to 25 high school driver’s education class students about drivers’ safety, focusing on the importance of yielding to emergency vehicles, seat belt safety, accidents, the Jaws of Life, and the risks of texting while driving. 	CMO, FD, and PD

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

Level	Name	Status	Updates	Department
Action	Use the City's official channels for communication to share and disseminate balanced information and updates on developments in DeKalb.	On Track	<ul style="list-style-type: none"> ▪ The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information with the community in a timely manner. As of June 30, 2017, the City has 3,327 Facebook followers, 134 Twitter followers, and 135 Instagram followers. ▪ On June 30, 2017, the July edition of DeKalb e-News was electronically delivered to 206 subscribers. The City continues to encourage residents to sign up for the DeKalb e-News email list through the City website and social media. 	CMO and Information Technology (IT)

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

Strategy: Facilitate ongoing community involvement.

Level	Name	Status	Updates	Department
Action	Identify and connect consistently with underrepresented populations and facilitate their meaningful participation in governance.	On Track	<ul style="list-style-type: none"> On April 6th, 2017, Commander Woodruff met with the DeKalb County Continuum of Care group to continue the discussion of mental health and homeless services in the DeKalb area. On April 19, 2017, Officer Kelly Sullivan attended a Senior Health Fair at Barb City Manor. Officer Sullivan answered residents' questions regarding any concerns. A drug take-back box was also provided to the seniors to discard any unwanted medication. This event was an example of community policing which helped to build relationships with seniors in the community. On June 24, 2017, DeKalb firefighters took Engine 1, Medic 1, and Battalion 1 to the Hopkins Park playground to attend the Department of Children and Family Services picnic. Firefighters interacted with the children and families and discussed fire safety. 	ComDev, FD, PD, and Public Works (PW)

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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Compare DeKalb with other university communities on key characteristics (e.g. crime, academic achievement, and taxes) for benchmarking and continuous improvement purposes.	On Track	<ul style="list-style-type: none"> The Finance Department is in the process of collecting additional data on key characteristics and present findings to the Finance Advisory Committee in August or September 2017. 	Finance (FN), IT, and PD

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April 1, 2017 to June 30, 2017

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

Level	Name	Status	Updates	Department
Action	Communicate City successes with community policing and related efforts to build positive relationships with residents.	On Track	<ul style="list-style-type: none"> <li data-bbox="751 488 1738 708">▪ On April 28, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a Northern Illinois University student. The student requested the tour to complete a class assignment. The police tour helped to build positive relationships with college students in the community. <li data-bbox="751 764 1745 932">▪ On May 4, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a local boy scouts troop. The police tour helped to build positive relationships with children and residents in the community. 	PD

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Encourage historic preservation initiatives.	On Track	<ul style="list-style-type: none"> An inventory of historic preservation initiatives is currently being conducted. The inventory should be completed this fall. 	ComDev

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

Level	Name	Status	Updates	Department
Action	Establish a City history museum that recognizes various elements of community heritage, e.g., public safety.	On Track	<ul style="list-style-type: none"> City staff has worked with RATIO to investigate the feasibility of a STEAM Learning Center that would also include a historical component. Given the City's rich history of innovation, programming at the STEAM Learning Center could include teaching the public about STEM principles through storytelling that includes the history of the community. City staff conducted a stakeholder update meeting for the STEAM Learning Center project. This meeting, which included residents, parents, educators and other community leaders, served to inform attendees on the purpose of the project and the intended next steps. 	CMO and ComDev

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Create an arts corridor and promote art-related activities, i.e. murals and public art.	On Track	<ul style="list-style-type: none"> The City has printed revised downtown directory brochures that include "Arts, Culture, and Entertainment" within the Downtown DeKalb logo. This is a small first step in rebranding the downtown as part of the ACE corridor. 	ComDev

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

Level	Name	Status	Updates	Department
Action	Establish a multimodal trail plan that connects the City's recreational and cultural assets.	On Track	<ul style="list-style-type: none"> Public Works attended the Preconstruction Meeting for the Kishwaukee Bike Path Project. Attendees included representatives from the Illinois Department of Transportation (IDOT), the City's consultant HLR, the contractor, and Public Works Director Tim Holdeman. The meeting addressed safety and IDOT material standards. Construction on the Kishwaukee-Kiwanis Bike Path is scheduled for July 10. Public Works and Union Pacific Railroad (UPRR) are working on a Pedestrian Crossing Agreement to allow contractors on UPRR property. The bike path crosses directly under their train underpass. The agreement is critical to keeping the project on schedule. 	PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

Strategy: Enhance entryway corridors into the City.

Level	Name	Status	Updates	Department
Action	Develop aesthetic and image-enhancing projects and programs.	On Track	<ul style="list-style-type: none"> ▪ Public Works' conducted spring maintenance projects. Fresh mulch reinvigorated streetscapes throughout the City. ▪ Community Development worked with developers of the Casey's project at Lincoln Hwy. and Peace Rd. to incorporate an easement for future placement of City monument signage. 	ComDev, PW
Action	Implement improvements to landscaping, signage, facades, and lighting.	On Track	<ul style="list-style-type: none"> ▪ While there are no significant updates to report this quarter, this item remains "On Track" for FY 2017. 	ComDev, PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> <li data-bbox="751 488 1755 797">▪ On April 8, 2017, Officer Kelly Sullivan attended the “Pie-a-Pi” event at Northern Illinois University. The DeKalb Police Department helped the Delta Omega Sorority collect pop tabs to donate to the Ronald McDonald House, located at Advocate Lutheran General Children’s Hospital. This event was an example community policing and helped to build an open line of communication between college students and the police. <li data-bbox="751 854 1755 1203">▪ The Police Department included several representatives from NIU in the planning meeting for a Criminal Justice/Mental Health Collaboration grant opportunity from the Department of Justice. Representatives from NIU's Police Department, Student Affairs, Student Professional Development, and Center for Governmental Studies were all participants in the planning meeting and agreed to be partners in the submission of information for the grant opportunity. 	CMO, ComDev, IT, PD, and PW

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Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> ▪ City Information Technology and NIU Information Technology have had several productive meetings to discuss opportunities and ideas to work together on projects. A very recent advancement toward this goal is the creation of a connection between the City's website and the NIU Mobile App. This connection provides those with the mobile app a direct link to events happening in the City of DeKalb. The City and NIU are still testing this, and the City is working with NIU marketing prior to the launch of this feature. ▪ The DeKalb Police Department and Northern Illinois University have continued their co-policing effort. As part of the effort, Officers from each agency team up to visit registered off campus events. 	CMO, ComDev, IT, PD, and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> City Staff hosted a dinner event with roughly 65 NIU students to discuss their needs, and desires for the community. Two of the participating students were invited to give a presentation to City Council, which took place during the Committee of the Whole meeting on April 17, 2017. A staff memo included the five main themes that came from discussions that night: transportation, communication, lighting & safety, non-alcoholic entertainment options, and sense of community. On April 24, 2017, Northern Illinois University students, Management Intern Chris Jackson and Economic Development Planner Jason Michnick presented to the City Council on the February downtown community conversation event and survey. On April 28, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a Northern Illinois University student. The student requested the tour to complete a class assignment. The police tour helped to build positive relationships with college students in the community. This event was an example of community policing. 	CMO, ComDev, IT, PD, and PW

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

Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> ▪ The Citizens' Community Enhancement Commission is working to have public art projects included in the curriculum for students in the College of Visual and Performing Arts. Dean Kassel was able to attend a CCEC meeting to discuss potential projects and has encouraged the City to reach out to other faculty in the college to push the initiative along. ▪ On June 21, 2017, City Manager Gaura met with representatives from NIU Career Services and discussed ways the City can get involved in various campus events such as Involvement Fair, Internship Fair, and Off-Campus Housing Fair. 	CMO, ComDev, IT, PD, and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Action	Seek field learning programs and other ways to continue the City's 50+ years of offering internships to students and explore opportunities for City personnel to extend their education through University programs.	On Track	<ul style="list-style-type: none"> ▪ IT has selected four volunteers for the upcoming April to August timeframe. These volunteers include two IT Technician volunteers and two IT Data Specialist volunteers. All four volunteers are either recent graduates or in their undergraduate studies at Northern Illinois University. These volunteers are currently going through fingerprinting, background checks and screening as part of their onboarding process. ▪ The City Manager's Office selected a new Management Intern. Raymond Munch is in his second year of NIU's MPA Program and will assist the City Manager's Office and others on various projects throughout the City. 	All Departments
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Strategy: Identify opportunities to visually and programmatically link NIU and the City

Level	Name	Status	Updates	Department
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.	On Track	<ul style="list-style-type: none"> <li data-bbox="751 488 1759 651">▪ The City partnered with NIU to develop Cultural Competence and Inclusion professional training. Professors from the NIU Dept. of Curriculum and Instruction conducted the training sessions during the week of May 22, 2017. <li data-bbox="751 708 1759 1049">▪ From May 22 through June 2, 2017, Deputy Fire Chief Jim Zarek completed his third year of the Executive Fire Officer Program at the National Fire Academy in Emmitsburg, Maryland. The Executive Fire Officer Program is a four-year program that provides senior Fire Officers with a broad perspective on various facets of fire and emergency services administration. The courses are graduate and upper-division baccalaureate equivalent courses. <li data-bbox="751 1105 1759 1349">▪ The Fire Department is continuing its internship program with Northern Illinois University. The intern draws building pre-plans and enters pre-plan information into FireHouse database software program and schedules the Commercial Building Inspections. This internship program is mutually beneficial to both the City and to the student. 	All Departments

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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.	On Track	<ul style="list-style-type: none"> The Information Technology Department was able to bring three NIU volunteer interns on board in June. Deana Dupee is an undergraduate studying Computer Science. Vivekraj Yuvaraj is a graduate student studying Computer Science. Srivaishnav Gandhe is a graduate student studying Information Technology in the OMIS Department. The IT Department is very grateful to have these smart and ambitious folks on our team. <p>Individually they are assigned as leads for three projects, and they are working together to help each other as these projects are very complex. Projects include the creation of master parcel and address tables as a foundation for property management software, a community services/public safety process to help residents with functional and accessibility needs, and a project to assist our building division with information collection. These projects are in the early phases and we will provide more details as they move along.</p>	All Departments

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April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

Strategy: Leverage local environmental expertise.

Level	Name	Status	Updates	Department
Action	Refresh, review, and analyze the implementation of the City's Sustainability Plan.	On Track	<ul style="list-style-type: none"> ▪ Public Works is assisting the Watershed Steering Committee (WSC) on education and outreach for its Watershed Plan. The WSC realized DeKalb County residents lacked the knowledge to name local stream systems within their own community or neighborhood. They believe signage is critical to raising awareness and helping county residents understand the need for a watershed plan. 	PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Support the establishment of a regional technology, art, and cultural children's learning space.	On Track	<ul style="list-style-type: none"> City staff has worked with RATIO to investigate the feasibility of a STEAM Learning Center that would also include a historical component. Given the City's rich history of innovation, programming at the STEAM Learning Center could include teaching the public about STEM principles through storytelling that includes the history of the community. City staff conducted a stakeholder update meeting for the STEAM Learning Center project. This meeting, which included residents, parents, educators and other community leaders, served to inform attendees on the purpose of the project and the intended next steps. 	CMO, ComDev, and IT

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of a Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Provide comprehensive and timely communication about all events of interest to people who live, go to school, or work in DeKalb.	On Track	<ul style="list-style-type: none"> The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information on community events in a timely manner. As of June 30, 2017, the City has 3,327 Facebook followers, 134 Twitter followers, and 135 Instagram followers. On June 30, 2017, the July edition of DeKalb e-News was electronically delivered to 206 subscribers and made available on the City website. The electronic newsletter provided information on a variety of community events for the months of July and August. 	CMO

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

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

Level	Name	Status	Updates	Department
Action	Establish a physical space to provide business co-working opportunities.	On Track	<ul style="list-style-type: none"> There are no significant updates to report this quarter; however, communication with various stakeholders is ongoing and the item remains on track for FY 2017. 	ComDev

Strategy: Improve the pedestrian and aesthetic environment of downtown.

Level	Name	Status	Updates	Department
Action	Implement a Complete Streets policy in future City planning to improve safety, accessibility, and aesthetics.	On Track	<ul style="list-style-type: none"> Discussions on ways to implement a Complete Streets Policy into the TIF Phase Out Plan continue. The City is currently evaluating streetscape improvements to First Street and Fifth Street which will incorporate the Complete Streets policy. 	ComDev and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

Strategy: Improve the pedestrian and aesthetic environment of downtown.

Level	Name	Status	Updates	Department
Action	Extend the streetscape amenities to additional areas of the downtown.	On Track	<ul style="list-style-type: none"> <li data-bbox="789 488 1766 797">▪ Mayor Jerry Smith joined Public Works and the DeKalb High School horticulture students to plant annuals in the Van Buer Plaza. The students raised the spring annuals in their green house to brighten the Central Business District. In the coming weeks, 26 additional planters, hanging baskets, and flowers planted by master gardeners will welcome everyone to our downtown. (picture) <li data-bbox="789 854 1717 1016">▪ Judy Schneider and Randy Mosley led a master gardeners group to plant locally grown flowers by the DeKalb County Community Garden Foundation and the Derby Line Greenhouse in the Central Business District. 	ComDev and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

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

Level	Name	Status	Updates	Department
Action	Ensure the downtown has state-of-the-art transportation and telecommunications infrastructure (i.e. Wi-Fi, electric car charging stations).	On Track	<ul style="list-style-type: none"> <li data-bbox="789 488 1759 841">▪ Information Technology, Police, and NIU IT are continuing to work on an agreement to provide Wi-Fi and other projects in the downtown business district. A recent development has occurred through discussions with other communities working toward a similar project in their community. City Staff and NIU are investigating these new options to see if there is feasibility. We hope to bring a proposal and agreement to the City Council soon. <li data-bbox="789 894 1770 1068">▪ City staff is investigating car charging stations for City Hall and the downtown business district. This is in the early stages of the investigation and IT will advise as this project progresses. 	IT

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

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

Level	Name	Status	Updates	Department
Action	Explore technology solutions to enhance public safety and quality of life.	On Track	<ul style="list-style-type: none"> The Police Department, with the assistance of the Information Technology Department, recently completed an electronic connection to the DeKalb County State's Attorney Office. This means that the State's Attorney has instant access to police reports, documents, and photos. This reduces the burden on the Police Records Division retrieving the reports and saves costs by reducing the amount of paper consumed. 	PD and IT

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

Level	Name	Status	Updates	Department
Action	Consider a range of strategic investment options for the Egyptian Theatre to maximize its impact as a driving force of downtown commerce.	On Track	<ul style="list-style-type: none"> City staff met with Egyptian Theatre leadership to discuss the Business Feasibility Study compiled by Janis Barlow and Associates. Staff from the Egyptian Theatre indicated that they wanted to present a follow-up report to the City Council. The report is being compiled for presentation at a future meeting. 	CMO and ComDev

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

Goal: Position downtown DeKalb for long-term success.

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

Level	Name	Status	Updates	Department
Action	Investigate the potential for a downtown area hotel and conference center to meet community and regional needs.	On Track	<ul style="list-style-type: none"> ▪ City staff has reached out to multiple developers to discuss the possible development of a hotel/conference center at multiple sites in the downtown. 	ComDev

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

Strategy: Promote and encourage local business collaboration.

Action	Support initiatives developed by business owners, i.e. restaurant week, shop local, summer shopping hours, coordinated shopping promotions.	On Track	<ul style="list-style-type: none"> ▪ City Staff continues to attend meetings with downtown business owners to support these initiatives. ▪ Staff is collaborating on the creation of a new trifold brochure highlighting the amenities of downtown DeKalb. 	ComDev
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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

Strategy: Promote and encourage local business collaboration.

Level	Name	Status	Updates	Department
Action	Co-sponsor events with NIU to introduce and attract students to downtown DeKalb.	On Track	<ul style="list-style-type: none"> ▪ The City hosted a dinner with NIU students in February at O'Leary's. The event included a bus tour from Holmes Student Center through the downtown. During the bus tour, several comments were made by students that they did not realize what amenities, shops, and restaurants were in the downtown. Following the tour and dinner, City staff and community volunteers facilitated conversations with student focus groups to discuss how to make the downtown more inviting to students. Following the event, two participating students were invited to make a presentation to Council about the event. The presentation was made during the COW meeting on April 24, 2017. 	CMO and ComDev

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Identify retail, commercial and service needs and foster development of businesses to meet those needs, i.e. human services, food desert areas.	On Track	<ul style="list-style-type: none"> ▪ City staff has been working with various community stakeholders, including NIU and the NIU Center for Governmental Studies, to prepare for a study of the Annie Glidden North neighborhood. ▪ City Staff collaborated with the University Village Tenant's Association (UVTA) to create a Request for Proposal for social service delivery in University Village and the surrounding area. Through the re-zoning process of University Village, the City was able to negotiate with Security Properties to provide \$500,000 over a 15 year period for social service delivery for residents. Staff, UVTA, and other stakeholders met with various agencies in the community to determine a strategy for allocating the funding. Ultimately, it was decided that an RFP would be released, which explicitly requests proposals be from multiple agencies that would work together in a collaborative nature. 	ComDev

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Review the structure and range of City fees on an annual basis to ensure reasonableness, fairness, and consistency over time.	On Track	<ul style="list-style-type: none"> ▪ Review of revenues and revenue projections are on-going as part of the FY 2018 budget process. 	ComDev and FN

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Coordinate existing and future business registration and licensing and permitting processes to improve emergency response, enhance City efficiency, and streamline business owner interactions with the City.	On Track	<ul style="list-style-type: none"> ▪ While there are no significant updates to report this quarter, this item remains "On Track" for FY 2017. 	ComDev, FD and IT

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Enforce or update existing regulations to facilitate improvement or removal of substandard or unsafe structures throughout the City and ensure others are consistent with applicable regulations.	On Track	<ul style="list-style-type: none"> The City Attorney meets monthly with a team representing Fire, Building and Code Enforcement to discuss problem properties. They focus on problem properties, usually with unsafe conditions, and work together as a team to plan out strategies and action plans. Currently, there are 16 properties that monitored by this team. As properties come into compliance or are on the track for compliance, they are removed from the list. 	CMO, ComDev, and PW
Level	Name	Status	Updates	Department
Action	Continue brownfields assessments and remediation programs.	Off Track	<ul style="list-style-type: none"> There are no updates to report this quarter. 	ComDev

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Identify opportunities to actively market the DeKalb Taylor Municipal Airport, referencing the current Airport Marketing Plan.	On Track	<ul style="list-style-type: none"> ▪ The recently restructured Airport Advisory Board held its first official meeting. Airport Manager Tom Cleveland gave a presentation on airport operations and its current marketing plan. Tom hopes with the addition of the DeKalb County Economic Development Corporation Executive Director and the DeKalb Chamber of Commerce Executive Director to the Board the airport will benefit from the opportunity to work directly with them. ▪ To actively compete with nearby regional airports Public Works staff recommended to City Council implementation of a low-margin jet-fuel pricing strategy at the DeKalb Taylor Municipal Airport (DTMA). The strategy reduces the resale price of jet fuel to incentivize jet traffic to land and refuel at the DTMA. If successful, the strategy could result in significant additional revenue for the DTMA and additional opportunities to market the airport and the region. Council voted unanimously to implement the strategy. 	PW

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

Level	Name	Status	Updates	Department
Action	Identify opportunities to actively market the DeKalb Taylor Municipal Airport, referencing the current Airport Marketing Plan.	On Track	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 841">▪ U.S. Representative Randy Hultgren (IL-14) and his STEM Scholars from the 14th District experienced the Kishwaukee Education Consortium High School Aviation Program firsthand at DeKalb Taylor Municipal Airport. The group learned about new technologies used in the aviation industry, aeronautical career pathways, and engaged in hands-on learning with flight simulators and other activities. (picture) <li data-bbox="789 898 1770 1109">▪ Jet Fuel Sales for June 2017 triple sales for June 2016. Sales for June totaled \$23,025.31 with 9,619 gallons sold. For June 2016, jet fuel sales totaled \$8,247.20 with 2,097 gallons sold. The strategy is gaining momentum and catching the attention of the region. 	PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

Strategy: Improve neighborhood infrastructure.

Level	Name	Status	Updates	Department
Action	Implement and fund alley, sidewalk, and tree-planting programs.	On Track	<ul style="list-style-type: none"> <li data-bbox="789 488 1751 662">▪ Public Works replaced several sidewalks on Crayton Circle. Recent utility work resulted in sidewalk shifting. Throughout winter, moisture penetrated the ground and varying temperatures caused the moisture to freeze and expand. <li data-bbox="789 716 1772 1068">▪ Public Works contacted the State of Illinois' contractor for ADA sidewalk and curb improvements along their IL 23 Resurfacing Project. The contractor agreed to pour cement at the same favorable quantity price the State received. Public Works identified the sidewalks needing repairs and is working with the contractor to schedule the work. A total of 325 feet of sidewalk on the east and west side of IL 23 between Barber Green and Oakland Ave will be repaired. 	ComDev and PW

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Strategy: Improve neighborhood infrastructure.

Level	Name	Status	Updates	Department
Action	Implement and fund alley, sidewalk, and tree-planting programs.	On Track	<ul style="list-style-type: none"> ▪ Public Works extended its agreement with TruGreen for an additional year. TruGreen has been instrumental in the City's efforts to combat the Emerald Ash Borer (EAB). TruGreen utilizes a unique injection method different from the standard soil drench protocols. Injected into the base of the tree, a chemical called Tree-age 64 travels through the trunk and into the canopy. The injection provides a two-year control. Emamectin Benzoate, the active ingredient, kills existing pest populations and prevents large-scale reproduction cycles. The previous cycle was completed in 2015. 	ComDev and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Target unsafe and problem properties for blight removal and remediation.	On Track	<ul style="list-style-type: none"> ▪ For the month of April, Fire personnel completed 120 inspections including 50 outside property maintenance, 57 fire/life safety, 10 commercial building, 1 fire suppression, 1 rooming house and 1 final occupancy. During these inspections, 424 violations were noted for follow-up. ▪ For the month of May, Fire personnel completed 125 inspections including 79 fire/life safety, 30 commercial building, 5 final occupancy, 4 hotel/motel, 3 rooming house, 3 outside property maintenance, and 1 gas station. During these inspections, 431 violations were noted for follow-up. ▪ For the month of June, Fire personnel completed 174 inspections including 68 commercial building, 58 fire/life safety, 32 outside property maintenance, 6 rooming house, 4 hotel/motel, 2 final occupancy, 1 complaint, 1 gas station, 1 fire alarm, and 1 sprinkler system. 	ComDev, FD, and PD

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1766 889">▪ On April 8, 2017, Officer Kelly Sullivan attended the "Pie-a-Pi" event at Northern Illinois University. The DeKalb Police Department helped the Delta Omega Sorority collect pop can tabs to donate to the Ronald McDonald House, located at Advocate Lutheran General Children's Hospital. This event was an example community policing and helped to build an open line of communication between college students and the police. <li data-bbox="789 943 1766 1117">▪ On April 12th, 2017, Commander Lekkas and Sergeant Costliow participated in an Autism Awareness rally at Memorial Park, 1st Street, and Lincoln Highway, with staff members of the Autism Program at Camelot School. (picture) <li data-bbox="789 1170 1766 1295">▪ On April 15th, 2017, the DeKalb Police Department participated in the DeKalb Park District Breakfast with a Bunny and Easter Egg Hunt at Hopkins Park. 	FD and PD

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 703">▪ The DeKalb Police Department partnered with the Department of Natural Resources and hosted a Hunter Safety Course held at the Police Headquarters. DeKalb Police Officers instructed the course. <li data-bbox="789 760 1770 1117">▪ On April 19, 2017, Officer Kelly Sullivan attended a Youth Action Event held at the DeKalb County Health Department. High school students from DeKalb County presented efforts they made throughout the school year to prevent alcohol and substance abuse along with other safety measures, such as not texting while driving. The DeKalb Police Department continually strives to partner with youth organizations in the community in an effort to sustain positive partnerships. 	FD and PD

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1751 841">▪ On April 19, 2017, Officer Kelly Sullivan attended a Senior Health Fair at Barb City Manor. Officer Sullivan answered resident's questions regarding any concerns. A drug take-back box was also provided to the seniors to discard any unwanted medication. This event was an example of community policing which helped to build relationships with seniors in the community. <li data-bbox="789 898 1751 1252">▪ On April 22, 2017, Officer Kelly Sullivan attended the annual "Walk to End Child Abuse" event, held by the DeKalb County Family Service Agency. Two of the DeKalb Police Department's therapy dogs, GiGi and Charley, were present at the event. This event helped to raise funds for the Family Service Agency. The DeKalb Police Department continually pairs with organizations in the community in an effort better community resources. 	FD and PD

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 816">▪ On April 26th, 2017, Deputy Chief Petragallo, Commander Woodruff, and Sergeant Farrell attended the Heritage Woods First Responders Breakfast. The Officers ate breakfast with residents and discussed a wide variety of topics. The breakfast is an annual event intended to allow the residents an opportunity to interact with local first responders. <li data-bbox="789 873 1770 1157">▪ On April 28, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a Northern Illinois University student. The student requested the tour to complete a class assignment. The police tour helped to build positive relationships with college students in the community. This event was an example of community policing. 	FD and PD

FY 2017 Strategic Plan Update

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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.	Achieved	<ul style="list-style-type: none"> ▪ On May 4, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a local Boy Scouts troop. The police tour helped to build positive relationships with children and residents in the community. ▪ On May 19, 2017, the DeKalb Police Department partnered with the Northern Illinois University Police Department to host "Cop on a Rooftop" at Dunkin' Donuts in DeKalb. This event is a fundraiser for the Illinois Special Olympics. The DeKalb Police Departments takes pride in the ability to assist other organizations within the community and to partner with underrepresented populations. 	FD and PD
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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 537 1730 667">▪ On June 16, 2017, Kinder Care students toured the DeKalb Fire Department. Firefighters discussed stop, drop, and roll and the importance of practicing fire drills at home. <li data-bbox="789 748 1772 1029">▪ On June 19th, 2017, the Police Department partnered with the YMCA and other stakeholders to launch another year of Camp Power. The Camp provides fun activities and nutritional lunches to kids at the University Village Apartment Complex. Police Officers and other local mentors participate in taking the kids fishing, swimming and playing many other sports. 	FD and PD

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

Level	Name	Status	Updates	Department
Action	Engage citizens in active partnerships to enhance public safety and quality of life.	Achieved	<ul style="list-style-type: none"> ▪ On June 22, 2017, the DeKalb Fire Department Public Education Coordinator Pat Eriksen conducted a community CPR and basic first aid course at the Fire Department. Attendees learned adult, child and infant CPR, choking relief in adults, children, and infants, basic first aid, preventing illness and injury, and how to handle medical, injury and environmental emergencies. 	FD and PD

FY 2017 Strategic Plan Update

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1755 751">▪ On April 5th, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a group of home schooled students living in the DeKalb area. The police tour helped to build a positive relationship with students and parents in the community. <li data-bbox="789 808 1738 1027">▪ On April 5, 2017, the Public Education Team for the DeKalb Fire Department staffed a fire safety booth at the Convocation Center for a children's event. The team instructed children how to perform hands only CPR utilizing mannequins and explained calling 911. <li data-bbox="789 1084 1724 1344">▪ On April 7th, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to a DeKalb resident interested in the daily functions of the department. The police tour helped the resident to understand the daily operations within the department. It helped to build a positive rapport with the resident. 	CMO, FD, and PD

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 881">▪ On April 8, 2017, Officer Kelly Sullivan attended the "Pie-a-Pi" event at Northern Illinois University. The DeKalb Police Department helped the Delta Omega Sorority collect pop can tabs to donate to the Ronald McDonald House, located at Advocate Lutheran General Children's Hospital. This event was an example community policing and helped to build an open line of communication between college students and the police. <li data-bbox="789 943 1770 1292">▪ On April 12, 2017, Station 2 crews observed the fire drill at Tyler Elementary School. They discussed with school staff how they conducted accountability of the students and staff as well as lockdown safety procedures and tornado sheltering procedures/location. The crew conducted a building tour with the school staff and reviewed the location and procedures for the fire department connection and sprinkler room. 	CMO, FD, and PD

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Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 613">▪ On April 12, 2017, firefighters visited Campus Day Care with a fire engine for a touch-a-truck demonstration. <li data-bbox="789 670 1770 889">▪ DeKalb Police Department Officer Burke participated in several activities at Littlejohn Elementary School as part of the Resident Officer Program. Officer Burke participated in the Parent Teacher's Association meeting, Kindergarten Roundup, and Night at the Museum. <li data-bbox="789 946 1770 1247">▪ On April 19, 2017, Officer Kelly Sullivan attended a Senior Health Fair at Barb City Manor. Officer Sullivan answered resident's questions regarding any concerns. A drug take-back box was also provided to the seniors to discard any unwanted medication. This event was an example of community policing which helped to build relationships with seniors in the community. 	CMO, FD, and PD

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Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 889">▪ On April 19, 2017, Officer Kelly Sullivan attended a Youth Action Event held at the DeKalb County Health Department. High school students from DeKalb County presented efforts they made throughout the school year to prevent alcohol and substance abuse along with other safety measures, such as, not texting while driving. The DeKalb Police Department continually strives to partner with youth organizations in the community in an effort to sustain positive partnerships. <li data-bbox="789 943 1770 1295">▪ On April 22, 2017, Officer Kelly Sullivan attended the annual "Walk to End Child Abuse" event, held by the DeKalb County Family Service Agency. Two of the DeKalb Police Department's therapy dogs, GiGi and Charley, were present at the event. This event helped to raise funds for the Family Service Agency. The DeKalb Police Department continually pairs with organizations in the community in an effort better community resources. 	CMO, FD, and PD

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1745 841">▪ On April 23rd, 2017, the DeKalb Police Benevolent and Protective Association hosted its annual pancake breakfast. The yearly event has retired and active officers volunteering their time to cook and wait on tables for the entire community as they arrive for breakfast. The event raises money for a variety of charities, including the Special Olympics. <li data-bbox="789 898 1734 1024">▪ On April 24, 2017, a Girl Scout troop toured Fire Station 1 where they learned about getting out of the house during a fire along with some basic first aid. <li data-bbox="789 1081 1755 1248">▪ On April 25, 2017, DeKalb and Sycamore firefighters participated in joint helicopter safety training with Life Flight at the KishHealth System Emergency Medical Services office and at Kishwaukee Hospital. 	CMO, FD, and PD

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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.

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1766 662">▪ On April 27, 2017, Firefighters took an engine and ambulance to the Youth Services Bureau for a fire safety discussion and touch-a-truck demonstration. <li data-bbox="789 716 1766 846">▪ On April 29, 2017, Firefighters attended a breakfast at Trinity Lutheran Church and provided touch-a-truck demonstrations to children in attendance. <li data-bbox="789 899 1766 980">▪ On May 4, 2017, Firefighters discussed fire safety with residents of the Phi Kappa Si fraternity. <li data-bbox="789 1034 1766 1343">▪ On May 8 and 9, 2017, Officers and Supervisors from the DeKalb Police Department attended a community policing class facilitated by the Virginia Center for Policing Innovation. Our Officers discussed public safety strategies with Officers from other agencies, as well as college students from Aurora University. Everyone left with a broader viewpoint relating to community policing strategies. 	CMO, FD, and PD

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 751">▪ On May 12, 2017, Firefighters met with a DeKalb High School student interested in learning more about the fire service as a career. Firefighters discussed the relationship between science and fire investigations as well as career and educational paths available to become a firefighter. <li data-bbox="789 808 1770 1068">▪ On May 12, 2017, Fire Chief Eric Hicks and Deputy Fire Chief James Zarek, along with two DeKalb Firefighters participated with other area fire departments in an active shooter drill, which involved the assessment, triage, simulated treatment, and simulated transport of patients from an active shooter scenario. <li data-bbox="789 1125 1770 1344">▪ On May 17 and May 18, 2017, Officer Brian Bollow and Officer Kelly Sullivan conducted a bicycle safety presentation at Little Lambs Pre-School. Officer Sullivan read the children a book about bicycle safety and Officer Bollow demonstrated how to safely ride a bike. 	CMO, FD, and PD

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1755 841">▪ On May 19, 2017, the DeKalb Police Department partnered with the Northern Illinois University Police Department to host “Cop on a Rooftop” at Dunkin’ Donuts in DeKalb. This event is a fundraiser for Illinois Special Olympics. The DeKalb Police Departments takes pride in the ability to assist other organizations within the community and partner with underrepresented populations. <li data-bbox="789 898 1755 1027">▪ On May 23, 2017, Firefighters provided a tour of Station 1 for five 6-year-olds from the Brooks Elementary School day camp. <li data-bbox="789 1084 1755 1385">▪ On May 24, 2017, Chief Gene Lowery and Commander Craig Woodruff organized and attended “Coffee with the Chief” at the DeKalb Police Department. Several community members met with Chief Lowery and Commander Woodruff and discussed issues of concern in an open dialog. This example of community policing helps build an open line of communication with residents of DeKalb. 	CMO, FD, and PD

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1759 662">▪ On May 25, 2017, firefighters went to Jefferson Elementary School with a fire engine for a touch-a-truck demonstration at their end of school year event. <li data-bbox="789 716 1759 979">▪ On June 16, 2017, the DeKalb Police Department partnered with the DeKalb Fire Department at Advanced America in an effort to help promote a Safety Day event. The DeKalb Police Department provided bicycle safety information to residents. The DeKalb Police Department takes pride in the ability to assist businesses within the community. <li data-bbox="789 1032 1759 1247">▪ On June 19, 2017, Engine 3 and Medic 3 crews spoke to 25 high school driver's education class students about driver safety, focusing on the importance of yielding to emergency vehicles, seat belt safety, accidents, the Jaws of Life, and the risks of texting while driving. 	CMO, FD, and PD

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	Achieved	<ul style="list-style-type: none"> <li data-bbox="789 532 1770 751">▪ On June 21, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to The Growing Place, a local day care center. The police tour helped to build positive relationships with children and teachers in the community. This event was an example of community policing. <li data-bbox="789 808 1770 881">▪ On June 23, 2017, Firefighters provided a tour of Station 1 for the children of The Growing Place, a local day care center. 	CMO, FD, and PD

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Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Supplement the physical presence of public safety personnel through the strategic deployment of new technologies.	On Track	<ul style="list-style-type: none"> • On May 25, 2017, the Police Department met with management at the University Village Apartment Complex. The two organizations are collaborating to upgrade the video surveillance, lighting, and security in the apartment complex. 	IT and PD

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April 1, 2017 to June 30, 2017

Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Explore the feasibility of implementing the elements of the DeKalb Sustainability Plan and the America's Best Communities plan.	On Track	<ul style="list-style-type: none"> • Public Works met with Waste Management and Recycle Bank to discuss implementing an online reward system rewarding residents for their recycling efforts. 	ComDev and PW

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

Level	Name	Status	Updates	Department
Action	Encourage a continuing assessment of the plans' implementation, progress, and effectiveness by collaborating with the Citizen's Environmental Commission.	On Track	<ul style="list-style-type: none"> • The CEC and City staff are working together to address an ordinance issue regarding restricting grassy vegetation growth to no more than 8" in height unless naturalized areas on a property are approved as part of a master plan. Homeowners and other property owners desiring to incorporate naturalized areas into private landscapes are finding themselves in violation of the City's codes and wondering what they can do to make their desired landscapes legal. Surrounding neighbors have filed complaints with the City asking to have these owners cited and made to comply with the 8" height rule. 	PW

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Vision of Inclusiveness

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

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

Level	Name	Status	Updates	Department
Action	Review and adjust City policies, practices, and programs to serve this core vision.	On Track	<ul style="list-style-type: none"> The City hosted Cultural Competency and Inclusion training sessions for all non-sworn staff (Public Works, Community Development, City Manager's Office, Finance, Human Resources, and Information Technology) during the week of May 22 through 26, 2017. In order to achieve this Vision, the City partnered with NIU to develop professional training. Professors from the NIU Dept. of Curriculum and Instruction conducted the training sessions. 	FD, HR, and PD
Action	Review recruitment practices to ensure the City is reaching all demographic groups.	On Track	<ul style="list-style-type: none"> Human Resources Department staff participated in Phase I of the Cultural Competency and Inclusion training designed to help employees better understand the needs of the community. HR staff will use the information learned in the training session to inform their review of the City's recruitment practices. 	HR

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Inclusiveness

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

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

Level	Name	Status	Updates	Department
Action	Encourage people who live, work, and learn in DeKalb to become engaged in local activities (governance, volunteerism, lifelong learning, etc.).	On Track	<ul style="list-style-type: none"> ▪ Local community events were included in the July edition of DeKalb e-News. Events included DeKalb Farmers' Market, Municipal Band concerts, Stage Coach Player's events, and various events at Ellwood House Museum. ▪ Upon becoming Mayor, Jerry Smith appointed and reappointed numerous members of the City's Boards/Commissions/Committees. 	CMO

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

Level	Name	Status	Updates	Department
Action	Institute cultural competency training for all City employees.	Achieved	<ul style="list-style-type: none"> ▪ The City hosted Cultural Competence and Inclusion training sessions for all non-sworn staff (Public Works, Community Development, City Manager's Office, Finance, Human Resources, and Information Technology) during the week of May 22 through 26, 2017. In order to achieve this Vision, the City partnered with NIU to develop professional training. Professors from the NIU Dept. of Curriculum and Instruction conducted the training sessions. 	HR

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Inclusiveness

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

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

Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	Achieved	<ul style="list-style-type: none"> ▪ On April 9, 2017, Firefighters performed emergency medical standby at Hopkins Park for the start of the Hereditary Angioedema 5K. ▪ On April 12, 2017, Commander Lekkas and Sergeant Costliow participated in an Autism Awareness rally at Memorial Park, 1st Street and Lincoln Highway, with staff members of the Autism Program at Camelot School. (picture) ▪ On April 15th, 2017, the DeKalb Police Department participated in an Easter Egg Hunt at Trinity Lutheran Church. ▪ On April 15th, 2017, the DeKalb Police Department participated in the DeKalb Park District Breakfast with a Bunny and Easter Egg Hunt at Hopkins Park. 	CMO, FD, and PD
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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

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	Department
Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	Achieved	<ul style="list-style-type: none"> <li data-bbox="842 488 1772 659">▪ On April 22, 2017, Firefighters participated in the Cystic Fibrosis Walk with a fire engine at the end of the walk near the East Lagoon and demonstrated various pieces of fire equipment. <li data-bbox="842 716 1772 1114">▪ On April 26th, 2017, Deputy Chief Petragallo, Commander Woodruff, and Sergeant Farrell from the Police Department, along with Fire Chief Eric Hicks, Deputy Fire Chief Jeff McMaster, and Deputy Fire Chief Jim Zarek, attended the Heritage Woods First Responders Breakfast. The Officers ate breakfast with residents and discussed a wide variety of topics. The breakfast is an annual event intended to allow the residents an opportunity to interact with local first responders. 	CMO, FD, and PD

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April 1, 2017 to June 30, 2017

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	Department
Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	Achieved	<ul style="list-style-type: none"> On May 4, 2017, DeKalb Firefighters and members of the DeKalb Fire Department, Public Education Team provided a touch-a-truck demonstration at Littlejohn Elementary School. They also discussed fire safety and distributed 10 smoke detectors to residents that did not have smoke detectors. On May 29, 2017, DeKalb Fire Department personnel and family members, Battalion 1, Truck 1, and Medic 1 in addition to the DeKalb Fire Department Local 1236 Honor Guard and Highland Guard (bag pipers) participated in the Memorial Day Parade. On May 29, 2017, Deputy Fire Chief Jeff McMaster attended the Mayors Memorial Day Breakfast at the DeKalb Elks Lodge #765. DeKalb County Sheriff Roger Scott was the speaker and discussed service to community and country. 	CMO, FD, and PD

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April 1, 2017 to June 30, 2017

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	Department
Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	Achieved	<ul style="list-style-type: none"> On June 17, 2017, Station 3 firefighter/paramedics took Engine 3 and Medic 3 to visit a block party. Over 150 adults and children were in attendance and firefighters discussed fire safety and provided touch-a-truck demonstrations. On June 19th, 2017, the Police Department partnered with the YMCA and other stakeholders to launch another year of Camp Power. The Camp provides fun activities and nutritional lunches to kids at the University Village Apartment Complex. Police Officers and other local mentors participate in taking the kids fishing, swimming and playing many other sports. On June 23, 2017, Medic 2, Engine 2, Truck 1, and Battalion 1 attended a block party and provided a touch-a-truck demonstration. 	CMO, FD, and PD

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April 1, 2017 to June 30, 2017

Goal: Promote inclusiveness throughout the community.
 Strategy: Coordinate with other providers of essential support services.

Level	Name	Status	Updates	Department
Action	Work with DeKalb's human service agencies to identify appropriate support roles for the City.	On Track	<ul style="list-style-type: none"> ▪ Staff is evaluating social service grant applications as part of the Community Development Block Grant in hopes of presenting options to Council in Q4. 	ComDev

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April 1, 2017 to June 30, 2017

Vision of Inclusiveness

Goal: Promote inclusiveness throughout the community.

Strategy: Coordinate with other providers of essential support services.

Level	Name	Status	Updates	Department
Action	Convene a discussion among healthcare providers regarding the provision of mental health services and resources in DeKalb.	On Track	<ul style="list-style-type: none"> ▪ On April 6th, 2017, Commander Woodruff met with the DeKalb County Continuum of Care group to continue the discussion of mental health and homeless services in the DeKalb area. ▪ The Police Department has successfully submitted an application with the Department of Justice for a Criminal Justice-Mental Health Collaboration grant. This would provide funding for up to \$75,000 for a one-year study on how to best coordinate services among police and other social/public service partners for individuals exhibiting signs of mental illness. ▪ On April 14th, 2017, DeKalb Police Department Commander Lekkas and Officer Sullivan met with management staff at Northwestern Medicine - Kishwaukee Hospital to discuss a partnership to combat heroin/opiate addiction. 	FD and PD

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Vision of Inclusiveness

Goal: Promote inclusiveness throughout the community.

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

Level	Name	Status	Updates	Department
Action	Help connect unemployed and underemployed residents to information about education, training, employment opportunities, and other support services.	On Track	<ul style="list-style-type: none"> City Staff collaborated with the University Village Tenant's Association (UVTA) to create a Request for Proposal for social service delivery in University Village and the surrounding area. Through the re-zoning process of University Village, the City was able to negotiate with Security Properties to provide \$500,000 over a 15 year period for social service delivery for residents. Staff, UVTA, and other stakeholders met with various agencies in the community to determine a strategy for allocating the funding. Ultimately, it was decided that an RFP would be released, which explicitly requests proposals be from multiple agencies that would work together in a collaborative nature. 	ComDev

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Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Encourage collaboration between local transportation systems to evaluate routes and hours of service.	On Track	<ul style="list-style-type: none"> Public Works Director Holdeman and John Heckmann of NIU presented data on possibly merging NIU's Huskie Line and Trans Vac to improve service and leverage Federal grants. 	PW
Action	Bring alternative transportation services, such as Uber, to DeKalb.	On Track	<ul style="list-style-type: none"> While there are no significant updates to report this quarter, this item remains "On Track" for FY 2017. 	CMO
Action	Explore ways to enhance the City's role with Voluntary Action Center governance.	On Track	<ul style="list-style-type: none"> Public Works Director Tim Holdeman has inquired about the opportunity to join VAC's executive board. 	PW

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Vision of Accessibility

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

Strategy: Enhance existing transportation planning resources.

Level	Name	Status	Updates	Department
Action	Embrace the “Complete Streets” philosophy in future transportation and planning initiatives, i.e. Long-Range Transportation Plan.	On Track	<ul style="list-style-type: none"> Discussions on ways to implement a Complete Streets Policy into the TIF Phase Out Plan continue. 	PW

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

Level	Name	Status	Updates	Department
Action	Support infrastructure enhancements for Voluntary Action Center operations, including the proposed transportation facility.	On Track	<ul style="list-style-type: none"> The City and NIU are actively pursuing a consolidated transit system to leverage additional grant funds with the hope of constructing a maintenance facility to accommodate all buses. 	PW

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Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Maintain and expand state-of-the-art navigation systems at the airport.	On Track	<ul style="list-style-type: none"> ▪ Airport Manager Tom Cleveland received word from the Illinois Department of Transportation Division of Aeronautics installation of the new navigation systems is scheduled for the fall of 2018. 	PW

FY 2017 Strategic Plan Update

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Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Explore a dedicated revenue source for capital equipment and fleet replacement.	On Track	<ul style="list-style-type: none"> The Elhers Firm was chosen to assist Staff in exploring options for dedicated revenues sources solely for capital improvements. Public Works continues a technical evaluation of fleet and streets. Elhers is analyzing the data to assess which funding options are viable for the City. 	PW
Action	Attain City Council's goal of having an unrestricted General Fund balance of 25% within three years and, upon attainment, reassess the continuing fund balance needs of the City.	On Track	<ul style="list-style-type: none"> Final reserve levels were completed during the FY16.5 audit and exceeded the 25% fund balance reserve level in the General Fund. 	FN

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Enhance the safety of the community.

Level	Name	Status	Updates	Department
Action	Evaluate staffing levels and determine action for meeting community needs.	On Track	<ul style="list-style-type: none"> On April 4, the Insurance Service Office (ISO) met with Fire Department leadership to complete an inspection of Fire Department related processes. The purpose of this meeting was to determine if the rating for the City of DeKalb can be lowered, which will improve homeowner's insurance premiums. Currently, the City is rated 4. Results will not be available for approximately 6 months. On April 21, 2017, firefighters conducted drafting drills to gather data needed for the Insurance Service Office (ISO) rating. This drill provided firefighters with the skills necessary to identify the principles of drafting and the components of mobile water supply operations. This drill was a required component of the ISO inspection. (picture) 	FD and PD

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Vision of Efficient, Quality, Responsive Services

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

Strategy: Enhance the safety of the community.

Level	Name	Status	Updates	Department
Action	Evaluate staffing levels and determine action for meeting community needs.	On Track	<ul style="list-style-type: none"> On April 24, 2017, new firefighter Joseph Long began his career with the DeKalb Fire Department. This new hire completes the hiring for the shortage created by the retirements of Tom Murphy, Tom Guthrie, and Mark Wilcox. However, the Fire Department is still short one firefighter position due to the retirement of Tony Cox. On May 5, 2017, Fire Chief Eric Hicks, Deputy Fire Chief Jeff McMaster, and Deputy Fire Chief James Zarek concluded internal interviews with candidates testing for positions of Battalion Chief and Captain as part of the promotional eligibility listing process. 	FD and PD

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April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Enhance the safety of the community.

Level	Name	Status	Updates	Department
Action	Address additional facility and infrastructure needs of the Police Department, i.e. firearms training range, consolidated and contractual dispatching.	On Track	<ul style="list-style-type: none"> Staff worked to complete installation of a fifth CAD workstation in the Police Department dispatch center. This addition will help the City meet the demands of 911 dispatching consolidation. 	PD
Action	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> Public Works received it new regenerative air street sweeper. Its simultaneous combination of suction and spinning brooms surpasses the City's current mechanical street sweepers. The new sweeper replaces P41, a 1999 Elgin Pelican Sweeper that has cost the City more than \$60,000 in maintenance and repairs. 	FN, FD, PD, and PW

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April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Enhance the safety of the community.

Level	Name	Status	Updates	Department
Action	Implement up-to-date safety regulations, e.g., fire sprinklers in sorority and fraternity houses.	On Track	<ul style="list-style-type: none"> On May 4, 2017, Firefighters discussed fire safety with residents of the Phi Kappa Si fraternity. 	FD

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

Level	Name	Status	Updates	Department
Action	Provide appropriate Information Technology staff to lead, evaluate, implement, and maintain an assessment of the City's technology to enhance efficiency of City services.	On Track	<ul style="list-style-type: none"> Human Resources (HR) and Information Technology (IT) staff have been working collaboratively on the revision of job descriptions to actively reflect and capture the essential functions of the IT staff rolls. The City on-boarded three Information Technology Volunteer Interns through a partnership with NIU. 	HR and IT

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Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Acquire and maintain an efficient City-wide enterprise software system that establishes the City as a leader in the implementation of technology that helps drive cost-effective governance.	On Track	<ul style="list-style-type: none"> Finance has provided detailed input for the development of the ERP RFP and the proof of concept requirements to allow selection of a vendor and product that will enhance productivity, efficiency, reporting within the department and improvements in customer service and transparency for the public. 	FN and IT

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Deploy mobile technology to facilitate optimum efficient field work.	On Track	<ul style="list-style-type: none"> Information Technology, Police, and NIU IT are continuing to work on an agreement to provide Wi-Fi and other projects in the downtown business district. A recent development has occurred through discussions with other communities working toward a similar project in their community. City Staff and NIU are investigating these new options to see if there is feasibility. We hope to bring a proposal and agreement to the City Council soon. 	ComDev, IT and PD

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

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

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Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Provide the community with a City Hall facility that will address public access, technological, security, safety, shelter and environmental needs in compliance with the Americans with Disabilities Act and other statutory regulations.	On Track	<ul style="list-style-type: none"> ▪ Discussions on the future of City Hall are being conducted as part of the TIF Phase Out Plan. 	CMO, IT and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Renovate, reconstruct, or replace remaining facilities to meet current and future needs.	On Track	<ul style="list-style-type: none"> The apparatus bay at Fire Station 1 received a face lift. The walls and ceiling were painted and new light fixtures installed. Finance is working with Public Works and consulting firm, Ehlers, to develop a comprehensive financial model incorporating projections for General Fund, fleet, and capital. 	FN and PW

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Vision of Efficient, Quality, Responsive Services

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

Strategy: Measure, analyze, and improve performance.

Level	Name	Status	Updates	Department
Action	Align City operations and individual performance expectations to strategic DeKalb 2025 Strategic Plan goals.	On Track	<ul style="list-style-type: none"> Human Resources worked with Information Technology in the establishment of a training information section on the City's Intranet for distribution of training materials. Human Resources continued work with Finance and Information Technology departments in the revision and/or creation of job descriptions to actively reflect and capture the essential functions of the role. Human Resources Department utilized the employee newsletter to further inform and communicate City policies and benefits. 	HR

FY 2017 Strategic Plan Update

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Vision of Efficient, Quality, Responsive Services

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

Strategy: Measure, analyze, and improve performance.

Level	Name	Status	Updates	Department
Action	Develop and implement methodologies to measure community satisfaction and allocate resources to improve quality of life.	On Track	<ul style="list-style-type: none"> Previous discussion regarding a City-wide survey. NIU Center for Governmental Services is an option to provide such a survey. 	CMO and FN
Action	Report to the community annually on the progress of the strategic plan.	On Track	<ul style="list-style-type: none"> At the May 22, 2017, COW Meeting, Staff provided Council with an update on the progress of the strategic plan through the first quarter of FY 2017. 	CMO

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Engage in thoughtful planning to address long-term City needs.

Level	Name	Status	Updates	Department
Action	Develop a City-wide, long-term capital improvement plan to address the range of facility, utility, technology, fleet, and equipment needs in DeKalb that is funded through the annual budget process.	On Track	<ul style="list-style-type: none"> Finance is working with Public Works and consulting firm, Ehlers, to develop a comprehensive financial model incorporating projections for General Fund, fleet, and capital. 	FN and PW

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April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Level	Name	Status	Updates	Department
Action	Provide budget documentation that clearly delineates the demand for services, the available resources, and allocation of resources.	On Track	<ul style="list-style-type: none"> Finance coordinated the completion of the FY2016.5 Comprehensive Annual Financial Report. The report is formatted in order to receive the Certificate of Achievement for Excellence in Financial Reporting by GFOA designating the City of DeKalb has achieved the highest standards in government accounting and financial reporting. 	CMO and FN
Action	Communicate plans for funding infrastructure improvements to the community.	On Track	<ul style="list-style-type: none"> Public Works hosted two public outreach meetings at the DeKalb Police Headquarters Community Room. The discussion, led by Director Holdeman, focused on the City's current condition of streets, fleet, and possible funding solutions. Attendees completed surveys to assist staff in assessing funding options. The meeting facilitated an excellent dialogue between the community and staff. 	FN and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

Strategy: Improve the City's fiscal health.

Level	Name	Status	Updates	Department
Action	Take steps to preserve and improve the City's strong Aa2 bond rating.	At Risk	<ul style="list-style-type: none"> The City increased contributions to the Police and Fire Pension funds, however, Moody's downgraded the City's bond rating from Aa3 to A1. Future rating increases are contingent of the expansion and diversification of the City's tax base and reduction of the City's unfunded pension liability. The City's bond financial advisor, William Blair, completed the S&P Rating Estimator which projected the City's bond rating at AA- which is equivalent to Moody's Aa3 rating. 	FN
Action	Identify cost-sharing and cost-reduction opportunities through intergovernmental cooperation.	On Track	<ul style="list-style-type: none"> While there are no significant updates to report this quarter, this item remains "On Track" for FY 2017. 	PW and PD

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

Strategy: Improve the City's fiscal health.

Level	Name	Status	Updates	Department
Action	Identify additional dedicated revenue for infrastructure, fleet and other capital improvements and a long-term plan for replacement and upgrades.	On Track	<ul style="list-style-type: none"> Finance is working with Public Works and consulting firm, Ehlers, to develop a comprehensive financial model incorporating projections for General Fund, fleet, and capital. The model will include alternative revenues sources to be considered. 	FN and PW

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

Level	Name	Status	Updates	Department
Action	Reassess TIF priorities and optimize use of this revenue for the remaining years of the districts.	On Track	<ul style="list-style-type: none"> A special Committee of the Whole meeting is scheduled for August 16 to discuss remaining funds and developing a framework for analyzing investment options. 	ComDev, FN, and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Action	Realize the benefit of Tax Increment Financing by capturing enhanced Equalized Assessed Value at the conclusion of these districts through an increased property tax levy.	On Track	<ul style="list-style-type: none"> Enhanced EAV is incorporated into the comprehensive financial model. 	FN
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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Evaluate and implement sound human resources practices.

Level	Name	Status	Updates	Department
Action	Provide appropriate HR resources to support the City's staff and enable operating departments to focus on the delivery of core services.	On Track	<ul style="list-style-type: none"> Human Resources worked with Information Technology in the establishment of a training information section on the City's Intranet for distribution of training materials. The City's labor management team worked collaboratively with the International Association of Firefighters, and the American Federation of State, County, and Municipal Employees unions resulting in the successful ratification of labor contracts. City departments initiated revision and/or creation of administrative policies applicable to their departmental functions that will ensure consistency and equitable acknowledgment of internal procedures. The Board of Fire and Police Commissioners and Human Resources staff conducted a fire promotional testing process for the ranks of Battalion Chief and Captain pursuant to the State Fire Promotion Act in the establishment of the Promotional List for those ranks. 	HR and IT

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Evaluate and implement sound human resources practices.

Action	Overhaul the City's existing human resources policies and procedures (i.e., personnel manual, benefits handbook, performance management system, comprehensive succession planning, and effective training programs) to lead and manage City employees in a productive and safe work environment.	Achieved	<ul style="list-style-type: none"> Human Resources implemented BenefitSolver insurance eligibility maintenance software, as part of the City's membership with the Intergovernmental Personnel Benefits Cooperative (IPBC). This software will streamline all insurance eligibility changes, insurance compliance, and accuracy. The City hosted Cultural Competence and Inclusion training sessions for all non-sworn staff (Public Work and City Hall (Community Development, City Manager's Office, Finance, Human Resources, and Information Technology) during the week of May 22 through 26, 2017. In order to achieve this Vision, the City partnered with NIU to develop professional training. Professors from the NIU Dept. of Curriculum and Instruction conducted the training sessions. City departments initiated revision and/or creation of administrative policies applicable to their departmental functions that will ensure consistency and equitable acknowledgment of internal procedures. 	CMO and HR
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FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Evaluate and implement sound human resources practices.

Level	Name	Status	Updates	Department
Action	Ensure compliance with federal and state laws.	Achieved	<ul style="list-style-type: none"> <li data-bbox="825 488 1722 610">▪ City staff participated in mediation proceedings with the American Federation of State, County, and Municipal Employees on April 18, 19, and 20, 2017. <li data-bbox="825 667 1722 886">▪ Human Resources staff attended an Illinois Public Employer Labor Relations Association (IPELRA) Job Description workshop, an interactive session focused on how to effectively write and maintain legally sound job descriptions. <li data-bbox="825 943 1757 1154">▪ The City's labor management team worked collaboratively with the International Association of Firefighters, and the American Federation of State, County, and Municipal Employees unions resulting in the successful ratification of labor contracts. 	CMO and HR

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Evaluate and implement sound human resources practices.

Level	Name	Status	Updates	Department
Action	Ensure compliance with federal and state laws.	Achieved	<ul style="list-style-type: none"> Human Resources staff attended the 2017 Employment Law hosted by the DeKalb County Association of Human Resource Managers (DCAHRM) and Rochelle Area Human Resource Association (RAHRA), to stay abreast of current federal and state laws. The Board of Fire and Police Commissioners and Human Resources staff conducted fire promotional testing process for the ranks of Battalion Chief and Captain pursuant to the State Fire Promotion Act in the establishment of the Promotional List for those ranks. 	CMO and HR

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

Level	Name	Status	Updates	Department
Action	Align performance expectations to the City's core values.	On Track	<ul style="list-style-type: none"> The Wellbeing Team hosted a Biometric Screening information meeting for all City employees on April 12, 2017. Actual screening events were hosted in May 2017. 	HR

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Communicate updates on current infrastructure projects to residents in a timely manner.	On Track	<ul style="list-style-type: none"> Public Works continues to utilize social media through the City Manager's Office to update residents. Furthermore, Public Works has hosted Public Outreach meeting for discussions on an Asset Management Plan for streets/fleet and the upcoming water main replacements. During the week of May 29, Public Works informed the City Manager's Office of two significant water main breaks. Using social media, the City informed residents of the water main breaks, potential impacts, and approximate repair times. 	CMO and PW

FY 2017 Strategic Plan Update

April 1, 2017 to June 30, 2017

Vision of Efficient, Quality, Responsive Services

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

Strategy: Establish effective two-way public communication.

Level	Name	Status	Updates	Department
Action	Educate the public on the capabilities and resources available through the City's communication outlets and continue to update and support utilization, i.e. City website, social media.	On Track	<ul style="list-style-type: none"> The City continues to utilize various social media channels, including Facebook, Twitter, and Instagram, to share information on community events in a timely manner. As of June 30, 2017, the City has 3,327 Facebook followers, 134 Twitter followers, and 135 Instagram followers. On June 30, 2017, the July edition of DeKalb e-News was electronically delivered to 206 subscribers and made available on the City website. The electronic newsletter provided information on a variety of community events for the months of July and August. 	CMO