

**DATE:** May 17, 2017

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

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

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

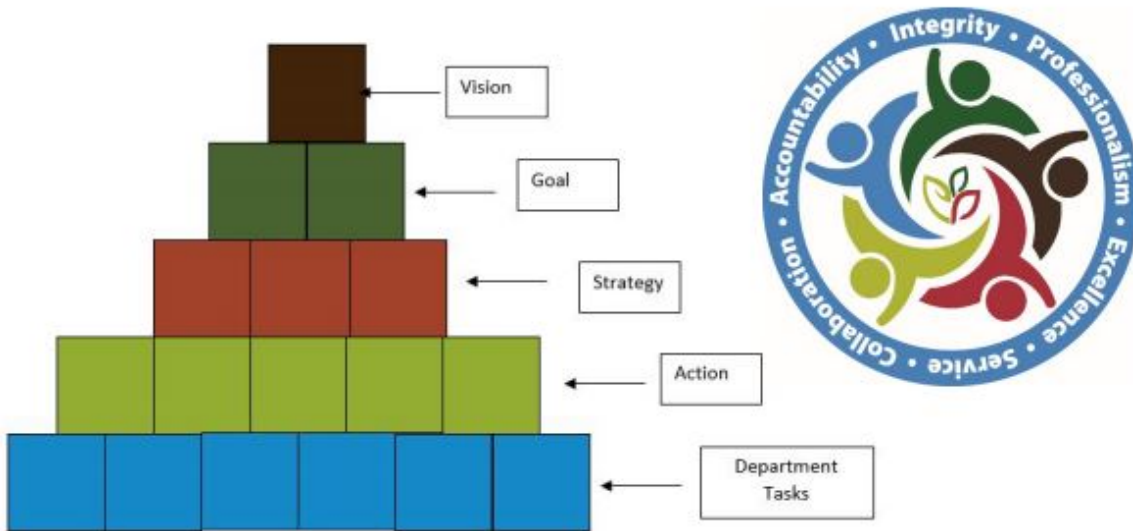
## **I. Summary**

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 using the City's Achievelt software system. This quarter report shows progress on all FY2017 action items and highlights specific accomplishments that align with the Plan's five visions. The reporting period reaches from January 1, 2017, to March 31, 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 informed by extensive public input and encompasses five visions for the community.

During the 2017 budget process, visions, goals, strategies, and action items are identified by department heads in collaboration with department staff. The action items in the Strategic Plan are the building blocks in achieving the City's various visions. For example, staff attendance at community events is a small step in the effort to build community and promote a positive assets-based identity. It is for that reason that staff reports at this level each year. With the City's Core Values in mind, staff completed various tasks in an effort to achieve the identified action items for the fiscal year. These action items develop into an overall strategy which have been identified in the Strategic Plan. Each strategy is one of many that have been identified in the plan to complete the City's goals. The goals in the Strategic Plan, when completed, lead the City to a Vision.

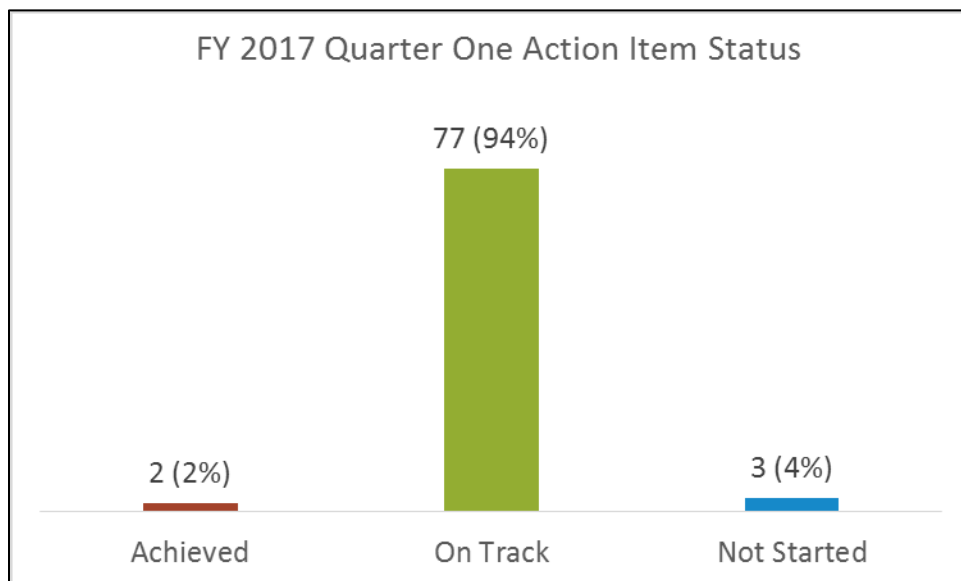


A total of 82 Strategic Plan action items are being addressed by the City in FY2017. Contributors from each City Department have provided updates on strategies from the Strategic Plan that were outlined during the FY2017 budget process. Each of the 82 action items were examined to determine the status. Department representatives evaluate status using the following status categories. The definition for these status categories is seen below.

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. This item 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.



Of the 82 action items identified for FY2017, this quarter, two were achieved and 77 are on track. Three have not yet been started, but updates will be available in future quarters.



Although detailed updates on each of the 2017 action items can be seen in Exhibit A, several action items have been highlighted here for each vision.

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

- The City's new electronic newsletter, DeKalb e-News, was launched in the first quarter of 2017 using Constant Contact. The newsletter highlights information on community interests, events, and activities, as well as updates and reports on major City projects. Newsletter editions will be released in January, March, May, July, September and November. The newsletter currently has 152 total subscribers.
- Warm weather allowed the Public Works Department to begin maintenance tasks on the Kishwaukee River banks. Crews added loose riprap, stone to stabilize the banks and decrease erosion caused by the Kishwaukee River's current. Over an extended period of time, the current of the river loosens the banks and creates instability. The Army Corp of Engineers' annual inspection is scheduled for this summer.

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

- With the installation of an additional 12 recycling containers, the Public Works Department continues to promote recycling in the Central Business District (CBD).



Waste Management reports higher volumes of recycling materials collected due to the conveniently placed containers. The CBD now has 42 recycling containers and Waste Management expects to provide funding for the purchase of additional containers as recycling volume steadily increases.

- The City has completed the demolition of a structure within the City. A review of the history of this property shows a lengthy and troubled past. The demolition was completed after the owner had several weeks to remove personal property from the house and even after that process, the house was substantially filled with debris. The demolition of the property and a neighboring property has resulted in the creation of a site comprising one and one-half lots that can be made available for public use or private redevelopment and has eliminated two of the most hazardous and decrepit properties in the City. The conclusion of this process involved the extensive efforts of the City Attorney and the integral support of the Fire Department, Police Department, Public Works Department, and Community Development Department.
- The Economic Development Commission began working on an Economic Development Plan with the assistance of the Center for Governmental Studies.
- Mayor Rey and City Manager Gaura participated in multiple workshops in the development of the County Economic Development Strategy (CEDS) Plan.

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

- The Fire Department is in the process of reviewing, updating and writing new policies and procedures for the Fire Department.
- On March 22, 2017, Human Resources (HR) staff met with the Kishwaukee College Director of Business and Training Partnerships Workforce and Community Education and the Coordinator of Career Technologies in an effort to enhance the City's outreach and expand the applicant pool for employment opportunities and internships.
- The HR department and City Manager's Office staff met with Northern Illinois University faculty on January 30, 2017, to discuss training needs for the City. Staff received and is reviewing the proposal.
- Police Chief Lowery met with the DeKalb County Housing Authority Continuum of Care group. The Chief is working along with all of the DeKalb area medical stakeholders to ensure a unified approach to mental health in our community.



*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.

- Through the Illinois Departments of Transportation (IDOT) Transportation Improvement Program (TIP), the Public Works department secured \$800,000 for the installation of new state of the art navigational aids for the Airport. The Public Works department is waiting for a schedule for installation.
- Public Works Director Holdeman met with representatives from the DeKalb Sycamore Area Transportation Study (DSATS) and NIU to collaboratively evaluate operations and look for opportunities to increase efficiency for both VAC and the Huskie Bus Line.

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

- The City continues to achieve above a 25% fund balance reserve level in the General Fund. Preliminary FY2016.5 reserves are coming in above 26%. Final reserve levels will be completed during the FY2016.5 audit in late April.
- On January 18, 2017, the Fire Department took delivery of a new 2016 Ford Expedition. This vehicle was added to the front line fleet and utilized as the Shift Commander's 24/7 emergency response vehicle.
- The Police Department has deployed a new modem setup in their squad cars to enhance connectivity in the field. The new setup features an external modem that can be used to generate a "hot spot" in an emergency. This means that any officer near the car can connect a laptop, phone or tablet using the secure signal broadcasted by the car, effectively making any squad car into a mobile command post.

### **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 FY 2017 budget year. Contributors from each City department updated AchieveIt software with actions that align to the Strategies and Action Items assigned to their department for the FY 2017 budget year.

### **IV. Legal Impact**

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

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Implement a branding initiative for DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ The City's core values logo and colors have been implemented into multiple City documents including the City's internal newsletter and DeKalb e-News.</li> <li>▪ Communication initiatives were implemented City-wide to effectively disseminate information regarding projects and updates in DeKalb. Stories regarding the City's distinguished budget presentation award, bicycle friendly community designation, strategic plan update, Cornerstone development and street maintenance have been published as a result of these initiatives.</li> </ul>	City Manager's Office (CMO) and Community Development (ComDev)

# FY 2017 Strategic Plan Update

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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>▪ The City's new electronic newsletter, DeKalb e-News, was launched in the first quarter of 2017 using Constant Contact. The newsletter highlights information on community interests, events, and activities, as well as updates and reports on major City projects. Newsletter editions will be released in January, March, May, July, September and November.</li> <li>▪ The City has collected 152 total contacts from January 1, 2017, to March 31, 2017, for DeKalb e-News.</li> </ul>	CMO and ComDev
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>▪ On February 9, 2017, Officer Kelly Sullivan attended the 5th Ward meeting held at the DeKalb Public Library. Officer Sullivan answered resident's questions regarding concerns they had in their neighborhood. This event, an example of community policing, helped to build relationships with members of the community.</li> <li>▪ On January 9, 2017, Sergeant Mott conducted a gang awareness presentation to members of the Ogle County Jolly 4H in Stillman Valley. Approximately 75 people attended the presentation.</li> </ul>	CMO, Fire (FD) and Police (PD)



# FY 2017 Strategic Plan Update

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

Level	Name	Status	Updates	Department
Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	On Track	<ul style="list-style-type: none"> <li>▪ On February 22, Public Works Director Tim Holdeman spoke to Kishwaukee Kiwanis on upcoming FY 2017 projects including, street maintenance, Kishwaukee Kiwanis bike path, widening of Fairview near Annie Glidden and the 5th Street Streetscape.</li> </ul> <p>Assistant City Manager Hoppenstedt, in coordination with other community members on the Proudly DeKalb Leadership Training Committee, hosted the DeKalb Leadership Symposium on Saturday, March 4, 2017, from 8 a.m. to 4 p.m. at Faranda's. The participants included student, faculty and administrative leaders from local high schools, colleges and universities, non-profit organizations, local government, faith-based entities and local business professionals varying in experience levels. The Symposium was an opportunity for community members to join together to discuss leadership, discover strengths, expand upon their understanding of what it means to be a community leader, network with peers, hear from a keynote speaker, and engage with several expert facilitators. In addition to Assistant City Manager Hoppenstedt, City Manager Gaura, Mayor Rey and Director Charlton also attended the Symposium.</p>	CMO, FD and PD

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

Level	Name	Status	Updates	Department
Action	Encourage community leaders to positively promote the City and speak at public, professional and civic meetings.	On Track	<ul style="list-style-type: none"> <li>▪ On March 2, Mayor John Rey, Deputy Fire Chief McMaster and City Manager Gaura participated in Clinton Rosette's Day of Reading.</li> <li>▪ On March 8, City Manager Gaura spoke to the Chamber Leadership Academy on local government finances.</li> <li>▪ On March 8, Assistant City Manager Hoppenstedt spoke to Kishwaukee Kiwanis on the City's 2025 DeKalb Strategic Plan.</li> <li>▪ On January 11, City Manager Gaura and Assistant City Manager Hoppenstedt spoke to the Library Board regarding support for the STEAM Learning Center.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	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>▪ The annual DeKalb County Economic Development Corporation (DCEDC) Economic Outlook Luncheon took place March 24 at 11:00 am. Bill Strauss, Senior Economist for the Federal Reserve Bank of Chicago provided insight and economic projections for 2017. City Manager Anne Marie Gaura in addition to Assistant City Manager Patty Hoppenstedt, Finance Director Cathy Haley, Community Development Director Jo Ellen Charlton and Economic Development Planner Jason Michnick attended the event. Following the luncheon, the DCEDC hosted a tour of the Nestle Distribution Center, in attendance were Bill Strauss, Director Charlton and Economic Development Planner Michnick.</li>   <li>▪ City Manager Gaura, Mayor Rey, Alderman Snow and Alderwoman Noreiko attended the annual MetroWest Legislative Drive Down event in Springfield. The event was an opportunity to allow the voices of the MetroWest Council of Government member communities be heard.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Use the City's official channels for communication to share and disseminate balanced information and updates on developments in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Communication initiatives were implemented City-wide to effectively disseminate information regarding projects and updates in DeKalb. Stories regarding the City's distinguished budget presentation award, bicycle friendly community designation, strategic plan update, Cornerstone development and street maintenance have been published as a result of these initiatives.</li> <li>▪ The City's new electronic newsletter, DeKalb e-News, was launched in the first quarter of 2017 using Constant Contact. The newsletter highlights information on community interests, events, and activities, as well as updates and reports on major City projects. Newsletter editions will be released in January, March, May, July, September and November.</li> <li>▪ The City has collected 152 total contacts from January 1, 2017, to March 31, 2017, for DeKalb e-News.</li> </ul>	CMO and Information Technology (IT)

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

*Strategy: Facilitate ongoing community involvement.*

Level	Name	Status	Updates	Department
Action	Identify and connect consistently with underrepresented populations and facilitate their meaningful participation in governance.	On Track	<ul style="list-style-type: none"> <li>▪ On February 16, 2017, Officer Kelly Sullivan conducted a “Frauds and Scams Presentation” at Barb City Manor. Senior citizens of Barb City Manor were educated on the different frauds and scams frequently observed in the DeKalb area. This event helped to build positive relationships with the senior citizens of the community while giving them the information needed to prevent them from becoming a victim of fraud.</li> <li>▪ On February 3, 2017, Officer Kelly Sullivan conducted a “Personal Safety Presentation” at the senior center in DeKalb. Senior citizens were educated on personal safety and crime prevention. This event facilitated participation by seniors in the community and helped to build an open line of communication between seniors and the police.</li> </ul>	ComDev, FD, PD and Public Works (PW)

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of 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"> <li>▪ Based on trends, the DeKalb Chief of Police initiated a summit with the Police Chiefs of the above communities seeking their input to identify factors that may be causing the sudden change in crime and what the chiefs could do collaboratively to address it. It was clear that the City and its comparable cities have all or in part faced the challenges of an uncertain economy, poverty, the lack of a state budget, defunding of critical human services, declining enrollment at our respective universities, and a significant surplus of vacant rental properties. The Police Chiefs of these towns have committed to continue the discussion to reduce criminal activity and plan to convene another summit later this year.</li> <li>▪ The Finance Department will be collecting additional data on key characteristics and present findings to the Finance Advisory Committee in August or September 2017.</li> </ul>	Finance (FN), IT, and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Communicate City successes with community policing and related efforts to build positive relationships with residents.	On Track	<ul style="list-style-type: none"> <li>On January 20, 2017, Sergeant Paul Mott and Officer Kelly Sullivan attended the “MERIT Ribbon Cutting Ceremony” at the DeKalb County Health Department. The Children’s Advocacy Center of DeKalb County was able to bring a specialized pediatric doctor to our DeKalb County Health Department to provide medical services to abused children. This is a great resource for the children of DeKalb County.</li> </ul>	PD

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

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

Level	Name	Status	Updates	Department
Action	Encourage historic preservation initiatives.	On Track	<ul style="list-style-type: none"> <li>The Historic Preservation Commission has meetings scheduled in the second quarter to review the downtown historic inventory prepared by the Lakota Group.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Establish a City history museum that recognizes various elements of community heritage, e.g., public safety.	On Track	<ul style="list-style-type: none"> <li>▪ The STEAM Learning Center Feasibility Study was presented to the City Council on February 13, 2017.</li> <li>▪ 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.</li> </ul>	CMO and ComDev



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Create an arts corridor and promote art-related activities, i.e. murals and public art.	On Track	<ul style="list-style-type: none"> <li data-bbox="751 540 1749 711">▪ The DeKalb Area Arts Council (DAAC) is investigating the installation of a 'Sculpture Walk' that begins at the lagoon and goes throughout the downtown area. City staff is working with DAAC to determine any permitting or site requirements.</li> <li data-bbox="751 768 1656 984">▪ City staff is working on updating the downtown map and business directory. This will include slight changes to the branding, and will now include Arts, Culture, and Entertainment. This is the first step in a strategy to begin marketing the ACE Corridor.</li> <li data-bbox="751 1040 1755 1209">▪ City Staff is working with the Citizens' Community Enhancement Commission to relocate the mural that is currently located on the west side of the former Otto's/Ducky's building.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Establish a multimodal trail plan that connects the City's recreational and cultural assets.	On Track	<ul style="list-style-type: none"> <li>▪ City Council approved the distribution of a construction RFP for the Kishwaukee-Kiwanis Bike Path. The Kiwanis-Kishwaukee Bike Path links Prairie Park to the Northern Illinois University campus and provides regional connectivity to the bike trail system.</li> <li>▪ The Public Works Department received proposals from five engineering firms: Willett Hofmann, Missman, Hampton, Lenzini and Renqick (HLR) and WBK.</li> <li>▪ After several weeks of interviews, the Public Works Department recommended HLR for construction engineering services. The Public Works Department presented the proposal to City Council for approval.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

*Strategy: Enhance entryway corridors into the City.*

Level	Name	Status	Updates	Department
Action	Develop aesthetic and image-enhancing projects and programs.	On Track	<ul style="list-style-type: none"> <li>Due to the mild winter, the Public Works Department's Stump Removal Program started early. Every spring forestry crews grind stumps left from previous tree removal programs. The process begins with the Joint Utility Locating Information for Excavators (J.U.L.I.E.) confirming the locations of underground utilities to ensure utilities remain undamaged. Once J.U.L.I.E. confirms utility locations, crews grind stumps ten inches below the surface. Lastly, the stumped-out area is filled with dirt and seed.</li> </ul>	ComDev, PW
Action	Implement improvements to landscaping, signage, facades and lighting.	On Track	<ul style="list-style-type: none"> <li>Warm weather allowed the Public Works Department to begin maintenance tasks on the Kishwaukee River banks. Crews added loose riprap, stone to stabilize the banks and decrease erosion caused by the Kishwaukee River's current. Over an extended period of time, the current of the river loosens the banks and creates instability. The Army Corp of Engineers' annual inspection is scheduled for this summer.</li> </ul>	ComDev, PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Promote and encourage further collaboration between NIU and DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Students from Northern Illinois University (NIU) Professor Mark Schuller's class and DSATS Transportation Planner Jessica Hyink are collaborating on a public outreach project to update the DSATS Bicycle and Pedestrian Plan. Students will assist surveying the community and engage attendees at public open houses. Ms. Hyink will meet with the class monthly to guide their work.</li>   <li>▪ On January 19, City Manager Gaura, Mayor Rey and DeKalb Police Department Commander Lekkas participated in the Martin Luther King Jr. Community Gathering event held at Altgeld Hall on the Northern Illinois University Campus. As part of the event, staff participated in the "One Love" promotion with Northern Illinois University Police Department Commander Rodman.</li> </ul>	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"> <li>▪ February 1, 2017, the City of DeKalb, NIU, the NIU Student Leaders Group and Proudly DeKalb collaborated to bring NIU students downtown for dinner and conversation. Conversation centralized around student issues, DeKalb revitalization, Downtown DeKalb, and other important community topics.</li>   <li>▪ The main takeaways from the meeting included lack of lighting, transportation, communication, activities to keep students in DeKalb on weekends, and sense of community.</li>   <li>▪ On February 8, 2017, the DeKalb Police Department participated in the Northern Illinois University Heroes Night held at the Convocation Center.</li> </ul>	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"> <li>▪ On March 8, 2017, the DeKalb Police Department assisted with the Day Without Women Rally and Protest March. The rally began at Northern Illinois University's MLK Commons and the protest march went to 1st Street and Lincoln Highway. The DeKalb Police Department partnered with the Northern Illinois University Police Department to support to rally and protest march.</li>   <li>▪ The City's Information Technology (IT) department and NIU IT department have had several productive meetings to discuss opportunities and ideas to work together on projects. A very recent advance 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 the app and the City is working with NIU marketing prior to the launch of this feature.</li> </ul>	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"> <li>▪ The Police Department, including several representatives from NIU, were present in a 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.</li>   <li>▪ The IT and Police departments, as well as NIU IT are currently collaborating on some projects to take place downtown. The focus for the initial discussions are on complimentary Wi-Fi for the public and extending the NIU network for students. In addition, staff is looking at other possible technologies that would be beneficial to the community as a whole. The NIU CIO has also reached out to faculty to see if there are other opportunities available in collaborating with the University. IT is also currently working on an Intergovernmental Agreement to help facilitate the process.</li> </ul>	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"> <li>The DeKalb Police Department and Northern Illinois University have continued with co-policing effort. As part of the efforts, officers from each agency team signed up to visit registered off-campus events.</li> </ul>	CMO, ComDev, IT, PD, and PW
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>From March 6 through March 17, 2017, Deputy Fire Chief Jeff McMaster worked to complete his final Executive Fire Officer course, Executive Leadership, 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> <li>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 NIU. These volunteers are currently going through fingerprinting, background checks and screening as part of their onboarding process.</li> </ul>	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>▪ The Human Resources (HR) Department initiated an internship program for an HR volunteer. The City also continued the Geographical Information Systems (GIS) internship program with the Community Development Department. These volunteer internship programs benefit the City by providing efficiency in service delivery and benefit the students by providing career experience and educational credit.</li> <li>▪ The HR department is collaborating with NIU departments, groups and student organizations to market vacancies within the City. This effort helps to enhance a talent pipeline and further diversify the applicant pool for City positions, internships and volunteer opportunities.</li> <li>▪ The City will begin the process of recruiting two new management Interns from Northern Illinois University's Public Administration Program in April 2017.</li> </ul>	All Departments

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## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

*Strategy: Leverage local environmental expertise.*

Level	Name	Status	Updates	Department
Action	Refresh, review, and analyze the implementation of the City's Sustainability Plan.	On Track	<ul style="list-style-type: none"> <li>The Public Works Department met with a representative from Waste Management to discuss their "Recycle Often Recycle Right" project. The project works to increase recycling awareness with communities Waste Management services. To assist, Management Analyst DiDiana and Management Interns Tipps and Jackson scheduled a series of Tweets and Facebook posting on recycling facts to raise awareness with DeKalb residents.</li> </ul>	PW

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

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

Level	Name	Status	Updates	Department
Action	Support the establishment of a regional technology, art, and cultural children's learning space.	On Track	<ul style="list-style-type: none"> <li>The STEAM Learning Center Feasibility Study was presented to the City Council on February 13, 2017.</li> </ul>	CMO, ComDev and IT

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Sense of Place

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

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

Level	Name	Status	Updates	Department
Action	Provide comprehensive and timely communication about all events of interest to people who live, go to school, or work in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Communication initiatives were implemented City-wide to effectively disseminate information regarding projects and updates in DeKalb. Stories regarding the City's distinguished budget presentation award, bicycle friendly community designation, strategic plan update, Cornerstone development and street maintenance have been published as a result of these initiatives.</li> <li>▪ The City's new electronic newsletter, DeKalb e-News, was launched in the first quarter of 2017 using Constant Contact. The newsletter highlights information on community interests, events, and activities, as well as updates and reports on major City projects. Newsletter editions will be released in January, March, May, July, September and November.</li> <li>▪ The City has collected 152 total contacts from January 1, 2017, to March 31, 2017, for DeKalb e-News.</li> </ul>	CMO

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>Staff continues to work with local businesses and property owners to identify space for co-working opportunities.</li> </ul>	ComDev

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

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

Level	Name	Status	Updates	Department
Action	Implement a Complete Streets policy in future City planning to improve safety, accessibility, and aesthetics.	On Track	<ul style="list-style-type: none"> <li>The City's TIF districts expire in the upcoming years. Public Works and Community Development think this is an excellent opportunity to discuss implementing the Complete Streets Policy into a redesign of the downtown corridor. Input from Council and the community is required to move forward with any initiative.</li> </ul>	ComDev and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

*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>With the installation of an additional 12 recycling containers, the Public Works Department continues to promote recycling in the Central Business District (CBD). Waste Management reports higher volumes of recycling materials collected due to the conveniently placed containers. The CBD now has 42 recycling containers and Waste Management expects to provide funding for the purchase of additional containers as recycling volume steadily increases</li> </ul>	ComDev and PW

*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>The IT and Police department in addition to NIU IT are currently collaborating on some projects to take place downtown. The focus for the initial discussions are on complimentary Wi-Fi for the public and extending the NIU network for students. In addition, we are looking at other possible technologies in the downtown that would be beneficial to the community as a whole. IT is currently working on an Intergovernmental Agreement to help facilitate the process.</li> </ul>	IT

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Action	Explore technology solutions to enhance public safety and quality of life.	<b>On Track</b>	<ul style="list-style-type: none"> <li>The Police Department, with the assistance of the IT Department, has recently completed an electronic connection to the DeKalb County State's Attorney's Office. This connection allows the State's Attorney to have instant access to police reports, documents, and photos. This reduces the burden on the Police Records Division retrieving the reports and decreases costs by reducing the amount of paper consumed.</li> </ul>	IT and PD
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*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.	<b>On Track</b>	<ul style="list-style-type: none"> <li>The Business Planning Feasibility Assessment for the Egyptian Theatre was presented to the City Council on January 18, 2017.</li> </ul>	CMO and ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Investigate the potential for a downtown area hotel and conference center to meet community and regional needs.	On Track	<ul style="list-style-type: none"> <li>City staff has reached out to multiple developers to discuss the possible development of a hotel/conference center at multiple sites in the downtown.</li> </ul>	ComDev
<p>Goal: Facilitate a business-friendly environment that supports existing merchants while attracting new investment to areas in need of commercial development.</p> <p><i>Strategy: Promote and encourage local business collaboration.</i></p>				
Action	Support initiatives developed by business owners, i.e. restaurant week, shop local, summer shopping hours, coordinated shopping promotions.	On Track	<ul style="list-style-type: none"> <li>Staff continues to attend Merchant Meetings and meet with property owners to share news and ideas for promoting the area. Recent events include discussion about Artigas and the timing of demolition activities associated with the Cornerstone project.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

*Strategy: Promote and encourage local business collaboration.*

Level	Name	Status	Updates	Department
Action	Co-sponsor events with NIU to introduce and attract students to downtown DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ February 1, 2017, the City of DeKalb, NIU, the NIU Student Leaders Group and Proudly DeKalb collaborated to bring NIU students downtown for dinner and conversation. Conversation centralized around student issues, DeKalb revitalization, Downtown DeKalb, and other important community topics. The main takeaways from the meeting included lack of lighting, transportation, communication, activities to keep students in DeKalb on weekends, and sense of community.</li> <li>▪ The event also included a bus tour from Holmes Student Center through the downtown DeKalb. During the bus tour, several comments were made by students that they did not realize what amenities, shops and restaurants were in the downtown.</li> </ul>	CMO and ComDev



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Identify retail, commercial and service needs and foster development of businesses to meet those needs, i.e. human services, food desert areas.	On Track	<ul style="list-style-type: none"> <li>▪ Staff has continued to work with University Village on a social service program made possible by a contribution acquired from the developer.</li> <li>▪ The Economic Development Commission began working on an Economic Development Plan with the assistance of the Center for Governmental Studies.</li> <li>▪ Mayor John Rey and City Manager Gaura participated in multiple workshops in the development of the County Economic Development Strategy (CEDS) Plan.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	Not Started	<ul style="list-style-type: none"> <li>▪ Revenues will be reviewed as part of the FY 2018 Budget process.</li> </ul>	ComDev and FN

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

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

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Enforce or update existing regulations to facilitate improvement or removal of substandard or unsafe structures throughout the City and ensure others are consistent with applicable regulations.	On Track	<ul style="list-style-type: none"> <li>The City has completed the demolition of a structure on Market Street. A review of the history of this property shows a lengthy and troubled past. The demolition was completed after the owner had several weeks to remove personal property from the house and even after that process, the house was substantially filled with debris. The demolition of this property and a neighboring property has resulted in the creation of a site comprising one and one-half lots that can be made available for public use or private redevelopment and has eliminated two of the most hazardous and decrepit properties in the City. The conclusion of this process involved the extensive efforts of the City Attorney and the integral support of the Fire Department, Police Department, Public Works Department and Community Development Department.</li> </ul>	CMO, ComDev and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Enforce or update existing regulations to facilitate improvement or removal of substandard or unsafe structures throughout the City and ensure others are consistent with applicable regulations.	On Track	<ul style="list-style-type: none"> <li>The Public Works and IT departments launched an internal request tracker available to all employees. The tracker ensures accountability and allows the Support Services Division to track unsafe and substandard structures throughout the City.</li> </ul>	CMO, ComDev and PW
Action	Continue brownfields assessments and remediation programs.	On Track	<ul style="list-style-type: none"> <li>Staff is evaluating various opportunities to assist property owners with brownfield assessments and remediation.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Identify opportunities to actively market the DeKalb Taylor Municipal Airport, referencing the current Airport Marketing Plan.	On Track	<ul style="list-style-type: none"> <li>▪ Airport Manager Tom Cleveland attended the National Business Aviation Association's Aircraft Schedulers and Dispatchers(S&amp;D) Conference in Fort Worth, Texas from February 7 to February 10. The conference provides an opportunity to market the DeKalb Taylor Municipal Airport to charter and corporate aircraft companies from all over the United States.</li>   <li>▪ On Saturday, January 28, 2017, Airport Manager Tom Cleveland and Kevin Howard of the DeKalb Flight Center Line Service attended the 2017 Chicago Aviation Expo in Itasca, Illinois. The trade-show provided staff an opportunity to introduce and discuss the many amenities the airport offers. Aircraft owners and pilots from throughout the Midwest attended.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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>▪ As part of the 2017 Street Maintenance Program, Public Works allocated \$20,000 from Fund 50 to fund improvements to sidewalks across the City.</li> </ul>	ComDev and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ For the week ending January 5, 2017, Fire personnel completed 25 inspections including 18 outside property maintenance, 1 commercial building, 3 fire/life safety, 2 rooming house, and 1 gas station. During these inspections, 59 violations were noted for follow-up.</li>   <li>▪ For the week ending January 12, 2017, Fire personnel completed 29 inspections including 13 outside property maintenance, 11 commercial building, 2 fire/life safety, and 3 rooming house. During these inspections, 78 violations were noted for follow-up.</li>   <li>▪ The Cornerstone redevelopment project was approved by City Council on February 27, 2017. The project includes the demolition of the former Otto's building, as well as three surrounding properties. The developer, Mr. John Pappas, will be constructing a four-story mixed use building that includes 51 fully furnished, market rate apartments, as well as commercial space for Barb City Bagel and a TBD restaurant that Mr. Pappas will be starting.</li> </ul>	ComDev, FD and PD



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ For the week ending January 19, 2017, Fire personnel completed 61 inspections including 42 outside property maintenance, 16 commercial building, 1 fire/life safety, and 2 rooming house. During these inspections, 101 violations were noted for follow-up.</li>   <li>▪ On January 25, 2017, emergency responders discovered an immediate health and life safety hazard to an occupant during an emergency medical response. As a result, the Fire Department, along with the Legal Division, Building Department, Police Department, and many outside agencies worked together to secure an administrative search warrant to thoroughly assess the building for hazards and code violations. After the search was conducted, subsequent legal proceedings were initiated resulting in an emergency order making the house uninhabitable plus an order appointing a guardian for the occupant.</li> </ul>	ComDev, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ For the week ending January 26, 2017, Fire personnel completed 102 inspections including 65 outside property maintenance, 33 commercial building, 1 fire/life safety, and 3 rooming house. During these inspections, 116 violations were noted for follow-up.</li>   <li>▪ For the week ending February 2, 2017, Fire personnel completed 60 inspections including 38 outside property maintenance, 15 commercial building, 3 fire/life safety, 2 pre-plans, 1 rooming house, and 1 general. During these inspections, 109 violations were noted for follow-up.</li>   <li>▪ For the week ending February 9, 2017, Fire personnel completed 63 inspections including 44 outside property maintenance, 4 commercial building, 11 fire/life safety, 3 gas stations, and 1 ansul system test. During these inspections, 145 violations were noted for follow-up.</li> </ul>	ComDev, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ For the week ending February 16, 2017, Fire personnel completed 63 inspections including 44 outside property maintenance, 4 commercial building, 11 fire/life safety, 3 gas stations, and 1 ansul system test. During these inspections, 145 violations were noted for follow-up.</li>   <li>▪ For the week ending February 23, 2017, Fire personnel completed 17 inspections including 16 fire/life safety and 1 rooming house. During these inspections, 35 violations were noted for follow-up.</li>   <li>▪ For the week ending March 2, 2017, Fire personnel completed 37 inspections including 14 fire/life safety, 5 commercial building, and 18 outside property maintenance. During these inspections, 71 violations were noted for follow-up.</li>   <li>▪ For the week ending March 9, 2017, Fire personnel completed 28 inspections including 13 outside property maintenance, 13 fire/life safety, and 2 hotel/motel. During these inspections, 46 violations were noted for follow-up.</li> </ul>	ComDev, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li data-bbox="764 488 1766 976">▪ On March 10, 2017, emergency responders discovered an immediate health and life safety hazard to an occupant during an emergency medical response. As a result, the Fire Department, along with the Legal Division, Building Department, Police Department, and many outside agencies worked together to secure an administrative search warrant to thoroughly assess the building for hazards and code violations. After the search was conducted, subsequent legal proceedings were initiated resulting in an emergency order making the house uninhabitable plus an order appointing a guardian for the occupant.</li> <li data-bbox="764 1032 1724 1205">▪ For the week ending March 16, 2017, Fire personnel completed 16 inspections including 3 commercial building, 4 pre-plan walkthrough, and 9 fire/life safety. During these inspections, 34 violations were noted for follow-up.</li> </ul>	ComDev, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ For the week ending March 23, 2017, Fire personnel completed 35 inspections including 7 outside property maintenance, 10 commercial building, 4 pre-plan walkthrough, 12 fire/life safety, and 2 citizen complaints. During these inspections, 51 violations were noted for follow-up.</li> </ul>	ComDev, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>▪ On January 13, 2017, Sergeant Mott, Officer Reese and Officer Fabro attended the Bistro Grand Opening at the Oak Crest Nursing and Assisted Living Center. Officers interacted with residents during the grand opening of Bistro.</li>   <li>▪ On January 19, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to pre-school aged children that attended the Children's Learning Center in DeKalb. The police tour helped to build positive relationships with children and teachers in the community.</li>   <li>▪ On January 27, 2017, the DeKalb Police Department escorted the DeKalb High School Dance Team as they traveled out of town to participate in the Illinois State Finals.</li> </ul>	FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>▪ On February 6, 2017, the DeKalb Police Department conducted a Police Department tour for Girl Scouts and Boy Scouts. Approximately 50 Scouts participated in the tour.</li> <li>▪ On February 9, 2017, Officer Kelly Sullivan attended the 5th Ward meeting held at the DeKalb Library. Officer Sullivan answered resident's questions regarding concerns they had in their neighborhood. This event was an example of community policing which helped to build relationships with members of the community.</li> <li>▪ On February 13, 2017, the DeKalb Police Department conducted a Police Department tour for Girl Scouts.</li> </ul>	FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li data-bbox="764 526 1772 841">▪ On February 16, 2017, Officer Kelly Sullivan conducted a "Frauds and Scams Presentation" at Barb City Manor. Senior citizens of Barb City Manor were educated on the different frauds and scams frequently observed in the DeKalb area. This event helped to build positive relationships with the senior citizens of the community while giving them the information needed to prevent them from becoming a victim of fraud.</li> <li data-bbox="764 894 1772 1154">▪ On March 1, 2017, Officer Kelly Sullivan conducted a "Personal Safety Presentation" at First National Bank in Sycamore. Senior citizens were educated on personal safety and crime prevention. This event facilitated participation by seniors in the community and helped to build an open line of communication between seniors and the police.</li> <li data-bbox="764 1208 1772 1377">▪ On March 2, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to Little Lambs Pre-School. The police tour helped to build positive relationships with children and teachers in the community.</li> </ul>	FD and PD



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>▪ On March 2, 2017, the DeKalb Police Department participated in the Clinton Rosette Middle School Day of Reading. Officers read to students as part of the program.</li> <li>▪ On March 19, 2017, the DeKalb Police Department escorted the DeKalb High School band upon its return from Ireland where they played at the Dublin St. Patrick's Day Parade.</li> </ul>	FD and PD
Action	Encourage community-based public safety engagement strategies and practices.	On Track	<ul style="list-style-type: none"> <li>▪ On January 19, 2017, Officer Kelly Sullivan provided a tour of the DeKalb Police Department to pre-school aged children that attended the Children's Learning Center in DeKalb. The police tour helped to build positive relationships with children and teachers in the community.</li> <li>▪ On February 3, 2017, Officer Kelly Sullivan conducted a "Personal Safety Presentation" at the senior center in DeKalb. Senior citizens were educated on personal safety and crime prevention. This event facilitated participation by seniors in the community and helped to build an open line of communication between seniors and the police.</li> </ul>	FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	On Track	<ul style="list-style-type: none"> <li>▪ On February 17, 2017, approximately 20 four and five-year-olds from Children's Learning Center toured Fire Station 1. Firefighters taught them fire safety and the children learned about fire apparatus, gear and tools through the touch a truck demonstration.</li> <li>▪ On February 20, 2017, Deputy Fire Chief Jeff McMaster and firefighters from Fire Station 3 participated in the Gwendolyn Brooks Elementary School's Act of Kindness program.</li> <li>▪ On February 24, 2017, Sergeant Espy provided a tour of the DeKalb Police Department to pre-school aged children that attended the Children's Learning Center in DeKalb. The police tour helped to build positive relationships with children and teachers in the community.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage community-based public safety engagement strategies and practices.	On Track	<ul style="list-style-type: none"> <li>▪ On March 1, 2017, Officer Kelly Sullivan conducted a "Personal Safety Presentation" at First National Bank in Sycamore. Senior citizens were educated on personal safety and crime prevention. This event facilitated participation by seniors in the community and helped to build an open line of communication between seniors and the police.</li>   <li>▪ On March 3, 2017, several officers of the DeKalb Police Department as well as many members of the DeKalb Fire Department attended Big Brother's and Big Sister's fundraiser, "Bowl for Kids' Sake." DeKalb Police and Fire Officers continually engage with organizations in the community in an effort to sustain positive partnerships.</li>   <li>▪ On March 13, 2017, approximately 16 three through five-year-olds from the Children's Learning Center toured Fire Station 1. Firefighters taught them fire safety and the children learned about fire apparatus, gear and tools through the touch a truck demonstration.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Supplement the physical presence of public safety personnel through the strategic deployment of new technologies.	On Track	<ul style="list-style-type: none"> <li>The Police Department and IT Department are currently working to examine and implement new technologies to supplement public safety personnel. Further updates are expected in the second quarter.</li> </ul>	IT and PD

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

Level	Name	Status	Updates	Department
Action	Explore the feasibility of implementing the elements of the DeKalb Sustainability Plan and the America's Best Communities plan.	On Track	<ul style="list-style-type: none"> <li>The Public Works department is considering creating an internal committee comprised of the different divisions to discuss which elements can be implemented into each division's annual goals.</li> </ul>	ComDev and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Community Vitality and a Vibrant Downtown

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

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

Level	Name	Status	Updates	Department
Action	Encourage a continuing assessment of the plans' implementation, progress, and effectiveness by collaborating with the Citizen's Environmental Commission.	On Track	<ul style="list-style-type: none"> <li>Public Works Director Tim Holdeman continues to be the City liaison to the CEC. On January 5, 2017, Director Holdeman assisted the CEC approve the: 2017 CEC Mission Statement, 2017 CEC Goals and Objectives and 2016 CEC Report of Progress on the Implementation and Monitoring of the Sustainability Plan.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Inclusiveness

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

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

Level	Name	Status	Updates	Department
Action	Review and adjust City policies, practices, and programs to serve this core vision.	On Track	<ul style="list-style-type: none"> <li>▪ The Fire Department is in the process of reviewing, updating and writing new policies and procedures for the Fire Department.</li> <li>▪ On March 22, 2017, HR staff met with the Kishwaukee College Director of Business and Training Partnerships Workforce and Community Education and the Coordinator of Career Technologies in an effort to enhance the City's outreach and expand the applicant pool for employment opportunities and internships.</li> </ul>	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"> <li>▪ The HR department initiated a project through Northern Illinois University to source groups and organizations that focuses on municipal government and inclusiveness. This project will enhance a talent pipeline and further diversify the applicant pool for City positions, internships and volunteer opportunities.</li> </ul>	HR

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Inclusiveness

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

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

Level	Name	Status	Updates	Department
Action	Encourage people who live, work, and learn in DeKalb to become engaged in local activities (governance, volunteerism, lifelong learning, etc.).	On Track	<ul style="list-style-type: none"> <li>Local community events were included in the first edition of DeKalb e-News. Events included Candidates Night, Downtown Spring Open House, 2017 Community Expo, Breakfast with the Bunny and Egyptian Theatre shows and events.</li> </ul>	CMO
<i>Strategy: Equip City employees with the knowledge and skills to serve a diverse population.</i>				
Level	Name	Status	Updates	Department
Action	Institute cultural competency training for all City employees.	On Track	<ul style="list-style-type: none"> <li>HR and City Manager's Office staff met with Northern Illinois University faculty on January 30, 2017, to discuss training needs for the City. Staff received and is reviewing the proposal.</li> </ul>	HR
Action	Participate in multi-cultural events such as Beloved Community dinners, local food celebrations, parades, etc.	On Track	<ul style="list-style-type: none"> <li>On January 13, 2017, Sergeant Mott, Officer Reese and Officer Fabro attended the Bistro Grand Opening at the Oak Crest Nursing and Assisted Living Center. Officers interacted with residents during the grand opening of Bistro.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	<b>On Track</b>	<ul style="list-style-type: none"> <li>▪ On January 19, 2017, Deputy Fire Chief Jeff McMaster participated in the Unity March at NIU, which began at Altgeld Hall.</li>   <li>▪ On January 20, 2017, Sergeant Mott attended the Children's Advocacy Center Ribbon Cutting Ceremony for the services of MERIT available at the DeKalb County Health Department.</li>   <li>▪ On January 27, 2017, Engine 3 and Medic 3, along with Deputy Fire Chief Jeff McMaster, escorted the DeKalb High School Dance Team out of town in a parade as they left for State competition.</li>   <li>▪ On January 27, 2017, Commander Lekkas represented the DeKalb Police Department at the First National Challenge DeKalb vs Sycamore girls' and boys' basketball games held at the Northern Illinois University Convocation Center.</li> </ul>	CMO, FD and PD
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# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>▪ On January 28, 2017, Sergeant Mott participated in the Hope Haven Charity Dinner. A police ride-along was auctioned off as part of the fundraiser.</li>   <li>▪ On March 2, 2017, Commander Woodruff and Communications Manager Marz from the DeKalb Police Department as well as Fire Chief Eric Hicks and Deputy Fire Chief Jeff McMaster attended the NIU "One Love" mural unveiling on campus. The mural is made up of police officers, firefighters, and community members to show their support of diversity in our community.</li>   <li>▪ On March 2, 2017, numerous officers with the DeKalb Police Department participated in the Clinton Rosette Middle School Science Fair as judges. Officers were paired up and each pair of officers judged two exhibits.</li> </ul>	CMO, FD and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>On March 8, 2017, the DeKalb Police Department assisted with the Day without Women Rally and Protest March. The rally began at Northern Illinois University MLK Commons and the protest march went to 1st Street and Lincoln Highway. The DeKalb Police Department partnered with the Northern Illinois University Police Department to support to rally and protest march.</li> </ul>	CMO, FD and PD

Goal: Promote inclusiveness throughout the community.

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

Level	Name	Status	Updates	Department
Action	Work with DeKalb's human service agencies to identify appropriate support roles for the City.	On Track	<ul style="list-style-type: none"> <li>Monetary requests from the City's Social Service Agencies continue to rise. Staff is evaluation alternative funding sources and strategies to assist these organizations.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Inclusiveness

Goal: Promote inclusiveness throughout the community.

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

Level	Name	Status	Updates	Department
Action	Convene a discussion among healthcare providers regarding the provision of mental health services and resources in DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ Chief Lowery met with the DeKalb County Housing Authority Continuum of Care group. The Chief is working along with all of the DeKalb area medical stakeholders to ensure a unified approach to mental health in our community.</li> <li>▪ Fire Chief Eric Hicks, as the representative for the Fire Department, participates in the Continuity of Care program. This program consists of representatives from every health and human service agency in the DeKalb area. The purpose of Continuity of Care is to discuss the current status of cases and plan for future needs.</li> </ul>	FD and PD
Action	Help connect unemployed and underemployed residents to information about education, training, employment opportunities and other support services.	On Track	<ul style="list-style-type: none"> <li>▪ City staff has been working with agencies capable of providing job and job training information to residents of University Village.</li> </ul>	ComDev

# FY 2017 Strategic Plan Update January 1, 2017 to March 31, 2017

## Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Explore ways to enhance the City's role with Voluntary Action Center governance.	On Track	<ul style="list-style-type: none"> <li>Public Works Director Holdeman met with VAC's Executive Director to discuss the City's role in supporting initiatives underway with the Board.</li> </ul>	PW
Action	Encourage collaboration between local transportation systems to evaluate routes and hours of service.	On Track	<ul style="list-style-type: none"> <li>Public Works Director Tim Holdeman met with representatives from the DeKalb Sycamore Area Transportation Study (DSATS) and NIU to collaboratively evaluate operations and look for opportunities to increase efficiency for both VAC and the Huskie Bus Line.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Bring alternative transportation services, such as Uber, to DeKalb.	On Track	<ul style="list-style-type: none"> <li>▪ The City has investigated the models used in a number of other communities and has made contact with Uber's corporate offices, directly. Uber's request is that they be permitted to operate under their state-issued license pursuant to state law, without any local licensure. They have proposed a memorandum of understanding that could be utilized to memorialize this arrangement. Staff's analysis has shown that several communities have adopted regulations that locally license Uber operations and the operations of other similar transportation providers. Some communities have continued those activities while others have discontinued them. In order to evaluate the best possible approach, staff is working to gather information on the experiences of other communities and the reasons that they have maintained or discontinued local regulation.</li> </ul>	CMO

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Accessibility

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

*Strategy: Enhance existing transportation planning resources.*

Level	Name	Status	Updates	Department
Action	Embrace the "Complete Streets" philosophy in future transportation and planning initiatives, i.e. Long-Range Transportation Plan.	On Track	<ul style="list-style-type: none"> <li>▪ One of the projects slated for 2018 construction is the redesign of 5th Street and Girard. The Public Works department is collaborating with the Community Development department and WBK Engineering to implement several components of a "Complete Streets" policy. The components will address the intersections accessibility for all roadway users, safety, and perhaps transforming the street into a closed street available for street festivals.</li> <li>▪ WBK Engineering submitted several options for the intersection and is working with Public Works to evaluate if the preferred choice is feasible due to the complex coordination required with the surrounding United States Post Office and McDonalds.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Support infrastructure enhancements for Voluntary Action Center operations, including the proposed transportation facility.	On Track	<ul style="list-style-type: none"> <li>▪ The DSATS Technical Committee approved hiring an engineer to assist staff in enhancing its existing application for the TIGER Grant.</li> </ul>	PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Accessibility

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

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

Level	Name	Status	Updates	Department
Action	Maintain and expand state-of-the-art navigation systems at the airport.	On Track	<ul style="list-style-type: none"> <li>▪ Through the Illinois Departments of Transportation (IDOT) Transportation Improvement Program (TIP), the Public Works department secured \$800,000 for the installation of new state of the art navigational aids for the Airport. The Public Works department is waiting for a schedule for installation.</li> </ul>	PW



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Explore a dedicated revenue source for capital equipment and fleet replacement.	On Track	<ul style="list-style-type: none"> <li>The Public Works and Finance departments have meetings scheduled during the first part of April with four Financial Advisory firms to discuss long-term capital funding options.</li> </ul>	PW
Action	Attain City Council's goal of having an unrestricted General Fund balance of 25% within three years and, upon attainment, reassess the continuing fund balance needs of the City.	On Track	<ul style="list-style-type: none"> <li>The City continues to achieve above a 25% fund balance reserve level in the General Fund. Preliminary FY16.5 reserves are coming in above 26%. Final reserve levels will be completed during the FY16.5 audit in late April.</li> </ul>	FN

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

*Strategy: Enhance the safety of the community.*

Level	Name	Status	Updates	Department
Action	Evaluate staffing levels and determine action for meeting community needs.	On Track	<ul style="list-style-type: none"> <li>On February 13, 2017, new firefighters Vincent Laudicina and Coltin Phelps began their career with the DeKalb Fire Department. With the retirements in 2016 of Tom Murphy, Tom Guthrie, and Mark Wilcox, the Fire Department was short three firefighter positions. These two new hires have reduced the shortage to one.</li> </ul>	FD and PD
Action	Address additional facility and infrastructure needs of the Police Department, i.e. firearms training range, consolidated and contractual dispatching.	On Track	<ul style="list-style-type: none"> <li>The Police Department is working on facility and infrastructure improvements in the Communications Center to accommodate pending 911 consolidation and the Next Generation 911 project. A workstation for a sixth Computer-Aided Dispatch (CAD) position has already been purchased through the County 911 Board and other technical provisions are being planned to eventually construct a fully-functional telecommunicator workstation.</li> </ul>	PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> <li>On January 18, 2017, the Fire Department took delivery of a new 2016 Ford Expedition. This vehicle will be added to the front line fleet and utilized as the Shift Commander's 24/7 emergency response vehicle. The current Shift Commander vehicle is 10 years old and will be re-purposed for use by the Deputy Fire chief. The current Deputy Fire Chief's vehicle is 13 years old and will be re-purposed for a pool car, replacing another vehicle that is also 13 years old.</li> </ul>	FN, FD, PD and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> <li>The vehicle was purchased through the State of Illinois Purchasing contracts through the Illinois Central Management System (CMS). These contracts are negotiated annually. The benefits of which are offered to other local governmental bodies throughout the State so as to secure competitive pricing for specific vehicles and equipment, thereby negating the need to exercise the public notification and bid solicitation process to accomplish the same results. This method of contract pricing meets or exceeds the State of Illinois public bidding requirements and complies with the City's Purchasing Manual.</li> </ul>	FN, FD, PD and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> <li>On January 31, 2017, the Fire Department took delivery of two new ambulances. These ambulances were purchased for \$260,000, including equipment for each ambulance. This is \$20,000 below the FY16.5 approved budget amount for these ambulances. These ambulances, when placed into service, will replace two 2003 ambulances. Within the past calendar year, the City has had numerous ambulance breakdowns and ambulances go out of service with mechanical issues, including one ambulance that experienced major mechanical failures while transporting an emergency medical patient to the hospital.</li> </ul>	FN, FD, PD and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Replace aging and unsafe fleet and equipment to mitigate liability, enhance resident safety, and reduce downtime.	On Track	<ul style="list-style-type: none"> <li>On February 24, 2017, the two new ambulances were placed into service. Prior to being placed in service, equipment, radio, lights and graphics were installed and the ambulances passed inspection by the Illinois Department of Public Health.</li> </ul>	FN, FD, PD and PW
Action	Implement up-to-date safety regulations, e.g., fire sprinklers in sorority and fraternity houses.	On Track	<ul style="list-style-type: none"> <li>The Fire Department is working with University Village to upgrade their alarm system. The Fire Department is inspecting, on a weekly basis, all University Village occupancies that are being renovated.</li> </ul>	FD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Provide appropriate Information Technology staff to lead, evaluate, implement, and maintain an assessment of the City’s technology to enhance efficiency of City services.	<b>On Track</b>	<ul style="list-style-type: none"> <li>▪ The HR Department worked in collaboration with the IT Department to implement a new IT Technician volunteer intern program. These volunteer internship programs benefit the City by providing efficiency in service delivery and benefit the students by providing career experience and educational credit.</li> </ul>	HR and IT

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Acquire and maintain an efficient City-wide enterprise software system that establishes the City as a leader in the implementation of technology that helps drive cost-effective governance.	<b>On Track</b>	<ul style="list-style-type: none"> <li>▪ Finance department staff sit on the ERP RFP committee and has provided details of all existing software issues and a wish list of what the department is looking for in the future to enhance the productivity, efficiency and reporting within the Finance Department.</li> </ul>	FN and IT



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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 fieldwork.	On Track	<ul style="list-style-type: none"> <li>The Police Department has deployed a new modem setup in their squad cars to enhance connectivity in the field. The new setup features an external modem that can be used to generate a "hot spot" in an emergency. This means that any officer near the car can connect a laptop, phone or tablet using the secure signal broadcasted by the car, effectively making any squad car into a mobile command post.</li> </ul>	ComDev, IT and PD

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

Level	Name	Status	Updates	Department
Action	Inventory existing City properties and identify those that support the City's mission.	On Track	<ul style="list-style-type: none"> <li>The Support Services Division continues to collect data on existing City properties and will use the data inventory and evaluate which properties support the City's mission.</li> </ul>	ComDev and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Provide the community with a City Hall facility that will address public access, technological, security, safety, shelter and environmental needs in compliance with the Americans with Disabilities Act and other statutory regulations.	On Track	<ul style="list-style-type: none"> <li>▪ Information Technology has implemented a hearing assistance system in the Council Chambers. This system allows hearing-impaired attendees, through a wireless over-the-ear speaker connected to the audio system in the Council Chamber, to easily hear the discussion during meetings and events.</li> <li>▪ Employee Identification cards were released to City employees in February. The cards ensure that only authorized personnel will be able to access certain areas of City Hall and cards can be easily deactivated instead of having to change the locks on doors in the case of lost keys or other security concerns. Doors can be programmed to be locked and unlocked automatically based on date (holidays) and time (regular work areas). The employee ID card serves not only as an "identification" card but also as an "identity" card. The "identity" aspect signifies a sense of belonging to the City of DeKalb and facilitates easier initial social interaction by displaying one's name and title.</li> </ul>	CMO, IT and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>Each year building inspections are completed of each Fire Station to determine if there are any needs or property maintenance concerns. The Fire Department is currently in the process of completing the items found during these inspections.</li> </ul>	FN and PW

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

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

Level	Name	Status	Updates	Department
Action	Align City operations and individual performance expectations to strategic DeKalb 2025 Strategic Plan goals.	On Track	<ul style="list-style-type: none"> <li>The HR Department staff began working with City departments in the revision and/or creation of job descriptions to actively reflect and capture the essential functions of the role.</li> </ul>	HR

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Develop and implement methodologies to measure community satisfaction and allocate resources to improve quality of life.	On Track	<ul style="list-style-type: none"> <li>The City Manager's Office and Finance Department attended a seminar on participatory budgeting. The seminar provided staff with extensive information and tools which are being examined at this time. No action further action has been completed.</li> </ul>	CMO and FN
Action	Report to the community annually on the progress of the strategic plan.	On Track	<ul style="list-style-type: none"> <li>Assistant City Manager Hoppenstedt and Management Analyst Stott presented the FY 2016.5 year end Strategic Plan Update to City Council at the Committee of the Whole meeting on February 27, 2017. The full report and presentation have also been posted on the City Website.</li> </ul>	CMO

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>The Finance department sits on the Long-term Capital Planning and Funding team. Currently, the team is meeting with four Financial Advisor firms to assist in determining the best way to fund the plan once it has been developed.</li> </ul>	FN and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Level	Name	Status	Updates	Department
Action	Provide budget documentation that clearly delineates the demand for services, the available resources, and allocation of resources.	On Track	<ul style="list-style-type: none"> <li>Finance Director Cathy Haley worked at developing a structure for a Five Year Financial Plan that will provide more documentation for the budget decision making process.</li> </ul>	CMO and FN
Action	Communicate plans for funding infrastructure improvements to the community.	Not Started	<ul style="list-style-type: none"> <li>This will be implemented during the second half of the fiscal year once a Capital Plan and funding mechanism to implement this plan have been vetted through the City Council.</li> </ul>	FN and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.	On Track	<ul style="list-style-type: none"> <li>Finance Department Staff is currently working with the City's third party Actuarial Firm (Foster &amp; Foster) on the assumptions being made for the pension funding amounts to determine the best possible solution to decrease the unfunded liability.</li> </ul>	FN
Action	Identify cost-sharing and cost-reduction opportunities through intergovernmental cooperation.	On Track	<ul style="list-style-type: none"> <li>The Police Department is working with the DeKalb County Emergency Telephone System Board (911 Board) to provide funding for the addition of a Computer-Aided Dispatch (CAD) station in our Communications Center. These efforts are for the anticipated 911 consolidation that is being mandated by the state, as well as the planned addition of 911 lines for the Communications Center with the upcoming Next Generation 911 project. The 911 Board has already provided funding for the workstation and will soon formally consider the provision of the necessary radio interface system.</li> </ul>	PW and PD

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

Goal: Maintain the highest possible standards of fiscal stewardship.

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

Level	Name	Status	Updates	Department
Action	Identify additional dedicated revenue for infrastructure, fleet and other capital improvements and a long-term plan for replacement and upgrades.	On Track	<ul style="list-style-type: none"> <li>The Finance department sits on the Long-term Capital Planning and Funding team. Currently, the team is meeting with four Financial Advisor firms to assist in determining the best way to fund the plan once it has been developed.</li> </ul>	FN and PW



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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.*

Level	Name	Status	Updates	Department
Action	Reassess TIF priorities and optimize use of this revenue for the remaining years of the districts.	On Track	<ul style="list-style-type: none"> <li>The Finance Department has met twice with the TIF phase out team to compile the list of projects for prioritizing through the remainder of the TIFs. Staff is discussing with Financial Advisory firms to determine timing of a potential Bond Issuance to assist in the timing of these projects.</li> </ul>	ComDev, FN and PW
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.	Not Started	<ul style="list-style-type: none"> <li>This action will be completed during the 2018 tax levy process.</li> </ul>	FN

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Provide appropriate HR resources to support the City's staff and enable operating departments to focus on the delivery of core services.	On Track	<ul style="list-style-type: none"> <li>▪ Human Resources staff developed training materials and provided individual training regarding the City's Applicant Tracking System (NEOGOV Insight) to departmental hiring supervisors.</li>   <li>▪ The HR Department staff began working with City departments in the revision and/or creation of job descriptions to actively reflect and capture the essential functions of the role to better serve the delivery of City's core services.</li> </ul>	HR and IT

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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	Overhaul the City's existing human resources policies and procedures (i.e., personnel manual, benefits handbook, performance management system, comprehensive succession planning, and effective training programs) to lead and manage City employees in a productive and safe work environment.	Achieved	<ul style="list-style-type: none"> <li>Human Resources staff developed training materials and provided individual training regarding the City's Applicant Tracking System (NEOGOV Insight) to departmental hiring supervisors.</li> </ul>	CMO and HR

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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>▪ HR Department staff began working with City departments in the job descriptions overhaul to ensure compliance with ADA, EEO and other regulatory requirements.</li>   <li>▪ HR Department posted the required OSHA 300A Summary Work-Related Injuries and Illnesses for the year 2016. The summary includes the number of injuries, number of days away from work and number of days of restricted duty for all reported work-related injuries. The City saw a decrease in all areas from the previous year.</li>   <li>▪ HR staff attended the Illinois Public Employer Labor Relations Association, Employment Law Seminar on March 3, 2017, to stay abreast of current federal and state laws impacting the public sector.</li> </ul>	CMO and HR

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Align performance expectations to the City's core values.	On Track	<ul style="list-style-type: none"> <li data-bbox="835 488 1745 704">▪ The HR Department facilitated the initiation of the Wellbeing Team. The team is represented by all City departments with a mission to promote and support programs that encourage emotional, physical, financial, social and career wellbeing for its employee and families.</li> <li data-bbox="835 760 1745 878">▪ The HR Department began to utilize the City's employee newsletter to engage employees and provide informative and timely communications.</li> </ul>	HR

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>To ensure residents receive timely updates on current infrastructure projects, the Public Works Department required prospective engineering firms discuss a communication plan. Staff asked each firm provide a representative for weekly updates and information impacting residents. The Public Work Management Analyst will oversee the communication efforts and utilize the City's website and social media to deliver the updates.</li> </ul>	CMO and PW

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>On February 23, Baxter &amp; Woodman submitted its first project update to the Public Works Department. The update read as follows: "Progress continues on the Illinois Environmental Protection Agency funded water main replacement project. Baxter &amp; Woodman survey crews completed their work this week and engineering design work is underway. Pavement cores and soil borings will begin the week of February 27 and will take about a week to complete if the weather cooperates. Residents in the project area will see JULIE paint markings and flags locating existing underground utilities in the locations where borings will be taken".</li> </ul>	

# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 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"> <li>▪ The City launched a Twitter and Instagram account in January 2017. Both accounts, in addition to the City's other social media channels, are being used to provide community members with up to date information.</li> <li>▪ A press release was shared on the City's media channels outlining the City's street maintenance process. The press release gave detailed information on how the City rates and prioritizes street maintenance.</li> </ul>	CMO and PW



# FY 2017 Strategic Plan Update

## January 1, 2017 to March 31, 2017

### Vision of Efficient, Quality, Responsive Services

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

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

Level	Name	Status	Updates	Department
Action	Educate the public on the capabilities and resources available through the City's communication outlets and continue to update and support utilization, i.e. City website, social media.	On Track	<ul style="list-style-type: none"> <li>▪ Communication initiatives were implemented City-wide to effectively disseminate information regarding projects and updates in DeKalb. Stories regarding the City's distinguished budget presentation award, bicycle friendly community designation, strategic plan update, Cornerstone development and street maintenance have been published as a result of these initiatives.</li> <li>▪ The City's new electronic newsletter, DeKalb e-News, was launched in the first quarter of 2017 using Constant Contact. The newsletter highlights information on community interests, events, and activities, as well as updates and reports on major City projects. Newsletter editions will be released in January, March, May, July, September and November.</li> <li>▪ The City has collected 152 total contacts from January 1, 2017, to March 31, 2017, for DeKalb e-News.</li> </ul>	CMO