



# STRATEGIC PLAN 2011-12

VISION, GOALS, STRATEGIES & ACTIONS

# NOVEMBER UPDATE

Abbreviations used in this document:

Admin-Administration  
All-all Village Departments  
B and Z-Building, Zoning and Planning Department  
ED-Economic and Community Development Department  
EQ-Environmental Quality Department  
Finance-Finance Department  
PD-Police Department  
PW-Public Works Department

November 1, 2011

# 2011 Strategic Plan for Village of Wauconda

## To Achieve Our Vision: Four Major Goals-

- 1) Develop ‘user friendly’ approaches for attracting and retaining businesses.
- 2) Develop extensive external (and internal) marketing and community communications.
- 3) Develop a land integration and usage plan that supports our community and economic infrastructure (update Comprehensive Plan).
- 4) Maintain efficient and effective Village Operations.

## Goal One - Develop ‘user friendly’ approaches for attracting and retaining businesses.

### Strategies

- A. Conduct a review of current ordinances for improvement to eliminate conflicts and be more easily understood.
- B. Create a streamlined central permit and other processes.
- C. Create forms and guides to assist individuals in getting through the permit process easily.
- D. Establish an objective incentive plan to attract and retain businesses.

### Specific Actions to Accomplish the Identified Strategies within one year:

- A. Conduct a review of current ordinances for improvement to eliminate conflicts and be more easily understood.
  - Provide a report to the Building and Zoning Committee regarding identified ordinances that require residents and/or businesses to meet requirements that exceed neighboring communities’ standards. (B and Z, EQ) **ONGOING**  
*The Village ordinance regulating driveway thickness and suitable materials was amended in August, 2011. The Building and Zoning Committee is currently formulating a wind and solar ordinance for the Village. The Environmental Committee will be reviewing and revising the pretreatment ordinance – target date for completion is May 1<sup>st</sup>. Staff recently completed a review of the water and sewer impact fees in neighboring communities. We plan to budget for a formal assessment of these fees for next fiscal year. Future topics will be addressed as they arise.*
  - Develop and recommend a wind/solar power ordinance. (B and Z) **IN PROGRESS**  
*This item had been tabled by the Board. The revised ordinances will be brought to the Board for review in November or December. The moratorium on the ordinance expires in January, 2012.*
  - Research and make recommendation for revisions to the current liquor license ordinance. (PD) **IN PROGRESS**  
*This topic will be brought to the Police Committee in November/December for a target completion date of January 15<sup>th</sup>.*
  - Review and make recommendation for a pretreatment ordinance revision. (EQ) **IN PROGRESS**  
*Target date for completion is January 15<sup>th</sup>.*

- Review and make recommendations for water and sewer ordinance updates. (PW) **IN PROGRESS**  
*This goal is directly related to the previous listed pretreatment ordinance revision. Work is ongoing-Target date for completion is January 15<sup>th</sup>.*
- Develop and recommend a special event permit process and supporting ordinance. (Admin) **IN PROGRESS**  
*Discussion about the formulation of a special event permit ordinance took place at the License and Administration Committee meeting in July. The next step is to have Rudy Magna review the ordinance and this will be brought to a COW in January. A new raffle approval procedure and ordinance was formulated and put in place in October 2011.*

**B. Create a streamlined central permit and other processes.**

- Implement a centralized permitting location for all permits. (B and Z) **COMPLETED**  
*Completed with the utility billing office relocation to the Building and Zoning facility in September/October.*
- Develop and implement a plan to provide efficient and effective back up for the permitting process. (B and Z) **COMPLETED**  
*The Building and Zoning support position receives back up from the Utility Billing Clerk. The recent relocation of the Utility Billing office will allow for smoother transitions.*
- Develop and implement a plan to provide efficient and effective back up for water and sewer billing. (PW) **NOT YET BEGUN**  
*Plans are in place to begin training a back-up to the Utility Billing position (from the Finance Department) in January.*
- Develop and implement a plan to centralize cash receipts for permitting. (Finance, B and Z) **IN PROGRESS**  
*The Finance and Building and Zoning Departments are working together to implement a plan for accepting payments via e-pay for appropriate permit types. Target date for completion is January 1<sup>st</sup>.*
- Increase utilization of the work order system for Department communications and to track activity to ensure timely responses to public requests. (PW, all) **NOT YET BEGUN**
- Conduct training on Gov QA work order system for all staff. (PW, All) **NOT YET BEGUN**  
*Training for key staff members representing each Department will be scheduled in January or February - increased utilization of the system is expected to be realized after training.*

**C. Create forms and guides to assist individuals in getting through the permitting process easily.**

- Produce forms and guides to assist individuals in getting through the permitting process easily. (B and Z) **COMPLETED**  
*Forms and flowcharts have been produced and distributed to residents and businesses seeking information on topics ranging from property annexation; text amendment requests; zoning variance requests; and permits for fences, decks, basement buildouts, pools, etc. Many of these forms have been added to the Village website.*
- Review and approve non-structural permits within three business days from the time that all required information is submitted. (B and Z) **ONGOING**  
*Approximately 80% of all permit requests are reviewed and approved within three business days. Permits requiring longer review periods were submitted without all the necessary back-up information.*

**D. Establish an objective incentive plan to attract and retain businesses.**

- Formulate and recommend a potential incentives plan. (B and Z) **NOT YET BEGUN**  
*Discussion of incentives is planned for a spring joint Economic Development/Building and Zoning Committee meeting.*

- *Research and make a recommendation to the Public Works Committee about water and sewer incentives that could be offered to businesses. (PW, Finance) **IN PROGRESS**  
Research has been completed on water and sewer rates in neighboring municipalities. Target date for a recommendation to the Committee on incentives is February 15<sup>th</sup>.*
- *Review the impact of eliminating the significant industrial users permit, inspection and sampling fees in support of local businesses. (EQ) **NOT YET BEGUN**  
Target date for completion is January 1<sup>st</sup>.*
- *Conduct a study comparing Wauconda's permit fee structure to neighboring communities and make recommendations to the B&Z Committee regarding any needed updates. (B and Z) **IN PROGRESS**  
Research is ongoing. Target date for recommendation is March 1<sup>st</sup>.*
- *Draft a façade improvement grant program for Village businesses for presentation to the Village Board. (ED) **IN PROGRESS**  
Target date for completion is January 1<sup>st</sup>.*
- *Conduct a financial analysis of the impacts of adjusting the water and sewer rate structure to benefit business and industry. Make recommendation regarding adjustments to the Finance Committee. (Finance) **NOT YET BEGUN**  
Target date for completion is May 1<sup>st</sup>.*

## Goal Two - Develop extensive external (and internal) marketing and community communications.

### Strategies

- A. Create and implement a promotional plan that includes solid branding for marketing the identified key assets of the community.
- B. Enhance communication with residents and businesses:
  - Village website/technology
  - Online payments (water/sewer, permit, licensing, and police fees)
  - Social media presence
  - Public promotion of services/staff
  - Signage
- C. Strengthen relationships between the Village government and businesses and between businesses within the Village.
- D. Establish, build or enhance partnerships with community groups.
- E. Improve internal communications.

### Specific Actions to Accomplish the Identified Strategies within one year:

- A. Create and implement a promotional plan that includes solid branding for marketing the identified key assets of the community.
  - Develop a promotional plan for the Village. (ED) **IN PROGRESS**  
*Target date for completion is February 1<sup>st</sup>.*
    - Produce marketing brochure for business development. (ED) **NOT YET BEGUN**  
*Target date for draft recommendation is January 1<sup>st</sup>. Marketing is expanded to LOIS (LocationOne Information System) system program and updating the Village website.*
  - Create a list identifying key assets of the community to be included in promotional materials. (ED) **IN PROGRESS**  
*Target date for completion is January 1<sup>st</sup>.*
  - Develop branding standards for Village marketing to include a cohesive look (color scheme, font, photos, logos, etc.) and message. (ED) **IN PROGRESS**  
*Target date for completion is January 1<sup>st</sup>.*
  - Develop written guidelines for use of the Village logo and slogan. (ED) **IN PROGRESS**  
*Target date for completion is January 1<sup>st</sup>.*
  - Develop and implement a public education plan to better educate the community on the benefits of bringing Lake Michigan Water to Wauconda. (ED) **ONGOING**  
*Information regarding Lake Michigan water benefits has been included on the Village webpage, e-news, newsletter, brochures, and a display at the Village informational booth at the Community Round Up. As decisions continue to be made about the future of Lake Michigan water within the Village, information will be shared with our residents about the latest happenings. The Lake Michigan water white paper has been completed and added to the website. A presentation on this paper will be given at a November COW meeting.*
- B. Enhance communication with residents and businesses:
  - Research and recommend enhancements to the Village website and use of technology to the Communications Committee

- Create and submit a baseline activity report to act as a benchmark for a year-end analysis with the goal of increasing visits to the website. (ED) **COMPLETED**  
*Monthly reports are presented at Regular Board Meetings. Year end analysis due in April.*
  - Evaluate and make recommendations regarding website enhancements that will encourage people to visit Wauconda. (ED) **IN PROGRESS**  
*A video tour contract was approved at the October 18<sup>th</sup> Board meeting. The tour will be added to website as soon as filming and editing is complete in the spring. Additional enhancements will be forthcoming over the next few months on the updated Village website. Target date for completion is February 1<sup>st</sup>.*
  - Identify and make recommendations on website navigation improvements. (ED) **ONGOING**  
*A website development contractor has been contracted to complete this project. The Village website enhancements are under development. Target date for completion is February 1<sup>st</sup>.*
  - Create and publish a webpage to better educate the community on the benefits of securing Lake Michigan water for our community. (ED) **COMPLETED**  
*Information was added to the Village website this summer. This information has been/will be updated as needed.*
  - Add information to the Finance Department webpage to better educate the community on the workings of our community. (Finance) **COMPLETED**  
*Information was added to the Village website this summer (budget documents, financial statements, salaries, job descriptions, charts and graphs, etc.). This information has been/will be updated as needed.*
  - Produce a report with recommendations highlighting effective economic development tools from no less than eight communities. (ED) **IN PROGRESS**  
*Research has begun and will be presented at the Economic Development Committee meeting in January. Target date for completion is January 1<sup>st</sup>.*
  - Develop recommendations for improvements to the Economic Development webpage to the Economic Development Committee. (ED) **IN PROGRESS**  
*Target date for completion is February 1<sup>st</sup>.*
  - Develop recommendations for improvements to the Environmental Quality webpage. (EQ) **IN PROGRESS**  
*Research has begun. Ideas will be presented at the next Environmental Committee meeting which is scheduled for December 12<sup>th</sup>. Target date for completion is April 1<sup>st</sup>.*
  - Enhance Public Works webpage for easier navigation and more accessible information. (PW) **COMPLETED**  
*Enhancements were added to the Village website this summer.*
  - Develop a timeline and budget to implement website improvements. (ED) **COMPLETED**  
*A professional web design contractor has been hired to update and improve the Village website.*
  - Produce and publish a short video promoting the Village. (ED) **IN PROGRESS**  
*The process for securing a vendor began in August, approved by the Board in October. Filming and editing to take place in the spring. When completed, the video will be added to the newly enhanced website.*
  - Research and recommend a plan for technology upgrades to the Village Board room. (Finance/Admin) **IN PROGRESS**  
*Target date for completion is March 1<sup>st</sup>.*
- **Research and recommend enhancements for online payments to the Village Board**

- Research and recommend enhancements for accepting online water and sewer payments. (Finance) **IN PROGRESS**
- Research and recommend enhancements for accepting Building Department permit fee payments. (Finance) **IN PROGRESS**
- Research and recommend enhancements for accepting Police Dept. penalty payments. (Finance) **IN PROGRESS**  
*For all three previous items – the Finance Department is working with representatives from the e-pay system to add customized pay options to the system for the Village. Beta testing of the new system is planned for December. Target date for completion is May 1<sup>st</sup>.*
- **Develop a social media presence for the Village**
  - Make a recommendation to the Village Board regarding a plan for using social media outlets to communication with the public. (ED) **COMPLETED**  
*The Village Communications Committee recommended that the Village’s initial social media presence be through Facebook. The Village Facebook page was launched in mid August.*
- **Engage in public promotion of Village services/staff**
  - Identify and support no less than four events for the utilization of a Village information booth. (ED) **ONGOING**  
*The Village information booth was designed and fabricated in the spring. The booth has been utilized at WaucondaFest, the Sprint Triathlon, and the Community Round Up. It will be used to draw attention to the Village booth at the Chamber EXPO event in February.*
  - Identify costs associated with broadcasting Village Board and Committee meetings over cable television and present recommendation to the Communication Committee about future involvement. (ED) **IN PROGRESS**  
*Research has begun. Target date for completion is April 1<sup>st</sup>.*
  - Conduct annual Public Service Open House. (PW, PD) **COMPLETED**  
*The combined Public Works/Police Department Open House was held on May 21<sup>st</sup>. The Police Department is considering hosting its own Open House this coming spring. Public Works plans to continue the Open House tradition by hosting another event in May.*
  - Update HOA contact information semi-annually and use the mailing list to update contacts on Village happenings or upcoming events. Provide the updated list to key staff and municipal partners to increase communication with the community. (B and Z) **IN PROGRESS**  
*First update completed. Second update due in May.*
  - Update property manager listing semi-annually and use the mailing list to update contacts on Village happenings or upcoming events. Provide the updated list to key staff and municipal partners to increase communication with the community. (B and Z) **IN PROGRESS**  
*First update completed. Second update due in May.*
  - Coordinate no fewer than two events with local schools to increase awareness of Village services. (PW) **NOT YET BEGUN**  
*The Village works with the schools annually on many events: Arbor Day celebrations, career days, water reclamation facility tours, touch-a-truck events, etc. None of these events have taken place during this reporting period.*
  - Create and make available a ‘Citizen’s Guide to Board Meetings’ for the public. (ED) **COMPLETED**  
*The Citizens Guide was designed and printed in early fall. It has been displayed in the Village Board room since early October.*
  - Update the ‘Village Spotlight’ webpage no less than quarterly to highlight recent accomplishments of Village staff members. (ED, Finance, PW, PD, EQ, B and Z) **ONGOING**

*The Village spotlight webpage is updated as needed. Recently information has been included on recently earned Master's degrees, staff specialized training, and the police canine unit achievements.*

- *Conduct customer service training for employees by October 1<sup>st</sup>. Assess effectiveness of training by January 1<sup>st</sup>. (PD) **NOT YET BEGUN**  
Due to scheduling conflicts, training was re-scheduled to March 1<sup>st</sup> with evaluation in May. It is expected that 'customer service' will also be a topic emphasized during the Police Department training meeting set for November 15<sup>th</sup>.*

➤ **Research and recommend enhanced signage to promote the Village and its assets and events**

- *Develop four design options and approximate costs for Village gateway signs.(ED) **NOT YET BEGUN**  
Target date for completion is January 1<sup>st</sup>.*
- *Research and map possible locations for gateway signage with optimal visibility.(ED) **NOT YET BEGUN**  
Target date for completion is March 1<sup>st</sup>.*
- *Identify and contact organizations to request a donation of funds towards the Village gateway signs. (ED) **NOT YET BEGUN**  
Target date for completion is March 1<sup>st</sup>.*
- *Research designs and associated costs for a Village electronic community sign. (ED) **IN PROGRESS**  
Design ideas and bids for the sign are currently being received. Target for completion is January 1<sup>st</sup>.*
- *Research possible locations for a Village electronic community sign for optimal visibility.(ED) **COMPLETED**  
This information will be included when the Board discusses the plans for the sign.*
- *Develop a cost comparison of current labor expenses of the manual Village Community Sign vs. the cost of new electronic Village Community Sign. (PW) **NOT YET BEGUN**  
Target date for completion is March 15<sup>th</sup>.*
- *Identify key locations for "informational signage" along Route 12 to drive traffic to the Village. (ED, PW) **NOT YET BEGUN**  
Target date for completion is March 1<sup>st</sup>.*
- *Determine costs for utilizing the Lake County sign shop for additional roadway signage. (PW) **NOT YET BEGUN**  
Target date for completion is March 15<sup>th</sup>.*
- *Identify locations, and prepare a budget and plan for temporary banners to display across Main Street for special events. (ED) **IN PROGRESS**  
Target date for completion is February 1<sup>st</sup>.*

**C. Strengthen relationships between the Village government and businesses and between businesses within the Village.**

- *Schedule no less than four round table breakfasts/luncheons with Mayor and business owners with the intention of discussing current events, and to initiate feedback from the business community. (ED) **IN PROGRESS**  
The first 'Business Round Table' to be scheduled in November.*
- *Schedule no less than two round table meetings for intergovernmental elected officials as determined by the Communications Committee. (ED) **IN PROGRESS**  
The first 'Elected Official Round Table' was held September 21<sup>st</sup>. The second roundtable is planned for January, 2012.*
- *Implement quarterly Industrial Alliance program. (ED) **IN PROGRESS***

*A survey will be created to measure the level of interest in forming the program. Target date for completion is March 1<sup>st</sup>.*

- *Develop and launch a business survey with input from the Economic Development Advisory Group. (ED) **COMPLETED***  
*Survey completed and submitted to the Economic Development Advisory group for analysis.*
- *Update the current data base of business contacts by conduct a mailing requesting current business listings. (ED) **COMPLETED***  
*Mailing completed in July.*
- *Develop and distribute semi-annual informational, business-focused electronic newsletters. (ED) **NOT YET BEGUN***  
*Target for completion is January 1<sup>st</sup>.*
- *Evaluate and make recommendations to the Economic Development Committee about the establishment of a Village Business Registry.(ED) **COMPLETED***  
*The recommendation will be presented at the Committee level.*
- *Develop a ‘welcome packet’ to hand deliver to new businesses introducing Village staff and services. (EQ, ED, PD, PW) **IN PROGRESS***  
*The Economic Development Department will develop a packet from current information. This item will be included in the 2011-12 budget.*
- *Research and develop budget to expand ‘welcome packet’ for new businesses to include additional items and more information. (EQ) **NOT YET BEGUN***  
*Target date for completion is May 1<sup>st</sup>.*
- *Establish a policy prioritizing business requests within the community. (PW) **NOT YET BEGUN***  
*We plan to establish this policy in conjunction with the Gov QA/work order training.*
- *Conduct no less than four educational programs in crime reduction for ‘communities of interest’. (PD) **COMPLETED***  
*Programs have been completed for: 78 Wauconda School District 118 teachers and staff (August); 17 seniors at Liberty Arms (July); 40 senior women (September); 7 Hispanic business owners (October); Lake Napa Suwe residents (August).*
- *Increase in-person contacts between PD representative and the public by 10%. (PD) **ONGOING***  
*The Police Department has increased its presence with our residents with the initiation of the ICOP business district (Main Street); regular Farmer’s Market representation; renewed placement of the SRO at the High School; and attendance at community events.*

#### **D. Establish, build or enhance partnerships with community groups.**

- *Work with the Wauconda Area Chamber of Commerce (and other business organizations if applicable) to promote goodwill and a strong sense of cooperation and support. **ONGOING***
  - *Schedule and attend quarterly meeting with Chamber Coordinator. (ED) **ONGOING** - first meeting attended in September.*
  - *Participate in no less than three Chamber of Commerce Events. (ED) **COMPLETED** - At least one Village representative attended the Rodeo, Community Round Up and Street Dance.*
  - *Send notices to the Board and Staff about upcoming Chamber events.(ED) **ONGOING***
- *Research benefits of continuing the Village’s involvement with Lake County Partners and produce a report to the Economic Development Committee on findings to determine future involvement. (ED) **ONGOING***

*Two meetings were held with the President of the Lake County Partners. A final recommendation about the Village's continuing involvement with the group to be given to the Committee by May 1<sup>st</sup>.*

- *Participate as the Village liaison in no less than three planning event meetings in support of economic development. (ED) **COMPLETED***
- *Planning meetings included: Holiday Walk, Community Round Up, Farmer's Market, and the Bike Race Event.*
- *Participate in no less than six community events to increase communication with the public. (PD) **COMPLETED***  
*Events included: WaucondaFest, Community Round Up, Street Dance, Farmer's Market, triathlons, PD/PW Open House, parades, multiple block parties, and the mobile Mexican Consulate event.*
- *Develop communication channels for no less than four demographic groups. (PD) **IN PROGRESS***  
*Events and demographics include: 1.) Hispanic residents-Mexican Consulate Metricula Program event and interface with business owners group 2. ) Chamber business owners-group presentation on crime prevention 3) Senior Citizens-services and education program, 4) ESL - Adult and Parent Anti-Bullying Program 5) Elementary school students Breakfast Program*
- *Develop an IGA with Wauconda Township regarding planned work on Garland Road. (PW) **COMPLETED***  
*The Garland Road IGA was passed by the Board in October. Road construction was begun later in the month and is now near completion.*
- *Implement community recognition segment at Board meetings. (Admin) **ONGOING***  
*Recipients have included: Tom Crowley, CEO of MBX; Wauconda Area Queens/Misses; American Legion Post 911; Future Business Leaders of America; Park District donation to CERT program.*

#### **E. Improve internal communications.**

- *Provide monthly updates to the Village Board regarding ongoing special projects being handled by staff. (Admin) **ONGOING***  
*Board members have gotten numerous emails and memos providing updates on special projects. A spreadsheet outlining these assignments has also been created and shared with the Board on several occasions.*
- *Utilize various communications channels to notify the Village Board about significant community incidents and events. (Admin) **ONGOING***  
*Board members have received updates on significant issues through email, phone call, addition to the 'reverse 911' program, memos, in person meetings and bimonthly Administrative Reports.*
- *Establish a staff liaison program to enhance and support Village standing committee functions. (Admin) **COMPLETED***  
*This program was established in May/June.*
- *Develop written recommendations regarding roles and responsibilities for standing Village committees. (Admin) **IN PROGRESS***  
*Target date for completion is December 1<sup>st</sup>.*
- *Conduct employee training to further enhance the understanding of the importance of businesses. (all) **IN PROGRESS***  
*A trainer has been selected. Staff is working to set a date and specific learning objectives.*

- Conduct semi-annual employee training meetings regarding financial operations of the Village (Finance) **IN PROGRESS**  
*First quarter meetings were held with all Department heads in August. Second quarter meetings are scheduled for November and third quarter meeting will be held in February.*
- Conduct quarterly meetings with key staff to discuss current business issues: service improvements, challenges and barriers, and opportunities for inter-departmental support. Provide the Administrator with a report and timelines for follow up for all meetings. (ED) **ONGOING**  
*These meetings are held on the 3<sup>rd</sup> Wednesday of each month. Additional meetings included Business Registration, Façade Grant program, quarterly Finance meetings.*
- Conduct semi-annual meetings with staff to discuss the importance of focusing on quality customer service. (PW) **NOT YET BEGUN**  
*Meetings are planned for November and April.*
- Initiate monthly one on one meeting between the Village Administrator and key staff. (Admin, all) **ONGOING**
- Conduct weekly staff meetings about relevant issues and projects. (Admin, all) **ONGOING**
- Prepare written staff evaluations for all Village staff members. (Admin, all) **NOT YET BEGUN**  
*Target date for completion is April 1<sup>st</sup>.*
- Create and implement a Village Administrator's evaluation tool.(Admin) **NOT YET BEGUN**  
*Target date for completion is March 1<sup>st</sup>.*
- Provide Departmental Administrative reports to the Village Board not less than monthly. (all) **ONGOING**
- Provide staff members with opportunities to become more familiar with other Department operations. (Admin) **ONGOING**  
*Key staff members receive weekly updates from each Department head about happenings within each Department. One staff meeting has been held at the water reclamation facility - a tour was included to allow other staff members to become familiar with the plant. Staff was invited to tour the Village's EOC at a Police Committee meeting.*
- Review and update job descriptions for all Village staff positions. (Finance) **COMPLETED**  
*This project was completed over the summer, and approved by the Board in August. The job descriptions and updated organizational chart were added to the Village website in October.*
- Implement a plan to comply with new FCC narrow banding radio frequency requirements. (PW) **IN PROGRESS**  
*Target date for completion is April 15<sup>th</sup>.*
- Review and update Village policies and procedures. (Admin) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Develop and implement a Village Trustee 'Board Meeting remote participation' policy and supporting ordinance. (Admin) **COMPLETED**  
*The remote participation policy and ordinance were adopted at the July 19<sup>th</sup> Board meeting.*
- Publish and distribute a Village-specific calendar for elected officials and key staff. (Admin) **COMPLETED**

## Goal Three – Develop a land integration and usage plan that supports our community and economic infrastructure (update Comprehensive Plan).

### Strategies

- A. Update the Village’s Comprehensive Plan.
- B. Evaluate future boundary line agreements and annexations to secure future opportunities.
- C. Identify and develop plans for sub-areas.
- D. Develop guidelines for use in enhancing current areas and future development.

### Specific Actions to Accomplish the Identified Strategies within one year:

#### A. Update the Village’s Comprehensive Plan.

- Review and update the Plan’s ‘Statement of Community Goals and Objectives’. (B and Z) **COMPLETED**
- Add a Village ‘Vision Statement’ to the Comprehensive Plan. (B and Z) **COMPLETED**
- Review and update the ‘Future Land Use Map’ to reflect changes which have occurred since 2007. (B and Z) **COMPLETED**
- Conduct a review and analysis of Existing Land Use Areas and Mix of Land Uses. (B and Z) **COMPLETED**
- Review and update the ‘Goals’ section of the plan for Residential, Commercial and Industrial Areas. (B and Z) **COMPLETED**
- Review and organize boundaries for Residential, Commercial and Industrial Areas. (B and Z) **COMPLETED**
- Review and update tables and charts to reflect the addition of the 2010 Census Data. (B and Z) **COMPLETED**
- Review and update tables and charts to reflect CMAP 2040 Forecasts for Population, Housing and Employment. (B and Z) **COMPLETED**
- Review and update the ‘Plan Implementation’ section of the Comprehensive Plan. (B and Z) **COMPLETED**

*The above goals were a focus of the combined Economic Development/Building and Zoning Committee meetings held this summer.*

#### B. Evaluate future boundary line agreements and annexations to secure future opportunities.

- Review potential growth boundaries. (B and Z) **COMPLETED**
- Identify potential annexation cluster areas. (B and Z) **IN PROGRESS**  
*Work on identifying cluster areas continues with the joint ED/B and Z Committee members.*
- Review and add goals for annexation. (B and Z) **IN PROGRESS**  
*Target date for completion is April 1<sup>st</sup>.*
- Develop a general cost/benefit methodology of example land uses. (B and Z) **COMPLETED**  
*This information was discussed in Committee in June.*
- Develop a Village Annexation Policy. (B and Z) **COMPLETED**  
*This information was presented to the Village Board in June.*

#### C. Identify and develop plans for specific sub-areas.

- Evaluate and make a recommendation to the Building and Zoning Committee regarding the use of TIF and Business Districts to enhance economic development. (B and Z) **IN PROGRESS**  
*An informational presentation about the topic was presented to the Board in June. The Combined Committee continues to discuss the use of TIF and Business Districts.*
- Review and update East Route 176, Route 12 and Barrington Road (Triangle Area) Sub-Area to include:
  - Photographs for desired Architectural Character. (B and Z) **IN PROGRESS**
  - Desired alternative land planning concepts. (B and Z) **IN PROGRESS**
  - Desired potential alternative street and transportation modes. (B and Z) **IN PROGRESS**
- Review and update Main Street/Downtown Sub-Area to include:
  - Photographs for desired Architectural Character. (B and Z) **IN PROGRESS**  
*Target date for completion is January 15<sup>th</sup>.*
  - Desired alternative land planning concepts. (B and Z) **IN PROGRESS**  
*The Committees are discussing adding a new ‘Retail Business’ category as well as a ‘Commercial Recreational’ area.*
- Develop a South Route 12 Planning Sub-Area (Area south of Barrington Road and east of Route 12) to include:
  - Review of existing land uses. (B and Z) **IN PROGRESS**
  - Desired alternative land planning concepts. (B and Z) **IN PROGRESS**
  - Desired alternative street and intersection modes. (B and Z) **IN PROGRESS**

**D. Develop guidelines for use in enhancing current areas and future development.**

- Enhance or develop guidelines for potential new residential “housing” and “lot” types. (B and Z) **NOT YET BEGUN**  
*Target date for completion is May 1<sup>st</sup>.*
- Enhance or develop guidelines for potential new zoning districts. (B and Z) **IN PROGRESS**
- Enhance or develop guidelines for potential new amendments to the Planned Unit Development (P.U.D.) provisions of the Zoning Ordinance. (B and Z) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Enhance or develop design guidelines for business development along Route 176 and Main Street/Downtown. (B and Z) **IN PROGRESS**  
*Target date for completion is April 1<sup>st</sup>.*
- Develop site layout design guidelines. (B and Z) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Develop architectural design guidelines. (B and Z) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Develop signage design guidelines. (B and Z) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Develop landscaping design guidelines. (B and Z) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*

## Goal Four – Maintain efficient and effective Village Operations.

### Strategies

- A. Continue efforts to maintain and improve Village financial stability.
- B. Maintain Village operations and safeguard current infrastructure.
- C. Enhance public safety programs for businesses and residents.

### Specific Actions to Accomplish the Identified Strategies within one year:

#### A. Continue efforts to maintain and improve Village financial stability.

- Meet 2011-12 Department budget expectations. (all) **ONGOING**
- Report to the Board quarterly on current budget status. (Finance) **ONGOING**  
*The first report was presented to the Board on August 23<sup>rd</sup>. The second report will be at the November 22<sup>nd</sup> Committee of the Whole meeting.*
- Evaluate and recommend the Village's funding preference for Lake Michigan Water Project. (Finance) **IN PROGRESS**  
*Kevin McCanna, President of Speer Financial Services has made two presentations to the Board in preparation for a decision on the funding of the project.*
- Investigate alternatives and make a recommendation to the Finance Committee about funding options for future needed Water Reclamation facility enhancements. (Finance) **NOT YET BEGUN**  
*Target date for completion is April 1<sup>st</sup>.*
- Compile and prepare a report for the Finance Committee identifying additional revenue generators that the Village could implement. (Finance) **NOT YET BEGUN**  
*This report will be brought to the Finance Committee meeting in January for review and input.*
- Investigate and make a recommendation to the Finance Committee about the Village implementing an electrical power consortium for the public. (Finance) **IN PROGRESS**  
*Research is ongoing. Target date for recommendation to the Board is November 22<sup>nd</sup>.*
- Earn GFOA Certificate of Achievement for Financial Reporting. (Finance) **IN PROGRESS**  
*After the audit is completed and submitted, the documents will be reviewed by the GFOA Board. Certificates are presented in the spring to groups that earn them.*
- Attend software user group meetings to improve efficiency for financial operations and processes. (Finance) **COMPLETED**  
*The training was recently held for implementing the new time clock system TimeQuest. We expect that it will greatly improve financial operations.*
- Research and solicit bids for the Village's professional liability insurance. Make recommendation to the Village Board regarding findings. (Finance) **IN PROGRESS**  
*RFP has been written and released. Bids are now being accepted. Target date for recommendation to the Board is December 15<sup>th</sup>.*
- Contact no less than three agencies with a plan to provide contracted dispatch service through the Village. (PD) **COMPLETED**  
*Two outside agencies have contracted with the Village to provide dispatch service. Meetings have been held with at least six additional agencies regarding providing the service.*
- Conduct meeting with current 9-1-1 Center clients to ensure satisfaction with service. (PD) **ONGOING**

*Calls are conducted with each client monthly. The last call was held October 10<sup>th</sup>.*

- Contact no less than one agency with a plan to provide contracted police service through the Village. (PD) **ON HOLD**  
*This goal has been placed on hold – it was deemed to be impractical since no community in close proximity to the Village expressed interest in the service.*
- Provide a semi-annual report to the Village Board on available grant opportunities. (PD) **ONGOING**  
*The first report was provided to the Board in September. The next report due April.*
- Finalize the capital replacement plan. (PW) **IN PROGRESS**  
*Target date for completion is April 1<sup>st</sup>.*
- Investigate and make a recommendation on energy consumption saving opportunities within the Village. (PW) **IN PROGRESS**  
*Contractor is currently compiling information into an RFP. Target for completion is January 1<sup>st</sup>.*
- Transition to monthly water and sewer billing schedule by the end of the fiscal year. (PW, Finance) **IN PROGRESS**  
*Target date for completion is May 1<sup>st</sup>.*
- Complete MFT audit for 2009-10. (PW, Finance) **COMPLETED**

#### **B. Maintain Village operations and safeguard current infrastructure.**

- Evaluate and select a source for Lake Michigan Water. (PW) **IN PROGRESS**
- Evaluate and recommend the Village's preference regarding the governance structure for the North-West Lake Michigan Water group. (Admin) **IN PROGRESS**
- Create a backup plan to use in the event that key staff members are unavailable for extended periods. (all) **NOT YET BEGUN**  
*Target date for completion is May 1<sup>st</sup>.*
- Evaluate, develop a budget and make recommendation for needed phone upgrades in Village facilities. (Admin) **IN PROGRESS**  
*A consultant is currently preparing a plan and budget for phone system upgrades. Target date for completion is December 1<sup>st</sup>.*
- Clean 50% of the collection system. (PW) **COMPLETED**  
*This goal was completed in October since winter (cold weather) operation of the vector truck is very difficult.*
- Conduct 300 fire hydrant inspections/tests. (PW) **COMPLETED**  
*This goal was completed in late August since hydrants cannot be tested during the cold weather.*
- Conduct a leak detection survey of the Village's water system to identify and repair leaks for a reduction in unaccounted for water. (PW) **COMPLETED**  
*The survey was completed in October. We are awaiting the final report from the vendor.*
- Make recommendation to the Village Board regarding required water conservation ordinance revisions to comply with Lake Michigan Water standards. (B and Z) **COMPLETED**  
*The needed conservation ordinances were passed by the Board in September.*
- Complete planned infrastructure bond projects. (PW) **IN PROGRESS**  
*The bid was let and awarded for all bond projects. Work has begun on the force sewer main replacement. Work on the remaining projects will begin and continue throughout the year.*
- Complete road bond paving program for 2011-12. (PW) **COMPLETED**  
*Construction on Mill Street and the alleys in this year's road bond project has been completed.*
- Maintain active involvement in statewide mutual aid programs. (PW, PD) **COMPLETED**

*The Police Department maintains involvement in ILEAS, MCAT, and NIPAS. Public Works is involved in IPWMAN and participated in call outs to assist neighboring agencies over the summer. In addition, Public Works representatives coordinated and lead a workshop for 40 participants from Northern Illinois about the Network and attended the Annual IPWMAN conference.*

- *Develop and implement a GIS-based Village-wide tree inventory. (PW) **COMPLETED***  
*The tree inventory was completed and added to the Village GIS system in early October.*
- *Meet all IEPA and other regulatory requirements for the water and water reclamation system. (PW) **ONGOING***
- *Establish Well #10 annuity and payment plan with Wauconda Task Group. (PW, Finance) **IN PROGRESS***  
*The plan was established and agreed upon by the Village and Wauconda Task Group to fund the first payment from the group's escrow until the EPA establishes the final payment amount and an annuity is established. The first payment has been made by WTG.*
- *Develop a budget to meet the new federal sign regulations regarding street sign reflectivity requirements. (PW) **ON HOLD***  
*Recently, the new reflectivity regulations were repealed and the requirements are being re-written. The Village will continue work on completing the sign inventory that was started as part of this process. The inventory is approximately 75% complete at this time.*
- *Complete final acceptance of the Liberty Arms sanitary lift station. (PW) **IN PROGRESS***  
*Our staff, engineer and attorney have been working with the owner of Liberty Arms to address issues at the site and move toward final acceptance of the lift station.*
- *Coordinate with IDOT and provide Village input on planned improvements at Route 176 and Brown Street. (PW) **COMPLETED***  
*The Village Engineer and Planner have had multiple contacts with IDOT representatives to provide memos, maps and information about the Village's plan for the Route 176/Brown Street area. A face to face meeting took place in October to ensure that our message was being properly received.*
- *Complete all annual required safety training for employees. (PW) **IN PROGRESS***  
*The following required training has been completed: Bloodborne pathogens, lockout/tagout, HazComm, Personal Protective Equipment, confined space, trenching and shoring, and fall protection. Still to be completed is MSDS, which will be scheduled in the spring.*
- *Research and make recommendation for an ordinance revision to regulate sites listed on the national priorities list. (EQ) **ON HOLD***  
*The ordinance has been drafted but is now on hold. Work on this goal cannot continue until after the Well #10 annuity plan is in place.*
- *Complete local limits study. (EQ) **IN PROGRESS***  
*The Village Engineer is currently reviewing the data analysis provided by staff. We await his analysis to determine the next steps. Target date for completion is May 1<sup>st</sup>.*
- *Complete spillway restoration at Jackson Ave. and Sheridan Dr. (EQ) **IN PROGRESS***  
*The spillway project has taken several years to complete due to the required monitoring of new topography and landscape growth. In order to close this project out, a fence must be added around the property. This installation is planned for the spring.*
- *Develop a plan and budget to replace florescent light fixtures throughout Village facilities. (EQ) **IN PROGRESS***  
*The RFP is being currently being formulated. Target date for completion is January 1<sup>st</sup>.*
- *Analyze and review current lake weed control program for possible program revision during the 2011-12 season. (EQ) **IN PROGRESS***  
*Extensive research and multiple meetings have been held with in support of this goal. Target date for issuing a recommendation to the Environmental Committee is March 15<sup>th</sup>.*

- *Fire District personnel to participate in Building Inspection Training Program. (B and Z) **IN PROGRESS***  
*Staff will attend appropriate IFC and IBC classes as they are scheduled. The Department plans to send representatives to blueprint and deck inspections classes at a minimum.*
- *Patrol, detect, report and act to prevent damage to Village infrastructure. (PD) **ONGOING***
- *Conduct annual training audit for personnel. Report findings to the Police Committee meeting. (PD) **IN PROGRESS***  
*Target date for completion is December 1<sup>st</sup>.*
- *Create field monitoring system. (PD) **NOT YET BEGUN***  
*This inspection and compliance process is conducted to ensure that all personnel are operating within the norms of Federal, State and Village laws and policies as well as the coming Accreditation guidelines. Target date for completion is April 1<sup>st</sup>.*
- *Conduct at least one emergency preparedness exercise. (Admin, all) **IN PROGRESS***  
*An emergency preparedness exercise has been scheduled for December.*
- *Complete land swap with Wauconda School District (Admin) **IN PROGRESS***  
*The Village attorney continues to work with the School District attorney to complete the land swap. Target date for completion is February 1<sup>st</sup>.*

### **C. Enhance public safety programs for businesses and residents.**

- *Finalize and recommend approval of Village-wide disaster response plan. (Admin) **IN PROGRESS***  
*The plan has been reviewed by our outside Emergency Management consultant. Edits and recommendations have been received. One element of the planned disaster drill will involve gathering input from key staff to complete the disaster response plan. Target date for completion is April 1<sup>st</sup>.*
- *Develop and implement a PW/PD training element for CERT team members. (PW, PD) **COMPLETED***  
*Police, fire and public works have developed a joint ‘CERT Master Academy’ program to offer CERT members. The classes have been scheduled to run January – April.*
- *Coordinate the expansion of the fire hydrant flag program in cooperation with the Wauconda Fire District. (B and Z, PW) **IN PROGRESS***  
*Thanks to a donation from the Wauconda Rotary Club, the Village was able to purchase \$1,000 worth of hydrant flags. Target date for completion of this project is December 15<sup>th</sup>.*
- *Evaluate and make a recommendation to the Police Committee on the formation of community action teams/Neighborhood Watch Programs. (PD) **IN PROGRESS***  
*Target date for completion is April 1<sup>st</sup>.*
- *Commence CALEA accreditation process of the Police Department by October 1<sup>st</sup>. (PD) **IN PROGRESS***  
*The officer-in-charge of this project has been selected and is getting up to speed on the process. The accreditation application will be submitted by January 1<sup>st</sup> which will officially begin the process. This goal will carry over for the next few years, as once the process begins, the Department has three years to complete work and bring the final product to the CALEA Review Board for evaluation.*
- *Report monthly to the Village Board on gang and drug activity within the Village. (PD) **ONGOING***  
*This information is included in the Police Department’s monthly Administrative Report.*
- *Report monthly to the Village Board on case closure rates. The Department strives for a 40% case solution rate and a 60% administrative closure rate. (PD) **NOT YET BEGUN***  
*The monthly report will be reformatted to include quarterly updates on this information.*

- *Conduct monthly code enforcement meetings. (PD) **ONGOING**  
Code enforcement information is shared weekly at regular staff meetings.*