



Meeting: Village Board
Meeting Date: August 12, 2013
Agenda Item: 6e

Mission Statement

Delivering quality services in a courteous, cost-effective and efficient manner.

VILLAGE BOARD MEETING STAFF REPORT

REPORT TO: Burt R. McIntyre, President
Village Board of Trustees

REPORT FROM: Paul F. Evert, Village Administrator

AGENDA ITEM: Review and discuss Strategic Plan, Goals and Objectives.

ACTION REQUESTED: ___Ordinance ___Resolution ___Motion ___Receive/File

POLICY ISSUE

Should the Village Board endorse the outlined strategic plan?

BACKGROUND INFORMATION

The Administrator recommended that a new strategic plan be adopted to help guide the 2013 and beyond budget process. The Mission statement and values if drafted thoughtfully should guide the Board and staff as to why we act and do the work we do. The objectives address how we do what we do, and the measurements and indicators are what we plan on doing and when.

PRIOR ACTION/REVIEW

The Vision Statement, Mission Statement, and Strategic Goals have been presented previously. Comments from Trustees have been incorporated into the current plan.

FISCAL IMPACT:

1. Is There A Fiscal Impact? Yes
2. Is it Currently Budgeted? Yes
3. If Budgeted, Which Line? Capital

RECOMMENDED ACTION

Village staff recommends the Village Board direct staff to proceed with the drafting of measurements and indicators that addresses a three year time frame: 2014-2016 subject to the results of the community survey becoming available.

POLICY ALTERNATIVE(S)

The Village Board could take the following actions:

- Suggest revisions to the goals and objectives
- Request additional information

ATTACHED INFORMATION

I. Strategic Goals and Objectives

MISSION STATEMENT

Provide our residents with a safe, friendly, attractive, and active community by aggressively pursuing innovative ways to deliver valuable services.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal: 1. Maintain a strong financial position

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
1a. Avoid reliance on tax supported debt for operating and capital needs		i.			
1b. Grow tax base in non-TIF Districts with infill and new subdivisions		i.			
1c. Maintain healthy cash reserves					

Strategic Goal: 2. Recruit and maintain a workforce of well-trained, competent employees

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
2a. Encourage an environment that recognizes employees for work done well		i.			

2b. Maintain pay and benefits at levels that remain competitive in market place		i.			
2c. Provide appropriate education to employees		i.			
2d. Maintain wellness plan		i.			

Strategic Goal: 3. Create a unique community identity with a strong sense of place

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
3a. Remove barriers to implementation of Comprehensive Plan		i.			
3b. Foster Howard as a business brand		i.			
3c. Improve and install community welcome signs at key entrances to the Village		i.			
3d. Improve quality of life assets		i.			
3e. Encourage a community event such as fireworks, food or art festival		i.			

Strategic Goal: 4. Provide safe, functional, well-maintained and cost-effective infrastructure

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
4a. Maintain infrastructure		i.			
4b. Improve infrastructure		i.			

Strategic Goal: 5. Protect the safety and security of residents, businesses, employees and visitors.

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
5a. Conduct directed enforcement intervention programs, working closely with citizens to secure community support and address concerns.		i.			
5b. Determine whether police staffing is consistent with risk profile and staffing models.		i.			
5c. Create collaborative partnerships between law enforcement and the community to help reduce crime and nuisance activity.		i.			
5d. Create volunteer patrol to assist DEO's		i.			
5e. Conduct traffic patrol activities that address new traffic patterns and related safety issues.		i.			

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
<p>5f. Reduce traffic related deaths, injuries and property damage due to traffic crashes by Identifying problem areas, through crash data. Targeting those areas with traffic enforcement, work with traffic engineers to mitigate environmental design issues.</p>		i.	.		
<p>5g. Determine whether fire department staffing consistent with risk profile and staffing models.</p>		i.			
<p>5h. Conduct fire and injury prevention activities to help reduce the community's risk of emergency incidents arising from all hazards.</p>		i.			

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
5i. Develop an EMS service model that provides first responder basic life support services through a first response system.		i.	.		
5j. Conduct public safety facilities study to address future growth		i.	.		
5k. Promote the continuous quality improvement of the fire department by meeting recognized performance standards.		i.	.		

Strategic Goal: 6. Create and enhance collaborative partnerships with stakeholders

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
6a. Create and enhance collaborative partnerships with stakeholders					
6b. Evaluate strategic goals and objectives of current partnerships and projected partnerships					
6c. Conduct individual strategic planning meeting to compare and align strategic plans with identified groups					