



**2023 – 2026  
STRATEGIC PLAN**

**PROGRESS REPORT #1  
AUGUST 2023**



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## ELECTED OFFICIALS & STAFF

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### ELECTED OFFICIALS

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Thomas B. Hood – Mayor

Andy Harris – Village Clerk

Jeanne Balmes – Trustee

Greg Garner – Trustee

Quin O'Brien – Trustee

Cheryl Ross – Trustee

Karen Thorstenson – Trustee

Kevin Woodside – Trustee

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### EXECUTIVE STAFF

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Patrick Muetz – Village Administrator

David Ziegler – Director of Community Development

Brian Smith – Police Chief

John Kavanagh – Fire Chief

Heather Galan – Public Works Director

Brian Gosnell – Finance Director

Ellen Dean – Economic Development Director

Christine Palmieri – Human Resources Director

Chris Velkover – Information Systems Director

Tracy Velkover – Planning Manager

Nick Leach – Village Engineer

Austin Pollack – Assistant to the Village Administrator

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## OVERVIEW

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### PURPOSE & OBJECTIVE

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Realizing the importance of establishing a sound base for future financial and non-financial decision-making in an ever-changing environment, the Village of Gurnee embarked on an initiative to create a formalized strategic plan in late-2007. During the initiative, Vision and Mission Statements were developed, as were a set of Core Values and Village-wide Strategic Goals. The plan resulted in significant improvements in the areas of economic development, capital infrastructure, external communication, community and intergovernmental partnerships, and land use policies, to name a few.

With a number of years passing since the 2007 initiative, the Village embarked on a strategic plan update in 2015. The resulting 2017-2021 Strategic Plan was the catalyst for innovation in departments, improvements in public safety, expansion of pedestrian facilities and enhancements to infrastructure to name a few.

The 2023 - 2026 Strategic Plan further builds upon this progress through twenty-four Strategic Initiatives. The plan reflects Gurnee's priorities, commitment to measurable results and delivery of quality services.

### 2023 – 2026 STRATEGIC PLAN TIMELINE TO DATE

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- November 21, 2021 – Professional Service Agreement with Rapp Consulting Group Approved
- February – March 2022 – Community Survey & Internal Staff Survey
- March 16 – 18, 2022 – Six Community Focus Group Sessions
- May 20, 2022 – Village Board and Leadership Staff Planning Retreat
- November 11, 2022 – 2023 - 2026 Strategic Plan formally adopted via Ordinance 2022-63
- August 28, 2023 – Progress Report #1 presented to the Village Board

### BIANNUAL PROGRESS REPORTS

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Twice a year Village staff will report on progress related to completing Action Steps within each Initiative. These reports are anticipated to take place in the fall and spring (in conjunction with the budget process) and will include an updated 2023 - 2026 Strategic Plan Progress Report, as well as formal presentation to the Village Board at a public meeting. The report is designed to give the user a firm understanding of the Initiatives underway, progress to date and next steps. The report will be shared on the Village's website ([gurnee.il.us](http://gurnee.il.us)) and social media accounts.

✓ = Action Step Complete

🕒 = Progress Made

✗ = No Progress to Date

# STRATEGIC PLAN SUMMARY 2023–2026

## Village of Gurnee

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
<b>Fiscal Sustainability</b> <i>A financially responsible organization</i>	Reduced reliance on the Big Three	- # of new tax generating businesses - Big Three tax-overall tax change	- Big Three share of overall taxes reduced 5% by 2025	a) Develop fiscal growth and redevelopment strategy b) Develop and implement a Market Opportunity Plan c) Formalize a business retention program d) Create new strategy for operational effectiveness
	Cost effective operations	- Cycle time reductions - Efficiency improvements - Cost reductions	- 3 service improvements 2023-2026 - 10% operational cost savings 2023-2026	
	Successful business retention & attraction	- Revenue Generation - Employment Opportunities - Variety of goods & services	- Key Revenues and Employment increase in line with regional economic growth - Proportion among business sectors is maintained	
<b>Well-Maintained Infrastructure</b> <i>Infrastructure that supports our community</i>	Current infrastructure quality maintained	- Condition rating changes - Replacement schedule compliance	- Attain a PCI of 60 for road conditions by 2025 - Meet Village Utility replacement schedules	a) Develop annual Capital Plan for Pavement Improvements b) Develop Village Utility Reliability Plan c) Create Pedestrian Improvement Plan d) Perform a comprehensive Standards and Mandate assessment
	Infrastructure that meets community needs	- Water system reliability standards met - Continued completion of Blue Ribbon Commission recommendations	- Decrease percentage of homes without access to public water/sewer by 2025 - Prepare a meter change out program by 2025 - Decrease the number of dead end water mains by 3 by looping 3 by 2025 - Complete one pedestrian improvement project per year	
	Infrastructure meets key standards and mandates	- Number of standards met	- Increase number of new standards met within the next 3 years	
<b>Effective Communication</b> <i>A transparent, responsive government</i>	A well-informed community	- # of Communication plans deployed - # of social media/platform hits	- > 90% say they feel Village communicates well by 2025	a) Conduct Resident Satisfaction Survey b) Create Interdepartmental Communications team structure c) Develop data-driven communications program d) Develop Constituent Service Program
	A community that trusts the Village	- # of educational communication items deployed - Positive survey results	-> 90% say they trust the Village	
	An engaged community	- # of engagement events	- Increase # of engagements by 10% from 2023-2026	
<b>A Stable, well-trained workforce</b> <i>A capable, dedicated workforce</i>	Improved workforce diversity	- Diversity of workforce	- 20% of new hires 2023-2026 are diverse	a) Update and implement compensation and non-compensation plan b) Increase training opportunities for operational effectiveness c) Implement Professional Development Pathways for Management Positions d) Update recruiting and retention efforts with a focus on diversity to meet the need of the next generation workforce
	Well-trained workforce	- % increase training hours - % of employees meeting training targets	- 75% of all employees meet training targets by 2025	
	Stable workforce	- Staffing targets met - Turnover rate	- Department specific succession plan in every department by 2024	
<b>A Safe Community</b> <i>A safe, secure community</i>	The capacity to meet community safety expectations	- # vacant positions - Time to fill vacancies reduced	- 95% of budgeted public safety positions filled by 2024	a) Create a Public Safety Recruitment and Retention Plan b) Develop Public Safety Community Engagement Program c) Create Stakeholder Relationship Strategy d) Update comprehensive Major Incident Training Plan
	Increased feeling of safety in the community	- Increased # of units and programs - Positive feedback results	- Restore community-based units and programs to pre-pandemic levels by 2025 - Greater than 95% say they feel safe	
	Major incident preparedness	- # Intradepartmental training events - % of personnel NIMS trained	- 50% of units and people fully trained for major incidents by 2025	
<b>Lifestyle Vitality</b> <i>A connected, welcoming community</i>	Improved community connectedness	- # of community events - # of neighborhood events	- Increase # of annual community events by 3 between 2022-2025 - Increase annual block permits by 10% annually, 2022-2025	a) Develop Small Business/Community Partnership program b) Establish and support events in partnership with community and neighborhood organizations c) Develop relationship with regional multi-cultural agencies d) Create opportunities for community engagement around strategic priorities
	Vibrant small business community	- Increase in small business/community connectedness	- Increase # of small business events and programs by 3 by 2025	
	Demonstrated commitment to diversity	- Increase in workforce diversity - Increase in Board/Commission diversity	- > 70% indicating Village's commitment to diversity is evident - 10 % increase in diverse candidates appointed to Boards or Commissions 2022-2025	

## OUR VISION

The Village of Gurnee is a safe and welcoming community defined by our strong sense of place, entrepreneurial spirit, recreational opportunities, and preservation of the natural environment strategically located where everyone can thrive.

## OUR MISSION

**Engage** our residents, businesses, and visitors in an ongoing dialogue about their ideas, needs, and concerns.

**Preserve** our neighborhoods, open spaces, financial well-being, and community traditions, in line with our values.

**Advance** our services in response to community needs, encourage responsible development, and continuously foster a safe and welcoming environment.

## OUR VALUES

### Customer Focused

- Treat all with courtesy and respect
- Fairness and consistency in all our interactions
- Conduct all our business in a transparent manner

### Leadership

- Take accountability for our actions
- Conduct ourselves with honesty and integrity
- Support personal development and growth

### Progressive

- Forward thinking and creative in what we do
- Embrace change that improves our services
- Open to learning and new ways of thinking

### Collaborative

- Facilitate partnerships that improve community and service
- Promote a team-oriented culture
- Share power and credit

### Stewardship

- Demonstrate fiscal responsibility
- Maintain the integrity of Village assets
- Preserve Village traditions

## STRATEGIC INITIATIVES FOR FY 2023 - 2026

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### Fiscal Sustainability

- 1.1 Develop fiscal growth and redevelopment strategy
- 1.2 Develop and implement a new Business Attraction Plan
- 1.3 Formalize a business retention program
- 1.4 Create a new strategy for operational effectiveness and efficiencies

### Well-Maintained Infrastructure

- 2.1 Develop annual Capital Plan for Pavement Improvements
- 2.2 Develop Village Utility Reliability Plan
- 2.3 Update Pedestrian Improvement Plan
- 2.4 Perform a comprehensive Standards and Mandate assessment

### Effective Communication

- 3.1 Conduct resident satisfaction survey.
- 3.2 Create interdepartmental communications team structure
- 3.3 Develop data-driven communications program
- 3.4 Develop Constituent Service Program

### A Stable, well-trained workforce

- 4.1 Update and implement compensation and non-compensation plan
- 4.2 Increase training opportunities for operational effectiveness
- 4.3 Implement professional development pathways for management positions
- 4.4 Update recruiting and retention efforts with a focus on diversity to meet the needs of next generation workforce

### A Safe Community

- 5.1 Create a Public Safety Recruitment and Retention Plan
- 5.2 Develop a public safety community engagement program
- 5.3 Create stakeholder relationship strategy
- 5.4 Update Comprehensive Major Incident Training Plan

### Lifestyle Vitality

- 6.1 Develop Village/small business partnership program
- 6.2 Establish and support events in partnership with community and neighborhood Organizations
- 6.3 Develop relationship with regional multi-cultural agencies
- 6.4 Create opportunities for community engagement around strategic priorities

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# Strategic Priority: Fiscal Sustainability

## Initiative 1.1: Develop fiscal growth and redevelopment strategy








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Develop a report on greatest revenue base risks, ideal and current tax mix, and needed diversification for inclusion in the Market Opportunity Plan	Reproducible report	Finance Director	January 2023
2. Develop report on Big 3 (Six Flags Great America, Great Wolf Lodge, Gurnee, Mills) share of each tax type and report regularly	Reproducible report	Finance Director	April 2023
3. Compile list with descriptions and applicability of business taxes (Tax Portfolio)	Completed list	Finance Director	April 2023
4. Calculate current tax generated per square foot for existing uses to measure future tax generation potential	Tax generated by industry analysis	Finance Director	October 2023
5. Identify other available parcels and measure potential impact on tax mix based on various scenarios (Use Impact Matrix)	Completed matrix tool	Economic Development & Finance Directors	July 2024
6. Identify sites suitable for “Downtown-like” gathering space and higher density housing options that meet workforce and generational demands	Sites Evaluated	Economic Development & Community Development Directors	July 2024
7. Complete a combined listing of available properties with ranked uses and potential incentives. Desired future state	Completed list	Economic Development & Finance Directors	January 2025

### WHY THIS IS IMPORTANT

A growth and redevelopment strategy is the blueprint for business attraction and retention efforts. The strategy lays out where we are currently and outlines a desired future state by identifying fiscal vulnerabilities and the impact of potential uses for available properties.

## Status as of: August 2023

### Initiative 1.1: Develop fiscal growth and redevelopment strategy

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		An outline for the report has been created. Staff is currently researching an ideal revenue mix through professional organizations and surrounding communities' success stories.
2.		Creation of the “Big 3” Report has been completed. The Finance Division anticipates sharing amongst staff on a regular basis beginning in the fall of 2023.
3.		The Finance Division is working with the Illinois Department of Revenue (IDOR) and the International City/County Management Association (ICMA) to compile list of available taxes/revenue streams applicable to commercial development.
4.		Calculation of current tax generated per square foot for existing uses is dependent on Action Step #5.
5.		The Finance Division is working with the GIS Coordinator to create a reproducible “tax heat map” to identify any deficiencies or synergy amongst commercial areas.
6.		The ‘Triangle’ site – 44.18 acres south of Six Flags – is being actively marketed as a Mixed-Use Entertainment / Village Center development. Developer tours have occurred during Summer 2023. Staff continues to inventory smaller, infill sites identified in the Future Land Use Plan as suitable for multi-family residential.
7.		Development of a list of available properties with ranked uses and potential incentives is dependent on prior Action Steps.



# Strategic Priority: Fiscal Sustainability

## Initiative 1.2: Develop and implement a new Business Attraction Plan







ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Conduct assessment of permitting and zoning processes to identify needs for heightened environmental or safety review or opportunities for streamlining	Completed assessment	Community Development Director & Management Assistant	July 2023
2. Implement procedural modifications; update ordinances as needed	Modified procedures; updated ordinances	Community Development Director & Management Assistant	December 2023
3. Identify a list/map of target properties for development/redevelopment (Property Portfolio)	Completed property portfolio	Economic Development & Community Development Directors	January 2024
4. Complete a business category heat map. Shows business types geographically	Completed business category heat map	Finance Director & GIS Coordinator	July 2024
5. Complete tax generation heat map for each tax type. Taxes generated by type and volume geographically	Completed tax generation heat map	Finance Director & GIS Coordinator	July 2024
6. Identify ideal use and potential incentive type for available target properties for development	Completed property portfolio	Economic Development & Community Development Directors	July 2025

### WHY THIS IS IMPORTANT

The Fiscal Growth & Redevelopment Strategy guides the Village as to what we need to attract and why to maintain the ideal tax mix to minimize fiscal risk. The Business Attraction Plan identifies what tools are available and how we are going to attract or retain the type of businesses needed or desired. Permitting/zoning processes that are straightforward and fair, while ensuring the safety of the natural and built environments, encourage responsible development and business operation.

## Status as of: August 2023

### Initiative 1.2: Develop and implement a new Business Attraction Plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Internal assessment of permitting and zoning processes has not yet started. The recent addition of a new Senior Planner will be beneficial to this effort as it brings a set of fresh eyes that has served in Planning Divisions in multiple communities.
2.		Staff continues to identify text amendments to the 2021 Zoning Ordinance aimed at clarifying items and streamlining processes. These text amendments are reviewed by the Planning & Zoning Board prior to Village Board consideration. 2024 ICC Building Codes are expected to be released in the Fall of 2023. Staff will review these codes and recommend adoption with the goal of minimal local amendments.
3.		Identification of parcels and development of a Property Portfolio is currently underway in conjunction with the GIS Coordinator.
4.		Development of a Tax heat map identifying business types by location is in progress with the GIS. A Business Type map based on geography will follow.
5.		The Finance Division is currently working with GIS Coordinator to create a reproducible “tax heat map” to identify any deficiencies or synergy amongst commercial areas.
6.		Identification of ideal uses and incentive types for target properties has not yet started as it is dependent upon Action Step #3 above.

## Strategic Priority: Fiscal Sustainability

### Initiative 1.3: Formalize a business retention program





ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Develop a monthly report for the economic development team that identifies the largest tax payers in the Big 4 tax categories (Sales, Amusement, Hotel, F&B Tax)	Reproducible report	Finance Director	January 2024
2. Enhance and fund the small business capital grant program	Updated program	Economic Development & Finance Directors	May 2024
3. Develop a business communications plan to engage with business via economic development and communications	Completed plan	Economic Development Director & Assistant to the Village Administrator	May 2024
4. Develop business group that meets regularly with the Village (i.e.: business summit)	Regular meetings held	Economic Development Director	January 2025

### WHY THIS IS IMPORTANT

As part of the overall Fiscal Growth and Redevelopment Strategy, retaining the current tax base is important. Formalizing a Business Retention Program in line with the priorities identified in the Fiscal Growth and Redevelopment Strategy will help direct resources and retention efforts.

## Status as of: August 2023

### Initiative 1.3: Formalize a business retention program

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		The development of a monthly taxpayer report for the Economic Development Team is currently underway. The Finance Division anticipates a Fall 2023 completion.
2.		The Village Board funded the SBCG program for third year in a row. Program was evaluated and amended to support two Transformational Capital Projects with minimum investment of \$100,000 on an annual basis. As of 8/24/23 since the program's inception in FY 21/22, it has awarded \$583,304.11 to nearly 50 business with a total project investment of over \$3.4 million.
3.		Periodic Business Partner letters include information on financial resources or topics of interest. <i>Gurnee's Got It</i> participates in the monthly Village Communications Plan.
4.		Development of a Business Group that meets regularly with the Village has not yet started.

## Strategic Priority: Fiscal Sustainability

**Initiative 1.4:** Create new strategy for operational effectiveness and efficiencies








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Schedule meetings with Departments to identify one business process to review in each service area	One business process identified in each department	Finance Director	November 2023
2. Identify work groups to review identified processes. Group includes Finance, Admin/IS, two department representatives	Work groups established	Finance Director	February 2024
3. Kickoff Meeting with each work group – project purpose and goals; roles and responsibilities	Meetings held	Finance Director	May 2024
4. Map current state – time and resources allocated to each step. Series of meetings and independent research	Visual flow-chart of current state of process	Work Group	November 2024
5. Research technology, peer processes, resources, feedback to streamline process - Identify customer impact	Report identifying technology and streamlining opportunities	Work Group	May 2025
6. Map future state – apply research to reduce time and resources needed for business process or improve customer experience	Application/ process reviewed and changes implemented	Work Group	November 2025
7. Produce Final Implementation Plan – Identifies steps and resources needed to achieve future state, with cost savings and resource allocation	Implementation Plan complete and presented to leadership	Work Group	January 2026

### WHY THIS IS IMPORTANT

Over time business processes can become cumbersome and expensive as steps are added to fit various short-term needs. With Village resources becoming more scarce and expensive, it is important to constantly evaluate business processes to ensure the most cost effective practices are in place to meet customer expectations and avoid the “way we’ve always done it” mindset. This evaluation will consider developments in technology, evolving standards of business practices and changing customer expectations.

## Status as of: August 2023

### Initiative 1.4: Create new strategy for operational effectiveness and efficiencies

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Community Development and Finance processes have been identified and include residential permitting and purchasing workflow. Staff continues to work to schedule meetings with other Departments to identify service area improvements.
2.		Work groups have not yet been identified. Development of these groups is dependent on the Action Step #1
3.		A PowerPoint presentation reviewing the objectives and end –goals has been developed. It will be presented to the work groups once they are identified under Action Step #2.
4.		Current state mapping has not yet started as it is dependent on prior Action Steps.
5.		Research has not yet started as it is dependent on prior Action Steps.
6.		Future state mapping has not yet started as it is dependent on prior Action Steps.
7.		Final Implementation Plan development has not yet started as it is dependent on prior Action Steps.





# Strategic Priority: Well-Maintained Infrastructure

## Initiative 2.1: Develop annual Capital Plan for Pavement Improvements








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Utilize road condition data to guide selection of streets for resurfacing or reconstruction	Draft list of roads generated	Village Engineer & Community Development Director	Annually in November
2. Review community and departmental road concerns and modify list as necessary	Staff review complete; list updated as necessary	Village Engineer & Community Development Director	Annually in December
3. Classify selected roads for reconstruction or resurfacing candidates and group by region with estimated costs	One list created for resurfacing and one for reconstruction	Village Engineer & Community Development Director	Annually in January
4. Review/compare estimated costs to available budget	Consensus with Finance on funds for roads	Village Engineer, Finance Director & Village Administrator	Annually in January
5. Bid project, select contractor, present recommendation to Village Board and award the project	Contract awarded	Village Engineer & Village Administrator	Annually in April
6. Supervise construction and closeout	Project successfully completed	Village Engineer & Engineers	Annually May - September
7. Perform pavement condition assessment and recalculated overall road condition	Updated road conditions & overall road condition	Village Engineer & Engineers	Annually September - October

### WHY THIS IS IMPORTANT

Maintaining the transportation systems in the Village of Gurnee is typically the largest budgetary line item in the capital plan. The Village’s roadway network consists of paved local roadways equivalent to about 121 centerline miles. Typical capital roadway projects include preventative maintenance, rehabilitation and reconstruction. Continued proactive maintenance in the form of resurfacing allows more roads to be maintained in a given fiscal year. As roads age without resurfacing, they require complete reconstruction, which is more costly. The process of evaluating and selecting roads for capital improvements is essential to maintaining an appropriate overall road condition in the Village.

## Status as of: August 2023

### Initiative 2.1: Develop annual Capital Plan for Pavement Improvements

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		The Engineering Division has started a preliminary review of the Pavement Condition Index (PCI) rating for roads within the Village for selection for FY 24/25 road program.
2.		In December 2023 the Engineering Division will have a meeting to discuss selected roads to create a <i>pre-final</i> list. The Division will seek information from what “employees on the street” have seen, as well as discuss resident complaints that have been received.
3.		Once Action Step #2 is completed staff will classify selected roads for reconstruction or resurfacing and group by region with estimated costs.
4.		Once Action Step #3 is completed staff will meet with the Finance Director to discuss available budget and finalize road program.
5.		Bidding the work and selecting a contractor requires the completion of prior Action Steps.
6.		Supervising the construction and closing out the project requires the completion of prior Action Steps.
7.		Follow-up pavement condition assessment and recalculated PCI requires the completion of prior Action Steps.



# Strategic Priority: Well-Maintained Infrastructure

## Initiative 2.2: Develop Village Utility Reliability Plan








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify utilities to be included in Reliability Plan (Sanitary sewer, water, street lighting, etc.)	Comprehensive list of Village utilities for inclusion in plan	Public Works Director, Village Engineer & Community Development Director	June 2023
2. Identify & prioritize utility reliability improvements	Prioritized list of utility reliability improvements	Public Works Director, Village Engineer & Community Development Director	January 2024
3. Review life cycles defined in the Capital Plan and compare them to industry standard life cycles & historical replacement schedules of assets	Summary document (life cycles vs historical average)	Public Works Director & Village Engineer	June 2024
4. Generate list of proposed minimum capital improvements per year to meet standard life cycles & estimated costs	Draft list prepared	Public Works Director & Village Engineer	December 2024
5. Review financing and staffing required to meet these goals	Draft capital plan and staffing plan	Public Works Director, Village Engineer & Finance Director	June 2025
6. Present to Village Administration & Finance for approval	Plan presented	Public Works Director, Village Engineer & Finance Director	December 2025
7. Update the multi-year capital plan and present to Village Board	Updated capital plan with Village Board concurrence	Public Works Director, Village Engineer & Finance Director	January 2026

### WHY THIS IS IMPORTANT

Having reliable infrastructure is essential to maintaining service to customers. The Village manages several utilities and maintenance costs of those utilities typically compete for the same funds in the budget and the same staff group's time. Identifying the investment and staffing needed to stay on top of replacement schedules and life cycles will better prepare the Village to consistently maintain infrastructure. It will also help to identify the impacts of pushing back improvements due to lack of funding or available staff.

## Status as of: August 2023

### Initiative 2.2: Develop Village Utility Reliability Plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Meetings between Public Works and Engineering staff to generate a comprehensive list of Village utilities for inclusion in the plan have been scheduled. The list should be complete by end of November 2023.
2.		Once Action Step #1 is complete, Public Works and Engineering staff will prioritize the utility reliability improvements.
3.		Reviewing the life cycles defined in the Capital Plan and comparing them to industry standard life cycles & historical replacement schedules has not yet started as it is dependent on prior Action Steps.
4.		Generating list of proposed minimum capital improvements has not yet started as it is dependent on prior Action Steps.
5.		Reviewing financing and staffing has not yet started as it is dependent on prior Action Steps.
6.		Presentation to Village Administration and Finance is dependent on completion of prior Action Steps.
7.		Presentation to Village Board is dependent on completion of prior Action Steps.

## Strategic Priority: Well-Maintained Infrastructure

### Initiative 2.3: Update Pedestrian Improvement Plan

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Review Blue Ribbon Commission (BRC) list and prioritize feasibility for pedestrian paths within Village of Gurnee	List is reviewed and reprioritized if needed	Village Engineer & Community Development Director	July 2023
2. Meet with Departments to review pedestrian needs or concerns, accommodating resident requests where feasible	Departments review list and agree on prioritization	Public Works Director & Village Engineer	September 2023 & annually
3. Select pedestrian paths to build for upcoming fiscal year	Path identified for budget inclusion	Public Works Director, Village Engineer & Community Development Director	September 2023 & annually
4. Select consultant to design and acquire permitting for pedestrian paths if necessary or perform in-house design	Consultant selected	Village Engineer	October 2023 & annually
5. Develop cost estimate, budget and include in Capital Improvement Plan	Funding is included in Budget	Village Engineer & Finance Director	December 2023 & annually
6. Create bid documents, advertise project, award project and start construction	Project is advertised, awarded and scheduled	Village Engineer	March – July 2024 & annually
7. In locations where pedestrian paths or crossings are desirable but not feasible, publicize safe, alternative “walk routes” nearby	Walk Routes identified and publicized	Village Engineer, GIS Coordinator, Asst. to the Village Administrator	December 2024 & annually

### WHY THIS IS IMPORTANT

During the two most recent Strategic Planning processes a prevailing issue was that residents desired increased walkability/bikeability in the community. Construction of pedestrian facilities provides the most affordable and equitable transportation system any community can plan, design, build and maintain. In July 2017, the Blue Ribbon Commission released its recommendations for 30 pedestrian improvements in the community. Over the past five years the Village has used this list to install multi-use paths, bridge gaps and connect to other systems. Reviewing, updating and reprioritizing the Blue Ribbon Commission list will provide the Village a roadmap for making improvements going forward.

## Status as of: August 2023

### Initiative 2.3: Update Pedestrian Improvement Plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	The Village contacted the Blue Ribbon Commission (BRC) in July 2023. Members stated they are satisfied with current list. The Village will work to continue to build paths as financial resources allow. A presentation before the Village Board was held on 8/24/23 to review progress, upcoming improvements and seek feedback on any additions to the plan.
2.	🕒	Community Development staff will meet with Public Works to discuss pedestrian concerns and needs and select paths to be built for upcoming Fiscal Year based on the BRC list and resident feedback.
3.	✘	Selecting paths to be built is dependent on prior Action Steps.
4.	✘	Selecting a consultant to assist with path design and permitting is dependent on prior Action Steps.
5.	✘	Developing cost estimates, budgeting funds and including in the annual budget is dependent on prior Action Steps.
6.	✘	Creating bid documents, advertising the projects and awarding contracts is dependent on prior Action Steps.
7.	✘	Identifying and publicizing alternative “walk routes” is dependent on prior Action Steps.

## Strategic Priority: Well-Maintained Infrastructure

**Initiative 2.4:** Perform a comprehensive Standards and Mandate assessment








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify and prioritize departmental standards and/or mandates	List of applicable metrics	Department Heads & Subject Matter Experts	September 2023
2. Review Village-wide standards and/or mandates, eliminating standards that are superseded by organization mandates	Report identifying standards for consideration	Department Heads & Subject Matter Experts	October 2023
3. Report applicable standards & mandate initiative to Village Administrator	Meeting with Administrator	Department Heads	January 2024
4. Establish budget including need for design or implementation consultants	Budget submitted and approved	Department Heads & Finance Director	January 2024
5. Identify specific workflows impacted and create action plan for implementing standard and/or mandate changes	Review current operation and identify areas of change	Subject Matter Experts	January 2025
6. Communicate operations changes to impacted departments/personnel and implement action plan	Operational or policy changes for proposed standard/mandate	Department Heads	January through May 2025
7. Formalize standard or mandate adoption	Increase in standards compliance documented	Village Administrator & Department Heads	May 2026

### WHY THIS IS IMPORTANT

All Village Departments have guidelines, principles, ordinances, standards or mandates that govern their daily operation. Some of those standards or mandates are governed internally while others are made on a federal or state level. Staying compliant with all mandates and standards will help the Village continue to remain in compliance and prepare in advance of implementation of any new mandates or standards that require more staff time, consultants or funding.

## Status as of: August 2023

### Initiative 2.4: Perform a comprehensive Standards and Mandate assessment

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Coordination with Department Heads is underway to identify Subject Matter Experts (SMEs) to assemble the lists of required standards and mandates with respect to Village infrastructure.
2.		Reviewing standards and eliminating those that are superseded by organizational mandates is dependent on prior Action Step.
3.		Reporting applicable standards and mandates to the Village Administrator is dependent on prior Action Steps.
4.		Establishing a budget for design and implementation is dependent on prior Action Steps.
5.		Identifying workflows impacted and creating a plan for implementing change is dependent on prior Action Steps.
6.		Communicating operational changes amongst departments and personnel is dependent on prior Action Steps.
7.		Formalizing standard adoption is dependent on prior Action Steps.



## Strategic Priority: Effective Communication

### Initiative 3.1: Conduct resident satisfaction survey







ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Research resident satisfaction survey options (internal or contract) and determine survey questions	Survey created	Assistant to the Village Administrator & Department Heads	November 2023
2. Send out resident satisfaction survey	Survey distributed	Assistant to the Village Administrator & Management Assistant	March 2024
3. Gather, analyze and share results	Results analyzed and report distributed	Assistant to the Village Administrator	June 2024
4. Identify service improvements based off of survey results (quantitative and qualitative data)	Improvements identified	Assistant to the Village Administrator & Department Heads	September 2024
5. Prioritize service improvements and, if necessary, allocate funding in departmental budgets	Improvements prioritized and budget impact identified	Department Heads & Finance Director	December 2024
6. Implement improvements	Organizational improvements made	Assistant to the Village Administrator & Department Heads	May 2025

### WHY THIS IS IMPORTANT

Resident satisfaction surveys enable the community to share its opinions, perceptions and suggestions about municipal services and government, and specific public issues. The results provide information and insight for setting priorities and preparing budgets based on feedback from residents. They also provide comparative data that can be viewed over a number of years to determine progress towards meeting needs as well as identifying changing perceptions and priorities.

## Status as of: August 2023

### Initiative 3.1: Conduct resident satisfaction survey

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		In the next month, staff will begin the process of researching different platforms and survey questions for the resident satisfaction survey.
2.		Sending out a survey is dependent on the prior Action Step.
3.		Analyzing the information collected and sharing the results is dependent on prior Action Steps.
4.		Identifying service improvements based on the survey results is dependent on prior Action Steps.
5.		Prioritizing improvements and allocating funding where applicable is dependent on prior Action Steps.
6.		Implementing improvements is dependent on prior Action Steps.



## Strategic Priority: Effective Communication

### Initiative 3.2: Create interdepartmental communications team structure





ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify departmental representatives	Assembly of team members	Assistant to the Village Administrator & Management Assistant	January 2023
2. Develop communications workflow expectations	Communicated team expectations	Assistant to the Village Administrator & Management Assistant	January 2023
3. Train team members	Trained team	Assistant to the Village Administrator & Management Assistant	March 2023
4. Generate workflow	Consistent workflow	Communications Team	March 2023
5. Hold ongoing meetings/trainings	Production and team learning	Communications Team	June 2023

### WHY THIS IS IMPORTANT

An interdepartmental communications team will provide a greater service to the community through providing more thorough communication to residents and businesses. Using a team approach will increase communication output as well as create mechanisms to refine the quality of the communications produced by staff. Specifically by having department experts, reliable team members and a guided team atmosphere, the Village will be able to meet the community's information needs more effectively and efficiently.

## Status as of: August 2023

### Initiative 3.2: Create interdepartmental communications team structure

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Communications Team members have been identified and include Austin Pollack - Administration, Shawn Gaylor - Police, Dave Douglass - Fire, Jodi Luka – Community Development/Economic Development, Carrie Suarez – Information Systems, Ellen Dean – Economic Development and Kristine Poisl – Public Works. Trustee Quin O’Brien has also been attending meetings.
2.		Workflow expectations have been established around specific roles as Austin Pollack is the Public Information Officer (PIO) for the Village, Shawn Gaylor as the PIO for the Police Department, Dave Douglass as the PIO for the Fire Department, Carrie Suarez as the media specialist and Jodi Luka and Ellen Dean as the Economic Development marketing and communications managers.
3.		Communication Team members have been receiving training on an as needed basis and through discussion at team meetings. Deputy Chief Douglass has received training on the guiding philosophy, platforms, communication processes and functions. Team meetings have served as valuable trainings though information sharing and understanding of platforms/tools, concepts and guidelines in effort to further output, quality and overall collaboration.
4.		Consistent workflow has yielded greater output and quality of the communications by Village staff. As a result, the team environment is allowing the staff to meet the communications needs of the Village while keeping a consistent workflow.
5.		Meetings/trainings are ongoing and scheduled monthly throughout the year. Team learning and communications workflow are expected to continually improve as a result.

## Strategic Priority: Effective Communication

### Initiative 3.3: Develop data-driven communications program

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Research historical practices, approaches and campaigns	Mapped out well-formed strategy	Assistant to the Village Administrator & Part-time Media Specialist	January 2023
2. Collect social platform data (social media, Weekly Announcements email, website, service request system data)	Initial review of communications data	Assistant to the Village Administrator & Part-time Media Specialist	February 2023
3. Review and aggregate data into reports	Reviewed data and compiled reports	Assistant to the Village Administrator	March 2023
4. Organize communications based on data	Strategic organization of information	Communications Team	June 2023
5. Execute plans and disseminate information based off data	Execution of data-driven communications program	Communications Team	September 2023

### WHY THIS IS IMPORTANT

A data-driven communications program is important because in order to serve the communications needs of the Village, staff needs to know what information the public wants, when they want it and where they are going to get it. These are just some of the answers that we seek to accomplish by reviewing and analyzing our communications data. By providing the public with the information that it wants tailored to its activities, the Village is showing its commitment to transparency, responsiveness and building trusting relationships.

## Status as of: August 2023

### Initiative 3.3: Develop data-driven communications program

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	The Communications Team has discussed historical approaches and public information campaigns. Staff continues research on various data-driven communication programs and available software. A few strategies have been identified to date that could utilize the data that the Village currently has. Research on other options continues.
2.	✓	Staff is collecting social media data through Agorapulse. Website data is being collected through Google Analytics. Request data is being collected through the GovQA platform.
3.	🕒	The review and aggregating of data into reports is ongoing as staff is becoming more familiar with the data and the platforms. Most of the data is aggregated into reports and dashboards contained in the various systems.
4.	🕒	Organizing communications based on data collected is ongoing as staff obtains and becomes more familiar with the data and systems. Various organizational strategies have already been implemented based on data collected such as the redesigning of publications, content and expansion of points of contact.
5.	🕒	Executing plans and disseminating information based on the data is ongoing as staff looks at the varying system data when formalizing monthly communication plans. This also includes accessing the various platforms and looking at the data in an effort to create and emphasize content, leverage optimal send times and ultimately be responsive to the citizenry.

## Strategic Priority: Effective Communication

### Initiative 3.4: Develop Constituent Service Program

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify system to categorize targeted, non-emergency constituent contacts	Targeted constituents and system identified	Assistant to the Administrator, Finance Director & Assistant Info Systems Director	February 2023
2. Implement system and provide training to key, frontline customer service personnel	System implemented and key personnel trained	Assistant to the Administrator & Assistant Info Systems Director	June 2023
3. Create departmental reports based on information gathered. Consolidate reports into organizational report	Reports created and combined	Assistant to the Village Administrator & Finance Director	December 2023
4. Share organizational report with key departmental personnel	Reports disseminated to key personnel	Assistant to the Village Administrator	March 2024
5. Identify customer contact trends across departments	Trends identified	Assistant to the Village Administrator & Finance Director	May 2024
6. Develop solutions to reduce the need for customer service contacts	Solutions developed	Assistant to the Administrator, Finance Director & Key Depart. Managers	July 2024
7. Implement solutions	Reduced constituent contacts	Assistant to the Administrator, Finance Director & Key Depart. Managers	September 2024

### WHY THIS IS IMPORTANT

Under the concept, “The best customer service is if the customer doesn’t need to call you, doesn’t need to talk to you. It just works”-Jeff Bezos. This program aims at significantly reducing non-emergency contacts while acknowledging that eliminating all may not be possible. The constituent service program is important because it serves the customer better by reducing frustration and providing an efficient resolution to a service need or inquiry. The most important part of communication is that it is understood and acted upon either through a data-driven communications program, a process improvement or even an explanation to the constituent.

## Status as of: August 2023

### Initiative 3.4: Develop Constituent Service Program

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Staff assessed using the current service request system and ability to categorize targeted, non-emergency constituent contacts. Limitations were discovered and it may be more beneficial to leverage a different platform. Additionally, it was discovered that the data needed to leverage this program may be stored in multiple systems where the consolidation of systems need to take place. This Action Step requires further research and staff discussion.
2.	✘	Implementing a system and providing training to frontline employee is dependent on the prior Action Step.
3.	✘	Creating department reports based on information gathered is dependent on prior Action Steps.
4.	✘	Sharing organizational reports is dependent on prior Action Steps.
5.	✘	Identifying customer contact trends is dependent on prior Action Steps.
6.	✘	Developing solutions to reduce the need for customer service contacts is dependent on prior Action Steps.
7.	✘	Implementing solutions is dependent on prior Action Steps.



## Strategic Priority: Stable, Well-Trained Workforce

### Initiative 4.1: Update and implement compensation and non-compensation plan

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1.	Budget for Compensation Consultant	Human Resources & Finance Directors	FY 23/24 budget process
2.	RFQ for Compensation Consultant compiled/issued	Human Resources Director & Asst. Human Resources Director	Post FY 23/24 budget approval
3.	Forward recommendation to the Village Board for selected Compensation Consultant engagement	Human Resources Director & Asst. Human Resources Director	August 2023
4.	Work with consultant on data collection & analysis	Human Resources Director, Asst. Human Resources Director & Department Heads	Fall 2023
5.	Formulate & present recommendations to Village Administrator & Department Heads for feedback	Human Resources Director	Fall / Winter 2023
6.	Recommend changes presented to Village Board	Human Resources Director & Department Heads	January 2024
7.	Implement and communicate changes to employee stakeholders	Human Resources Director & Department Heads	April / May 2024

### WHY THIS IS IMPORTANT

Hiring and retaining competent and talented employees directly affects the success of any organization. Compensation and benefits are important aspects of an employee's satisfaction, performance and motivation in the workplace. As the labor market remains tight and competition for public sector employees is elevated, competitive and attractive compensation and benefit packages will remain an important factor for recruitment efforts and employee retention/job satisfaction.

## Status as of: August 2023

### Initiative 4.1: Update and implement compensation and non-compensation plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Funding for the assistance of a Compensation Consultant has been included with FY 23/24 budget
2.	🕒	Due to other priority needs (ongoing recruitment, benefit plan RFP), this project has not yet been fully initiated. Staff is currently drafting the RFP and compiling a listing of qualified organizations to send out the RFP once prepared.
3.	✘	The timeline to bring a recommendation for a compensation consultant to the Village Board will be adjusted based on the issuance of the RFP.
4.	✘	Data collection and analysis has not yet started as it is dependent on prior Action Steps.
5.	✘	Formal recommendation and presentation to internal staff is dependent on prior Action Steps.
6.	✘	Formal recommendation and presentation to the Village Board is dependent on prior Action Steps.
7.	✘	Implementation of recommended/approved changes are dependent on prior Action Steps.



# Strategic Priority: Stable, Well-Trained Workforce

## Initiative 4.2: Increase training opportunities for operational effectiveness







ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Audit/Inventory/Document current training programs	Training Program inventory compiled	Village Departments	Ongoing
2. Develop/Implement a system/program for tracking aggregate training hours by employee supporting distributed input / exports from departmental systems	Ability to track hours by employee over time	Village Departments	August 2023
3. Identify new and review existing cross-department training opportunities via an employee working group (repeat annually)	Documentation of cross department training	Village Departments	Annually in November
4. Compile training budget across all related lines items and recommend changes (going into budget process)	List of training expenses & budget changes	Village Departments	Annually during budget process
5. Implement planned / budgeted training activities (annually)	Participation in training opportunities	Village Departments	Throughout Fiscal Year
6. Quarterly summaries compiled on aggregate training hours & training expenses	Quarterly summary to management staff	Village Departments	August, November, February & May

### WHY THIS IS IMPORTANT

Improved staff training and cross training assists with succession planning and continuity of organizational knowledge / skills / abilities. Training also helps to reduce safety issues and increases operational efficiencies. Coordinating trainings across departments allows the organization to more effectively and efficiently use resources and conserve funds.

## Status as of: August 2023

### Initiative 4.2: Increase training opportunities for operational effectiveness

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Work continues within Departments to inventory training programs. Human Resources has initiated a new compliance training program across all Village Departments utilizing the KnowBe4 Compliance training platform. Topics thus far have included micro-aggression training and unconscious bias. The next training to be conducted is the annual Sexual Harassment awareness training as required by the State of Illinois. This training was previously provided via a different medium.
2.		Due to departments utilizing different systems to track training specific to their needs (i.e., Police, Fire, Public Works), integration into a single tracking system will require additional staff and technological resources that have not yet been identified or budgeted. Alternative options are being reviewed to determine how to share data across all departments.
3.		Departments continue to work on cross-training opportunities. Creation of an employee working group to identify opportunities is currently on-hold due to limited staffing.
4.		Compiling (new) training budgets and recommending changes is dependent on prior Action Steps.
5.		Implementing (new) planned training activities is dependent on prior Action Steps.
6.		Compiling summaries is dependent on prior Action Steps.



# Strategic Priority: Stable, Well-Trained Workforce

## Initiative 4.3: Implement professional development pathways for management positions

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify targeted positions for key promotions/succession planning	Dept./Division Lists of Positions	Human Resources Director, Asst. Human Resources Director & Departments	Annually during budget process
2. Enumerate key skills, knowledge, abilities for success in position	Job analysis from compensation study	Human Resources Director, Asst. Human Resources Director & Departments	Fall 2023
3. Identify individuals best demonstrating key skills, knowledge, abilities and interest in advancement	Identify via performance evaluation process	Human Resources Director, Asst. Human Resources Director & Departments	Annually during budget process
4. Provide opportunities for training & specializations to develop & demonstrate Knowledge, Skills, and Abilities (KSA's) for supervisor and management positions	Document training tied to said individuals	Human Resources Director, Asst. Human Resources Director & Departments	Annually and ongoing
5. Provide feedback, advice and mentoring to individuals who take advantage of opportunities	Document during annual evaluation process	Village Departments	Annually and ongoing

### WHY THIS IS IMPORTANT

Identifying incumbent employees to move into supervisory / management roles assists with succession planning, continuity of organizational knowledge / skills / abilities and improves employee satisfaction and retention. Providing professional development opportunities ensures that knowledge and skills stay relevant and up-to-date. This ultimately results in a higher level of service provided to the community.

## Status as of: August 2023

### Initiative 4.3: Implement professional development pathways for management positions

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Identifying positions/promotions is an ongoing process throughout the budget year as vacancies or pending vacancies occur. In addition, this is reviewed during the annual budget process to prepare for the upcoming year.
2.	✘	This has been delayed due to the Compensation Study (Initiative 4.1) not yet being initiated.
3.	⌚	New recruitments and positions continue to focus on succession planning. The Police and Fire Departments continue to provide training and development opportunities to prepare staff for promotion from within the organization. Due to the delay of the compensation study, staff continues to review similar job postings using online resources to ensure pay is equitable or slightly above comparable communities. This approach was used most recently with both the Senior Planner and Network Administrator positions to attract strong candidates with the necessary experience to be placed in succession planning for potential future promotions.
4.	⌚	Management continues to offer professional development opportunities aimed at employee growth. Examples include online courses and certificates, conferences, workshops and networking events. The Police Department is sending a recently promoted Commander to Staffing Command School and recently promoted Sergeants to attend Supervision of Police Personnel training classes. The Fire Department is sending two Battalion Chiefs (BC) to the Illinois Fire Chiefs Association Annual Symposium. Another BC is attending the Chief Fire Officer program and the recently promoted Deputy Fire Chief will become professionally credentialed as a Chief Fire Officer with the Center for Public Safety Excellence within the next 12 months. The Human Resources Division is sending the Assistant Finance and HR Director to IPELRA's annual conference for 4 days of training in HR related topics. Training provided will further prepare newly promoted leadership staff in their new roles.
5.	⌚	Individuals who attend professional development sessions return to the organization and share the knowledge they have gained. This leads to additional conversations related to goals and expectations.



## Strategic Priority: Stable, Well-Trained Workforce

**Initiative 4.4:** Update recruiting and retention efforts with a focus on diversity to meet the needs of next generation workforce







ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Research and identify best practices and innovative approaches to recruiting diverse and next generation candidates	Applicable best practices identified and discussed	Human Resources Director & Asst. Human Resources / Finance Director	May 2023 and ongoing
2. Utilize technology and procedure updates to enhance/streamline the recruitment process	Technology and procedure modifications identified	Human Resources Director & Asst. Human Resources / Finance Director	May 2023 and ongoing
3. Make recommendations on recruitment modifications to Village Administration and Civil Service Commission	Suggested modifications presented	Human Resources Director & Asst. Human Resources / Finance Director	August 2023
4. Identify opportunities to interact with next generation candidates and other persons interested in public sector careers	Participation in community outreach opportunities	Human Resources Director in conjunction with Department Heads	September 2023
5. Identify and address barriers that could lead to lower retention	Reduced turnover	Human Resources Director in conjunction with Department Heads	September 2023
6. Create a strategic onboarding and assimilation program	Increased retention & dedication in new hires	HR Director & Asst. HR / Finance Director in conjunction with Department Heads	January 2024

### WHY THIS IS IMPORTANT

With 61 million people from Gen Z entering the workforce, recruiting this demographic requires employers to reexamine tactics relied on for decades. A diverse and multi-generational workforce will bring a consistent influx of ideas for new programs, services and improved processes while being representative of the community it serves. By applying available technology throughout the recruitment and hiring process, vacancies will be filled sooner which will help improve department operations and reduce ongoing overtime. Improved retention strategies will help reduce turnover and meet the needs of diverse and next generation workers.

## Status as of: August 2023

**Initiative 4.4:** Update recruiting and retention efforts with a focus on diversity to meet the needs of next generation workforce

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		With primary focus on Police and Fire Departments due to ongoing staffing needs, additional efforts are being made to connect with diverse candidates early-on in the recruitment process. Outreach efforts include job fairs, career fairs, year-round community outreach through a variety of different events and social media postings. In other departments utilizing broader recruitment sources such as Indeed Candidate Match and Linked-in outreach has resulted in increased diversity in the candidate pool.
2.		Continued updates to recruitment processes- The expansion of Linked-in outreach, phone interviews to pre-screen candidates, the use of Zoom to interview candidates from other states looking to relocate and increased scheduling flexibility for local candidates. Staff is also exploring the addition of a video interviewing platform such as Spark Hire to provide online one-way video interviews to increase candidate placements, decrease the time it takes to screen candidates and overall interview more candidates using fewer resources and staff time.
3.		Staff worked with the Civil Service Commission to adjust the hiring process for Police Officer candidates to streamline the eligibility list posting process. This has allowed the Police Department to engage with candidates earlier in the screening process. Staff continues to make recommendations to the Village Administrator on other adjustments to attract and retain employees. Staff previously worked with Local 150 to adjust the hiring process to bring in experienced employees to fill a critical skill need. Staff used Zoom interviews to fill the most recent Network Administrator position to increase our candidate pool- 2 of the 4 interviews were out of state interviews with candidates looking to relocate.
4.		Identifying opportunities to connect with next generation candidates and others interested in public sector careers has not commenced beyond positional recruitments.
5.		Formal efforts to identify and address barriers that lead to lower retention have not yet begun. Historically the Village has had very low turnover and as such, while important, the immediate focus has been on recruitment and increasing diversity.
6.		Creation of a strategic onboarding and assimilation program has not been introduced across all Departments, however, the Police and Fire Departments do have programs in place. The Police Department has initiated a mentor program, which compliments the existing Field Training Program. Designated Mentor Officers assist in familiarizing Probationary Officers with the Department's structure, procedures and philosophy. The Fire Department has a one week (40 Hour) orientation program. Both of these programs assist with assimilation.



## Strategic Priority: Safe Community

### Initiative 5.1: Create a Public Safety Recruitment and Retention Plan

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1.	Determine recruitment team	Recruitment team established	Police Chief, Fire Chief, Human Resources & Asst. Human Resources Director
2.	Research recruitment best practices	Data collected and compiled	Recruitment Team
3.	Research retention best practices	Data collected and compiled	Recruitment Team
4.	Determine budgetary needs for recruitment efforts	Budget prepared	Recruitment Team
5.	Identify recruitment opportunities	Data collected and compiled	Recruitment Team
6.	Implement researched recruitment best practices	Recruitment practices implemented	Recruitment Team
7.	Implement researched retention best practices	Recruitment practices implemented	Recruitment Team

### WHY THIS IS IMPORTANT

Police and Fire Departments are service organizations. The quality of their respective service delivery is directly linked to the quality of personnel they recruit, hire and retain. Failing to recruit and retain personnel that have a vested interest in the organization and share in its mission, vision and values will have a direct impact on the organization's ability to serve the community.

## Status as of: August 2023

### Initiative 5.1: Create a Public Safety Recruitment and Retention Plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Commander Kalinowski, Detective Gaylor and Officer Silvernail have been selected to participate on the Police Department recruitment team. Deputy Chief Douglass, Battalion Chief Steffens and Lieutenant Perry have been selected to participate on the Fire Department recruitment team.
2.	🕒	Commander Kalinowski has been assigned a staff study which includes recruitment best practices for the Northwestern University Police Staff and Command program he is attending. His findings will be shared with the Recruitment Team. In conjunction, the Recruitment Team is actively researching this topic.
3.	🕒	The Recruitment Team is actively researching best practices for retention.
4.	🕒	The Police and Fire Departments are identifying additional fund needs based on data gathered for recruitment and retention best practices. Police and Fire will include updates in budget prep for FY 24/25.
5.	🕒	Multiple departments continue attending job fairs and reach out to High School students about public safety career paths.
6.	✘	Best practices for recruitment will be implemented once recommendations from the Recruitment Team are provided and reviewed.
7.	✘	Best practices for retention will be implemented once recommendations from the Recruitment Team are provided and reviewed.



## Strategic Priority: Safe Community

**Initiative 5.2:** Develop a public safety community engagement program





ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Determine and rate which public safety community engagement programs are needed	Data collected and compiled	Police Chief & Fire Chief in conjunction with Department Heads	May 2023
2. Determine budget needs	Data collected and compiled	Police Chief, Fire Chief & Finance Director	January 2024
3. Implement existing programs	Existing programs implemented	Police Chief, Fire Chief, Police Department PIO, Fire Pub. Ed. Coordinator	July 2024
4. Create and implement new programs	New programs created and implemented	Police Department PIO, Assistant to the Administrator, Fire Pub. Ed. Coordinator	May 2025

### WHY THIS IS IMPORTANT

One of the most critical components of effective law enforcement is the establishment and maintenance of public trust. Non-enforcement community engagement activities can make a significant contribution to building and maintaining lasting relationships and community support.

## Status as of: August 2023

### Initiative 5.2: Develop a public safety community engagement program

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Internal discussions are currently underway related to what public safety community engagement programs are needed. Current campaigns continue and include the Fire and Police Expo (May 2023 and scheduled again for May 2024), Cops and Bobbers (June 2023), Big and Small Bike Helmets, Gurnee Days open houses and bike rodeo, and Citizens Police Academy (scheduled to begin September 2023). Joint Training in the Park which includes Police, Fire and Public Works is scheduled for September 2023.
2.		Determining budget needs for public safety community engagement programs is dependent on the prior Action Step.
3.		Currently the Police and the Fire Departments are conducting public safety community engagement programs. Advanced relationships with Warren High School, Lake County Technology Campus and the College of Lake County are also in place and continually assessed for opportunities to enhance offerings.
4.		The process of creating and implementing new programs has not yet started and is partially dependent on prior Action Steps.

## Strategic Priority: Safe Community

### Initiative 5.3: Create stakeholder relationship strategy








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Develop and conduct a baseline community safety survey	Data collected and compiled	Police Chief, Fire Chief & Assistant to the Village Administrator	May 2024
2. Determine internal and external stakeholders	Data collected and compiled	Police Chief & Fire Chief in conjunction with Department Heads	Aug 2024
3. Develop new stakeholder relationships	New relationships created	Police Chief & Fire Chief in conjunction with Department Heads	January 2025
4. Strengthen existing stakeholder relationships	Existing relationships strengthened	Police Chief & Fire Chief in conjunction with Department Heads	January 2025
5. Connect with leaders at partner organizations	Partner organization relationships formed	Police Chief & Fire Chief in conjunction with Department Heads	July 2025
6. Engage in face to face conversation	Conversations completed	Police Chief & Fire Chief	October 2025
7. Conduct follow-up community safety survey and compare data	Data collected and compiled	Police Chief, Fire Chief & Assistant to the Village Administrator	May 2026

### WHY THIS IS IMPORTANT

Community relations is a function that evaluates public attitudes, shapes policies of the organization in the public interest and produces programs of action to earn and maintain community understanding and respect. Public safety relies on community members' willingness to trust services and believe the services reflect community values. Strong relationships of mutual trust between public safety and the community they serve are critical to maintaining public safety.

## Status as of: August 2023

### Initiative 5.3: Create stakeholder relationship strategy

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		The development of the community safety survey will begin in conjunction with the development of the resident satisfaction survey. Future meetings, most likely beginning next month, will be scheduled with Department Heads to determine the method and questions to ask.
2.		In order to fully determine internal and external stakeholders, survey data from the prior Action Step is needed.
3.		Developing new stakeholder relationship is dependent on prior Action Steps.
4.		Working to strengthen existing stakeholder relationships is an ongoing process. Regular status meetings with the “Big 3” continue. In addition, the Police Department has numerous outreach programs where it visits a specific sector of the community on a regular basis.
5.		While formal meeting schedules have not been set, there is regular communication between partner taxing bodies. In addition, the Mayor and Village Administrator meet quarterly with their counterparts at other agencies to discuss issues of concerns and how current relationships can be used to further improve the level of services provided to residents and businesses.
6.		Formal meetings for face-to-face sessions have not been set, however there is regular communication between Village public safety leadership and counterparts in partner agencies.
7.		Conducting a follow-up community safety survey is dependent on prior Action Steps.



## Strategic Priority: Safe Community

### Initiative 5.4: Update Comprehensive Major Incident Training Plan

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Determine updates needed to comprehensive major incident training plan	Data collected and compiled	Fire Chief, Police Chief & Public Works Director	January 2024
2. Identify target hazards within the Village of Gurnee and Fire Protection District	Data collected and compiled	Fire Chief, Police Chief & Public Works Director	January 2024
3. Determine National Incident Management System (NIMS) compliance within the Village of Gurnee	Data collected and compiled	Fire Lieutenant	January 2024
4. Participate in interdepartmental trainings	Trainings completed	Fire Department Training Officer & Fire Lieutenant	May 2024
5. Deploy Village-wide NIMS training	Trainings completed	Fire Lieutenant	May 2024
6. Participate in multi-agency trainings	Trainings completed	Fire Department Training Officer & Fire Lieutenant	May 2025

### WHY THIS IS IMPORTANT

Major incidents are serious events with broad-reaching consequences that require the coordination and response of multiple personnel, departments, agencies, etc. In addition to effective command, control and oversight they call for a team-based approach and efficient communication at all levels. Ensuring that all Village staff have baseline training related to major incident response will result in a more efficient and effective response. The minimal level of training required is commensurate with the individual’s role in the organization.

## Status as of: August 2023

### Initiative 5.4: Update Comprehensive Major Incident Training Plan

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Secured NIMS representatives from Dispatch, Police, Fire, Public Work and Village Hall to help determine updates needed to training plans.
2.	🕒	Deputy Chief Douglass has identified target hazards within Gurnee and Warren-Waukegan Fire Protection District that would strain Fire Department response capabilities. Identified target hazards include high occupancy facilities (schools, churches, hotels, assisted living facilities, etc.) and hazardous materials facilities. Pre-arrival emergency actions plans are being updated/created.
3.	🕒	Staff is updating departmental staffing training spreadsheets and requesting completion of online courses based on agency requirement (IS-100, 200, 700, and 800). Efforts also include reviewing departmental compliance and assigning required courses. The Illinois Fire service Institute (IFSI) has been contacted and seats have been reserved for Spring 2024 IS-300 and IS-400 courses for new supervisors.
4.	🕒	The Fire and Police Departments attended 16-hour interdepartmental/ joint agency training at Waukegan Police Department April 3 – 4, 2023 (School Safety and Violent Event Management, Active Shooter Incident Management Basic). Opportunities for additional interdepartmental/joint agency training are being researched.
5.	✘	A Village-wide multi-agency/NIMS training will be planned for FY 2024/2025.
6.	🕒	Dispatch and Fire Department attended 8-hour multi-agency training at IL MABAS headquarters on June 15, 2023. The exercise was attended by several IL and WI police, fire, dispatch and military representative. The table top scenario demonstrated communications interoperability between IL and WI and identified potential challenges in response.



## Strategic Priority: Lifestyle Vitality

### Initiative 6.1: Develop Village/small business partnership program








ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Streamline special event permitting and licensing requirements	Requirements reviewed and modifications made	Community Development & Economic Development Heads	January 2023
2. Develop and distribute special event guidelines for small businesses to utilize	Document developed and shared via multiple outlets	Economic Development Director & Management Assistant	February 2023
3. Recruit partners/multi-tenant centers to host new events	Multi-tenant & business centers contacted	Economic Development Director & Management Assistant	March 2023
4. Engage the Chamber of Commerce in promotion and events that support “connectedness” between businesses and the community	Planning session with Chamber leaders held	Economic Development Director & Management Assistant	March 2023
5. Allocate annual funding/resources to support events	Sufficient funds to support events included in budget	Economic Development & Finance Directors	May 2023
6. Promote Small Business events thru Village channels (social media, email, website)	Events are promoted via multiple outlets	Economic Development Director, Assistant to the Village Administrator	Ongoing
7. Partner with Gurnee Mills and Alpha Media regarding programming at the Show Court	Events are held at the Gurnee Mills Show Court	Economic Development Director & Management Assistant	October 2023

### WHY THIS IS IMPORTANT

In contrast to the regional draw of Gurnee’s large tourism and retail sector, small businesses depend upon the loyalty of a local consumer base. Owners (typically local) and their employees support the community through schools, neighborhoods, and civic and religious institutions. Gurnee residents appreciate a variety of locally sourced goods and services. Two-way engagement with the community is what establishes roots and keeps independent businesses growing in Gurnee.

## Status as of: August 2023

### Initiative 6.1: Develop Village/small business partnership program

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.		Temporary Outdoor Dining guidelines which were implemented during COVID-19 have been extended annually. Staff is working to codify these requirements and currently modifying as necessary for permanence.
2.		Guidelines have been emailed to the business community; initiative should continue annually to increase engagement among new businesses and serve as a reminder for established businesses.
3.		Gurnee Farmers Market continues and has a new location. Staff's outreach to multi-tenant center owners continues and includes offers of support for their events and a willingness to help develop new ones.
4.		Partnerships include the Gurnee Days Parade and the new Bonfire & Brews: A Taste of Gurnee to be held in September. The Trick or Treat Trail has been expanded to be a Fall Festival. Holiday Lights at Welton Plaza continues. The Chamber of Commerce will launch a new streetlight banner sponsorship program during the Holiday season.
5.		Funds are budgeted to support Farmers Market, Holiday Lights, Bonfires and Brews and Fall Festival. In addition, staff resources have been allocated accordingly.
6.		Small business promotional materials are shared through Gurnee's Got It. Chamber Executive Director Lynn Granstrom administers Gurnee's Got It, providing continuity and crossover. Information is shared regarding Ribbon Cuttings, Tom's Tours and new businesses. Sharing occurs through Facebook, Twitter/X, LinkedIn and Instagram and via Projects in Progress and Weekly Announcements.
7.		Gurnee Mills has greatly expanded its Calendar of Events. Alpha Media and Gurnee Mills promote Show Court events. Alpha Media, for a flat fee to cover time & talent, will conduct remote, live broadcasts at community or business events; the Village has engaged them to cover Gurnee Days, Bonfire & Brews: Taste of Gurnee, Fall Festival and Holiday Lights.



## Strategic Priority: Lifestyle Vitality

**Initiative 6.2:** Establish and support events in partnership with community and neighborhood organizations

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Streamline and enhance the block-party permit application/process	Process reviewed and changes implemented	Management Assistant & Public Works Director	February 2023
2. Update list of Homeowner Associations (HOA) contacts and promote streamlined process	List is updated	Management Assistant, Senior Planner & Village Engineer	March 2023 and annually thereafter
3. Establish a “Connected Community” Plan	Plan is completed and posted to website	Management Assistant & Senior Planner	February 2024
4. Share Plan with Park District, Chamber and other community partners	Plan shared with community partners	Management Assistant	March 2024
5. Identify neighborhood champions for subdivisions without HOA's	Outreach is conducted to neighborhoods without HOAs	Management Assistant	March 2024
6. Establish an annual HOA/neighborhood champion event to promote relationship building and communication	Event is scheduled each year	Management Assistant	April 2024
7. Identify dedicated resources/funds for community/neighborhood events (lend support to efforts)	Annual budget includes funds to support events	Finance Director & Management Assistant	May 2024

### WHY THIS IS IMPORTANT

Community and neighborhood events allow people from all walks of life to connect and form relationships, not only with each other, but also with the event sponsors. They help create a sense of belonging and a vested interest in the overall well-being of the community. Events can also serve as an opportunity to disseminate information, educate participants and solicit feedback. Local events can strengthen bonds, increase public safety/trust, improve mental health and expand social networks among other benefits.

## Status as of: August 2023

**Initiative 6.2:** Establish and support events in partnership with community and neighborhood organizations

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	The block party permit application/process has been streamlined. A dedicated information page on Village of Gurnee website has been posted. In addition, the streamlined application process is available through GovQA. <a href="https://www.gurnee.il.us/residents/connecting-with-the-village/host-a-block-party">https://www.gurnee.il.us/residents/connecting-with-the-village/host-a-block-party</a>
2.	✓	The list of homeowners associations maintained by the Village has been updated. The list will be revised annually.
3.	✘	Work on a “Connected Community” Plan has not yet started.
4.	✘	Sharing the “Connected Community” plan is dependent on prior Action Steps.
5.	🕒	A list of neighborhood champions for areas with a homeowners associations has been developed. Outreach to neighborhood champions is expected to start in January 2024.
6.	🕒	Staff continues to discuss opportunities related to an annual homeowners associations/neighborhood champion event. Planning for such an event is in the early stages.
7.	✘	Discussion of dedicated funding for community/neighborhood events to lend support to efforts will be discussed in conjunction with the FY 24/25 budget.



# Strategic Priority: Lifestyle Vitality

## Initiative 6.3: Develop relationship with regional multi-cultural agencies

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Identify potential partner agencies in the Gurnee and Lake County area	Potential partners identified	Economic Development Director & Management Assistant	January 2023
2. Establish cross-departmental group of representatives to engage in initial outreach with Mayor	Cross-dept. group established & meeting held	Management Assistant	May 2023
3. Schedule follow-up conversations with subset of the group	Invitation extended for open, ongoing communication	Management Assistant	July 2023 & semi-annually thereafter
4. Actively communicate appointed and employment vacancies to partner agencies	Vacancies shared with key contacts	Mayor & Human Resources Director	July 2023
5. Invite participation of Warren Township High School (WTHS) cultural diversity organization members to the Youth Leadership Initiative	Increased diversity on Youth Leadership Initiative	Mayor & Assistant to the Village Administrator	September 2023
6. Increase Village presence/participation at WTHS cultural events	Village participation in events increases	Assistant to the Village Administrator	September 2024
7. Include an “Opportunity for All” article in newsletter and invite input via online survey	Article and survey published	Assistant to the Village Administrator	May 2025

### WHY THIS IS IMPORTANT

Collaborating with regional multi-cultural agencies will allow the Village to more effectively serve all members of the community and improve the level of service provided. It is an opportunity to utilize untapped resources and population specific experts. By collaborating with these agencies, the Village can be more attentive to needs and effectively invest in sustaining a welcoming community for all.

## Status as of: August 2023

### Initiative 6.3: Develop relationship with regional multi-cultural agencies

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	✓	Staff has identified potential partner agencies in Lake County including but not limited to: Mano a Mano Family Resource Center; Latino Community Association; African American Community Partnership Group Lake County; the College of Lake County Multicultural Student Center; and Lake County Workforce Development.
2.	🕒	A cross-departmental group has been established, with a kickoff meeting to be held in September. The group to date includes Asst. Finance/HR Director Erica Wells representing Administration, Heather Galan representing Public Works, Deputy Chief David Douglass representing Fire, Detective Stan St. Clair representing Police; and Management Analyst Jodi Luka and Engineer Daniel Salgado representing Community Development.
3.	🕒	A subset of the Village team will engage, with the Mayor, in outreach to partner agencies by February 2024, with a plan to reconnect semi-annually thereafter.
4.	🕒	Job vacancies are currently shared with Lake County Workforce Development and the Gurnee Chamber of Commerce as appropriate. Partner agencies that wish to be kept apprised will be added to this list for notification.
5.	🕒	The Mayor's Gurnee Youth Leadership Initiative, with a focus on youth empowerment and community service, is currently led by a diverse group of students. These young leaders through their ties to WTHS interact with the various student organizations that represent Gurnee's cultural diversity, thus nurturing future leadership.
6.	✗	Increasing the Village's presence/participation at WTHS cultural events has not yet started. Staff will be reviewing the WTHS <a href="#">Activities List</a> as it is updated for school year 2023/2024 to identify opportunities for participation.
7.	✗	As progress is made on Action Steps #1-#6, an article will be drafted for inclusion in a future edition of the Keeping Posted newsletter.



# Strategic Priority: Lifestyle Vitality

**Initiative 6.4:** Create opportunities for community engagement around strategic priorities

ACTION STEPS	MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1. Host annual State of the Village open house to review Strategic Plan progress and to allow residents to interact with key management personnel	State of the Village Open House event is planned/held	Assistant to the Village Administrator & Department Heads	April 2023
2. Add QR Code to the Keeping Posted newsletter inviting citizens to provide feedback on a timely issue	Newsletters with QR codes are published	Assistant to the Village Administrator in conjunction with Department Heads	June 2023 & semi-annually thereafter
3. Prepare and distribute an abbreviated, executive summary of key Village planning documents (financial, infrastructure, etc.)	Summary is published and shared with community	Finance Director & Assistant to the Village Administrator	July 2023 & annually thereafter
4. Expand the number of opportunities for residents and businesses to interact with elected officials outside of Village Hall; meet citizens where they are	Interaction opportunities are provided	Mayor & Management Assistant	September 2023

## WHY THIS IS IMPORTANT

Participants of the 2022 Strategic Plan update initiative felt the Village did a very good job at communicating information, but opportunities to receive feedback, engage in two-way conversation and keep the community informed of progress could be improved. Community engagement enables decision-makers to listen and, in turn, demonstrate the impact of community contribution. Community engagement builds deeper, stronger and more trusting relationships between Village government and its community members.

## Status as of: August 2023

### Initiative 6.4: Create opportunities for community engagement around strategic priorities

ACTION STEPS	STATUS	DESCRIPTION OF PROGRESS TO DATE
1.	🕒	Dates are under consideration for a State of the Village presentation at a Village Board meeting, and Open House preceding it, to which homeowner associations and neighborhood representatives will be invited.
2.	🕒	Staff anticipates adding a QR code to the next edition of the Keeping Posted newsletter to obtain feedback on pedestrian mobility within the Village. Staff will continue to monitor issues/concerns to identify additional opportunities to invite input community-wide on a specific topic via a QR code and the Keeping Posted.
3.	🕒	Preparing and distributing abbreviated key Village documents will be reevaluated at a later date as other communication pieces that provide further value have taken precedent such as the Gurnee Green Guide, the PAFR, 2023 Year in Review and Senior and Veteran Guides.
4.	🕒	Opportunities for the public to converse with the Mayor (Coffee with the Mayor, etc.) have been set to a quarterly basis. The frequency of Toms Tours visiting local businesses and organizations has been increased. “Training In the Park” brings Village operating departments into various neighborhoods. Village and Chamber are routinely collaborating on Ribbon Cuttings and Grand Openings.