



2023 – 2026

STRATEGIC PLAN

OCTOBER 2022





October 20, 2022

Re: 2023-2026 Strategic Plan – Village of Gurnee

To Citizens and Businesses:

Community of Opportunity is more than just a simple tagline; it is the driving force behind the Village of Gurnee's municipal efforts day in, day out. It takes an engaged community, dedicated employees, collaborative partners and committed leaders to transform this string of words into purposeful action. I am pleased to report all of these valued stakeholders came together throughout 2022 to help develop the 2023-2026 Strategic Plan which is herein presented.

The 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.

A significant amount of data collection, operating environment examination and brainstorming helped create the plan. However, more often than not, the development of the plan is less complicated than its implementation. Therefore, included in this document are detailed Action Plans that illustrate how the Strategic Initiatives will be met. The result is a comprehensive, easy to follow, transparent plan that will help guide decision-making and resource allocation over the next three to four years.

I want to thank the community members, partner agencies and fellow elected officials who shared their ideas and inspiration. I would also like to recognize the employees of the Village who will be working tirelessly over the next few years to implement the Action Plans. Without their efforts, the 2023-2026 Strategic Plan cannot succeed. On behalf of the entire Village Board, I want to express our gratitude to the community for entrusting us to serve you and reaffirm our commitment to you as we continue to move Gurnee forward together.

Sincerely,

Thomas B. Hood
Mayor
Village of Gurnee



TABLE OF CONTENTS

Transmittal Letter	
Executive Summary	01
Strategic Plan Summary FY 2023-2026	02
Vision, Mission, Values	03
The Current Environment, SWOT Analysis	04
Stakeholder Feedback	05
Strategic Priority 1: Fiscal Sustainability // Action Plans	07
Strategic Priority 2: Well-Maintained Infrastructure // Action Plans	12
Strategic Priority 3: Effective Communication // Action Plans	17
Strategic Priority 4: A Stable, Well-Trained Workforce // Action Plans	22
Strategic Priority 5: A Safe Community // Action Plans	27
Strategic Priority 6: Lifestyle Vitality // Action Plans	32
Strategic Planning Participants	37

EXECUTIVE SUMMARY

From December 2021 through June 2022, the Village of Gurnee engaged in a strategic planning process. The process yielded a strategic plan covering 2023-2026.

The plan consists of six **strategic priorities** — the issues of greatest importance to the Village of Gurnee over the next three years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment, consisting of a community survey, an internal stakeholder survey, six focus groups, Board of Trustee interviews, and a Strength, Weaknesses, Opportunities & Threats (SWOT) analysis. On May 20, 2022, the Village's leadership team held a full day strategic planning session. They identified a set of priorities, key outcomes, performance targets, and specified concepts for draft vision, mission, and values statements.

Based upon those priorities, the Village's management team met on June 16, 2022, to determine a set of strategic initiatives and begin the process of developing detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



strategy

The Plan

Six Strategic Priorities

- 1 FISCAL SUSTAINABILITY**
- 2 WELL-MAINTAINED INFRASTRUCTURE**
- 3 EFFECTIVE COMMUNICATION**
- 4 A STABLE, WELL-TRAINED WORKFORCE**
- 5 A SAFE COMMUNITY**
- 6 LIFESTYLE VITALITY**

STRATEGIC PLAN SUMMARY 2023–2026

Village of Gurnee

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Fiscal Sustainability <i>A financially responsible organization</i>	Reduced reliance on the Big Three	<ul style="list-style-type: none"> - # of new tax generating businesses - Big Three tax-overall tax change 	<ul style="list-style-type: none"> - Big Three share of overall taxes reduced 5% by 2025 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - Cycle time reductions - Efficiency improvements - Cost reductions 	<ul style="list-style-type: none"> - 3 service improvements 2023-2026 - 10% operational cost savings 2023-2026 	
	Successful business retention & attraction	<ul style="list-style-type: none"> - Revenue Generation - Employment Opportunities - Variety of goods & services 	<ul style="list-style-type: none"> - Key Revenues and Employment increase in line with regional economic growth - Proportion among business sectors is maintained 	
Well-Maintained Infrastructure <i>Infrastructure that supports our community</i>	Current infrastructure quality maintained	<ul style="list-style-type: none"> - Condition rating changes - Replacement schedule compliance 	<ul style="list-style-type: none"> - Attain a PCI of 60 for road conditions by 2025 - Meet Village Utility replacement schedules 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - Water system reliability standards met - Continued completion of Blue Ribbon Commission recommendations 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Number of standards met 	<ul style="list-style-type: none"> - Increase number of new standards met within the next 3 years 	
Effective Communication <i>A transparent, responsive government</i>	A well-informed community	<ul style="list-style-type: none"> - # of Communication plans deployed - # of social media/platform hits 	<ul style="list-style-type: none"> - > 90% say they feel Village communicates well by 2025 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - # of educational communication items deployed - Positive survey results 	<ul style="list-style-type: none"> -> 90% say they trust the Village 	
	An engaged community	<ul style="list-style-type: none"> - # of engagement events 	<ul style="list-style-type: none"> - Increase # of engagements by 10% from 2023-2026 	
A Stable, well-trained workforce <i>A capable, dedicated workforce</i>	Improved workforce diversity	<ul style="list-style-type: none"> - Diversity of workforce 	<ul style="list-style-type: none"> - 20% of new hires 2023-2026 are diverse 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - % increase training hours - % of employees meeting training targets 	<ul style="list-style-type: none"> - 75% of all employees meet training targets by 2025 	
	Stable workforce	<ul style="list-style-type: none"> - Staffing targets met - Turnover rate 	<ul style="list-style-type: none"> - Department specific succession plan in every department by 2024 	
A Safe Community <i>A safe, secure community</i>	The capacity to meet community safety expectations	<ul style="list-style-type: none"> - # vacant positions - Time to fill vacancies reduced 	<ul style="list-style-type: none"> - 95% of budgeted public safety positions filled by 2024 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - Increased # of units and programs - Positive feedback results 	<ul style="list-style-type: none"> - Restore community-based units and programs to pre-pandemic levels by 2025 - Greater than 95% say they feel safe 	
	Major incident preparedness	<ul style="list-style-type: none"> - # Intradepartmental training events - % of personnel NIMS trained 	<ul style="list-style-type: none"> - 50% of units and people fully trained for major incidents by 2025 	
Lifestyle Vitality <i>A connected, welcoming community</i>	Improved community connectedness	<ul style="list-style-type: none"> - # of community events - # of neighborhood events 	<ul style="list-style-type: none"> - Increase # of annual community events by 3 between 2022-2025 - Increase annual block permits by 10% annually, 2022-2025 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> - Increase in small business/community connectedness 	<ul style="list-style-type: none"> - Increase # of small business events and programs by 3 by 2025 	
	Demonstrated commitment to diversity	<ul style="list-style-type: none"> - Increase in workforce diversity - Increase in Board/Commission diversity 	<ul style="list-style-type: none"> - > 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

Reviewing the Environment, Setting Strategic Priorities

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT analysis—a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. The results are displayed below.

STRENGTHS

- Strong financial standing – revenues/no property tax
- Professional staff – trusted and empowered
- Elected and managerial leaders – steady and Gurnee first
- Location/attractions/amenities and history
- Safety and stability – employees and residents
- Partnerships – local and regional, governments and organizations

WEAKNESSES

- Lack of diverse financial sources
- Processes in need of improvement/reevaluation
- No downtown/community activities
- Loss of institutional knowledge
- Building/community development innovation

SWOT Analysis

- Technology
- Staffing
- Commercial development
- Residential development
- Demographics/diversity
- Community attractions
- Stable finances

OPPORTUNITIES

- Economic impacts - rely on big 3, change in economic conditions
- Housing - lack of options and affordability
- Workforce - exodus of experienced staff, attract and retain talent
- Public safety perception - imported crime and staffing
- Schools - referendum
- Government mistrust - address communication and misinformation

THREATS

STAKEHOLDER FEEDBACK

There were common themes heard by varying groups of stakeholders which will remain a focus of the Village even if they did not result in a formal, standalone Strategic Initiative.

KEY TAKEAWAYS

Downtown/Gathering Space

- Residents desire a traditional downtown along Old Grand Avenue similar to Libertyville and Grayslake.
- Old Grand is impacted by Des Plaines River flooding, thereby making development impractical and financially prohibitive.
- The Village continues to pursue public-private development of a central gathering space with restaurants and entertainment on a vacant parcel.

Higher-density Housing Options that meet workforce/generational demands

- Most of Gurnee's housing stock is single-family, two-story, built 20-30 years ago.
- Residents who desire to "age in place" seek downsizing options that allow them to remain in Gurnee near friends and family.
- The Village continues to explore multi-family housing that meets this empty nester need as well as being suitable for young professionals and families.

Safe pedestrian crossing of I-94

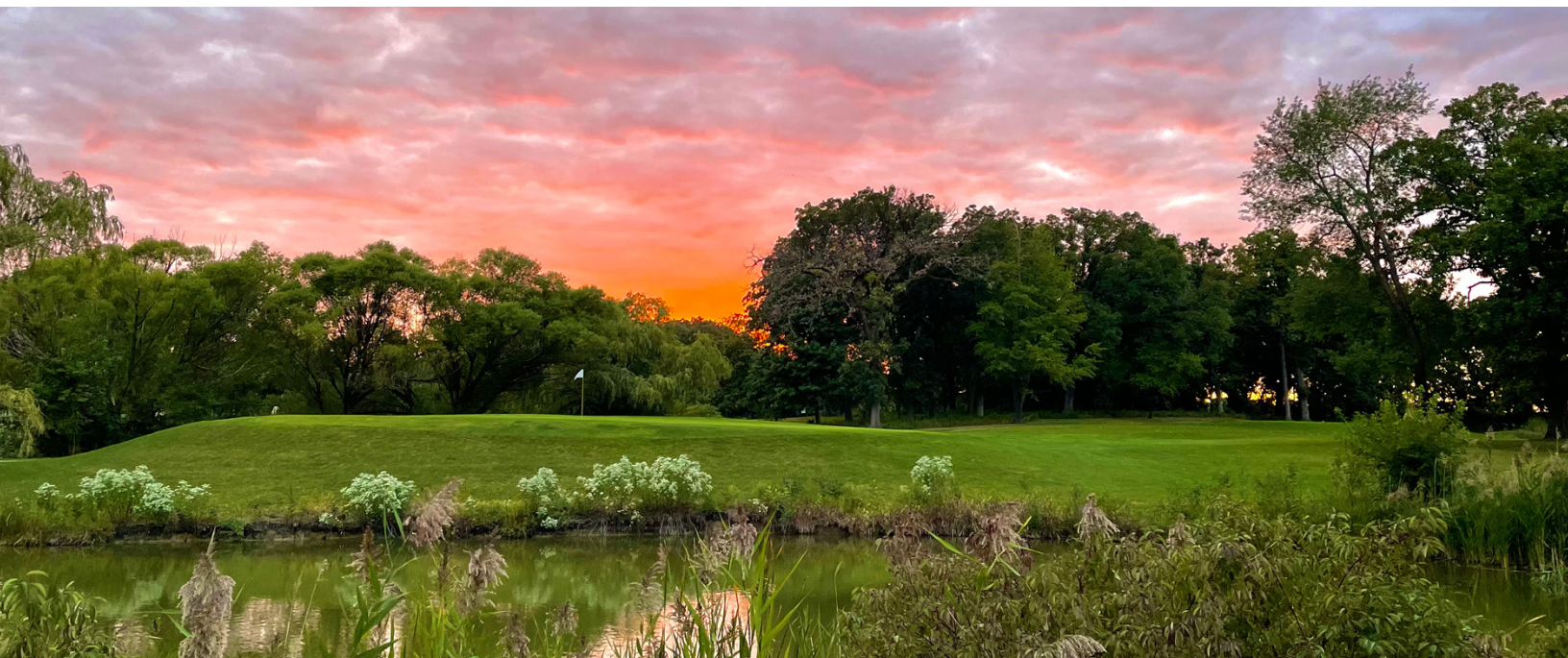
- Residents have expressed a desire to be able to safely bike or walk across I-94 via Grand Avenue.
- This would require four signalized crossing at Tollway on and off ramps. This is infeasible from safety, traffic management and financial perspectives.
- The Village continues to work to improve/install pedestrian facilities that feed into Stearns School Road to the north and to Washington Street to the south, which are both safe pedestrian alternatives to cross I-94.

Improving permitting/zoning processes:

- Code requirements or zoning processes can be unfamiliar to homeowners, first-time contractors or new businesses, sometimes resulting in frustration for both the applicant and staff.
- Stakeholders expressed a desire for additional streamlining and simplification of permitting processes.
- The Village continues to collect feedback and review internal processes, removing barriers where possible, balanced against public safety as it is of paramount concern.

Protecting the environment/air quality:

- The Environmental Sustainability Committee (ESC) was formed in 2020 to assist and advise Village leadership on promoting sustainability in the community.
- The ESC works to promote sustainability, facilitates opportunities for input and advises the Village Board on existing/proposed ordinances, actions and regulations.
- The Village continues to conduct heightened review of proposed developments to assess environmental impact, remove local barriers to sustainable practices, communicate environmental concerns (EtO and PFAS for example) and coordinate with the appropriate regulatory authorities to ensure compliance with current regulations.



STRATEGIC PRIORITY 1

Fiscal Sustainability



OUTCOME

Reduced reliance on the Big Three

KEY OUTCOME INDICATOR

of new tax generating businesses, Big Three tax-overall tax change

TARGET

Big Three share of overall taxes reduced 5% by 2025

OUTCOME

Cost effective operations

KEY OUTCOME INDICATOR

Cycle time reductions, efficiency improvements, cost reductions

TARGET

3 service improvements 2022-2025
10% operational cost savings 2022-2025

OUTCOME

Successful business retention and attraction

KEY OUTCOME INDICATOR

Revenue and employment generation, variety of goods and services

TARGET

Net growth of revenue and employment in line with regional economic indicators, 2022-2025
Proportion among business sectors maintained so as to provide balance and variety of goods and services

STRATEGIC INITIATIVES

- 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 new strategy for operational effectiveness and efficiencies

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.

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.

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.

Strategic Priority: Fiscal Sustainability

Initiative 1.4: Create new strategy for operational effectiveness and efficiencies

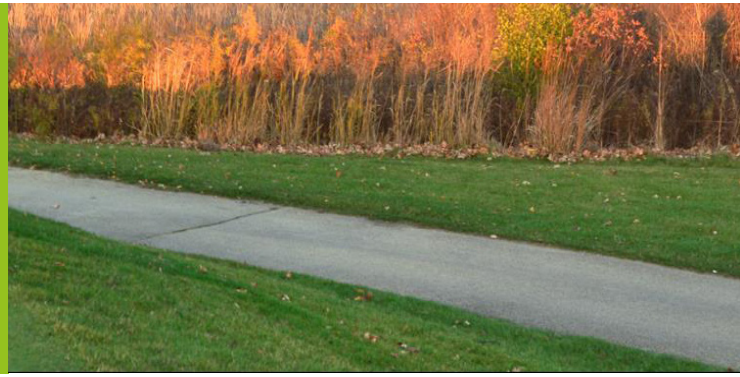
ACTION STEPS		MEASURE OF SUCCESS	RESPONSIBLE PARTY	TARGET DATE
1.	Schedule meetings with Departments to identify one business process to review in each service area	One business process identified in each department	Finance Director	November 2023
2.	Identify work groups to review identified processes. 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.

STRATEGIC PRIORITY 2

Well-Maintained Infrastructure



OUTCOME

Current infrastructure quality maintained

KEY OUTCOME INDICATOR

Condition rating changes, replacement schedule compliance

TARGET

Attain a Pavement Condition Index (PCI) of 60 for road conditions by 2025 Meet Village utility replacement schedules for identified Village infrastructure

OUTCOME

Infrastructure that meets community needs

KEY OUTCOME INDICATOR

Water system reliability standards met, continue to complete pedestrian improvements from the Blue Ribbon Commission recommendations

TARGET

Decrease the percentage of homes without access to public sewer or water by 2025 Prepare a meter change out program by 2025 Decrease the number of dead end water mains by looping 3 water mains by 2025 Complete one pedestrian improvement project per year

OUTCOME

Infrastructure meets key standards and mandates

KEY OUTCOME INDICATOR

Monitor the number of standards/mandates met

TARGET

Increase number of new standards met within the next 3 years

STRATEGIC INITIATIVES

- 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

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.

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.

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.

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.

STRATEGIC PRIORITY 3

Effective Communication



OUTCOME

A well-informed community

KEY OUTCOME INDICATOR

Communication plans deployed, # of social media/platform hits, # of impressions per social media post

TARGET

>90% say they feel Village communicates well

OUTCOME

A community that trusts the Village

KEY OUTCOME INDICATOR

of educational communication items deployed, positive survey results

TARGET

>90% say they trust the Village

OUTCOME

An engaged community

KEY OUTCOME INDICATOR

of engagement events, # of impressions per social media post

TARGET

Increase # of engagements by 10% from 2023-2026

Increase # of impressions per social media post by 2023-2026

STRATEGIC INITIATIVES

- 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

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.

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.

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.

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.

STRATEGIC PRIORITY 4

A Stable, Well-Trained Workforce



OUTCOME

Improved workforce diversity

KEY OUTCOME INDICATOR

Diversity of workforce

TARGET

20% of new hires 2023-2026 are diverse

OUTCOME

Well-trained workforce

KEY OUTCOME INDICATOR

Percentage increase in training hours, percentage of employees meeting training targets

TARGET

75% of all employees meet training targets by 2025

OUTCOME

Stable workforce

KEY OUTCOME INDICATOR

Staffing targets met, turnover rate reduced

TARGET

Department specific succession plan in every department by 2024

STRATEGIC INITIATIVES

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

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	Funding included in Approved Budget	Human Resources & Finance Directors	FY 23/24 budget process
2.	RFQ for Compensation Consultant compiled/issued	Multiple RFQ Responses Received	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	Village Board approves consultant engagement	Human Resources Director & Asst. Human Resources Director	August 2023
4.	Work with consultant on data collection & analysis	Report generated with identified areas for changes	Human Resources Director, Asst. Human Resources Director & Department Heads	Fall 2023
5.	Formulate & present recommendations to Village Administrator & Department Heads for feedback	Consensus / approval to move forward	Human Resources Director	Fall / Winter 2023
6.	Recommend changes presented to Village Board	Village Board approval of changes	Human Resources Director & Department Heads	January 2024
7.	Implement and communicate changes to employee stakeholders	Complete implementation of changes	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.

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.

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.

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.

STRATEGIC PRIORITY 5

A Safe Community



OUTCOME

The capacity to meet community safety expectations

OUTCOME

Increased feeling of safety in the community

OUTCOME

Major incident preparedness

KEY OUTCOME INDICATOR

vacant positions, reduce the time to fill vacancies

TARGET

95% of budgeted public safety positions filled by 2024

KEY OUTCOME INDICATOR

Increased # of units and programs, positive feedback results

TARGET

Restore community-based units and programs to pre-pandemic levels by 2025
Greater than 95% say they feel safe

KEY OUTCOME INDICATOR

Intradepartmental training events, 100% of personnel National Incident Management System trained

TARGET

50% of units and people fully trained for major incidents by 2025

STRATEGIC INITIATIVES

5.1. Create a Public Safety Recruitment and Retention Plan

5.2. Develop public safety community engagement program

5.3. Create stakeholder relationship strategy

5.4. Update comprehensive Major Incident Training Plan

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	April 2023
2.	Research recruitment best practices	Data collected and compiled	Recruitment Team	June 2023
3.	Research retention best practices	Data collected and compiled	Recruitment Team	June 2023
4.	Determine budgetary needs for recruitment efforts	Budget prepared	Recruitment Team	September 2023
5.	Identify recruitment opportunities	Data collected and compiled	Recruitment Team	December 2023
6.	Implement researched recruitment best practices	Recruitment practices implemented	Recruitment Team	March 2024
7.	Implement researched retention best practices	Recruitment practices implemented	Recruitment Team	May 2024

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.

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.

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.

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.

STRATEGIC PRIORITY 6

Lifestyle Vitality



Outcome

Improved community connectedness

Key outcome indicator

of community events, # of neighborhood events

Target

Increase # of annual community events by 3 between 2023-2026

Increase annual block permits by 10% annually 2023-2026

Outcome

Vibrant small business community

Key outcome indicator

Increase in small business/community connectedness

Target

Increase by 3 in small business events and programs by 2025

Outcome

Demonstrated commitment to diversity

Key outcome indicator

Increase in workforce diversity, increase in Board/Commission diversity

Target

>70% indicating Village's commitment to diversity is evident

>10% increase in diverse candidates appointed to Board or Commissions 2023-2026

STRATEGIC INITIATIVES

6.1. Develop small business/community partnership program

6.2. Establish/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

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.

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.

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.

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.

STRATEGIC PLANNING PARTICIPANTS

The Strategic Plan was developed with the hard work and dedication of many individuals. The Village Board of Trustees led the way, taking time out of their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community stakeholders with whom they partner and serve.

The Village's senior staff supported the Board of Trustees and offered an operations perspective as well as challenges to conventional thinking.

BOARD OF TRUSTEES

Thomas B. Hood, Mayor
Jeanne Balmes, Trustee
Greg Garner, Trustee
Quin O'Brien, Trustee
Cheryl Ross, Trustee
Karen Thorstenson, Trustee
Kevin Woodside, Trustee
Andy Harris, Clerk

CONSULTANTS

Rapp Consulting Group
Craig Rapp
Cory Poris Plasch

DEPARTMENT HEADS & STAFF

Patrick Muetz, Village Administrator
David Ziegler, Community Development Director
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
Erica Wells, Assistant Finance/Human Resources Director
Chris Velkover, Information Systems Director
Ryan Nelson, Assistant Information Systems Director
Austin Pollack, Assistant to the Village Administrator
Nick Leach, Village Engineer
Tracy Velkover, Planning Manager
Jodi Luka, Management Assistant
Jeremy Gaughan, Police Commander
David Douglass, Battalion Chief
Tim Steffens, Fire Lieutenant