



Village of Hanover Park Administration

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VILLAGE MANAGER
JULIANA A. MALLER

VILLAGE OF HANOVER PARK

VILLAGE BOARD REGULAR WORKSHOP MEETING Municipal Building: 2121 W. Lake Street Hanover Park, IL 60133

Thursday, May 16, 2013
6:00 p.m.

AGENDA

1. CALL TO ORDER-ROLL CALL
2. ACCEPTANCE OF AGENDA
3. REGULAR BOARD MEETING AGENDA ITEM REVIEW
4. DISCUSSION ITEMS
 - a. Strategic Plan Midpoint Update
 - b. Sale of Village-Owned Property & Economic Incentives
 - c. Direction on Parades
5. STAFF UPDATES
 - a. Hanover Square Update
 - b. Community & Economic Development Director Position

NEW BUSINESS

7. ADJOURNMENT



TO: Village President and Board of Trustees

FROM: Juliana Maller, Village Manager
Chief Craig Haigh, Fire Chief

SUBJECT: Strategic Plan Midpoint Review

ACTION

REQUESTED: Approval Concurrence Discussion Information

MEETING DATE: May 16, 2013 – Board Workshop

Executive Summary

In May of 2011, the Village Board adopted the Comprehensive Strategic Plan. Over the course of the last two years, the Board has been provided quarterly updates detailing progress on each of the identified Board Goals. January 2013 marked the midpoint of the 3-year plan. Staff conducted a review of both the organizational goals (established by the Village Board) and the operational goals (established by individual departments). As part of these reviews, staff identified not only the status of each objective needed to accomplish the goal but also the next steps required to complete the plan.

Discussion

Attached is the Midpoint Update detailing the established Board Goals and Objectives, staff review of status and recommended next steps (Attachment 1).

Also attached is the Midpoint Update for each department detailing established Goals and Objectives, staff review of status and recommended next steps (Attachment 2).

Chief Haigh will be presenting an overview during the Board Workshop with staff available to answer individual questions.

Recommended Action

None

Attachments:

- Village Board Midpoint Update
- Each Department’s Midpoint Update

Budgeted Item:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Budgeted Amount:	\$	
Actual Cost:	\$	N/A
Account Number:		

Agreement Name: _____

Executed By: _____

Midpoint Update

VILLAGE BOARD



MISSION STATEMENT

THE MISSION OF THE VILLAGE IS TO PROVIDE RESPONSIVE AND EFFECTIVE MUNICIPAL SERVICES TOWARD THE GOAL OF MAINTAINING A GOOD QUALITY OF LIFE FOR RESIDENTS AND BUSINESSES WITHIN THE COMMUNITY.

Vision

To be recognized as a community that:

1. Is a great place to live, work and do business.
2. Offers convenience through technologies.
3. Is fiscally responsible and transparent.

Slogan

One Village – One Future

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Good Employees: The Village enjoys a workforce that is dedicated to serving the needs of the residents. Employee turnover is minimal with 46% of the workforce having 10 years or more of service.</p>	<p>Diverse Population: Due to the diversity of the Village difficulties exist because of language barriers, cultural values and immigration concerns. Problems with residential overcrowding exist, which create public safety concerns and violations to housing ordinances.</p>
<p>Strong Management Team: The Village Manager, Department Heads and Assistants are professional, dedicated and provide sound management to the Village.</p>	<p>Multi-jurisdictional: Due to the numerous jurisdictions that make up the Village, the community lacks a centralized identity. The Village is without a high school, lacks a central business district and does not have a post office. This causes significant difficulties as it relates to branding and the establishment of an identity for the Village.</p>
<p>Financial Stability: The Village remains financially stable and has weathered the economic downturn with minimal impact to services and operations.</p>	<p>Technology: Due to prolonged limits on IT system upgrades, the existing technology and equipment has become aged, outdated and not compatible with current technology and common workplace practices. Due to the impending needs of the AS 400 system, computer technology upgrades and a limited and failing phone system, visionary projects such as public Wi-Fi and enhanced resident communication via electronic format is limited or currently unobtainable.</p>
<p>Community Size: The Village has a total land mass of 6 square miles with a population, as reported by the 2000 census, of 38,278. The geographical size and population are strengths in that the Village is large enough to be able to provide quality services and amenities while still maintaining a small town feel.</p>	<p>Disconnection between North and South Sides of Town: A feeling of disconnection exists between the north and south halves of the community. The Village has limited facilities and functions on the southern half of the community, which causes residents to align themselves more with Bartlett, Carol Stream and Bloomingdale than with Hanover Park. This disconnection breeds apathy toward Village functions and events as well as participation with Village government.</p>

Geographical location of Village: The Village is part of the Golden Corridor so named due to the numerous corporations that have elected to move their headquarters to the area over the last ten years bringing significant ancillary growth in housing and supportive businesses. Major transportation routes provide four-way directional access to the Village and tie together the expressway system surrounding and transversing the metropolitan area. Daily vehicle traffic levels on major roadways are as follows:

- Irving Park: 31,000 – 35,000
- Lake: 38,000 – 40,000
- Barrington: 38,000
- County Farm: 28,000 – 31,000
- Army Trail: 22,000 – 27,000

The Village has two rail lines crossing east to west through the Village, including the Metra passenger rail system transporting 1,500 passengers daily.

Industrial Parks: The Village is home to 464 businesses including 40 which reside in the Village’s two industrial parks. Due to the easy access of transportation routes the industrial parks are attractive locations for businesses. Although mostly built out, land does exist for expansion and future development.

Opportunities for Re-development: Many of the Village’s commercial centers are aging and some have significant vacancy rates. Due to their location on major arterials, with high daily traffic counts, these centers are ripe for revitalization and redevelopment.

Residents: The housing stock for the Village is made up of 6,293 single family homes, 1,179 duplex units, 47 three-flat units and 1,199 multi-family/apartments. Many village residents are proud of their properties and work diligently to beautify and maintain them. There is a willingness to volunteer for both civic organizations and Village boards and commissions. Volunteers save the Village thousands of dollars annually through their work with Fire Corps and CERT.

Communication with Residents: Communication with Village residents is limited using primarily the Hi-lighter and word of mouth. Local newspapers provide limited focus on the Village. Radio and television media seem to have little interest in the community.

Village Appearance: The Village continues to have appearance issues with residential and commercial properties as well as roadways. This reduced curb appeal reduces property values and impacts the perception that Hanover Park is a quality community. This perception likely limits economic development and resident satisfaction.

Under Staffed Police Department: The Village’s police department continues to be understaffed from recommended levels. However, hiring intended for January and April will bring the sworn staff to 61, which was recommended by police administration.

Unemployment/Underemployment: Village residents continue to struggle with unemployment/underemployment, which helps to foster foreclosures, limit property upgrades and maintenance, thereby reducing curb appeal and property values.

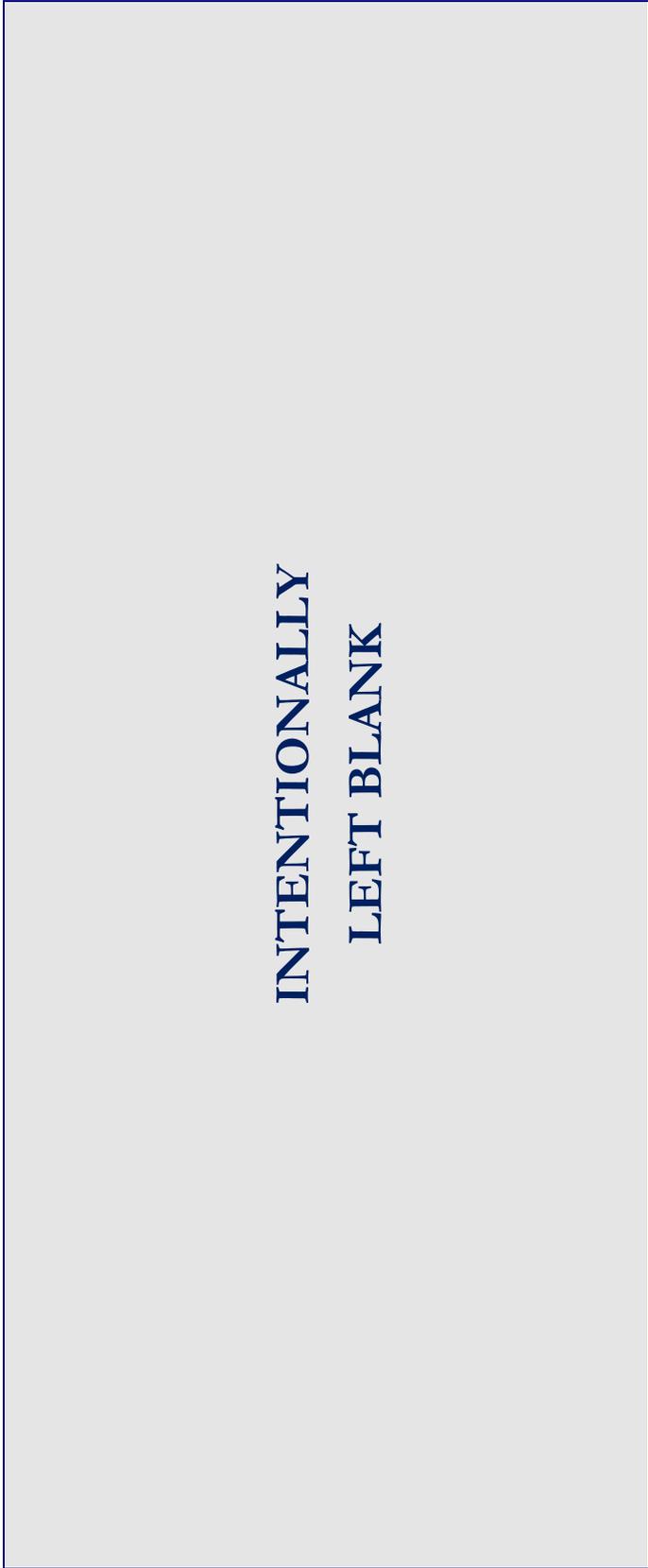
Diverse Population: Approximately 45% of residents are white, 27% of are Hispanic, with Asian/Pacific Islanders representing 12%, African/Americans 6.1%, and American Indian/Eskimo .3%, respectively. Early projections for the 2010 census indicate likely increases in overall population with the greatest rise in the Hispanic population.

Infrastructure: The Village has a strong and dependable system of infrastructure. Water is received as part of the Northwest Suburban Joint Action Water Authority (JAWA). This system brings water pumped from Lake Michigan to the Village and supplies the Village water mains and 1,435 hydrants. Sewage is treated in Cook County by the Metropolitan Water Reclamation District and in DuPage County by the Village owned and operated Sanitary Treatment Plant. This facility also treats between 18,000 to 20,000 gallons per day of Leachate from the Mallard Lake Landfill. The Village has an aggressive storm water system maintenance program which has helped alleviate flooding in the Village.

Strong Public Safety Agencies: The Village Board has maintained public safety as a high priority for many years. This emphasis has built highly professional and competent police and fire departments. The police department is an internationally accredited agency who just completed their third reaccreditation. The fire department provides committee leadership and instruction on several national agendas.

Resource Sharing: Village departments actively participate with ILEAS/MABAS/IPWMAN to share resources and provide for intergovernmental assistance during major events.

Multi-jurisdictional: The Village is located in both Cook and DuPage Counties and is made up of four townships, three park districts, seven school districts and two library districts. This allows participation with a variety of governmental entities and the ability to draw resources for community involvement and services from a number of agencies.



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Opportunities

Transit Based Opportunities: The Village has been working with IDOT officials to study the feasibility of extending future mass transit along the Elgin O’Hare corridor when improvements are made. Current studies show the possibility of extending either Bus or light rail options to the Hanover Park Metra Station as a terminus.

Tax Increment Financing: The Village has 3 Tax Increment Financing (TIF) districts which utilize levied property taxes to assist in the financing of improvements within the districts. Significant funds and bonds are available to assist with redevelopment efforts in these areas, including public infrastructure, property acquisition, demolition, engineering and planning studies, and site improvements. TIFs help to improve and encourage private investment in key areas including the proposed Village Center at Lake and Barrington/County Farm Roads and along Irving Park and Barrington Roads. Recent TIF 2 improvements include street resurfacing, water and sewer improvements, security details and public improvements along Barrington Road and Irving Park Road. Within TIF 3, agreements with Suburban Tire and the Claremont led to the construction of two unique structures along the north side of Lake Street. In addition, improvements at the Metra station are being partially funded by TIF. Lastly, within TIF 4, the village purchased the former Corfu property and is marketing it for redevelopment. The creation of this TIF led to the redevelopment of the Tradewinds Shopping Center.

Staff continues to explore the possibility of redevelopment efforts at Hanover Square Shopping Center and Westview Shopping Center; acquisition of key parcels; upgrading of public improvements and improvement of

Threats

Economy: With the recent downturn in the economy the Village has experienced a significant drop in both residential and commercial property values including a large number of foreclosures (300 within the first 6 months of 2010). This reduction in value has caused a marked reduction in the sale price of the Village’s housing stock. This has caused a loss of revenue to the Village in the form of reduced property tax income and real estate transfer stamps. In addition the State of Illinois is slow at providing funds from the state income tax. The slumping economy is responsible for higher energy and fuel costs as well as spiked increases in employee benefits such as insurance and pensions.

Environmental Regulations: Tighter restrictions are being imposed on processes that are thought to have an inverse impact on the environment. Efforts to minimize this impact typically carry a high financial cost. In some cases regulations directly impact the cost to operate businesses within the Village while others are indirect or pass through costs. The Village is also subject to enhanced regulations as it relates to wastewater discharge, roadway salt, contaminated soil and dirt removal, and other processes used by Public Works.

<p>various street corridors with landscape and architectural elements all utilizing TIF assistance.</p>
<p>Village Historical District: The area directly south of the Milwaukee District West Metra Rail Line is designated the Ontarioville Historic District. Several historic buildings remain from early development in the area and house a variety of businesses, a restaurant, and a church. These buildings offer unique character and landmarks, which may be highlighted in the development of the Town Center. The Villages’ new Comprehensive Plan identifies the need to preserve and enhance this area as part of a larger Village Center Concept. A proposed study with the RTA will address possible alternatives to achieve this.</p>
<p>Visual Appearance of Village: Opportunities exist to improve the look of the Village along our arterial corridors. This can include lighting, landscaping, and other features. One possible area is the County Farm Road/Ontarioville intersection and the Metra Station.</p>
<p>Business Development opportunities: Various sites offer potential for redevelopment, development, and annexation. Redevelopment potential exists along certain stretches of Barrington and Irving Park Roads, and at specific locations such as Landwer. Development potential exists with locations such as the Sipal and Benson properties, but also property within both the Turnberry and Hanover Corporate parks. Staff is also pursuing annexation options with the Sod Farm and driving range on Lake Street.</p> <p>Staff also continues to take an active role with the ICSC and programs they offer to foster access and communication between the public and private sectors. Contacts made at these events have proved beneficial over the years.</p>

<p>Health Care Reform: Changes to the health care industry impacts the Village with tightened ambulance reimbursement requirements and reduced payments for some advanced life support procedures. A home health care focus has been instituted reducing hospital stays and encouraging hospice services. This increase is causing more reliance on Emergency Medical Services. In addition, changes to employer offered health insurance requirements are increasing the overall cost to maintain employees.</p>
<p>Stearns Road Expansion: The Stearns Road expansion, which will route traffic from Kane County to the Elgin O’Hare, will produce a significant impact on the traffic flow down Stearns Road as well as intersecting arterials such as County Farm Road. Due to the size of Stearns Road, it will likely produce a significant choke point through the Village causing a negative impact for businesses and residences located along this route.</p>
<p>Consolidation of Services: A common trend nationally is to consolidate governmental services in an effort to reduce the operational cost by taking advantage of economy of scale. Through consolidation, autonomy is lost which has the potential to negatively impact service to the local community and its residents.</p>

Opportunities for young families: With the median age of the Village being just under 30 years of age, the Village has an opportunity to develop programs of interest for young families. Initiatives that build strong family values and provide opportunities for recreation and engagement not only serve to enhance the community, grow future generations but also reduce idle time leading to mischief, crime and gang affiliation.

Promote green initiatives: The Village should continue to study environmentally-friendly policies that will result in less energy and resource use for both Village and private projects and improvements.

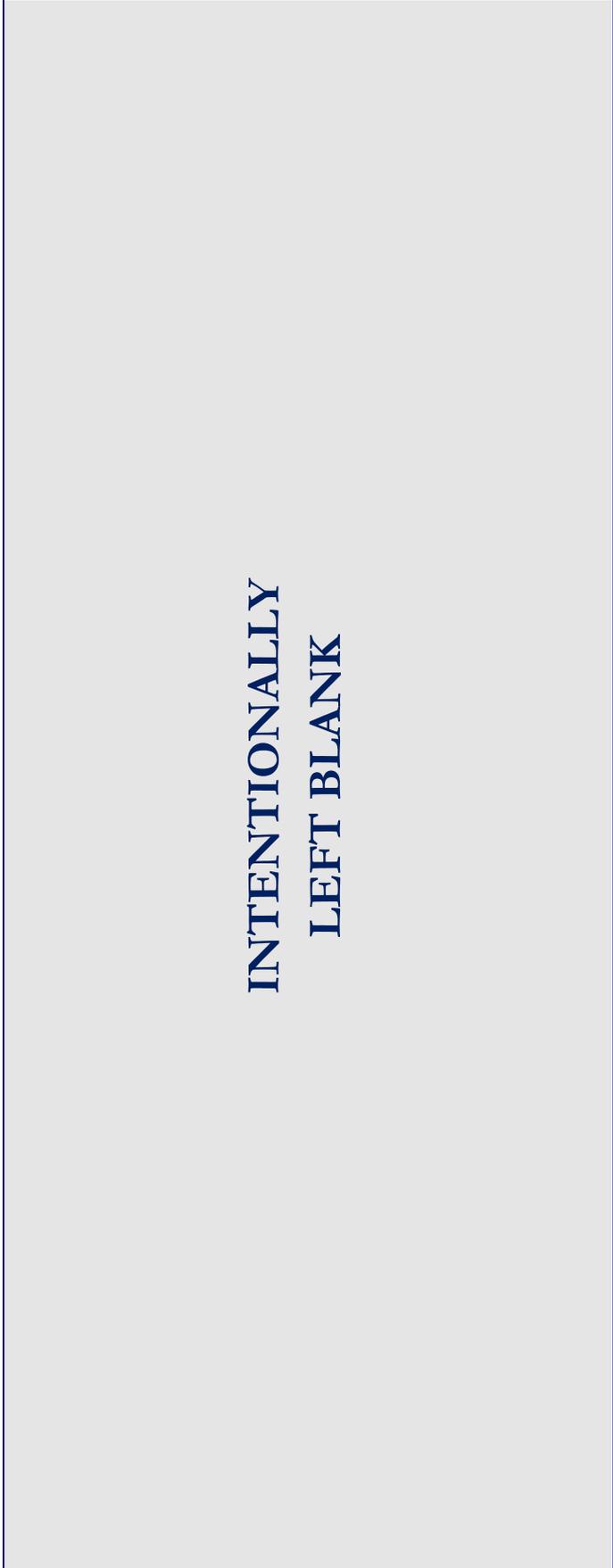
Educational Enhancement Opportunities: The Village resides in seven school districts and three community college districts. Opportunities exist to enhance the educational opportunities to residents by encouraging remote college campuses, facilities and classrooms. Sharing Village space where appropriate and participating and developing specialized intern and job shadowing programs/partnerships.

Available Housing Market: The Village has an available resale housing market both in the starter home and above price ranges. Foreclosures have significantly increased the number of homes available. With a median age of residents just under 30 years old, and a strong network of school districts, parks and recreational activities, the Village is primed to market quality housing to young families.

Lobbyist: Through the use of lobbying services the Village has an opportunity to obtain special project funding through the Illinois Capital Bill. In order to secure this funding a strengthened and ongoing relationship needs to continue with state elected officials. In addition, strengthened relationships with elected officials at the federal level will also prove valuable in supporting the interests of the Village.

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<p>Intergovernmental Cooperation (State, County, other municipalities and districts): Due to its diverse makeup regarding school districts, park districts, community college districts, and townships, the Village must have a cooperative relationship with various agencies such as MWRD, Metra, RTA and JAWA. Opportunities exist for partnerships with these agencies as projects beneficial to one will likely interconnect with goals and objectives of another. Remaining abreast of interests and initiatives of partner agencies will allow project development that is strengthened due to diverse interests and likely opportunities for cost sharing.</p>
<p>Recreation: Assume Village ownership of the sports complex, currently located on MWRD property, and redevelop the space into a quality sports complex meeting all application standards for safety and play. The Village supports regional multi-use trail plans and constructed a new trail in 2010. Additional multi-use trails may be developed to connect existing recreation areas and provide a safe means of transportation for cyclists.</p>
<p>New Revenue Sources: The Village has a number of non-traditional options that could be instituted to produce new revenue. The insourcing of fleet services, the provision of non-911 ambulance transport services, home health care services, and inspectional service fees, including plan reviews.</p>
<p>Consolidation of Services: A common trend nationally is to consolidate governmental services in an effort to reduce the operational cost by taking advantage of economy of scale. In addition, enhancements in service capabilities may be realized. Since Hanover Park is a full service municipality, opportunities may exist for the Village to contract our services to other governmental bodies, thereby reducing costs and increasing Village revenues.</p>
<p>Stearns Road Expansion: The Stearns Road expansion, which will route traffic from Kane County to the Elgin O’Hare, will produce a significant impact on the traffic flow down Stearns Road as well as intersecting arterials such as County Farm Road. This will route traffic into the Village providing enhanced business opportunities focused on retail sales, prepared food and motor fuel.</p>



GOALS

1. Work to begin improving the overall image of the Village in order to make the community a desirable place to live and raise a family.
2. Make the Village an attractive location for businesses.
3. Conduct annual workforce alignment reviews designed to support service needs with Village workforce.
4. Upgrade of Public Safety Communication System.
5. Upgrade the primary Information Technology System allowing enhanced information processing and reporting and cross department communication.
6. Replace the Village-wide PBX phone system.
7. Update Operating and Office Software across all departments
8. Development of a staff training facility.
9. Create a Village-wide secure records storage facility.
10. Coterminous Village corporate boundaries with Village Department services areas.
11. Begin planning for a new joint Village facility located in the south end of the Village that will incorporate the needs of fire, police and public works.

GOAL BREAKDOWN:

Midpoint Review with Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
<p>1. Work to begin improving the overall image of the Village in order to make the community a desirable place to live and raise a family.</p>	
<ul style="list-style-type: none"> - Objective – Conduct a comprehensive survey of residents and businesses to identify the strengths, weaknesses, perceived quality of Village services and the most preferred forms of communication. <ul style="list-style-type: none"> ▪ Resident and business surveys and community meetings were held to seek input on the proposed Village Center Plan, the Irving Park Road Study and a survey to determine the format of the Hi-Lighter newsletter (paper or electronic). ▪ Continue to gain feedback through Coffee with the Board meetings and ART meetings. 	<p>Work with the Hanover Park Chamber to gain feedback on what types of businesses the community would like to see.</p> <p>Evaluate the use of Village managed social media.</p>
<ul style="list-style-type: none"> - Objective – Continue the Police Department’s ART Program facilitating better strategic connection with residents in an attempt to lower crime rates and curb gang violence. 	<p>Evaluate the use of Village managed social media.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> ▪ In calendar 2012 (FY13), PD was awarded the national IACP/CISCO Community Policing Award as a finalist based on ART Program. ▪ Utilizing the ART Program, PD had the third straight year of lowest Part 1 crime rate in calendar 2012 (FY13). ▪ There were zero gang related shooting incidents in 2012. ▪ My PD, Nixle. 	<p>Continue Power Shift to assist ART Officers.</p> <p>Expand ART Program for Hispanic Community.</p>
<ul style="list-style-type: none"> – Objective – Reduce, where possible, reliance on property tax through the development of alternate revenue sources. <ul style="list-style-type: none"> ▪ Utilized targeted advertisement campaigns purchasing airtime on WBBM Radio. ▪ Enhanced ambulance revenue through rate changes, increased billing efficiency, a reduction in billing service fees and the addition of non-911 transport services. ▪ Evaluated Village fees, recommending updates to better cover costs in a manner in line with surrounding communities. ▪ An increase in the Home Rule Sales Tax Revenue was passed and will be implemented July 1, 2013. The Finance Department has researched surrounding municipalities and brought the analysis to the Village Board on Home Rule Sales Tax Increases. With the approved increase, Hanover Park is equal or less than surrounding communities. ▪ Tony’s Finer Foods opening in the old Ultra Foods location – increased sales tax. ▪ Evaluated and reduced expenditures where possible as part of budget process. 	<p>Focus attention on economic development in order to increase sales tax revenue while working to attract new businesses to the community.</p>
<ul style="list-style-type: none"> – Objective – Develop strategies to connect the various geographical locations of the Village in order to promote unity and identity as Village residents. <ul style="list-style-type: none"> ▪ Completed the Village Center Plan designed to serve as a guide for development of the area around the Metra Station creating a central gathering place for the Village through the connection of multiple transportation networks. 	<p>Support the work of the DuPage County Forest Preserve District to install a bike/pedestrian bridge across County Farm Road linking the Mallard Lake</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> ▪ Completed the Irving Park Road Study designed to provide for a cohesive vision of how the area should look and operate. ▪ Leased MWRD property to provide for visual improvements; future bike paths and signage, in addition to recreational uses. ▪ Completed streetscape improvements along Lake Street and Barrington Road, installing significant landscaping, lighting, and identification signage. 	<p>and Hawk Hollow Forest Preserves.</p> <p>Work with the DuPage County Forest Preserve District to determine the feasibility of developing a joint site located adjacent to the new bridge for relocation of Fire Station No. 2.</p>
<ul style="list-style-type: none"> – Objective – Continue to fund infrastructure improvements and work to enhance the overall look and cleanliness of the Village through aesthetic improvements and code enforcement activities. <ul style="list-style-type: none"> ▪ Installed entryway landscape walls along Barrington Road including a new electronic Village sign. ▪ Completed the 2011 and 2012 scheduled arterial fence program. ▪ Replaced 2,600 feet of existing water mains, constructed a new looped main at the Village Hall Complex and replaced sanitary sewer lines on East and Sycamore. ▪ Iris, Gladiola, Flower Court and Court J were all reconstructed with eleven (11) additional streets resurfaced. ▪ The Village worked with private property owners to reconstruct twelve (12) depressed driveways. ▪ The new state of the art police facility was dedicated and opened. ▪ A new Veterans Memorial was constructed and dedicated. ▪ SSA's funded to provide for bike racks, garbage enclosures, etc. ▪ New Code Enforcement Supervisor hired. Strong emphasis on code enforcement and image. 	<p>Begin the purchase and installation of backlit street identification signs along Irving Park and Barrington Road.</p> <p>Develop the construction plans for the arterial fence south of the rail road tracks to Army Trail Road on both sides of County Farm Road.</p> <p>Replace several old light poles in the parking lot of the Metra Station along with installation of a bus shelter.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> ▪ New emphasis on landscape requirements for commercial property. 	<p>Reconstruction of the Longmeadow Bridge.</p> <p>Approve Unified Development Ordinance.</p>
<ul style="list-style-type: none"> – Objective – Work with Harper Community College, Elgin Community College, College of DuPage and WorkNet to develop an outreach center located somewhere within the Village. 	<p>Finalize the lease agreement and buildout space within Hanover Square Shopping Center.</p> <p>Work to build connection between Workforce Center and the Village’s manufacturing community.</p>
<ul style="list-style-type: none"> – Objective – Promote family initiatives and explore funding opportunities to develop the MWRD property as a regional sports complex and expansion of the bike path system. <ul style="list-style-type: none"> ▪ A long term lease has been signed with the Cook County Metropolitan Water Reclamation District. 	<p>Enter into Use Agreements with baseball and football associations.</p> <p>Develop license and schedule for others who wish to use property.</p> <p>Work to make incremental improvements to the property (garbage enclosure, etc.)</p>
<ul style="list-style-type: none"> – Objective – Embrace and affirm inclusiveness. <ul style="list-style-type: none"> ▪ The Irving Park Corridor Study focused special attention on reaching those who normally may not participate in public discussions. 	

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> ▪ The Village CIDC presented an open forum in September 2012 “Who is my Muslim neighbor?” ▪ Village provided support to St. Ansgar’s Catholic Church for their annual Mexican Independence celebration which included a parade and festival, and their Holy Week celebrations. ▪ The CIDC Committee hosted a Community Leaders’ Reception in April 2013 to discuss diversity and inclusive programs and partnering with other organizations. ▪ ART meeting held in Spanish. 	<p>CIDC to plan upcoming events and continue to engage community leaders on outreach projects.</p>
<p>2. Make the Village an attractive location for businesses.</p>	
<ul style="list-style-type: none"> – Objective – Develop marketing strategies that focus on quality affordable housing as well as available commercial opportunities based on community location, daily roadway traffic, and available mass transit and railway capabilities. <ul style="list-style-type: none"> ▪ Hometown Heroes Program was initiated to provide incentives for public service personnel to purchase homes in the Village. ▪ The CONECT Realtor and Business Event was revamped to better reach out to local realtors and businesses. ▪ Utilized targeted advertisement campaigns purchasing airtime on WBBM Radio. ▪ Upgraded Village marketing and property information sheets for businesses and developers. ▪ Updated Village information on website. ▪ Attended ICSC Deal Making in Chicago and in Las Vegas. 	<p>Perform a Village Center market study.</p> <p>Hold a Village Center developer outreach panel.</p> <p>Conduct RTA Grant funded panel discussion with developers regarding Village Center.</p> <p>Research Image Building strategies and targeted marketing for specific properties.</p>
<ul style="list-style-type: none"> – Enabling Objective: Implement a plan to visually enhance the area commonly referred to as the Village Center. – Completed Village Center Plan, which includes building design, streetscape, and landscape guidelines for the area. 	<p>Update Zoning, Sign, and Subdivision Codes, consolidating them into a Unified Development Ordinance.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Objective – Work with developers, owners and occupants to reduce vacant tenant space. <ul style="list-style-type: none"> ▪ Purchase of the Hanover Square Shopping Mall in December 2011. ▪ Staff and elected officials participated in ICSC Events including the Chicago Deal Making Session and the Las Vegas ReCon event. ▪ Established TIF 5. ▪ Irving Park Corridor Study completed. ▪ Tony’s Finer Foods reuse of existing building ▪ Working with property owners of old Menards site to find a developer. ▪ Work with property managers and leasing agent for Hanover Square. New leases signed. ▪ Partner with Chamber of Commerce and CONECT to support business community. 	<p>Make upgrades to Hanover Square to attract tenants.</p> <p>Continue discussions with property owners on potential tenants.</p>
<ul style="list-style-type: none"> - Objective – Enhance transit based opportunities in order to bring people to the Village and allow residents greater transportation options. <ul style="list-style-type: none"> ▪ County Farm Road Transit Study. 	<p>Begin a local transit task force.</p>
<ul style="list-style-type: none"> - Coterminous Village corporate boundaries with Village Department service areas. <ul style="list-style-type: none"> ▪ The Village attempted to purchase through the sealed bid process the Landwer property located at Schick and County Farm Road. The Village did not prevail in the process and the property was purchased privately. 	<p>Chief Haigh is meeting with the Fire Chief of the Bloomingdale Fire Protection District to begin disconnection settlement discussions.</p>
<p>3. Conduct annual workforce alignment reviews designed to support service needs with Village workforce.</p>	
<ul style="list-style-type: none"> - Objective – Conduct department specific work flow process analysis and alignment with full and part time staffing. <ul style="list-style-type: none"> ▪ Community Development Inspectional Service was transferred to the Fire Department. ▪ McGrath Consulting Group, Inc. conducted a comprehensive review of the Fire Department – Inspectional Services Division making recommendations for staffing, supervisory support and operational enhancements. 	<p>Evaluate Community Development staffing, hire Director and reorganize as needed.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> ▪ The Engineering Department was placed under Public Works and staffing adjustments were made resulting in a savings. ▪ Crime Free Multi-Housing Program initiated as part of Code Enforcement Division. ▪ Community/Economic Development Director position budgeted for in FY'14. 	
<ul style="list-style-type: none"> – Objective – Correlate organizational planning with staffing needs and make budget adjustments as necessary. <ul style="list-style-type: none"> ▪ Offered an Early Retirement Incentive. Twelve (12) employees participated in the incentive program saving the Village \$2.3 million over a 7-year period. ▪ The Finance Department eliminated one (1) position and replaced another position with three (3) part-time positions. This resulted in an annual cost savings of \$124,042 and improved customer service coverage. ▪ Andy Frain – Privatized crossing guards. Program is going well and has been well received. This has freed up officers to do other things in the community as well as at the schools. ▪ Fire Department has periodically staffed a third ambulance as a power shift (1000-1800) Monday through Friday to handle third ambulance calls, conduct annual business license inspections and provide coverage when Station 2 companies are involved in mandatory training. This meets the Fire Department’s strategic plan goal of “maintaining response times of 4 minutes or less, 90% of the time.” ▪ Reached collective bargaining agreements with MAP Police Sergeants, IAFF, and Teamsters. All contracts include wage reopeners for out-years. 	
<ul style="list-style-type: none"> – Objective – Conduct an annual comprehensive wage comparison study for all Village positions. <ul style="list-style-type: none"> ▪ Staff identified 14 comparable communities through EAV, Population and Sales Tax Revenue. ▪ Staff sent out RFP for the wage study for all non-union positions. 	<p>Evaluate received RFPs and select firm to conduct study.</p>

Goal & Objectives with Status Statements	Next Steps
	<p>Complete a salary compensation study for all non-union Village positions.</p>
<ul style="list-style-type: none"> - Objective – Develop a comprehensive succession planning and employee development training program. <ul style="list-style-type: none"> ▪ The Fire Department’s Officer Development/Succession Planning Training Program is now in its fifth year of operation and continues to yield strong results. ▪ The Police Department continues to develop succession planning by sending all sworn supervisors to the Northwestern School of Police Staff and Command, which is a nationally recognized program in police command training. (10/12). ▪ Public Works has begun to send employees to the Illinois Public Service Institute to obtain management training. Most of our Supervisors have completed the program and our second line staff will begin the three year program this fall. ▪ The Finance Department incorporated as part of employee evaluation goals for all employees to attend new training on Microsoft Word and Excel. ▪ Fourteen Department Heads and supervisors attended IPELRA’s Supervisory Skills training which discussed employment laws and practices. ▪ Conduct Fire Lieutenant Promotional Process in May 2013. 	<p>Begin to send key Public Works line employees to IPSI.</p> <p>The Finance Department will continue to update annually the training goals and ensure the skills are being utilized.</p>
<p>4. Upgrade of Public Safety Communication System.</p>	
<ul style="list-style-type: none"> - Objective – Purchase all equipment necessary to transition the police and fire department to the new 700MHz radio system. <ul style="list-style-type: none"> ▪ Completed ▪ Installed the Bi-directional Antenna (BDA) to correct problems with radio signal penetration in certain areas of the Police Station. 	

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Objective – Upgrade the Public Works FCC radio license, as required, to meet the narrow banded VHF requirements. <ul style="list-style-type: none"> ▪ Completed 	
<ul style="list-style-type: none"> - Objective – Reprogram or purchase new radio equipment required for transition of Public Works to a narrow banded VHF frequency. 	
<p>5. Upgrade the primary Information Technology System allowing enhanced information processing with cross department communication.</p> <p>The IT Department issued an RFP for the replacement of the AS400/ERP and received proposals back from the vendors. The IT Department finished reviewing the proposals and selected New World as the preferred vendor.</p> <p>Phase 1, purchase of a new AS400 was approved.</p>	<p>The IT Department to review the ERP Contract and provide to the Village Attorney for review and to the Board for approval.</p> <p>Review adjudication/ticketing software.</p>
<p>6. Replace the Village-wide PBX phone system.</p> <p>Completed</p>	<p>The phone system has been installed and updates are implemented quarterly.</p>
<p>7. Update Operating and Office Software across all departments.</p> <p>Completed</p>	<p>The IT Department continues to review new software for additional benefits. Microsoft announced the End of Life for Windows XP and the Village is already making the switch to Windows 7.</p>

Goal & Objectives with Status Statements	Next Steps
8. Development of a staff training facility.	
<ul style="list-style-type: none"> - Objective – Utilizing the vacated police building attached to Village Hall, identify and then substantially remodel an area that will be used as a Village-wide training classroom. 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Enabling Objective: Provide state of the art audiovisual technologies that will facilitate quality presentations. <ul style="list-style-type: none"> ✓ A smart board has been purchased to provide a classroom setting to facilitate training. 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Enabling Objective: Provide technology capabilities that will allow computer based training as well as training on Village Information Technology systems and processes. <ul style="list-style-type: none"> ✓ Being worked on as part of the East Wing remodel. 	
9. Create a Village-wide secure records storage facility.	
<ul style="list-style-type: none"> - Objective – Utilizing the vacated police building attached to Village Hall, identify and remodel, as necessary, a secure area that can be used for organized and retrievable record storage. <ul style="list-style-type: none"> ▪ Remodel work is underway. ▪ Lead cleanup of former range. 	<p>Staff is finalizing the bid documents for the generator replacement project (1/13).</p>
10. Coterminous Village corporate boundaries with Village Department services areas.	
<ul style="list-style-type: none"> - Objective – Annexation of properties located on Lake Street commonly referred to as the Sod Farm and the Driving Range. <ul style="list-style-type: none"> ▪ Annexation of sod farm and driving range: The Village has considered forced annexing of the sod farm and driving range on Lake Street. However, after a legal review, staff is recommending that not be pursued at this time. 	

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Objective – Disconnection of territory covered by Bloomingdale Fire Protection District and serve the area with the Village’s Fire Department. <ul style="list-style-type: none"> ▪ Attorney Paul and Fire Department staff has started the preparation process necessary to file for disconnection. - Objective – Renew boundary agreements with the Village of Roselle and the Village of Bloomingdale. <ul style="list-style-type: none"> ▪ Meetings have been held with both communities and an agreement is in the process of being drafted with the Village of Roselle. 	
<p>11. Begin planning for a new joint Village facility located in the south end of the Village that will incorporate the needs of fire, police and public works.</p>	
<ul style="list-style-type: none"> - Objective – Utilizing ISO and fire service accreditation response standards, the fire department shall identify a geographical area that would be appropriate for the relocation of Fire Station No. 2 as well as a comprehensive space needs assessment. 	
<ul style="list-style-type: none"> - Objective – Review Police Department evidence storage specifically related to vehicles held as part of an investigation. <ul style="list-style-type: none"> ▪ Secure Police Facility has been constructed. 	<p>Examine Cost for long term storage of vehicles.</p>
<ul style="list-style-type: none"> - Objective – The public works department will conduct a comprehensive needs assessment to determine space and equipment storage needs that could be included as part of a joint Village facility. 	

MIDPOINT UPDATE

DEPARTMENTS

Midpoint Update

**COMMUNITY DEVELOPMENT
DEPARTMENT**



MISSION STATEMENT

SAFEGUARD THE PUBLIC LIFE, SAFETY AND GENERAL WELFARE BY ADOPTING AND ENFORCING THE MOST RECENT ZONING CODES; EMBRACING THE COMPREHENSIVE PLAN, AND PROACTIVELY ENTICING BUSINESSES TO LOCATE AND REMAIN IN HANOVER PARK. THE VILLAGE IS DEDICATED TO EXCELLENCE IN PROVIDING CUSTOMER SERVICE.

VISION

- Is responsive to permit holders.
- Is adaptive to changing conditions.
- Is innovative in the way services are provided.
- Is progressive in working with the business community.
- Is focused on providing quality customer service in a timely fashion in all areas of, zoning and economic development to all residents, businesses and workers.
- Is highly professional in appearance and communication.
- Is open to consideration of newly evolving development and business practices, methods, and materials.

In June 2011 the inspectional responsibilities, managed by Community Development, was transferred to the Fire Department merging together all inspectional services for the Village under one umbrella. Subsequently, the mid-point review of the Comprehensive Strategic Plan reflects the changes brought on by this transfer. Adjustments to the plan were therefore made in the SWOT analysis, Goals & Objectives, and the Implementation Schedule. All references made to inspections were pulled and relocated to the Fire Department's portion of this plan.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Good Employees: The Community Development Department enjoys a workforce that is dedicated to serving the needs of the residents, businesses, developers, contractors and Elected Officials and works closely with other departments.</p>	<p>Microfiche files: Files have been copied to microfiche which are difficult to read and copy and represents old technology.</p>
<p>Staff is Highly Trained: The Community Development staff attends professional seminars, meetings and conferences to maintain certifications and knowledge of current technologies.</p>	<p>Meeting space: The Community Development Department lacks adequate meeting space within the Department where they may host existing businesses and potential developers in a quality and modern space.</p>
<p>Simple Development and Plan Review procedures: The Community Development Department maintains a customer-friendly process for development applications and plan reviews. Staff is highly motivated to work with applicants, providing a timely and clear review process.</p>	<p>Security: Lack of security exists at the Community Development counter. Because of its obscure location in the Municipal Building, staff believes it is too easy for someone to jump over the counter without someone noticing.</p>
<p>Low Development Review Fees: The fees charged for various land use development permits are in keeping with the average among surrounding communities.</p>	<p>Workforce Reductions: Workforce reductions in the Community Development Department have led to inconsistent coverage at the front counter and disruption of work flow when an employee is sick or on vacation. Inadequate staffing over the past year has limited the department's work to necessary day-to-day functions and reduced their ability to pursue new projects, strategic planning, and outreach.</p>
<p>Inter-departmental Coordination: The Community Development Department enjoys a high level of coordination with other Village departments ensuring good customer service to the residents, businesses, developers, contractors and Elected Officials of Hanover Park.</p>	<p>Computer System: The Village computer system is outdated and lacks the functions to be efficient and proactive with data entry and report preparation. Staff does not have the time to transfer to establish and utilize available land data management technology, particularly a geographic information system (GIS), which may be utilized by all departments to manage and visualize property data.</p>
<p>Business Friendly Approach: The Community Development staff strives to make our processes and procedures business friendly to attract new business. Expanding the business base is a priority for Community Development.</p>	<p>Public Understanding: There is a lack of understanding of the role of planning and zoning requirements and how they contribute towards community goals. This is due to various reasons, including language and cultural barriers. Staff works to increase understanding through outreach materials, events, and individual discussions.</p>

SWOT: Strengths, Weaknesses, Opportunities, Threats

O p p o r t u n i t i e s	T h r e a t s
<p>Tax Increment Financing (TIF) Districts: The Village’s 3 TIF Districts provide an excellent economic advantage for redevelopment efforts in these areas. In addition, the Village could create more districts to incent redevelopment efforts.</p>	<p>Economy: The economy provides one of the greatest threats to the future of the Village. The health of the economy has a direct impact on the volume of activity in the Community Development Department. Obviously, the better the economy, the more residents and businesses will want to improve their properties. The longer the economy stays down, the more employment and housing values will continue to be depressed, and less investment will be made in the Village.</p>
<p>Digitize Files: The scanning of files will create an efficient, long-term, storage solution. Scanning files will also ensure proper maintenance and easier accessibility to files.</p>	<p>Weather: Weather conditions can have short-term and long-term impacts on Community Development operations. In the short term, the safety of inspectors in the field can be hampered in severe weather. In the long term, severe weather can cause property damage that requires homeowners and businesses to make unexpected repairs/improvements.</p>
<p>Vacant/Underutilized Buildings: The current vacant and underutilized buildings within the Village provide an excellent opportunity for a new business to move in quickly. The same is true for vacant land.</p>	<p>Additional Staff Reductions: Given current staff levels within the Community Development Department, additional staff reductions would negatively affect our level of service. It would increase the amount of time it takes to get a permit or receive an inspection and reduce the level of customer service provided.</p>
<p>Outside Vendors: The use of outside vendors can provide short term relief when staff is unavailable.</p>	<p>Competition: The Village must remain vigilant about business being lured away by another municipality.</p>
<p>New Computer System: The Community Development Department supports efforts to improve technology that will enhance development and responsiveness to the public.</p>	<p>Complacency: The Community Development Department must be wary of complacency and be willing to change, if the need suggests to be competitive.</p>
<p>Increase Revenue: Conduct an analysis of surrounding community permit fees to determine if there is an opportunity to increase our existing fees structure.</p>	

GOALS

1. Strengthen community involvement and participation.
2. Maintain or enhance service levels.
3. Encourage partnerships.
4. Encourage compliance with the adopted zoning codes and development standards.
5. Encourage development that is safe, sustainable, and serves the needs and desires of the residents.

GOAL BREAKDOWN

Midpoint Review w/ Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
<ol style="list-style-type: none"> 1. Strengthen community involvement and participation. <ol style="list-style-type: none"> a. Objective – Install kiosk/rack of Village information at the train station and Community Development counter, also Library branches, Streamwood Post Office, local banks. <ul style="list-style-type: none"> – Informational flyers have been installed at the Community Development counter. The potential to display additional information in other locations, particularly the train station is currently being explored. b. Objective – Update Department website/page. <ul style="list-style-type: none"> – The Department website was given an overall update in FY11, with several 2010 U.S. Census data and new pages added, including an available properties list. Information related to Inspectional Services has been transferred to the Fire Department section. Website is periodically updated, with information on current plans and economic development activities. c. Objective - Issue press releases related to new development and department initiatives. <ul style="list-style-type: none"> – Press releases are issued on a regular basis when an event is being held, project or plan completed, or notable business activity has occurred in the Village. Staff has good press contacts and stories are often covered in the 	<p>Continue to explore possibility for informational racks/kiosks.</p> <p>Continue to update Departmental website as needed. Provide feedback on opportunities for improvement on Village-wide site.</p> <p>Continue to issue press releases and foster a positive relationship with press contacts.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - <i>Daily Herald</i>. Recent stories were related to the Village Center Plan, Irving Park Corridor Study, CONECT events, and new businesses such as Tony's Finer Foods. d. Objective – Convey to applicants that codes are adopted to protect the health and safety of the community, to protect the character and the stability of the residential, commercial, and industrial areas within the village and to promote the orderly and beneficial development of such areas. <ul style="list-style-type: none"> - Enabling Objective: The intention and benefit of codes is conveyed through public outreach related to regulatory discussions. ✓ Information is posted at the Village and through various manners, including the website, <i>Hi-Lighter</i> newsletter, local cable channel, and community sign. Feedback is sought from residents and businesses at Development Commission and CONECT meetings. e. Objective – Encourage feedback from residents and businesses in the planning process through such means as the Village website, workshops, and open houses. <ul style="list-style-type: none"> - A number of workshops and open houses are held each year as a part of special area planning, CONECT business events, and economic development outreach. Extensive outreach was performed as a part of the Village Center Plan and Irving Park Corridor Study, through which hundreds of residents, businesses, and developers provided feedback in person and through an online survey. 	<p>Continue to reach out to residents to provide information and gather feedback on codes. Increase interaction with local businesses through CONECT Committee.</p> <p>Continue to reach out to residents, building upon understanding of what 'works' in the community and keeping previous participants engaged.</p>
<p>2. Maintain and Enhance service levels.</p> <ul style="list-style-type: none"> a. Objective – Redesign departmental layout utilizing future municipal space when new Police building opens to improve coordination with other Village functions. <ul style="list-style-type: none"> - Following the movement of Inspectional Services to the former Police area, Staff is planning for reorganization of the remaining space, which will include offices, cubicles, and 	<p>Develop plan for reorganization of departmental space, and make arrangements for changes to occur.</p>

Goal & Objectives with Status Statements	Next Steps
<p style="text-align: center;">an informal meeting space.</p> <p>b. Objective – Scan old files for storage to reduce paper volume and increase space.</p> <p style="padding-left: 20px;">– Temporary staff scanned old building permit and development files in FY’11.</p>	<p>Task completed for the time being.</p>
<p>3. Encourage partnerships.</p> <p>a. Objective – Work with local community colleges and WorkNet center to develop an Employment Outreach center.</p> <p style="padding-left: 20px;">– Plans being developed for an Education and Work Center in the Hanover Square Shopping Center.</p> <p>b. Objective – Develop program with the Chamber of Commerce that provides assistance to local businesses.</p> <p style="padding-left: 20px;">– Through the CONECT Committee, the Department works with the Chamber to hold local business outreach events, such as an annual <i>Business After Hours and Realtor Reception</i>.</p> <p>c. Objective – Work with area housing organizations to increase stability in neighborhoods.</p> <p style="padding-left: 20px;">– Foreclosure rate continually monitored and Northwest Housing Partnership and Hanover Park Community Bank assistance and loan programs promoted.</p> <p>d. Objective – Work with area planning and transportation agencies to encourage positive planning and development in the Village.</p> <p style="padding-left: 20px;">– Several grants obtained and planning projects completed in FY’11 and 12, including the Village Center Plan and an implementation grant, and the Irving Park Corridor Study.</p>	<p>Continue to work with project team to develop center.</p> <p>Continue to increase business participation and feedback through the CONECT Committee. Evaluate ways in which the Chamber and Committee may best work together.</p> <p>Continue to monitor housing status and evaluate whether additional outreach is required.</p> <p>Continue to work with agencies to begin implementation of plans.</p>
<p>4. Encourage compliance with the adopted zoning codes and development standards.</p> <p>a. Objective – Update Zoning Ordinance and combine with Sign and Subdivision Ordinances to create a new Unified Development Ordinance.</p>	<p>Work with consulting firm and Development Commission to complete zoning update,</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Draft for Unified Development Ordinance completed in FY'11. 	<p>update, including creation of new sections and zoning for the Village Center.</p>
<p>5. Encourage development that is safe, sustainable and serves the needs and desires of the residents.</p> <ul style="list-style-type: none"> - Available incentives, particularly those related to Tax Increment Financing (TIF) Districts have been promoted to existing businesses and potential businesses and developers at economic development events. <ul style="list-style-type: none"> a. Objective – Encourage use of ShopQA program to market existing businesses to resident. <ul style="list-style-type: none"> - Program actively promoted and expanded for two years, with little participation or interest from businesses. b. Objective – Conduct fee analysis to ensure that our fees are comparable to surrounding communities. <ul style="list-style-type: none"> - Completed analysis and recommended that land use development fees be increased to better cover the cost of service and be in line with surrounding communities. c. Objective - Maintain list of current available properties. <ul style="list-style-type: none"> - List of available properties is updated quarterly, posted on website, and shared as a part of business recruitment activities. d. Objective – Utilize TIF to maximize development and redevelopment potential within these designated areas. <ul style="list-style-type: none"> - TIF funds utilized to encourage a wide range of improvements in the TIF 2 area, including the Barrington Road sign and landscaping, and the TIF 3 area, including the purchase and improvements to the Hanover Square Shopping Center. A new TIF 5 established around the ‘old Menards’ at Irving Park and Wise Roads. e. Objective – Promote business placement along major corridors and development of new Village Center. 	<p>Continue to promote available incentives and explore potential for alternative types of incentives</p> <p>Program ending and low-cost alternatives being shared with businesses.</p> <p>Implement new fees and update forms as needed.</p> <p>Continue to maintain and post updated list of available property.</p> <p>Continue to promote development in TIF areas. Focus fund expenditure strategically on necessary studies, infrastructure, new construction,</p>

Goal & Objectives with Status Statements	Next Steps
<p data-bbox="444 256 1175 403">– Village Center Plan and Irving Park Corridor Study completed. Development outreach focused on this area, particularly the north side of Lake Street.</p>	<p data-bbox="1205 256 1386 319">and Hanover Square.</p> <p data-bbox="1205 361 1430 1134">Continue to promote these areas and implementation of plans through an Elgin-O’Hare Traffic Feasibility Study, wetland research, market study, and developer outreach event. Explore creative means for public-private partnerships and incentives for improvement of the Irving Park Corridor.</p>

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Prepare a fee schedule comparison. Completed ◇ Work with area housing organizations to address foreclosures and increase stability in neighborhoods. Ongoing ◇ Work with local community colleges and WorkNet center to develop employment outreach center. Ongoing ◇ Scan files for storage. Scanning of historic files completed in 2011 Develop program with Chamber that provides assistance to local businesses. Ongoing ◇ Encourage use of ShopQA program by local businesses. ◇ Maintain list of current available properties. Ongoing ◇ Work with consulting firm, Village officials and area businesses to plan for and promote development in Village Center. Village Center Plan completed in May 2012. Initial steps for implementation include an update to the Zoning Code, developer recruitment 	<ul style="list-style-type: none"> ◇ Relocate Community Development Department. Department to remain in current location and reorganize space as needed to meet operational and staffing needs. ◇ Install kiosk/rack at train station. Exploring options for installation at this time. ◇ Develop campaign to notice residents and contractors of new code requirements. Ongoing ◇ Investigate the feasibility of combining transactions to reduce traffic between departments. Ongoing ◇ Encourage use of ShopQA program by local businesses. Completed ◇ Scan files for storage No scanning pursued this year, will be performed in subsequent years as needed. <u>The Following was Added at Mid-point Update</u> ◇ Plan for improvements along the Irving Park Road Corridor. ◇ CMAP grant obtained and Irving Park Corridor Study performed. 	<ul style="list-style-type: none"> ◇ Scan files for storage. THE FOLLOWING GOALS WERE ADDED AT THE MID-POINT UPDATE ◇ Adopt updated zoning, sign and subdivision codes in a new Unified Development Ordinance. ◇ Ensure that Department is adequately staffed to address everyday zoning and development review duties, as well as proactive economic development programs. ◇ Perform Village Center Market Study and proactively recruit new development in the area. ◇ Evaluate water and traffic infrastructure potential in Village Center area related to Elgin O'Hare Boulevard extension and wetland areas. ◇ Take steps to implement recommendations of the Irving Park Corridor Study. ◇ Promote reinvestment and new development in TIF districts, particularly TIF 5. ◇ Work to enhance CONECT committees focus on new business recruitment and the Chamber's focus on existing business retention. ◇ Maintain timely and clear development review process through Development Commission and permit review

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<p>through a project implementation grant, promoting initial development along the north side of Lake Street, and Elgin O’Hare Boulevard Traffic Feasibility Study underway. (ongoing)</p>	<p>Recommendations include ‘right sizing’ retail, mixed use redevelopment, and streetscape and private property improvements.</p> <p>◇ Establish a new TIF district around the intersection of Irving Park and Wise Roads.</p> <p>TIF 5 study and outreach completed and TIF adopted.</p>	<p>◇ Continue active business and development promotion through meetings, events, and flyers and materials.</p>

Midpoint Update

FINANCE DEPARTMENT



MISSION STATEMENT

TO PROVIDE FINANCIAL TRANSPARENCY, FINANCIAL REPORTS
AND TO COORDINATE THE FINANCIAL ACTIVITY OF THE
VILLAGE IN COMPLIANCE WITH THE FINANCIAL POLICIES
ESTABLISHED BY THE VILLAGE PRESIDENT AND BOARD OF
TRUSTEES UNDER THE DIRECTION OF THE VILLAGE MANAGER.

VISION

To be recognized as a department that provides appropriate and accurate financial data to the Village as a whole, the Village President and Board of Trustees, the Village Manger and all Village departments.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Department management and leadership: Management is experienced and well trained. Personnel are encouraged to seek out additional training. Ideas to improve the service that the department provides are openly discussed.</p>	<p>Outdated software: The Village’s current accounting software is outdated and support for the system is being phased out by the supplier. The Village has not kept up with current developments in accounting software designed for local governments.</p>
<p>Quality of Employees: The department staff consists of a majority of long-term employees. These staff provides a sense of proud history and competence for the department.</p>	<p>Fiscal Constraints: The cost of an accounting software system which would include current technology is currently greater than the Village’s leadership anticipated.</p>
<p>Strong Village Management Support: The Department enjoys strong support by the Village Manager’s office.</p>	<p>An experience void exists in likely promotable employees: A gap exists between employees who have received formal training as an accountant and on the job training as an accounting clerk. Most employees within the department have not received adequate training to exceed their current job duties.</p>
<p>Strong Village Board Support: The Department enjoys strong support by the Village’s Elected Officials.</p>	
<p>Limited employee turnover: The Department enjoys limited employee turnover within the full time ranks.</p>	

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities

Conversion to more efficient accounting software: Converting to an up-to-date accounting software program may result in more reports being generated and designed from the general ledger system with less staff hours and data manipulation.

Providing more training to staff: Providing staff with more training will provide an opportunity for upward mobility within the department, cross training and greater efficiency.

Threats

Support for current software becoming non-existent: It is not uncommon for companies who support older versions of software to develop a void in their ability to support the software when long term employees leave their company.

Overall Financial Management being confined to minimum personnel: Currently the management staff is confined to one or two individuals. Whenever one or both of these employees are unavailable, a void in management may occur.

GOALS

1. To promote financial stability.
2. To document accounting procedures for the various positions within the finance department.
3. To promote financial transparency.
4. To provide the Village President, Board of Trustees and Village Manager with financial information to aide in decisions to reduce the Village’s reliance on property taxes.

GOAL BREAKDOWN:

Midpoint Review w/Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
<p>1. To promote financial stability.</p> <p style="padding-left: 20px;">a. Objective – The finance department promotes financial stability by providing current financial information related to the Village’s financial position, economic trends and making recommendations related to funding, spending and investing Village funds.</p> <p style="padding-left: 40px;">- Quarterly financial reports are reviewed and presented to the Village Board. The Finance Department has significantly reduced the timeframe to close monthly books to give more recent and updated financial documents to Staff and Village Board.</p>	<p>Review current Financial Report, update it to make it easier to read and understand with charts.</p> <p>On a monthly basis, add a top ten revenue report for the General Fund that the Village Board will receive.</p>

Goal & Objectives with Status Statements	Next Steps
<p>2. To document accounting procedures for the various positions within the finance department.</p> <p>a. Objective – The finance department consists of two directors, one accountant, two account technicians and six clerks. Each of the procedural manuals for these positions needs to be either updated or compiled.</p> <ul style="list-style-type: none"> - Procedure manuals have been created and are continually reviewed and updated as needed. 	<p>Have different positions use manuals to cross-train. Update the user manuals with details an unfamiliar person would need. This step will also help with succession planning and the plan of having all Finance Employees learn different areas within the Department.</p>
<p>3. To promote financial transparency.</p> <p>a. Objective – To make all of the Village’s financial statements, budgets and related documents easily obtainable by the public at large.</p> <ul style="list-style-type: none"> - Both the Village Budget and the Comprehensive Annual Financial Report are available on the Village’s website. As of January 2013, the Finance Department added the Illinois State Treasurer’s Report and a full check register online - Also have created a ‘Finance’ tab on the Village’s SharePoint for all employees to view Finance documents and policies. 	<p>Review and publish all Sales Tax Incentive Agreements with the Department of Revenue. Review all Finance Policies and Financial Documents and publish online at the Village’s Website.</p>

Goal & Objectives with Status Statements	Next Steps
<p>4. To provide the Village President, Board of Trustees and Village Manager with financial information to aide in decisions to reduce the Village’s reliance on property taxes.</p> <p>a. Objective – The finance departments will make recommendations related to tax levies and other revenue streams available to fund Village services.</p> <ul style="list-style-type: none"> - Finance has brought to the Finance Committee, and eventually the board, all fines and fees that the Village did increase to generate additional revenues in January 2013. - Board reviewed the 2012 Tax Levy with a 4.99% increase. The remaining monies needed to balance the FY 2014 Budget were found by reducing expenditures and recommending a Home Rule Sales Tax Increase. Finance Department has researched surrounding municipalities and brought the analysis to the Village Board on Home Rule Sales Tax Increases. 	<p>Research the steps and due dates to add on the referendum an increase in Real Estate Transfer Tax.</p> <p>Finance will bring to the Board, if the Referendum passes, an increase to generate additional non-tax levy revenues.</p> <p>Finance Department will bring documents needed to the Village Board to approve an increase in Home Rule Sales Tax.</p>

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Promote financial stability. Started - not completed ◇ Document accounting procedures for the various positions in the finance department. Started - not completed ◇ Promote financial transparency. Not Started ◇ Provide the Village president, Board of Trustees and Village Manager with information to aide in decisions to reduce the Village’s reliance on property tax. Not Started 	<ul style="list-style-type: none"> ◇ Promote financial stability. Ongoing ◇ Document accounting procedures for the various positions in the finance department. Completed, but testing. ◇ Promote financial transparency. Completed, but looking to add more. ◇ Provide the Village President, Board of Trustees and Village Manager with information to aide in decisions to reduce the Village’s reliance on property tax. Ongoing 	<ul style="list-style-type: none"> ◇ Promote financial stability. ◇ Promote financial transparency. ◇ Provide the Village President, Board of Trustees and Village Manager with information to aide in decisions to reduce the Village’s reliance on property tax.

Midpoint Update

FIRE DEPARTMENT



MISSION STATEMENT

TO ACHIEVE EXCELLENCE IN FIRE PREVENTION AND EMERGENCY SERVICE BY MAINTAINING THE HIGHEST STANDARDS IN EDUCATION, TRAINING AND DEDICATION AND BELIEVING IN THE HONOR, SACRIFICE AND DUTY OF OUR CALLING SO THAT WE WILL PROVIDE THE HIGHEST DEGREE OF SAFETY AND SECURITY TO OUR COMMUNITY.

VISION

To be recognized by our community and employees as an organization that:

- Is responsive to our community's needs and concerns.
- Is a model of excellence in providing emergency services in the Village.
- Is dedicated to continuous improvement in the services we provide.
- Fosters an environment of trust and involvement of our members and the community.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Department Command Staff provides strong management and leadership: Personnel are encouraged to bring forth ideas that will improve department operation and service to residents. This fosters ownership and pride within employees.</p>	<p>Part-time Employee retention: Not enough career spots to advance into by part-time staff. Part-time personnel after receiving extensive training and experience from the department frequently move on to full time positions with other departments due to limited opening within departmental ranks.</p>
<p>Quality of Employees: Department employees are enthusiastic, committed and possess a strong desire to provide high quality services. They are noted to be problem solvers who are willing to explore new ideas and have the ability to implement and move forward new programs. They are willing to take on additional work and are committed to challenging the status quo.</p>	<p>Fiscal constraints: The overall cost to provide fire based emergency services is increasing with a limited or decreasing revenue base. New forms of sustainable revenue will be required in order to maintain existing levels of service. In addition, service demands will likely increase through unfunded mandates further complicating the financial concern.</p>
<p>Strong hiring process: The process utilized for selection and hiring of new candidates is effective and typically produces high quality employees</p>	<p>Succession Planning Mentorship Process: Although succession planning has been identified as a strength, internal mentorship programs designed to grow employees toward their future potential are limited and do not have buy-in from all employee groups including supervisors and command staff.</p>
<p>Succession planning: Department leadership has identified the importance of succession planning and employee development. Programs exist to help employees prepare for future promotional opportunities.</p>	<p>Dependent EMS System: Standard of Care Protocols are established by the Greater Elgin Mobile Intensive Care Program and is driven primarily by consensus agreement of participating agencies. This in many cases limits cutting edge patient care initiatives due to the need for agreement.</p>
<p>Strong Village Board Support: The Department enjoys strong support by the Village's elected officials.</p>	<p>An experience void exists in likely promotable employees: A large gap exists between employees who have 20 plus years of experience and those with less than 10. Those having less years of service possess the educational requirements for promotion but lack experience. Those with experience lack the education.</p>
<p>Limited employee turnover: The Department enjoys limited employee turnover within the full time ranks.</p>	<p>Lack of residency requirement for battalion chief and above: The department has become dependant on the call back response of off-duty chief officers. This response capability has played a paramount role in the effective management of numerous emergency incidents. Yet most future chief officers do not reside in close proximity to the Village and in the absence of a residency</p>

	requirement will make call back response almost impossible.
<p>Strong labor management relations: The Department has strong labor management relations between collective bargaining organizations. Both management and labor are committed to maintaining open communication and the use of collaborative problem solving techniques.</p>	<p>Replacement of Fire Station No. 2: Fire Station No. 2 is poorly positioned to provide timely response as stipulated by nationally accepted response standards. It is inadequate to house together male and female firefighters and is too small for the number of personnel assigned. The apparatus floor is not of sufficient size to accommodate modern apparatus and has limited capabilities to house support or reserve apparatus.</p>
<p>Diversity of Workforce: The department is ethnically diverse and exceeds national recommendations for uniformed women in the fire service. Of the 72 uniformed employees (full time, part time and volunteer) 21% are female. National recommendations call for no less than 17%. Of the 72 employees, 14% are minority.</p>	<p>Lack of an officer on Tower 371: Tower 371 is staffed as a jump company for Medic 381. Paramedics staffing ambulances are assigned based on a rotational basis which does not account for fire ground supervisory experience and no educational requirement exists for completion of the minimum fire officer training. When operating at an incident the senior member of the crew is expected to operate as the company officer and supervise the duties of the other tower company personnel including at times the personnel from the second arriving ambulance. This creates a tactical knowledge void and can contribute to a firefighter safety concern.</p>
<p>Permit Review procedures: The Inspectional Services Department maintains a customer-friendly process for permits and plan reviews. Many permits are issued over-the-counter when most communities take 3-5 business days. Staff is highly motivated to provide expedient turnaround times.</p>	<p>Hiring process: The process utilized for selection and hiring of new candidates although effective is time consuming and slow. Candidates often times loose interest or get hired at other departments prior to completion of the testing process.</p>
<p>Low Permit Fees: The fees charged for various permits are generally lower than surrounding communities.</p>	<p>Lack of ability to provide in district training: The majority of the daily shift training and meetings occurs at Fire Station No. 1. This regularly pulls Station 2 companies out of their assigned still district lengthening response times for emergency incidents.</p>
	<p>Inter-jurisdictional Coordination: The Community Development Department receives inadequate cooperation from the Bloomington Fire Protection District as it relates to plan reviews. Some permits are held up due to longer than expected review times by the BFPD creating discourse with new businesses the Village is trying to support.</p>

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities
<p>Expansion of non-emergency services: In an effort to address the issue of financial constraints and reliance on property tax as well as provide an enhancement of services, opportunities exist as it relates to non-emergency ambulance transport programs, critical care paramedics and community health care services.</p>
<p>Inspectional services: Opportunities exist through a fire department managed inspectional services program that will reduce risk while enhancing commercial property values due to sound code enforcement practices. In addition, the coordination of health services with the departments EMS Division will enhance public safety.</p>

Threats
<p>Privatization: Due to the recent economic crisis many communities are considering the possible benefits of outsourced fire and EMS services in an attempt to reduce the overall cost of services.</p>
<p>Merger of fire departments: Elected officials throughout the nation have merged or are considering the possibility of merging neighboring jurisdictional fire and EMS services in an attempt to streamline and reduce duplication.</p>
<p>Health care reform: Still unknown is how the new health care reform bill will ultimately impact ambulance service reimbursement and the impact of home health care service requirements on EMS.</p>
<p>Grant funding reductions: Likely reductions in SAFER, Assistance to Firefighter, and Firefighter Health and Safety Grants are forthcoming. These reductions will impact local funding of capital projects.</p>

GOALS

1. To be the preferred non-911 ambulance provider within the Village and to hold the market share of the business.
2. Fully integrate the inspectional services division into the department.
3. Formalize and enhance the process of developing the future leaders of the department.
4. Develop a sustainability plan for the on-call administrative chief position.
5. Enhance cost recovery and alternative revenue sources in order to increase revenue without further burdening property tax rates.
6. Purchase property for a new Fire Station No. 2 and hire an architectural firm to begin drafting plans.
7. Develop a plan in which company movement for daily training and meetings is kept to a minimum in order to maintain emergency response times of 4 minutes or less, 90% of the time.
8. Ensure staffing of Tower 371 with a designated leader trained to a minimum of Fire Officer I, per the Illinois Office of State Fire Marshal's standards.

GOAL BREAKDOWN:

Midpoint Review with Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
<p>1. To be the preferred non-911 ambulance provider within the Village and to hold the market share of the business.</p> <p style="margin-left: 20px;">a. Objective – Develop and implement an advertisement system to make residents, facilities, and hospitals aware of the services offered by the department.</p> <p style="margin-left: 40px;">– We have not done this. The fire service in general is not good at marketing. We know how to do public education, but to sell our product is something that is not taught in fire service training programs and most firefighters are not comfortable in doing it. That being said, the survival of the non-emergency program will ultimately live and die on marketing and we therefore must begin figuring it out.</p> <p style="margin-left: 20px;">b. Objective – Maintain response times of 30 minutes or less, 90% of the time.</p> <p style="margin-left: 40px;">– Met and exceeded objective</p>	<p>Develop and implement a marketing plan.</p> <p>After approval of the new BLS Non-Emergency fee, work with the Claremont to reestablish Hanover Park as a non-emergency transport agency.</p>

Goal & Objectives with Status Statements	Next Steps
<p>c. Objective – Restrict the use of non-911 mutual aid to 10% of dispatched calls or less.</p> <ul style="list-style-type: none"> – Met and exceeded objective. <p>d. Objective – Continue to monitor industry trends for both services and costs and adjust accordingly.</p> <ul style="list-style-type: none"> – Leadership is watching closely the new Affordable Care Act and looking for clues as to how EMS can ultimately fit into the requirements for reduced hospital readmissions. <ul style="list-style-type: none"> – Enabling Objective: Conduct monthly expense analysis compared to revenue and adjust accordingly in order to ensure profitability of program. ✓ After lengthy discussions with leadership of the Claremont including a market analysis of area ambulance rates, the department has requested that the Village Board lower the current BLS non-emergency rate in order to remain competitive. <p>e. Objective – Monitor program revenue to ensure that the program is fully self-supporting and revenue generating. Due to the low call volume the department has not needed to staff the third part-time ambulance as projected. Non-emergency calls have been handled by on-duty personnel therefore making the program cost neutral with an increase in ambulance revenue.</p> <ul style="list-style-type: none"> – Enabling Objective: Monitor revenue from first year of operation to ensure payback of service startup costs. ✓ Due to low call volume first year revenue did not cover initial startup costs, primarily the cost of an additional cardiac monitor. Based on current trends it will likely take three years to cover this expense. 	

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Enabling Objective: Direct revenue as appropriate into vehicle and equipment sinking funds to ensure program sustainability. ✓ Ambulance revenue is directed into the vehicle sinking fund at a contribution rate of 100% for one ambulance. - Enabling Objective: Conduct a 3-year analysis to determine if the program is viable and advisable to continue. 	
<p>2. Fully integrate the inspectional services division into the department. It is important to note that when this Strategic Planning Document was created and adopted by the Board, no plan existed to transfer command of Inspectional Services away from the Community Development to the Fire Department. The plan was to have the FD enhance involvement in the fire inspection aspect and to manage the health and sanitation aspects of the Village Code. Goals and objectives have now been expanded to include all aspects of the Inspectional Services Division.</p> <p>a. Objective – Complete 100% of all business license, assembly, health and sanitation, and property maintenance inspections annually.</p> <ul style="list-style-type: none"> - The Department has met this objective in the last two calendar years. Inspections compliance is high with very few business complaints. - Enabling Objective: Add a second full-time or FTE inspector to the division. ✓ The addition of this position was recommended as part of the McGrath Consulting Project. Although the Department feels that this position needs to be filled in order to enhance compliance with fire safety regulations and standards, it has not been requested due to limited budget revenue and greater 	<p>Develop a mail out self-inspection process.</p> <p>Complete a comprehensive review and code update using the 2012 IBC as a template. Code update will include local requirements.</p>

Goal & Objectives with Status Statements	Next Steps
<p style="text-align: center;">personnel needs within other areas of the Village.</p> <p>b. Objective – Increase code compliance so that 90% of all occupancies pass their annual inspection in no more than two visits by department inspectors.</p> <ul style="list-style-type: none"> – Enabling Objective: Develop a mail-out educational program. This program will explain what an inspector will be checking for and encourage quarterly self-inspections in order to enhance safety and minimize concerns during Fire Department visits. ✓ Battalion Chief Hess began her employment with the Village in late July. Due to the need for her to evaluate overall operations and changes in personnel, this enabling objective was not completed. It is planned for completion in FY'14-15. <p>c. Objective – Complete a comprehensive review and re-write of Village codes and ordinances pertaining to inspectional services including fee structures, fines and the ticketing process.</p> <ul style="list-style-type: none"> – Fines, fees and the ticketing process have been reviewed. Recommended changes go to the Board for review and consideration on January 24, 2013. – Health and Sanitation Code updates go to the Board for consideration and approval in February 2013. <p>d. Objective – Consolidate existing inspection check lists to eliminate duplication and allow multiple inspectional aspects to be reviewed during a single site visit.</p> <ul style="list-style-type: none"> – Completed <p>e. Objective - Convert part-time permit coordinator to full-time position.</p> <p>f. Objective – Cross-train Inspection Services staff in counter duties and responsibilities.</p> <p>g. Objective – Implement online services to allow contractors/residents to apply, pay, and access building permits.</p> <p>h. Objective – Adopt building codes that provide for safe and sustainable development.</p>	

Goal & Objectives with Status Statements	Next Steps
<p>i. Objective – Incorporate all Village transactions in one area to reduce trips between departments.</p> <p>– Continually communicate with other Departments on development and business-related topics. Working with Clerk, Community Development, and Finance to improve the business licensing and permitting processes.</p>	
<p>3. Formalize and enhance the process of developing the future leaders of the department.</p> <p>a. Objective – Develop and implement a formalized mentor program.</p> <p>– Enabling Objective: Identify current leadership who are considered high performers and who would be interested in serving as mentors. Conduct mentor training using a firm who specializes in this field. ✓ Not started</p> <p>– Enabling Objective: Determine those who voluntarily desire to be involved, due to personal interest in preparing themselves for future fire service leadership. Encourage participants at all levels to engage both as a mentor and to be mentored. ✓ Not started</p> <p>– Enabling Objective: Add tracking information to the annual evaluation program for those participating in the program. ✓ The new NeoGov evaluation system is designed to allow employees and supervisors to document goals and to track performance.</p> <p>b. Objective – Provide a minimum of six annual officer development training classes, open to all department members, specifically designed to focus on management and leadership issues needed for future career success. – Completed in FY’11-12 & 12-13</p> <p>c. Objective – Provide funding and conduct testing to certify new promotional lists as follows:</p> <p>– Lieutenant: June 2011 ✓ Completed</p>	<p>Begin development of a formalized mentor program.</p> <p>Begin establishing and tracking goals as part of the annual performance review.</p> <p>Determine topics, identify instructors and Scheduled officer development trainings for FY’13-14.</p> <p>Schedule all aspects of the upcoming lieutenants’ exam as established by the IAFF Collective Bargaining Agreement.</p>

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - Battalion Chief: November 2012 <ul style="list-style-type: none"> ✓ Decision made not to conduct test until a vacancy within the rank occurs. - Lieutenant: June 2013 <ul style="list-style-type: none"> ✓ Test is scheduled for May 13-17 	
<p>4. Develop a sustainability plan for the on-call administrative chief position.</p> <ul style="list-style-type: none"> a. Objective – Analyze the benefits versus impact of not having this position both on the internal operations of the department as well as participation within the MABAS system and Division XII Incident Management Team. b. Objective – If the analysis clearly indicates that this position is needed, develop a program that meets the program objectives, is financially prudent and sustainable, and minimizes as much as possible the adverse impact on chief officers. <ul style="list-style-type: none"> - No action has been taken on this goal. It has been discussed between the current chief officers but no formalized plan has been created. Currently “on-call” is handled primarily by Chief Haigh, Zaccard and Pikora due to their proximity to the Village. Battalion Chief Doubek has provided on-call coverage from his home in South Elgin. At this point no definitive data is available to determine how well the lengthened response time will affect operations. 	
<p>5. Enhance cost recovery and alternative revenue sources in order to increase revenue without further burdening property tax rates.</p> <ul style="list-style-type: none"> a. Objective – Conduct a biannual review of ambulance rates against Medicare standards and area comparables. <ul style="list-style-type: none"> - Enabling Objective: Meet with Andres Medical Billing quarterly to conduct revenue forecasting and reimbursement timetables. ✓ On-going b. Objective – Conduct monthly run report audits to ensure accuracy of billing standards. <ul style="list-style-type: none"> - On-going 	<p>Schedule a meeting with the Bloomingdale Fire Chief to discuss disconnection. Depending on the outcome of the meeting either work to negotiate a disconnection</p>

Goal & Objectives with Status Statements	Next Steps
<p>c. Objective – Conduct a biannual review of cost recovery revenue.</p> <ul style="list-style-type: none"> – Completed at the time of budget submittal. The Board will be considering and voting on a proposal to increase cost recovery rates on January 24, 2013. <p>d. Objective – Disconnect Village area from the Bloomingdale Fire Protection District creating coterminous Village and fire protection boundaries.</p> <ul style="list-style-type: none"> – Issue has been researched and prep work completed, but no formal action has been taken. The Bloomingdale Fire Chief asked Chief Haigh to meet and discuss the issue after the first of the year. <p>e. Objective – Develop and implement an inspectional services fee structure.</p> <ul style="list-style-type: none"> – Enabling Objective: Review options and best practices for inspectional service fees to include but not be limited to permits, initial and re-inspections, plan reviews and temporary certificates of occupancy. <ul style="list-style-type: none"> ✓ Increases are scheduled for consideration and a vote on January 24, 2013. ✓ Once Chief Hess has an opportunity to better assess the needs and capabilities of the Inspectional Services Division she will lead a more comprehensive review of fee management and will make recommendations. This assessment is scheduled for FY’13-14. 	<p>agreement or file for disconnection in DuPage County Court.</p> <p>Conduct during FY’13-14 a more comprehensive analysis of Inspectional Services fee structures.</p>
<p>6. Purchase property for a new Fire Station No. 2 and hire an architectural firm to begin drafting plans.</p> <p>a. Objective – Conduct a response time analysis using ISO, NFPA 1710 and fire service accreditation standards to determine the most appropriate area to construct a new station.</p> <ul style="list-style-type: none"> – Issue has been evaluated by both McGrath Consulting and Fitch and Associates. Both indicate the most desirable location 	<p>Continue the process of property evaluation with the intent to purchase should an acceptable site be found.</p>

Goal & Objectives with Status Statements	Next Steps
<p style="text-align: center;">is near the intersection of Morton and County Farm Road.</p> <p>b. Objective – Determine property location options. A bid was placed in July 2013 for the property commonly referred to as the Landwer Property. The Village lost the bid to a higher bidder. The Village met with the new owner of the property who is interested in selling, but their proposed price is beyond market value.</p> <p style="text-align: center;">– Village is evaluating other land options.</p> <p>c. Objective – Review funding options and develop a plan that will fund a facility designed to meet the community’s needs for 60 years.</p> <p style="padding-left: 40px;">–Enabling Objective: Develop a best practices staffing and operational plan projecting future service delivery needs.</p> <p style="padding-left: 40px;">–Enabling Objective: Review facility co-use options between local, state and federal agencies to determine options for cost sharing and enhanced service delivery.</p>	
<p>7. Develop a plan in which company movement for daily training and meetings is kept to a minimum in order to maintain emergency response times of 4 minutes or less, 90% of the time. Operational practices have been established that try and keep at least one company at Fire Station 2 as much as possible. The time that both companies are allowed to be at Station 2 for trainings or meetings is kept to an absolute minimum.</p> <p>a. Objective – Utilize technology to allow remote participation in training and meetings.</p> <p>b. Objective – As part of the replacement and relocation plan for Fire Station No. 2, build a remote training area that will allow traditional classroom instruction as well as remote technology driven training.</p> <p>c. Objective – Upgrade the training room at Fire Station No. 1 to manage remote technology driven training.</p>	

Goal & Objectives with Status Statements	Next Steps
<p>8. Ensure staffing of Tower 371 with a designated leader trained to a minimum of Fire Officer I, per the Illinois Office of State Fire Marshal standards. Not started</p> <p style="margin-left: 20px;">a. Objective – Analyze whether this position needs to be filled with a commissioned officer or can be a job assignment for an actor designated by the lieutenant’s promotional list.</p> <p style="margin-left: 40px;">–Enabling Objective: Analyze whether additional administrative duties exist that require or would be enhanced if three more commissioned officers were appointed.</p> <p style="margin-left: 40px;">–Enabling Objective: Analyze whether revenue levels exist to support additional commissioned officers and/or acting officers.</p> <p style="margin-left: 40px;">–Enabling Objective: Analyze whether the need exists for an additional commissioned officer to daily manage the non-911 transport program.</p> <p style="margin-left: 20px;">b. Objective – Depending on the outcome of the analysis, build and submit a proposal advocating for the change and defending the need in order to obtain Board support for position development and funding.</p>	

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Implement a business advertisement and promotion program for the non-911 ambulance service. Not started ◇ Review operational efficiency of non-911 program including revenue. Ongoing ◇ Complete 100% of all business license, assembly, health and sanitation and property maintenance inspections annually. Completed ◇ Obtain budget approval for a minimum of 30-hours per week in order to schedule part-time inspectors plus overtime for full time call back. Completed ◇ Through an RFP process hire a consultant to conduct a comprehensive review and re-write of Village codes and ordinances pertaining to inspections services including fee structures, fines and the ticket process. Consultant hired and completed a review of the division providing recommendations. Code updates will be handled by the staff. ◇ Develop and implement a formalized employee mentor program. Not started ◇ Provide a minimum of six annual officer development training classes. Completed 	<ul style="list-style-type: none"> ◇ Review operational efficiency of non-911 program including revenue. Ongoing ◇ Obtain approval and budget funding for a second full time inspector. Request is currently on hold. ◇ Complete 100% of all business license, assembly, health and sanitation and property maintenance inspections annually. Completed ◇ Develop a mail out educational form designed to encourage self inspection. Has been moved to FY 13-14 ◇ Provide a minimum of six annual officer development training classes. Completed ◇ Certify new Battalion Chief promotional list. Not budgeted ◇ Conduct a comprehensive cost recovery/revenue review and implement changes as necessary. Completed 	<ul style="list-style-type: none"> ◇ Review operational efficiency of non-911 program including revenue. ◇ Conduct a three year review to determine the effectiveness and long term sustainability of the program. ◇ Complete 100% of all business license, assembly, health and sanitation and property maintenance inspections annually. ◇ Provide a minimum of six annual officer development training classes. ◇ Certify new Lieutenant promotional list. ◇ Conduct a comprehensive cost recovery/revenue review and implement changes as necessary. ◇ Purchase property for a replacement Fire Station No. 2 and through the use of an architectural firm begin drafting plans.

<ul style="list-style-type: none"> ◇ Certify new Lieutenant promotional list. Completed ◇ Develop a sustainability plan for the on-call administrative chief position. Currently on hold ◇ Conduct a comprehensive cost recovery/revenue review and implement changes as necessary. Completed ◇ Reach a disconnection settlement with Bloomingdale Fire Protection District. Pending ◇ Develop and implement a plan to reduce company movement in order to maintain emergency response time of 4 minutes or less with 90% efficiency. Completed ◇ Pass 2009 IBC codes ◇ Cross-train inspectional staff to cover the counter. 	<ul style="list-style-type: none"> ◇ Conduct a location and space needs analysis for a replacement of Fire Station No. 2 On-hold due to lack of property ◇ Assign a designated leader holding a minimum of Fire Officer I certification to Tower 371 on a daily shift basis. On hold ◇ Review and adjust if necessary procedures designed to reduce company movement in order to maintain emergency response time of 4 minutes or less with 90% efficiency. Completed 	<ul style="list-style-type: none"> ◇ Conduct a work flow analysis to determine whether a commissioned company officer is best suited to fill the leader position on Tower 371. ◇ Review and adjust if necessary procedures designed to reduce company movement in order to maintain emergency response time of 4 minutes or less with 90% efficiency. ◇ Review 2012 IBC codes.
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Village of Hanover Park Fire Department

Sworn to Protect ◊ Proud to Serve



Strategic Plan



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MISSION STATEMENT

TO ACHIEVE EXCELLENCE IN FIRE PREVENTION AND EMERGENCY SERVICE BY MAINTAINING THE HIGHEST STANDARDS IN EDUCATION, TRAINING AND DEDICATION AND BELIEVING IN THE HONOR, SACRIFICE AND DUTY OF OUR CALLING SO THAT WE WILL PROVIDE THE HIGHEST DEGREE OF SAFETY AND SECURITY TO OUR COMMUNITY.

VISION

To be recognized by our community and employees as an organization that:

- Is responsive to our community's needs and concerns.
- Is a model of excellence in providing emergency services in the Village.
- Is dedicated to continuous improvement in the services we provide.
- Fosters an environment of trust and involvement of our members and the community.

OVERVIEW

This document is the second chapter in the Fire Corps Strategic Planning process. The original plan was developed and instituted in December 2008 to provide direction over a three year period. The plan evaluated the existing condition of the team at that time and set operational and tactical priorities required for its future success. This plan builds off of the original document for continued future progression.

Planning is essential to continue efficiency and effectiveness. In order to produce a useful planning tool, an evaluation of the strengths and weaknesses of the current program is necessary. The end goal of the process is to produce a planning document that will guide the administration of the team for the next three years. The plan includes clear and measurable goals, objectives to accomplish these goals, and projected costs; including possible sources of revenue.

Updated: January 2013

Strategic Planning can be considered both a **science** and an **art**. The two parts must build interdependently upon each other for success. A successful process includes the three key components of:

- Strategy Formation
 - ✓ Goal (Vision)
 - ✓ Objectives to accomplish the goal

- Strategy Implementation
 - ✓ Initiate the project
 - ✓ Manage the project

- Evaluation of the end product

In order to successfully implement the process, key stakeholders must be involved. These stakeholders bring not only the expertise (science) but the experience and intuition (art) required to effectively plan for the future. In broad terms, the following players were identified:

- Those who are served...
- Those who serve...
- Those who have a vested interest in getting it right...

To accomplish the process, a SWOT (Strengths, Weakness, Opportunities, Threats) Analysis was conducted. This analysis began with the assessment utilized in 2008 to determine continued relevance, necessary adjustments or new issues of concern. The team then commenced to evaluate and develop methods to build on strengths, resolve weaknesses, exploit opportunities and develop systems to avoid potential threats. The over arching goal of this process was to build a strong, high quality and sustaining volunteer organization within the Hanover Park Fire Department that supports the mission and core values of the organization.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
Volunteers - A strong volunteer pool exists and recruitment opportunities are available.	Volunteer response - A small core group of Fire Corps members do the majority of incident responses.
Team Notification – The team is pager alerted (along with notification through the Emergen Paging System) by Du-Comm.	Box Cards – Due to the small number of core members doing incident response the risk of being over committed is a concern.
Good Public Relations and Reputation - The team is recognized as a leader in the provision of on-scene rehab services and enjoys a strong reputation with fire departments in the MABAS system and neighboring CERT and support organizations. The team is listed on a large number of area department’s box cards.	Weekly vehicle checks and stocking accuracy – Volunteer work teams are not all equally responsive and as conscientious as necessary when maintaining response vehicle readiness.
Training – Specific and measurable training opportunities exist.	Vehicle - Vehicle has limited capacities to transport personnel and equipment reliably. Rehab 374 is a 1995 McCoy Miller Mini-Mod Ambulance that has been refurbished to allow use as a rehab response unit and is rapidly nearing the end of its useful life span.
Diversity of work force - The team is diverse in age, race, gender, culture and professional skills.	Inclement weather response – Although improvements have been made the team is still deficient in equipment needed for cold, wet and windy weather conditions, including cold weather gear for Fire Corps members.
Dedication of team members - There is high energy and dedication among team members.	Training – Lack of full complement of team members regularly attending training.
Equipment – Available/continued funding exists to maintain and purchase equipment.	Lack of “acting team leader” position – Role confusion and non-clear lines of authority exist when the team is operating without one of the appointed team leaders.
Supplies – Systems for obtaining and stocking rehab supplies is effective and efficient.	Internal leadership within Fire Corps – Lack of formalized job description for team leaders.
Vehicle – The team has the ability to transport equipment and limited personnel to incidents and events.	

Strengths
Public Education – The team is able to assist with and is interested in the provision of public education.
Non-complacent – The team is continuing to evolve to better meet the needs and challenges of the department and MABAS.
Internal leadership within Fire Corps – Internal leadership within Fire Corps provides definitive and responsive leadership.
Acceptance – Proven professionalism has increased supported within organized labor workforces.

Weakness
Lack of a cellular phone for on-scene communications – The team has identified the need to have cellular communication available in the rehab division.
Volunteer Pool – Recruitment of new members through the Village’s CERT Training Program is not sufficient. Additional recruitment options need to be researched and developed.
Protocol for additional staffing call outs – No protocols exist to request additional and/or relieve Fire Corps members to respond past the initial alarm.
Short notice for non-emergency responses/public education requests – Earlier notice would likely enhance participation of volunteers.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities
Grant Funding – Seek out opportunities from multiple sources for possible funding and utilize Fire Corps members to process grant applications.
Leader in MABAS Rehab – Continue cooperative efforts between rehab groups and lead the establishment of joint operational policies and standards.
Recruitment – Solicit membership opportunities from area businesses and neighboring communities. Offer specified training to businesses willing to release their employees for emergency response purposes.
Training – Continue to develop and expand training opportunities for membership, including the use of programs at the National Fire Academy.
Research – Continue improvement of team performance through participation with national research agendas.
Marketing – Promoting the mission of Fire Corps to community and to private sector.

Threats
Volunteer retention and engagement – Failure to plan for member attrition and replacement including succession planning.
Funding – Availability and acceptance of grants, including line item funding through the Village’s budgetary process. Reimbursement of supplies used by mutual aid/auto aid departments during responses.
Known in area for service provided – Potential for over utilization.
Vehicle – Reliability and capacity of existing apparatus.
Dual role of some members with CERT – A draw on both entities when major incidents or events occur leaving both groups understaffed.

GOALS

1. Respond to 100% of dispatched calls.
2. Respond to 100% of all scheduled events.
3. Further develop the position of Team Leader within the ranks of Fire Corps.
4. Continue to be an ambassador for the development of rehab team partnerships.
5. Assist the department in the provision of community education with an “all hazards” approach.
6. Provide assistance during a public health, welfare or safety emergency.
7. Reduce team member skill attrition.
8. Replacement of Rehab 374.
9. Develop a recovery plan for the supplies used at mutual aid/auto aid incidents.
10. Enhance communication to team members using available Village technology.

GOAL BREAKDOWN:

Midpoint Review w/Outlined Next Steps

Goal & Objectives w/Status Statements	Next Steps
<p>1. Respond to 100% of dispatched calls.</p> <p>Objectives:</p> <ol style="list-style-type: none"> a. Develop a staff of 30 active Fire Corps members. <ul style="list-style-type: none"> – Not completed. More emphasis needs to be place on recruitment in order to maintain an active and strong volunteer member base. b. Develop a recruitment process designed to attract members from outside the Village limits of Hanover Park, specifically targeting Bartlett FPD, Carol Stream FPD and the Village of Streamwood. <ul style="list-style-type: none"> – This has not been started. Discussion continues as to whether or not this is a good option based on the response times of local volunteers. c. Develop a recruitment process within the Hanover Park business community. This recruitment would be designed to find employees who work within the Village, but who are not necessarily residents, and who would be available to be released from their work duties for emergency response purposes. <ul style="list-style-type: none"> – Not completed. 	<p>Develop and implement a recruitment plan.</p>

Goal & Objectives w/Status Statements	Next Steps
<p>d. Actively recruit new potential members.</p> <ul style="list-style-type: none"> - Enabling Objective -- Fire Corps specific open house during fire prevention week. ✓ Fire Corps activities have been rolled into the Department’s annual open house. Due to the costs associated with a singular event, it has been postponed for the foreseeable future. - Enabling Objective -- Utilize the Village Highlighter and e-blast system to publish information about Fire Corps including notices for recruitment. ✓ This has been done but yielded limited success. More focused attention is needed. 	
<p>2. Respond to 100% of all scheduled events.</p> <ul style="list-style-type: none"> - We have been successful with responding to all scheduled events. See narratives listed under the objectives in Goal 1 since they apply similarly here. <p>Objectives:</p> <ul style="list-style-type: none"> a. Develop a staff of 30 active Fire Corps members. b. Develop a recruitment process designed to attract members from outside the Village limits of Hanover Park, specifically targeting Bartlett FPD, Carol Stream FPD and the Village of Streamwood. c. Develop a recruitment process within the Hanover Park business community. This recruitment would be designed to find employees who work within the Village, but who are not necessarily residents, and who would be available to assist with scheduled events. d. Actively recruit new potential members. <ul style="list-style-type: none"> - Enabling Objective -- Fire Corps specific open house during fire prevention week. - Enabling Objective -- Utilize the Village Highlighter and e-blast system to publish information about Fire Corps including notices for recruitment. 	<p>Develop and implement a recruitment plan.</p>

Goal & Objectives w/Status Statements	Next Steps
<p>3. Further develop the position of Team Leader within the ranks of Fire Corps.</p> <p>Objectives:</p> <ul style="list-style-type: none"> a. Develop a job description for Team Leaders utilizing the established standards of the Village of Hanover Park. <ul style="list-style-type: none"> - Being developed b. Develop an employee appraisal system for appointed Team Leaders. <ul style="list-style-type: none"> - Being developed c. Continue Team Leader development through local, regional state and national training programs <ul style="list-style-type: none"> - Team leaders have attended training focused specifically on leading fire service volunteers. Classes were held at the National Fire Academy in Maryland. d. Begin a process of training future team leaders utilizing the department's succession planning program <ul style="list-style-type: none"> - In FY'13-14 two non-designated team leaders were also sent for training at the National Fire Academy. 	<p>Finalize development of Team Leader job description and evaluation criteria.</p> <p>Begin development of a formalized mentor program.</p>
<p>4. Continue to be an ambassador for the development of rehab team partnerships.</p> <p>Objectives:</p> <ul style="list-style-type: none"> a. Identify potential partners and work jointly to develop teams capable of providing rehab services. <ul style="list-style-type: none"> - In the past two years both the City of Elgin, in partnership with The Salvation Army, and the West Chicago Fire Protection District, in partnership with the City's Emergency Management Organization, have developed and implemented in-house rehab response teams. Chief Haigh has provided education to train members on the impact of heat stress and how to conduct appropriate rehab. Hanover Park continues to support and backup these teams. b. Develop systems of joint response between partner agencies to ensure 100% emergency response to incidents. <ul style="list-style-type: none"> - Hanover Park has not requested assistance 	<p>Develop relationships with area rehab teams and investigate the possibility of utilizing them for mutual aid response into the Village.</p>

Goal & Objectives w/Status Statements	Next Steps
<p>from any area rehab teams and instead “jumps” personnel from the Fire Station 1 ambulance whenever volunteer Fire Corps members are unavailable. This jump system is utilized for mutual aid responses of the rehab team. For in Village responses, the Fire Corps has either responded or the firefighters conducted “self-rehab.”</p> <p>c. Develop systems of joint response between partner agencies to provide additional personnel and resources for multi-level alarm incidents.</p> <p>– This has not been completed due to no other teams being available to assist Fire Corps at this time. Most of the neighboring communities that were in the process of establishing teams have delayed starting due to budget constraints.</p>	
<p>5. Assist the department in the provision of community education with an “all hazards” approach.</p> <p>Objectives:</p> <p>a. Work closely with the Training Division to determine educational needs of the community.</p> <p>– Not completed</p> <p>b. Work closely with the Fire Department Chaplain Program to identify needs within the community that Fire Corps would be able to assist with.</p> <p>– Not completed</p> <p>c. Provide public education to residents and businesses of Hanover Park focused on a topical standard of “all hazards” and realizing that this approach will change from time-to-time in order to meet the demands of the community.</p> <p>– Not completed</p>	<p>Begin working with the Public Education Coordinators to find areas in which Fire Corps members can assist.</p>
<p>6. Provide assistance during a public health, welfare or safety emergency.</p> <p>Objectives:</p> <p>a. Assist with Village functions/events and during natural disasters.</p> <p>– Has assisted with the Department’s annual Open House and provided staffing at Village happenings such as the recycling event and the annual Car Show.</p>	<p>Begin training members in emergency management tasks that would be associated with public safety and</p>

Goal & Objectives w/Status Statements	Next Steps
<p>b. Provide education/information to residents such as, but not limited to, boil orders, welfare checks, and other public safety and health issues.</p> <ul style="list-style-type: none"> - The team is ready and available to assist in this should an event occur. <p>c. Work closely with Village Social Worker to identify needs within the community that Fire Corps would be able to assist with.</p> <ul style="list-style-type: none"> - Not completed 	<p>health issues.</p>
<p>7. Reduce team member skill attrition.</p> <p>Objectives:</p> <p>a. Develop an annual refresher training course that focuses on the core skills of team members.</p> <ul style="list-style-type: none"> - Currently being developed. The Department is in the process of adding a third Team Leader to allow for greater diversification of responsibilities. One of the Team Leaders will be assigned as the Training Coordinator for the team with a high priority focused on this objective. <p>b. Annually budget for and submit applications to attend classes at the National Fire Academy, the Illinois Fire Service Institute and other identified trainings based on team member responsibilities.</p> <ul style="list-style-type: none"> - This has been done. We have sent multiple members to the academy with good results. 	<p>Complete the selection process and appoint a third Team Leader.</p>
<p>8. Replacement of Rehab 374.</p> <p>Objectives:</p> <p>a. Develop an apparatus committee to investigate design options and costs associated with the replacement of this unit.</p> <ul style="list-style-type: none"> - Chief Haigh worked with Marion Fire Equipment to create a preliminary design for a new unit including costs. <p>b. Continue to seek grant funding to replace this apparatus.</p> <ul style="list-style-type: none"> - A handout has been developed and produced detailing the rehab program and the need for funding. - A grant letter of support has been received by MABAS Division 12. 	<p>Spec and order a new rehab squad for delivery in 2014.</p>

Goal & Objectives w/Status Statements	Next Steps
<ul style="list-style-type: none"> - Village Lobbyist has the flier and letter. He is working on the Village's behalf to find funding or grant opportunities through the State of Illinois. c. Work in partnership with Fleet Maintenance and the Village Manager to find a funding solution that will allow replacement of the unit. <ul style="list-style-type: none"> - The Village FY'13-14 vehicle replacement fund has dollars slated for the purchase of a new unit. 	
<p>9. Develop a recovery plan for the supplies used at mutual aid/auto aid incidents.</p> <p>Objectives:</p> <ul style="list-style-type: none"> a. Develop a cost per item charge for all perishable supplies and begin tracking quantities used at non Hanover Park incidents. <ul style="list-style-type: none"> - Completed b. Conduct a cost analysis to determine the actual cost of responding to incidents outside Hanover Park. <ul style="list-style-type: none"> - Not completed c. Determine based on analysis whether it is best to seek donations from auto/mutual aid agencies, begin billing for rehab services or allow the Village to continue to cover expenses through grants and the municipal budget. <ul style="list-style-type: none"> - Mutual aid departments have been very good about resupplying resources used at incidents including funding in some cases through their spiller pay ordinances and technical rescue cost recovery ordinances. 	<p>Continue to monitor, but take no specific additional action in this area.</p>
<p>10. Enhance communication to team members using available Village technology.</p> <p>Objectives:</p> <ul style="list-style-type: none"> a. Begin utilizing e-mail as the primary communication tool to team members including the use of the Outlook Calendar System. <ul style="list-style-type: none"> - Completed b. Provide Use of the Village Portal System to all team members. <ul style="list-style-type: none"> - Not completed 	

IMPLEMENTATION SCHEDULE

First Quarter (May thru July)

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Submit ACHMM Grant for operational supplies and equipment. Not Funded in FY'11-12 ◇ Submit Sam's Club Grant for operational supplies. Grant is no longer available ◇ Spec and order new Rehab unit (if grant funding can be obtained). Unit is funded in FY'13-14 Village of Hanover Park budget. ◇ Develop and implement a system of tracking the cost associated with auto aid / mutual aid responses. ◇ Develop a formalized job description and evaluation tool for Fire Corps Team Leaders. Being developed 	<ul style="list-style-type: none"> ◇ Submit ACHMM Grant for operational supplies and equipment. Not Funded in FY'12-13 ◇ Submit Sam's Club Grant for operational supplies. Grant is no longer available 	<ul style="list-style-type: none"> ◇ Submit ACHMM Grant for operational supplies and equipment. ◇ Submit Sam's Club Grant for operational supplies. Grant is no longer available

Second Quarter (August thru October)

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Hold Fire Corps Open House and Recruitment Event Not Held, event rolled into FD annual open house ◇ Continue bi-annual joint training with Rehab partner agencies Provided basic level rehab training to area rehab teams. ◇ Submit IEMA Grant Grant no longer available <ul style="list-style-type: none"> ▪ Uniforms ▪ Marketing ▪ Staff O.T. Reimbursement 	<ul style="list-style-type: none"> ◇ Hold Fire Corps Open House and Recruitment Event Not Held, event rolled into FD annual Open House ◇ Continue bi-annual joint training with Rehab partner agencies Not completed ◇ Submit IEMA Grant Grant no longer available <ul style="list-style-type: none"> ▪ Uniforms ▪ Marketing ▪ Staff O.T. Reimbursement 	<ul style="list-style-type: none"> ◇ Hold Fire Corps Open House and Recruitment Event Not Held, event rolled into FD annual Open House ◇ Continue bi-annual joint training with Rehab partner agencies Not Completed ◇ Submit IEMA Grant Grant no longer available <ul style="list-style-type: none"> ▪ Uniforms ▪ Marketing ▪ Staff O.T. Reimbursement

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Begin usage of employee portal as well as scheduling through Microsoft Outlook®. Communication is done primarily through Outlook but the employee portal does not appear to be a good option. 	<ul style="list-style-type: none"> ◇ Evaluate Strategic Plan. Completed 	<ul style="list-style-type: none"> ◇ Submit training applications to the National Fire Academy. Completed ◇ Update Strategic Plan. Completed

Third Quarter (November thru January)

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Follow up with inactive Fire Corps members. Completed ◇ Work with Auto aid/ mutual aid agencies to address financial concerns associated with rehab response. Workable solution identified, continuing to monitor status. 	<ul style="list-style-type: none"> ◇ Conduct Basic CERT Training course including fire ground rehab module. Completed ◇ Follow up with inactive Fire Corps members. Completed 	<ul style="list-style-type: none"> ◇ Conduct Basic CERT Training course including fire ground rehab module. Grant funding for this program has been eliminated, therefore the joint FD/PD class will no longer be held. Options are currently being reviewed. ◇ PREPARE BUDGET Fiscal Year '14 - 15 ◇ Follow up with inactive Fire Corps members.

Fourth Quarter (February thru April)

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Continue bi-annual joint training. This is a duplication 	<ul style="list-style-type: none"> ◇ Continue bi-annual joint training with Rehab partner agencies. 	<ul style="list-style-type: none"> ◇ Continue bi-annual joint training with Rehab partner agencies. This is a duplication ◇ Submit training applications to the National Fire Academy. Complete

FISCAL YEAR FINANCIALS

FY' 11 – 12	COST
Replacement of Rehab 374 (Village's portion of AFG Grant)	20,000
Collapsible Garbage Cans	80
Folding Chairs	160
Rain Coats	200
GPS Unit	400
Supplies	3,300
Ruggedized Cellular Phone for Rehab 374	200
Automatic Blood Pressure Cuffs	2,200
Uniforms for New Members	750
Replacement Uniforms	1,000
Overtime Costs Associated with Program Management	2,700
Overtime Costs for Training New Members	1,080
Supplies & Books Needed to Conduct New Member Training	500
Training Costs for Existing Members	1,000
Appreciation Dinner	500
Cold Weather Gear—6 Sets	1,200
MDT	<u>6,000</u>
TOTAL	<u>\$41,270</u>
FY' 12 – 13	COST
Supplies	3,500
Uniforms for New members	750
Uniforms Replacement	500
Overtime Costs Associated with Program Management	2,900
Overtime Costs for Training New Members	1,100
Supplies & Books Needed to Conduct New Member Training	500
Training Costs for Existing Members	1,000
Appreciation Dinner	500
Cold Weather Gear—6 Sets	<u>1,200</u>
TOTAL	<u>\$11,950</u>

FY' 13 – 14	COST
Supplies	\$3,700
Uniforms for New Members (Budgeted)	750
Uniform Replacement (Budgeted)	500
Overtime Costs Associated with Program Management (Budgeted)	3,000
Overtime Costs for Training New Members (Budgeted)	1,200
Supplies & Books Needed to Conduct New Member Training	600
Training Costs for Existing Members (Budgeted)	1,000
Appreciation Dinner (Held)	500
Cold Weather Gear—6 Sets	<u>1,200</u>
TOTAL	<u>\$12,450</u>

CONCLUSION

The United States Fire Administration has established a goal of reducing firefighter line of duty deaths by 25 percent by the year 2010 and 50 percent by 2015. Actions taken to reduce line of duty deaths will also reduce firefighter injuries and illnesses. These preventative actions lessen the impact on firefighters, their families, their departments and communities as well as reduce the costs associated with workers compensation, disability pensions, and survivor/dependent benefits.

Each year 45 – 55 percent of all firefighter line-of-duty deaths are attributable to cardiovascular events. An additional 700 – 1,000 cardiovascular events occur that do not result in a fatality. Heat stress has been proven to be a large contributing factor to these events. Firefighters operating in protective equipment (turnout gear, haz mat suits, and water rescue suits) are especially susceptible to heat stress injuries. On-scene rehabilitation coupled with medical monitoring has been proven to reduce these effects.

Fire Corps' primary responsibility is to provide rehab. They serve the Hanover Park Fire Department and are an active part of the MABAS response system. Additionally, Fire Corps assists with the Village's public education programs which are designed to teach skills that reduce injuries, deaths and property damage from a variety of natural and man-made threats, including the threat of fire. Fire Corps has become an integral part of the Hanover Park Fire Department. The services they provide not only reduce the risk to firefighters but also to residents.

This strategic plan assisted in reviewing the current effectiveness of the Fire Corps program and will assist in building a sustaining program for the future.

Midpoint Update

**HUMAN RESOURCES
DEPARTMENT**



MISSION STATEMENT

THE MISSION OF THE HUMAN RESOURCES DEPARTMENT IS TO PROVIDE RESIDENTS WITH COST-EFFECTIVE AND RESPONSIVE SERVICES THROUGH PROPER SELECTION AND RETENTION OF QUALIFIED VILLAGE EMPLOYEES.

VISION

To be recognized by our community and employees as a department that administers excellent levels of service to all aspects of personnel services including:

- Recruitment and selection.
- Wage and benefit administration.
- Training and development.
- Risk Management.
- Labor and employee relations.
- Fair and consistent policy administration.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths

Customer Service Levels: The staff has worked diligently over the past year to change the perception of the department not being very helpful or available. HR staff has received feedback from numerous employees that they feel the Human Resources department has helped them with their concerns in a timely manner.

Breadth of Staff Knowledge: While we have a small staff, combined together the HR staff brings many years of municipal experience, private sector management and international business experience. This gives the staff the ability to “think outside the box” to program creation and problem solving.

Adaptability/Resourceful: The staff easily adapts to the changing demands of the Village with little or no notice by others. This past year has included changes in staff as well as addition of job duties. Each staff member has quickly embraced their new duties with a positive approach.

Fiscally Responsible: The Department continues to provide quality services and programs with a limited budget. This includes doing many of the duties/services in-house rather than hiring outside providers.

Sensitivity to Cultural and Diversity needs in the Workforce: The Department continually strives to provide excellent services while being aware of the diverse needs of the residents and employees. One of the HR staff (staff of three) is bilingual in Spanish (and Portuguese). This allows for communication with Spanish speaking residents regarding employment opportunities.

Weakness

Lack of Technology: The Department currently does not have an HRIS system or a document management system. Without those in place, many of the required reporting and processes are completed manually. This is time-consuming and labor intensive for staff. For example, some processes that are completed manually today are salary budgeting, timesheet processing, and payroll verification reporting.

Fiscal constraints: The overall cost to provide excellent benefits and employee programs is increasing annually at an uncontrolled rate. This coupled with a limited or decreasing revenue base, limits staff to exploring technology needs or improved programing.

Performance Management and Succession Planning Processes: The Village lacks a fully functioning performance management system. The current state is more task-oriented than performance driven. Additionally the Village does not have any succession planning process in place at any level outside of the Fire Department. This leaves the Village open to future risk as management reaches retiring age.

Lack of Staffing: The Human Resources Department is a staff of 3. HR benchmarking recommends staffing levels at the ratio of 1.26. Currently we are at 0.84. The HR Department is highly administrative (with lack of technology) which increases of understaffing needs. Technology could alleviate some under staffing concerns, but not completely.

Multiple Non-HR Focused Projects: The department has been involved in many projects which would typically not be in the HR scope. While the HR department is willing to assist where needed, at times this takes away our focus on HR initiatives and development.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths

Strong employee and labor management relations: The Department has strong labor management relations between collective bargaining organizations. Both management and labor are committed to maintaining open communication and the use of collaborative problem solving techniques.

Weakness

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities

Records Management Systems: Through improved technologies, an opportunity exists to streamline and make more efficient current records management processes.

IRMA: With the reorganization of all general liability and worker compensation being administered through the Human Resources Department, the department has a potential to have a cost improvement through effective management of all claims.

Training Facility: Once the police department moves into their new building, there is an opportunity to create a training room in the vacant police area. This would include equipment for classroom and on-line training abilities.

Threats

Health care reform: Still unknown is how the new health care reform bill will ultimately impact organizational requirements and increasing costs.

Economy: The economy has not rebounded as economist once predicted. Based on current conditions and the unknown future, employee turnover/retention and wages are unstable and need to be closely monitored.

GOALS

1. To upgrade and improve technology in the Human Resources Department.
2. Implement new Performance Management system and improve internal process.
3. Development of a comprehensive succession planning process and employee development training program.
4. Increase HR staff to four (4) by adding the position of Human Resources Administrative Support.
5. Decrease worker’s compensation frequency and dollars through improved claims management.

GOAL BREAKDOWN

Midpoint Review w/ Outlines Next Steps

Goals & Objectives with Status Statements	Next Steps
<p>1. To upgrade and improve technology in the Human Resources Department.</p> <p style="padding-left: 20px;">a. Objective – Once a determination has been made on the Village-wide ERP system, purchase a HRIS module with Village system.</p> <p style="padding-left: 40px;">– ERP has not been purchased. It is being proposed for purchase in FY’14 budget.</p> <p style="padding-left: 40px;">– Enabling Objective: Enter all data surrounding benefits cost and administration.</p> <p style="padding-left: 20px;">b. Objective – Purchase a document records management system.</p> <p style="padding-left: 40px;">– IT has purchased a document management system. HR staff is scheduled to be trained on system in the fourth quarter of FY’13. Once training is complete, staff will create a timeline for next steps.</p> <p style="padding-left: 40px;">– Enabling Objective: Merge all current data into the system including but not limited to personnel files, medical files, risk management documents, etc.</p> <p style="padding-left: 40px;">– Enabling Objective: Train and determine individual employee access.</p>	<p>Once the ERP is approved for purchase, staff will create plan for implementation of the HR module.</p> <p>Once training is complete on the document records management system, begin to scan and organize the documents.</p>

Goals & Objectives with Status Statements	Next Steps
<p>2. Implement new Performance Management system and improve internal process.</p> <p>a. Objective – Conduct performance review competency analysis for each position.</p> <ul style="list-style-type: none"> - Enabling Objective: Staff to determine Village’s Core Competencies aligning with the mission and vision. ✓ Completed. Held focus group in FY’12 to determine 7 core competencies for all general employees and 4 additional for supervisory staff. - Enabling Objective: Create performance reviews tied directly to the department’s goals and position competencies. ✓ Completed. Once competencies were agreed upon, one performance review was created for general employees and another for all supervisory employees. <p>b. Objective – Ensure performance metrics are valid and realistic through retraining of management staff.</p> <ul style="list-style-type: none"> - Ongoing. In FY’12 trained all supervisors in calibration of ratings. <p>c. Objective – Implement Self-Evaluation process in the performance review process.</p> <ul style="list-style-type: none"> - To be completed in FY’14. Fourth quarter of FY’13 all employees will be trained in accessing the performance management system to change over to a paperless process. 	<p>Create Self-Evaluation form and train all employees/supervisors on process before beginning of FY’15.</p>
<p>3. Development of a comprehensive succession planning process and employee development training program.</p> <ul style="list-style-type: none"> - Not started. With new Village Manager in place, HR staff will work with manager to establish process. 	<p>Create succession planning process in supervisory level positions. Once complete, identify gaps/needs in each department.</p>

Goals & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> a. Objective – Create a succession planning process initially identifying management level positions and additional level positions as process is solidified. b. Objective – Identify employees to engage in the career development process. c. Objective – Development of staff training facility <ul style="list-style-type: none"> – Enabling Objective: Identify mandatory training topics and general topics to implement in an on-line training system. – Enabling Objective: Create ongoing training programs focused on career development of the Village employees. 	
<ul style="list-style-type: none"> 4. Increase HR staff to four (4) by adding the position of Human Resources Administrative Support. <ul style="list-style-type: none"> a. Objective – Increase staffing capabilities to implement Human Resources initiatives through administrative support. Additionally continue to support non-HR projects as necessary. <ul style="list-style-type: none"> – A part-time administrative clerk as added in March of 2011. 	<p>Continue to monitor workload and needs.</p>
<ul style="list-style-type: none"> 5. Decrease worker’s compensation frequency and dollars through improved claims management. <ul style="list-style-type: none"> a. Objective – Continue to closely manage claims through IRMA, our risk management pool, to expedite closure of cases with the employee and employer’s best interest in mind. <ul style="list-style-type: none"> – Ongoing. Staff has significantly increased the close management of claims and decreased the cost to the Village when possible. 	

Goals & Objectives with Status Statements	Next Steps
<p>b. Objective – Conduct preventative training to employees based on claim history and IRMA recommendations.</p> <ul style="list-style-type: none"> – Ongoing. Based on claims history of FY'12, staff applied and received a grant from IRMA for back safety training. The training to be completed in fourth quarter FY'13. <p>c. Objective – Evaluate current risk management carrier effectiveness and responsiveness. Investigate additional options as necessary.</p> <ul style="list-style-type: none"> – Ongoing. 	

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Conduct Performance Review analysis. Completed ◇ Begin Succession Planning process for Administration level (Management Group A). Moved to FY'14. ◇ Conduct IRMA recommended Back Safety Training. To be completed fourth quarter of FY'13. ◇ Conduct BBP on-line training for Police and classroom training for Public Works. Moved to FY'14 ◇ Research Document Records Management System. Completed ◇ Train Supervisors in Performance Management Metrics. Completed ◇ Research on-line costs for training topics. Completed 	<ul style="list-style-type: none"> ◇ Recommendation to Village Board for approval (with IT support) for purchase of document records management system. Completed ◇ Analyze Performance Management Merit metrics. Ongoing ◇ Develop Training Facility. Moved to FY'14 ◇ Implement Document Records Management System. To be completed fourth quarter FY'13 ◇ Implement 2nd level of Succession Planning Process (Management Group B). Moved to FY'14 ◇ Determine On-line training schedule for ongoing topics. Moved to FY'14 due to training facility not completed. ◇ Evaluate IRMA's effectiveness and determine action plan based on results. Ongoing 	<ul style="list-style-type: none"> ◇ Implement self-evaluation process for Performance Management. ◇ Upon Board Approval, hire Full time Administrative Support. ◇ Upon ERP implementation, begin HRIS implementation. ◇ Implement 3rd level of Succession Planning Process (all other positions). ◇ Train all employees again on self-evaluation process in Performance Management.

Midpoint Update

**INFORMATION TECHNOLOGIES
DEPARTMENT**



MISSION STATEMENT

TO ASSESS ANY TECHNOLOGY THAT CAN BE UTILIZED BY ALL VILLAGE DEPARTMENTS TO EFFECTIVELY SHARE DATA, MEET GOVERNMENT REGULATIONS AND PROVIDE BETTER COMMUNICATIONS WITH RESIDENTS THROUGH ELECTRONIC MEANS.

GOALS

1. Provide quality service to all departments.
2. Enhance communication between citizens and staff.
3. Plan for future technology.
4. Enhance Village IT infrastructure.
5. Provide training and support on all equipment.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Strong Leadership: Provide a climate that motivates participation and opportunities for staff initiative. Encourage staff's involvement and ownership of projects and inspires creative ideas.</p>	<p>Antiquated AS/400: This system is over 10 years old and in need of replacement. Because of its age, our hardware maintenance continues to increase. Soon HTE will discontinue software enhancements and IBM already discontinued updates for this system.</p>
<p>Detailed Knowledge of Systems: IT is proficient in all aspects of network technology and possesses a wealth of information regarding the latest hardware and software trends.</p>	<p>Outdated Phone System: The phone system is over 10 years old and the manufacturer is not supporting it any more. IT cannot support the phone system in-house based on the age of equipment and the proprietary nature of the system. It is still running in a mixed environment with some digital and some analog phones still in use. Troubleshooting is done by an outside agency because of the age of the equipment.</p>
<p>Solid Technical Foundation: The IT Director has a strong technical background and has hands on experience. Examples of this include a complete rebuild of a network, new construction project, and installation of a new phone system.</p>	<p>Inefficient Network: There are multiple manufacturers involved and are not compatible with each other. They are also over 7 years old and should be updated to fit the business needs. The network is the foundation for every piece of equipment on it and must be capable of the overall demands users are seeking.</p>
<p>Total Village Awareness: Staff interacts with all departments and has a strong knowledge of internal operations. This allows the IT Staff to provide a global solution when looking at new software and hardware.</p>	<p>Training: Currently the village has no area designated as a training facility and does not have the necessary equipment for the IT Staff to hold training.</p>
<p>Teamwork: Personnel are involved in the decision making process and are able to provide feedback regarding the direction of the department. Staff is motivated and demonstrates enthusiasm while working toward a common goal.</p>	<p>Unsupported Hardware: Some of the equipment is no longer supported by the manufacturer. Our phone system, time clock, and performance evaluation software a just a few that are no longer supported. This makes it very difficult for the IT Staff to troubleshoot and fix problems.</p>
	<p>Substandard Wireless Equipment: The current wireless coverage is sporadic throughout the municipal buildings and the equipment being used is unacceptable. There is no way for the IT Staff to manage these devices which opens up the potential for unauthorized access to village data.</p>

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
	<p>Software Licensing: Purchasing the necessary software licensing has not been done in its entirety and thus the village has numerous versions installed on computers. The village is currently using Microsoft Office 2000, 2003, 2007 and 2010 on workstations.</p>
	<p>No Standardization: There are currently multiple software versions installed on numerous computers and there is no single standard in place. An example of this is Microsoft Office 2000, 2003, 2007 and 2010. This makes troubleshooting software related problems very difficult for the IT Staff.</p>

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities

Standardization: Hardware and software that is in need of replacement can be standardized for all departments.

New Infrastructure: With systems becoming unsupported by the manufacturer, staff will have an opportunity to purchase new hardware and software to accommodate current and future needs of the village as well as obtain additional features.

Establish a Reserve Fund: Technology is used by every department to allow them to provide the best service possible to our employees and residents. Setting up a reserve fund would assure that the necessary software and equipment upgrades are done on a periodic base allowing IT to sustain the best quality of services provided by departments.

Threats

Failing Systems: With systems pushing 10 years old, there is a realistic possibility that we will experience equipment failure. In a worst case scenario, staff could have major downtime resulting in degraded services provided by the village.

GOALS

1. Upgrade the primary Information Technology System allowing enhanced information processing and reporting and cross department communication.
2. Replace the Village-wide PBX phone system.
3. Update Operating and Office Software across all departments.

GOAL BREAKDOWN:

Midpoint Review w/Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
<ol style="list-style-type: none"> 1. Upgrade the primary Information Technology System allowing enhanced information processing and reporting and cross department communication. <ol style="list-style-type: none"> a. Objective – Standardize equipment for better performance. <ol style="list-style-type: none"> 1. Enabling Objective: Move to a four-year PC replacement program. ✓ On-going 2. Enabling Objective: Move to 3-year MDC replacement program. ✓ On-going b. Objective – Improve productivity with less downtime – Met objective c. Objective – Replace network switching – Met objective d. Objective – Replace routers – Met objective e. Objective – Replace the AS400 system – Work is underway to replace this system 	<p>Replace the AS400 and implement a new ERP System.</p>
<ol style="list-style-type: none"> 2. Replace the Village-wide PBX phone system. <ol style="list-style-type: none"> a. Objective – Standardization – Met objective b. Objective – Build-in redundancy – Met objective c. Objective – Ease of use – Met objective d. Objective – Ease of access for voice mail messages – Met objective e. Objective – Reliability – Met objective f. Objective – Ease of support – one vendor support – Met objective 	

Goal & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> g. Objective - Adds, Changes, Deletes internally controlled <ul style="list-style-type: none"> - Met objective h. Objective – Eliminate compatibility issues <ul style="list-style-type: none"> - Met objective 	
<ul style="list-style-type: none"> 3. Update Operating and Office Software across all departments. <ul style="list-style-type: none"> a. Objective – Standardization <ul style="list-style-type: none"> - On-going b. Objective – Minimize support <ul style="list-style-type: none"> - Met objective c. Objective – Ease of use <ul style="list-style-type: none"> - Met objective d. Objective – Reduce compatibility issues <ul style="list-style-type: none"> - On-going 	<p>Continue to keep systems up-to-date with latest software packages and revisions.</p>

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Replace network infrastructure. Completed ◇ Replace PBX phone system. Completed ◇ Replace 50 personal computers in various departments. Completed ◇ Replace 15 Mobile Data Computers assigned to police and fire departments. Completed ◇ Bring new Police Department building on-line. Completed ◇ Standardize all computers to Microsoft Office suite 2010. Completed ◇ Provide all employees with Village email. Completed ◇ Replace 50% of loaner laptops Completed ◇ Replace time keeping software for the Public Works Department. In final testing phase before Public Works is live on system. Expanded timekeeping to all administration to reduce paper and human error. ◇ Cable channel scheduling system Completed 	<ul style="list-style-type: none"> ◇ Replace 50 personal computers in various departments. On-going ◇ Replace 15 Mobile Data Computers assigned to police and fire departments. On-going ◇ Replace the HTE software and the AS400 hardware. Currently underway ◇ Standardize all computers to Microsoft Office suite 2010. Completed and looking into future updates of products as they become available 	<ul style="list-style-type: none"> ◇ Replace 50 personal computers in various departments. ◇ Replace 15 Mobile Data Computers assigned to police and fire departments.

Midpoint Update

POLICE DEPARTMENT



MISSION STATEMENT

THE MISSION OF THE HANOVER PARK POLICE DEPARTMENT IS TO PROVIDE QUALITY LAW ENFORCEMENT SERVICES, MAINTAIN AND IMPROVE COMMUNITY LIVABILITY BY WORKING WITH ALL CITIZENS TO PRESERVE LIFE, MAINTAIN HUMAN RIGHTS, PROTECT PROPERTY, AND PROMOTE INDIVIDUAL RESPONSIBILITY, COMMUNITY COMMITMENT AND INVOLVEMENT.

VISION

The Hanover Park Police Department will be an elite police agency based on its dedication to the safety and security of the people of Hanover Park through the use of innovative and proactive policing strategies.

This will be accomplished by fostering a partnership with the community while maintaining a commitment to national accreditation and the responsible management of the department's resources.

The department will combine the principles of intelligence-driven policing with a community policing approach as a cutting edge policing style to control crime. This will be achieved through the department's integrity, professionalism and commitment to our community and employees.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Staff meeting Format: This bi-weekly meeting is a comprehensive planning tool to allocate resources to problems in the Village using the principles of intelligence-driven policing.</p>	<p>A Gap in Experience: Recent analysis shows that 38% of our available police officers are at five years or less of service, and 60% have nine years of experience or less.</p>
<p>Level of Community Involvement: The Area Response Team initiative, Hanover Park Safe Home Program, Neighborhood Watch Program, Principals Lunch, Media Lunch, Cops Day Picnic, block parties, use of e-Alerts are all used to get information to the community and spur community involvement in partnership with the Police Department to resolve community problems.</p>	<p>High Rate of Turnover in Records Division: The Police Department continues to experience a high turnover rate in our full time records clerks as well as our part-time records clerks. Much of the feedback has indicated that this is due to a low rate of pay coupled with unattractive work hours.</p>
<p>Level of Training: The department utilizes a block training format whereby all re-certifications are conducted within the Police Department. The Village Board has been supportive by continuing to fund training to keep our Police Department well trained.</p>	<p>Outreach to the Spanish-speaking Community: The Police Department is striving to improve its communications with the Spanish-speaking community in order to improve the investigation of crime and improve the community.</p>
<p>Labor Management Relations: The department has a very good labor management relationship. The department has not had a grievance in the past six years.</p>	<p>Team Communication: The Department is striving to improve the communication between our Patrol teams. The teams work 12-hour shifts and, at times, communication can be difficult.</p>
<p>Department Command Staff Provides Strong Management and Leadership: Personnel are encouraged to bring forth ideas to improve department operation and service to residents.</p>	<p>Call Back Procedure: The Patrol officers work 12-hour shifts and the Department has experienced problems getting officers to respond to work when emergency circumstances arise. At times, the Department has had to resort to sending area police departments to the officer's residence to get them to come in to work.</p>
<p>Dedicated Employees: The Police Department personnel are very hard working, dedicated police officers and civilian staff who want to provide a high level of service to the residents. The Police Department recently altered its philosophy on policing and this was readily accepted by the officers and has been a great success so far this year.</p>	<p>Span of Control: On the night shift, a Sergeant is the watch commander. At times he may be responsible for up to 14 or 15 employees. If the Sergeant is off, an ATL is now responsible for that number of people.</p>
<p>Strong Village Board Support: The Police Department appreciates and enjoys strong support from the Village's Elected Officials.</p>	

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>CALEA Accredited Department: The Department recently passed its third reaccreditation for the CALEA process. Nationally, only 20% of departments this size are accredited.</p>	<p>INTENTIONALLY LEFT BLANK</p>
<p>Technologically Advanced Department: The Police Department is a very technologically advanced department utilizing technology to the fullest. Examples are MDC's with wireless cards in all of the vehicles; a paperless records management system where officers can complete reports in the squad, a computerized bar-coding evidence management system and the SharePoint system which enables officers to have all their resources available to them in the squad car. This technology is also used by our Crime Analyst to track and utilize intelligence-driven policing to suppress crime.</p>	
<p>Limited Employee Turnover: The Department enjoys limited employee turnover within full time ranks.</p>	
<p>Code Enforcement Unit: The Code Enforcement Unit is under the Police Department's command. The Code Enforcement Unit plays an important role in our overall strategy for the Police Department. The proactive approach has been very successful in bringing substandard properties in to compliance with Village rules and regulations, as well as safeguarding residential property values.</p>	
<p>Membership in Area Task Forces: The Police Department belongs to and enjoys the use of several different area task forces to help solve a serious crime. At a moment's notice, the Police Department can have a large range of resources, being manpower and equipment, to help solve crime. Many crimes would be very difficult to solve and extremely labor and cost intensive if we were not part of these task forces.</p>	
<p>Part I Crime Rate: The Department has experienced historic lows in Part I Crime rate over the past six years.</p>	

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities	Threats
<p>New Police Building: The Village is building a new police facility that will enhance evidence capabilities, firearms training, investigative ability and community outreach. The training room will allow enhanced training opportunities through NEMRT for cost savings and increasing the number of officers to be trained at one time.</p>	<p>Gang Violence: The presence of gang violence in town is a constant threat to the perception of how safe it is in the Village.</p>
<p>ART Program: The ART Program will allow the department to reach out to the Spanish-speaking community to increase crime reporting, awareness and criminal intelligence gathering.</p>	<p>Unstable Economy: The unstable economy presents a threat to the Police Department budget, which can affect how well the police department can respond to crime and to the community.</p>
<p>Red Light Camera Program Expansion: The Police Department has currently identified three additional locations for red light cameras. A board policy decision will be needed regarding the expansion of the program.</p>	<p>Red Light Camera Opposition: Opposition to the Red Light Camera programs could result in losing or minimizing Red Light Camera technology being used in the Village.</p>

GOALS

1. Maintain and enhance public safety.
2. Strengthen community involvement and participation.
3. Support and enhance staff training and service capability.

GOAL BREAKDOWN

Midpoint Review w/ Outlines Next Steps

Goals & Objectives with Status Statements	Next Steps
<p>1. Maintain and enhance public safety.</p> <ol style="list-style-type: none"> a. Objective – Maintain a five-year Part I Crime average. <ul style="list-style-type: none"> – Completed and exceeded. – PD meets every two weeks to analyze and deploy resources based on crime statistics and intelligence. Lowest Crime rate in History of PD, beating 2011. – In calendar 2012 (FY13), PD was awarded the national IACP/CISCO Community Policing Award as a finalist. – PD had the third straight year of lowest Part 1 crime rate in calendar 2012 (FY13). b. Objective – Implement a computerized pawn shop program. <ul style="list-style-type: none"> – Completed. – Passed ordinance 5/5/11 requiring use of Leads Online. – Programs success was highlighted at DuPage Mayors and Managers meeting. c. Objective – Enhance the Red Light Camera program. <ul style="list-style-type: none"> – Not completed. – County and IDOT restrictions have slowed this process and are pending. d. Objective – Maintain a intelligence-driven police strategy for controlling crime. <ul style="list-style-type: none"> – Completed. 	<p>Waiting for IDOT to complete intersection reconfiguration at Irving Park and Barrington. County Farm/Army Trail and County Farm/Schick are controlled by DuPage County and we are not authorized by them to proceed.</p>

Goals & Objectives with Status Statements	Next Steps
<p>e. Objective – Implement Patrol Strike Force Team</p> <ul style="list-style-type: none"> – Completed. – This Objective was renamed as Power Shift and is in the second year. A one year review found it very successful. – In May 2012 (FY13) PD implemented the Power Shift to assist during peak call times, hot spots and backup ART areas. – Calendar 2013 will be the second year this program and is used help target criminal hot spots. 	
<p>2. Strengthen community involvement and participation.</p> <p>a. Objective – Continue to develop and enhance the Area Response Team initiative.</p> <ul style="list-style-type: none"> – Completed and exceeded. – PD held a Hispanic ART meeting on 10/17/12. Flyers distributed at Hispanic businesses, St. Ansgar Church and schools. – PD met extensively with St. Ansgar Church leadership to facilitate the Mexican Independence Day Parade and Festival they were hosting. <p>b. Objective – Add a Strategic Enforcement and Prevention Officer.</p> <ul style="list-style-type: none"> – Completed. – SEP Officer was hired and trained in August 2011. <p>c. Objective – Train citizens in the Community Emergency Response Team (CERT) program</p> <ul style="list-style-type: none"> – Completed CERT training conducted. – PD has submitted the grant and is pending. – PD has submitted a secondary grant for community resiliency which incorporates CERT training. 	<p>Evaluate the success of the PACC program and increase participation in the Spanish speaking ART meetings.</p> <p>Grant funding has been cut for FY14 budget. PD has applied for a new CERT type grant with a new community focus.</p>
<p>3. Support and enhance staff training and service capability.</p> <p>a. Objective – New Police facility</p> <ul style="list-style-type: none"> – Completed. – Final Construction completed and Grand Opening held February 2012. 	<p>PD is continuing to work with area schools to drill in the schools.</p>

Goals & Objectives with Status Statements	Next Steps
<ul style="list-style-type: none"> - PD revised the electronic access system to the jail to make entry more quicker and more efficient. - Met with FD to establish a protocol to respond to medical emergencies in the jail. - Modified egress from the garage. - Manpower efficiency changes were made and the building layout and functionality made changes easy. <p>b. Objective – Enhance the Police Department response capability training.</p> <ul style="list-style-type: none"> - Completed and Ongoing. - No grant money is available to conduct this expensive training. - FY14 budget dollars will be utilized to conduct this important training. <p>c. Objective – Enhance the Department’s emergency response capability by applying for appropriations grant to obtain an Incident Command Vehicle</p> <ul style="list-style-type: none"> - Completed but not successful- PD has applied for grants regarding this objective however have not been successful in getting grant funding from any state or federal. - This grant is no longer available. - This grant was submitted and was not approved. - The PD received a HumVee from the LESO Program and can be utilized as an all purpose vehicle. 	

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Draft and pass an ordinance enabling the computer pawn shop program and implement program as soon as the ordinance is passed. Completed ◇ Use crime statistics and hot spot policing to deploy resources in an effort to control Part I Crime. Completed ◇ Evaluate the Red Light Camera at Lake and Barrington to date. Completed ◇ Develop a plan to improve communication and involvement with the Hispanic community through the ART program. Completed and On-going ◇ Attend community events focusing on outreach on the Hispanic community ◇ Completed and On-going ◇ Hire and train the Strategic Enforcement and Prevention Officer. Completed ◇ Apply for the State IEMA grant in order to pay for overtime and training for our CERT training program. Completed ◇ Complete construction and transition to the new Police building. Completed 	<ul style="list-style-type: none"> ◇ Analyze and evaluate the effectiveness of the computer pawn shop. Completed ◇ Use crime statistics and hot spot policing to deploy resources in an effort to control Part I Crime. Completed ◇ Expand two additional intersections within the Village for the Red Light Camera program. Not Completed ◇ Identify the leadership in the Hispanic community and schedule a meeting with the group. On-going ◇ Submit the IEMA CERT training grant application. Completed and Ongoing ◇ Implement Patrol Strike Force Team to be deployed in hot spots. Completed and Ongoing ◇ Examine and analyze the functionality of the new building in an effort to make improvement. Completed ◇ Submit rapid deployment grant to pay for operational costs and supplies to deploy rapid deployment training in an area school. Completed and On-going 	<ul style="list-style-type: none"> ◇ Identify alternative funding sources for the computerized pawn shop program. ◇ Use crime statistics and hot spot policing to deploy resources in an effort to control Part I Crime. ◇ Conduct a three-year analysis of all the Red Light Cameras in the Village and their effectiveness. ◇ The third year begin planning for Police Station #2. ◇ Submit rapid deployment grant to pay for operational costs and supplies to deploy rapid deployment training in an area school. ◇ Submit IEMA CERT training grant application. ◇ Evaluate Patrol Strike Force Team function and identify opportunities for improvement. ◇ Conduct a joint rapid deployment training session with a neighboring department. ◇ Evaluate communication with Hispanic community. ◇ Evaluate the success in manpower allocation of the Strategic Enforcement and Prevention Officer.

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<p>◇ Submit application for rapid deployment grant to pay for operational costs and supplies to deploy rapid deployment training in an area school.</p> <p>Completed and On-going</p>	<p>◇ Conduct a rapid deployment training exercise at a local business.</p> <p>Not Completed</p> <p>◇ Submit grant application to obtain an incident command vehicle to be used for major incidents and community events.</p> <p>Not Completed</p>	<p>◇</p>

Midpoint Update

**PUBLIC WORKS DEPARTMENT
ENGINEERING DEPARTMENT**



MISSION STATEMENT

OUR MISSION IS TO PROMOTE A HIGH QUALITY OF LIFE FOR RESIDENTS BY MAINTAINING THE VILLAGE'S INFRASTRUCTURE THROUGH RESPONSIVE, EFFICIENT AND EFFECTIVE DELIVERY OF SERVICE, AND TO ECONOMICALLY AND PROFESSIONALLY MAINTAIN OUR PUBLIC BUILDINGS AND FLEET OF VEHICLES TO INSURE THE SAFETY OF THE CITIZENS AND EMPLOYEES OF HANOVER PARK.

VISION

- Maintain an exceptionally qualified and well-trained Public Works Department.
- Provide prompt and efficient service to residents, and identify and make enhancements where deficient.
- Protect public health and safety through systematic preventative maintenance.
- To professionally and efficiently manage facilities, equipment and services through proper, effective and environmentally sound practices.

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths	Weakness
<p>Ability to respond to a variety of emergencies in a timely and professional manner: Public Works crews can respond to flooding, storms or other emergencies in a quick, professional manner.</p>	<p>Understaffed: Most Public Works Departments are at minimum staffing.</p>
<p>Low cost operation: Public Works has one of the lower employees per 1,000 capita in the northwest suburbs.</p>	<p>Hard to schedule work – always being pulled in multiple directions: Due to minimum staffing, urgent work usually requires delaying other work.</p>
<p>Plan ahead for capital improvements/repairs: Management staff is able to adequately forecast future capital needs.</p>	<p>Labor issues: Union contract, at times, limits abilities to perform work.</p>
<p>Condition of infrastructure: Staff is able to keep the infrastructure maintained at a high level of reliability.</p>	<p>Lack of funding for capital items: Level of funding has resulted in delay of projects and increased maintenance costs.</p>
<p>Preventative maintenance of storm/sanitary sewers: The annual televising and vacuuming/flushing programs have reduced flooding and sewer backups.</p>	<p>Aging infrastructure: Age of infrastructure, at times, leads to higher maintenance costs and emergency repairs.</p>
<p>Snow and ice control operations: The Public Works Department has a very efficient, cutting edge, snow removal operation including our anti-icing program.</p>	<p>Undersized facility (storage/Fleet Services/vehicle parking/training room/lunch room): Vehicles are left outside, exposed to the elements. Additionally, large equipment can only be worked on outside or in storage garages.</p>
<p>Keeping abreast on IEPA regulations: Water and Wastewater Supervisors keep the Village compliant with the current regulations.</p>	<p>Aging work force: Age of workforce has resulted in the inability to perform some work and increased time off due to benefit time use.</p>
<p>Long term, experienced management staff: Management staff has an average of 26 years with the Village.</p>	<p>Aesthetics of Fleet: Fleet has several striping packages and corrosion.</p>
<p>Inter-Department and Inter-Village cooperation: The different divisions of Public Works regularly share manpower and equipment, and work well with the Police and Fire Departments.</p>	
<p>Fleet: The fleet is maintained at a high, reliable level of service.</p>	

SWOT: Strengths, Weaknesses, Opportunities, Threats

Opportunities	Threats
<p>IT/Technology increasing efficiencies: Emerging technologies can only increase efficiency of the Department.</p>	<p>Continual shrinking financial base/financing/manpower: As funding decreases, Public Works will continue to lose manpower and funds to maintain equipment.</p>
<p>Insourcing Fleet Services: Expertise of mechanics may allow us to assume more responsibilities.</p>	<p>Environmental regulations: Government regulations will continue to adversely affect operations and increase costs.</p>
<p>Privatization: Snowplowing and landscaping contractors have allowed Public Works to keep staff small and reduce equipment needs.</p>	<p>Aging infrastructure: Some of the Village infrastructure is approaching 50 years of age and will require more maintenance and replacement.</p>
<p>Cooperative/Mutual Aid Agreements: Public Works has access to unlimited equipment and manpower due to our Mutual Aid Agreements.</p>	<p>Always on verge of failure (manpower): Being short staffed in most departments, management believes we are only one step above not being able to complete a task.</p>
<p>Financial Savings through LED: Reduce energy usage through continued use of LED technology for street lighting.</p>	<p>Privatization: As revenue decreases, there will be more of a push to privatize services, which will eliminate manpower.</p>
<p>Regional Bike path routes: The Village supports regional multi-use trail plans and constructed a new trail in 2010. Additional multi-use trails may be developed to connect existing recreation areas and provide a safe means of transportation for cyclists.</p>	<p>Street Condition: Concrete streets are deteriorating and are in need of repair.</p>
<p>Motor Fuel Tax: Increased MFT allocations from the State over the next several years.</p>	

GOALS

1. Enhance the overall appearance of the Village through aesthetic improvements.
2. Preserve the long-term viability of the Village's transportation system.
3. Maintain Village infrastructure.
4. Enhance/Improve multifamily residential areas in the Village through the use of special service area funding.
5. Reduce property damage due to flooding throughout the Village.
6. Management staff succession planning.
7. Review of inter-department cooperation.
8. Public Works facility review.
9. Public Works staffing review.
10. In-sourcing of Village Fleet services.
11. Public Works Mutual Aid training.
12. Fleet evaluation.

GOAL BREAKDOWN:

Midpoint Review w/Outlined Next Steps

Goal & Objectives with Status Statements	Next Steps
1. Enhance the overall appearance of the Village through aesthetic improvements. <ol style="list-style-type: none"> a. Continue the annual arterial fence program along the major transportation corridors within the Village. <ul style="list-style-type: none"> – Program has continued each year with FY'14/15 being the final years of the program. b. Continue to work with IDOT on all capital improvements to provide traffic signal and street light painting as well as landscape improvements on the state highway system. <ul style="list-style-type: none"> – Painted streetlights have been placed along Irving Park Road at Barrington Road. Working with IDOT on US 20 from Ontarioville Road to Bartels. 	<p>Evaluate if any additional sections need to be replaced and evaluate replacement of existing fences.</p> <p>Investigate IDOT taking control of Walnut/ Barrington traffic signals.</p>

Goal & Objectives with Status Statements	Next Steps
<p>2. Preserve the long-term viability of the Village's transportation system.</p> <ul style="list-style-type: none"> a. Continue the annual street resurfacing program at a funding level of approximately \$600,000 per year. <ul style="list-style-type: none"> – Funding has increased to \$900,000 in FY'13, and \$950,000 in FY'14. b. Provide for the total reconstruction of Iris Avenue and Flower Court. <ul style="list-style-type: none"> – Completed in FY'12. c. Continue the concrete street reconstruction program as MFT or grant funding allows. <ul style="list-style-type: none"> – Gladiola replaced in FY'13. d. Oversee the annual contracts for sidewalk and curb and gutter removal and replacement programs as well as the crack the crack filling program. <ul style="list-style-type: none"> – Program has been completed each year. e. Explore funding for additional local bike paths and support both councils of government regarding regional bike path planning. <ul style="list-style-type: none"> – Staff has created a revised bike path plan which will be discussed in March 2013. 	<p>Continue to investigate options to extend our funding, along with Federal and State funding options.</p> <p>Develop a new bike route planning map.</p>
<p>3. Maintain Village infrastructure.</p> <ul style="list-style-type: none"> a. Provide Engineering and project administration for annual sanitary sewer improvements. <ul style="list-style-type: none"> – Lining program has been completed annually at a funding level of \$100,000. FY'13 project replaced a section along Walnut. b. Provide Engineering and project administration for water system improvements. <ul style="list-style-type: none"> – Program has been completed each year at a level of \$500,000. c. Coordinate all activities related to the replacement of the Longmeadow Bridge over the West Branch of the DuPage River. <ul style="list-style-type: none"> – Project has been designed and is waiting for IDOT to release the contract. 	<p>Evaluate condition of Village infrastructure and develop a long-term maintenance/replacement program, along with funding sources.</p>

Goal & Objectives with Status Statements	Next Steps
<p>4. Enhance/Improve multifamily residential areas in the Village through the use of special service area funding.</p> <ul style="list-style-type: none"> a. Administer a contract for enhancing the pedestrian sidewalk network within the common areas of the Tanglewood development. <ul style="list-style-type: none"> – Project completed in fall of 2012. c. Evaluate on-street parking options in the Tanglewood multifamily area. <ul style="list-style-type: none"> – Project was developed showing location where parking could be located; project was rejected by the HOA. d. Provide solid waste disposal for the Hanover Square development. <ul style="list-style-type: none"> – Their existing contract is not up for renewal at this time. 	<p>Work with the associations to use the available funds for improvements.</p>
<p>5. Reduce property damage due to flooding throughout the Village.</p> <ul style="list-style-type: none"> a. Continue the depressed driveway program at a level to accommodate 10-15 property owners annually. <ul style="list-style-type: none"> – Program is completed and funding not requested in FY'14. b. Provide resident assistance for rear yard drainage complaints to affected residents. <ul style="list-style-type: none"> – Engineering staff provides this on an as requested basis. 	<p>Continue our aggressive maintenance program and seek other sources for improvements.</p>
<p>6. Management staff succession planning.</p> <ul style="list-style-type: none"> a. Objective – Review current supervisor job descriptions and requirements. <ul style="list-style-type: none"> – Completed b. Objective – Evaluate current employee qualifications and identify those individuals who show potential. <ul style="list-style-type: none"> – Employees have been identified from each division. d. Objective – Research training opportunities for potential employees. <ul style="list-style-type: none"> – Training scheduled is being developed in March 2013. e. Objective – Set up a training schedule for potential employees. <ul style="list-style-type: none"> – To be completed in March 2013. 	<p>Identify and begin to train staff for succession planning, including supervision and planning courses.</p>

Goal & Objectives with Status Statements	Next Steps
<p>7. Review of inter-department cooperation.</p> <ul style="list-style-type: none"> a. Objective – Review current operations and evaluate where each could benefit by inter-department cooperation. b. Objective – Meet with other departments to evaluate opportunities. c. Objective – Develop policies for program. d. Objective – Conduct training. 	<p>Identify areas where this can take place and begin to develop a time line.</p>
<p>8. Public Works facility review.</p> <ul style="list-style-type: none"> a. Objective – Each supervisor to review current space and develop a list of space needs. – No work has been completed to date. b. Objective – Compile each supervisors list and create conceptual drawing. – No work has been completed to date. c. Objective – Present findings to Village Manager. d. Objective – Request funds for planning and construction. 	<p>Complete review and needs assessment.</p>
<p>9. Public Works staffing review.</p> <ul style="list-style-type: none"> a. Objective – Each supervisor should review current operations and evaluate their staffing levels. – Completed on an annual basis. b. Objective – Public Works Director to review local or national standards for Public Works operations and compare Village to them. c. Objective – Evaluate whether a consultant should be hired to review operations, or conduct in house. d. Objective – Schedule recommended changes. 	<p>Work with supervisors to review staff about current and future needs.</p>
<p>10. In-sourcing of Village Fleet services.</p> <ul style="list-style-type: none"> a. Objective – Review current Fleet operations to evaluate whether this concept is feasible. – Initial internal discussion has been held, still evaluating whether concept is feasible. b. Objective – Review of area agencies which may benefit by such a partnership. – If program moves forward, several agencies have been identified. c. Objective – Negotiate agreement. 	<p>Currently reviewing available time and how a program would be administered.</p>

Goal & Objectives with Status Statements	Next Steps
<p>11. Public Works Mutual Aid training.</p> <ul style="list-style-type: none"> a. Objective – Evaluate existing Mutual Aid agreements and review our requirements. <ul style="list-style-type: none"> – Village is active member of IPWMAN. b. Objective – Select several employees who would be our main workers we would send on Mutual Aid call outs. <ul style="list-style-type: none"> – Workers have been identified. c. Objective – Train these employees in what will be expected of them. <ul style="list-style-type: none"> – Employees have been trained. e. Objective – Train supervisors of their duties should we be required to request a call out. <ul style="list-style-type: none"> – This will be completed in FY'14. 	<p>Next step is to complete an in-house exercise.</p>
<p>12. Fleet evaluation.</p> <ul style="list-style-type: none"> a. Objective – Evaluate each department in the Village on vehicle needs. <ul style="list-style-type: none"> – Annual review is completed each budget year, but a comprehensive review has not been completed. 	<p>Review with each department current and future fleet needs.</p>

IMPLEMENTATION SCHEDULE

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
◇ Obtain budget funding to continue the arterial fence program. Completed	◇ Obtain budget funding to continue the arterial fence program. Completed	◇ Obtain budget funding to continue the arterial fence program. Funding has been requested.
◇ Obtain budget funding at approximately \$600,000 for annual street resurfacing. Completed	◇ Obtain budget funding at approximately \$600,000 for annual street resurfacing. Completed at \$900,000	◇ Obtain budget funding at approximately \$600,000 for annual street resurfacing. \$950,000 has been requested.
◇ Reconstruct Iris Avenue and Flower Court Completed	◇ Budget for continuation of the depressed driveway program. Completed	◇ Budget for continuation of the depressed driveway program. Staff is recommending program be ended.
◇ Coordinate activities related to Longmeadow Bridge replacement. FY 14 project	◇ Evaluate MFT and grant options to fund concrete street replacement. FY'14 program	◇ Evaluate MFT and grant options to fund concrete street replacement.
◇ Budget for continuation of the depressed driveway program. Completed	◇ Explore funding options for bike path expansion. Completed, village needs to identify priorities.	◇ Explore funding options for bike path expansion.
◇ Explore funding options for bike path expansion. Not completed, Village needs to develop a plan first.	◇ Research training opportunities for potential employees. Spring 2013	◇ Set up a training schedule for potential employees.
◇ Review current supervisor job descriptions and requirements. Completed	◇ Set up a training schedule for potential employees. Spring 2013	◇ Conduct training.
◇ Evaluate current employee qualifications and identify those individuals who show potential. Completed	◇ Develop policies for program. FY'14	◇ Request funds for planning and construction.
◇ Review current operations and evaluate where each could benefit by inter-department cooperation. Still needs to be conducted.	◇ Conduct training. FY'14	◇ Each supervisor should review current operations and evaluate their staffing levels.
◇ Meet with other departments to evaluate opportunities. Still needs to be conducted.	◇ Present findings to Village Manager. FY'14	◇ Evaluate whether a consultant should be hired to review operations, or conduct in house.

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Each supervisor to review current space and develop a list of space needs. Moved to FY'14 ◇ Compile each supervisors list and create conceptual drawing. Moved to FY'14 ◇ Each supervisor should review current operations and evaluate their staffing levels. Completed during each budget process. ◇ Evaluate existing Mutual Aid agreements and review our requirements. Completed Village is member of IPWMAN. ◇ Select several employees who would be our main workers we would send on Mutual Aid call outs. Completed ◇ Train these employees in what will be expected of them. Completed ◇ Train supervisors of their duties should we be required to request a call out. FY'14 project ◇ Evaluate each department in the Village on vehicle needs. Completed during budget process. Overall evaluation during FY 14. ◇ Review those needs versus current fleet and type of vehicle. FY'14 	<ul style="list-style-type: none"> ◇ Each supervisor should review current operations and evaluate their staffing levels. Completed at budget time, a full study will be completed in FY 14 ◇ Public Works Director to review local or national standards for Public Works operations and compare Village to them. FY'14 ◇ Evaluate whether a consultant should be hired to review operations, or conduct in house. FY'14 ◇ Review current Fleet operations to evaluate whether this concept is feasible. FY'14 ◇ Review of area agencies which may benefit by such a partnership. A few agencies have been identified. ◇ Negotiate agreement. FY'14 if feasible. ◇ Select several employees who would be our main workers we would send on Mutual Aid call outs. Completed ◇ Train these employees in what will be expected of them. Completed ◇ Train supervisors of their duties should we be required to request a call out. FY'14 	<ul style="list-style-type: none"> ◇ Schedule recommended changes. ◇ Review of area agencies which may benefit by such a partnership. ◇ Negotiate agreement. ◇ Train these employees in what will be expected of them. ◇ Train supervisors of their duties should we be required to request a call out. FY 14 ◇ Evaluate each department in the Village on vehicle needs. ◇ Review those needs versus current fleet and type of vehicle. ◇ Evaluate options for vehicles for fuel economy.

FY' 11 – 12	FY' 12 – 13	FY' 13 – 14
<ul style="list-style-type: none"> ◇ Evaluate options for vehicles for fuel economy. Evaluated with each purchase. Village Wide policy not developed. ◇ Schedule purchases if required. 	<ul style="list-style-type: none"> ◇ Evaluate each department in the Village on vehicle needs. FY'14 review will be completed. ◇ Review those needs versus current fleet and type of vehicle. FY'14 ◇ Evaluate options for vehicles for fuel economy. Ongoing ◇ Schedule purchases if required. 	<ul style="list-style-type: none"> ◇ Schedule purchases if required.



TO: Village President and Board of Trustees

FROM: Juliana Maller, Village Manager
Katie Bowman, Village Planner

SUBJECT: Sale of Village-Owned Property & Economic Incentives

ACTION

REQUESTED: Approval Concurrence Discussion Information

MEETING DATE: May 16, 2013 – Board Workshop

Executive Summary

Discussion of policy and procedures related to the sale of Village-owned property and economic incentive agreements.

Discussion

Staff would like to touch base with the Village Board on the general procedures related to the sale of Village-owned property and economic incentive agreements. Inquiries and discussions related to new businesses and developments have increased and Staff continues to strategically promote Village-owned properties and economic incentives in meetings and at International Council of Shopping Centers (ICSC) events.

Sale of Village-Owned Property

Staff follows a basic procedure when discussing the sale of Village owned commercial property with private parties. However, this procedure may vary on a case-by-case basis based upon a variety of factors, including the goals for the property, proposed development, and seriousness of the inquiry (see Exhibit 1). Additionally, as outlined by the Village Attorney, there are formal procedures that must be followed related to such sale (see Exhibit 3).

In general, the process includes the following:

- Business or developer expresses interest in a Village-owned property
- Staff meets with the interested party to discuss criteria, ground rules, and process
- Business or developer submits proposal for development of the property
 - This proposal may include such information as the type of business/development, purchase price, timeframe, and request for TIF or other economic assistance
- Staff reviews and comments on the proposal (with the assistance of a consultant as needed). Village administrative policies on sale of Village-owned property and use of economic development incentives guides staff in this review.

4.b.

- Staff works with business or developer to draft a Redevelopment Agreement if TIF or other incentives are being considered
- Proposal, Redevelopment Agreement, and Staff comments are forwarded to the Village Board for review
- Notice of sale of Village-owned property is given as required, including notice of call for alternative proposals in a local newspaper
 - Proposals are considered if received. If not, proceed with sale
- Village Board acts on the proposal, authorizing sale and agreements
- Final approval of the development will be given after all required development approvals (planned unit development, special use, variances, etc.) are granted

Considerations taken when discussing the use and sale of Village-owned property are somewhat different than that of the typical privately owned property. High priority is given to public benefit in addition to price. Unless otherwise directed by the Board, the goal for the sale of Village owned properties is typically to ensure beneficial development that:

- Is in keeping with zoning regulations and development goals for the area
- Improves physical elements of property, creating quality new construction, restoring existing construction, or correcting physical deficiencies onsite
- Creates a public benefit, providing a beneficial service to the community and/or revenue to the Village
- Is at a price that is deemed reasonable given the current commercial market and public benefits provided

Currently, the Village owns a number of commercially zoned properties:

1. 1311 Irving Park Road (former Corfu Restaurant)
2. 1 E Irving Park Road (behind LA Tan (former Dunkin Donuts & Susana Beverages)
3. 6794 Barrington Road (former Shires Restaurant)
4. Vacant lot on Walnut, west of Barrington (obtained with Shires property)
5. 6602-6774 Barrington Road (Hanover Square Shopping Center)
6. 2018 Lake Street (next to former Lakewood Restaurant, west of Claremont facility)
7. 2144 & 2152 Lake Street (storage building across from Village Hall)

Staff will highlight goals and activity related to several properties (see Exhibit 4 for locations).

Economic Development Incentives

In order to improve the Village's economic base, the Village Board may offer economic development incentives for business and property development. While incentives are not the only tool in the economic development toolbox, they are an important part of many business discussions. As resources are limited, economic incentives are discussed with potential businesses and developers in a strategic manner (see Exhibit 2).

All economic development incentives are evaluated on a case-by-case basis. In order to be considered for an incentive, the business is expected to show that the incentive will result in benefits for the Village and that it is needed, more specifically:

- That there is a demonstrable quantitative and qualitative return on the Village’s investment to be realized during a reasonable period of time after granting of the incentive (such as through projected TIF, sales tax, or other revenues).
- That the Village’s participation in the incentive agreement is necessary to assure the feasibility of the business to expand or develop within Hanover Park (a.k.a. – ‘but for’ clause or financing gap).
- That the business concept and operations are sustainable in the long-term and be able to operate without assistance following the conclusion of the incentive.

Consideration of an incentive also takes into account the extent to which the business or development will do the following:

- increase sales tax receipts
- improve the property tax base
- help the Village to remain economically viable and competitive with surrounding communities
- attract additional businesses or development to the Village
- provide additional goods and services to Hanover Park residents
- protect or increase the revenue base of the Village

Many forms of monetary and nonmonetary incentives are available. One of the largest nonmonetary incentives, which is greatly valued by the business community, is the streamlining and assistance in the development and building permit approval process. The most common forms of monetary incentives are the granting of TIF funds or tax rebates. Incentives are approved by the Village Board in the form of redevelopment or other agreements.

Recommendation

Move to adopt the procedures related to Village-owned property and economic development incentives as outlined in the attached administrative policy documents.

Attachments

- Exhibit 1 – DRAFT – Administrative Policy for Sale of Village-Owned Property
- Exhibit 2 – DRAFT – Administrative Policy for Economic Development Incentives
- Exhibit 3 – Village Attorney’s memo regarding sale of Village-owned property
- Exhibit 4 – Map of key Village-owned properties

Budgeted Item:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Budgeted Amount:	\$ N/A	
Actual Cost:	\$ N/A	
Account Number:		

DRAFT

ADMINISTRATIVE POLICY HANOVER PARK, ILLINOIS



DIRECTIVE: 000

SUBJECT: **Sale of Village-Owned Property**

POLICY: It is the policy of the Village of Hanover Park to offer Village-owned property for sale to private parties when it is deemed desired and beneficial for the Village, utilizing guidelines set in place by this policy.

PURPOSE: The purpose of the sale of Village-owned property is to allow for development which will provide a benefit to the community.

POLICY STATEMENT:

In order to best utilize Village-owned property that is not needed for municipal purposes and ensure that such property provides a public benefit, the Village Board may choose to offer such property for sale for development or operation by a private or governmental party.

Unless otherwise directed by the Board, the goal for the sale of Village owned properties is typically to ensure beneficial development that:

- Is in keeping with zoning regulations and development goals for the area
- Improves physical elements of property, creating quality new construction, restoring existing construction, or correcting physical deficiencies onsite
- Creates a public benefit, providing a beneficial service to the community and/or revenue to the Village
- Is at a price that is deemed reasonable given the current commercial market and public benefits provided

Each property is addressed on a case-by-case basis based upon a variety of factors. However, in general, the process for sale includes the following:

- Business or developer expresses interest in operating in Hanover Park
- Staff meets with interested party to discuss criteria, ground rules, and process
- Business or developer submits proposal for development of the property
 - Includes proposal for purchase of Village property or request for economic incentives as applicable
- Staff reviews and comments on the proposal (with the assistance of a consultant as needed)
 - Village administrative policies on sale of Village-owned property and use of economic development incentives guides Staff in this review
- Staff works with business or developer to draft a Redevelopment Agreement as needed
- Proposal, Redevelopment Agreement, and Staff comments are forwarded to the Village Board for review
- Notice of sale of Village-owned property is given and acted upon as required, including notice of call for alternative proposals in a local newspaper
- Village Board acts on the proposal, authorizing sale and agreements
- Final approval of the development will only be given after all necessary development approvals (planned unit development, special use, variance, etc) are granted

DRAFT

ADMINISTRATIVE POLICY HANOVER PARK, ILLINOIS



DIRECTIVE: 000

SUBJECT: **Economic Development Incentive Agreements**

POLICY: It is the policy of the Village of Hanover Park to offer incentives for business expansion or development within the Village limits utilizing guidelines set in place by this policy.

PURPOSE: The purpose of economic development incentive agreements is to assist in the maintenance and improvement of the Village's economic base.

POLICY STATEMENT:

In order to improve the Village's economic base, the Village Board may offer incentives for business development within Village limits.

Whether the Village participates in the agreement, and if it participates, the amount or nature of the incentive will be determined on a case-by-case basis. Overall, two key conditions should be met:

- The Village of Hanover Park shall require any economic development incentives provide a demonstrable quantitative and qualitative return on the Village's investment to be realized during a reasonable period of time after such investment.
- The Village's participation in the incentive agreement should be necessary to assure the feasibility of a private business to expand or develop within Hanover Park.

Consideration of an incentive also takes into account the extent to which the business or development will do the following:

- increase sales tax receipts
- improve the property tax base
- help the Village to remain economically viable and competitive with surrounding communities
- attract additional businesses or development to the Village
- provide additional goods and services to Hanover Park residents
- protect or increase the revenue base of the Village

The process for discussing the use of economic development incentives includes the following:

- Business or developer expresses interest in operating in Hanover Park
- Staff meets with interested party to discuss criteria, ground rules, and process
- Business or developer submits proposal for development of the property
 - Includes proposal for purchase of Village property or request for economic incentives as applicable
- Staff reviews and comments on the proposal (with the assistance of a consultant as needed)
 - Village administrative policies on sale of Village-owned property and use of economic development incentives guides Staff in this review
- Staff works with business or developer to draft a Redevelopment Agreement as needed
- Proposal, Redevelopment Agreement, and Staff comments are forwarded to the Village Board for review
- Notice of sale of Village-owned property is given and acted upon as required, including notice of call for alternative proposals in a local newspaper
- Village Board acts on the proposal, authorizing sale and agreements
- Final approval of the development will only be given after all necessary development approvals (planned unit development, special use, variance, etc) are granted

Exhibit 3

LAW OFFICES OF
BERNARD Z. PAUL
231 SOUTH FOURTH STREET
DEKALB, ILLINOIS 60115-3732

BERNARD Z. PAUL
bernardzpaul@gmail.com

Telephone
(815)756-1312
(fax)(815)758-2863

April 24, 2013

VIA ELECTRONIC MAIL

Juliana A. Maller
Village Manager
Village of Hanover Park
2121 West Lake Street
Hanover Park, IL 60133

Re: Selling of Municipal Real Estate

Dear Ms. Maller:

You have asked me to provide the authority or legal procedure for selling Village owned real estate. The following will provide the statutory authority, home rule authority, and TIF Procedure. I will not include for this discussion the leasing of real estate.

STATUTORY

A. Bidding

The Village has, by statute, the general authority to sell any real estate owned by the Village when the real estate is no longer necessary, appropriate, required for the use of, profitable to, or for the best interest of the municipality. 65 ILCS 5/11-76-1 and 11-76-2. A sale under this statute requires a bidding process and requires passage of an ordinance by three fourths of the corporate authorities then holding office.

65 ILCS 5/11-76-1 and 11-76-2 requires that the ordinance must specify the location of the real estate, the use of the real estate, and any conditions on the future use of the real estate as the corporate authorities may deem necessary and desirable. Bids for the purchase of the property must be solicited.

B. Sale or Auction

An alternative to bidding under 65 ILCS 5/11-76-1 and 11-76-2 is the authority granted to municipalities that specifically authorizes them to sell “surplus public real estate” and provides that such surplus public real estate may be disposed of by sale or public auction. 65 ILCS 5/11-76-4.1.

The process requires notice of the proposed sale published once a week for three successive weeks in a newspaper. The notice must advertise for bids for the real estate to be sold, and the first publication must be at least 30 days before the date set for the opening of bids. Bids for the sale of municipal real estate may be opened only at a regular meeting of the Village Board. The Village Board is not limited to accepting the high bid. It may accept either the high bid or any other bid that three fourths of the corporate authorities then holding office determine to be in the best interest of the Village.

This statute provides that the Village Board may authorize such a sale or public auction by a resolution that must be published in a newspaper following its passage. The resolution may direct that the sale be conducted by staff, a real estate agency, or by public auction. The real estate agency selected and the terms of its compensation must be included in the resolution. The resolution also must contain pertinent information concerning the size, use, and zoning of the real estate and the terms of sale. The statute further provides that the value of the real estate to be sold must be determined by a written appraisal certified by a member of the Appraisal Institute (“MAI certified appraisal.”) The appraisal shall be available for public inspection. The Village Board can select any proposal received that it determines to be in the best interests of the Village by a two-thirds vote, but the purchase price must not be less than eighty (80) percent of the appraised value.

HOME RULE

The Village of Hanover Park is a home rule municipality by virtue of its population. Unless the General Assembly has denied the Village home rule powers, it may enact an ordinance providing for the sale of its property even if not in conformance with the above statutes. *City of Carbondale ex rel. Ham v. Eckert*, 76 Ill.App.3d 881, 395 N.E.2d 607, 32 Ill.Dec. 377 (5th Dist. 1979). Carbondale, which is a home-rule municipality, had its ordinance upheld. The ordinance authorized the City Council to sell urban renewal parcels for redevelopment in accordance with the City’s Urban Renewal Plan.

TIF

The Tax Increment Allocation Redevelopment Act (TIF Act), 65 ILCS 5/11-74.4, grants very broad powers to the Village since the Village has approved redevelopment plans, designated redevelopment project areas, and adopted TIF. Since the Village complied with these requirements it may, within a redevelopment project area, own, convey, or dispose of land in such manner and at such price as the Village determines is reasonably necessary to achieve the objectives of the redevelopment plan and project. No conveyance, disposition of land, or

agreement relating to the development of such property shall be made except upon the adoption by the Village Board of an ordinance. The TIF Act requires the Village to afford a “reasonable opportunity” for any person to submit alternative proposals or bids before making any conveyance, or other disposition of land owned by the Village or agreement relating to the development of such Village property. 65 ILCS 5/11-74.4-4(c). The general practice is to publish a request for proposals before entering into any such written agreements for property owned by the Village. This is discussed further below.

65 ILCS 5/11-74.4-4 of the TIF Act authorizes a municipality to acquire and convey real estate in furtherance of a TIF plan. 65 ILCS 5/11-74.4-10 of the TIF Act provides that if the real estate was acquired using proceeds of obligations funded by TIF, any revenue received by the Village from the sale or other disposition of that real estate must be deposited in the TIF fund.

REDEVELOPMENT AGREEMENT IN A TIF

The sale of TIF property is usually accomplished in conjunction with a Redevelopment Agreement.

This is important to the Village since the redevelopment agreement provides assurance that its desired development will proceed in an orderly manner and be appropriately funded by the public money committed to it. Also, there is often security provided pursuant to the agreement to guarantee completion of the project by the developer.

The redevelopment agreement benefits the developer by providing that its project is backed by the Village through the commitment of revenues from TIF and other agreed upon sources.

The TIF Act provides that no agreement relating to the development of property owned by the Village shall be made except upon the adoption of an ordinance by the Village Board of Trustees, 65 ILCS 5/11-74.4-4(c). That section also provides that no conveyance, or other disposition of land owned by the Village or agreement relating to the development of such Village property shall be made without making public disclosure of the terms of the disposition and all bids and proposals made in response to the Village’s request. The procedures for obtaining such bids or proposals must provide reasonable opportunity for any person to submit alternative proposals or bids.

Although the Village may negotiate a proposed redevelopment agreement with a developer relating to Village property, the Village should publish, in a newspaper, notice that alternative proposals are invited before signing a final redevelopment agreement. The notice should also state that copies of the redevelopment agreement are on file for examination in the Village Clerk’s office.

The Village should be prepared to consider alternative proposals. Once the waiting period following publication has passed, the Village may approve the execution of the redevelopment agreement.

If you have any further questions, please contact me.

Very truly yours,

Bernard Z. Paul

Bernard Z. Paul
Village Attorney

BZP/msp

4.b.

Village Owned
Commercial Properties
April 2013

2 1

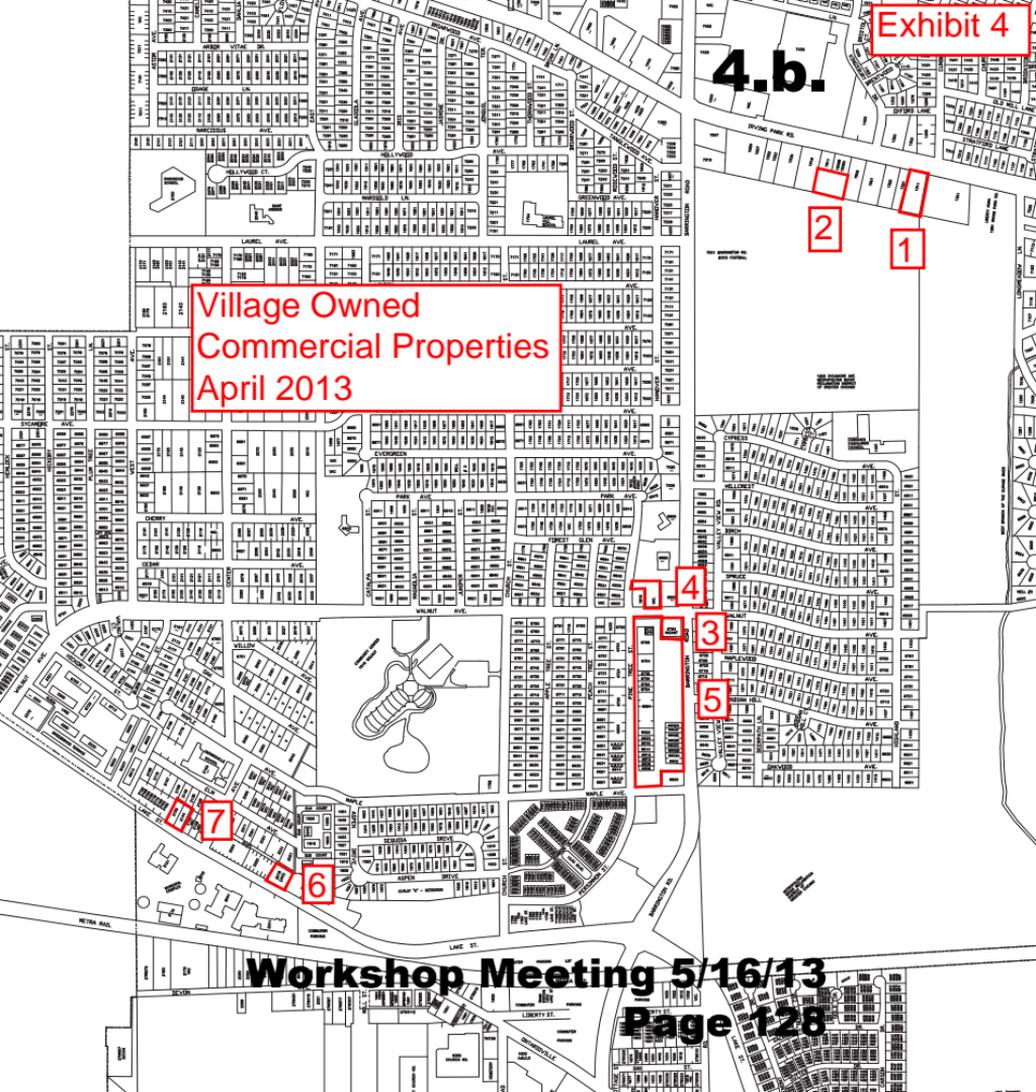
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TO: Village President and Board of Trustees

FROM: Eira L. Corral, Village Clerk

SUBJECT: Parades

ACTION

REQUESTED: Approval Concurrence Discussion Information

MEETING DATE: May 16, 2013 – Board Workshop

Executive Summary

Provide input on how budgeted monies should be allocated for parades, including the purchase of candy and scheduling of vehicles.

Discussion

The FY 2014 budget has allocated \$300 for candy and \$500 for parade supplies for upcoming parades: Streamwood 7/27/2013; Hoffman Estates 7/4/2013; Schaumburg 9/2013; and St. Ansgar Church- Hispanic Heritage Parade 9/2013. In previous years, elected officials have also allocated funds from the Elected Officials spending accounts to purchase additional candy.

The Police Department has budgeted for staff to man the use of a squad and the Humvee.

The Public Works Department has budgeted for staff to man the use of a pick-up truck and either a dump truck or the aerial truck.

It should be noted that due to the Schaumburg Parade (Labor Day) and Hoffman Estates (4th of July) parade falling on designated holidays, staff participation will be on an overtime basis.

Recommended Action

Provide direction on whether monies are to be allocated for additional candy purchase from elected officials spending accounts and types of Village vehicles to be scheduled for upcoming parades.

Budgeted Item:	<u> X </u> Yes	<u> </u> No
Budgeted Amount:	\$800	
Actual Cost:	\$800	
Account Number:	001-0460-414-03.91	

Agreement Name: _____

Executed By: _____ **Workshop Meeting 5/16/13**



TO: Village President and Board of Trustees

FROM: Juliana Maller, Village Manager
Wendy Bednarek, Director of Human Resources

SUBJECT: Community and Economic Development Director Position

ACTION

REQUESTED: Approval Concurrence Discussion Information

MEETING DATE: May 16, 2013 – Board Workshop

Executive Summary

The addition/reinstatement of the Community Development Director position was approved by the Village Board in the FY2014 Budget. The position has remained unfilled since February 2012. During that time, Katie Bowman, Village Planner, with guidance from Village Manager Maller, has covered the responsibilities of the Director position. With economic development continuing to be of significant importance to the Village, staff will begin the recruitment process of the new Community and Economic Development Director position.

Discussion

In February 2012, the previous incumbent of the Community Development Director position left employment with the Village. Due to budget constraints, the previous Village Manager cut funding for the position from the FY'13 Budget. Since starting in August, 2012, Village Manager Maller has reviewed and assessed all positions in the Village and recommended during the budget process that the position of Community Development Director be reinstated with a greater emphasis on Economic Development, in addition to the current planning and zoning responsibilities of the department.

In assessing the needs of the department, it has been identified that the current workload and the desired goals and objectives for the department are too much for one full-time professional employee. In addition to the planning and zoning functions of the department, there is the need for greater focus on economic development (business retention, attraction and marketing). A successful economic development program requires staff time to focus on strategy; business outreach and follow-up; and review and implementation of Village codes/plans.

There is also an interest in historic preservation of the Ontariville area; identification of the need to update Village codes; the need to manage special projects such as the Hanover Square Shopping Center; the desire to encourage/promote the health of the manufacturing component of our business community; implementation of our Village Center Plan and the Irving Park Corridor Plan and the need to provide greater outreach to the business community to build relationships.

Agreement Name: _____

Executed By: _____

This on top of the regular duties of the department, such as department and TIF budget development; management of 3 TIF districts, staff support for the CONECT Committee, Development Review Committee, Hanover Square Committee and the Development Commission; serving as the Village's Zoning Administrator, managing development applications, public hearings and staff supervision has led to this staffing recommendation.

Staff has reviewed and revised the job description to include current roles and responsibilities (attached). The position has been retitled *Community and Economic Development Director* to reflect the organizational changes which previously included inspectional services.

Additionally, staff has prepared a recruitment brochure and an anticipated timeline for the recruitment process. The timeline is as follows:

- Friday, May 17, 2013: Position posted and recruitment begins.
- Friday, June 14, 2013: Job posting ends and staff will review all applicants.
- July 1 – 10, 2013: Conduct interviews with Village Manager and Department Head Panel.
- July 10-19, 2013: Conduct background/reference checks process and any follow-up information.
- July 22, 2013: Offer extended to the final candidate. Based on their notice requirements, a start date of August 12, 2013 is anticipated.

Recommended Action

Staff will keep the Village President and Board of Trustees informed throughout the recruitment process.

Attachments: Community and Economic Development Director Job Description
Community and Economic Development Director Recruitment Brochure

Budgeted Item:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Budgeted Amount:	\$	
Actual Cost:	\$ TBD	
Account Number:	001-0920-419-01.11	

Department: Community Development
Division: Administration
Cost Control Center(s): 920
Pay Group: Management Group A
Reports To (Job Title): Village Manager
FLSA Status: Exempt
Classified Status: Exempt
DOT Code: 187167234
Revised Date: October 15, 2003; May 1, 2013



SUMMARY

Under the general direction of the Village Manager and in cooperation with other Village officials, directs the planning/zoning, economic development and inspection of zoning-related elements of building permits for the Village of Hanover Park. Develops short and long term comprehensive needs of the Village and provides technical support for the plans and projects. Principal function is to identify and attract new businesses consistent with the Village goals and develop strategies to encourage business retention. Effectively manages and communicates departmental goals, budget, policies and procedures.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Administers and enforces the planning and zoning rules and regulations. Reviews all variance applications for accuracy and completeness and prepares public notices. Researches requests and testifies before the Development Commission and the Village Board, and makes recommendations regarding approval or denial.

Serves as the Village's Zoning Administrator.

Acts as liaison to developers, realtors and other planners on proposed development in the Village of Hanover Park. Coordinates the Village's involvement in short- and long-term economic development projects. Works with the Chamber of Commerce to attract new businesses and encourage the retention of existing businesses. Develops marketing techniques and markets community compatible with the Village's redevelopment goals and the Village's Comprehensive Plan.

Compiles and maintains a statistical database profiling economic conditions and opportunities in the Village.

Researches grant availability and prepares grant proposals related to community and economic development. Administers all community development grants including such activities as preparing bid specifications, recruiting contractors, monitoring expenditures and assuring conformance with federal guidelines and regulations.

Reviews and updates the Village's Comprehensive Plan. Coordinates annexation, subdivision, and redevelopment negotiations and agreements. Reviews ordinances related to community development and testifies before various commissions and Village Board interpreting all applicable codes and regulations.

Analyzes and reviews building plans for new construction in residential and commercial areas related to zoning. Reviews applications for sign permits and issues them. Answers planning and zoning related inquiries. Performs on-site inspections of zoning related areas including landscaping, signage and special use conditions.

Forecasts operational needs, anticipates costs and formulates departmental budget. Maintains departmental expenditures within budgetary limitations.

Manages activities in the Village Tax Increment Financing (TIF) districts, promoting development, managing redevelopment agreements and assisting in the annual TIF reporting process.

Provides oversight of all activities at the Village-owned shopping center, acting as the project manager, coordination with various consultants and redevelopment of center as directed.

Facilitates safety training. Includes safety discussions/topics in departmental meetings. Demonstrates involvement in safety inspections by performing safety self-inspections. Demonstrates involvement in behavioral observations. Reviews and signs off on all accident investigation reports and assures that corrective actions are implemented. Participates in Executive Safety Committee activities.

Performs other duties as requested or assigned which are reasonably within the scope of the duties enumerated.

SUPERVISORY RESPONSIBILITIES

Directly supervises employees in Community Development. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing safety issues, complaints and resolving problems.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

Bachelor's degree (B. S.) from an accredited college or university with concentration in planning, public administration, business administration or other related degree. A Master's degree is preferred. Possess a minimum of five (5) years' increasingly responsible experience as a supervisor or assistant supervisor in planning, zoning or community development related field; or equivalent combination of education and experience.

LANGUAGE SKILLS

Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to communicate effectively both orally and in writing. Ability to effectively present information to and respond to questions from Village officials and management, other government agencies, vendors, contractors, and the general public.

MATHEMATICAL SKILLS

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

REASONING ABILITY

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables. Ability to provide effective leadership within the department and establish and maintain satisfactory working relationships with municipal personnel and the general public.

CERTIFICATES, LICENSES, REGISTRATIONS

Must possess the following certifications and/or licenses: Valid Illinois Driver's License. AICP accreditation is preferred.

OTHER SKILLS AND ABILITIES

To successfully perform the duties of this position, the incumbent must possess the following skills and abilities:

Excellent interpersonal, communication and presentation skills.

Ability to conduct public hearings on a variety of planning and development issues and determine Village's capacity for economic development.

An extensive working knowledge of: zoning, annexation, and site development rules, regulations and ordinances; ICC codes, municipal ordinances, and related inspection practices; and financial instruments for encouraging private development.

Excellent oral, written and public communication skills. Ability to effectively communicate with the Village Manager, Commission, Village staff, developers, landowners, consultants, attorneys and general public.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel objects, tools or controls such as computer keyboard, scissors, paper cutter, and other office equipment. The employee is regularly required to stand, walk, sit, reach with hands and arms, and talk or hear on the phone and in person. The employee is occasionally required to stoop, kneel or crouch to reach lower level file drawers. The employee must occasionally lift and/or move boxes of files or paper up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

The employee must be available and present for work as scheduled. The employee must perform all functions of the job safely and efficiently at all times in compliance with all safety regulations and policies for the safety and welfare of the employee, co-workers, and the public.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

The duties listed above are intended only as an illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.



One Village - One Future

VILLAGE OF HANOVER PARK, ILLINOIS PROFILE FOR THE POSITION OF COMMUNITY & ECONOMIC DEVELOPMENT DIRECTOR

Applications are accepted through **June 14, 2013.**

[Apply online at www.hpiljobs.org](http://www.hpiljobs.org)

If you have additional questions please contact:
Wendy Bednarek, Director of Human Resources

Village of Hanover Park

2121 Lake Street

Hanover Park, IL 60133

Telephone: (630) 823-5661 - FAX: (630) 823-5659



FOREWORD

This is an excellent opportunity for an energetic, and creative Community and Economic Development Director to join an award winning, dynamic community. Hanover Park is a Chicago suburb in the thriving residential and commercial northwest corridor. The Village seeks the best professionals to work in all aspects of municipal management and values stable working relationships.

This recruitment profile outlines the experience, education, skills, abilities and personal characteristics identified as either necessary or desirable for candidates for Community and Economic Development Director in the Village of Hanover Park. The Village Manager will make the final appointment to this position.

Information regarding the Village's demographics, economic profile, facilities, and location has been included to provide potential candidates an understanding of the community. Also, information about the Village government as an institution, the services it provides, the employees and the governmental structure is presented. Major opportunities facing the new Community and Economic Development Director are also listed.

The profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

All inquiries relating to the recruitment and selection process for the Community and Economic Development Director position are to be directed to the attention of the Director of Human Resources for the Village of Hanover Park as listed on the cover of this Profile.



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LOCATION

Hanover Park is a suburban community located 30 miles northwest of Chicago. The Village has a population of 37,973 with a land area of over 6.71 square miles. The Village is located in both Cook and DuPage Counties.

Hanover Park is situated in the southwest portion of "The Golden Corridor," so named because of its phenomenal rate of growth. This corridor stretches northwest from Chicago along the Northwest Tollway (I-90.) Growing commercial centers and corporate headquarters in this region create and sustain a substantial economic benefit.



Hanover Park is largely a residential, middle-income, diverse community. The per capita income exceeds \$22,643. The median family income is \$63,649. With many diverse neighborhoods, as well as expanding commercial and industrial properties, Hanover Park is recognized for residential neighborhoods with the full range of housing values. It is accessible by many expressways, interstate highways and regional arterial roadways. A major commuter rail facility, including a reconstructed station, is located in central Hanover Park. Nearby are some of the finest recreational areas in Chicagoland, where opportunities for outdoor leisure activities of all kinds abound. The outstanding cultural and entertainment opportunities in Chicago are only an hour away.

HISTORY

Hanover Park was incorporated as a Village in 1958 with a population of 305 and a land area of less than one square mile. All of the land in the original boundaries was in Cook County. In its early stages, Hanover Park was primarily a "bedroom" community with residents commuting to Chicago. Some 750 acres of farmland in DuPage County were annexed in 1969, and this area of the Village dominated Hanover Park's population growth during the 1970s. The Village's population was 12,000 in 1970, and by 1980, it had increased to 28,850. The community includes diverse neighborhoods and expanding commercial and industrial properties. Turnberry Lakes International Business Park, adjacent to the Elgin-O'Hare Expressway, is one of the premier industrial and distribution developments in the nation.



Commercial development will continue in select areas for a few more years. The most significant area will be the new Village Center, a mixed-use, planned development of over 22 acres at the major intersection of Barrington Road and Lake Street, including the commuter rail facility and municipal buildings. The Village is evolving from an era of growth to one of maturity, maintenance and redevelopment.

GENERAL INFORMATION

The ethnic composition of Hanover Park's population includes 59% White/Caucasian, 38.2% of Hispanic Origin (the fastest growing population sector), 15% Asian/Pacific Islander, and 6.6% African American. Many overlapping governmental agencies serve Hanover Park. Two counties (Cook and DuPage), four townships (Hanover, Schaumburg, Wayne and Bloomingdale), seven school districts, three park districts and two library districts serve the Village. The Village promotes collaboration and Village unity through a bi-monthly newsletter and close cooperation with the other governmental agencies.

Fire protection and paramedic services are provided by the Hanover Park Fire Department. There are two fire stations located in Hanover Park staffed by a combination of full-time firefighter/paramedics and part-time firefighter/paramedics and EMTs. The Illinois Inspection and Rating Bureau have granted an advisory fire protection classification of four.

**CULTURAL AND RECREATIONAL OPPORTUNITIES**

Families in Hanover Park enjoy a wide array of local and regional cultural opportunities. The Hanover Park Park District provides recreation services to the residents and maintains 22 parks and playgrounds.



The Park District occupies a total park area of 171 acres throughout the Village, including 11 outdoor and 10 indoor tennis courts, 4 racquetball courts, a water park, 4 football fields, 4 recreation buildings, 17 softball fields, 16 soccer fields, 12 basketball courts and 7 picnic areas. Many regional parks and nearby municipal parks are located throughout the metropolitan area. Recreation opportunities abound in the forests and lakes covering the regions to the north and west. The best fresh water lake boating and swimming in the nation is close at hand in Lake Michigan and countless additional smaller lakes.

Opportunities for cultural enrichment are on a world-class scale in nearby Chicago including museums, concerts, opera, art exhibits, symphony, theater and professional sports. Golf courses, recreational complexes, and theaters abound throughout the area.

More than 15 shopping centers in the region, plus many neighborhood malls in the Village, offer Hanover Park residents abundant shopping opportunities and services. The nearby Woodfield Shopping Center is one of the five largest centers in the world.

EDUCATION

The region is rich in educational opportunity and facilities. Hanover Park is served by four community colleges offering Associate degrees and continuing education programs. These include the College of DuPage, Elgin Community College, Roosevelt University in Schaumburg and William Rainey Harper College. Northern Illinois University, with full undergraduate and graduate degree programs, is also close at hand in Hoffman Estates. The top-rated private Northwestern University is located in nearby Evanston, and the University of Illinois has an active campus in Chicago.

The Village's several elementary school districts are well known for providing quality education to area students and preparing



them for secondary education and college. Hanover Park children attend one of nine elementary schools and one junior high before graduating to one of several high schools in the region. The Village is served by two library districts: Poplar Creek and Schaumburg Township, with two branch libraries in Cook and DuPage Counties. The combination of libraries provides a book circulation of 2.4 million books and 111,013 audiovisual items.

CHICAGOLAND, U.S.A.

The Chicago metropolitan area remains one of the most interesting, stimulating and rewarding regions of the world today. For cultural, educational, recreational and entertainment opportunities, Chicagoland is second to none. Hanover Park is located in one of the most diverse and thriving urban, suburban and rural areas of the nation. Northwestern American history, art and architecture, professional athletics, major industry, technology, corporate headquarters, transportation, Great Lakes and education all continue to play important roles in the Chicago metropolitan area.



VILLAGE GOVERNMENT ORGANIZATION

The Council/Manager form of government was adopted in 1971 with eight elected officials including the Village President, six Trustees and the Village Clerk who are elected at large. The Village Manager is hired by the President and Board of Trustees to oversee the day-to-day operations of the Village and its 195 full time employees, including police, public works, fire, community development, finance and administrative departments. Pursuant to the 1970 State of Illinois Constitution, Hanover Park is a Home Rule Community. The Budget for the Fiscal Year beginning May 1, 2013 is \$57.7 Million.

The \$1.4 million Municipal Building Complex, which includes the Finance Department offices, was built in 1975. A \$2.6 million Public Works Building, located adjacent to the Municipal



Complex, was completed in the fall of 1984. A \$7.4 million head-quarter Fire Station was completed in July 2006. The new \$19 million Police Station building opened in February 2012.

Municipal water and sewer utilities are provided by regional authorities and billed to customers by the Vil-

lage. Lake Michigan water is obtained via a pipeline constructed by the Northwest Suburban Municipal Joint Action Water Agency serving seven northwest suburban communities. Wastewater is treated in Cook County by the Metropolitan Water Reclamation District of Chicago. In DuPage County, wastewater is treated by means of municipally owned treatment plants. There are 11,343 dwelling units in the Village.

MISSION STATEMENT & VISION

The mission of the Village is to provide responsive and efficient municipal services toward the goal of maintaining a good quality of life for residents and businesses within the community.

To be recognized as a community that:

1. Is a great place to live, work and do business.
2. Offers convenience through technologies.
3. Is fiscally responsible and transparent.

FINANCIAL CONDITION

The Village Board, Village Manager and Director of Finance have provided for a sound financial condition with appropriate revenue and reserves for stable provision of government services. Some of the measures of this are as follows:

1. Fund reserves and equities are healthy: The General Fund Balance is at 26.05% of the General Fund total expenditures in FY2014.
3. The ratio of Total Direct G.O. bonded debt to assessed value is 1.38%.
4. The G.O. Bond rating of the Village is AA.
5. The Village has received awards from GFOA for the Comprehensive Annual Financial

Report and for Distinguished Budget Presentation during for the past 21 consecutive years.

The full version of the 2013 CAFR and FY2014 Budget are available on-line at:

<http://www.hpil.org/Services/Finance-Department/CAFR.aspx>

<http://www.hpil.org/Services/Finance-Department/Annual-Budget.aspx>

COMMUNITY-WIDE ISSUES

The Village Board adopted strategic goals in FY2012 that involve financial management, importantly:

- The Village has adopted a Redevelopment Plan for the Village Center area surrounding the intersection of Barrington Road and West Lake Street, a focal point at the center of town. It is established as a Tax Increment Finance project; that is, the growth in tax base from improved and vacant land will help fund public improvements. The Village Center plan will coordinate public and private investments in mixed use, transit-oriented developments for living, working and shopping. This ambitious centerpiece development will take shape over the next five to ten years



- With the exception of the Village Center, Hanover Park is nearly built out. Growth in tax base has occurred with both residential and industrial (largely warehouse and distribution) development during the past decade. The community is expected now to become increasingly concerned with redevelopment and social issues as distinct from new development and infrastructure. The replacement of the oldest infrastructure has been successfully managed to date. However, there are concerns over future funding of the programs as revenues hold steady or decrease and costs increase. Aggressive routine maintenance has allowed the Village to keep the systems operational, but may result in large capital dollar expenditures in the future.

VILLAGE GOVERNMENT ISSUES

- Revenue projections, even with the adjustments described above, indicate a leveling/ slight decrease of future revenue. The Village is no longer growing significantly. The Village must look continually for new sources of revenue and efficiencies for the future.
- The tax structure of the Village is complex, due to the overlapping jurisdiction of no less than 14 taxing entities within the Village. These include DuPage and Cook Counties, which assesses real property at different rates, 4 Townships, several school districts, park districts, fire districts, and other single purpose municipal districts. This results in an unusually complex environment for revenue forecasting and financial analysis.
- The Village manages three Tax Increment Finance Districts that encompass hundreds of acres which have historically generated the necessary taxes to meet the financial plan.
- The Village also manages four Special Service Areas with special, limited tax levies. All four support public improvements to multi-family residential properties.
- Located at the end of the Elgin O'Hare Expressway, the Village strives to position itself

to benefit from its expansion and increased access to O'Hare Airport.

SUMMARY

Under the general direction of the Village Manager and in cooperation with other Village officials, directs the planning/zoning, economic development and inspection of zoning-related elements of building permits for the Village of Hanover Park. Develops short and long term comprehensive needs of the Village and provides technical support for the plans and projects. Principal function is to identify and attract new businesses consistent with the Village goals and develop strategies to encourage business retention. Effectively manages and communicates departmental goals, budget, policies and procedures.

SUPERVISORY RESPONSIBILITIES

Directly supervises employees in Community Development. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing safety issues, complaints and resolving problems.

ESSENTIAL DUTIES

Acts as liaison to developers, realtors and other planners on proposed development in the Village of Hanover Park. Coordinates the Village's involvement in long-term economic development projects. Works with the Chamber of Commerce to attract new businesses and encourage the retention of existing businesses. Develops marketing techniques for local businesses. Compiles and maintains a statistical database profiling economic conditions and opportunities in the Village.

Administers and enforces the planning and zoning rules and regulations. Reviews all variance applications for accuracy and completeness and prepares public notices. Researches requests and testifies before the Planning Commission, the Zoning Board of Appeals and Village Board and makes recommendations regarding approval or denial.

Serves as the Village's Zoning Administrator.

Researches grant availability and prepares grant proposals related to community and economic development. Administers all community development grants including such activities as preparing bid specifications, recruiting contractors, monitoring expenditures and assuring conformance with federal guidelines and regulations.

Reviews and updates the Village's Comprehensive Plan. Coordinates annexation, subdivision, and redevelopment negotiations and agreements. Reviews ordinances related to community development and testifies before various commissions and Village Board interpreting all applicable codes and regulations.

Analyzes and reviews building plans for new construction in residential and commercial areas related to zoning. Reviews applications for sign permits and issues them. Answers planning and zoning related inquiries. Performs on-site inspections of zoning related areas

including landscaping, signage and special use conditions.

Forecasts operational needs, anticipates costs and formulates departmental budget. Maintains departmental expenditures within budgetary limitations.

Manages activities in the Village Tax Increment Financing (TIF) districts, promoting development, managing redevelopment agreements and assisting in the annual TIF reporting process.

Provides oversight of all activities at the Village-owned shopping center, acting as the project manager, coordination with various consultants and redevelopment of center as directed.



Facilitates safety training. Includes safety discussions/topics in departmental meetings. Demonstrates involvement in safety inspections by performing safety self-inspections. Demonstrates involvement in behavioral observations. Reviews and signs off on all accident investigation reports and assures that corrective actions

are implemented. Participates in Executive Safety Committee activities.

Performs other duties as requested or assigned which are reasonably within the scope of the duties enumerated.

OTHER SKILLS & ABILITIES

- Excellent interpersonal, communication and presentation skills
- Ability to conduct public hearings on a variety of planning and development issues and determine Village's capacity for economic development.
- An extensive working knowledge of: zoning, annexation, and site development rules, regulations and ordinances; ICC codes, municipal ordinances, and related inspection practices; and financial instruments for encouraging private development.
- Excellent oral, written and public communication skills. Ability to effectively communicate with the Village Manager, Commission, Village staff, developers, landowners, consultants, attorneys and general public.

COMPENSATION

The Village offers a competitive salary, depending on qualifications and experience, plus generous fringe benefits, including medical, dental and life insurance, and deferred compensation. The Director participates in the Illinois Municipal Retirement Fund (IMRF) pension.

INTERVIEW PROCESS

After preliminary screening and qualification of the applicants and approval by the Village Manager, the final candidates will be invited to Hanover Park to interview with the Village Manager and a panel of advisors to the Village Manager. Intensive background investigations will be conducted as part of the selection process. The Village Manager will make the final appointment.

EDUCATION AND EXPERIENCE

- Bachelor's degree (B. S.) from an accredited college or university with concentration in planning, public administration, business administration or other related degree.
- A Master's degree in aforementioned field preferred.
- Possess a minimum of five (5) years increasingly responsible experience as a supervisor or assistant supervisor in planning, zoning or community development related field; or equivalent combination of education and experience.
- AICP accreditation is preferred.

PERSONAL CHARACTERISTICS

- A person of unquestionable integrity and ethics.
- A record of providing customer service in a consistent and equitable manner.
- Professional experience and judgment in decision-making and supervision of technical and clerical subordinates.
- A person who understands the need to listen and learn before introducing changes into the Department or its services. A person who is comfortable with participative management, organizational change and development.

POSITION ADVERTISEMENT**COMMUNITY AND ECONOMIC
DEVELOPMENT DIRECTOR****HANOVER PARK, IL**

Vibrant, progressive NW suburban community seeks experienced, energetic Community and Economic Development Director. Expertise in planning and zoning related field. Bachelor's Degree required (Masters Degree preferred) and 5+ yrs. of progressive supervisory experience in the CD field. Must possess excellent oral and written communication skills and be customer focused. Apply online at www.hpiljobs.org by 4:00pm on June 14, 2013. EOE

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