

**VILLAGE OF HUNTLEY  
2016 – 2020 STRATEGIC PLAN**



**Village of Huntley  
10987 Main Street  
Huntley, IL 60142  
847-515-5200  
[www.huntley.il.us](http://www.huntley.il.us)**

## INTRODUCTION

The Village of Huntley adopted its first Strategic Plan in late 2010 for the years 2011-2015. Updating the Strategic Plan for the next five years was identified as a goal for 2015. The mission, values, and vision statements of the original plan were carried forward to the 2016 – 2020 plan. The plan identifies new goals and objectives for the years 2016 through 2020. The Strategic Plan is reviewed annually as part of the budget process. It serves as a guide to developing one-year action plans to be incorporated in each year's budget.

The strategic planning process has been a valuable exercise in setting the Village's direction and priorities for the future. The end result of the process identifies where the Village is now, where the Village wants to be in the future, and how the Village intends to get there.

To develop the plan, the Village Board participated in strategic planning workshops, conducted the annual resident survey, completed a SWOT analysis to identify strengths, weaknesses, opportunities and threats to the organization and community, and developed goals and objectives to build upon strengths and opportunities and to address weaknesses and threats.

## MISSION STATEMENT

**THE MISSION OF THE VILLAGE OF HUNTLEY, ITS ELECTED OFFICIALS AND STAFF IS TO ACHIEVE EXCELLENCE IN THE MANAGEMENT AND DELIVERY OF MUNICIPAL SERVICES IN A RELIABLE, EFFICIENT, FISCALLY, AND SOCIALLY RESPONSIBLE MANNER**

In support of this, we are committed to:

- Continually pursuing and implementing improved methods for providing municipal services that preserve and enhance the public health, safety and welfare of our residents, businesses and visitors to the community
- Preserving the character of Huntley by supporting well-balanced and sustainable growth that ensures the quality of life for all residents today and in the future

## VALUES

**THE VILLAGE OF HUNTLEY VALUES FRIENDLINESS, TEAMWORK, PUBLIC ENGAGEMENT, RESPECT, INTEGRITY, PROFESSIONALISM, INNOVATION, AND BEING THE COMMUNITY OF CHOICE**

- **Friendliness** – We act in a friendly manner toward all those we interact with, both externally and internally within the organization
- **Teamwork** – We demonstrate a willingness to work together to help others and encourage our residents and businesses to help one another

- **Public Engagement** – We encourage citizens of all ages to participate in local government and service organizations
- **Respect** – We treat all residents and those with whom we interact with respect and fairness
- **Integrity** – We base our actions on what is legally, ethically, and morally correct
- **Professionalism** – We are committed to attaining high standards of professional conduct
- **Innovation** – We encourage new ideas and creativity to provide the highest quality and most cost effective municipal services
- **Community of Choice** – We work towards preserving the quality of life for residents, attracting the best employees, and working together with our residents to maintain a safe and sustainable living environment for today and future generations

**2020 VISION**

**IN 2020, HUNTLEY WILL BE A LEADER IN THE CHICAGO METROPOLITAN REGION AND THE LOCATION OF CHOICE FOR RESIDENTS, BUSINESSES, AND VISITORS, OFFERING A WIDE RANGE OF HOUSING OPTIONS, SHOPPING AND DINING OPPORTUNITIES, EMPLOYMENT CENTERS, EDUCATIONAL OPPORTUNITIES, AND ENTERTAINMENT VENUES**

In support of our vision for 2020, we are committed to:

- Preserving and enhancing the quality of life for Village residents that: improves the appearance of public and private properties, maintains high quality development standards, protects the safety and well-being of all people residing in, working in, or visiting the Village, improves the transportation network and transit services throughout the Village, and protects natural resources
- Promoting sound financial management and fiscal sustainability by identifying new sources of revenue to reduce the impact of the State’s fiscal condition, monitoring state and federal legislation and planning for financial impacts, enhancing the capital improvement planning process, and evaluating alternative staffing models to provide the most efficient and highest quality service to residents
- Promoting innovation through technology by increasing options for utilizing on-line services and applications to conduct business and home access, and updating and monitoring internal management systems
- Promoting new business development, retention, and expansion by attracting and retaining businesses to enhance the tax base and create new jobs, continuing downtown revitalization

efforts, diversifying residential development options, and assisting with the redevelopment of environmentally distressed properties

- Promoting and improving organizational development efforts by supporting training and professional development of staff to improve services provided to residents, effectively managing the transition from long-tenured department heads to new leaders, and updating personnel policies and procedures

**STRENGTHS, WEAKNESSES,  
OPPORTUNITIES, THREATS (SWOT)**

The SWOT analysis completed by the Village Board identifies internal and external strengths, weaknesses, opportunities and threats to the organization and community. Strengths identified include quality of life, financial soundness, management of the organization by the Board and staff, location, transparency, community events, and economic development efforts. Weaknesses include the appearance of public and private properties, limited local job opportunities, lack of entertainment options, lack of public transportation, and limited new housing options. Opportunities exist for continued downtown revitalization, innovation in policies and procedures, making Huntley a destination location, attracting new businesses, and improving the transportation network throughout the Village. Threats are primarily external, particularly the fiscal crisis in the State of Illinois and the potential impact on local revenue sources, increased operating costs, and technology challenges.

**STRATEGIC PRIORITIES**

**PRIORITY NO. 1    Preserve and Enhance Quality of Life for Village Residents**

**Goal 1**                      ***Improve Appearance of Public and Private Properties***  
*Goal Leaders – Development Services, Public Works, Police*

Objective 1:                Increase code enforcement activities across all departments to address property maintenance issues related to residential and commercial structures, landscaping, and private parking areas

Objective 2:                Develop and implement annual maintenance plans for subdivision entryways not maintained by a homeowner’s association

Objective 3:                Maintain contact with Homeowner’s Associations to ensure proper maintenance of HOA common areas throughout various subdivisions

## STRATEGIC PRIORITIES

Objective 4: Improve maintenance of public rights-of-way including Route 47 and Algonquin Road medians and investigate the possibility of adding landscaping in the medians subject to approval of the Illinois Department of Transportation and McHenry County Division of Transportation

Objective 5: Implement tracking program for off-premise and other advertising signs to ensure removal in a timely manner

**Goal 2** ***Maintain High Quality Development Standards***  
*Goal Leaders – Village Manager’s Office, Development Services*

Objective 1: Maintain focus on quality development by requiring new developments to comply with the Commercial Design Guidelines and advocate for creative design and use of unique building and landscape materials during the development approval process

Objective 2: Conduct an analysis of the Village’s parking stall and drive aisle dimensions and compare to surrounding communities and adjust as needed

Objective 3: Negotiate future residential annexation agreements to include requirements for minimum garage sizes and increased side yard setbacks

**Goal 3** ***Protect the Safety and Well-Being of all People Residing in, Working in, or Visiting the Village***  
*Goal Leaders – Police Department, Engineering*

Objective 1: Identify options and associated costs for state-mandated consolidation of PSAPs (Public Safety Answering Point) and track future legislation and laws relating to body cameras

Objective 2: Explore feasibility and costs associated with implementing a reverse 911 notification system

Objective 3: Maintain involvement with regional law enforcement groups and organizations

Objective 4: Obtain CALEA re-accreditation in 2016 with the intent of becoming a “Gold Standard” agency by 2020

Objective 5: Promote Neighborhood Watch, Citizen’s Police Academy, Community Emergency Response Team, National Night Out, Bike Huntley and other community programs and events to increase community involvement

Objective 6: Develop programs to reach out to elementary age, middle school, and high school students such as a Teen Citizen’s Police Academy

## STRATEGIC PRIORITIES

- Objective 7: Continue education of residents and businesses on crime prevention methods, including cyber crimes
- Objective 8: Review speed limits on major thoroughfares throughout the Village and adjust as needed
- Objective 9: Investigate options for additional street lighting on Route 47 at the intersections of Kreutzer Road, Regency Parkway, and Del Webb Boulevard and improve street light maintenance program throughout the Village
- Objective 10: Investigate options for additional street lighting on Route 47 from Kreutzer Road south to I-90

**Goal 4** ***Improve Transportation Network and Transit Services throughout the Village***  
*Goal Leaders – Village Manager’s Office, Engineering*

- Objective 1: Explore implementation of truck bypass around the downtown
- Objective 2: Realign East Kreutzer Road at the railroad tracks and bridge crossing
- Objective 3: Continue planning efforts for the extension of Reed Road to Coyne Station Road
- Objective 4: Continue discussions with McHenry County for the western extension of Algonquin Road
- Objective 5: Identify additional locations and funding sources for multi-use paths and pedestrian crossing overpass across Route 47
- Objective 6: Work with property owners to complete multi-use path connection from Regency Parkway to Princeton Drive with sidewalk on the north side and bike path on the south side of the roadway
- Objective 7: Continue efforts to secure a commitment for rail service from Metra and/or AMTRAK

**Goal 5** ***Protect Natural Resources***  
*Goal Leaders – Engineering, Public Works Department*

- Objective 1: Implement recommendations of 2015 Comprehensive Water and Wastewater Systems Master Plan

## STRATEGIC PRIORITIES

- Objective 2: Conduct public outreach and education programs to encourage water conservation practices
- Objective 3: Develop and implement annual management plans for Village-owned wetland and stormwater management facilities
- Objective 4: Explore “Go Green” initiatives such as sustainable landscape practices and energy conservation through LED lighting retrofits and implement “Green” solutions where feasible
- Objective 5: Review current ordinance requiring homeowner maintenance of parkway trees and develop long-term strategy for future maintenance

## PRIORITY NO. 2 Promote Sound Financial Management and Fiscal Sustainability

**Goal 1** *Identify New Sources of Revenue to Reduce Impact of State’s Fiscal Condition*  
*Goal Leaders – Village Manager’s Office, Finance/HR, Development Services, Public Works, Engineering, and Police Department*

- Objective 1: Explore additional revenue enhancement options
- Objective 2: Review water/sewer rate structure, including use and impact of second water meters
- Objective 3: Continue annual backflow testing and inspection program and increase inspection fees to cover costs
- Objective 4: Review the annual property tax levy for Special Service Area#5 (Southwind Subdivision) and adjust as needed to address annual maintenance costs for common areas and stormwater management facilities
- Objective 5: Develop comprehensive list of various fees and review adjustments as needed
- Objective 6: Explore grant opportunities in each department to offset costs of programs and capital improvements

**Goal 2** *Evaluate Alternative Staffing Models to Provide Most Efficient and Highest Quality Service to Residents*  
*Goal Leaders – Village Manager’s Office, Finance/HR, Public Works Department*

- Objective 1: Continue to balance and evaluate the use of full-time, part-time, and contractual arrangements to provide services to Village residents

## STRATEGIC PRIORITIES

Objective 2: Evaluate the long-term impact of utilizing 12-hour shifts within the Police Department

**Goal 3** *Enhance Capital Improvement Planning Process*

*Goal Leaders- Village Manager's Office, Finance/HR, Engineering*

Objective 1: Revise 5-Year Capital Improvement Program (CIP) and update annually

Objective 2: Enhance asset management program to sustain level of service at economical life cycle cost

Objective 3: Update Space Needs Analysis of Village facilities and incorporate expansion needs into Capital Improvement Program

Objective 4: Identify sustainable revenue sources to meet the future demands of maintaining, improving, and replacing the Village's infrastructure

**Goal 4:** *Monitor State and Federal Legislation and Plan for Financial Impacts*

*Goal Leaders – Village Manager's Office, Finance/HR, Engineering, Public Works, Police Department*

Objective 1: Monitor environmental regulations and identify costs associated with compliance and incorporate as needed into Capital Improvement Program and annual budget

Objective 2: Monitor public safety regulations and identify costs associated with compliance and incorporate as needed into Capital Improvement Program and annual budget

Objective 3: Monitor state legislation that would reduce available revenue and prepare and regularly update contingency plans to address potential budget shortfalls

Objective 4: Maintain commitment to meeting the Village's pension obligations while monitoring future legislation and laws to address potential negative financial impacts

### **PRIORITY NO. 3 Promote Innovation Through Technology**

**Goal 1** *Increase Options for Utilizing On-Line Services and Applications to Conduct Business*

*Goal Leaders – Development Services, Finance/HR, Engineering*

Objective 1: Update Village website design and enhance information provided



## STRATEGIC PRIORITIES

Objective 2: Identify and implement user-friendly options for online issuance of building permits, inspection scheduling, and permit status updates to improve customer service

Objective 3: Explore development of Village Services mobile application to improve communications between residents and the Village

### **Goal 2** *Update and Monitor Internal Management Systems*

Objective 1: Purchase and deploy new financial management software that meets needs of all departments

Objective 2: Continually monitor network security system to protect against cyber attack

Objective 3: Continue to build Geographic Information System (GIS) and add public portal

## **PRIORITY NO. 4 Promote New Business Development, Retention, and Expansion**

### **Goal 1** *Attract and Retain Businesses to Enhance Tax Base and Create New Jobs* *Goal Leaders – Village Manager's Office, Development Services*

Objective 1: Work with property owner to revitalize or redevelop the Huntley Outlet Center

Objective 2: Work with the owner of Huntley Shopping Center to fill the vacant grocery store space

Objective 3: Work with commercial property owners to attract additional restaurants and shopping opportunities

Objective 4: Secure a commitment for the construction of hotel

Objective 5: Work to attract entertainment options, including a movie theater

Objective 6: Maintain and improve fast-track entitlement and permitting process

Objective 7: Identify opportunities to attract additional medical offices and other support services as a result of Centegra Hospital-Huntley opening in 2016

Objective 8: Improve Business Retention Visitation Program and conduct annual visits with top 10 employers and taxpayers

Objective 9: Update and implement Economic Development Strategic Plan

## STRATEGIC PRIORITIES

Objective 10: Clean up or redevelop businesses along Route 47 corridor north of Main Street

Objective 11: Locate a gas station north of Main Street

### **Goal 2** *Continue Downtown Revitalization Efforts*

*Goal Leaders – Village Manager’s Office, Development Services, Engineering, Public Works*

Objective 1: Promote development and redevelopment opportunities within the Downtown Tax Increment Finance District

Objective 2: Redevelop Catty property located at 11117 S. Church Street

Objective 3: Redevelop the + 17-acre former school site at Route 47 and Mill Street

Objective 4: Continue efforts to relocate the Post Office

Objective 5: Complete Town Square improvements, including Veteran’s Memorial

Objective 6: Identify additional incentives to encourage property improvements by downtown property owners

Objective 7: Re-evaluate and revise Façade Improvement Program so that it can be used more effectively throughout the entire + 180-acre Downtown TIF District

Objective 8: Promote adaptive re-use of residences adjacent to the downtown

Objective 9: Approve and implement beautification plans for the northeast and southwest corners of Rt. 47 and Main Street

Objective 10: Expand community events held downtown to attract residents and visitors, making the downtown a destination location

Objective 11: Complete and adopt Form-Based Code for downtown and adjacent Rt. 47 corridor

### **Goal 3** *Diversify Residential Development Options*

*Goal Leaders – Village Manager’s Office, Development Services*

Objective 1: Identify areas of the Village to accommodate various housing types

Objective 2: Pursue new residential development

## STRATEGIC PRIORITIES

### **Goal 4** *Assist with the Redevelopment of Environmentally Distressed Properties*

*Goal Leaders – Village Manager's Office, Development Services*

Objective 1: Work with the owner of the former grease plant off of Smith Drive to clean up the site

Objective 2: Work with the owner of the Powder Park property to clean up and redevelop the site

## **PRIORITY NO. 5 Promote and Improve Organizational Development Efforts**

### **Goal 1** *Support Training and Professional Development of Staff to Improve Services Provided to Residents*

*Goal Leaders – Village Manager's Office, Development Services, Finance/HR, Engineering, Public Works, Police*

Objective 1: Conduct employee survey to identify workplace improvement initiatives

Objective 2: Communicate and reinforce the mission, values, and vision to employees at all levels within the organization

Objective 3: Continue and enhance cross-training of employees within and across departments to provide better service to Village residents

Objective 4: Enhance development and mentoring programs of employees to develop future leaders throughout all departments so that they can lead their departments in providing better service to residents

Objective 5: Enhance documentation and tracking of infrastructure improvements and repairs to provide centralized knowledge database

### **Goal 2** **Effectively Manage the Transition from Long-Tenured Department Heads in the Police, Public Works and Finance/Human Resources Departments to New Leaders**

*Goal Leaders – Village Manager's Office, Finance/HR*

Objective 1: Identify and develop internal employees for potential promotion opportunities

Objective 2: Recruit highly qualified external candidates to fill positions not filled from within the organization

## STRATEGIC PRIORITIES

Objective 3: Provide support and direction to newly hired or promoted employees to facilitate a smooth transition in departmental leadership

**Goal 3**                      **Update Personnel Policies and Procedures**  
*Goal Leaders – Village Manager's Office, Finance/HR*

Objective 1: Complete and adopt update of Personnel Manual

Objective 2: Improve performance evaluation system

Objective 3: Conduct an organizational/staffing study

Objective 4: Review and update social media policies