



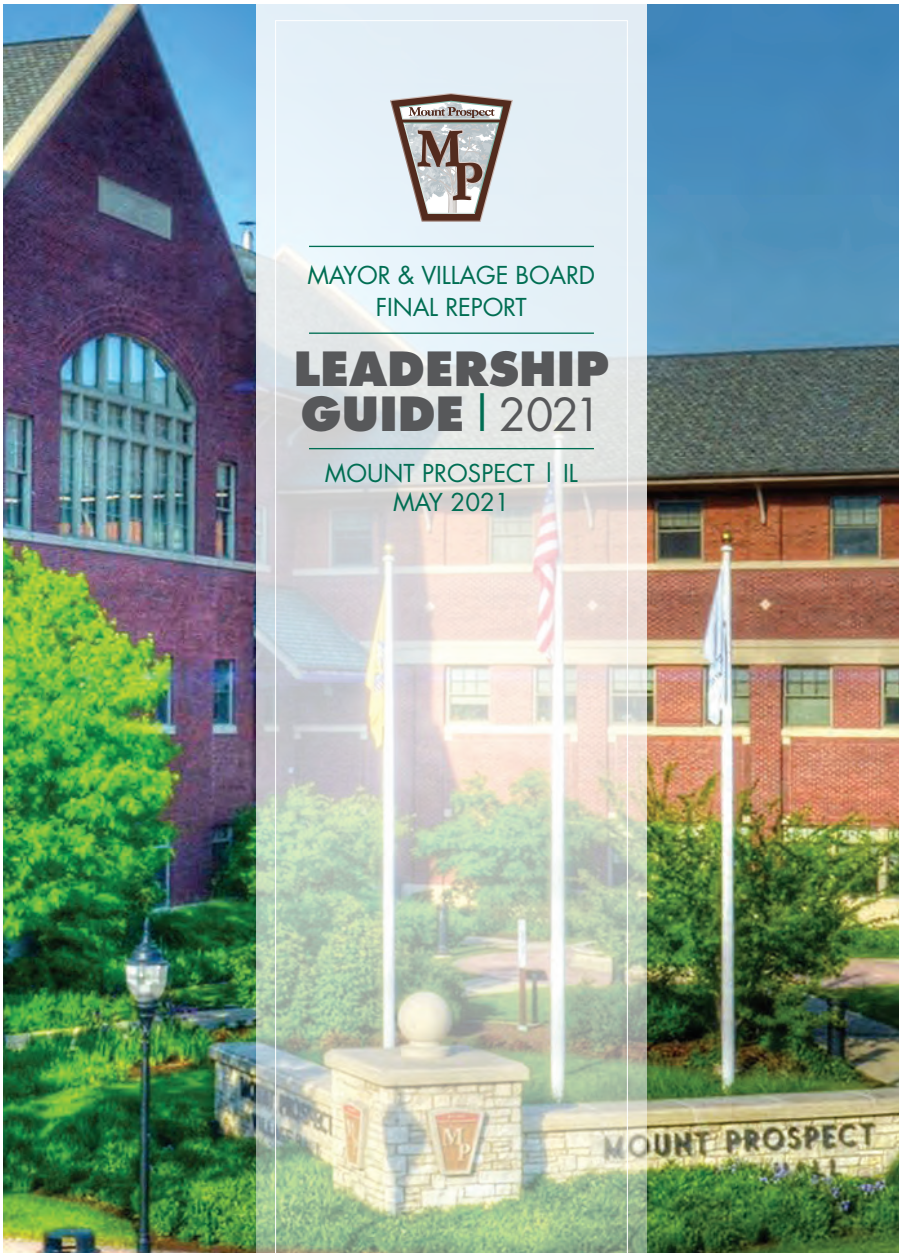
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MAYOR & VILLAGE BOARD  
FINAL REPORT

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# LEADERSHIP GUIDE | 2021

MOUNT PROSPECT | IL  
MAY 2021



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# **SECTION 1**

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## **LEADERSHIP AND STRATEGIC PLANNING WORKSHOPS: OVERVIEW VILLAGE OF MOUNT PROSPECT**

# **LEADERSHIP AND STRATEGIC PLANNING WORKSHOP**

**Mayor and Board of Trustees**

**Village of Mount Prospect**

**MAY 2021**

## ***OBJECTIVES/OUTCOMES***

- **To enhance the Mayor and Board of Trustees as the Village's governing body/' board of directors and their leadership in the Mount Prospect community**
- **To re-introduce the strategic planning model for Village of Mount Prospect - connecting the basic components**
- **To provide an opportunity for the Mayor and each Trustee to share and discuss their ideas about Mount Prospect today and in the future**
- **To refine Mount Prospect Vision 2036 for the Mount Prospect community**
- **To refine Mount Prospect Village Government Mission**
- **To refine Mount Prospect Village Government Core Values**
- **To develop a five-year Plan 2021 – 2026**
- **To develop an Action Agenda 2021 – 2022 – Action Outlines with Policy Calendar**
- **To establish the Mayor and Board of Trustees Priorities 2021 – 2022**
  - **Policy Agenda 2021 – 2022: Top Priority and High Priority**
  - **Management Agenda 2021 – 2022: Top Priority and High Priority**
  - **Management in Progress 2021 – 2022**
  - **Major Projects 2021 – 2022**
- **To define/refine the governance process – Mayor and Board of Trustees/Village Manager in Action**

## ***AGENDA***

- 1. LEADERSHIP AND STRATEGIC PLANNING WORKSHOP FOR MAYOR AND BOARD OF TRUSTEES: OVERVIEW**
  - a. Mayor's Opening Comments**
  - b. Village Manager's Opening Comments**
  - c. Workshop: Purposes, Agenda and Process**
- 2. VILLAGE GOVERNMENT AS A TEAM**
  - a. Village as a Team – Working Model**
  - b. Team = GREAT**
  - c. Leadership Challenges during Turbulent Times**
- 3. STRATEGIC PLANNING MODEL FOR THE VILLAGE OF MOUNT PROSPECT**
  - a. Basic Elements**
  - b. "Connecting the Dots"**
  - c. Process**

- 4. MOUNT PROSPECT: ARE YOU READY FOR...**
  - a. Societal Trends**
  - b. Mount Prospect Trends**
  - c. COVID-19: Learning Points and Opportunities**
  
- 5. LOOKING TO MOUNT PROSPECT'S FUTURE**
  - a. Mayor and Trustees Perspective**
    - i. Legacy**
    - ii. Success in 2026**
    - iii. My Top Three Priorities for 2021 – 2022**
  - b. Village Manager's Perspective – "Top 10" for 2021 – 2022**
  
- 6. MOUNT PROSPECT VISION 2026**
  - a. VISION – a set of value-based principles that describe the preferred future – our community destination**
  - b. Mount Prospect Vision 2036 – Current Vision**
    - i. Review and Discussion**
    - ii. Prioritize**
    - iii. Finalization**
  
- 7. MOUNT PROSPECT VILLAGE GOVERNMENT: OUR MISSION**
  - a. MISSION – a set of value-based principles that describe the purposes and operating guideline for Mount Prospect Village Government – our vehicle**
  - b. Mount Prospect Village Government: Our Mission – Current Mission**
    - i. Review and Discussion**
    - ii. Finalization**
  
- 8. PLAN 2021-2026**
  - a. PLAN – a 5-year map with outcome-based objectives, challenges and opportunities – short term and long term actions for the next 5 years with 1-year priorities**
  - b. Goals 2026**
    - i. Discussion**
    - ii. Priority**
  - c. For each Goal**
    - i. Objectives**
      - 1. Review, revise and discussion**
      - 2. Priority**
    - ii. Challenges and Opportunities**
      - 1. Review, revise and discussion**
      - 2. Priority**
    - iii. Actions 2021 – 2026**
      - 1. Expectations**
      - 2. Priority for 2021 – 2022**

**9. GOVERNANCE REFINEMENT: MAYOR-BOARD OF TRUSTEES AND –VILLAGE MANAGER IN ACTION**

- a. Expectations**
  - i. Success Means**
  - ii. Desired Image**
- b. House Rules: Code of Conduct and Civility –**
  - i. Discussion**
  - ii. Direction**
- c. Operating Protocols: Review**
- d. Expectations and Actions**
  - i. Mayor**
  - ii. Trustee**
  - iii. Village Manager**

**10. ACTION AGENDA 2021 – 2022**

- a. ACTION AGENDA - a tactical plan with defined deliverables and time framework**
- b. ACTION OUTLINES 2021 – 2022**
  - i. Policy Action Outlines**
    - 1. Review**
    - 2. Modification**
    - 3. Direction**
  - ii. Management Action Outlines**
    - 1. Review**
    - 2. Modification**
    - 3. Direction**
  - iii. Management in Progress 2021 – 2022**
    - 1. Review and Discussion**
    - 2. Finalization**
  - iv. Major Project 2021**
    - 1. Review and Discussion**
    - 2. Finalization**

**11. ACTION AGENDA 2021-2022**

- a. POLICY AGENDA 2021 – 2022**
  - i. “Top” Priority**
  - ii. “High” Priority**
- b. MANAGEMENT AGENDA 2021 – 2022**
  - i. “Top” Priority**
  - ii. “High” Priority**

**12. MAKING THE STRATEGIC PLANNING PROCESS WORK FOR YOU**

- a. Monitoring Performance**
- b. Reporting to Mayor and Board of Trustees**
- c. Reporting to the Community**

**13. WRAP-UP**

- a. Final Comment**
- b. Next Steps**

# **SECTION 2**

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## **MOUNT PROSPECT AS A VILLAGE TEAM**

# **Mayor/Board – Manager Form of Village Government**

## **HISTORICAL CONTEXT: 1880 – 1910**

### **1. CORRUPTION**

- a. “Pay to Play”**
- b. Government Position Used to Expand Personal Income or Business Opportunities**
- c. Mixing Resources with Personal Assets**
- d. Use Position for Personal Gain**

### **2. DISHONEST**

- a. Individuals Lied**
- b. Used Disinformation to Confuse**
- c. Reputation: Government Cannot Be Trusted**
- d. Flexible Commitments**

### **3. BEHIND CLOSED DOORS**

- a. Private Meetings with No Records**
- b. No/Very Limited Public Input or Involvement**
- c. “Inner” Circle Driven with No Dissent**

### **4. PARTISAN**

- a. Party Driven Agenda**
- b. Party Support for Candidates**
- c. Party Caucuses and Agenda**
- d. Individual’s Label by Party**
- e. Creating “Drama” to Serve Political Purposes**



## **5. PERSONAL AGENDA**

- a. Focus on Politics – Agenda to Get Re-elected**
- b. Focus on Ward Issues**
- c. No Master Plans**
- d. Lack of Community as a Whole**

## **6. PERSONAL HIRING**

- a. Hire based upon Who You Knew**
- b. Pay for Employment – “Kick” Backs**
- c. Hire Political Supports**
- d. Hire Family Members or Personal Friends**

## **7. STRONG EXECUTIVE - MAYOR**

- a. Mayor Outlook: “My Administration”**
- b. Mayor – Rarely Went to Board Meeting**
- c. Department Heads and Employees Served at the Pleasure of the Mayor**
- d. Mayor Served as the Focal Point for the**
- e. Mayor’s Discretion Whether or Not to Implement Board Policies, Programs or Budget**

## **8. WEAK LEGISLATIVE – BOARD**

- a. Meetings Run by Board President**
- b. Served as the “Legislative Body”**
- c. Used Committees to Address Issues**
- d. Developed and Adopted Policies and Budgets**

## **9. WARD REPRESENTATION**

- a. Represented a Defined Area**
- b. Focus on the Ward**
- c. Satisfying “My” Voters**
- d. Individual CIP’s by Ward**

## **10.SERVICE INEQUITY**

- a. Different Services and Service Levels by Where You Lived**
- b. Resources Allocated Based Upon Political Alignment/Alliance**
- c. Rich and Influential – More and High Level of Services**

## **11.GOVERNMENTAL INEFFICIENCY**

- a. Perception of “Big Government”**
- b. Lack of Financial Accountability or Systems**
- c. No Performance Measures**
- d. Wasteful Spending – Spend or Lose the Dollars**

## **12.CRISIS OF THE MOMENT/THE DAY**

- a. Focus Short Term – Reactive**
- b. Crises Used for Political Gain**
- c. No or Limited Planning**
- d. Blame Others for the Problem**

## **13.GOVERNMENT DRIVEN**

- a. Attitude: Government Knows What is BEST for You**
- b. Disregard for Market Forces**
- c. Government over Business – Other than My Own**
- d. Government Dictate**

## **14. JURISDICTION**

- a. Jurisdiction/Geographic Area**
- b. No Sense of Community**
- c. Homogenous Population**
- d. Protect our Territory**

## **15.STATE DICTATES TO CITIES**

- a. State Providing Legal Framework**
- b. State Legislative Mandates and Directive**
- c. Limited or No Local Options and Control**
- d. County = Agent of State Government**
- e. Compliance with State Laws and Regulations**

## **GOVERNMENT IN CRISIS: 1910 – 1920**

- **People Killed – Disappointed “Employee” or Political Opponents**
- **Investigations**
- **Newspaper Reporting: Uncovering the “Underbelly”**
- **Domination by “Politics”**
- **Corruption**
- **Less Confidence in Government**

## **RISE OF “GOO GOO’S” – ADVOCATES FOR GOOD GOVERNMENT**

- **Businesses: Associations and Chambers of Commerce**
- **Women: Vote and League**
- **Scientific Management: Driven by Data**
- **Community Organizations**
- **Rise of Professionalism**

**EMERGENCE OF  
MAYOR/BOARD-MANAGER FORM:  
BASIC PREMISES [1920 – 1980]**

**1. ETHICAL GOVERNMENT**

- a. Code of Ethics and Defined Standards of Behavior**
- b. Candidate Reporting Requirements and Processed**
- c. Ethics Commissions – Monitoring and Enforcement**
- d. Check and Balance by Media**

**2. OPEN AND TRANSPARENT GOVERNMENT**

- a. Open Meetings**
- b. Open Records**
- c. Personal Accountability**
- d. “Keeping” Your Word**

**3. COMMUNITY ENGAGEMENT**

- a. Public Hearings/Multiple Readings Required**
- b. Creation of Boards, Commissions and Committees**
- c. Community Outreach and Communications**
- d. Community Surveys**
- e. Referendum Elections**

**4. NONPARTISAN**

- a. Focus on Serving the Community**
- b. Board's Responsibility to Govern the Community**
- c. No/Minimal Party Politics**
- d. No Party Endorsements or Platforms**
- e. Public Forums**

## **5. COMMUNITY FOCUS**

- a. -Wide Agenda**
- b. Budget**
- c. Departmental Plans**

## **6. PROFESSIONAL WORKFORCE**

- a. Hire Based upon Competency and Merit**
- b. Creation of “Civil Service Commissions” Evolve to Human Resource Management**
- c. Test Driven**
- d. Performance Evaluation Systems**
- e. Competitive Compensation**

## **7. MAYOR- BOARD AS A BOARD OF DIRECTORS**

- a. Mayor Elected from the Board**
- b. Mayor-Board Part-Time**
- c. Focuses on Policy – “What” Decisions**
- d. Makes Policy Decision**
- e. Represents the Village**
- f. Hires the CEO**

## **8. MANAGER AS THE CHIEF EXECUTIVE OFFICER**

- a. Hired by the Board**
- b. Empowers the Manager to Run the Operations**
- c. Provides Support to the Mayor-Boardmembers**
- d. Leads the Village Organization**
- e. Provides Data Analysis**
- f. Plans for the Future**
- g. Provides Options for Consideration by the Mayor-Board**
- h. Recommends to Board**
- i. Implements Board Decisions and Directions**
- j. Acts in a Professional Capacity**

## **9. AT LARGE REPRESENTATION**

- a. At Large Elections to the Board**
- b. Representation of the “Whole” Community**
- c. Promotion of Wide View/Perspective**
- d. Moving from Ward to Community**

## **10. SERVICE EQUITY**

- a. Residents Are All Equal**
- b. Equitable Village Services for All**
- c. Services Defined and Prioritized**
- d. Service Performance Evaluation**

## **11. FISCAL ACCOUNTABILITY**

- a. Budgets**
- b. Financial Audits**
- c. Bond Ratings**
- d. Financial Management Policies and Systems**

## **12. PLANNING FOR AND INVESTING IN THE FUTURE**

- a. Looking to the Future**
- b. Comprehensive Plans**
- c. Departmental Business Plans**
- d. Strategic Planning**

## **13. PARTNERSHIP WITH COMMUNITY**

- a. Board Decides to Protect the Community’s Interests with Community Input**
- b. Development of Public-Private Partnership for Community Benefits**
- c. Market Force Impacting Community**

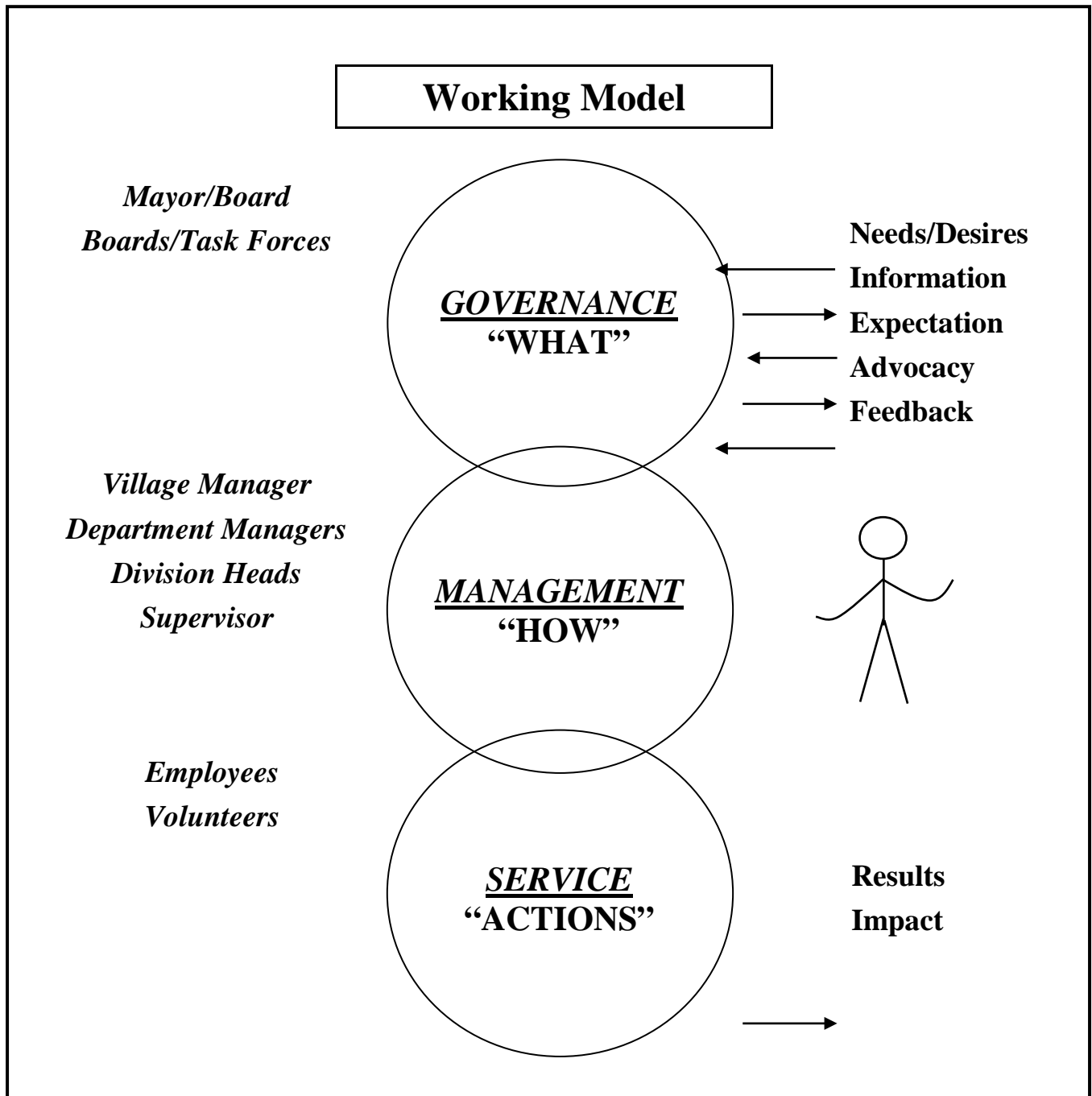
## **14. SENSE OF COMMUNITY**

- a. One Community**
- b. Diverse Communities Coming Together**
- c. Government as a “Gatekeeper” and “Steward” for Overall Community Benefit**
- d. Recognition Community Is More than Government**

## **15. HOME RULE**

- a. Government is Best Closest to Home**
- b. Local Autonomy to Respond to Community – Needs and Values**
- c. State Provides General Legal Framework and Rules – Open to Local Interpretation**
- d. Policies and Processes Tailored to the Community**

# Mayor/Board – Manager Model





# The Village

## **GOVERNANCE means . . .**

- Listening to the citizens
- Anticipating and focusing issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the community and government
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

## **MANAGEMENT means . . .**

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

## **SERVICE DELIVERY means . . .**

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

# **Board of Directors Responsibilities**

## **OVERVIEW**

- 1. Determine Your Core Businesses**
  - 2. Define Goals for 5 Years**
  - 3. Develop Strategies**
  - 4. Establish Annual Agenda – “To Do” List**
  - 5. Make Policy Decisions**
  - 6. Listen to Community – the Stakeholders**
  - 7. Be an Advocate**
  - 8. Delegate to Staff**
  - 9. Monitor Performance and Results**
  - 10. Set the “Corporate” Tone**
- 
- 11. Hire/Fire Chief Executive Officer**

**Responsibility 1**

**Determine Our Businesses –  
The Responsibility of Village Government**

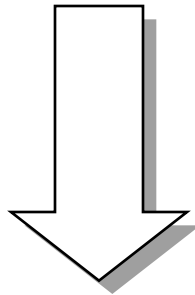
**Community Needs**

**Basic Services/Products**

**Service Levels**

**Services that Enhance Quality of Life**

**Resources to Support Services**



**CORE BUSINESSES THAT  
HAVE VALUE FOR  
STAKEHOLDERS**

**Responsibility 2**

**Define Goals for 5 Years –  
Our Village's Destination**

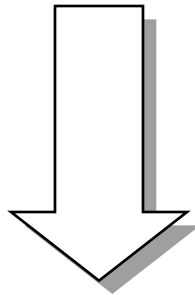
**Desire for Your Village's Future**

**Community Uniqueness**

**Community Assets: Worth Preserving**

**Characteristics of Our Community – Today, in the Future**

**Dreams, Visions, Hopes**



**OUTCOME BASED GOALS  
THAT CAN GUIDE DECISIONS  
AND ACTIONS**

**Responsibility 3**

**Develop Strategies –  
Strategic Investments and Action**

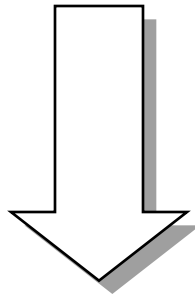
**Analysis of Gaps**

**Forces Shaping the Future – Ability to Influence**

**Legal Framework and Regulations**

**Opportunities Today and On the Horizon**

**Critical Needs – Short-Term**



**STRATEGY FOR ACHIEVING  
GOALS THAT OUTLINES ACTIONS,  
INVESTMENT AND TIMELINE**

**Responsibility 4**

**Establish Annual Agenda –  
“To Do” List of Targeted Actions**

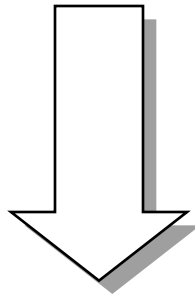
**In Progress**

**Policy Voids and Needs**

**Major Projects**

**New Programs**

**Resources**



**AGENDA OF TARGETS FOR  
VILLAGE BOARD ACTION THAT IS  
AN  
ANNUAL “TO DO” LIST**

**Responsibility 5**

**Make Policy Decision –  
Direction on Key Issues**

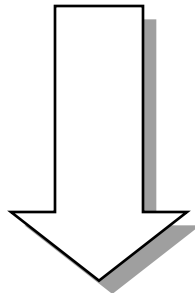
**Specific Outcomes and Performance Expectations**

**Policy Statement/Position**

**Village's Role and Responsibility**

**Framework for Action**

**Resources**

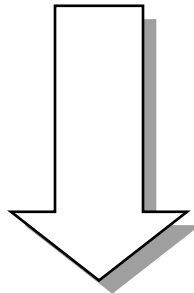


**DECISIONS PROVIDING CLEAR  
DIRECTION TO VILLAGE STAFF  
AND COMMUNITY**

**Responsibility 6**

**Listen to Community –  
Messages from Stakeholders**

**Beyond the Vocal 20% . . .**  
**Desires for the Future**  
**Needs: Short-Term and Long-Term**  
**Concerns**  
**Expectations**  
**Partnering and Involvement**



**MESSAGE FOCUSING ON MAJOR  
THEMES THAT RELATE TO 'S  
RESPONSIBILITIES**



**Responsibility 7**

**Be an Advocate –  
Education and Support of Stakeholders**

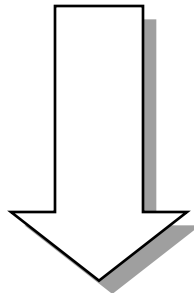
**Understanding Village Government – “Civics 101”**

**Responsibilities of Citizenship**

**Representation of Village: Policies and Corporate Body**

**Cheerleading and Inspiration**

**Celebration**



**REPRESENTING VILLAGE AS ADVOCATE  
DIRECTION TO VILLAGE STAFF AND  
COMMUNITY STAKEHOLDERS**

**Responsibility 8**

**Delegate to Village Staff –  
Clear Directions and Parameters**

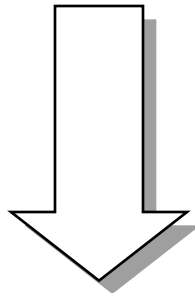
**Closure on Issue**

**Directions**

**Parameters: Guidelines and Resource**

**Expectations: Outcomes and Process**

**Criteria for Measuring Success or Completion**



**DELEGATING BY SETTING  
DIRECTION AND INSPIRING OTHERS  
TO FOLLOW THROUGH**

**Responsibility 9**

**Monitor Performance and Results –  
Clear Feedback to Staff**

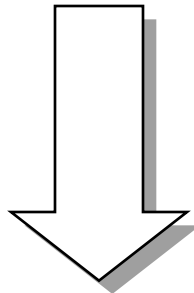
**Progress Reports**

**Adjustments: Direction**

**Refinement: Actions**

**Problem Solving**

**Accountability for Results and Impact**



**PERFORMANCE MONITORING THAT  
ADJUSTS THE COURSE OF ACTIONS  
TO “BEST” ACHIEVE OUR GOALS**

**Responsibility 10**

**Set the “Corporate Tone” –  
Guiding Values and Principles**

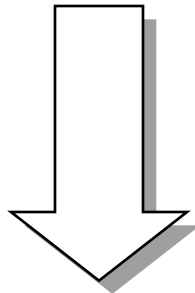
**Behavior at Board Table**

**Comments in the Community**

**Treatment of Village Staff**

**Respect for Stakeholders**

**Impact of Process – “How” Things Are Done**



**CORPORATE TONE REFLECTS  
VALUES THAT GUIDE MANAGERS  
AND EMPLOYEE ACTIONS ON A  
DAILY BASIS**

**Responsibility 11**

**Hire Chief Executive Officer – Manager**

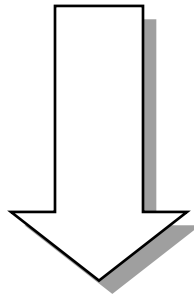
**Responsibilities**

**Selection**

**Supervision**

**Feedback**

**Performance Standards and Evaluation**



**VILLAGE MANAGER (CEO) THAT “FITS”  
OUR COMMUNITY, OUR VILLAGE AND  
CAN HELP US ACHIEVE OUR GOALS**

# Effective Teams Model

## Effective TEAMS Are:

### Goals

#### “Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

### Roles

#### “Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

### Execute

#### “Produce Results through Actions”

- Analyze —————→ Decide
- Act —————→ Impact
- Evaluate —————→ Adjust

### Attitude

#### “Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

### Trust

#### “Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

# Winning Teams



## **Winners Versus True Champions *Comparison***

<b>Winners</b>	<b>Champions</b>
<b>Keep the Focus</b>	<b>Refine Goals</b>
<b>Share Responsibility as Leaders</b>	<b>Look For and Develop Leaders</b>
<b>Use a Game Plan</b>	<b>Prepare for New Challenges</b>
<b>Build Teams</b>	<b>Develop Teams</b>
<b>Listen to Citizens</b>	<b>Reach Out to Citizens</b>
<b>Have Agendas</b>	<b>Take on a New Project</b>
<b>Celebrate Successes</b>	<b>Market Success</b>

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayor and Village Board is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as leaders.



# The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

## **1. Refine Goals**

Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For government, Mayor and Board define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

## **2. Look for and Develop Future Leaders**

Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the Village. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the 's resources and accomplishments. Champions are always looking for future champions.

## **3. Prepared for Next Challenge**

Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayor and Board look to their process – how they govern the; how they relate to the staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

## **4. Develop Teams**

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams, individuals grow and provide new

contributions to the team based upon their own personal growth. A “champion” recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning. In cities, Mayor and Board look to developing their team and the team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

## **5. Reach Out to Citizens**

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Board, it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person’s perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities.

## **6. Search for a New Project**

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayor and Board to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

## **7. Market Successes**

Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the government, and the citizens to whom there is a sense of stewardship. Mayor and Board have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the was worthwhile. In today's world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

## **Pitfalls for Winners**

**Arrogance – Feeling that We are Better than Others**

**Attitude of Complacency**

**Assuming Goals and Focus**

**Taking Relationships for Granted**

**On Top of Big Issues**

**Worrying about the Crisis**

**Wrap Up Mentality**

**Personal Prominence**

## **Pitfalls for Winners**

### **Sowing the Seeds of Failure**

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season”. The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**

In applying the concept of arrogance to cities, it means that Mayor and Board lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Board. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Mayor and Board get a feeling that “we know what is best” and begin to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**

The feeling “we are fine; we are now here” challenges winners. However, as you take the words “now here,” it can easily become “nowhere.” In cities, complacency occurs when the Mayor and Board assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Board Members become impatient and minimize critical feedback. Mayor and Board worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**

Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayor and Board is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**

Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayor and Board, it leads to a break down in the governance process and the election at the polls. Focusing on petty irritants in the relationship challenges winners. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and Boards have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayor and Board, the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the staff can become confused and question the true direction for the Village and the individual motivations of Board Members. The Village begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayor and Board, it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayor and Board, it is the media focusing on individual contributions and accomplishments, rather than successes of the Village. We forget that there is no “I” in “Team.” Our focus is on ourselves individually, rather than our 's future. For some Mayor and Boards personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayor and Boards take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes “Winners” from “True Champions.”

# 12 Points of an Effective Mayor and Board

## 1. Focus on and Use Vision, Goals and Priority

- Define the 's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

## 2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the "

## 3 Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Commissions, and to staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

## 4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

## 5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

## 6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

**7. Monitor Performance**

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

**8. Have a Community Presence**

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the

**9. Act as a Board of Directors**

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the Manager as the C.E.O.
- Avoid micromanaging and the daily operations

**10. Think Strategically**

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

**11. Align the Organization**

- Appoint individuals to Boards and Commissions who share your passion for the and the vision for the future
- Define the core values to guide “how the should operate and be managed”
- Employ the “right” Manager for your
- Hold other accountable for their behaviors, actions and the results

**12. Share Success and Celebrate**

- Communicate “Our Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the has added to people’s lives
- Recognize others who have contributed to the ’s success
- Remember people want to be associated with “winners”



# **Governance**

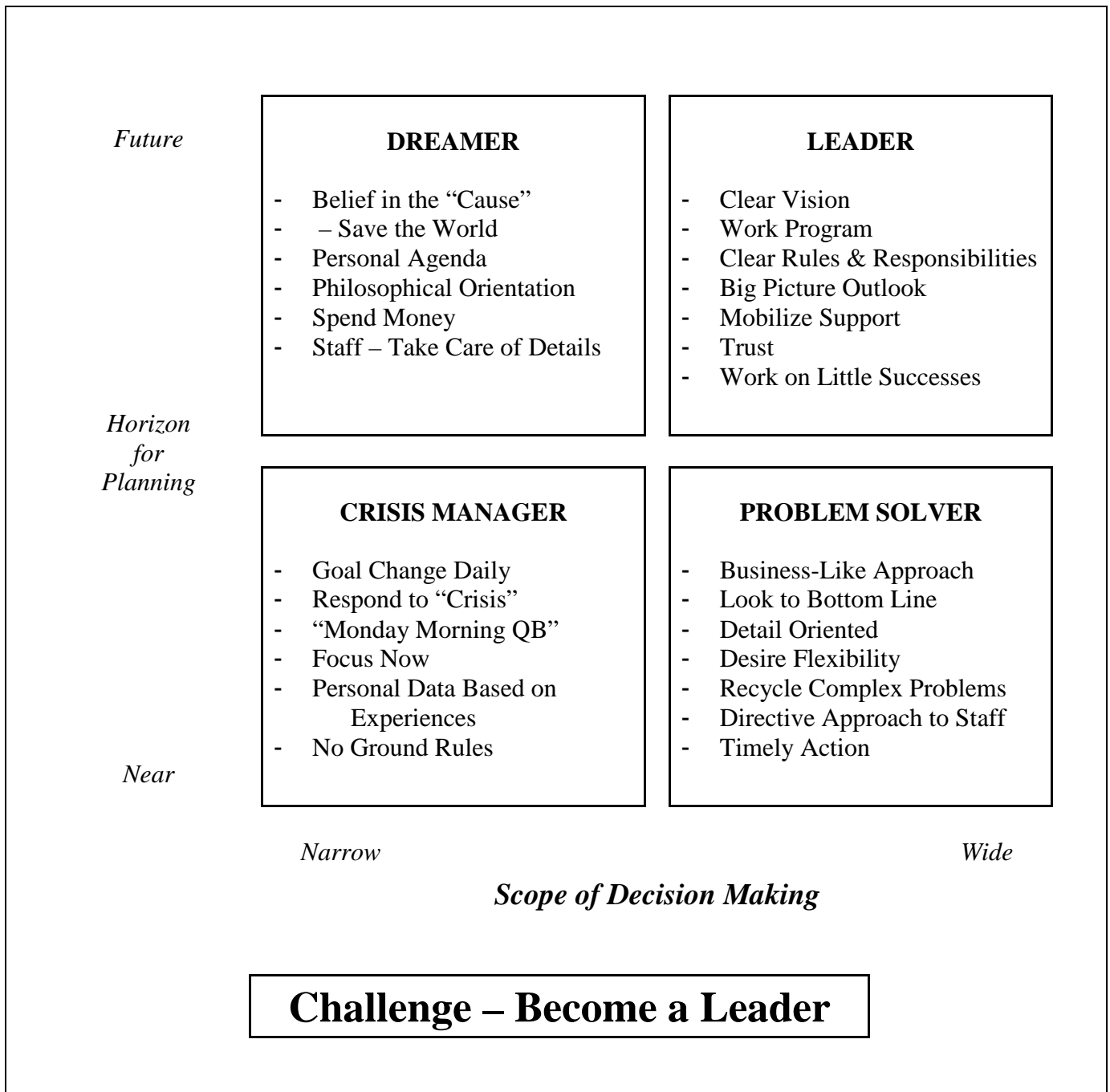
## **The Responsibility of Mayor and Board**

### **The Mayor and Board Govern by . . .**

- **Listening to Citizens: Dreams, Ideas, Concerns**
- **Informing Citizens: Government, Goals, Policies, Programs**
- **Mobilizing Supportive Partners for Cooperative Efforts**
- **Developing Goals for 's Future**
- **Setting the Tone and the Image – By How Business is Conducted**
- **Making Decisions: Direction, Policy, Goals, Programs, Resources**
- **Monitoring Performance and Seeking Feedback on Impact/Results**
- **Making Adjustments – Keeping the Goal in Mind**
- **Learning About the Community, Operations**
- **Being Responsible for Decisions and Actions**
- **Being Community Leaders**

# Governance Grid

## Conflicting Approaches

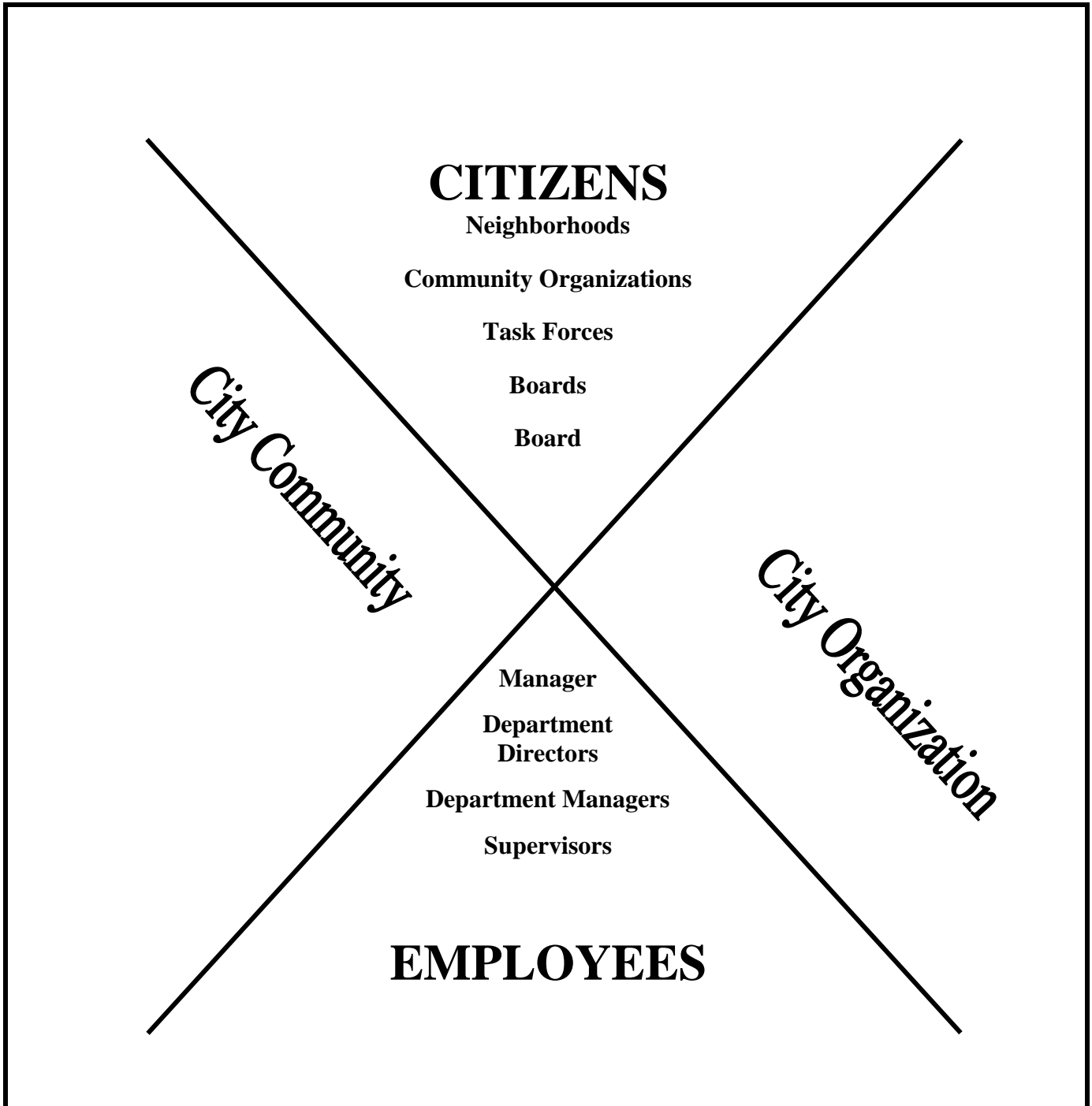


# Life Cycle of Board

<b>Phase/ Component</b>	<b>Infancy (0-3 Months)*</b>	<b>Action (0-18 Months)*</b>	<b>Survival (2-9 Months)*</b>	<b>Legacy (0-2 Months)*</b>
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Lay foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Action toward goals</li> </ul>	<ul style="list-style-type: none"> <li>• Re-election or leave gracefully</li> </ul>	<ul style="list-style-type: none"> <li>• Leave with action</li> <li>• Pass time</li> </ul>
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>• Exposure</li> <li>• Gaining knowledge</li> <li>• Clarifying relationships</li> <li>• Exchanging information</li> </ul>	<ul style="list-style-type: none"> <li>• Realistic expectations</li> <li>• Trust</li> <li>• Wide view</li> <li>• Evaluation with corrective action</li> <li>• Ownership</li> <li>• Analysis of issues</li> </ul>	<ul style="list-style-type: none"> <li>• Avoidance of issue</li> <li>• Concern for election</li> <li>• Less Trust</li> <li>• Focus on visible issues or minutiae</li> </ul>	<ul style="list-style-type: none"> <li>• “Wait and see” attitude</li> <li>• Confrontation of tough issues</li> </ul>
<b>Behavior</b>	<ul style="list-style-type: none"> <li>• Avoidance of conflict</li> <li>• Dependency</li> <li>• Reaction to pressures</li> <li>• Decision without analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with staff</li> <li>• Sharing responsibility</li> <li>• Mobilization of support</li> </ul>	<ul style="list-style-type: none"> <li>• Personal attacks</li> <li>• Posturing</li> <li>• Dropping out</li> <li>• Seeking out pressure group</li> </ul>	<ul style="list-style-type: none"> <li>• Dropping out</li> <li>• Collaboration with staff</li> </ul>
<b>Implications</b>	<ul style="list-style-type: none"> <li>• Decision recycling</li> <li>• Unfulfilled expectations</li> <li>• Inconsistency</li> </ul>	<ul style="list-style-type: none"> <li>• Action on issues</li> <li>• Separation of and citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Unpredictability</li> <li>• Tunnel vision</li> <li>• Reactive to pressure</li> </ul>	<ul style="list-style-type: none"> <li>• No significant action</li> </ul>

*\*Length of time depends on the community and tradition*

# Community-Based Government

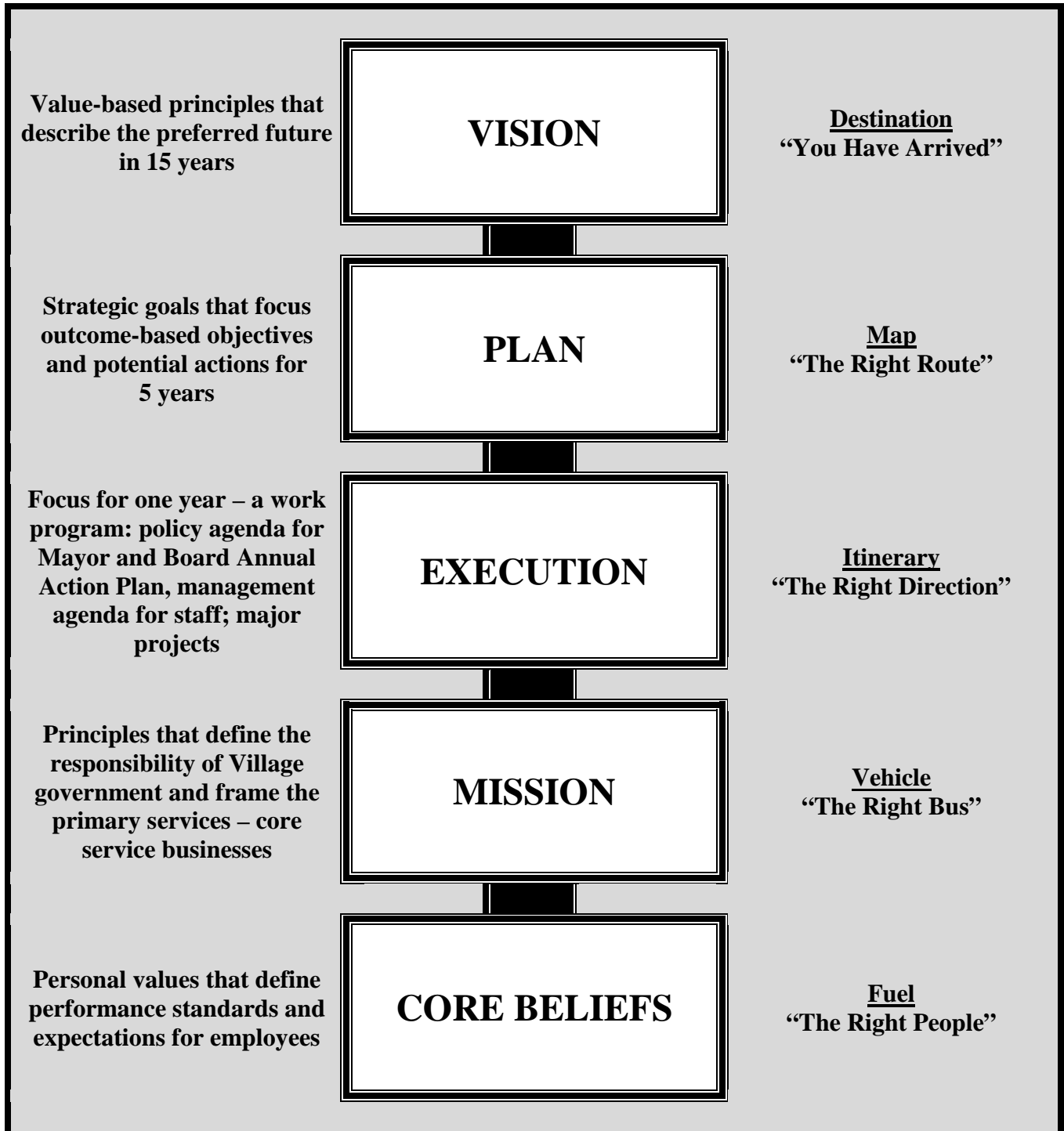


# **SECTION 3**

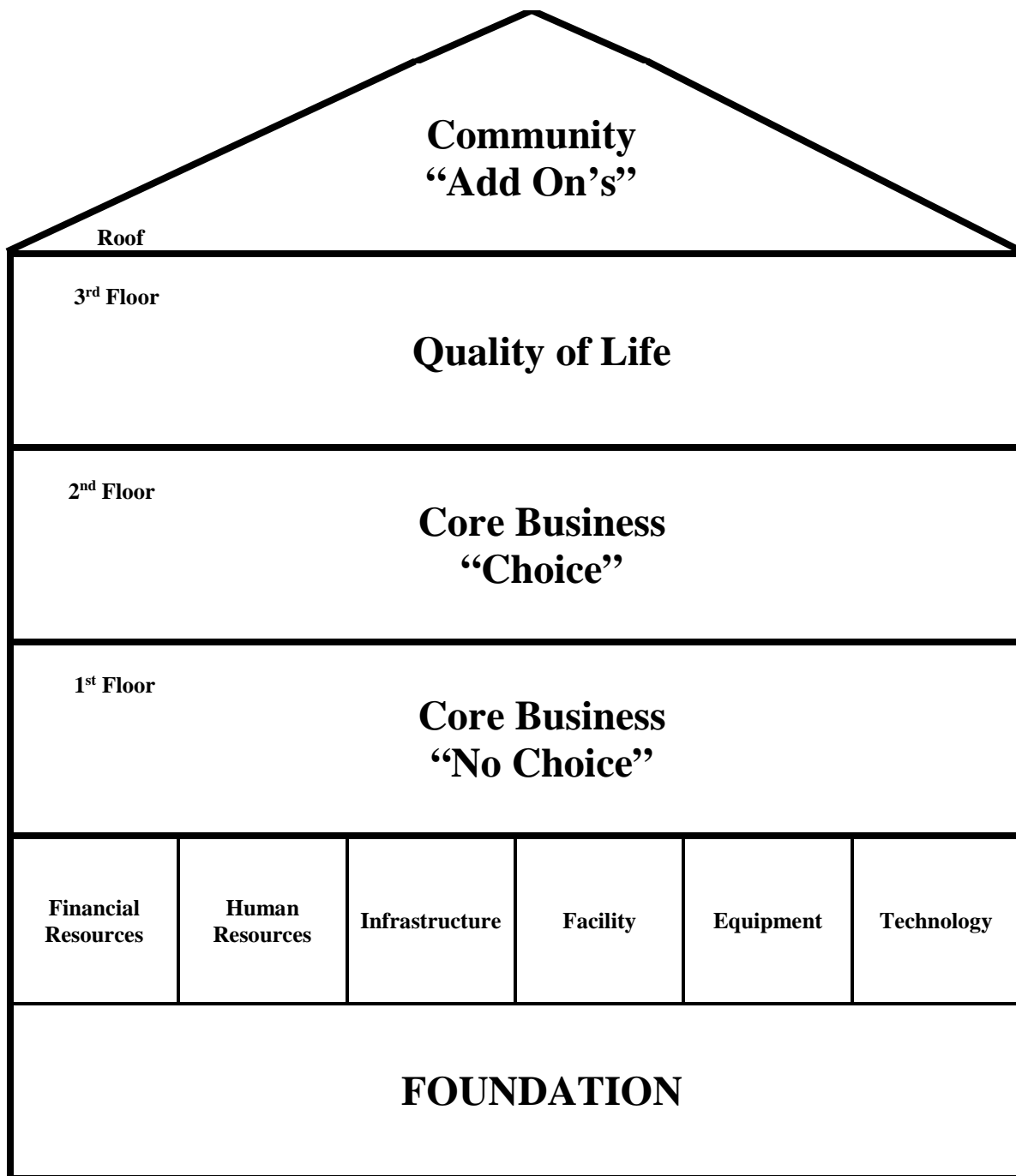
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## **STRATEGIC PLANNING MODEL FOR VILLAGE OF MOUNT PROSPECT**

# ***STRATEGIC PLANNING MODEL***



# Village: Service Responsibilities



# Village Service Hierarchy House Model

## **FOUNDATION**

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF VILLAGE SERVICES

## **1st FLOOR - NO CHOICE**

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

## **2nd FLOOR - CHOICE FOR DAILY LIFE**

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

## **3rd FLOOR - QUALITY OF LIVING**

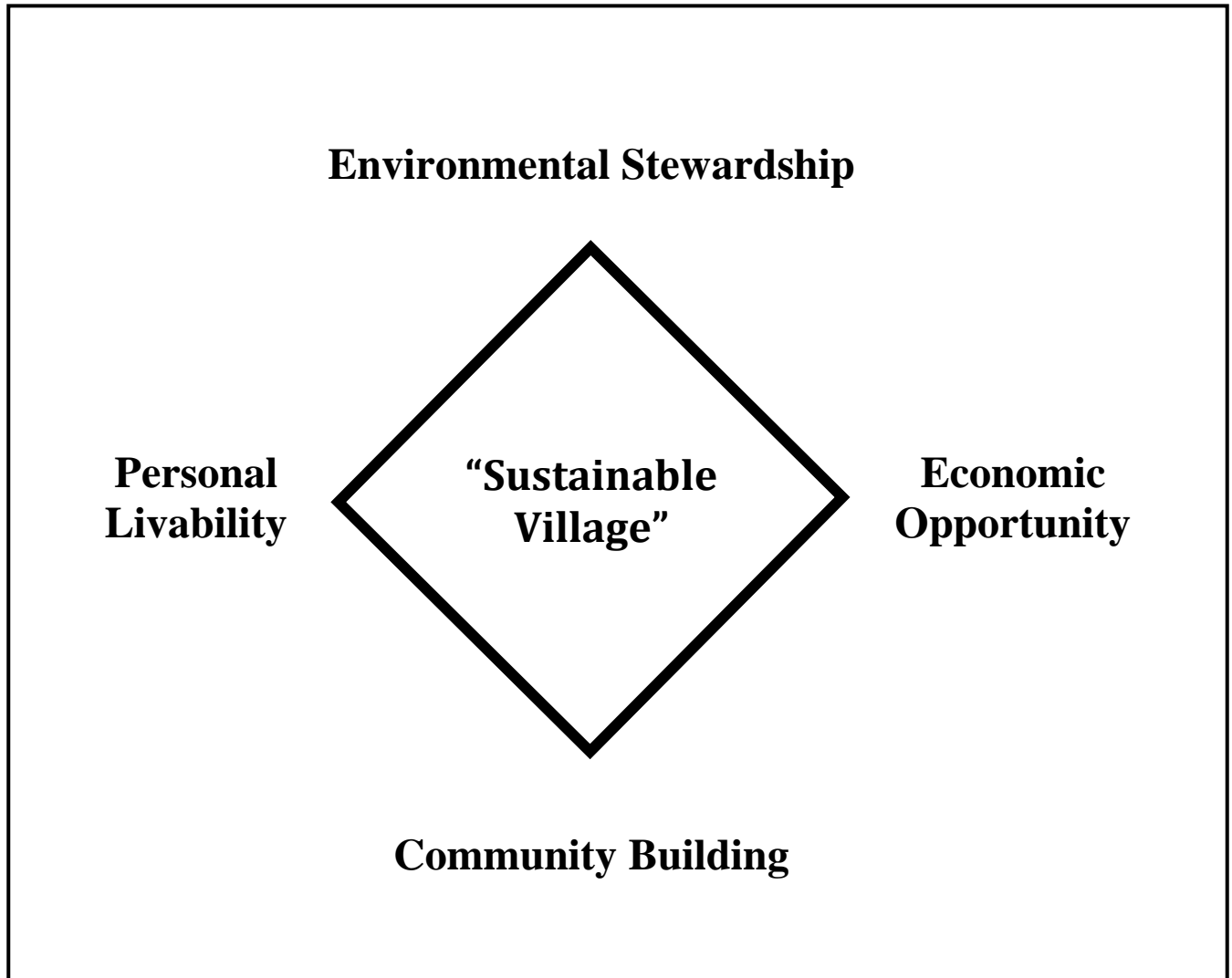
SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

## **ROOF - COMMUNITY ADD ON**

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES



# **Sustainable Community**



# A Sustainable Community is a Balance of Four Components

## **Personal Livability**

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the Village and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

## **Environmental Stewardship**

- Preservation of the Village's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the Village's and community's carbon footprint
- Use of alternative energy sources

## **Economic Opportunities**

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

## **Community Building**

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the Village's governance processes
- Proactive communications about the Village and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

# **SECTION 4**

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## **LEADERSHIP DURING INCREASINGLY TURBULENT TIMES**

## **GOVERNANCE VS. POLITICS: A SIMPLE VIEW**

***Governance*** is serving the community;  
***Politics*** is getting elected or re-elected.

***Governance*** is being guided by vision, goals and value to the community;  
***Politics*** is being guided by ideology, a cause or philosophical principle.

***Governance*** is shaping the community's future for the long term;  
***Politics*** is responding to the moment and current "crisis".

***Governance*** is taking responsibility;  
***Politics*** is making promises.

***Governance*** is exercising an ability to influence others;  
***Politics*** is the use of power.

***Governance*** is finding pragmatic solutions to problems through collaboration;  
***Politics*** is starting with solutions in mind.

***Governance*** is being data driven;  
***Politics*** is playing to people's emotions.

***Governance*** is negotiating by trading off to find a workable compromise;  
***Politics*** is demanding and advocacy to win.

***Governance*** is educating and mobilizing support;  
***Politics*** is rallying supporters and creating zealots.

***Governance*** is creating community benefits and value;  
***Politics*** is taking personal credit and receiving personal recognition.

**TODAY'S CRISIS: Politics trumping Governance**

# **GOVERNANCE: FRAMEWORK FOR EFFECTIVENESS**

## ***GOVERNANCE REALITY***

- 1. You are “The Village” – you are now “Them.”**
- 2. Legal frameworks (Federal, State and County laws, Village charter/codes) define operating parameters for the Village’s governance process and the Mayor and Board.**
- 3. There is No choice of who are your team members – the electorate identify them.**
- 4. Board members may be elected At Large or by Ward/District, and all are responsible for the Village.**
- 5. Mayor and Board is the Employer of the Village Manager – the Chief Executive Officer.**
- 6. Mayor and Board members are 24/7 to the community – hard for the community to separate you as an individual and you as a Village representative.**
- 7. Every decision that is made by the Mayor and Board create the community’s future.**
- 8. Mayor and Board member behaviors and comments set the tone of governance for the Village and define civility in Village governance.**
- 9. On controversial issues, the best decisions require collaboration amongst the Mayor and Board members to arrive at a compromise – everyone has a feeling of a “win”.**
- 10. A vote of “3” decides.**
- 11. Mayor and Board members are the leaders of the Village government – a community institution.**

**BOTTOM LINE: Mayor and Board are the “Board of Directors” for the Village – a major corporation.**

## ***GOVERNANCE EFFECTIVENESS QUESTIONS***

### ***MAYOR AND BOARD EFFECTIVENESS***

- 1. Do we make policy decisions focusing on WHAT?**
- 2. Do we make decisions based upon what is Best for the Community as a whole?**
- 3. Are the Mayor and Board policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?**
- 4. Do we make decisions that are guided by our Vision, Goals and Mission?**
- 5. Do we make decisions that balance data driven staff recommendations and input from the community?**
- 6. Do our decisions delegate responsibility and authority to the Village Manager?**
- 7. Do our decisions provide clear direction – our desired outcomes and performance expectation?**
- 8. Are our decisions consistently supported by Mayor and Board action as a governing body and as an individual?**
- 9. Do we take time to evaluate our decisions during implementation and make adjustments based upon data based feedback?**

## ***GOVERNANCE EFFECTIVENESS QUESTIONS***

### ***INDIVIDUAL EFFECTIVENESS***

- 1. Do I behave in a respectful manner and act with integrity?**
- 2. Do I act in an ethical manner – above question?**
- 3. Do I work with Mayor – Board – Village Manager team as a whole?**
- 4. Do I know and use our Vision, Goals, Mission and Policies to guide my actions?**
- 5. Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?**
- 6. When I make a decision/cast my vote, do I balance the data presented, recommendations from Village staff and what I think is best for our Village and Community?**
- 7. Do I represent and support the Village Institution – responsibilities, policies and decision?**
- 8. When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the Village management or staff?**
- 9. Do I listen with an open mind to understand before drawing a conclusion?**
- 10. Do my actions and comments support the adopted Policies and Decisions?**
- 11. Do I bring forward problems with policies and decision implementation to the Village Manager and the Mayor and Board?**
- 12. Do I avoid directing Village staff on an individual basis?**

# **POLICY LEADERSHIP: AVOIDING THE IMPLEMENTATION GAP**

## ***POLICY DEVELOPMENT – Responsibility of Mayor and Board***

- 1. Define the issue(s)**
- 2. Define the desired outcomes for the community**
- 3. Seek and listen to input from the community**
- 4. Review existing Village plans, policies and practices**
- 5. Receive a complete, data based report with options [Village Manager's responsibility]**
- 6. Deliberate to resolve issues and develop specific policy framework**
- 7. Determine performance expectations**
- 8. Decide policy guided by Vision and outcome-based Goals**
- 9. Provide a clear direction to Village Manager**
- 10. Provide the resources for implementation**
- 11. Receive reports on the effectiveness and community outcomes [Village Manager responsibility]**
- 12. Support consistently the policy until policy changes**
- 13. Provide feedback to the Village Manager: observations, feedback and problems/concerns**
- 14. Decide to modify policy [when the policy is not working – achieving the desired community outcomes]**



***POLICY IMPLEMENTATION – Responsibility of Village Manager***

- 1. Create an energized organizational culture based on best practice, innovation and creativity**
- 2. Link policy implementation to Village plans and other policies**
- 3. Define the implementation process, responsibilities and parameters/guidelines**
- 4. Delegate to departments for follow through**
- 5. Encourage interdepartmental collaboration and teamwork**
- 6. Monitor performance and implementation by departments**
- 7. Evaluate community outcomes: policy outcomes vs. actual experiences**
- 8. Provide data based update reports to Mayor – Board**
- 9. Provide revised policy options/alternatives when needed**
- 10. Celebrate Village achievements and recognize performance**

## ***POLICY PITFALLS***

- 1. Starting with solutions in mind**
- 2. Over analysis**
- 3. Lack of meaningful options and alternatives**
- 4. Little/excessive community input**
- 5. Vague directions which are open to multiple interpretations**
- 6. Mixed and inconsistent messages from Mayor and Board during implementation**
- 7. Making individuals “happy” at the expense of community benefits**
- 8. Ineffective negotiations and deliberations**
- 9. Reluctance to have an open discussion of the issue**
- 10. Village staff directing the Mayor – Board**
- 11. Personal agenda/discussion dominate over community benefits and value**
- 12. Continuously modifying policies especially individual exceptions**

# **COMMUNITY LEADERS AND COMMUNITY STEWARDS... DYING BREEDS**

*When elected, Community Leader/Community Stewards focus on creating a better community – a legacy of a better life for current and future residents.*

## *The Community Leader...*

- 1. Once elected, move to providing leadership for the community**
- 2. Is respected in the community, other elected officials and Village professional staff**
- 3. Respects others – all**
- 4. Respects the laws, legal framework, Village policies and Village processes**
- 5. Acts for the best interests of the community**
- 6. Has “political” roots in the community – working relationships with power brokers, community organizations and other community institutions**
- 7. Values an ongoing strategic planning process**
- 8. Has a vision for the community’s future**
- 9. Collaborates with Mayor-Board and Village Manager to plan for the future and resolve issues/problems**
- 10. Strive for everyone to have a sense of a “win” – they got something**

- 11. Is a positive representative for the Village and the community**
- 12. Is a strong advocate for the Village and the community**
- 13. Communicates with all Board members**
- 14. Steps forward to facilitate the resolution conflicts – among Mayor-Board and Village Manager**
- 15. Facilitate effective Board meetings**
- 16. Defines performance standards and holds other accountable**
- 17. Works with and develops a special relationship with the Village Manager**
- 18. Works to align the Mayor and Board as the governing body with the professional organization**
- 19. Instill confidence in Village government with others**
- 20. Is recognized as the leader of the Mayor-Board**

### ***The Community Stewards...***

- 1. Once elected, move in governing for community benefit**
- 2. Recognize the Mayor and Board as a “Board of Directors” and not a Legislature**
- 3. Views the community as the primary “customer”, not each individual**
- 4. Balance personal agendas with community agenda**
- 5. Value the establishment of an on-going strategic planning process**
- 6. Are able to look to the longer term...beyond today**
- 7. Are respectful of their colleagues, residents and Village staff**
- 8. Seek guidance from the Village Manager**
- 9. Define performance expectations**
- 10. Support and defend Village staff**
- 11. Provide feedback and advice in private**
- 12. Seek to engage the entire community**
- 13. Are strong advocates for a few specific issues**
- 14. Have limited presence in the community**
- 15. Defer to others for broader “community leadership”**
- 16. Are uncomfortable dealing with the “Politicians” or “bullies” with personal agendas**
- 17. Define outcomes**
- 18. Seek compromises that best serve the community**

- 19. Solve problems and resolve issue working with and through staff**
- 20. Support the decisions of Mayor and Board – support the majority action**
- 21. Are “quiet” voice for reason and the community**

## **POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS**

### *Politician – person who:*

- holds public office who is more concerned about winning favor or retaining power than about maintaining principles
- is skilled in political government
- seeks to gain power within an organization in ways to further their personal or political interests
- acts in a manipulative and devious way for personal or political gain
- has no interest in setting common goals
- uses personal power to dominate public development
- makes promises
- thinks about the election
- tells you what you want to hear
- start with solutions in mind
- frequently uses social media to promote self
- promotes the interests of campaign contributors
- attacks others to make self look good
- thinks about self-interests in the constituents' service

***Statesperson – a person who:***

- **is experienced in the art of government or government affairs**
- **exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues**
- **is an experienced, respected political leader**
- **believes in setting goals for the future**
- **shares their wisdom on public policy issues**
- **shapes public policy by working with others**
- **stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community**
- **thinks about the future and next generation**
- **builds bridges with different points of view**
- **distinguishes between party politics and community service**
- **tells what is true even if it is unpopular or unpleasant**
- **is an advocate for the community**
- **thinks about the community**
- **lets the best interests of the community guide his/her decisions**



## **POLITICS IS A “GOOD FIGHT”: LESSONS FOR STATESMEN**

*Politics is a “Good Fight” grounded in the following “Rules of Engagement”:*

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues; never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every “victory” there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

## **WHEN POLITICIANS “FIGHT”: BASIC RULES FOR MANAGERS**

- 1. Respect others*
- 2. Stay neutral and be nice*
- 3. Remember: the politician’s perspective: “if not with us, you must be with them”*
- 4. Be patient, persistent and sincerely believe that you will make a difference*
- 5. Be prepared – know and understand each politician – their operating styles and personalities*
- 6. Establish a personal rapport with each politician – find a personal area for building working relations*
- 7. Define the “core” areas of conflict*
- 8. Frame the critical policy questions that need focus and direction*
- 9. Provide data based reports with options*
- 10. Present your “best” professional recommendations and opinions*
- 11. Help statesmen to focus on the “big picture” and the desired outcomes for the community*
- 12. Suggest options for consideration – a potential compromise*
- 13. Help each politician to understand the other politician’s information and point of view*

***14. Be an advocate for factual information***

***15. Summarize key points***

***16. If directions are unclear, restate and test closure with the statesmen***

***17. Present a positive attitude with the staff – avoid negative or cynical comments***

***18. Serve the community and others above self***

## **WHEN POLITICIANS WIN... THE COMMUNITY LOSES**

- 1. More politicians get elected**
- 2. Village responds to personal agendas**
- 3. Community stewards are lost and confused**
- 4. Minority rule through intimidation and manipulation – loss of majority rule**
- 5. Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
- 6. Momentum on major projects is stopped**
- 7. Agendas are reactive**
- 8. Crises become common place**
- 9. Decisions focus on short term**
- 10. Village staff attention is on survival and minimizing damage**
- 11. Village Managers leave or retire or become Politicians themselves**
- 12. Other professionals leaving**

# **LEADERSHIP: TURBULENT FORCES IMPACTING CITIES**

## **► COMMUNITY FORCES**

### **C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS**

- a. Increasing Pressure/Involvement from Political Parties**
- b. Partisan Funding with Expectations**
- c. Party Leaders Visibly Supporting Candidates**
- d. Formal/Informal Political Group Advising Mayor and Board members**
- e. Increasing Costs for Running for Office – Campaigns**
- f. Making Community Issues Political**
- g. Changing Approach to Tradition Campaigning – Rise of Social Media**

### **C/2 – ANTI-GOVERNMENT 5%**

- a. Personal Attacks and Accusations**
- b. Opposition to Public – Private Partnership**
- c. False Financial Information**
- d. Charges of “Illegal” Actions and Activities**
- e. Call for Transparency**
- f. Pressure for “Resident Engagement”**
- g. Distrust Government, including Elected and Appointed Officials**
- h. Never Will Be “Satisfied”**
- i. Reality: Never Will Support Government**

► **COMMUNITY FORCES**

**C/3 – PEOPLE ARE “MEAN”**

- a. Abusive Language from Residents**
- b. Personal Attacks and Accusations, including Family Members**
- c. Intimidating Behavior Getting Results**
- d. Violent Actions toward Public Leaders and Employees**
- e. Balancing Workplace Security and Great Customer Service**
- f. Individuals Avoiding Responsibility**
- g. “Nasty” Social Media Personal Attacks**
- h. Use of Reference to Support from Elected Officials**

**C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION**

- a. Some People “Lie”**
- b. Making Up “Facts” to Support Point of View**
- c. Village’s Reluctance to Respond or Correct**
- d. Misinformation Stands, Spreads and Expansion**
- e. Impacts on Social Media**
- f. Funding for Strategic/Tactical Communications**
- g. Use of “Public Comment” at Board Meetings**
- h. Questioning Village Professional**
- i. Denial and Rejection of Science and Data**

**C/5 – DECISIONS TO MAKE PEOPLE “HAPPY”**

- a. Loss of Data Driven Decision Making**
- b. Residents Start with Methods/Solutions and Not Outcomes**
- c. Rejecting Village Staff Expertise and Report**
- d. Resident Happiness Does Not Solve the Problem**
- e. Everyone is an Expert on Municipal Government**
- f. Waivers of Village Policies and Processes.**

► **GOVERNMENTAL FORCES**

**G/1 – INCREASING COSTS OF GOVERNMENT**

- a. Cost of Employee Salaries and Benefits**
- b. Retirement Costs**
- c. Cost of Equipment**
- d. Cost of Supplies and Materials**
- e. Increasing Cost of Borrowing with Higher Interest Rates**
- f. Higher Bids on Contracts**
- g. Funding for Response to Regulatory Mandates and Decrees**
- h. Taking over Responsibility of Other Governments – Highway Maintenance**

**G/2 – HOW TO PAY FOR MUNICIPAL SERVICE**

- a. Pressures to Reduce Tax Rate – No Tax Environment**
- b. Revenue Restrictions by State Government**
- c. Restriction on Increasing Tax Rates**
- d. Limited Additional Capacity Village within the Village Organization**
- e. Decreasing Outside Funding Sources**
- f. Growing Service Demands**

**G/3 – MAJOR COMMUNITY INCIDENT**

- a. Increasing Number and Severity of Natural Disaster/Weather Events**
- b. Shooting Events**
- c. Concern for School Safety and Security**
- d. National Media Coverage**
- e. Potential Misinformation**
- f. Individuals Seeing Political Opportunities**
- g. Preparation for, Response to and Lengthy Recovery**
- h. Could Happen Anywhere**

► **GOVERNMENTAL FORCES**

**G/4 – FAILING OR DETERIORATING VILLAGE INFRASTRUCTURE**

- a. Deferred Village Facilities and Infrastructure**
- b. Competition for Contractors**
- c. Private Developments Looking for Cities to Increase Contributions**
- d. Higher Bids on Projects**
- e. Impacts of Tariffs**
- f. Private Contractors at Capacity**

**G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS**

- a. Upcoming Retirements: Managers and Employees**
- b. Less Interest in and Commitment to Public Service**
- c. Retaining Quality Employees**
- d. Expectations of Millennial Workforce**
- e. Fewer Applications for Village Jobs**
- f. Lack of Educational Programs on Civics and Local Government**

**G/6 – VILLAGE MISSION CREEP**

- a. Residents Turning to the Village to Address Community Problems**
- b. Support for Schools – Facilities, Infrastructure and Educational Programs**
- c. Support for Arts, Culture and Educational Programs**
- d. Solving Residents Problems – Make “Happy”**
- e. Support for Community Events and Festivals**
- f. Support for Community Organizations and Institutions**
- g. Responding to Mental Health Issues Plus Demands for Services and Programs**



► **GOVERNMENTAL FORCES**

**G/7 – STATE LEGISLATURES**

- a. Reducing Revenue Options**
- b. Restricting Powers of Home Rule**
- c. Adding Service Responsibilities**
- d. Adding Regulations**
- e. Directing Village Public Policies**
- f. Limited Effectiveness of Lobbying – Local Delegation Voting Against the Interests of Cities**
- g. Governance Restrictions**
- h. Restricted Ability to Regulate**

**BOTTOM LINE:  
LEADERS PROVIDE HOPE FOR A BETTER  
FUTURE FOR THE COMMUNITY  
AND THE RESIDENTS DURING INCREASING  
TURBULENT TIMES!!!**

# **SECTION 5**

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## **LOOKING TO MOUNT PROSPECT'S FUTURE [Updated: 5/10/21]**

**A**

## **Mayor and Board Perspective**

# **Actions for 2021 – 2022**

## **Mayor and Board Interviews**

### **Village of Mount Prospect**

1. Block 56 Redevelopment/Chase Bank Building: Update and Direction
2. Community Market/Brand Implementation: Update and Actions
3. EDC Business Survey: Report and Direction
4. Randhurst Area: Re-Vision, Owner Plan, Direction and Village Actions
5. Financial Plan Update: Review and Refinement (including the financial impacts from the State of Illinois)
6. Prospect Place Development: Next Steps
7. Annexations Strategy/Action Plan: Review and Direction
8. Police Patch/Logo: Review and Direction
9. Police Reform: Departmental Evaluation, Report with Findings and Recommendations, Direction and Action
10. Elevator at Parking Garage: Report with Options, Direction and Funding
11. Village Proactive Communications Strategy/Action Plan: Goals/Desired Outcomes, Best Practices, Report with Options, Direction, Funding and Implementation Actions
12. Electric Vehicles Plan: Goals, Best Practices, Report with Options, Direction, Funding and Village Actions
  - a. Community
  - b. Village Government
13. Resiliency/Sustainability Policy: Definition, Best Practices, Report and Direction

14. Diversity, Equity and Inclusion: Citizen Task Force, Defined Charge, Report, Direction and Action Plan
  - a. Community
  - b. Village Government
15. Citizen Engagement Expansion: Evaluation of Current Methods, Desired Outcomes, Report with Options, Direction and Implementation Plan
16. South Mount Prospect Business Development Strategy/Action Plan: Goals, Targeted Businesses, Report with Options, Direction and Village Actions
17. Train Station Re-Location: Feasibility Study, Location, Village Government Roles, Direction, Funding and Village Actions
18. COVID-19
  - a. Plan for 2021
  - b. After Action Report
19. Comprehensive Information Technology Master Plan: Needs Assessment, Plan Development, Direction and Funding
20. Police Reform: Departmental Assessment, Report with Findings and Recommendations, Direction and Action Plan
21. Environmental Sustainability Resiliency Policy, Strategy and Actions Plan: Goals/Desired Outcomes, Task Force, Report, Direction and Implementation Plan
22. Downtown Vision: Re-Assessment, Future Direction and Next Steps
23. Village Financial Policies: Review and Revision
24. Capital Projects and Funding Mechanism: Report, Priority and Funding
25. Management Succession Policy/Program: Review, Report, Direction and Funding
26. Village Beautification Plan: Assessment, Report and Direction
27. Community Human Service: Needs Assessment, Report with Findings and Recommendations, Staffing, Direction and Village Funding
28. Climate Change Action Plan: Research, Goals, Report with Options, Direction and Village Actions

29. Village Organization Culture: Employee Survey, Audit Report, Direction and Implementation Actions
30. Mental Health: Problem Analysis, Village Role, Partners, Report with Options, Direction, Funding and Village Action
31. South Mount Prospect Revitalization/Beautification Strategy/Plan: Goals, Report with Options, Direction and Funding
32. Village Workforce Diversification: Evaluation Report, Best Practices, Report with Findings and Recommendations
33. Village Community Survey: Purposes, Direction, Funding, Survey Completion and Report
34. Racial Equity Toolkit: Direction and Development
35. Village/Community/Neighbor Wellness Index and Determination: Best Practices, Partners Participation, Report with Options, Direction, Funding and Village Actions
36. "Green New Deal" Plan Development: Research Application, Report with Options, Policy Direction and Implementation Actions
37. Mobility Master Plan: Review, Direction and Village Actions
38. Downtown Access and Parking: Review Past Studies, Direction and Village Actions
39. Walkable Neighborhood Policy and Actions Plan: Review and Direction
40. Rental Housing/Inspection Ordinance: Direction and Village Action
41. Emergency Responders Mental Health: Review, Report with Enhancement Options, Direction and Funding
42. Partnering with Government Strategy: Outcomes, Key Issues; Relationship Building and Village Initiatives
43. Community Policing Enhancements: Report and Direction
44. Village Boards/Commissions/Committees – Broader Community Representation: Comprehensive Review, Key Issues, Best Practices, Report with Options, Direction and Village Actions
45. Diversity Audit: Project Scope, Funding, Completion and Direction

46. Public Art and Mural Policy/Program: Desired Outcomes, Best Practices, Partner with Local Artists, Report with Options, Direction, Funding and Village Actions
47. Bike Master Plan: Goals, Development and Direction
48. Architectural Design Guidelines: Review and Refinement
49. Affordable Housing Policy: Definition, Goals, Best Practices, Report with Options, Direction and Village Actions (including Inclusionary Housing)
50. Comprehensive Traffic Management Study/Plan: Scope of Project, Funding, Report with Findings and Recommendations and Direction
51. Entertainment Venues/Businesses for Adults: Goals/Desired Outcomes, Report with Options, Direction and Village Actions
52. Urban Forestry Master Plan: Scope, Funding, Development, Policy and Guidelines, Direction and Funding
53. Native Plants/Pollinator Program Development: Desired Outcomes, Best Practices, Plan Development, Direction and Village Actions
54. Solar for Businesses and Homes: Goals, Best Practices, Report with Options, Direction, Funding and Village Actions
55. Renewable Energy Goal/Policy for Mount Prospect; Goals, Policy Direction and Village Actions (including Solar Farms and Wind Turbines)
56. Dog Park Refinements and Shade: Report with Options, Direction and Village Actions
57. Stormwater Management and Flood Mitigation Plan/Program: Review, Direction and New Initiatives
58. United Property: Update Report, Direction and Village Actions
59. Elk Grove Rural Fire Protection District: Update, Direction and Village Actions
60. Downtown Pedestrian Crossings Plan: Update and Direction
61. Senior Housing Projects: Update and Direction
62. Metra/Union Pacific Railroad: Direction
63. River Forest Annexation: Update Report and Direction



64. Development Standards: Review and Revision
65. Green and Open Space Goal/Policies: Review and Revision, Locations for Future
66. Park District Relationship and Collaboration: Goals, Dialog, Key Issues, Direction and Next Steps
67. School Districts Relationship and Collaboration: Goals, Dialog, Key Issues, Direction and Next Steps
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**B**

## **Mount Prospect Today: Assessment**

## **Messages from Our Community Village of Mount Prospect**

1. We love living in Mount Prospect
2. We are becoming too dense – no more tall apartments
3. Who is paying high rents for apartments
4. Unsafe to bike in Mount Prospect
5. Masks or No Masks
6. More reason to go Downtown
7. What is the future of Randhurst
8. Protect our residential neighborhoods
9. Revitalize South Mount Prospect
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- 17.

# Mount Prospect: Strengths – Weaknesses Threats – Opportunities

## ► Strengths

1. Downtown Momentum – Destination for Residents and Non-Residents
2. Location
3. Neighborhoods
4. Financial Condition of Village Government
5. Village Staff Dedication to Serving our Community and Residents
6. South Mount Prospect Potential for Redevelopment
7. Public Works Services
8. Safe Community
9. Variety of Housing Choices
10. Village Human Services with Limited Resources
11. Rail Service
12. Safe Community
13. Neighborhoods
14. Top Quality Public Works Department and Services
15. Variety of Quality Housing Choices

► **Strengths (continued)**

16. Downtown Businesses

17. Resident Pride in their Neighborhoods and the Village of Mount Prospect

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► **Areas for Improvement**

1. Misinformation and Disinformation on Social Media
2. Protecting Neighborhood Integrity
3. Image of our Police Department in the Community and Expanding Community Policing
4. Uncertainty of Apartment Market Rentability – High Monthly Rental Rates
5. Outreach to Mount Prospect's Diversifying Populations
6. Engaging our Mount Prospect Community
7. Increasing Public Art throughout our Community
8. Becoming a More Sustainable and Green Community
9. Re-gaining the Trust in Village Government by Some Residents
10. Lack of Bars and Entertainment Businesses and Venues in Mount Prospect, particularly for Millennials
- 11.
- 12.
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- 20.

► **Threats to Mount Prospect's Future**

1. Actions by the State of Illinois
2. Politics over Governing
3. Village Captured by National Issues
4. Avoidance of Systemic Issues – Race and Environmental Sustainability
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**► Opportunities for the Mount Prospect's Future**

1. Re-locating the Train Station
2. Block 56 Redevelopment
3. Randhurst Re-Visioning and Plan
4. Downtown Development
5. South Mount Prospect
6. Annexations
7. Diversity, Equity and Inclusion
8. Police Reform/Community Policing Expansion
9. Becoming a Sustainable, Environmentally Friend Village Government and Community
10. Protection of Neighborhood Integrity
- 11.
- 12.
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## **Executive Top “10” Priorities for 2021 – 2022**

- 1. Flood Control Projects: Aspen Trails and Levee 37**
- 2. Elk Grove Rural Intergovernmental Agreement: Approval**
- 3. Block 56 Redevelopment: Directions and Next Steps**
- 4. Recruitment and Succession Planning**
- 5. Randhurst Village Revitalization: Direction**
- 6. South Mount Prospect Investment: Branding, Wayfinding and Shared Use Path**
- 7. Fire and EMS Response Improvements in South Mount Prospect: Completion**
- 8. Community Events, Engagement and Outreach: Re-Launch**
- 9. Mount Prospect Sustainability Plan: Completion and Launch**
- 10. Annexations – Oakton and River Forest: Direction**

**C**

## **Looking to Mount Prospect's Future Departmental View**

# **MAJOR CHALLENGES**

## **Mount Prospect, IL**

### **May 2021**

#### **DEPARTMENT: Administration – Human Resources Division**

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From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Maintaining a safe and productive environment for employees during a global pandemic and re-evaluating then meeting workplace needs and expectations post-pandemic.
- Ensuring legal compliance in a rapidly changing environment.
- Retaining top talent while remaining fiscally and administratively viable. This includes an anticipated decline in interest in the police profession.
- Successfully incorporating diversity initiatives into multiple areas in the organization.
- Determining how Human Resources can best support any new strategic goals of the recently elected Mayor and Village Board members.

**MANAGEMENT IN PROGRESS 2021 – 2022  
PROJECTS AND ISSUES  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Administration – Human Resources Division**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Improve diversity in recruiting to ultimately broaden our employee demographic to be more aligned with our community.
- 2 Convert dental plan carrier from MetLife to Delta and add an HMO option

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Administration – Human Resources Division**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Update employee handbook (cannabis, part-time benefits, bereavement, bullying, blood donation, ISERRA). Clarify existing policy language and update policies in compliance with recent state and federal laws.
- 2 Evaluate and enhance part-time employee benefits.
- 3 Review and research options for total update to Classification and Compensation plan.
- 4 Promote Village's mental health support benefits and include a mental health focus in wellness initiatives.

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Communications

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Expectations by the public of instant responses to their questions and inquiries.
- How to communicate with the greatest number of residents using the platforms available. The diverse population of Mount Prospect gets its information many different ways. How do we reach them all? How do we prioritize the platforms?
- Changing social media platforms and their rules toward governmental agencies.
- Integrating remote personnel during live in person board meetings.
- Desire for remote input from residents during live in person board meetings.
- The desire of residents for more transparency and ease of access to information.

**MANAGEMENT IN PROGRESS 2021 – 2022**  
**PROJECTS AND ISSUES**  
**Mount Prospect, IL**  
**May 2021**

**DEPARTMENT: Communications**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- |   |   |
|---|---|
| 1 | Roll out of Everbridge text/email alerts. |
|---|---|

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Communications**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Website refresh & mobile site redesign
- 2 Install a Hearing Loop system in the Village Board Room
- 3 Increase Village Newsletter from six to nine per year.



# **MAJOR CHALLENGES**

## **Mount Prospect, IL**

**May 2021**

### **DEPARTMENT: CD-Building & Inspection Services**

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Business recovery post-Covid
- Increased development costs post-Covid
- Supply chain interruption for developments
- Increased cases of neighbor-on-neighbor conflict
- Encountering public mental health issues during the course of CD-BIS activity; increased cases of public outburst directed towards staff
- Covid mitigations and the guidance from County and State

**MANAGEMENT IN PROGRESS 2021 – 2022**  
**PROJECTS AND ISSUES**  
**Mount Prospect, IL**  
**May 2021**

**DEPARTMENT: CD-Building & Inspection Services**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Code updates; code analysis between existing and proposed updates
- 2 Maple Street Loft project completion and close out
- 3 Rowhomes project completion and close out
- 4 Review of the property maintenance program and see where we can gain more efficiencies
- 5 Review of crime free program and see where we can gain more efficiencies
- 6 Prospect Place project completion

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: CD-Building & Inspection Services**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Covid mitigations and guidance from County and State
- 2 Business recovery post-Covid

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: CD – Planning and Economic Development

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Long term impact of COVID on day-to-day operations (“new norm”)
- Absentee property owners
- State budget deficit
- County budget deficit
- Attracting and retaining retail tenants
- Aging population

**MANAGEMENT IN PROGRESS 2021 – 2022  
PROJECTS AND ISSUES  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: CD – Planning and Economic Development**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Block 56 redevelopment
- 2 Chase relocation/Busse Triangle final phase
- 3 Prospect Place (tenant relocation, demolition and construction)
- 4 Randhurst Village long-term plan
- 5 105 S. Main
- 6 CDBG-CV Small Business Grant
- 7 Age Friendly Community Plan (with Human Services)

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: CD – Planning and Economic Development**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Business visitation program
- 2 MPEI relaunch
- 3 South Mount Prospect Plan implementation
- 4 Block 56 redevelopment
- 5 Randhurst Village long-term plan
- 6 Kohl's center outlot development and existing vacancies
- 7 United Airlines redevelopment
- 8 Re-establish relationship/partnership with Chamber
- 9 Village Sustainability Plan

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Finance

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Diversifying revenue sources
- CIP Funding
- Property Tax Rates
- Retaining vehicle sticker revenue
- Cyber security
- Technological upgrades and integration
- Sustainability funds
- Retaining skilled employees
- Rising payment processing costs
- New Accounting standards
- Balancing large volume of traditional payments types (checks/cash) vs current trends (Venmo, Apple Pay)
- Communication gap between departments
- Inconsistent procurement practices
- Fund balance policy
- Number of workers comp and liability claims
- E-suite rollover and existing reoccurring payments to new online payment system

- Timing of CIP projects with bond issuance



**MANAGEMENT IN PROGRESS 2021 – 2022  
PROJECTS AND ISSUES  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Finance**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Kiosk
- 2 Online payment portal
- 3 Risk management
- 4 New budget book software and CIP
- 5 Asana Project Management software
- 6 Update to real estate transfer tax rebate
- 7 Compliance calendar
- 8 Performance measures for budget
- 9 Elk Grove Rural SSA
- 10 E-billing for Water/Sewer/Refuse
- 11 Standard Operating Procedures

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Finance**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 E-billing
- 2 New Fund balance policy
- 3 Online platform for locally collected taxes
- 4 Cash flow review and investing available cash
- 5 ERP for American Rescue Plan/Qualified Uses
- 6 Impact of COVID 19 on revenue sources
- 7 Rising healthcare costs
- 8 Pension consolidation
- 9 Affirmation/Upgrade of Bond ratings
- 10 In-house Fixed Asset Accounting
- 11 Efficient way to handle vehicle sticker process
- 12 Maximizing cloud-based software to minimize cyber security risk

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Fire

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- IGA with Elk Grove Rural, Elk Grove and Des Plaines
- Mutual aid demands
- Realignment of districts/Response times (South)
- Forest River (revenue and servicing) Annexation of property south of Kensington
- Civil unrest
- Diversity: Recruitment and Hiring
- New Fire Administration
- Post-COVID Policies, Procedures and Operations
- Firefighting Foam for flammable liquid extinguishment: Replacement and deployment
- Increased memory care and senior living facilities: Call response and volume
- OSFM unfunded mandates – NIMS/professional standards training and certifications
- Increasing FOIA requests
- Access to a fire training tower

# MANAGEMENT IN PROGRESS 2021 – 2022

## PROJECTS AND ISSUES

### Mount Prospect, IL

May 2021

#### **DEPARTMENT: Fire**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Elk Grove Township IGA
- 2 South Side of Village Redevelopment
- 3 Contract Negotiations
- 4 Recruitment/Diversity in Hiring
- 5 Firefighting Foam Initiatives (Tank Farm Response)
- 6 COVID Recovery/ PPE Replacement
- 7 Peer Support Program
- 8 Everbridge Notification System: Internal and External
- 9 PulsePoint/ AED Locations
- 10 District Responses/Analysis
- 11 Education Trailer Replacement Plan
- 12 Cadet Program

- 13 Lieutenant Promotional Process
- 14 Pre-Plans and Shift Inspectors
- 15 IFC Code Updates/ Village Fire Code Amendments
- 16 Fire Department Strategic Plan
- 17 AVL- Automatic Vehicle Locator
- 18 Electronic Knox Box Program/ Medical Vault Replacements

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Fire**

---

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Elk Grove Rural IGA
- 2 Cadet Program Support/Diversity in Hiring
- 3 Warning Siren Replacement
- 4 Water Main installation for Oakton Corridor
- 5 Staffing for service to Southside
- 6 4<sup>th</sup> Fire Station

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Human Services

---

From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Long-term financial impact on residents due to the pandemic.
- Affordable housing for working poor, low-income seniors and person with disabilities.
- Increased needs of aging population and in home supports needed for seniors living in their homes.
- Substance abuse issues across all ages.
- Limited mental health resources for Medicaid and uninsured clients.
- Communicating with and providing services to our diverse population.
- Complex cases involving vulnerable residents needing intense case management.
- Supports and resources needed to address needs of victims of violence.
- Identifying and addressing public health issues and their effects on the well being of the community.

**MANAGEMENT IN PROGRESS 2021 – 2022**  
**PROJECTS AND ISSUES**  
**Mount Prospect, IL**  
**May 2021**

**DEPARTMENT: Human Services**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 AARP Network of Age Friendly Communities- Convene steering committee and launch community survey
- 2 Develop programming to educate and support health and well being through nutrition and education, utilizing the food pantry. (Carry over)
- 3 Volunteer program to serve seniors and persons with disabilities in test phase. Continue to evaluate and expand as appropriate.
- 4 Collaborate with Fire and Police Departments on role of Human Services staff in an Active Shooter response.



**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Human Services**

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Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Aging in Community
- 2 Create a resource and information space dedicated to seniors.
- 3 Work with Communications to create a Human Services video to be used for marketing purposes.
- 4 Human Services outreach to multi-family residential properties in South Mount Prospect.
- 5 Intergenerational program for grandparents and grandkids to be run by Public Health Nurse.
- 6 E-Newsletter (Carry Over)
- 7 Raise community awareness of department services and accessibility of these services.

# **MAJOR CHALLENGES**

## **Mount Prospect, IL**

**May 2021**

### **DEPARTMENT: Information Technology**

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From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Cybersecurity/Ransomware

**MANAGEMENT IN PROGRESS 2021 – 2022**  
**PROJECTS AND ISSUES**  
**Mount Prospect, IL**  
**May 2021**

**DEPARTMENT: Information Technology**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 GIS Server Upgrade
- 2 Village Hall Panic Buttons
- 3 CAD Project

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Information Technology**

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Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1     Replace production storage device
- 2     Replace network equipment at EOC and CCC
- 3     Office 365 Review
- 4     Tyler New World to Cloud

# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Police

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From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Recruitment Retention with national/state/county anti-police sentiment
- Increased crime caused by new State statutes related to lessening incarceration as well as negative directives on police procedures.
- Newly deployed technology, CAD, Body Worn Cameras, Quicket
- Traffic congestion throughout the Village of Mount Prospect

# MANAGEMENT IN PROGRESS 2021 – 2022

## PROJECTS AND ISSUES

### Mount Prospect, IL

May 2021

#### **DEPARTMENT: Police**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Completed COVID vaccinations of all employees interested in receiving them
- 2 Deploying newly acquired drone
- 3 Field training of two new Police Officers
- 4 Hiring of an additional two Police Officers and assigning them to the academy
- 5 Conduct a new recruit test in June and conduct first round of interviews
- 6 Reassign a patrol Sgt. position to oversee Tac Unit when staffing allows
- 7 Install and train Officers with new firearms simulator
- 8 Focus back on in person training post COVID
- 9 Training/Deploying new CAD both for patrol and records
- 10 Up fit 7 patrol vehicles from last year's late delivery as well as 3 new ones this year
- 11 Purchase Traffic Crash investigation van
- 12 Deploy Quicket traffic crash module
- 13 Implement Adjudication platform, up and running

- 14 Implement Body Cam audit software
- 15 Conduct Local Ordinance chapter 23 code review
- 16 Replacing all AED's in squad cars and buildings
- 17 Complete Lexipol policy procedure transition

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Police**

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Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Start Patrol and Sgt. labor contracts (expires 12/31/22)
- 2 Process new hires due to retirements
- 3 Restart all in person Community Engagement activities
- 4 Assign two Command Staff to PERF Boston/Northwestern Staff and Command
- 5 Complete additional State mandated training requirements
- 6 Up fit and deploy newly acquired Traffic Crash Investigation van



# MAJOR CHALLENGES

## Mount Prospect, IL

May 2021

### DEPARTMENT: Public Works

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From your department's perspective, what are the major challenges facing the village over the next 5 years?

- Aging infrastructure.
- Dissemination of information / mass communication.
- Inadequate source of revenue for parking fund.
- Inadequate source of revenue for street improvement construction fund.
- Inadequate source of revenue for capital improvements fund.
- Inadequate source of revenue for flood control construction fund.
- Sidewalks (looming ADA changes and trip/fall lawsuits).
- Reduction in Lake Michigan water allocation / decreased water sales.
- Alternate water source as viable backup.
- Increasing shared use of roadways between pedestrians and vehicles.
- Balancing act between increase desire for sustainable/green infrastructure and higher costs/available funding.
- Leadership development
- Adapting to innovation
- Increasing expectations from residents / Changing expectation to solve private issues / Meeting service expectations
- Lean staff / creeping scope of work.

- Training / employee development / succession plan.
- Recruitment and retention of high-quality personnel.
- Dissemination of information / mass communication / Resident expectation for immediate information.
- Critical assessment / review of procedures and programs.
- Identification/documentation of policies, procedures, protocols, and programs.
- Curbside leaf collection program (obsolescence of Ford 710s).
- Budget (state legislature revenue grab).
- NPDES and CMOM compliance requirements.
- Deficient infrastructure associated with annexations.
- Changing vehicle technology (electric vehicles, hydrogen, natural gas, etc.) implications for budget, infrastructure and technician skillset.
- Increasing public involvement in public works efforts
- Informing residents of fact versus fiction
- Reduction in availability of recycling markets
- Changing people's recycling habits. Empty, Clean and Dry. Emphasis on quality recycling
- EPA decision on lead in water system / replace private service lines / budget implications

# **MANAGEMENT IN PROGRESS 2021 – 2022 PROJECTS AND ISSUES Mount Prospect, IL May 2021**

## **DEPARTMENT: Public Works**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Aspen Trails Park Stormwater Improvements
- 2 Levee 37 Pump Station #2 Auxiliary Pump Station
- 3 Rand-Central-Mt Prospect Road Phase II Engineering
- 4 Levee 37 Pump Station Standby Generators
- 5 Fairview Liftstation Rehabilitation
- 6 Train Station Platform Extension
- 7 Central Road Pedestrian Crossing Improvements (Pine, Cathy)
- 8 Motor Control Center Station 5 - Replacement
- 9 Water System Risk & Resilience Assessment

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Public Works**

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Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Backup Water Supply Decision – Northwest Water Commission Interconnect
- 2 Construction of Neighborhood Drainage Improvements
- 3 Research and Potential Recommendation of Storm Water Utility
- 4 Northwest Highway Pedestrian Crossing Study
- 5 Street Improvement Program
- 6 Host Household Hazardous Waste Collection Event(s)
- 7 ADA Transition Plan
- 8 Melas/Meadows Pedestrian Bridge Phase II Engineering
- 9 Phase I Bike Plan Improvements – Bike Route Sign Installation
- 10 McDonald Creek Bank Stabilization – Engineering needs assessment
- 11 Lift Station Rehab - Cottonwood
- 12 Residential Street lighting – Lonquist Blvd between Busse Road and Meier.
- 13 Emerson Street Bridge Rehabilitation

- 14 Second Elevated Tank – Design Engineering
- 15 Remodel/rehab PW locker room
- 16 Deep Well Rehabilitation - Well #4 Abandonment
- 17 Water Main Replacement
- 18 Village Hall Domestic Booster Pump Replacement
- 19 Sewer Main Rehabilitation
- 20 PW garage painting/LED lighting
- 21 Bridge Improvements - Emerson Street
- 22 HVAC Upgrade Village Hall
- 23 PW Wash Bay Drain Upgrade and Painting
- 24 Street Sign Jet Printer System
- 25 Fire Station #12 Apparatus Floor
- 26 Fairview Gardens Footing Tile Disconnection
- 27 Central / Weller Crosswalk Project Overhead signage/beacons
- 28 Pedestrian Signal Improvements River and Euclid
- 29 Main Street Widening at Central Road

# **MAJOR CHALLENGES**

## **Mount Prospect, IL**

### **May 2021**

#### **DEPARTMENT: Village Administration – Village Manager's Office**

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From your department's perspective, what are the major challenges facing the village over the next 5 years?

- State of Illinois financially and politically –LGDF reductions and unfunded mandates such as the police reform bill.
- Long-term economic impact of COVID-19 and the potential for some changes to be permanent (work from home >> decrease in demand for office, lack of commuter traffic, accelerated e-commerce shift)
- Increased division within the community related to political agendas.
- Expectations of local government to address larger societal issues related to diversity, equity, and inclusion.
- Dissolution of the Elk Grove Rural Fire Protection District (EGRFPD) and impact on fire service in the Village.
- Adjusting to the demands and expectations of a new Village Board and Mayor.
- Block 56 Chase Bank Antennas (likely included in CD)
- (2020) Region's competitive disadvantage because of County and State taxes

**MANAGEMENT IN PROGRESS 2021 – 2022  
PROJECTS AND ISSUES  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Village Administration – Village Manager’s Office**

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implement a uniform parking policy for Mount Prospect residents, businesses, and commuters; includes website updates and marketing.
- 2 Community Sustainability Action Plan
- 3 Improvements to the Onboarding Process for Village Trustees and Mayor.
- 4 Implementation of Village Branding Plan
- 5 Fire Union CBA (2022 – ????)
- 6 (2019) Extending Metra Platform East

**INITIATIVES 2021 – 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Village Administration – Village Manager's Office**

Please list issues or projects that you would like for the village to address this next year 2021 – 2022.

- 1 Comprehensive Website Update – improve the access of pages, particularly on mobile devices.
- 2 Chapter 11 Code Updates (Regulates Merchants/Businesses)
- 3 Liquor Code update
- 4 Public Works CBA (2022 – ????)



# **SECTION 6**

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**MOUNT PROSPECT – ARE YOU READY  
FOR...**

**A**

## **Are You Ready for Societal Changes?**

### **► Short-Term Trends and Reality – Long-Term Future for Your Community**

#### **1. How We Live...**

- a. Decline in homeownership
- b. Less value in owning a home – more mobile population
- c. Myth of “Tiny Homes” – development and abandoned, just “too small” to live in
- d. Grandparents moving to live near grandchildren
- e. No desire for home or landscape maintenance
- f. Increasing demand for smaller, high-quality homes – less square footage
- g. Declining market from larger, expensive homes
- h. Expanding need for workforce housing
- i. Expanding need for quality affordable housing
- j. Stigma of “MF” and “those people” – neighborhood resistance to multi-family housing
- k. Aging “baby boomers” needing senior housing: independent living, assisted living, memory care and end of life

#### **2. How We Move...**

- a. Exploding use of shared ride – Uber, Lyft, and others – they are here
- b. Personal or shared ride, rental electric scooters supplied Bird, Lime, Bolt, Razor, Skip, Spin (Ford Motor Company) – they are here
- c. Electric vehicles – they are here and needing public charging stations
- d. Autonomous vehicles – they are coming
- e. Desire for more walkable communities – walk to parks and shopping
- f. No desire for commute – increase opportunities to work from home
- g. Subscription cars – they are here at some auto dealers
- h. Uncertain direction and funding for public transportation

### **3. How We Shop...**

- a. Death of the Mall – vacant buildings, reuse of space, demolition and new development
- b. Shopping from the “Couch” or anywhere and anytime – convenient and easy delivery and return
- c. Need for distribution buildings strategically located in a region
- d. Daily deliveries in neighborhoods
- e. Deliver by Uber and drones – delivery without a person
- f. Shopping for everything – luxury to daily necessities
- g. Need for small, specialty retail shops
- h. Fast – next day delivery with PRIME

### **4. How We Eat...**

- a. More families and individuals going out to eat – our lives are too busy with activities
- b. Increasing opportunities to do online grocery shopping – pick up or delivery
- c. Daily shopping for fresh produce and meats
- d. Expanding opportunities for farm to table – Farmers’ Markets to restaurants
- e. Houses without kitchens
- f. Increasing demand for “upscale” fast foods – Panera, Chipotle, etc.
- g. Greater demand for prepared foods, especially from Whole Foods and Trader Joe’s
- h. Growing free or reduced school lunches – many times hidden in the community

### **5. How We Recreate...**

- a. Increasing demand for specialty parks – dog/pet parks, skate park, etc.
- b. Playground for all abilities
- c. Greater demand for programs, services and facilities to support a healthy lifestyle and personal wellness
- d. Pools being replaced by splash pads
- e. Emerging sports – pickleball, lacrosse
- f. Rise of “professional” amateur youth sports and competition for athletic spaces – fields and indoor
- g. Desire/demand for “turf” fields over grass
- h. Expanding demand for adult/senior sports
- i. Increasing competition for game and practice fields
- j. Increasing desire for community events and festivals and competition for both indoor and outdoor spaces

## **6. How We Respond to Climate Change...**

- a. Sea level rise
- b. Beach renourishment direction and funding – do we let islands and low lands disappear
- c. Increasing number of major storm events
- d. Global warming impacts on tourism and agriculture
- e. Increasing use of alternative and renewable energy sources – for Village operations and for the community
- f. Modifications of building and development regulations to incorporate sustainability/resiliency concepts
- g. Impacts on Village infrastructure design and maintenance (e.g. more funding for street maintenance and repairs)
- h. Accommodations for electric vehicles and Village fleets

## **7. How We Address Brain Health – Mental Illness...**

- a. Reluctance to discuss mental illness issues
- b. Embarrassment to family to admit mental health issues
- c. Lack of service professional providers – reliance on volunteers
- d. Police and Fire are the first responders for mental health issues
- e. Lack of follow through after first response
- f. Criminal Justice System is overcrowded with individuals with mental illness
- g. Reluctance to have a community dialog on this problem
- h. Homelessness is linked to mental illness
- i. Lack of/or no funding for mental health and related social services
- j. Defining the Village's role in addressing brain health and associated issues
- k. Brain disease is mental health/illness
- l. Reality treatment has a high-rate of success

## **8. How We Adapt to Current Crisis and Life after COVID-19**

- a. Uncertain revenues for the today and future – Village and State
- b. Alternative delivery of Village service – greater use of online services
- c. Increasing demands for some Village services: Fire/EMS, Police, Solid Waste, etc.
- d. Community outreach and involvement through online mechanisms and processes
- e. Governance through online mechanisms and processes
- f. Village employees telecommuting in the future and the stresses from working at home
- g. Adjustment of deadlines in development agreements
- h. Projects and programs delayed – next step?
- i. Re-prioritizing Village services
- j. Creative thinking and experimenting with innovations – communications and service delivery services
- k. Manager and employee exhaustion and stress
- l. Demands for immediate decisions
- m. “Curve balls” coming from federal and state government, and Mayor and Village Board
- n. Need for collaboration and partnerships – current and new
- o. Speed of recovery – development projects and housing developments permitting and construction
- p. Increasing regulations and mandates from federal and state government
- q. Slow economic recovery, including a potential severe recession or depression
- r. Preparation for the next crisis
- s. Elimination of travel and conferences
- t. Reality: Declaration of an Emergency – Mayor is incharge, limited roles for Village Board

## **9. How We Create an Equitable Community**

- a. Growing wealth disparity – property rates increasing in many communities
- b. Difficult issue to define and the role of local governments
- c. Difficulty in identifying the root causes
- d. Increasing visible and practiced racism
- e. Growing community diversity – many different cultures, languages and traditions
- f. Access to and increasing costs of education and vocational training
- g. Changing personal attitudes and stereotypes
- h. Increasing political bifurcation – nationally and within a community
- i. Less funding sources and donation level to community non-profit organizations

## **FUNDAMENTAL QUESTION: DO WE HAVE THE**

- **COURAGE TO HAVE A COMMUNITY DIALOG...**
- **COURAGE TO EMPOWER THE COMMUNITY...**
- **COURAGE TO MAKE DIFFICULT DECISIONS THAT BENEFIT AND ADD VALUE TO THE COMMUNITY...**
- **COURAGE TO MAKE CHANGES...**

# **COVID-19 AFTERMATH: INSIGHTS FROM OTHER CITIES**

**by Lyle J. Sumek**

1. Uncertain revenues for the today and future – Village and State
2. Alternative delivery of Village service – greater use of online services
3. Increasing demands for some Village services: Fire/EMS, Police, Solid Waste, etc.
4. Community outreach and involvement through online mechanisms and processes
5. Governance through online mechanisms and processes
6. Village employees telecommuting in the future and the stresses from working at home
7. Adjustment of deadlines in development agreements
8. Projects and programs delayed – next step?
9. Re-prioritizing Village services
10. Creative thinking and experimenting with innovations – communications and service delivery services
11. Manager and employee exhaustion and stress
12. Demands for immediate decisions
13. “Curve balls” coming from federal and state government, and Mayor and Village Board
14. Need for collaboration and partnerships – current and new
15. Speed of recovery – development projects and housing developments permitting and construction
16. Increasing regulations and mandates from federal and state government
17. Slow economic recovery, including a potential severe recession or depression
18. Preparation for the next crisis

19. Elimination of travel and conferences
20. Reality: Declaration of an Emergency – Mayor is incharge, limited roles for Village Board



**EIGHTEEN POINTS OF CRISIS LEADERSHIP:**  
**learning lessons and insights from**  
**true historic crisis leaders**  
**by Lyle J. Sumek**

**CRISIS – Real Definition**

1. Time of instability – uncertain and unpredictable events and consequences
2. Time of danger – personal threats to life and daily living
3. Time of emotionally significant events – emotional upheaval or radical change in our personal, family and community professional manner lives
4. Time of a turning point – sequence of events which will impact all future events
5. Time of confusion –lack of clarity or certainty and sense of bewilderment
6. Time of hostility –hostile elements tensely opposing each other - in a story or drama
7. Time of suffering – personal hardships for families and individuals
8. Time of sacrifice – giving up something of value and taking personal responsibility for community benefits
9. Time of fear – personal anxiety and dreaded feeling of impending doom, danger or personal threat
10. Time of decisive moment – issues arise on an hourly basis, needing immediate decisions, many of these decisions lead to significant changes; every decision is watched and “second guessed”

## **LEADERSHIP – Time for leaders to step up and to:**

1. Reinforce your and your organization's core values – let them guide your decisions and actions
2. Use the strategic plan and process rather than abandon the plan and process – avoid actions based upon the moment
3. Focus and adjust priorities and resources, use the strategic plan and process to re-calibrate services and redirect priorities when necessary
4. Develop tactical plans guided by vision and outcomes and have flexibility with contingency options – adjusting routinely [Note: there will likely be surprises and the unexpected; and no miracle “cure”]
5. Keep the momentum on other major projects and initiatives
6. Recognize that your decisions and actions can shape/influence the future – however, you are not in control
7. Collect, use data and expert advice to guide your decisions and actions
8. Provide ongoing, regular communications using every possible method
9. Provide messages that are personal messages [me to you], honest/truthful messages, timely messages, authentic messages, shareable messages, responsive messages and message of asking for help and participation
10. Look for new methods and processes for connecting with the community especially using technology; you have the community's attention – it may be easier to connect with the community now
11. Reach out to and expand community partners – working together to address the crisis
12. Keep other community leaders informed and asking for help in communicating with all segments of the community
13. Evaluate and refine organizational services, processes and service delivery – improvements that may endure in the future
14. Look at every moment as a learning and personal development opportunity
15. Instill a sense of reality, a sense of calm and a sense of hope/optimism for the future

16. Let the community and employees know that they have “someone on their side” or “in their corner” – someone who really cares about them, be visible
17. Take a fresh look at your leadership team v engage them in decision making, seek their support and buy in which is critical for implementation, ask: “are they ‘ok’” and what support do they need
18. Do not forget about yourself to maintain your effectiveness (diet, exercise, rest and personal outlet) – you cannot lead if you are not healthy or exhausted; demonstrate vulnerability and ask for help

**B**

**COVID-19 IMPACTS:  
PROJECTS AND SERVICE  
DELIVERY  
Village of Mount Prospect**

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Administration – Human Resources Division**

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

### **1. DIRECT IMPACTS ON SERVICES AND PROGRAMS**

#### **A. Increased Demand**

- Policy development in compliance with federal and state laws.
- Managing COVID-related employee benefits.
- Continuing required employee training and HR events (biometric screening, wellness presentations) under remote and reduced capacity guidelines.
- Providing creative solutions to allow for workplace flexibility.

#### **B. Decreased Demand**

- HR saw no decreased demand in any areas.

### **2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)**

Employee Handbook update was delayed due to COVID.

### **3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED**

The need for ePAF should be reassessed. HR worked with IT remotely during the pandemic on this project. HR wants to confirm whether or not this is a priority item. The program is not very user friendly and we should consider it being dropped.

### **4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION**

Due to the pandemic, HR used a recorded presentation to meet state requirements for Anti-Harassment / Anti-Discrimination training. For the 4<sup>th</sup> quarter of 2021, we will need to evaluate training options and consider if virtual training remains effective.

Other Leadership Training initiatives should be considered, given the unpredictability of seminar capacity limits.

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Communications**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Virtual Meetings
    - Virtual Board Meetings
    - Social Media
    - Website updates
  - B. Decreased Demand
    - Newsletter event reporting
    - Cable Programming
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
  - Remote Board Meetings

**COVID-19 IMPACTS:  
PROJECTS AND SERVICE DELIVERY  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: CD-Building & Inspection Services**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Public conflict resolution assistance from the Village, online permit application options, virtual meetings
  - B. Decreased Demand
    - Physical permit applications
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)

Code update until later this year
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED

None at this time
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION

None at this time

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: CD – Planning and Economic Development**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Virtual meetings in lieu of in person
    - Interaction on social media
  - B. Decreased Demand
    - Business Visitation Program
  
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)  
NA
  
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED  
NA
  
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION  
CDBG Emergency Repair Program (grants under \$5,000)



# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Finance**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

### **1. DIRECT IMPACTS ON SERVICES AND PROGRAMS**

#### **A. Increased Demand**

- Payment extensions
- Supporting other departments that have COVID-19 programs and reporting requirements.
- Increased compliance due to grants
- Planning for the unknown future and uncertain financial market

#### **B. Decreased Demand**

- None

### **2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)**

n/a

### **3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED**

n/a

### **4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION**

Increasing online footprints for the finance department  
Online real estate transfer process

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Fire**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - PPE
    - Higher standards- higher budget
  
  - B. Decreased Demand
    - Public Education
    - In-Person Classes (CPR)
  
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
  - CPR
  - Public Education
  - Training Classes
  - Annual Fire Inspections
  
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
  - Fire Education Trailer
  
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
  - Pharmaceutical distribution plan
  - PPE restocking and usage
  - Increased fire department's digital footprint for Public Education and Training

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY**

## **Mount Prospect, IL**

**May 2021**

### **DEPARTMENT: Human Services**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

#### **1. DIRECT IMPACTS ON SERVICES AND PROGRAMS**

##### **A. Increased Demand**

- The Human Services Department saw an increase in demand across multiple social services from March 2020 to the present. The following program areas were impacted; food pantry, emergency assistance program- financial assistance, benefit application assistance (unemployment applications, food stamp applications (SNAP) and various other programs for utility assistance and other financial assistance).

##### **B. Decreased Demand**

- Group programs which were either put on hold or went virtual.

#### **2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)**

Implementation of programs that would be more effective in person.

#### **3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED**

#### **4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION**

**COVID-19 IMPACTS:  
PROJECTS AND SERVICE DELIVERY  
Mount Prospect, IL  
May 2021**

**DEPARTMENT: Information Technology**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Increased number of VPN users and loaner devices distributed
    - Replacement devices – more laptops than desktops
  - B. Decreased Demand
  
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
  
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
  
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Police**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Staff illnesses caused some shortages of staff
  - B. Decreased Demand
    - Crime calls for service decreased
  
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)

Other than Community Engagement no delays due to nature of job
  
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED  
No
  
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION  
Potential future Virtual Beat meetings due to increased attendance

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY Mount Prospect, IL May 2021**

## **DEPARTMENT: Public Works**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
  - A. Increased Demand
    - Garbage collection (volumes)
    - Increase in service requests (people are home)
    - Building permits.
    - Non-payment water bills.
  - B. Decreased Demand
    - Commuter Parking
  
2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
  - Klehm's Island Landscape Improvements
  - New Sidewalk Construction
  - Meter Replacement program Delayed (residents do not want us in their home)
  - Building Inspection/Sump Pump Inspection (residents do not want us in their home)
  
3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
  
4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
  - Increase demand to pay for services online (cart replacement, sidewalk cost share)

# **COVID-19 IMPACTS: PROJECTS AND SERVICE DELIVERY**

## **Mount Prospect, IL**

**May 2021**

### **DEPARTMENT: Village Administration – Village Manager's Office**

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Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

#### **1 DIRECT IMPACTS ON SERVICES AND PROGRAMS**

##### **A. Increased Demand**

- People were demanding increased information related to restrictions, policies, etc. and we did not necessarily have the information.
- Public access to services via the Village website.
- Flexible hours for employees and need to work from home.
- Increases also seen in CD Building and Human Services

##### **B. Decreased Demand**

- Commuter Parking, parking in general
- Overall complaints for anything not COVID related.

#### **2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)**

? I feel like we are getting on track.

#### **3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED**

I don't recommend any projects to be dropped at this time.

#### **4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION**

Increased options for remote participation should be explored, even once in-person meetings and events are the norm.

Explore cross training staff (i.e., CD customer service rep in a financial assistant role). This thought is from when we were concerned about losing a department/division due to quarantine early in the pandemic. Alternative may be position specific manuals.

# **SECTION 7**

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## **VILLAGE OF MOUNT PROSPECT PLAN 2021 – 2026 [WORKSHOP SUMMARY: 5/12/21]**



# **Mount Prospect Goals 2026**

**FAMILY-FRIENDLY NEIGHBORHOODS:  
SAFE AND LIVABLE FOR ALL**

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**VIBRANT COMMUNITY DESTINATIONS:  
DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT  
PROSPECT AND OTHER COMMERCIAL CORRIDORS**

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**ENHANCING MOUNT PROSPECT CHARM/CHARACTER:  
HONORING HISTORY, HERITAGE, AND DIVERSITY,  
EQUITY AND INCLUSION**

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**EFFECTIVE VILLAGE GOVERNMENT:  
FINANCIALLY SOUND, EXCEPTIONAL SERVICE**

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**TOP-QUALITY VILLAGE INFRASTRUCTURE:  
BALANCED AND PROACTIVE COMMUNITY INVESTMENT**

# Mount Prospect Goals 2026 Worksheet

	IMPORTANCE	
	Personal	Team
1. <b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, EXCEPTIONAL SERVICE</b>	12	1
2. <b>ENHANCING MOUNT PROSPECT CHARM/CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>	18	2
3. <b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>	22	3
4. <b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>	24	4
5. <b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>	29	5

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Maintain a solid fiscal position through active stewardship of Village finances and resources	6
<b>Objective 2</b>	Have state-of-the-art information technology system hardware and software, and protect the Village government from cyber-attacks	6
<b>Objective 3</b>	Develop a Village organization culture that is professional, creative and innovative, productive and accountable	6
<b>Objective 4</b>	Define and deliver the core municipal service for our Mount Prospect community	5
<b>Objective 5</b>	Incorporate environmental sustainability concepts and practices into Village operations and service delivery	5
<b>Objective 6</b>	Hire/develop/retain a top quality Village workforce dedicated to serving the community and provide market-driven, competitive compensation and benefits	4
<b>Objective 7</b>	Enhance residents' trust and confidence in Village government	4
<b>Objective 8</b>	Assure that Village services are adaptable to an ever-changing environment	4
<b>Objective 9</b>	Ensure policies are responsive to changing local and regional dynamics	3
<b>Objective 10</b>	Deliver Village services in the most cost-effective and efficient manner	3

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 11</b>	Develop and maintain productive local and regional relationships	3
<b>Objective 12</b>	Maintain a positive political atmosphere by adherence to our Council-Manager form of government principles and laws	2
<b>Objective 13</b>	Develop/enhance proactive communications with our community and residents	2
<b>Objective 14</b>	Seek feedback from our residents and customers and use the information to improve Village processes and service delivery	2
<b>Objective 15</b>	Engage our residents in Village government and engage our Village employees in Village service and process improvement	1
<b>Objective 16</b>	Explore and evaluate cost options for provision of core services through consolidation	0
<b>Objective 17</b>	Strive for a high satisfaction level for Village services and programs with our residents/customers	0
<b>Objective 18</b>		
<b>Objective 19</b>		
<b>Objective 20</b>		

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Value to Residents</b>	<b>PRIORITY</b>
1. Service value for taxes and fees	
2. Village services responsive to resident and business needs	
3. Opportunities to become engaged in the Village governance and planning processes	
4. Convenient, easy access to Village information and services	
5. Village services delivered in the most cost-effective, economical manner	
6. Timely response for a service request – emergency and non-emergency	
7.	
8.	
9.	
10.	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Potential loss of state shared revenues from the State of Illinois	5
<b>S</b>	2. Determining priority for American Rescue Dollars (\$7+ million)	5
<b>S</b>	3. Balancing fiscal conservatism with funding the service needs of the community	4
<b>S</b>	4. Delivering Village services in the most cost-effective, efficient manner with high level of customer satisfaction	4
<b>S</b>	5. Determining how to involve diverse population in Village government and governance	4
<b>S</b>	6. Federal and state government mandates and regulatory requirements	4
<b>S</b>	7. Maintaining sales tax base while contending with increasing on-line retailing	4
<b>S</b>	8. Diversifying Village revenue sources	4
<b>L</b>	9. Keeping up with technological changes to improve customer service and business efficiency	3
<b>L</b>	10. Impact of current anti-law enforcement sentiment and generational differences on police recruitment and retention	3

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>L</b>	11. Communicating and reaching the varied population of Mount Prospect	3
<b>L</b>	12. Upcoming retirements in Police Leadership Team	3
<b>L</b>	13. Financial status and property tax assessment structure in Cook County	2
<b>L</b>	14. Seeking accurate feedback from our residents and businesses	2
<b>L</b>	15. Maintaining sound communications with residents and businesses in a changing communications environment	2
<b>L</b>	16. Hiring and retaining a top quality Village workforce dedicated to serving the Mount Prospect community	1
<b>L</b>	17. Acute care facilities with increasing requests for Fire/EMS services	1
<b>L</b>	18. Protecting the Village government from cyberattacks –securing Village information and processes	1
	19. Public safety and other pension liabilities with increasing contribution requirements and pressure on property tax levy and general revenues	0
	20. Aging population with increasing demands for Fire/EMS services	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>P</b>	1. COVID-19 c. Plan for 2021 d. After Action Report	M/VB	7
<b>P</b>	2. Village Boards/Commissions/Committees – Broader Community Representation: Comprehensive Review, Key Issues, Best Practices, Report with Options, Direction and Village Actions	M/VB	6
<b>P</b>	3. Elk Grove Rural Fire Protection District: Intergovernmental Agreement****	2020 M/VB Mgmt	4
<b>P</b>	4. “Green New Deal” Plan Development: Definition, Research Application, Report with Options, Policy Direction and Implementation Actions	M/VB	4
<b>P</b>	5. Comprehensive Information Technology Master Plan: Needs Assessment, Plan Development, Direction and Funding	M/VB	4
<b>M</b>	6. Police – Fire Pension Consolidation: Completion	2020 Mgmt	MGMT
<b>M</b>	7. Village Employees Mental Health: Review, Report with Enhancement Options, Direction and Funding	M/VB Mgmt	MGMT
<b>M</b>	8. Recruitment and Management Succession Policy/Program: Direction and Funding/Implementation****	M/VB Mgmt	MGMT



<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>M</b>	9. Fire and EMS Response Improvements in South Mount Prospect****	Mgmt	MGMT
<b>M</b>	10. Online Collection of Local Taxes: Implementation	Mgmt	MGMT
<b>M</b>	11. Liquor Code Revision: Completion	Mgmt	MGMT
<b>M</b>	12. Chapter 11 - Businesses and Merchants Update: Completion	Mgmt	MGMT
<b>M</b>	13. American Rescue Dollar: Federal Guidelines, Report with Options and Recommendations and Direction	Mgmt	MGMT
<b>M</b>	14. Water and Sewer Projects Debt Issuance: Direction	Mgmt	MGMT
	15. Electric Vehicles Plan: Goals, Best Practices, Report with Options, Direction, Funding and Village Actions  (Village Government)	M/VB	3
	16. Village Workforce Diversification: Evaluation Report, Best Practices, Report with Findings and Recommendations	M/VB	2

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
17.	Partnering with Government Strategy: Outcomes, Key Issues; Relationship Building and Village Initiatives	M/VB	1
18.	Village Financial Policies: Review and Revision	M/VB	0
19.	Village Organization Culture: Employee Survey, Audit Report, Direction and Implementation Actions	M/VB	0
20.	Financial Plan Update: Review and Refinement (including the Financial Impacts from the State of Illinois)	M/VB	0
21.			
22.			
23.			
24.			

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
1.	Labor Negotiations and Contract	HR	
2.	Annual Strategic Plan: Update	VM	
3.	Pulsepoint App		
4.	School Safety with School District 214 (Armed Retired Police Officers)	Police	OTH
5.	Fire Education Trailer: Purchase	Fire	
6.	Fire Knox Box and Run Cards	Fire	
7.	Photo Contest – Instagram	Com	
8.	Fire Mutual Aid Agreements: Modifications	Fire	
9.	Employee Handbook: Update	HR	
10.	ERP Cloud-Based Options	IT	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
11. Electronic Personnel Action Form	HR		
12. Public Works Accreditation: Completion	PW		
13. Fire Strategic Plan: Completion	Fire		
14. Leadership Academy 2021	HR		
15. File Vault Digitalization			
16. Village Website: Refinement	Com		
17. Fire Management Succession Plan	Fire		
18. Warning Sirens: Replacement			
19. Stabilization Fund: Establishment	Fin		
20. GIS Server Upgrade	IT		

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
21.	Village Hall Panic Button	IT	
22.	Production Storage Device: Replacement	IT	
23.	Office 365 Review	IT	
24.	Tyler New World to Cloud	IT	
25.	Network Equipment at EOC and CCC Replacement	IT	
26.	PPE Replacement	Fire	
27.	Fire Lieutenant Promotion	Fire	
28.	AVL Automatic Vehicle Locators	Fire	
29.	E-Billing	Fin	
30.	New Fund Balance Policy	Fin	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
31.	Bond Rating Affirmation/Upgrade	Fin	
32.	In-House Fixed Asset Accounting	Fin	
33.	Vehicle Sticker Process Refinements	Fin	
34.	Dental Plan Conversion: MetLife to Delta + HMO Option	HR	
35.	Part-Time Employee Benefits: Evaluation and Enhancement	HR	
36.	Classification and Compensation Plan Total Update: Research Options and Funding	HR	
37.	Mental Health Support Benefits Promotion	HR	
38.	Everbridge Text/eMail Alerts: Rollout	Com	
39.	Village Mobile Site Redesign	Com	
40.	Village Newsletter: Nine per Year	Com	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>		TIME
41. Risk Management	Fin	
42. Kiosk	Fin	
43. Online Payment Portal	Fin	
44. New Budget Book Software and CIP	Fin	
45. Asana Project Management Software	Fin	
46. Real Estate Transfer Rebate: Update	Fin	
47. Compliance Calendar	Fin	
48. Budget Performance Measures	Fin	
49. Elk Grove Rural SSA	Fin	
50. E-Billing for Water/Sewer/Refuse	Fin	

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<b>► Management in Progress 2021 – 2022</b>		<b>TIME</b>
51. Finance Standard Operating Procedure	Fin	
52.		
53.		
54.		
55.		
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57.		
58.		
59.		
60.		



<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Define and understand our Mount Prospect community issues and opportunities related to diversity, equity and inclusion	7
<b>Objective 2</b>	Provide human and social services responsive to the needs of our Mount Prospect residents, particularly respond to serve gaps - unmet by other service providers	6
<b>Objective 3</b>	Develop communications and outreach to our diverse community	6
<b>Objective 4</b>	Have Village policies and practices honor and advance our community character as a diverse, family-friendly and connected community	4
<b>Objective 5</b>	Be a community that is diverse, equitable and inclusive for all	4
<b>Objective 6</b>	Have a diverse Village workforce reflective of our Mount Prospect community	4
<b>Objective 7</b>	Preserve and celebrate the history and heritage of Mount Prospect community	4
<b>Objective 8</b>	Expand learning opportunities and community awareness about diverse cultures – history and traditions	3
<b>Objective 9</b>	Host events that appeal to a wide diversity of residents	3
<b>Objective 10</b>	Support/enhance events and activities that celebrate the diverse cultures in our community	3

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE AND DIVERSITY, EQUITY, AND INCLUSION</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 11</b>	Target younger audiences so that the community can enjoy the benefit of new, contemporary thinking and to ensure leadership succession	3
<b>Objective 12</b>	Develop partnerships with business and other governmental units to cultivate opportunities for stakeholder engagement	2
<b>Objective 13</b>	Have an inclusive community that is welcoming and with accessibility for all demographic groups	0
<b>Objective 14</b>	Strive to understand and appreciate the diversity within our community	0
<b>Objective 15</b>		
<b>Objective 16</b>		
<b>Objective 17</b>		
<b>Objective 18</b>		
<b>Objective 19</b>		
<b>Objective 20</b>		

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Value to Residents</b>	<b>PRIORITY</b>
1. Everyone welcome in Mount Prospect	
2. Understanding, appreciating and learning from different cultures and ages	
3. Our children make the choice to return to Mount Prospect to raise their families	
4. Opportunities to contribute to a better Mount Prospect community	
5. Celebrating and using the historic roots of Mount Prospect	
6. Successful community events and festivals bringing people together	
7.	
8.	
9.	
10.	

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Developing residents' ownership and pride in Mount Prospect	5
<b>S</b>	2. Helping new residents to learn about Mount Prospect's Village government - mission, services, processes and projects	5
<b>S</b>	3. Utilizing Community Connect Center and expanding activities	5
<b>S</b>	4. Informing the community with accurate information, and timely response to disinformation and misinformation	4
<b>S</b>	5. Developing effective methods for engaging the community	4
<b>S</b>	6. Disinformation on social media	4
<b>S</b>	7. COVID-19 inequity in impacts	4
<b>L</b>	8. Politicization of Village governance processes	3
<b>L</b>	9. Fragmentation of community with separate agendas and personal threats	3
<b>L</b>	10. Inadequate local transportation options making it difficult for residents to access local services	3

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>L</b>	11. Understanding and appreciating different cultures – their values, heritage and traditions	3
<b>L</b>	12. Differing definitions and expectations for diversity, equity and inclusion	3
<b>L</b>	13. Intergenerational integration opportunities and activities	3
<b>L</b>	14. Becoming an “age friendly” community as senior population grows	2
<b>L</b>	15. Apathy among many Village residents	2
<b>L</b>	16. Pressure to address national and international issues and losing the mission and focus on community service	2
<b>L</b>	17. Supporting an "inclusive community" – one community	2
<b>L</b>	18. Limited resources for low income/Medicaid clients requiring mental health services	2
<b>L</b>	19. Language barriers with clients needing services	0
<b>L</b>	20. Partnering with community organizations	0

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
21. Prioritizing and responding to different cultures and different generations	0
23. Judging and stereotyping others by their appearance	0
24. Some residents mistrust in Village government	0
25. Village hiring process constraint by Federal laws	0
27. Hiring the best candidate for the Village of Mount Prospect	0
28. Misrepresenting the community demographics	0
29.	
30.	

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>P</b>	1. Community Human Service: Needs Assessment, Report with Findings and Recommendations, Staffing, Direction and Village Funding	M/VB	6
<b>P</b>	2. Community Events, Engagement and Outreach: Re-Launch**** Citizen Engagement Expansion: Evaluation of Current Methods, Desired Outcomes, Report with Options, Direction and Implementation Plan	2020 M/VB Mgmt	5
<b>P</b>	3. Diversity, Equity and Inclusion: Citizen Task Force, Defined Charge, Report, Direction and Action Plan c. Community d. Village Government	M/VB	5
<b>P</b>	4. Civic Academy for Residents: Purposes, Best Practices, Report with Options, Direction and Funding	M/VB	4
<b>M</b>	5. Aging in the Community: Implementation	2020	MGMT
<b>M</b>	6. Village Community Survey: Survey Completion, Report and Village Actions	M/VB	MGMT
<b>M</b>	7. Recruitment Strategy Expansion: Next Steps	Mgmt	MGMT
	8. Police Reform: Departmental Evaluation, Report with Findings and Recommendations, Direction and Action	M/VB	3

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
9.	Police Patch/Logo: Review and Direction	M/VB	3
10.	Diversity, Equity and Inclusion Audit: Project Scope, Funding, Completion and Direction	M/VB	2
11.	Racial Equity Toolkit: Direction and Development	M/VB	1
12.	Citizen Engagement Expansion: Evaluation of Current Methods, Desired Outcomes, Report with Options, Direction and Implementation Plan	M/VB	0
13.	0: Problem Analysis, Village Role, Partners, Report with Options, Direction, Funding and Village Action	M/VB	0



<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
1.	Outreach to School Social Worker	HS	
2.	Culver's Butter Burgers & Badges Event		
3.	Food Pantry Health Initiative: Evaluation and Program Launch	HS	
4.	Love and Logic Parenting Classes	HS	
5.	Kickin with Cops Summer Soccer Program	Police	
6.	Five-O 5K Run	Police	
7.	National Night Out	Police	
8.	Community Connection Center: Youth Programs	HS	
9.	Community Connection Center: Nutrition and Obesity Prevention for Children	HS	
10.	Intergenerational Programs – Grandparents and Grandchildren	HS	

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
11.	Celebration of Cultures (3 <sup>rd</sup> Year)	HS	
12.	Human Services eNewsletter: Creation	HS	
13.	Citizen Police Academy	Police	
14.	Mount Prospect Senior Appreciation Day: Creation	HS	
15.	Aging Friendly Community Plan: Implementation: a. Steering Committee b. Community Survey	HS	
16.	Police Teen Academy	Police	
17.	Fire Cadet Program	Fire	
18.	Harper College Police Intern Program	Police	
19.	Human Services Video Development	HS	
20.			

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Have well-designed, well-maintained stormwater management and flood control system with a dedicated funding	7
<b>Objective 2</b>	Have well-designed, well-maintained water and sewer system with a dedicated funding source	6
<b>Objective 3</b>	Ensure sustainable public spaces, facilities and systems that match our needs	6
<b>Objective 4</b>	Implement “Complete Streets” policy and plans throughout our community	6
<b>Objective 5</b>	Incorporate green and environmental sustainability concepts into the Village’s infrastructure, including electric vehicles	5
<b>Objective 6</b>	Communicate with state and county highway departments to resolve troublesome intersection issues with funding mechanism for possible solutions	4
<b>Objective 7</b>	Have well-designed, well-maintained roads with a dedicated funding source	4
<b>Objective 8</b>	Improve and maintain infrastructure facilities and systems for public health and safety	4
<b>Objective 9</b>	Have well-designed, well-maintained sidewalks and paths	4
<b>Objective 10</b>	Design and implement upgrades, improvements and maintenance for optimum mobility and system sustainability, including pedestrian/bike safety	3

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 11</b>	Have well-designed, well-maintained green infrastructure through an active and funded urban forestry program	3
<b>Objective 12</b>	Have well-designed, well-maintained Village buildings and facilities	3
<b>Objective 13</b>	Have equitable infrastructure investment based upon data-driven community needs	0
<b>Objective 14</b>		
<b>Objective 15</b>		
<b>Objective 16</b>		
<b>Objective 17</b>		
<b>Objective 18</b>		
<b>Objective 19</b>		
<b>Objective 20</b>		

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Value to Residents</b>	<b>PRIORITY</b>
1. Protection from flooding	
2. Quality Village streets for efficient travel	
3. Reliable, quality utilities services necessary for suburban living	
4. More bikeable, pedestrian friendly community	
5. Convenient access to the Chicago metro area	
6. Protection of property values	
7.	
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<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Making Mount Prospect a more walkable, pedestrian friendly community	7
<b>S</b>	2. Developing funding sources for maintaining existing Village infrastructure and building new infrastructure	7
<b>S</b>	3. Unanticipated events – major storms, infrastructure failures, natural disasters – impacting the Village	6
<b>S</b>	4. Flooding in certain areas and defining Village role and actions	4
<b>S</b>	5. Unfunded Federal and State of Illinois regulations and mandates impacting Village infrastructure	4
<b>S</b>	6. Funding for large scale projects and determining fund capacity using debt and other sources	4
<b>L</b>	7. Addressing substandard infrastructure in annexed areas: assessing condition and available funding for improvements	3
<b>L</b>	8. Increased traffic flow and congestion	3
<b>L</b>	9. Funding for environmentally sustainable Village infrastructure and vehicles	3
<b>L</b>	10. Aging Village infrastructure with deferred maintenance	1

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>L</b>	11. Rising construction and maintenance costs	1
<b>L</b>	12. Inadequate revenue for parking fund and capital projects	1
	13.	
	14.	
	15.	
	16.	
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<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: INVESTMENT IN WELL-MAINTAINED PUBLIC SPACES AND FACILITIES</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>P</b>	1. Oakton Water System Improvements: Direction and Funding	Mgmt	7
<b>P</b>	2. Downtown Pedestrian Crossings: Projects	2020 Mgmt	6
<b>P</b>	3. Stormwater Utility Ordinance and Fee	2020 M/VB Mgmt	6
<b>P</b>	4. Redundant Water Supply: Direction and Funding	2020 Mgmt	4
<b>M</b>	5. Rand/Central//Mount Prospect Road Traffic Study – Phase 2: Engineering Design	2020 Mgmt	MGMT
<b>M</b>	6. Levee 37: Project**** a. Generators: Pump 1 and Pump 2 b. Pump Station 2: Expansion	2020 Mgmt	MGMT
<b>M</b>	7. Aspen Trails Park Stormwater Project: Construction****	2020 Mgmt	MGMT
<b>M</b>	8. Complete Streets Policy (Based upon Projects)	2020	MGMT



<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>M</b>	9. Algonquin Road Improvements – Phase 1: Study	2020 Mgmt	MGMT
	10. Melas Meadows Bridge Phase 1: Direction on Funding for Design and Construction Documents	Mgmt	3
	11. Street Lights Plan: Implementation a. Residential Funded b. Corridor Unfunded	2020 Mgmt	2
	12.		
	13.		
	14.		
	15.		
	16.		

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Management in Progress 2021 – 2022</b>			TIME
1.	Water System Risk and Resiliency Assessment	PW	
2.	Northwest Highway Pedestrian Crossing Study: Completion	PW	
3.	ADA Compliance Plan: Development	PW	
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<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Major Projects 2021 – 2022</b>			<b>TIME</b>
1.	Public Works Facility Fence Replacement	PW	
2.	Klehm's Island Landscape Project	PW	
3.	Pump Station 5 Motor Control Center Replacement	PW	
4.	Fairview Lift Station: Rehabilitation	PW	
5.	Annual Street Improvements Projects	PW	
6.	Rand-Central-Mt Prospect Road: Phase 2 Engineering	PW	
7.	Emerson Street Bridge Rehabilitation	PW	
8.	Cottonwood Lift Station Rehabilitation	PW	
9.	McDonald Creek Bank Stabilization: Engineering Needs Assessment	PW	
10.	Main Street Widening at Central Road	PW	

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Major Projects 2021 – 2022</b>			<b>TIME</b>
11.	Second Elevated Tank: Design Engineering	PW	
12.	Public Works Locker Room, Remodel	PW	
13.	Deep Well Rehabilitation: Well #4 Abandonment	PW	
14.	Water Main Replacement	PW	
15.	Village Hall Domestic Booster Pump Replacement	PW	
16.	Sewer Main Rehabilitation	PW	
17.	Public Works Garage Painting and LED Lighting	PW	
18.	Emerson Street Bridge Improvements	PW	
19.	Village Hall HVAC Upgrade	PW	
20.	Public Works Wash bay Drain Upgrade and Painting	PW	

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>► Major Projects 2021 – 2022</b>			TIME
21.	Street Sign Jet Printer System	PW	
22.	Fire Station #12 Apparatus Floor	PW	
23.	Fairview Gardens Footing Tile Disconnection	PW	
24.	4 <sup>th</sup> Fire Station	Fire	
25.			
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<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Have safe neighborhood – residents feel and are safe	6
<b>Objective 2</b>	Have well-designed and well-maintained neighborhood infrastructure – streets, sidewalks, trees, lighting	5
<b>Objective 3</b>	Have walkable, pedestrian friendly neighborhoods that are connected to other neighborhood and community destinations	5
<b>Objective 4</b>	Have access to a park and community greenspaces	5
<b>Objective 5</b>	Have neighborhood events and gatherings – helping neighbors to meet and develop relationships with other neighbors	5
<b>Objective 6</b>	Have easy access to mobility options – walking, biking and public transportation	5
<b>Objective 7</b>	Have a reputation as a great place to live and raise your family	5
<b>Objective 8</b>	Have a range of housing options: differing types and differing price points throughout our Village	4
<b>Objective 9</b>	Have top-quality schools providing a variety of educational programs	4
<b>Objective 10</b>	Strive for sustainable neighborhoods that are environmentally responsible	3

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 11</b>	Have opportunities for seniors to age gracefully and live in Mount Prospect	2
<b>Objective 12</b>	Have convenient access to essential retails (e.g. grocery store, drug store, etc.) necessary for daily living	2
<b>Objective 13</b>	Have family-friendly entertainment venue and activity options with the our community	2
<b>Objective 14</b>	Have a community friendly to all family generations	2
<b>Objective 15</b>	Upgrade the existing single-family housing stock	1
<b>Objective 16</b>	Have beautiful, clean neighborhoods	0
<b>Objective 17</b>	Maintain and enhance a sense of neighborhood integrity and character	0
<b>Objective 18</b>		
<b>Objective 19</b>		
<b>Objective 20</b>		

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Value to Residents</b>	<b>PRIORITY</b>
1. Protection and enhancement of property values	
2. More reasons to live in Mount Prospect	
3. Increased housing options in Mount Prospect	
4. Sense of personal safety and security	
5. Community for all family generations	
6.	
7.	
8.	
9.	
10.	



<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Cook County tax system and taxes impacting residential and commercial development	6
<b>S</b>	2. Working with absentee property owners to maintain or upgrade their properties	5
<b>S</b>	3. State Attorney handling of individuals with certain crimes	5
<b>S</b>	4. Determining the Village's role and incentives	4
<b>S</b>	5. Maintaining and enhancing the safety of each neighborhood	4
<b>S</b>	6. Aging, antiquated single-family housing stock needing modernization or replacement	4
<b>S</b>	7. Village's role in land use and development regulations	4
<b>S</b>	8. Code requirements and the impact on single-family housing upgrade	4
<b>S</b>	9. Expanding the Village boundaries and the poor infrastructure needing replacement	4
<b>L</b>	10. Protecting the character of each neighborhood	3

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>L</b>	11. Market absorption of high-end rental apartments	3
<b>L</b>	12. Upgrading older multi-family developments	3
<b>L</b>	13. Increasing safety issues within multi-family housing	3
<b>L</b>	14. IDOT control of vehicle movement over pedestrian safety	2
<b>L</b>	15. Having affordable housing available throughout Mount Prospect	2
<b>L</b>	16. NIMBY attitude of some residents – not interested in what is best for the entire community	1
<b>L</b>	17. Helping all homeowners to upgrade their homes	1
	18. Increasing costs of homes	0
	19. Increasing costs of construction	0
	20. Having homes that are ADA accessible	0

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>P</b>	1. West Oakton Annexation: Direction, Village Actions*****	2020	6
<b>P</b>	2. Affordable Housing Policy: Definition, Goals, Best Practices, Report with Options, Direction and Village Actions (including Inclusionary Housing)	M/VB	5
<b>P</b>	3. Green and Open Space Goal/Policies: Review and Revision, Locations for Future	M/VB	5
<b>P</b>	4. Bike Plan Update: Phase 2 Bike Master Plan: Goals, Development and Direction	2020 M/VB	4
<b>P</b>	5. Community Sustainability Strategy Action Plan: Implementation****	2020 M/VB Mgmt	4
<b>P</b>	6. Multi-Modal Mobility Master Plan: Review, Direction and Village Actions	M/VB	4
<b>P</b>	7. Native Plants/Pollinator Program Development: Desired Outcomes, Best Practices, Plan Development, Direction and Village Actions	M/VB	4
<b>P</b>	8. Community Electric Vehicles Plan: Goals, Best Practices, Report with Options, Direction, Funding and Village Actions	M/VB	4

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>M</b>	9. Senior Housing Projects a. Perlmark b. ISL	2020 M/VB	MGMT
<b>M</b>	10. International Building and Fire Code Update: Adoption	Mgmt	MGMT
	11. Forest River Annexation: Direction****	2020 M/VB Mgmt	3
	12. Comprehensive Traffic Management Study/Plan: Scope of Project, Funding, Report with Findings and Recommendations and Direction	M/VB	3
	13. Environmental Sustainability Resiliency Policy, Strategy and Actions Plan: Goals/Desired Outcomes, Task Force, Report, Direction and Implementation Plan	M/VB	2
	14. Community Policing Enhancements: Update Report, Plan and Direction	M/VB	2
	15. School Districts Relationship and Collaboration: Goals, Dialog, Key Issues, Direction and Next Steps	M/VB	2
	16. Village Beautification Plan: Assessment, Report and Direction	M/VB	1

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
17. Climate Change Action Plan: Research, Goals, Report with Options, Direction and Village Actions	M/VB	1	
18. Park District Relationship and Collaboration: Goals, Dialog, Key Issues, Direction and Next Steps	M/VB	1	
19. Village/Community/Neighborhood Wellness Index and Determination: Best Practices, Partners Participation, Report with Options, Direction, Funding and City Actions	M/VB	1	
20. Single-Family Homes Rental Housing/Inspection Ordinance: Update Report, Direction and Village Action	M/VB	1	
21. Solar for Businesses and Homes: Goals, Best Practices, Update Report with Options, Direction, Funding and Village Actions	M/VB	1	
22. Urban Forestry Master Plan: Review, Policy and Guidelines, Direction and Funding	M/VB	0	
23. Development Standards: Review and Revision	M/VB	0	
24.			

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Management in Progress 2021 – 2022</b>			TIME
1. Crime-Free Housing Program	Police\ B&IS		
2. Property Maintenance Program: Review	B&IS		
3. Sidewalk Inspection Program	PW		
4. Community Police Beat Meetings	Police		
5. Police Drone Deployment	Police		
6. Resident Officer Program	Police		
7. Fire District response Analysis/Staffing	Fire		
8. Warning Sirens Replacement			
9. Uniform Parking Policy			
10. Minor Offense Adjudication	Police		

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Management in Progress 2021 – 2022</b>		TIME
11. PulsePoint/AED Locations	Fire	
12. Education Trailer Replacement	Fire	
13. Fire Cadet program	Fire	
14. Fire District Responses: Analysis	Fire	
15. Everbridge Notification System a. Internal b. External	Fire	
16. Household Hazardous Waste Collections Event(s)	PW	
17. Police Body Worn Cameras Deployment, including Body Cam Audit Software	Police	
18. Firearms Simulator Training	Police	
19. CAD Deployment	Police	
20. Traffic Crash Investigation Van	Police	

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Management in Progress 2021 – 2022</b>		TIME
21. Quicket Traffic Crash Module Deployment	Police	
22. AED Replacement	Police	
23. Lexipol Policy Procedure Transition: Completion	Police	
24. Firefighting Foam Initiative (Tank Farm Response)	Fire	
25.		
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<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<b>► Major Projects 2021 – 2022</b>	<b>TIME</b>
1. Central/Pine Pedestrian Crossing: Design	
2. Central/Cathy C	
3. Central/Weller Pedestrian Crossing: Design	
4. Overhead Sewer Abatement Program	
5. Backyard Drainage Program – Rain Gardens and Sewer Connections	
6. Lonquist Boulevard Residential Lighting Project	
7.	
8.	
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10.	

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Attract businesses and residential development projects that are appropriate for each destinations following the vision and plan	6
<b>Objective 2</b>	Have Randhurst Village revitalized as a mixed used activity center with residential, retail and entertainment opportunities	6
<b>Objective 3</b>	Create unique and vibrant sense of place – destinations that are contemporary and having a lively feel	5
<b>Objective 4</b>	Facilitate safe and efficient traffic and pedestrian travel in each destination and support a more pedestrian-friendly Village and community	5
<b>Objective 5</b>	Develop South Mount Prospect as a major employment center	5
<b>Objective 6</b>	Partner with business organizations to make our commercial business districts attractive destinations	4
<b>Objective 7</b>	Encourage mixed-use developments integrating residential and commercial opportunities where appropriate	4
<b>Objective 8</b>	Foster a climate for innovation and entrepreneurship, the development of an effective business incubator and accelerator for facilities and programs	4
<b>Objective 9</b>	Have Downtown as a mixed-use urban center	4
<b>Objective 10</b>	Incorporate sustainable, resilient environmental concepts into each destination’s developments – their designs and buildings	3

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 11</b>	Maintain/enhance Rand Road as a successful business and retail destination that continues to generate sales tax revenues for the Village	2
<b>Objective 12</b>	Create a flexible vision and plans for each destination that are reflective of changing market conditions	1
<b>Objective 13</b>	Have mobility options for connecting destinations and neighborhoods	1
<b>Objective 14</b>	Encourage appropriate business investment that are appropriate for each destination	1
<b>Objective 15</b>		
<b>Objective 16</b>		
<b>Objective 17</b>		
<b>Objective 18</b>		
<b>Objective 19</b>		
<b>Objective 20</b>		

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Value to Residents</b>	<b>PRIORITY</b>
1. Convenient and quality places to eat and shop	
2. Acceptable, predictable travel times within Mount Prospect	
3. More reasons to go Downtown	
4. Opportunities to start and grow a business in Mount Prospect	
5. More pedestrian-friendly community	
6. Opportunities to live near work	
7. Protection of property values	
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<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Aging and deteriorating commercial centers and corridors	6
<b>S</b>	2. COVID-19 pandemics impacts on retail development, office space, entertainment and local businesses	5
<b>S</b>	3. Aligning Randhurst Village owners goals and plans with the Village's vision, goals and desired outcomes	5
<b>S</b>	4. Increasing competition from other communities	5
<b>S</b>	5. Building Mount Prospect's brand as a place to do business and a place to patronize businesses	4
<b>S</b>	6. Landlords and property owners not maintaining or investing in upgrades for their buildings	4
<b>S</b>	7. State legislation limiting TIF	4
<b>L</b>	8. Having entertainment businesses and venues for all generations	3
<b>L</b>	9. Social disinformation about development projects, development process, development policies and development choices	3
<b>L</b>	10. Parking in Downtown	2

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>L</b>	11. NIMBY and resistance to change, to redevelopment and to new development	2
<b>L</b>	12. Actions by State government impacting development, redevelopment and business investment/reinvestment	2
<b>L</b>	13. Vacant buildings and visual blight	2
<b>L</b>	14. Defining and funding the Village role in creating vibrant destinations	2
<b>L</b>	15. Positive reputation as a “Great Place to Have a Business”	1
<b>L</b>	16. Uncertain retail future of Randhurst Village	1
<b>L</b>	17. Uncertain global, national, and state economy	1
<b>L</b>	18. Commercial tax changes impacts on business investment	1
	19. Getting more residents to come to Downtown to shop and eat	0
	20. Having more residents living Downtown	0

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
21. Lack of daytime population in Downtown	0
22. Code Enforcement: Compliance processes and results	0
23. Development community trusting Village government	0
24. Traffic congestion in South Mount Prospect	0
25.	
26.	
27.	
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<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>P</b>	1. Block 56 Redevelopment/Chase Bank Building: Update and Direction****	2020 M/VB	7
<b>P</b>	2. Randhurst Village Area: Re-Vision, Owner Plan, Direction and Village Actions	M/VB	7
<b>P</b>	3. South Mount Prospect Business Development Strategy/Action Plan: Goals, Targeted Businesses, Report with Options, Direction and Village Actions	M/VB	5
<b>P</b>	4. Public Art and Mural Policy/Program: Desired Outcomes, Best Practices, Partner with Local Artists, Report with Options, Direction, Funding and Village Actions, Potential Pilot Project	M/VB	4
<b>P</b>	5. United Property: Update Report, Direction and Village Actions	M/VB	4
<b>P</b>	6. South Mount Prospect Investment: Branding, Wayfinding and Shared Use Path****	Mgmt	4
<b>M</b>	7. 20 West Market/Restaurant Development: Opening	2020	MGMT
<b>M</b>	8. Prospect Place Redevelopment/Business Relocation and Village Infrastructure	2020	MGMT



<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
<b>M</b>	9. Maple Street Lofts Project a. Phase 1 – Opening b. Phase 2: 64 Units Apartments/Condos	2020	MGMT
<b>M</b>	10. Mount Prospect Pointe Development: Permits	2020	MGMT
<b>M</b>	11. Chase Bank Relocation	Mgmt	MGMT
<b>M</b>	12. MPEI: Re-Launch	Mgmt	MGMT
<b>M</b>	13. Chamber of Commerce Relationship/Partnership: Direction and Village Actions	Mgmt	MGMT
<b>M</b>	14. Kohl's Center Outlots Parcel Development	Mgmt	MGMT
	15. Entertainment Venues/Businesses for Adults: Goals/Desired Outcomes, Report with Options, Direction and Village Actions	M/VB	3
	16. Railroad Crossing Alternatives Feasibility Study/Metra Platform Extension	2020	2

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
17. Elevator at Parking Garage: Report with Options, Direction and Funding (\$1,5 million)	M/VB		2
18. Downtown Vision: Re-Assessment, Future Direction and Next Steps	M/VB		2
19. Renewable Energy Goal/Policy for Mount Prospect; Goals, Policy Direction and Village Actions (including Solar Farms and Wind Turbines)	M/VB		2
20. Downtown Access and Parking: Review Past Studies, Direction and Village Actions	M/VB		1
21. 10 North Main Development: RDA Amendments	2020		0
22. EDC Business Survey: Report and Direction	M/VB		0
23. Architectural Design Guidelines: Review and Refinement	M/VB		0
24. Solar for Businesses and Homes: Goals, Best Practices, Report with Options, Direction, Funding and Village Actions	M/VB		0

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Actions 2021 – 2022</b>			<b>PRIORITY</b>
25.	Community Market/Brand Implementation: Update and Actions	M/VB	0
26.	Golf Plaza 2: Site Improvements and Outlots Parcel Development	Mgmt	0
27.			
28.			
29.			
30.			
31.			
32.			

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Management in Progress 2021 – 2022</b>		TIME
1. Parking Marketing to Commuters		
2. CDBG – CV Small Business Grants	P&ED	
3. Business Visitation Program	P&ED	
4.		
5.		
6.		
7.		
8.		
9.		
10.		

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<b>► Major Projects 2021 – 2022</b>			<b>TIME</b>
1.	Train Station Platform Extension	PW	
2.	Pedestrian Signal Improvements River and Euclid	PW	
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

# **SECTION 8**

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## **MOUNT PROSPECT ACTION AGENDA 2021 – 2022**

**[Final Summary: 6/10/21]**

# **Mount Prospect Goals 2026**

**EFFECTIVE VILLAGE GOVERNMENT:  
FINANCIALLY SOUND, EXCEPTIONAL SERVICE**

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**ENHANCING MOUNT PROSPECT CHARM/CHARACTER:  
HONORING HISTORY, HERITAGE, AND DIVERSITY,  
EQUITY AND INCLUSION**

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**VILLAGE INFRASTRUCTURE:  
BALANCED AND PROACTIVE COMMUNITY INVESTMENT**

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**FAMILY-FRIENDLY NEIGHBORHOODS:  
SAFE AND LIVABLE FOR ALL**

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**VIBRANT COMMUNITY DESTINATIONS:  
DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT  
PROSPECT AND OTHER COMMERCIAL  
CORRIDORS TOP-QUALITY**

## Definitions of Terms

### **POLICY –**

is an issue that needs direction or a policy decision by the Board; or needs a major funding decision by the Board; or an issue that needs Board leadership by the governing body in the community; or with other governmental bodies (Village government, other Village governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE VILLAGE'S POLICY OF REGULATION?”

### **MANAGEMENT –**

a management action which the Board has set the overall direction and provided initial funding (e.g., phased project), may require further Board action on funding; or a major management project particularly multiple years (e.g., upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE VILLAGE; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

### **MANAGEMENT IN PROGRESS –**

a management or organization action which Board has set the direction, needs staff work before going to Board for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Board.

### **MAJOR PROJECT –**

a capital project funded in the CIP or by Board action, which needs design, or to be constructed (e.g., Road project, Village facility project, park project, etc.).

### **ON THE HORIZON –**

an issue or project that will not be addressed during the year by management or the Board but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward – it depends on them.



# **Mount Prospect Policy Agenda 2021 – 2022 Targets for Action**

## **TOP PRIORITY**

**Community Human Service: Needs Assessment and Direction**

**Diversity, Equity and Inclusion: Definition, Report and Direction**

**COVID-19 Pandemic: Village Plan and After-Action Report**

**Elk Grove Rural Fire Protection District: Intergovernmental Agreement**

**Police/Fire Redevelopment: Approval and Construction**

**Randhurst Village Area: Future Direction**

**Comprehensive Information Technology Master Plan: Update**

## **HIGH PRIORITY**

**Connect South Mount Prospect Plan: Implementation**

**Village Boards/Commissions/Committees/Task Forces: Review and Modifications**

**Redundant Water Supply: Direction and Funding**

**United Airlines Property Business Development: Direction and Actions**

**Village Government Operational Sustainability Plan: Development**

**Community Electric Vehicles Plan: Report and Direction**

**Downtown Pedestrian Crossings: Projects: Direction and Funding**

# Mount Prospect Policy Agenda 2021 – 2022

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
2	1. Community Human Service: Needs Assessment and Direction	TOP	6	-
2	2. Diversity, Equity and Inclusion: Definition, Report and Direction	TOP	5	-
1	3. COVID-19 Pandemic: Village Plan and After-Action Report	TOP	4	-
1	4. Elk Grove Rural Fire Protection District: Intergovernmental Agreement	TOP	4	-
5	5. Police/Fire Redevelopment: Approval and Construction	TOP	4	-
5	6. Randhurst Village Area: Future Direction	TOP	4	-
1	7. Comprehensive Information Technology Master Plan: Update	TOP	4	-
5	8. Connect South Mount Prospect Plan: Implementation	HIGH	2	6

\*Number in far-left column relates to the Goal that the Action associated.

# Mount Prospect Policy Agenda 2021 – 2022

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
<b>1</b>	9. Village Boards/Commissions/Committees/Task Forces: Review and Modifications	HIGH	2	5
<b>3</b>	10. Redundant Water Supply: Direction and Funding	HIGH	2	5
<b>5</b>	11. United Airlines Property Business Development: Direction and Actions	HIGH	2	5
<b>1</b>	12. Village Government Operational Sustainability Plan: Development	HIGH	3	4
<b>4</b>	13. Community Electric Vehicles Plan: Report and Direction	HIGH	1	4
<b>3</b>	14. Downtown Pedestrian Crossings: Projects: Direction and Funding	HIGH	0	4
<b>3</b>	15. Oakton Water System Improvements: Direction and Funding		2	3
<b>4</b>	16. West Oakton Annexation: Direction		2	3

# Mount Prospect Policy Agenda 2021 – 2022

► Policy Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
<b>4</b>	17. Community Sustainability Strategy Action Plan: Implementation		2	2
<b>1</b>	18. Village Proactive Communications Strategy/Action Plan Expansion: Update		1	2
<b>4</b>	19. Affordable/Workforce Housing: Definition, Baseline Data and Direction		1	2
<b>2</b>	20. Community Events, Engagement and Outreach: Re-Launch		0	2
<b>2</b>	21. Civic Academy for Residents: Direction		0	2
<b>3</b>	22. Stormwater Utility Ordinance and Fee: Direction		0	1
<b>4</b>	23. Multi-Modal Mobility Master Plan: Development		0	0
<b>5</b>	24. Mural Program Pilot Project: Direction		0	0

# **Mount Prospect Management Agenda 2021 – 2022 Targets for Action**

## **TOP PRIORITY**

**Village Employees Mental Health: Implementation**

**Community Policing Enhancements: Report and Future Activities**

**Fire and EMS Response Improvements in South Mount Prospect:  
Evaluation Report and Funding**

**Chapter 11 – Businesses and Merchants Update: Completion**

**American Rescue Dollars: Direction**

**Rand/Central/Mount Prospect Road Project – Phase 2:  
Engineering Design and Construction**

**Forest River Annexation: Direction**

## **HIGH PRIORITY**

**Water and Sewer Projects Debt Issuance**

**20 West Market/Restaurant Development: Opening**

**Maple Street Lofts Project – Phase 2: Construction and Leases**

**Algonquin Road Pedestrian Improvements – Phase 1: Study and Direction**

**Aging in the Community Actions: Implementation**

**Online Collection of Local Taxes: Implementation**

**MODERATE PRIORITY**

**Recruitment Strategy Expansion**

**International Building and Fire Code Update: Adoption**

**MPEI: Re-Launch**

**Prospect Place Redevelopment/Business Relocation: Permitting and Construction**

**Complete Streets Policy: Implementation (Based upon Projects)**

**Kohl's Center Outlots/Vacancies Parcel Development: Direction**

# Mount Prospect Management Agenda 2021 – 2022

► Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
<b>1</b>	1. Village Employees Mental Health: Implementation	TOP	5	-
<b>4</b>	2. Community Policing Enhancements: Report and Future Activities	TOP	5	-
<b>1</b>	3. Fire and EMS Response Improvements in South Mount Prospect: Evaluation Report and Funding	TOP	4	-
<b>1</b>	4. Chapter 11 - Businesses and Merchants Update: Completion	TOP	4	-
<b>1</b>	5. American Rescue Dollars: Direction	TOP	4	-
<b>3</b>	6. Rand/Central//Mount Prospect Road Project – Phase 2: Engineering Design and Construction	TOP	4	-
<b>4</b>	7. Forest River Annexation: Direction	TOP	4	-
<b>1</b>	8. Water and Sewer Projects Debt Issuance	HIGH	3	5

# Mount Prospect Management Agenda 2021 – 2022

► Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
5	9. 20 West Market/Restaurant Development: Opening	HIGH	3	5
5	10. Maple Street Lofts Project – Phase 2: Construction and Leases	HIGH	2	4
3	11. Algonquin Road Pedestrian Improvements – Phase 1: Study and Direction	HIGH	2	4
2	12. Aging in the Community Actions: Implementation	HIGH	1	4
1	13. Online Collection of Local Taxes: Implementation	HIGH	0	4
2	14. Recruitment Strategy Expansion	MOD	3	3
4	15. International Building and Fire Code Update: Adoption	MOD	2	3
5	16. MPEI: Re-Launch	MOD	2	3



# Mount Prospect Management Agenda 2021 – 2022

► Management Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
5	17. Prospect Place Redevelopment/Business Relocation: Permitting and Construction	MOD	1	3
3	18. Complete Streets Policy: Implementation (Based upon Projects)	MOD	0	3
5	19. Kohl's Center Outlots/Vacancies Parcel Development: Direction	MOD	0	3
4	20. Senior Housing Projects: Opening		1	2
1	21. Liquor/Video Gaming Codes: Revision		0	2
5	22. Mount Prospect Pointe Development: Permits and Occupancy		0	2
5	23. Chase Bank Relocation: Occupancy		0	2
1	24. Management Succession Policy/Program: Refinement		1	1

**Mount Prospect  
Action Outlines 2021 – 2022**

<b>GOAL 1</b>	<b>EFFECTIVE VILLAGE GOVERNMENT: FINANCIALLY SOUND, PROVIDING EXCEPTIONAL SERVICE</b>
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<p><b>ACTION: COVID-19 Pandemic: Village Plan and After Action Report</b></p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Financial Impact</li> <li>• Village Service Impact</li> <li>• Village Operational Impacts</li> <li>• Opportunities for the Future – Village Services and Operations</li> <li>• Budget Impacts for FY 22</li> </ul>	<table border="1" style="width: 100%; text-align: center;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy Top</i></td></tr> </table> <p style="text-align: center;"><u>Time</u></p>	<b>PRIORITY</b>	<i>Policy Top</i>
<b>PRIORITY</b>			
<i>Policy Top</i>			
<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li><b>1. PLAN FOR 2021</b> <ol style="list-style-type: none"> <li>a. Phase 5 – Re-opening Village Government</li> <li>b. Monitor Federal and State of Illinois future actions/regulations/guidelines related to the COVID-19 Pandemic</li> </ol> </li> <li><b>2. AFTER ACTION REPORT</b> <ol style="list-style-type: none"> <li>a. Collect information for each department on COVID-19 pandemic impacts – services and operations; financial impacts</li> <li>b. Prepare Report</li> <li>c. <b>CIP/2<sup>nd</sup> QUARTER WORKSHOP:</b> Presentation and Discussion</li> </ol> </li> </ol>	<p>6/21</p> <p>Ongoing</p> <p>7/21</p> <p>8/21</p> <p>8/21</p>		
Responsibility: Assistant to the Village Manager Alex Bertolucci			

**ACTION: Elk Grove Rural Fire Protection District:  
Intergovernmental Agreement**

<b>PRIORITY</b>
<i>Policy Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Agreement	1. Finalize Agreement documents	6/21
• Special Service Area	2. <b>DECISION:</b> Agreement Approval	7/21
• Dispatch Services	3. Prepare Special Service Area (SSA) proposal	8/21
	4. <b>DECISION:</b> SSA Direction	9/21
	5. Management Action: Dispatch	10/21
	6. Go Live	11/21

Responsibility: Village Manager Mike Cassady

**ACTION: Comprehensive Information Technology Master Plan: Update**

<b>PRIORITY</b>
<i>Policy Top</i>

Key Issues

- Organizational Needs
- Hardware
- Software
- Funding
- Security from Cyberattacks
- Process Improvements
- Service Delivery Enhancements
- COVID-19 Impacts and Opportunities

Activities/Milestones

1. Review current IT Plan
2. Update Village organizational needs
3. Prepare Update Report
4. **CONFIDENTIAL BRIEFING**

Time

9/21

Responsibility: Chief Technology and Information Officer Andy Schaeffer
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**ACTION: Village Boards/Commissions/Committees/Task Forces: Review and Modification**

<b>PRIORITY</b>
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Governing Roles and Responsibilities</li> <li>• Commission/Board/Committee Purposes/Charge</li> <li>• Governing Commission/Committee vs Task Force</li> <li>• Commission/Board/Committee Performance</li> <li>• Areas Needing Commission/Board/Committee</li> <li>• Diversifying Membership of Commissions/Boards/Committees</li> <li>• Trends in Resident Involvement – More Willing to Serve on a Task Force – defined mission, deliverable product and time frame</li> <li>• Best Practices Other Governments</li> <li>• Village Staffing and Cost</li> <li>• Funding</li> <li>• Potential New: “Sustainability Commission”, ‘Human Rights’</li> <li>• Broader Representation from the Entire Community</li> </ul>	<ol style="list-style-type: none"> <li>1. Review the current Boards, Commission and Committees: Village Code, purposes, charge, meeting frequency, performance and support needs</li> <li>2. Review and evaluate the appointment process</li> <li>3. Investigate best practices from similar villages/cities</li> <li>4. Evaluate the support needs and costs for each Board, Commission and Committees</li> <li>5. Prepare Report</li> <li>6. <b>REPORT:</b> Presentation and Direction</li> <li>7. Prepare Village Code Changes</li> <li>8. <b>DECISION:</b> Village Code</li> <li>9. Identify potential needs for additional Boards, Commissions and Committees</li> </ol>	<p>7/21</p> <p>7/21</p> <p>7/21</p> <p>7/21</p> <p>8/21</p> <p>9/21</p> <p>11/21</p> <p>12/21</p> <p>TBD</p>

Responsibility: Village Clerk Karen Agoranos/  
Executive Assistant Doreen Jarosz

**ACTION: Village Operational Sustainability Plan:  
Development (Green New Deal for Village  
Government)**

<b>PRIORITY</b>
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Definition</li> <li>• Parameters</li> <li>• Best Practices</li> <li>• Funding</li> <li>• Trends</li> <li>• New Village Initiatives</li> <li>• Climate Change Impacts</li> <li>• Pesticides</li> <li>• Electric Vehicles</li> <li>• Press Release</li> <li>• Community Outreach</li> <li>• Tapping Residents' Expertise and Knowledge</li> </ul>	<ol style="list-style-type: none"> <li>1. Review current Village government operations for sustainability processes and activities</li> <li>2. Investigate best practices by other governments and major corporations</li> <li>3. Review trends</li> <li>4. Outreach to the community</li> <li>5. Prepare a Report with findings and recommendations</li> <li>6. Village Manager review, finalization and decisions</li> <li>7. <b>REPORT:</b> Presentation</li> </ol>	<p>7/21</p> <p>7/21</p> <p>7/21</p> <p>8/21</p> <p>8/21</p> <p>8/21</p> <p>9/21</p>

Responsibility: Assistant to the Village Manager Alex Bertolucci/ Director of Public Works Sean Dorsey
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**ACTION: Village Proactive Communications Strategy/Action Plan: Update**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Current Activities</li> <li>• Transparency: Definition – Providing Information to the Community</li> <li>• Website</li> <li>• Communications Metrics</li> <li>• Best Practices</li> <li>• “Search Box” Method</li> <li>• Event Calendar</li> <li>• Development Plan and Process-Community Understanding</li> <li>• Plain Speak – Simple and without Jargon</li> <li>• Information-at-a-Glance</li> <li>• Hot Topics</li> <li>• Two Way Communications</li> <li>• Online Town Hall Meetings or Board Meeting</li> <li>• Tables at Village Supported Events (e.g., Farmers Market, Block Party and Celebration of Cultures, etc.)</li> <li>• COW Meeting in Impacted Neighborhood</li> <li>• “Soap Box” at Pocket Park</li> </ul>	<ol style="list-style-type: none"> <li>1. Review and update communication metrics - use by our community</li> <li>2. Review current communications activities and explore refinements</li> <li>3. Prepare Report</li> <li>4. <b>COW:</b> Communications Briefing Report</li> </ol>	<p>8/21</p> <p>8/21</p> <p>9/21</p> <p>9/21</p>

Responsibility: Director of Communications Howard Kleinstein/  
Assistant Village Manager Nellie Beckner



**ACTION: Village Employees Mental Health: Implementation**

<b>PRIORITY</b>
<i>Mgmt Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Current Programs</li> <li>• Service Needs</li> <li>• COVID-19 Impacts</li> <li>• Service Options</li> <li>• Funding</li> <li>• Wellness Check</li> </ul>	<ol style="list-style-type: none"> <li>1. Review current programs</li> <li>2. Identify needs</li> <li>3. Prepare a Report with Recommendations and Budget Proposal</li> <li>4. Village Manager review and direction</li> </ol>	<p>8/21</p> <p>10/21</p>

Responsibility: Human Resources Director Heidi Neu

**ACTION: Fire and EMS Response Improvements in South Mount Prospect: Evaluation Report and Direction**

<b>PRIORITY</b>
<i>Mgmt Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Standards of Cover	1. Update analysis of response times	8/21
• Response Time	2. Evaluate districts	8/21
• Types of Responses	3. Prepare Report	9/21
• Service Level	4. Review by Village Manager	9/21
• Staffing	5. Prepare budget	10/21
• Capital and Equipment Needs	6. <b>DECISION:</b> Budget FY '22	10/21
• Funding	Funding	
• Linked to Elk Grove Fire District		

Responsibility: Chief of Fire John Dolan

**ACTION: Liquor/Video Gaming Code Revision: Completion**

<b>PRIORITY</b>
<i>Mgmt Top</i>

Key Issues

- Surrounding Villages Regulations and Fees
- Signs and Advertising

Activities/Milestones

1. Review state regulation changes
2. Review the impacts of COVID-19
3. Revise Codes
4. **DECISION:** Revised Code Amendments

Time

- 10/21  
10/21  
11/21  
12/21

Responsibility: Executive Assistant Doreen Jarosz

**ACTION: American Rescue Dollars: Direction**

<b>PRIORITY</b>
<i>Mgmt Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Use of Dollars	1. Review the Federal government guidelines	5/21
• One Time Expense	2. Prepare a Report with recommendations	7/21
• Use for Capital Projects	3. Village Manager review	7/21
• Time Framework for Use of Dollars	4. <b>DECISION:</b> Direction	8/21

Responsibility: Director of Finance Amit Thakkar

**ACTION: Water and Sewer Projects Debt Issuance**

<b>PRIORITY</b>
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Capital Projects</li> <li>• Infrastructure Needs</li> <li>• Market Analysis</li> <li>• Increasing Cost of Construction</li> <li>• Bond Issuance (2022)</li> </ul>	<ol style="list-style-type: none"> <li>1. Review current water and sewer rates</li> <li>2. Prepare draft ordinance</li> <li>3. Village Manager review</li> <li>4. <b>DECISION:</b> Rate Ordinance</li> </ol>	<p>8/21</p> <p>9/21</p> <p>9/21</p> <p>10/21</p>

Responsibility: Director of Finance Amit Thakkar/ Director of Public Works Sean Dorsey
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**ACTION: Online Collection of Local Taxes: Implementation (Food and Beverage)**

<b>PRIORITY</b>
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ol style="list-style-type: none"> <li>Explore ways to use current platform</li> <li>Prepare Report with recommendations</li> <li>Village Manager review and Direction</li> </ol>	<p>7/21</p> <p>7/21</p> <p>8/21</p>

Responsibility: Director of Finance Amit Thakkar

**ACTION: Chapter 11 - Businesses and Merchants Update:  
Completion**

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"><li>• Outdated Code</li></ul>	<ol style="list-style-type: none"><li>1. Finalize Chapter 11 revision</li><li>2. <b>DECISION:</b> Chapter 11 Updates</li></ol>	<p>9/21 10/21</p>

Responsibility: Assistant Village Manager Nellie Beckner

**ACTION: Management Succession Policy/Program:  
Refinement**

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Goals/Desired Outcomes
- Departmental Responsibility
- Training and Development
- Hiring Process
- Village-wide Policy Framework
- Diversity
- Equitable Process
- Inclusion
- Who Makes the Decision

Activities/Milestones

1. Review and evaluate departmental succession planning policies and programs
2. Develop departmental and Village-wide refinements
3. Training Workshop: Leadership Team

Time

10/21

11/21

12/21

Responsibility: Village Manager Mike Cassidy/  
Human Resources Director Heidi Neu



<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
1	1. Labor Negotiations and Contract	HR	
	a. Fire		12/21
	b. Public Works		12/21
1	2. Annual Strategic Plan: Update	VMO	6/21
1	3. Pulsepoint App: Implementation	Fire	2023
1	4. Fire Knox Box and Run Cards	Fire	12/21
1	5. Photo Contest – Instagram	Com	9/21
1	6. Fire Mutual Aid Agreements: Modifications	Fire	12/21
1	7. Employee Handbook: Update	HR	12/21
1	8. Public Works Accreditation: Completion	PW	6/22
1	9. Fire Strategic Plan: Completion	Fire	6/22
1	10. Leadership Academy 2021	HR	12/21
1	11. File Vault Digitalization	VMO	Ongoing
1	12. Village Website: Refinement	Com	1/22
1	13. Fire Management Succession Plan	Fire	7/21
1	14. Warning Sirens: Replacement (3 for 2021; 3 for 2022)	Fire	12/21
1	15. GIS Server Upgrade	IT	6/21
1	16. Village Hall Panic Button	IT	6/21
1	17. Production Storage Device: Replacement	IT	5/22
1	18. Office 365: Budget FY '22 Funding	IT	10/21
1	19. Tyler New World to Cloud: CIP Budget FY 22 Funding	IT	8/21
1	20. Network Equipment at EOC and CCC Replacement	IT	12/21

			TIME
<b>► Management in Progress 2021 – 2022</b>			
1	21. PPE Replacement	Fire	Ongoing
1	22. Fire Lieutenant Promotion	Fire	6/21
1	23. AVL Automatic Vehicle Locators	Fire	10/21
1	24. e-Billing for Water/Sewer	Fin	12/21
1	25. New Fund Balance Policy: Board <b>DECISION</b>	Fin	12/21
1	26. Bond Rating Affirmation/Upgrade	Fin	2022
1	27. Dental Plan Conversion: MetLife to Delta + HMO Option	HR	7/21
1	28. Part-Time Employee Benefits: Evaluation and Enhancement	HR	12/21
1	29. Classification and Compensation Plan Total Update: Budget FY '22 Funding	HR	8/21
1	30. Mental Health Support Benefits Promotion	HR	12/21
1	31. Village Newsletter: Nine per Year	Com	1/22
1	32. Risk Management	Fin	Ongoing
1	33. Real Estate Transfer Rebate: Update	Fin	9/21
1	34. Budget Performance Measures	Fin	10/21
1	35. Finance Standard Operating Procedure	Fin	12/21
1	36. Police – Fire Pension Consolidation Report	Fin	Quarterly

<b>GOAL 2</b>	<b>MOUNT PROSPECT CHARM AND CHARACTER: HONORING HISTORY, HERITAGE, AND DIVERSITY, EQUITY AND INCLUSION</b>
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<p><b>ACTION: Community Human Service: Needs Assessment and Direction</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Activities/Milestones</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Current Services and Service Level</li> <li>• Community Needs</li> <li>• Partners</li> <li>• Village Government Role</li> <li>• New Services</li> <li>• Expanded Service Level</li> <li>• Costs of Services</li> <li>• Staffing</li> <li>• Funding</li> <li>• Community Outreach</li> <li>• Capital Budget – Community Connections Center</li> </ul> </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> <li>1. Prepare CIP budget proposal</li> <li>2. WORKSHOP CIP FY '22: Funding for Community Connections Center Facility</li> <li>3. Review current programs and services</li> <li>4. Identify unmet service needs in Mount Prospect</li> <li>5. Identify future service needs and determine provider/partner and costs</li> <li>6. Prepare Report with finding and budget proposal</li> <li>7. <b>REPORT:</b> Presentation and Direction</li> <li>8. <b>WORKSHOP:</b> Budget FY'23 Direction on Services and Funding</li> </ol> </td> <td style="vertical-align: top;"> <p>6/21</p> <p>8/21</p> <p>10/21</p> <p>11/21</p> <p>12/21</p> <p>1/22</p> <p>2/22</p> <p>10/22</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• Current Services and Service Level</li> <li>• Community Needs</li> <li>• Partners</li> <li>• Village Government Role</li> <li>• New Services</li> <li>• Expanded Service Level</li> <li>• Costs of Services</li> <li>• Staffing</li> <li>• Funding</li> <li>• Community Outreach</li> <li>• Capital Budget – Community Connections Center</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare CIP budget proposal</li> <li>2. WORKSHOP CIP FY '22: Funding for Community Connections Center Facility</li> <li>3. Review current programs and services</li> <li>4. Identify unmet service needs in Mount Prospect</li> <li>5. Identify future service needs and determine provider/partner and costs</li> <li>6. Prepare Report with finding and budget proposal</li> <li>7. <b>REPORT:</b> Presentation and Direction</li> <li>8. <b>WORKSHOP:</b> Budget FY'23 Direction on Services and Funding</li> </ol>	<p>6/21</p> <p>8/21</p> <p>10/21</p> <p>11/21</p> <p>12/21</p> <p>1/22</p> <p>2/22</p> <p>10/22</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy Top</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy Top</i>
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<b>PRIORITY</b>									
<i>Policy Top</i>									
Responsibility: Director of Human Services Julie Kane									

**ACTION: Diversity, Equity and Inclusion: Report and Direction**

<b>PRIORITY</b>
<i>Policy Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Definitions: Diversity, Equity and Inclusion	1. Develop baseline Report on Diversity, Equity and Inclusion	6/21
• Baseline Report	2. Identify Diversity, Equity and Inclusion consultant	6/21
• Current Activities and Programs	3. Develop Community Survey methodology and process	7/21
• Community Outreach – Whole Community Survey	4. Approve contract for Survey Services	8/21
• Data-Driven	5. Develop survey instrument and draft potential questions	8/21
• Mount Prospect Community Issues and Needs	6. <b>DECISION:</b> Survey Report and Questions	9/21
• Village Workforce	7. Complete Community Survey on Diversity, Equity and Inclusion	11/21
• Sample Size	8. Prepare a Report	12/21
• Survey Instrument	9. <b>REPORT:</b> Presentation and Discussion	1/22
• Use of Experts in Developing Survey		
• Multi-Lingual Survey		
• Diversity, Equity and Inclusion Expert Role		
• Other Survey Companies		

Responsibility: Village Manager Mike Cassady/  
Leadership Team

**ACTION: Community Events, Engagement and Outreach: Re-Launch**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Events 2021</li> <li>• Outreach Activities</li> <li>• Community Summit – Diverse Participation</li> <li>• Reinforcing Mount Prospect Brand, Vision and Community Values</li> <li>• Corporate Sponsorships</li> <li>• MP Business Involvement</li> <li>• Information to Residents</li> </ul>	<ol style="list-style-type: none"> <li>1. Village Manager Decision on Events and Outreach</li> <li>2. <b>REPORT:</b> Direction and Activities</li> <li>3. <b>Community Summit 2022</b></li> </ol>	<p>6/21</p> <p>6/21</p> <p>1/22</p>

Responsibility: Village Manager Mike Cassady

**ACTION: Civic Academy for Residents: Direction**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Purposes/Desired Outcomes	1. Define purposes and desired outcomes	7/21
• Best Practices		8/21
• Methods	2. Investigate best practices	8/21
• Time Requirement	3. Develop alternatives	8/21
• Size	4. Prepare report with options and costs	9/21
• Criteria for Participation		10/21
• Curriculum	5. Village Manager review	
• Alumni Association	6. <b>WORKSHOP:</b> Budget FY'22	
• Cost	Direction and Funding	
• Funding		
• Outreach to Community		
• Advertising		

Responsibility: Director of Communications Howard Kleinstein

**ACTION: Aging in the Community: Implementation**

<b>PRIORITY</b>
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Village Mission and Role</li> <li>• Goals/Desired Outcomes</li> <li>• Affordability</li> <li>• Transportation</li> <li>• Opportunities for Engagement</li> <li>• Understanding Needs</li> <li>• Different Senior Age Groups with Different Needs</li> <li>• Community Outreach</li> <li>• Service Redundancy/Duplication</li> <li>• Service Collaboration</li> <li>• Cost Sharing Opportunities (e.g., Facilities)</li> </ul>	<ol style="list-style-type: none"> <li>1. Assembly Task Force – “Aging in the Community”</li> <li>2. Launch Community Survey</li> <li>3. Conduct Workshop for Task Force, Stakeholders and Village Staff</li> <li>4. Analyze survey data</li> <li>5. Prepare Report</li> <li>6. <b>REPORT:</b> Presentation and Direction</li> </ol>	<p>7/21</p> <p>9/21</p> <p>12/21</p> <p>1/22</p> <p>2/22</p> <p>3/22</p>

Responsibility: Director of Human Services Julie Kane

**ACTION: Recruitment Strategy: Expansion**

<b>PRIORITY</b>
<i>Mgmt Mod</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Expanding Applicant Pool</li> <li>• Methods of Advertisement</li> <li>• Outreach to Individuals Impacted by COVID-19 Pandemic</li> <li>• Job Fairs</li> <li>• Posting Cost</li> <li>• Chicago Urban League</li> <li>• Signing Bonuses/Incentives</li> <li>• Relocation Costs</li> <li>• Job Opportunities for Residents</li> <li>• Expanded Internship Programs</li> </ul>	<ol style="list-style-type: none"> <li>1. Identify untapped resources</li> <li>2. Broaden methods for advertising</li> <li>3. Track applicant sources</li> <li>4. Prepare budget proposal</li> <li>5. <b>WORKSHOP:</b> Budget FY '22 Funding for Recruitment</li> </ol>	<p>5/21 5/21 5/21 8/21 10/21</p>

Responsibility: Human Resources Director Heidi Neu



<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
2	1. Outreach to School Social Worker	HS	Ongoing
2	2. Food Pantry Health Initiative: Evaluation and Program Launch	HS	9/21
2	3. Love and Logic Parenting Classes	HS	Ongoing
2	4. Kickin with Cops Summer Soccer Program	Police	7/22
2	5. Five-O 5K Run	Police	9/21
2	6. National Night Out	Police	8/21
2	7. Community Connections Center: Youth Programs	HS	Ongoing
2	8. Community Connections Center: Nutrition and Obesity Prevention for Children	HS	11/21
2	9. Intergenerational Programs – Grandparents and Grandchildren	HS	12/21
2	10. Celebration of Cultures (3 <sup>rd</sup> Year)	HS	9/21
2	11. Human Services eNewsletter: Creation	HS	10/21
2	12. Citizen Police Academy	Police	12/21
2	13. Mount Prospect Senior Appreciation Day: Creation	HS	12/21
2	14. Police Teen Academy	Police	10/21
2	15. Fire Cadet Program Budget FY '22	Fire	10/21
2	16. Harper College Police New Intern Program	Police	Ongoing
2	17. Block Party	VMO	8/21
2	18. Human Services Video Development	HS	9/21

<b>GOAL 3</b>	<b>TOP-QUALITY VILLAGE INFRASTRUCTURE: BALANCED AND PROACTIVE COMMUNITY INVESTMENT</b>
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<b>ACTION: Redundant Water Supply: Direction and Funding</b>		<b>PRIORITY</b>
		<i>Policy High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Well Abandonment</li> <li>• Well Rehabilitation</li> <li>• Costs</li> <li>• Funding</li> <li>• American Rescue Plan Funding (\$2.5 million from State of Illinois)</li> </ul>	<ol style="list-style-type: none"> <li>1. Review/Update Report</li> <li>2. <b>VILLAGE MANAGER'S CONFIDENTIAL REPORT</b></li> <li>3. Notification from the State of Illinois</li> <li>4. <b>DECISION CIP UPDATE:</b> Report</li> <li>5. <b>DECISION:</b> Bond Issuance</li> </ol>	<p>8/21</p> <p>9/21</p> <p>9/21</p> <p>10/21</p> <p>3/22</p>
Responsibility: Director of Public Works Sean Dorsey		

**ACTION: Downtown Pedestrian Crossings: Projects:  
Direction and Funding**

<b>PRIORITY</b>
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• IDOT Regulations and Requirements</li> <li>• Busse and Main</li> <li>• Pine and Central</li> <li>• Cathy and Central</li> <li>• Northwest Highway and Pine</li> <li>• Northwest Highway and Maple</li> </ul>	<ol style="list-style-type: none"> <li>1. Review and update potential/proposed projects</li> <li>2. Prepare Report</li> <li>3. <b>COW:</b> Review and Direction</li> </ol>	<p>6/21</p> <p>7/21</p> <p>7/21</p>

Responsibility: Director of Public Works Sean Dorsey
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**ACTION: Oakton Water System Improvements – Phase 1:  
Design and Funding**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Funding Mechanism: TIF/Grants</li> <li>• Annexation</li> <li>• Wells</li> <li>• Septic Systems</li> <li>• Hook-up</li> <li>• Costs</li> <li>• Phasing/Timing</li> <li>• American Rescue Dollars</li> <li>• Cook County Investment</li> <li>• Water Demand – Current and Future Development</li> <li>• ROW Access</li> </ul>	<ol style="list-style-type: none"> <li>1. Define Phase 1 and determine the project costs</li> <li>2. Prepare Report and Budget proposal</li> <li>3. <b>WORKSHOP:</b> Budget FY '22 Funding for Phase 1</li> <li>4. <b>DECISION:</b> Award Contract for Phase 1 Engineering Review</li> </ol>	<p>6/21</p> <p>7/21</p> <p>8/21</p> <p>1/22</p>

Responsibility: Director of Public Works Sean Dorsey

**ACTION: Stormwater Utility Ordinance and Fee: Direction**

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Stormwater Needs
- Stormwater Projects
- Costs
- Funding Mechanism
- Rate
- Methodology
- Rain Garden Impact
- Personal Property Rights
- Community Education:  
Property Modifications

Activities/Milestones

1. Review and update Report and Recommendations
2. Village Manager review
3. **DECISION:** Ordinance and Rate

Time

- 9/21  
10/21  
11/21

Responsibility: Director of Public Works Sean Dorsey

**ACTION: Rand/Central//Mount Prospect Road Project  
– Phase 2: Engineering Design and Construction**

<b>PRIORITY</b>
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

- |   |         |
|---|---------|
| 1. Acquire Property                     | Ongoing |
| 2. Complete Phase 2: Engineering Design | 12/21   |
| 3. IDOT Bid for Construction            | 2/22    |
| 4. Begin construction                   | 5/22    |

Responsibility: Director of Public Works Sean Dorsey
--

**ACTION: Algonquin Road Pedestrian Improvements – Phase 1: Study**

<b>PRIORITY</b>
<i>Mgmt High</i>

Key Issues

- 

Activities/Milestones

1. Complete study and prepare Report
2. **REPORT:** Presentation and Direction

Time

- 12/21  
12/21

Responsibility: Director of Public Works Sean Dorsey

**ACTION: Complete Streets Policy: Implementation**

<b>PRIORITY</b>
<i>Mgmt Mod</i>

Key Issues

Activities/Milestones

Time

1. Implementation: Project

TBD

Responsibility: Director of Public Works Sean Dorsey



<b>► Management in Progress 2021 – 2022</b>			<b>TIME</b>
3	1. Northwest Highway Pedestrian Crossing Study: Completion	PW	12/21
3	2. ADA Compliance Plan: Development	PW	6/22

<b>► Major Projects 2021 – 2022</b>			<b>TIME</b>
3	1. Public Works Facility Fence Replacement	PW	10/21
3	2. Pump Station 5 Motor Control Center Replacement	PW	10/21
3	3. Annual Street Improvements Projects	PW	10/21
3	4. Emerson Street Bridge Rehabilitation	PW	10/21
3	5. Cottonwood Lift Station Rehabilitation	PW	11/21
3	6. McDonald Creek Bank Stabilization: Engineering Needs Assessment	PW	6/22
3	7. Second Elevated Tank: Design Engineering	PW	12/21
3	8. Public Works Locker Room, Remodel	PW	10/21
3	9. Deep Well Rehabilitation: Well #4 Abandonment	PW	2023
3	10. Water Main Replacement	PW	10/21
3	11. Village Hall Domestic Booster Pump Replacement	PW	12/21
3	12. Sewer Main Rehabilitation	PW	10/21
3	13. Public Works Garage Painting and LED Lighting	PW	7/21
3	14. Village Hall HVAC Upgrade: design	PW	12/21
3	15. Public Works Wash Bay Drain Upgrade and Painting	PW	10/21
3	16. Street Sign Jet Printer System	PW	7/21
3	17. Fire Station #12 Apparatus Floor	PW	10/21
3	18. 4 <sup>th</sup> Fire Station (Linked to IGA)	Fire	2022

<b>GOAL 4</b>	<b>FAMILY-FRIENDLY NEIGHBORHOODS: SAFE AND LIVABLE FOR ALL</b>
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<p><b>ACTION: Community Electric Vehicles Plan: Report and Direction</b></p> <table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left; border: none;"><u>Key Issues</u></th> <th style="text-align: left; border: none;"><u>Activities/Milestones</u></th> <th style="text-align: left; border: none;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="border: none;"> <ul style="list-style-type: none"> <li>• Electric Vehicle Trends</li> <li>• Village Government Role</li> <li>• Vehicle Technology</li> <li>• Charging Station</li> <li>• Power Supplier to Charging Station</li> <li>• Development Requirements</li> <li>• Private Sector Role</li> <li>• Local Government Best Practices</li> <li>• Electric Capacity</li> </ul> </td> <td style="border: none;"> <ol style="list-style-type: none"> <li>1. Gather background information</li> <li>2. Investigate best practices</li> <li>3. Prepare a “White Paper” Report – overview and framework for the future</li> <li>4. <b>REPORT:</b> Presentation and Direction</li> </ol> </td> <td style="border: none; vertical-align: top;"> <p>7/21</p> <p>7/21</p> <p>9/21</p> <p>11/21</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• Electric Vehicle Trends</li> <li>• Village Government Role</li> <li>• Vehicle Technology</li> <li>• Charging Station</li> <li>• Power Supplier to Charging Station</li> <li>• Development Requirements</li> <li>• Private Sector Role</li> <li>• Local Government Best Practices</li> <li>• Electric Capacity</li> </ul>	<ol style="list-style-type: none"> <li>1. Gather background information</li> <li>2. Investigate best practices</li> <li>3. Prepare a “White Paper” Report – overview and framework for the future</li> <li>4. <b>REPORT:</b> Presentation and Direction</li> </ol>	<p>7/21</p> <p>7/21</p> <p>9/21</p> <p>11/21</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy High</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy High</i>
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<b>PRIORITY</b>									
<i>Policy High</i>									
Responsibility: Director of Community Development Bill Cooney									

**ACTION: West Oakton Annexation: Direction**

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Annexation
- Special Service Area Creation
- Fire District Resolution
- Infrastructure Needed Upgrades

Activities/Milestones

1. Prepare Report with Recommendations
2. **DECISION:** Annexation

Time

4/22

6/22

Responsibility: Director of Community Development Bill Cooney

**ACTION: Community Sustainability Strategy Action Plan:  
Implementation**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Waste and Recycling</li> <li>• Water Conservation</li> <li>• Land Uses</li> <li>• Pesticide Use</li> <li>• Electric Vehicles in the Community</li> <li>• Energy Conservation</li> <li>• Air Pollution and Climate</li> <li>• Mobility beyond Automobile</li> <li>• Green Jobs and Businesses</li> <li>• Sustainable Community – Health and Wellness</li> <li>• Pollinator</li> <li>• Butterflies Marketing Initiative</li> <li>• Press Release</li> <li>• Best Practices</li> <li>• Link to Regional Sustainability Model and Framework</li> <li>• Tapping Residents Expertise and Knowledge</li> <li>• Helping Residents to Understand the Impacts of Life Style Choices</li> </ul>	<ol style="list-style-type: none"> <li>1. Create Sustainability Action Plan Webpage</li> <li>2. Launch Sustainability Survey</li> <li>3. Prepare Sustainability Action Plan Draft</li> <li>4. Staff review of Draft Plan</li> <li>5. Community Outreach</li> <li>6. <b>PRESENTATION:</b> Plan Discussion and Direction</li> </ol>	<p>9/21</p> <p>10/21</p> <p>11/21</p> <p>12/21</p> <p>1/22</p> <p>3/22</p>

Responsibility: Assistant to the Village Manager Alex Bertolucci

**ACTION: Affordable/Workforce Housing Policy: Definition, Baseline Data and Direction**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Definition</li> <li>• Surrounding Communities</li> <li>• Community Needs</li> <li>• Workforce Housing</li> <li>• Housing Database</li> <li>• Housing Stock</li> <li>• Housing Ordinance – Model and Other Villages</li> <li>• Inclusionary Zoning</li> <li>• % of Affordable Housing in Public Funded Projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Survey other communities: % of affordable housing, housing ordinances/requirements</li> <li>2. Gather data on Mount Prospect housing</li> <li>3. Prepare Report</li> <li>4. Village Manager review and finalize Report</li> <li>5. <b>REPORT:</b> Presentation and Direction</li> </ol>	<p>8/21</p> <p>8/21</p> <p>10/21</p> <p>1/22</p> <p>2/22</p> <p>3/22</p>

Responsibility: Director of Community Development Bill Cooney

**ACTION: Community Policing Enhancements  
Report and Future Direction**

<b>PRIORITY</b>
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

- |   |      |
|---|------|
| 1. Review current programs/activities and prepare plan for next steps | 6/21 |
| 2. <b>REPORT:</b> Presentation  | 7/21 |

Responsibility: Chief of Police John Koziol

**ACTION: Forest River Annexation: Direction**

<b>PRIORITY</b>
<i>Mgmt Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Annexation</li> <li>• Infrastructure</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete legal review</li> <li>2. Prepare report with recommendations</li> <li>3. <b>DECISION:</b> Forest River Direction</li> </ol>	<p>8/21</p> <p>10/21</p> <p>2/22</p>

Responsibility: Village Manager Mike Cassady/  
 Director of Community Development Bill Cooney

**ACTION: International Building and Fire 2021 Code Update: Adoption**

<b>PRIORITY</b>
<i>Mgmt Mod</i>

Key Issues

- Waiting for International Code Council Publication

Activities/Milestones

1. Finalize Code Update
2. **DECSION:** Code Update

Time

3/22  
4/22

Responsibility: Building and Inspection Services Director Bill Schroeder



**ACTION: Senior Housing Projects: Opening**

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Shuttle Service
- Township Role
- Transportation Costs
- Village Roles

Activities/Milestones

1. Open
  - a. Mt Prospect Senior Living (St John)
  - b. The Kenzie Senior Residence (Kensington)

Time

Open

10/21

Responsibility: Director of Community Development Bill Cooney

			TIME
<b>► Management in Progress 2021 – 2022</b>			
4	1. Crime-free Housing Program	Police/ B&IS	Ongoing
4	2. Sidewalk Inspection Program	PW	Ongoing
4	3. Community Police Beat Meetings	Police	Ongoing
4	4. Police Drone Deployment	Police	Completed
4	5. Resident Officer Program	Police	Ongoing
4	6. Uniform Parking Policy (Street Parking/Public Lots)	VMO	7/21
4	7. Minor Offense Adjudication	Police	Ongoing
4	8. Household Hazardous Waste Collections Event(s)	PW	9/21
4	9. Police Body Worn Cameras Deployment, including Body Cam Audit Software	Police	Ongoing
4	10. Firearms Simulator Training	Police	Ongoing
4	11. CAD Deployment	Police	12/21
4	12. Traffic Crash Investigation Van	Police	10/21
4	13. Quicket Traffic Crash Module Deployment	Police	8/21
4	14. AED Replacement	Police	10/21
4	15. Lexipol Policy Procedure Transition: Completion	Police	12/21
4	16. Firefighting Foam Initiative (Tank Farm Response): Budget FY '23 Funding	Fire	6/22

			TIME
<b>► Major Projects 2021 – 2022</b>			
4	1. Central/Pine Pedestrian Crossing: Design	PW	10/22
4	2. Central/Cathy Pedestrian Crossing: Design	PW	10/22
4	3. Central/Weller Pedestrian Crossing: Design	PW	12/21
4	4. Busse/Main Pedestrian Crossing: Design	PW	
4	5. Backyard Drainage Program – Rain Gardens and Sewer Connections	PW	Ongoing
4	6. Lonquist Boulevard Residential Lighting Project	PW	12/21

<b>GOAL 5</b>	<b>VIBRANT COMMUNITY DESTINATIONS: DOWNTOWN, RANDHURST VILLAGE, SOUTH MOUNT PROSPECT AND OTHER COMMERCIAL CORRIDORS</b>
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<p><b>ACTION: Police/Fire Redevelopment: Approval and Construction</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy Top</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy Top</i>				
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**ACTION: Randhurst Village Area: Future Direction**

<b>PRIORITY</b>
<i>Policy Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Developer Plan – Fill with Small Retailers</li> <li>• Subdividing Property</li> <li>• TIF Incentives</li> <li>• Positive Cash Flow</li> <li>• Developer Responsiveness</li> <li>• TIF Eligible</li> <li>• Reinvesting in Randhurst Village</li> <li>• Prior History with Developers</li> <li>• Trust and Confidence in Developer</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>DECISION:</b> Randhurst Village Subdividing Approval</li> <li>2. Review TIF recommendations</li> </ol>	<p>7/21</p> <p>12/21</p>

Responsibility: Village Manager Mike Cassady

**ACTION: Connect South Mount Prospect Plan: Implementation**

<b>PRIORITY</b>
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project	1. Hire staff	6/21
• Entrance Signage and Location(s)	2. Identify implementation phases to pursue	7/21
• Wayfinding Signage	3. Develop budget proposal	7/21
• Bike Lane	4. <b>WORKSHOP:</b> CIP FY '22 Funding	8/21
• Beautification Projects	5. Identify and evaluate potential incentives, including TIF	12/21
• Algonquin Road Enhancements	6. <b>DECISION:</b> Incentives/TIF	
	7. Develop Strategy/Implementation Plan	2/22 6/22

Responsibility: Director of Community Development Bill Cooney/  
Director of Public Works Sean Dorsey

**ACTION: United Airlines Property: Direction**

<b>PRIORITY</b>
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Targeted Business</li> <li>• Attraction Strategy</li> <li>• Employment Center</li> <li>• Entertainment Venue</li> <li>• Office Development</li> <li>• Distribution Center</li> <li>• Data Center Land Use</li> <li>• Overall Vision for Area</li> </ul>	<ol style="list-style-type: none"> <li>1. UAL pursue partial sale of property (50 acres)</li> <li>2. Review developer proposals</li> </ol>	<p>TBD</p> <p>TBD</p>

Responsibility: Village Manager Mike Cassady/  
 Director of Community Development Bill Cooney

**ACTION: Mural Pilot Project: Direction**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Definition: "Art"	1. Create Program	6/21
• Policy Framework	2. Investigate best practices	6/21
• Desired Purposes/Outcomes	3. Develop Proposal for a Pilot Project	6/21
• Best Practices	4. Prepare Report with Options and Recommendations	6/21
• Artists - Quality	5. <b>REPORT:</b> Presentation and Direction	7/21
• Costs		
• Location		
• Village Role		
• Funding Source		
• Content Legal Framework		
• One Time vs On-going Program		
• Maintenance Policy		
• Copyright Control		

Responsibility: Assistant Village Manager Nellie Beckner

**ACTION: 20 West Market/Restaurant Development: Opening**

<b>PRIORITY</b>
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<i>Mgmt High</i>
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Key Issues

- Businesses

Activities/Milestones

1. Open

Time

12/21

Responsibility: Director of Community Development Bill Cooney
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**ACTION: Maple Street Lofts Project: Construction and Leases**

<b>PRIORITY</b>
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• TIF Funding: Requirements and Schedule</li> </ul>	<ol style="list-style-type: none"> <li>1. Phase 1                             <ol style="list-style-type: none"> <li>a. Occupancy</li> <li>b. <b>DECISION:</b> Caputos Grocery Liquor License</li> <li>c. Caputos Grocery: Opening</li> </ol> </li> <li>2. Phase 2 – Building D/Row Homes</li> </ol>	<p>6/21</p> <p>11/21</p> <p>12/21</p> <p>4/22</p>

Responsibility: Director of Community Development Bill Cooney

**ACTION: MPEI: Re-Launch**

<b>PRIORITY</b>
<i>Mgmt</i>
<i>Moderate</i>

Key Issues

- Digital Service and Assistance

Activities/Milestones

1. Initiate Re-launch

Time

8/21

Responsibility: Assistant Village Manager Nellie Beckner

**ACTION: Prospect Place Redevelopment/Business Relocation:  
Permitting and Construction**

<b>PRIORITY</b>
<i>Mgmt Mod</i>

Key Issues

Activities/Milestones

Time

- |                             |            |
|-----------------------------|------------|
| 1. Issue Building Permit    | 6/21       |
| 2. Relocate current tenants | 7/21       |
| 3. Complete demolition      | 10/21      |
| 4. Construction             | 10/21-2/23 |

Responsibility: Director of Community Development Bill Cooney

**ACTION: Kohl's Center Outlots Parcel Development:  
Direction**

<b>PRIORITY</b>
<i>Mgmt</i>
<i>Moderate</i>

Key Issues

Activities/Milestones

Time

- |   |      |
|---|------|
| 1. Finalize Shopping Center Vision from new Owner | 7/21 |
| 2. Initiate Entitlement Process                   | TBD  |
| 3. P&Z: Review and Recommendation                 | TBD  |
| 4. <b>DECISION:</b> Entitlement                   | TBD  |

Responsibility: Director of Community Development Bill Cooney

**ACTION: Mount Prospect Pointe Development: Permits  
And Occupancy**

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1. "Take 5" Permit
2. Occupancy

7/21

12/21

Responsibility: Director of Community Development Bill Cooney

**ACTION: Chase Bank Relocation: Occupancy**

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1.Occupancy

9/21

Responsibility: Director of Community Development Bill Cooney

			TIME
<b>► Management in Progress 2021 – 2022</b>			
5	1. Parking Marketing to Commuters	VMO	7/21
5	2. CDBG – CV Small Business Grants	P&ED	6/21
5	3. Business Visitation Program: Re-Launch	P&ED	9/21
5	4. Chamber of Commerce Relationship/Partnership	VMO	Ongoing

			TIME
<b>► Major Projects 2021 – 2022</b>			
5	1 Train Station Platform Extension	PW	6/22
5	2 Pedestrian Signal Improvements River and Euclid	PW	6/22

# **Policy Calendar 2021 – 2022**



## MONTH

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June 2021

**1. REPORT: Community Events, Engagement and Outreach Presentation**

## MONTH

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July 2021

1. **DECISION: Elk Grove Rural Fire Protection District Agreement Approval**
2. **COW: Downtown Pedestrian Crossings Review and Direction**
3. **REPORT: Community Policing Expansion**
4. **REPORT: Mural Pilot Project Presentation and Direction**
5. **DECISION: Police/Fire Redevelopment Developer Selection**
6. **DECISION: Randhurst Village Subdivision Approval**

## MONTH

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August 2021

1. **WORKSHOP: CIP FY'22 Funding for:**
  - a. **Tyler New World to Cloud**
  - b. **Oakton Water System Improvements**
  - c. **Connect South Mount Prospect Plan Implementation**
  - d. **Community Connections Center**
  
2. **2<sup>nd</sup> QUARTER WORKSHOP: COVID-19 Pandemic Village After Action Report**

## MONTH

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September 2021

1. **DECISION: Elk Grove SSA Direction**
2. **REPORT: Village Operational Sustainability Plan Presentation**
3. **CONFIDENTIAL BRIEFING: Comprehensive Information Technology Master Plan**
4. **REPORT: Village Boards/Commissions/Committees/Task Forces Presentation and Direction**
5. **COW: Communications Briefing Report**
6. **DECISION: Community Survey on Diversity, Equity and Inclusion Report and Questions**
7. **VILLAGE MANAGER'S CONFIDENTIAL REPORT; Redundant Water Supply**

## MONTH

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October 2021

1. **DECISION: American Rescue Dollars: Direction**
  
2. **DECISION: Village Code Chapter 11 Businesses and Merchants Updates**
  
3. **DECISION: Water and Sewer Rate Ordinance**
  
4. **RDA DECISION: Police/Fire Redevelopment Approval**
  
5. **WORKSHOP: Budget FY '22 Funding for:**
  - a. **Fire and EMS Response - Report on Fire and EMS Response Improvements in South Munt Prospect**
  - b. **Civic Academy for Residents**
  - c. **Recruitment Expansion**
  - d. **Classification and Compensation Plan Update**
  - e. **Office 365**
  - f. **Fire Cadet Program**
  
6. **DECISION CIP UPDATE: Redundant Water Supply**

## MONTH

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November 2021

1. **DECISION: Stormwater Utility Ordinance and Rate**
2. **REPORT: Community Electric Vehicles Plan Presentation and Direction**
3. **DECISION: Caputos Grocery Liquor License**

## MONTH

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December 2021

1. **DECISION: Revised Liquor/Video Gaming Code Amendments**
2. **REPORT: Algonquin Road Improvements Presentation and Direction**
3. **DECISION: Boards/Commissions/Committees/Task Forces Village Code Modifications**
4. **DECISION: New Fund Balance Policy**

## MONTH

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January 2022

1. **REPORT: Diversity, Equity and Inclusion Survey Presentation and Discussion**
2. **DECISION: Oakton Water System Improvements Award Contract for Phase 1 Engineering Review**
3. **COMMUNITY SUMMIT 2022**



## MONTH

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February 2022

1. **DECISION: South Mount Prospect Incentives/TIF**
2. **REPORT: Community Human Services Needs Assessment Presentation and Direct**
3. **DECISION: Forest River Annexation Direction**

## MONTH

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March 2022

1. **REPORT: Affordable/Workforce Housing Presentation and Direction**
2. **REPORT: Aging in the Community Report Presentation and Direction**
3. **DECISION: Redundant Water Supply Bond Issuance**
4. **PRESENTATION: Community Sustainability Strategy Action Plan Discussion and Direction**

## MONTH

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April 2022

### 1. **DECISION: International Building and Fire Code Update**

# **SECTION 9**

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## **GOVERNANCE: MAYOR-BOARD OF TRUSTEES AND VILLAGE MANAGER IN ACTION**

**[Updated: 5/11/21]**

# **Mayor and Board of Trustees Governance Topics Village of Mount Prospect**

1. House Rules: Code of Conduct and Civility
2. Operating Protocols for Mayor and Board and Village Manager and Village Staff
3. Social Media Policy
4. Community Presence and Outreach
5. Community Engagement
6. Roles and Responsibilities:
  - a. Mayor
  - b. Village Trustee
  - c. Village Manager

# Mayor and Board of Trustees Framework for Success and Effectiveness

## ► Mayor and Board of Trustees Success means . . .

1. Mayor and Village Board accomplished Village Goals, Action Agenda and Projects
2. Mayor and Village Board work together as a Team
3. Mayor and Village Board respected each other and others
4. Mayor and Village Board acted with integrity
5. Mayor and Village Board did their homework and came prepared
6. Mayor and Village Board make data-based decisions
7. Mayor and Village Board acted in the best interests of the entire Mount Prospect community
8. Mayor and Village Board assured exceptional service at a lowest cost
9. Mayor and Village Board strived for consensus
10. Mayor and Village Board acted in a financially responsible manner
11. Mayor and Village Board was leading our Mount Prospect community to the future
12. Mayor and Village Board were confident
13. Mayor and Village Board focus on the Village's agenda over a personal agenda
14. Mayor and Village Board focused on facts over emotions

15. Mayor and Village Board have supported Village staff as they implement Village Board decisions and direction – avoid attacking Village and Village staff on social media
16. Mayor and Village Board provided clear, consistent direction to Village commissions and staff

► **Mayor and Board of Trustees Desired Community Image**

1. Mayor and Village Board are fair
2. Mayor and Village Board are responsive
3. Mayor and Village Board act with confidence
4. Mayor and Village Board have compassion for others
5. Mayor and Village Board are honest and act with integrity
6. Mayor and Village Board are competent
7. Mayor and Village Board respect others
8. Mayor and Village Board listen to all residents and respond to community needs
9. Mayor and Village Board are approachable
10. Mayor and Village Board come prepared
11. Mayor and Village Board work for the best interests of the entire Mount Prospect community
12. Mayor and Village Board work together as a Team and work with the Village staff as a Team
13. Mayor and Village Board provide clear direction for the future
14. Mayor and Village Board has a strategic plan with vision, goals and action agenda
15. Mayor and Village Board debate issues, vote and move on to the next issue
16. Mayor and Village Board are open to ideas, comments, opinions and feedback
17. Mayor and Village Board are creating an equitable community for all



# **House Rules**

## **Our Code of Conduct and Civility**

- 1** Respect others – the individual; their ideas, experiences and opinions
- 2** Communicate in an open, truthful and direct manner
- 3** Come prepared and ready to work
- 4** Act with integrity
- 5** Represent the Village in a positive manner
- 6** Debate issue, make a decision and move on
- 7** Support the decisions and actions of the Village Board, and each other
- 8** Use data to make the best decisions for the entire Mount Prospect community
- 9** Keep each other and the Village Manager informed
- 10** Have empathy and compassion for others being sensitive to the impacts of your behavior and action on others

5/11/21: Signed by Mayor and Village Board, Village of Mount Prospect

# Mayor and Board of Trustees Protocols: Operating Guidelines

<b>Protocol 1</b>	<b>Simple Information –Readily Available</b>
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1. Text, call or email the Village Manager
2. Share your information request including urgency and method of communications

<b>Protocol 2</b>	<b>Research on a Topic</b>
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1. Contact the Village Manager
2. Discuss and focus the request, parameters and time frame
3. If the request will take significant amount of time, the topic will be presented to the Village Board for direction – majority decides
4. The report on the request will go to all – Mayor and Trustees

<b>Protocol 3</b>	<b>Citizen Service Request</b>
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- A. First Contact
  1. Text, email or call the Village Manager's Office
  2. Share the request and your level of involvement and follow-up
  3. Village will contact the individual within 24 hours – business day
  4. "Let me check into it" and avoid commitments
  5. Refer the resident to the Village CRM System – go to the website first and enter their request
- B. Unsatisfactory Village Actions
  1. Text, email or call the Village Manager
  2. Share your information, your expectations and your level of involvement
  3. Village Manager will report back to you on the issues and actions

<b>Protocol 4</b>	<b>Agenda</b>
-------------------	---------------

- A. Placing an Item on Agenda
  - 1. Text or email the Mayor and Village Manager
  - 2. Make the request at a Village Board Meeting or COW meeting
- B. Question on an Agenda Item
  - 1. Contact the Village Manager
  - 2. Bring up your questions early – this will allow Village staff to respond or to incorporate the answer in their presentation

<b>Protocol 5</b>	<b>Urgent Information</b>
-------------------	---------------------------

- A. Criteria
  - 1. Major event in the community – will make the news or be on social media
  - 2. School event
  - 3. Train incident
  - 4. Mass casualty event
- B. Method of Communications
  - 1. Mayor – Call or Text
  - 2. Colleen - Text
  - 3. Richard - Text
  - 4. Peggy - Text
  - 5. Augie – Call or Text
  - 6. Terri – Text or Call
  - 7. John - Call

<b>Protocol 6</b>	<b>Communications: Trustee/Trustee and Trustee/Staff</b>
-------------------	--

- 1. Board communications go through the Village Manager – avoid communicating with other Village staff
- 2. Village Manager will communicate the same information to all – Mayor and Trustee
- 3. Avoid serial conversations or polling among Mayor and Trustees
- 4. Avoid “Reply All”
- 5. Remember: All of your communications are open – FOIA
- 6. Use personal or business devices – phones or computers

<b>Protocol 7</b>	<b>Employee Contact</b>
-------------------	-------------------------

- A. Employee Initiated
  - 1. Keep the conversation social
  - 2. Avoid directing or asking questions
  - 3. Advise the Village Manager
  - 4. Advise the Village Manager on autonomous email/communications from individuals who claim to be Village employee
- B. Trustee Initiated
  - 1. Trustees should avoid contacting Village staff

<b>Protocol 8</b>	<b>Email</b>
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- 1. Use Mount Prospect email for Village business
- 2. Remember: all emails are open records/public information
- 3. Any email could be headlines – social media or print
- 4. Avoid comments/statements agreeing with the individual before you have checked into it

<b>Protocol 9</b>	<b>Representative/Liaison</b>
-------------------	-------------------------------

- 1. Represent the Village policies and Board direction
- 2. Communicate back to the Board –information, policies and actions
- 3. Avoid representing a personal opinion
- 4. If the Board has not discussed the matter, bring the topic back to the Board for discuss and direction

<b>Protocol 10</b>	<b>Social Media</b>
--------------------	---------------------

- 1. You are a Village Trustee and represent Village government – others may not separate your personal comments and Village/Board positions
- 2. Once shared, you lose control of your comments and use by others
- 3. Exercise caution
- 4. Notify the Village Manager of trending messages
- 5. If there is misinformation or disinformation, there may be a need for a tactical response from Village government
- 6. Avoid comments/statements agreeing with the individual before you have checked into it

<b>Protocol 11</b>	<b>Community Presence</b>
--------------------	---------------------------

1. Listen to the many voices in our community
2. Attend events and represent the Village
3. If asked to speak, "On behalf of the Mayor and Board of Trustees"
4. Relax and enjoy

<b>Protocol 12</b>	<b>Village Commissions – Partners in Governance</b>
--------------------	---

1. Provide clear direction, task assignments and policy parameters
2. Listen and consider their input and recommendations as we make a decision
3. Respect their roles and responsibilities and their contributions to the Village

# Conflict

## A Process to be Managed

### Consider These Assumptions:

- Conflict is an inevitable and important human process.
- Conflicts are likely to increase in times of change.
- Conflicts can lead to creative or destructive results.
- Those who understand the processes and dynamics of conflict are better able to manage this important process, increasing the chances of creative outcomes and minimizing destructive results.

In recent years, these considerations have led a growing number of managers and scholars, leaders, and social scientists to study conflict more carefully. The cost of un-managed conflict can be high but the gains from using differences effectively can also be great.

The purpose of this "basic idea" essay is to help you think about conflict in a systematic way to – unpack this important process so its component parts can be better understood.

### *A Definition*

"Conflict" is one of those words that can be used in different ways. We have found the following definition helpful:

Conflict occurs when two or more parties believe that what each want is incompatible with what the other wants.

The "parties" can be individuals, groups, organizations, or nations. Their wants may range from having an idea accepted to gaining control of a limited resource.

The definition specifies that conflict is a condition that exists when these seemingly incompatible concerns or drives exist. It may be very temporary or of long duration. It may be a condition that results in vigorous activity or an internal ferment that reveals itself only indirectly. Fighting is only one way of dealing with conflict. There are often more productive ways.

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## ***The Positive and Negative Potential of Conflict***

Like any other important human process, conflict can produce both desirable and undesirable results. When we asked groups of managers and leaders of organizations to reflect on recent conflicts they had observed and to identify the results, the following common themes emerged:

### **A Partial List of Positive Results of Conflict:**

- People were forced to search for new approaches
- Long-standing problems surfaced and were dealt with
- People were forced to clarify points of view
- The tension of conflict stimulated interest and activity
- People had a chance to test their capabilities
- Better ideas were produced

Properly managed, conflict can help to maintain an organization of vigorous, resilient, and creative people.

### **A Partial List of Negative Results of Conflict:**

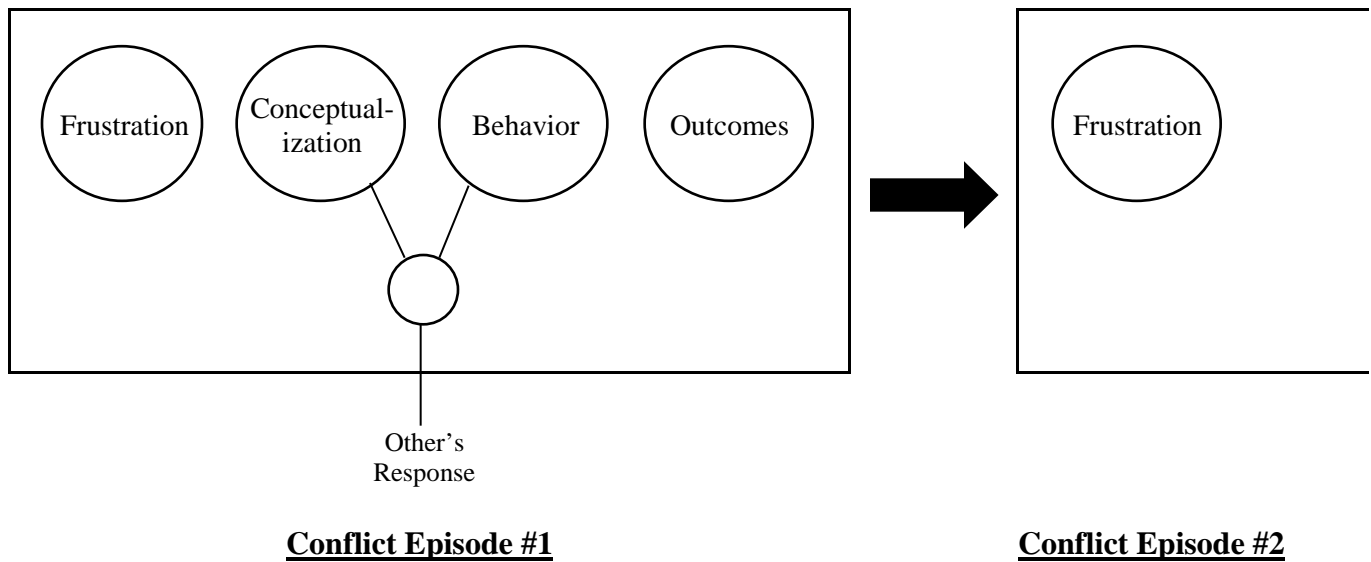
- Some people may feel defeated, demeaned
- The distance between people may be increased
- A climate of distrust, anxiety and suspicion may develop
- Turbulence may cause some good people to leave their jobs
- People or departments that ought to cooperate may become concerned only with their narrow interests
- Various kinds of active or passive resistance may develop where teamwork is needed

The goal of understanding and managing conflict is to reduce the likelihood that such negatives will occur or become excessive.

## ***Unpacking the Conflict Process***

Obviously, the positive or negative consequences of a conflict depend upon how well the conflict is managed. In turn, the ability to manage a conflict requires that one understand what goes on during a conflict.

Conflict occurs in episodes. Within any episode there tends to be a common sequence of events, as diagrammed on the following page:



Looking at these events:

*Frustration:*

Occurs when a person or group feels blocked from satisfying a goal-directed activity or concern. The concern may be clear or only vaguely defined; it may be of casual or critical importance. However, there is a clear feeling that someone or some group is getting in the way of movement toward a desired objective.

Examples:

- You may frustrate me when you do not agree with my ideas
- You may frustrate me when you prevent me from getting the information, the money or the time I need to accomplish something I want to do
- You may frustrate me when you undermine my power or influence with someone else

*Conceptualize:*

Involves answering the questions, “What’s going on here?” – “Is it good or bad?” – “What’s the problem?” – “What issues are at stake?” – “What are the causes?” This conceptualization may be almost instantaneous, or it may develop from considerable thought; it may be very sharp and clear, or fairly fuzzy. Regardless of its accuracy or clarity, the conceptualization forms the basis of one’s reaction to frustration.

- You may conceptualize a disagreement with another person as being the result of “ignorance” (on his part, of course) or “willful deceit” or you can stereotype: “that kind of person always takes that stand.”
- A labor dispute with management can be conceptualized as “deciding who is really going to run this plant” or “showing workers who can do the most for them” or simply “determining what a fair share of profits is for the workers.”



- A dispute between a marketing department and a production department can be conceptualized as determining whether “customers are more important than a production schedule,” or whether “sales people should be expected to adhere to realistic company policies.”

Obviously, the way the parties define the problem has a great deal of influence over the chances for a constructive outcome and the kinds of feelings that will be mobilized during the confrontation.

### Behaviors:

Behaviors and intentions flow out of conceptualization and strategizing and set in motion a pattern of interaction between the parties involved. During this process of action-reaction-reaction, the way each party conceptualizes the conflict may change or may become further entrenched. The longer the pattern continues, of course, the actions of the participants themselves may create new frustrations, reasons for hostility, and continued resistance.

### Outcome:

Outcome is defined as the state of affairs that exists at the end of the episode, including decisions or actions taken and the feelings of the parties involved. Residual frustration from conflict episodes can start new conflict episodes. Some people have found it helpful to assess the outcome of a conflict episode along three dimensions:

1. The quality of decision or action that results. (How creative, realistic and practical?)
2. The condition of the conflicting parties at the end of the conflict. (How psychologically and physically healthy; how good do the parties feel about themselves?)
3. The quality of the relationship between the conflicting parties. (How much mutual respect, understanding, willingness to work together versus hostility, determination to hurt, etc.?)

## **Some Guidelines for Diagnosing a Conflict**

The manner in which a conflict is conceptualized is often the key to a group's ability to manage conflict constructively, i.e., to arrive at positive outcomes. The parties are not likely to reach an outcome which truly resolves the conflict and leaves them satisfied unless they have a clear understanding of the differences between the concerns of the two parties and the sources of those differences. Thus, before responding to a frustrating situation, it is useful to pause and ask two questions:

1. What is the nature of the differences between us?
2. What might be the reasons for our differences?

## **The Nature of the Differences**

People may differ on the following four aspects of an issue:

- We may differ over **FACTS** (the present situation, the present problem, etc.)
- We may differ over **GOALS** (how things ought to be, future conditions we want)

- We may differ over **METHODS** to reach goals (the best, the easiest, the most economical, and the most ethical route to follow)
- We may differ over **VALUES** (the long-range beliefs about the priorities which should be observed in choosing goals and methods)

Differences over facts are usually easier to manage than differences over values, which are the most difficult. The latter come much closer to the fundamental beliefs of the parties and are thus much more threatening. Disagreements that begin over facts sometimes persist until they appear to be conflicts over goals or values and become almost impossible to reconcile.

The implication is that it pays to identify the area of disagreement as quickly as possible. The chances for managing conflict effectively increase if you can say something like: “We seem to agree on what the problem is and what we’d like to achieve, but we disagree over the best way to reach that goal.”

### **The Reasons for the Differences**

As part of the conceptualizing process, it is useful not only to identify the nature of the difference, but to seek the reasons for it as well. Among the most common reasons are these:

Informational – The two parties have been exposed to different information – and thus have arrived at a different understanding of what the problem or issue is and what course of action makes the most sense.

Perceptual – Sometimes people have been exposed to the same data but their past experience causes them to interpret in different ways. Two witnesses may view the same event, but experience it in two different ways, since the past of each causes them to attend to different aspects of the same situation or to arrive at different meaning.

Role – Sometimes the different roles (e.g., boss, mother, volunteer) of people cause them to take different positions. The representatives of labor are expected to look at things differently, advocating different positions and priorities than the representatives of management. The roles of each cause them to attend to different data and to perceive it differently, as well as to advocate different goals and values.

### **Practical Values of This Analysis**

What is the practical value of going through this kind of diagnostic process? Like solving any problem, the conflict problem-solver is likely to do a more effective job if he knows the parameters of the situation with which he is dealing. A key process in conflict is that of influence – the effort of each party to get the other to understand, appreciate, and accept the validity of its own particular points of view or sets of objectives. If parties want to influence each other, obviously it helps if they have a clear picture of where they stand and how they got there.

- If the two parties realize that they have probably been exposed to different data, they may view the job to be done as one of mutual education, rather than conflict. The task is to increase the pool of information to which both are privy.
- If the parties determine that their informational base is very similar but they have just perceived it differently because of differing past experiences, these perceptions need to be reexamined. Then the question becomes: “Why is it that we view the same information in such different ways?”
- If the parties suspect that the principle reason for different views grows out of their different roles, they can often take a less personalized view of the conflict. If each can say, “If I were in his place, I would probably be advocating the same point of view,” they will deal with the other party in a somewhat different and more understanding way. The task then takes on an added dimension, e.g., “How can I help a person in that role better understand and appreciate my concern and what does he need from me?” By recognizing the constraints within which the other party must operate, you can be more realistic in knowing what to expect and what posture makes the most sense.

As soon as you are finished, reflect on the key issues, which seem important to you and be prepared to discuss them with the group

## **Policy Discussion Guide**

### **THINK ABOUT . . .**

- **Is it Consistent with *OUR VISION*?**
- **Does it Contribute to Achieving *OUR GOAL*?**
- **Is it a *RESPONSIBILITY OF THE VILLAGE*?**
- **Does it *ADD VALUE TO CITIZEN'S LIVES*?**
- **Is it *BEST FOR OUR VILLAGE*?**

**(AVOID STARTING WITH SOLUTIONS/ACTIONS)**

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### **FOCUS ON . . .**

- 1. Problem(s)**
- 2. Issues/Concerns**
- 3. Outcomes**
- 4. Parameters/Guidelines for Policy Development**
- 5. Expectations**

## Work Session – Typology

<b>WORK SESSION TYPE I PRE-REPORT</b>	<b>WORK SESSION TYPE II DRAFT REPORTS</b>	<b>WORK SESSION TYPE III BRIEFING</b>
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Manager and Village Board on major issues, upcoming opportunities and operational matters
<p style="text-align: center;"><b><u>TOPICS:</u></b></p> <ol style="list-style-type: none"> <li>1. Define the Problems</li> <li>2. Identify Issues</li> <li>3. Establish Parameters and Guidelines</li> <li>4. Focus on Possible Outcomes</li> <li>5. Outline Process and Possible Next Steps</li> <li>6. Decide Whether or Not Worth Pursuing</li> </ol>	<p style="text-align: center;"><b><u>TOPICS:</u></b></p> <ol style="list-style-type: none"> <li>1. Present Background Information</li> <li>2. Review and Highlights of Analysis and Options</li> <li>3. Review and Refine Recommendations</li> <li>4. Finalize Desired Goals and Outcomes</li> <li>5. Outline Next Steps</li> </ol>	<p style="text-align: center;"><b><u>TOPICS:</u></b></p> <ol style="list-style-type: none"> <li>1. Present Background</li> <li>2. Discuss Topics</li> <li>3. Explore Village’s Role or Need for Action</li> <li>4. Focus on Overall Policy Direction and Guidelines</li> </ol>