

Summary Report

Strategic Planning and Goal Identification Workshops

**for the
Village of Coal City,
Illinois**

May, 2009

Village of Coal City, Illinois

Strategic Planning and Goal Identification Workshops

Summary Report

Prepared by

Greg Kuhn, Ph.D.
The Center for Governmental Studies
Northern Illinois University

INTRODUCTION

As an organization, you have now placed yourselves among the special class of municipal governments that engage in formalized strategic planning and goal setting. As we discussed during the workshop, executive-level retreats and strategic planning sessions are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by policy-making boards and executive staffs in both private and public organizations. Strategic planning is a preferred approach to guiding the Village's future rather than making decisions issue by issue or crisis by crisis. Your workshop provided a positive setting to set aside time to methodically—"strategically" determine where it is you want to go as a community and as a Village government. Your work will serve the Village's residents and organization well into the coming years. We congratulate you on the investment you made in the special workshops we held.

General Comments & Observations from the Facilitator:

Keep in mind, however, that your achievements will be realized only through the judicious use of your limited professional staff. The high standards of performance you expect can place a strain on the system because excellence requires adequate staff time, expertise and resources. In the end, quality equates to tough choices in prioritization, decision-making and resource allocation. Only a limited number of objectives, goals and services can be effectively managed and implemented at a given time. In a very realistic sense, **clear and stable priorities** must be maintained if the Village desires to stretch its resources as far as they can go.

Resist the very real temptation to "re-arrange" priorities as the fiscal year moves along. Stick to the results of your efforts throughout this process and your budgeting process—don't pull a seemingly "easy" goal from the bottom of the list of priorities just because it seems "easy." I have seen this scenario in a few organizations I have worked with, and in a matter of a few months—a whole new "priority" list emerges that can unravel the consensus list developed in the group setting. This kind of "continuous" shifting sets up a confusing tone in the organization.

Outline of Exercises and Discussion Sessions

Session I. Visions of the Future

Exploration and identification of the Village's desired future condition.

Each participant was asked to articulate what he or she perceives to be the preferred future state of the Village one, three, five and ten years down the road. What services, programs, staffing levels, capital needs and general facets would or should be present at the Village and in the Village at these intervals. Board members and other participants were asked to jot down their ideas ahead of time and then be ready to share them with the group during the first session. This was a brainstorming exercise—any and all ideas about the Village's future were encouraged and shared. No evaluative or judgmental debate was permitted during this session.

The format for all of the discussion sessions used in the planning effort of employed approaches was highly participative and interactive. The process utilized a group discussion approach called Nominal Group Technique where participants were assured equal opportunities to speak and share opinions by the facilitator. During the sessions, individuals had the opportunity to generate and share individual ideas, weigh alternatives, and further refine their thinking. As these ideas were shared and debated, the group worked steadily toward a consensus of organizational value, purpose, future directions and priorities.

A FUTURE VIEW OF COAL CITY, ILLINOIS

VISION STATEMENTS

Participants conducted this exercise by responding to the phrase: "In 15 – 20 years when I return to Coal City I hope to see, or think I will see...."

1. Few more stoplights, homes, children and school—growth, roughly double
2. Couple of railroad grade crossings adjusted
3. Possible consolidation of communities for efficiencies (True Coal City/Diamond)
4. Broader tax base to lessen burden on residential; more commercial on I-55 Corridor
5. More green areas/open areas for recreation (both large and small tracks)
6. New Village Administration Center
7. More retail stores (more retail complex) (Maybe Reed Road with boulevard, hotels, restaurants)
8. Commuter train to downtown Chicago

9. Reed Road Corridor Development
10. Downtown with boulevard decorative lighting
11. Rt. 113 become a similar nightmare as Route 59
12. I hope this doesn't happen
13. Creation of Park District (improve options, program facilities and taxing)
14. Larger community that's less personal
15. Good downtown or parks to facilitate interaction and hometown feel
16. Downtown like Morris with new municipal center
17. I see more subtle growth and slower economic activity—more in-fill growth and less large tracts
18. Double/triple growth with new high school
19. Community that stays as safe as it has
20. Vibrant, lively, pedestrian-friendly downtown
21. Police Department as a historic museum
22. Develop/explore wind power host or use on municipal land
23. Indoor Recreation Center and sports fields
24. Nice residential/commercial mix on Rt. 113 border at Gorman Road
25. Industrial Park at Reed Road to expand employment opportunities
26. Boulevard on Broadway with courtyard and fountain at municipal complex and roundabout
27. Complete upgraded infrastructure (roads, sewers, water, sidewalks)
28. New building (museum) with old things in it
29. A senior facility or facilities to allow residents to stay
30. Develop Reed Road but don't lose identity of Coal City
31. About 90 employees; 13,000 residents
32. Grade separate at Rt. 113 may change things too much
33. Railroad quiet zone
34. Re-route Santa Fe tracks five miles west
35. Acquire Union Pacific railroad line Village own and link to industrial development
36. Expand Village North to River Road (approximately four miles)
37. We need to be a "greener" community—be a pilot community for energy—coal methane?

Session II. Internal and External Environmental Scan

The next step of the strategic planning process was a review and accounting of the internal and external factors present in the environment that can potentially impact the success of the Village, both negatively and positively.

Given the futuristic statements of the preceding session, participants were then asked to identify what constraints and practical difficulties are likely to be encountered, or would make it difficult, to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, what are the organization's strengths and weaknesses? In what areas does it regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to its advantage? Conversely, what trends lay ahead that would be obstacles or hindrances?

S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

INTERNAL

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ◆ Employees <ul style="list-style-type: none"> (1) Local, knowledgeable (2) Dedicated ◆ Educational system ◆ Downtown ◆ Emergency services ◆ Sewer plant ◆ New water tower ◆ Design guidelines (commercial) ◆ Professional administrator ◆ Low crime rate ◆ Strong volunteers ◆ Enforcement of building ◆ Outdoor Clubs in Coal City ◆ Adequate water supply ◆ Website ◆ Low debt ◆ Good equipment and upgrades—last two years—Public Works, Police ◆ Changed culture with new leadership in departments ◆ Coal mining heritage ◆ Planning—long-term 	<ul style="list-style-type: none"> ◆ Familiarity of employees with some residents, long-standing problems in a close-knit environment ◆ Infrastructure <ul style="list-style-type: none"> roads, sewer, water lines ◆ Water plant ◆ Sewer lagoon needs rehab work ◆ Facilities <ul style="list-style-type: none"> – Size, space, etc. – Administration, police, public works, etc. ◆ Design guidelines can deter some businesses ◆ Mismatch urban cross-sections (new vs. old) ◆ Tax base (primarily residential) ◆ Staffing numbers capacity ◆ Organizational structure, personnel description, training, policies ◆ Good sit down white tablecloth restaurant ◆ Don't support our local businesses ◆ Outdoor Clubs impact views of recreation ◆ No hotels in Coal City ◆ Community with neighboring communities ◆ Not enough economic development information on website ◆ Follow-through on things ◆ Coal mining veins/shafts under the city

EXTERNAL

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> ◆ Sewer lagoon (50 acres open land adjacent to regional drainage) ◆ Locate a company in Coal City maybe in a public facility ◆ Reed Road ◆ Redevelopment parcels ◆ Comprehensive plan/zoning to guide development ◆ Open space along our borders—maybe sports complex type use, for example ◆ Downtown—upgrade, redevelopment—core ◆ Economic Stimulus programs ◆ Let's plan for what is going to happen—look at Channahon, Morris, etc., who would have guessed? ◆ Boundary agreements ◆ Reed Road—I-55 ◆ Big Box Development ◆ GEDC (Grundy Economic Development Corporation) ◆ Railroad—Commerce Possible Public Transportation ◆ Abandoned Union Pacific Railroad ◆ Need for Park District ◆ Need hotels ◆ Growth ◆ Debt Capacity 	<ul style="list-style-type: none"> ◆ Railroad, additional train traffic ◆ Traffic disruption of railroad ◆ Neighboring communities—decisions without cooperation ◆ Viability of Reed Road interchange—what's highest, best use ◆ Current economy ◆ Reed Road mistakes ◆ Big Box Development ◆ Fiber Optic cable ◆ Railroad lines noise, disruption, etc. ◆ Lack of park district ◆ No hotels ◆ Growth ◆ Revenue diversity ◆ Closing of Dresden

Session III. Group Exercise – “Surrender or Lead”

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that sub-groups of the participants work to develop responses to some simple, but extremely effective and thought-provoking questions. Participants’ members were broken up into two working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal perspectives, challenges and frustrations of the participants as a whole. The participants’ responses were recorded and discussed. The responses provided by each group are recorded below. Underlined sections are key phrases that groups were asked to respond to. Groups were given the assignment to name their group and to offer a spirit of camaraderie among group members. Responses to the exercise questions are presented below:

Group #1 “Team #1”

- ◆ We want to grow our commercial but industrial districts.
- ◆ We can’t grow our residential district because our infrastructure would be depleted.
- ◆ If it weren’t for the economy, we would not be stalled in our progress and development.
- ◆ We have to re-assess our duties, responsibilities and goals because of the slow economic times and real estate crisis.
- ◆ We need to finally pass the bond referendum to fix the existing infrastructure.
- ◆ The hard economic times makes us have to work even harder to get the referendum passed.

Group #2 “The Visionaries”

- ◆ We want to achieve our vision but we have insufficient resources.
- ◆ We can’t increase our taxes because our Governor is going to jail.
- ◆ If it weren’t for our poor infrastructure, we would be able to achieve some of our goals.
- ◆ We have to be fiscally responsible because of our current economic condition.
- ◆ We need to finally make some tough decisions, set goals and pursue creative financing.
- ◆ Asking the community for financial assistance makes us uncomfortable.

Group #3 “Visionators”

- ◆ We want to create grade separation but need significant dollar contributions from both private (e.g. railroad, new development (Ridge) and public (State, Federal).
- ◆ We can’t do downtown beautification or municipal center because storm/infrastructure are the priority.
- ◆ If it weren’t for Exelon, we would be like Wilmington, Gardner, or Braceville.

- ◆ We have to be more conscious of fiscal spending because of current economic and unknown economic future.
- ◆ We need to finally communicate better Village initiatives with taxpayers.
- ◆ Our location makes us ripe for development when the economy turns around.

Group #4 “Highlanders”

- ◆ We want to predict the future of Coal City, but can only control within Coal City's jurisdiction.
- ◆ We can't control ours and surrounding communities, because of money and governmental authority.
- ◆ If it weren't for taxes as a funding source, we would be able to increase manpower and resources. We need to educate residents of the value of their taxes.
- ◆ We have to maintain and improve quality of life.
- ◆ We need to finally focus on a future direction for Coal City.
- ◆ What doesn't kill us will make us stronger.

Each group nominated a spokesperson and presented responses to the “Surrender or Lead” exercise. A very lively and insightful discussion followed the presentation of the above responses. Participants were encouraged by the similarity of the responses given the independent work of each group in developing the responses. This is not an uncommon finding during the surrender or lead exercise.

Session IV. Nominal Group Goal Identification

Board Member and Senior Management Staff

This lengthy session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the Village. With the preceding sessions serving as a sound foundation for goal setting, the final sessions were lengthy presentations and discussions of goals or action items needed to achieve the future visions as expressed by the group. To begin the process, each participant was allotted time to highlight the three or four most important policy/program goals that he or she thinks the Village should accomplish in the next one to five years. Senior management staff also added important goals after hearing the issues identified by the Board.

Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions/debates were deferred to a follow-up session where all participants engaged in open discussions of the goals

or action items, their impact on the region, the organization, and their relative importance to the Village's current or future circumstances.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of complexity and time. Agreed criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly the same "type" together so when prioritization occurs, the participants can avoid the problem of comparing "apples to oranges".

All statements were recorded on chart paper. The goals and their classifications as short- or long-term, complex or routine are indicated below. Agreed criteria were used for classifying goals as either routine or complex: short-term goals were those goals that could or should be completed or substantially underway by the end of the coming fiscal year. Complex goals were goals that required extraordinary resources, specialists, funding or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams or with minor revenue enhancements or reallocations.

Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for the Board members and staff to discuss, evaluate and debate the ideas and goals offered by each participant in the previous sessions. Participants are asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Following the classification exercise, the group was asked to delineate, via a ranking exercise, which goals should be given higher priority than others. Group members were provided ranking sheets where point values were assigned to each goal in each quadrant of the matrix by individuals. The resulting narrowing of short- and long-term objectives and actions required to attain goals and achieve the future vision was an important outcome of this phase of the process.

Prioritization of Goals

The final prioritized rankings, across all corners of the goals matrix, are listed below. The calculation of goal ranking consisted of "forced ranking" where the ranking of each identified goal is averaged by the ranking given by all board members. For example, if a goal is given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. The lower the score, the higher the priority. Again, the average totals were based on the ratings provided.

BOARD FINAL PRIORITIZED LONG-TERM GOALS

COAL CITY 2009 SESSION LONG-TERM COMPLEX				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL
2,1,2,1,3,1	10	1.7	11	Complete storm water improvement with available funding
9,3,3,2,2,3	22	3.7	12	Design installation west of wastewater sewer trunk line
1,10,1,8,6,2	28	4.7	15	Reconstruction of Broadway (North of Division)
8,2,5,3,5,6	29	4.8	16	Complete Border Agreements
6,5,4,5,8,8	36	6.0	2	Commercial and Industrial Expansion
4,6,7,4,13,7	41	6.8	5	Complete engineering and analysis of railroad grade separation
10,9,11,6,1,12	49	8.2	8	Plan and complete lagoon development/rehab/re-use
13,13,8,7,4,4	49	8.2	17	Coal City Annexation north of Clubs
3,8,6,13,10,9	49	8.2	24	Commercial development and residential on Rt. 113 Corridor
7,4,12,9,9,13	54	9.0	6	Complete intergovernmental agreements and plans to widen and improve Reed Road between Broadway and I-55
5,7,14,10,7,14	57	9.5	3	Implementation of the Downtown Plan plus new updated commercial elements art with historical street lights
11,14,10,11,14,5	65	10.8	23	Village annex west to Route 47

COAL CITY 2009 SESSION LONG-TERM COMPLEX				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL <i>Continued</i>
12,11,9,14,11,11	68	11.3	4	Establishment of Park District and addition of Recreation Center, Golf Course, etc.
14,12,13,12,12,10	73	12.2	1	See new municipal complex and park district sites, designed, built. Plan for and explore shared uses.

COAL CITY 2009 SESSION LONG-TERM ROUTINE				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL
7,2,1,5,6,1	22	3.7	13	Explore revenue alternatives/sources for Village improvements and operations
1,9,11,1,1,4	27	4.5	14	Complete sump pump disconnect program
2,7,4,11,3,2	29	4.8	7	Expand/create external Economic Development marketing including web target search terms
9,10,3,2,4,5	33	5.5	9	Improve communications/relations with all government jurisdictions in and adjacent to Coal City (schools, neighboring cities)
10,4,2,3,2,12	33	5.5	19	Continued growth of personnel and facilities to maintain services, e.g. street sweeping
8,3,7,7,8,3	36	6.0	18	Reed Road Industrial Plan Completed

COAL CITY 2009 SESSION LONG-TERM ROUTINE				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL <i>Continued</i>
3,6,8,4,5,11	37	6.2	22	Succession planning in Police Department and Departments
11,1,5,6,7,10	40	6.7	10	Conduct Regional Traffic Study and implement traffic impact fee
4,5,10,8,9,8	44	7.3	20	Begin Police Accreditation Program
6,8,6,10,11,9	50	8.3	21	Develop crime scene processing capacity
5,11,9,9,10,7	51	8.5	25	Internal adjudication of code violations "p-tickets"
12,12,12,12,12,6	66	11.0	26	Institute a multi-family (rental) inspection program/licensing and single-family at change of occupancy

BOARD FINAL PRIORITIZED SHORT-TERM GOALS

COAL CITY 2009 SESSION SHORT-TERM COMPLEX				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL
7,1,1,1,1,1	12	2.0	9	Begin storm sewer expansion and Zeolite treatment replacement
2,2,2,6,2,2	16	2.7	4	Conduct a water main assessment analysis (plus sewers)
3,3,3,4,5,5	23	3.8	8	Complete boundary agreements with Braidwood, Mazon, Channahon, and Braceville
4,5,5,5,4,4	27	4.5	12	Adopt/Finalize T.I.F. Program downtown and Reed Road corridor
6,6,7,2,6,3	30	5.0	6	Initiate railroad quiet zone—conduct study, contact railroad
9,7,4,3,3,7	33	5.5	16	Complete storage facility for Public Works
1,9,6,8,8,6	38	6.3	20	Upgrade phone system and improve security in Village Hall and Park District, network computers
5,4,8,10,9,10	46	7.7	1	Develop a downtown renovation plan
11,8,12,9,7,8	55	9.2	30	Determine new street cross-section and application
8,10,9,7,11,11	56	9.3	23	Conduct ARCH/TEC Needs Assessment for Police Department
10,12,10,11,12,9	64	10.7	27	Acquire 10 acres at Margarite Street for park land; acquire yellow house on Broadway for park expansion

COAL CITY 2009 SESSION SHORT-TERM COMPLEX				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL <i>Continued</i>
12,11,11,12,10,12	68	11.3	13	Complete analysis and place Park District referendum on ballot, November 2009

COAL CITY 2009 SESSION SHORT-TERM ROUTINE				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL
5,4,1,1,7,3	21	3.5	15	Develop information campaign for sewer referendum
8,2,6,3,2,6	27	4.5	11	Develop municipal budget to build credibility and transparency and understanding (performance measures/consent agenda)
9,3,3,6,10,2	33	5.5	29	Determine funding for short-term facility needs
7,5,12,5,5,4	38	6.3	5	Address short-term maintenance needs of Village Hall and village buildings
1,9,2,15,4,12	43	7.2	3	Implement personnel training in office—become tech. savvy
6,10,9,2,1,18	46	7.7	10	Initiate sump pump disconnection program
12,1,11,4,11,9	48	8.0	19	Build 1st Avenue
15,15,5,9,6,1	51	8.5	14	Complete office renovation and staffing additions for Administration to increase capacity
4,12,18,7,8,10	59	9.8	25	Acquire GPS capability for Public Works

COAL CITY 2009 SESSION SHORT-TERM ROUTINE				
YOUR RANKING	TOTAL SCORE	AVERAGE	GOAL ID #	GOAL <i>Continued</i>
13,8,7,10,16,8	62	10.3	17	Examine/restructure positions and ranks in Police Department
11,18,4,13,3,15	64	10.7	7	Create an I-55 Mayor's Caucus
3,6,13,17,15,14	68	11.3	18	Economic Development plans need a business retention component
14,7,10,14,17,13	75	12.5	21	Update policies and procedures in Police Department
2,17,17,19,14,7	76	12.7	2	Develop Economic site on web page
10,11,15,18,12,11	77	12.8	28	Prepare information packet for Economic Development and new residents
16,13,8,8,18,16	79	13.2	22	Conduct quarterly crime prevention programs for community
19,19,16,12,13,5	84	14.0	31	Conduct traffic study to evaluate stop-sign use
17,14,14,16,9,17	87	14.5	24	Upgrade, repair decorative street lights—adopt standard design
18,16,19,11,19,19	102	17.0	26	Preserve and restore Village records including digitizing and preserving

NON-PRIORITIZED GOAL STATEMENTS AS PRESENTED BY PARTICIPANTS

LONG-TERM GOALS

COAL CITY STRATEGIC PLANNING LONG-TERM COMPLEX	
GOAL ID #	GOAL
1	See new municipal complex and park district sites designed and built. Plan for and explore shared uses.
2	Commercial and Industrial Expansion
3	Implementation of the Downtown Plan plus new updated commercial elements art with historical street lights
4	Establishment of Park District and addition of Recreation Center, Golf Course, etc.
5	Complete engineering and analysis of railroad grade separation
6	Complete intergovernmental agreements and plans to widen and improve Reed Road between Broadway and I-55
8	Plan and complete lagoon development/rehab/re-use
11	Complete storm water improvement with available funding
12	Design installation west of wastewater sewer trunk line
15	Reconstruction of Broadway (north of Division)
16	Complete Border Agreements

COAL CITY STRATEGIC PLANNING LONG-TERM COMPLEX	
GOAL ID #	GOAL <i>(continued)</i>
17	Coal City Annexation north of Clubs
23	Village Annex west to Route 47
24	Commercial development and residential on Rt. 113 Corridor

COAL CITY STRATEGIC PLANNING LONG-TERM ROUTINE	
GOAL ID #	GOAL
7	Expand/create external Economic Development marketing including web target search terms
9	Improve communications/relations with all government jurisdictions in and adjacent to Coal City (schools, neighboring cities)
10	Conduct Regional Traffic Study and implement traffic impact fee
13	Explore revenue alternatives/sources for Village improvements and operations
14	Complete sump pump disconnect program
18	Reed Road Industrial Plan completed
19	Continued growth of personnel and facilities to maintain services (e.g., street sweeping)

COAL CITY STRATEGIC PLANNING LONG-TERM ROUTINE	
GOAL ID #	GOAL <i>(continued)</i>
20	Begin Police Accreditation Program
21	Develop crime scene processing capacity
22	Succession planning in Police Department and Departments
25	Internal adjudication of code violations "p-tickets"
26	Institute a multi-family (rental) inspection program/licensing and single-family at change of occupancy

SHORT-TERM GOALS

COAL CITY STRATEGIC PLANNING SHORT-TERM COMPLEX	
GOAL ID #	GOAL
1	Develop a downtown renovation plan
4	Conduct a water main assessment analysis (plus sewers)
6	Initiate railroad quiet zone—conduct study, contact railroad
8	Complete boundary agreements with Braidwood, Mazon, Channahon, and Braceville
9	Begin storm sewer expansion and Zeolite treatment replacement
12	Adopt/Finalize T.I.F. Program downtown and Reed Road corridor
13	Complete analysis and place Park District referendum on ballot, November 2009
16	Complete storage facility for Public Works
20	Upgrade phone system and improve security in Village Hall and Park District, network computers
23	Conduct ARCH/TEC Needs Assessment for Police Department
27	Acquire 10 acres at Margarite Street for park land; acquire yellow house on Broadway for park expansion
30	Determine new street cross-section and application

COAL CITY STRATEGIC PLANNING SHORT-TERM ROUTINE	
GOAL ID #	GOAL
2	Develop Economic site on web page
3	Implement personnel training in office—become tech savvy
5	Address short-term maintenance needs of Village Hall and village buildings
7	Create an I-55 Mayor's Caucus
10	Initiate sump pump disconnection program
11	Develop municipal budget to build credibility and transparency and understanding (performance measures/consent agenda)
14	Complete office renovation and staffing additions for Administration to increase capacity
15	Develop information campaign for sewer referendum
17	Examine/restructure positions and ranks in Police Department
18	Economic Development plans need a business retention component
19	Build 1st Avenue
21	Update policies and procedures in Police Department
22	Conduct quarterly crime prevention programs for community
24	Upgrade, repair decorative street lights—adopt standard design

COAL CITY STRATEGIC PLANNING SHORT-TERM ROUTINE	
GOAL ID #	GOAL <i>(continued)</i>
25	Acquire GPS capability for Public Works
26	Preserve and restore Village records including digitizing and preserving
28	Prepare information packet for Economic Development and new residents
29	Determine funding for short-term facility needs
31	Conduct traffic study to evaluate stop-sign use

EXHIBIT 1

(This exhibit provides a detailed presentation of rankings by complexity and by timeframe.)

Short-Term Routine

YOUR RANKING	YOUR RANKING						YOUR RANKING	YOUR RANKING	YOUR RANKING	YOUR RANKING	YOUR RANKING	GROUP AVG	GOAL ID #	GOAL
	A	B	C	D	E	F								
5	4	1	1	1	7	3	3.5	15	Develop information campaign for sewer referendum					
8	2	6	3	2	2	6	4.5	11	Develop municipal budget to build credibility and transparency and understanding (performance measures/consent agenda)					
9	3	3	6	10	2	2	5.5	29	Determine funding for short-term facility needs					
7	5	12	5	5	4	4	6.3	5	Address short-term maintenance needs of Village Hall and village buildings					
1	9	2	15	4	12	3	7.2	3	Implement personnel training in office—become tech. savvy					
6	10	9	2	1	18	10	7.7	10	Initiate sump pump disconnection program					
12	1	11	4	11	9	9	8.0	19	Build 1st Avenue					
15	15	5	9	6	1	1	8.5	14	Complete office renovation and staffing additions for Administration to increase capacity					
4	12	18	7	8	10	10	9.8	25	Acquire GPS capability for Public Works					
13	8	7	10	16	8	8	10.3	17	Examine/restructure positions and ranks in Police Department					
11	18	4	13	3	15	15	10.7	7	Create an I-55 Mayor's Caucus					
3	6	13	17	15	14	14	11.3	18	Economic Development plans need a business retention component					
14	7	10	14	17	13	13	12.5	21	Update policies and procedures in Police Department					

Long-Term Routine

YOUR RANKING	YOUR RANKING						YOUR RANKING	GROUP AVG	GOAL ID #	GOAL
	A	B	C	D	E	F				
7	2	1	5	6	1	3.7	13	Explore revenue alternatives/sources for Village improvements and operations		
1	9	11	1	1	4	4.5	14	Complete sump pump disconnect program		
2	7	4	11	3	2	4.8	7	Expand/create external Economic Development marketing including web target search terms		
9	10	3	2	4	5	5.5	9	Improve communications/relations with all government jurisdictions in and adjacent to Coal City (schools, neighboring cities)		
10	4	2	3	2	12	5.5	19	Continued growth of personnel and facilities to maintain services, e.g. street sweeping		
8	3	7	7	8	3	6.0	18	Reed Road Industrial Plan Completed		
3	6	8	4	5	11	6.2	22	Succession planning in Police Department and Departments		
11	1	5	6	7	10	6.7	10	Conduct Regional Traffic Study and implement traffic impact fee		
4	5	10	8	9	8	7.3	20	Begin Police Accreditation Program		
6	8	6	10	11	9	8.3	21	Develop crime scene processing capacity		
5	11	9	9	10	7	8.5	25	Internal adjudication of code violations "p-tickets"		

EXHIBIT 2

(This exhibit illustrates the overall ranking of all goals
no matter the timeframe or the complexity.)

Overall Goal Rankings

GROUP AVG	GOAL ID #	GOAL	TIMING
1.7	11	Complete storm water improvement with available funding	Long-Term Complex
2.0	9	Begin storm sewer expansion and Zeolite treatment replacement	Short-Term Complex
2.7	4	Conduct a water main assessment analysis (plus sewers)	Short-Term Complex
3.5	15	Develop information campaign for sewer referendum	Short-Term Routine
3.7	12	Design installation West of wastewater sewer trunk line	Long-Term Complex
3.7	13	Explore revenue alternatives/sources for Village improvements and operations	Long-Term Routine
3.8	8	Complete boundary agreements with Braidwood, Mazon, Channahon, and Braceville	Short-Term Complex
4.5	12	Adopt/Finalize T.I.F. Program downtown and Reed Road corridor	Short-Term Complex
4.5	11	Develop municipal budget to build credibility and transparency and understanding (performance measures/consent agenda)	Short-Term Routine
4.5	14	Complete sump pump disconnect program	Long-Term Routine
4.7	15	Reconstruction of Broadway (North of Division)	Long-Term Complex
4.8	16	Complete Border Agreements	Long-Term Complex

GROUP AVG	GOAL ID #	GOAL	TIMING
4.8	7	Expand/create external Economic Development marketing including web target search terms	Long-Term Routine
5.0	6	Initiate railroad quiet zone—conduct study, contact railroad	Short-Term Complex
5.5	16	Complete storage facility for Public Works	Short-Term Complex
5.5	29	Determine funding for short-term facility needs	Short-Term Routine
5.5	9	Improve communications/relations with all government jurisdictions in and adjacent to Coal City (schools, neighboring cities)	Long-Term Routine
5.5	19	Continued growth of personnel and facilities to maintain services, e.g. street sweeping	Long-Term Routine
6.0	2	Commercial and Industrial Expansion	Long-Term Complex
6.0	18	Reed Road Industrial Plan Completed	Long-Term Routine
6.2	22	Succession planning in Police Department and Departments	Long-Term Routine
6.3	20	Upgrade phone system and improve security in Village Hall and Park District, network computers	Short-Term Complex
6.3	5	Address short-term maintenance needs of Village Hall and village buildings	Short-Term Routine

GROUP AVG	GOAL ID #	GOAL	TIMING
6.7	10	Conduct Regional Traffic Study and implement traffic impact fee	Long-Term Routine
6.8	5	Complete engineering and analysis of railroad grade separation	Long-Term Complex
7.2	3	Implement personnel training in office—become tech. savvy	Short-Term Routine
7.3	20	Begin Police Accreditation Program	Long-Term Routine
7.7	1	Develop a downtown renovation plan	Short-Term Complex
7.7	10	Initiate sump pump disconnection program	Short-Term Routine
8.0	19	Build 1st Avenue	Short-Term Routine
8.2	8	Plan and complete lagoon development/rehab/re-use	Long-Term Complex
8.2	17	Coal City Annexation North of Clubs	Long-Term Complex
8.2	24	Commercial development and residential on Rt. 113 Corridor	Long-Term Complex
8.3	21	Develop crime scene processing capacity	Long-Term Routine
8.5	14	Complete office renovation and staffing additions for Administration to increase capacity	Short-Term Routine
8.5	25	Internal adjudication of code violations "p-tickets"	Long-Term Routine

GROUP AVG	GOAL ID #	GOAL	TIMING
9.0	6	Complete intergovernmental agreements and plans to widen and improve Reed Road between Broadway and I-55	Long-Term Complex
9.2	30	Determine new street cross-section and application	Short-Term Complex
9.3	23	Conduct ARCH/TEC Needs Assessment for Police Department	Short-Term Complex
9.5	3	Implementation of the Downtown Plan plus new updated commercial elements art with historical street lights	Long-Term Complex
9.8	25	Acquire GPS capability for Public Works	Short-Term Routine
10.3	17	Examine/restructure positions and ranks in Police Department	Short-Term Routine
10.7	27	Acquire 10 acres at Margarite Street for park land; acquire yellow house on Broadway for park expansion	Short-Term Complex
10.7	7	Create an I-55 Mayor's Caucus	Short-Term Routine
10.8	23	Village annex West to Route 47	Long-Term Complex
11.0	26	Institute a multi-family (rental) inspection program/licensing and single-family at change of occupancy	Long-Term Routine
11.3	13	Complete analysis and place Park District referendum on ballot, November 2009	Short-Term Complex

GROUP AVG	GOAL ID #	GOAL	TIMING
11.3	18	Economic Development plans need a business retention component	Short-Term Routine
11.3	4	Establishment of Park District and addition of Recreation Center, Golf Course, etc.	Long-Term Complex
12.2	1	See new municipal complex and park district sites, designed, built. Plan for and explore shared uses.	Long-Term Complex
12.5	21	Update policies and procedures in Police Department	Short-Term Routine
12.7	2	Develop Economic site on web page	Short-Term Routine
12.8	28	Prepare information packet for Economic Development and new residents	Short-Term Routine
13.2	22	Conduct quarterly crime prevention programs for community	Short-Term Routine
14.0	31	Conduct traffic study to evaluate stop-sign use	Short-Term Routine
14.5	24	Upgrade, repair decorative street lights—adopt standard design	Short-Term Routine
17.0	26	Preserve and restore Village records including digitizing and preserving	Short-Term Routine