

2014

# SENIOR STAFF BUDGET WORKSHOP



Ideas and Tactics for the  
2015 Budget Document

**DES PLAINES**  
CHICAGOLAND'S CITY  
OF DESTINY

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. The corresponding document is called a strategic plan.

Strategic planning is a preferred approach to guiding a municipal organization's future. In order to determine where it is going, a municipality needs to know exactly where it stands, then determine where it wants to go and how it will get there. Rather than making ad-hoc decisions on an issue-by-issue basis, a strategic plan assists and guides a municipality in determining its future as a community and government.

As you know, the City's annual budget process is an important consideration by the City Council as it sets the spending priorities for the next fiscal year. In preparation for the 2014 annual budget process, the City Council held strategic planning sessions with the facilitation of Lynn Monte Associates. The strategic planning sessions were held on June 5<sup>th</sup> and June 6<sup>th</sup>, 2013 at the Des Plaines Public Library. Out of those sessions, the City Council identified five very clear goals and several strategies to achieve those goals. Those goals and strategies are formalized in the 2013 Strategic Plan prepared by Lynn Monte Associates. The results of the 2013 Strategic plan will assist us in determining the Budget priorities for 2015.

In order to clarify current issues that the City must soon address, the City needs to know exactly where it stands, then determine where it wants to go and how it will get there. To kick off the budget process staff held a Department Head Workshop on Tuesday July 8, 2014. The goal of the Department Head Workshop was to review the goals, strategies and tactics that the City Council discussed, and establish new tactics that would address the 5 City Council goals that could be implemented in the 2015 Budget. The workshop was well attended with Department Heads and Assistants present at the meeting. The team worked on establishing the current issues facing the City and focused on tactics to address these issues in 2015 Budget. After the compilation of a list of items that staff felt were important to review as part of the 2015 Budget, the strategies and tactics were compiled into the initial City Council goals.

This document is a compilation of the initial City Council document established in 2013 and the ideas and tactics prepared by the staff team in 2014. This document will be used as a guide in preparation for the 2015 Budget document.

I thank all those involved in the Department Head workshop that established many thoughtful ideas and tactics.



Michael G. Bartholomew  
City Manager

Goals for Vision Attainment

1. **Financial Stability:** Our resources are in optimal balance with City needs and desires, and a stable financial condition endures.
2. **Thriving Economic Development:** Focused, steady growth and creative investment stimulate an increasingly attractive and vital economic climate.
3. **World Class Infrastructure:** Effective storm water management, transportation and water distribution system upgrades inspire community confidence.
4. **Sense of Community:** The value, beauty and feel of the City result in community pride, ownership and well-being.
5. **High Performance:** We are clear, focused, strategic and best in class in leadership and service delivery.

## ACTION PLAN

In order to attain each of the five Goals, several strategies have been identified. They are the means to attaining the Goal. Strategies are deployed through the use of Tactics or actions. A list of possible Tactics is provided for each Strategy. The list may expand and become more detailed through the budget process. The action plan is laid out in the following format

### Goal

#### Strategy

#### Tactic

## 1. Financial Stability: Our resources are in optimal balance with City needs and desires, and a stable financial condition endures.

### 1) Explore and implement innovative revenue generation approaches.

#### City Council Tactics

- Increase revenue/collect fines/accounts receivable
- Hire "over-weight truck" officer
- Increase casino revenue
- Bring in businesses
- Improve investment return

#### Department Head Tactics

- Over-weight truck scales
- Increase local option gas tax 0.02 to 0.04 \$800K in revenue
- Increase storm sewer fees 0.57 to 0.90 \$800K in revenue
- Expand Red light cameras
- Explore cell tower leasing
- LED Billboard Revenue
- Increase revenue from PD tickets

### 2) Control debt liability

#### City Council Tactics

- Pay callable debt
- Limit issuance of new debt
- Refinance existing debt where feasible
- Avoid acquiring unnecessary new debt
- Pay as you go

*Department Head Tactics*

*None*

**3) Implement policies that improve the City's bond rating and financial standing.**

*City Council Tactics*

- *Stabilize water and sewer fund*
- *Maintain adequate level of financial reserves across all funds*
- *Continue to spend casino revenue on debt and infrastructure*
- *Reduce pension liability*

*Department Head Tactics*

- *Implement State statute spending limits*

**4) Employ leading edge financial management practices.**

*City Council Tactics*

- *Find cheaper water sources*
- *Upgrade water meters in town*
- *Contain enterprise funds*
- *Change purchasing policies and City Code; competitive bidding/outsourcing; centralized purchasing*
- *Reduce City employee overtime; supplement with outsourcing as necessary*
- *Reduce risk management/insurance costs/health insurance*
- *Pursue Regionalization – Fire-911; provide 911 services to multiple municipalities*

*Department Head Tactics*

- *Streamlining approval process*
- *Purchasing card expansion*
- *Add risk management plan - risk manager*
- *Add contractual (personnel)*
- *Increase HR staffing (Intern & Risk Manager)*

2. Thriving Economic Development: Focused, steady growth and creative investment stimulate an increasingly attractive and vital economic climate.

1) **Create and execute a comprehensive City of Des Plaines marketing plan.**

*City Council Tactics*

- *Build advertising plan; advertise Des Plaines*
- *Create better signage downtown*
- *Create cross generational appeal*

*Department Head Tactics*

- *Re-Brand the City (Logos on Vehicles, Media Pieces, Gateway Signage)*

2) **Align Tax Increment Financing (TIF) policies with the City's economic goals and values.**

*City Council Tactics*

- *Perform TIF valuation study*
- *Eliminate underperforming TIFs*
- *Redevelop TIFs; develop TIFs where appropriate*
- *Focus TIF revenue*

*Department Head Tactics*

- *Address TIF Deficits*

3) **Build an exciting and vibrant business climate that attracts and retains businesses to the City.**

*City Council Tactics*

- *Develop and promote citywide general business incentive programs*
- *Generate City income*
- *Collaborate with organizations/Chamber/businesses*
- *Encourage job growth*

*Department Head Tactics*

*None*

### 3. World Class Infrastructure: Effective storm water management, transportation and water distribution system upgrades inspire community confidence.

#### 1) Manage and finance infrastructure improvements.

##### *City Council Tactics*

- *Obtain detailed Capital Improvement Plan(CIP)/infrastructure, curb, street, sidewalk*
- *Research best practice infrastructure improvements*
- *Leverage elected stakeholders to obtain grants*
- *Hire grant writing/tracking professional position*
- *Build green infrastructure*

##### *Department Head Tactics*

- *Media HVAC System*
- *Projector Replacement*
- *Renovate EOC – Modernize software*
- *Flood Wall – Sewer Valve (Station #1)*
- *Station # 3 Expansion – PW component*
- *Build or Acquire Training facilities (more meeting space)*
- *Virtual Infrastructure*
- *Renovate & Clean PW Facilities (EMA Garage)*
- *Year 2 computer replacement program*
- *Police Building – repair main water valve*
- *Media Equipment Replacement Plan*
- *City Hall Lobby remodel*
- *Parking Deck*
- *Council Chamber remodel*
- *PW – add 2 Maintenance Operators*
- *Hire a Facilities Manager*

#### 2) Employ highly effective storm water management and flood mitigation measures in close collaboration with state and federal entities.

##### *City Council Tactics*

- *Collaborate with Federal government, Army Corps of Engineers and IDNR to mitigate flooding*
- *Escalate flood mitigation projects*

*Department Head Tactics*

- *Floodway Property Buy-outs*
- *Flood/Sewer Rebate*

**3) Expedite City water system upgrades.**

*City Council Tactics*

- *Address current water loss*
- *Improve water main system*
- *Expedite water meter replacement program*
- *Reduce combined sewers*
- *Reduce dependency on City of Chicago water source*

*Department Head Tactics*

- *Accelerate Meter Replacement*
- *Water main Funding - \$2M/Year*
- *Hydrant flow testing*

**4) Improve transportation facilities in accord with the adopted CIP.**

*City Council Tactics*

- *Evaluate street resurface vs. rehab*
- *Re-visit Algonquin St. railroad underpass*
- *Accelerate street and alley replacement*
- *Accelerate sidewalk repair and replacement*
- *Complete all gaps in sidewalk infrastructure*

*Department Head Tactics*

- *Algonquin Road overpass*
- *Sidewalk Replacement \$1M*

**4. Sense of Community: The value, beauty and feel of the City result in community pride, ownership and well-being.**

**1) Make choices that beautify the physical environment.**

*City Council Tactics*

- *Continue the Downtown streetscape program*
- *Establish an Oakton Corridor Improvement Plan*
- *Accelerate the tree planting program*

- *Create more open space*

*Department Head Tactics*

- *Development of the Oakton Corridor Study & Metro Square*
- *Landscape Maintenance – add more landscape*
- *Contract for landscape maintenance*
- *River walk/path*

**2) Invest in community events to build their currency toward the City’s sense of community.**

*City Council Tactics*

- *Increase funding/investment in community activities*
- *Partner with the Park District in community events, such as Fall Fest*
- *Research location for farmers market and group to run it*
- *Celebrate ethnic diversity with bi-monthly events featuring music and dance*
- *Foster commitment to community activities*

*Department Head Tactics*

- *Concert in Metro square*
- *Mailbox Dropbox*

**3) Elevate the quality of relationships to create a more efficient and harmonious community and government.**

*City Council Tactics*

- *Demonstrate Council unity; hold more Council team building events*
- *Create a community liaison position*
- *Improve relations with the Chamber*
- *Redefine/evaluate all commission roles and responsibilities and eliminate overlaps*
- *Ignite community pride*

*Department Head Tactics*

*None*

**4) Authentically engage stakeholders for meaningful involvement, collaboration and community ownership.**

*City Council Tactics*

- *Inform/educate community*

- *Des Plaines 101/Citizens Academy*
- *Produce more consumer education videos*
- *Resident service center*
- *Revitalize neighborhood watch*

*Department Head Tactics*

*None*

**5) Facilitate multi-directional communication that informs, engages and builds trust and community connection.**

*City Council Tactics*

- *Online accessibility*
- *Virtual City Hall*
- *Create division of social media*
- *Advertise website functionality*
- *Survey residents/community*
- *Advertise public/private partnerships*

*Department Head Tactics*

- *Media – Increase efficiency*
- *Social Media - Contractual Services*
- *Online vehicle sticker sales*

**5. High Performance: We are clear, focused, strategic and best in class in leadership and service delivery.**

**1) Exhibit political leadership that exemplifies clarity, conviction and effectiveness.**

*City Council Tactics*

- *Exemplify quality political leadership at the local level*
- *Build on presence and represent our point of view in Springfield*
- *Bring state/federal leadership to the table*

*Department Head Tactics*

- *City Code Rewrite (False Alarms, Liquor Licensing, Police Fees/Fines, RE Transfers, Purchasing)*

**2) Collaborate with neighbors and colleagues to cultivate camaraderie and advance mutual interests.**

*City Council Tactics*

- *Reach out to municipal neighbors*
- *Look for cost-sharing/shared services opportunities with neighboring communities*
- *Maximize involvement in Northwest Municipal Conference*

*Department Head Tactics*

- *Succession planning with Oakton College/Training*
- *Engage Oakton Community College*
- *Engage West side of the City and Mt. Prospect Park District residents & Schools*
- *Disaster Recovery Plan (IT) – Coop Plan (EMA)*
- *Multi-departmental EOC?*

**3) Exemplify a City committed to learning, innovation and positive perspective.**

*City Council Tactics*

- *Seek and implement educational and personal development opportunities for the Council and the organization*
- *Develop and use Guiding Principles*
- *Accentuate the positive rather than the negative*

*Department Head Tactics*

- *Centralized 3-1-1 system*
- *Memberships in service clubs for directors*
- *Wellness Initiative*
- *Logos training*
- *Conduct Safety drills – Fire/Police*
- *Onboarding/Recruiting Software*
- *Camera system: HID cards, Grade crossing cameras*
- *Floor space assessment*
- *Mobile device management*
- *Scanning – Laser fiche training*
- *Ergonomics Assessment*
- *Application upgrades – IT: Exchange, Help Desk*
- *E-Everything*
- *Fleet Replacement Plan*

**4) Cultivate professionalism across the organization.**

*City Council Tactics*

- *Project professionalism*
- *Foster a professional culture in attitude and performance across the organization*
- *Establish customer service training for staff*
- *Create performance measures*
- *Benchmark standards with like communities*

*Department Head Tactics*

- *Personnel Policy Re-Write*
- *Increase PD Staffing (Sworn Officers, CSO, Aux., Expand EMA)*
- *Compensation/Performance Improvements (Update Comp. Plan, Evaluation Tools, Performance Budgeting, Total Comp Statements)*
- *Add Fire Administration Deputy Chief*
- *Employee vending machine*