



2018 Strategic Plan

Jeff Fiegenschuh, City Manager

Strategic Planning

- NIU Center for Governmental Studies
- Focus Groups
 - Residents
 - Business Owners
 - City Staff
 - City Leadership & Council



Northern Illinois
University



5 Key Strategic Priorities

- Economic & Business Development
- Financial & Management Stability
- Community Inclusivity & Engagement
- Infrastructure Effectiveness & Improvement
- Core Service Delivery



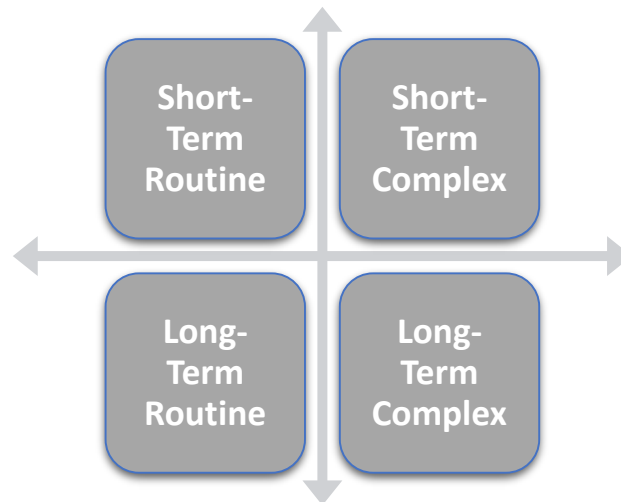
Strategic Planning: Strengths Identified

- Educational opportunities & programs
- Healthcare & social services
- Access to interstates & railroads
- City leadership & staff
- Active civic organizations & community
- Downtown growth
- Well-maintained infrastructure and utilities
- Available green space and recreation
- Public Safety
- Technology Park & fiberoptics
- City-owned utility
- Fiscally Sound
- Political Stability



Strategic Goal Classification

- Participants were Next Asked to Classify Each Goal According to a Matrix Model of Time and Complexity:
 - **Short-term Goals** - Could or Should be Completed or Substantially Underway in the Next 1-3 Years
 - **Long-term Goals** - Could or Should be Completed or Substantially Underway Within 4-8 Year Timeframe
 - **Complex Goals** - Require Extraordinary Resources, Specialists, Funding, or the Agreement of Outside Organizations or Agencies
 - **Routine Goals** - Although Not Necessarily Simple, Routine Goals Could be Accomplished Upon Unilateral Decision of the Council and Within Present Budget Streams or With Minor Revenue Enhancements or Reallocations



GOAL: Maintain Fiscal Stability & Balanced Budget

Objectives:

- Grow funding sources
- Hire budget analyst/financial planner
- Explore sharing services with other government agencies
- Explore improving service delivery models
- Implement performance-based budget
- Annually review all tax rates, fees and utility rates
- Promote 2020 Census

Short-Term Routine Goal



GOAL PROGRESS:

Maintain Fiscal Stability & Balanced Budget

- Implementation of Performance Based Budgeting
- Sale of transmission assets to NextEra
- Collaboration with Rochelle League of Women Voters on marketing of 2020 Census
- Compensation and classification study
- Exploring pension obligation bonds
- NextEra power purchase agreement extended for 10 years
- Accounts Payable workflow automation
- Researching MiPay online for payroll information



GOAL: Create a 20-Year Capital Improvement Plan

Objectives:

- Create internal service fund for vehicle & capital equipment purchases
- Conduct infrastructure needs analysis for current & future needs
- Institute 10-20 year infrastructure replacement plan
- Continually work to secure funding streams
- Review & modify plan as needed

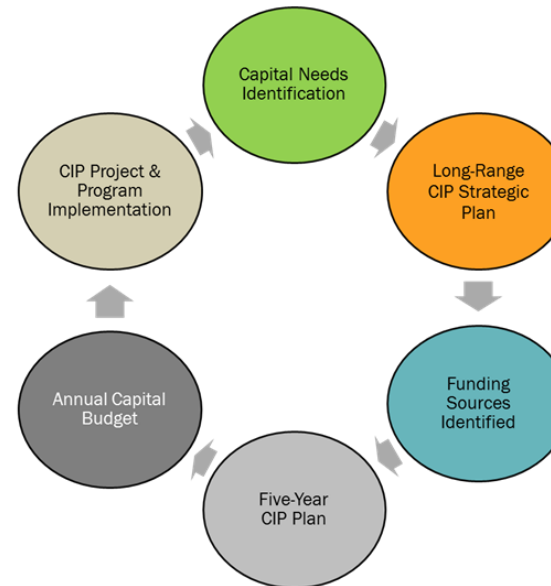
Short-Term Routine & Long-Term Complex Goal



GOAL PROGRESS: Create a 20-Year Capital Improvement Plan

- Hired NISolutions to evaluate and catalog fiber infrastructure
- Considering yearly bond issue for street improvements.

The CIP Planning Process



GOAL: Community Outreach & Inclusivity



Objectives:

- Conduct a community survey
- Institute programs to reach every home & business in Rochelle and RMU service territory
- Market website & publish in additional languages
- Establish a core volunteer group
- Increase social media for City of Rochelle & RMU
- Partner with Civic & Community Groups

Short-Term Complex Goal



GOAL PROGRESS: Community Outreach & Inclusivity

- Municipal Code recodification which will include translator
- Updated RMU marketing plan
- Ask Us Anything
- Websites Available in Multiple Languages
- Presence at Community Functions
- Increased social media presence (4,000+)
- City Spotlights w/City Manager & Staff
- Bi-Monthly Newsletter
- Hello Rochelle APP



GOAL: Address Community Blight

Objective:

- Update zoning & safety codes
- Create vacant & abandoned building inventory
- Institute property upkeep incentives
- Establish community volunteer groups for neighborhood cleanup

Short-Term Complex Goal



GOAL PROGRESS: Address Community Blight

- Residential redevelopment incentives
- Northern Gateway TIF
- Plan to include funds in 2019 budget to update zoning codes

*The City of
Rancho Cordova
is Coming to Your
Neighborhood!*

We are holding a community meeting to update you on our new program - **Blight Busters Plus!** As part of the program, our team will help identify ways to beautify and improve safety in your area this month. We want to partner with you to improve the quality of life in Rancho Cordova.

BLIGHT BUSTERS PLUS!
Beautify and Improve Safety in Your Area

a fresh take.
RANCHO CORDOVA
CALIFORNIA



GOAL: Improve/Create Intergovernmental Partnerships for Economies of Scale

Objectives:

- Coordinate bi-monthly meeting with county partners
- Work to establish utility footprint in other communities
- Work with county partners on landfill upgrades
- Work with regional Economic Development organizations to establish a collaborative relationship to promote and market the region for industrial and commercial growth
- Work with LOTS to expand services in Rochelle

Short-Term Complex Goal



GOAL PROGRESS: Improve/Create Intergovernmental Partnerships for Economies Of Scale

- Local Government Summits (quarterly)
- Period attendance at Hillcrest and Creston Village Board meetings
- Approval of SRO in middle and elementary schools
- Possible collaboration with park district on expansion of programs



GOAL: Promote, Retain, Enhance Small Business Development

Objectives:

- Use Nextera community development funds to create business incentive programs
- Initiate ways to streamline the development process
- Complete the downtown branding initiative
- Develop a long-term economic development strategy to promote realistic and sustainable growth
- Establish marketing campaign to attract retail & commercial growth
- Work to expand SBDC presence in Rochelle

Long-Term Routine Goal



GOAL PROGRESS: Promote, Retain, Enhance Small Business Development

- Commercial/Retail Advisory Group
- Recognizing Remarkable Residents
- Cultivating Community Campaign
- SBDC holds regular weekly office hours at City Hall



GOAL: Explore, Develop & Improve Strategies for Industrial Growth

Objectives:

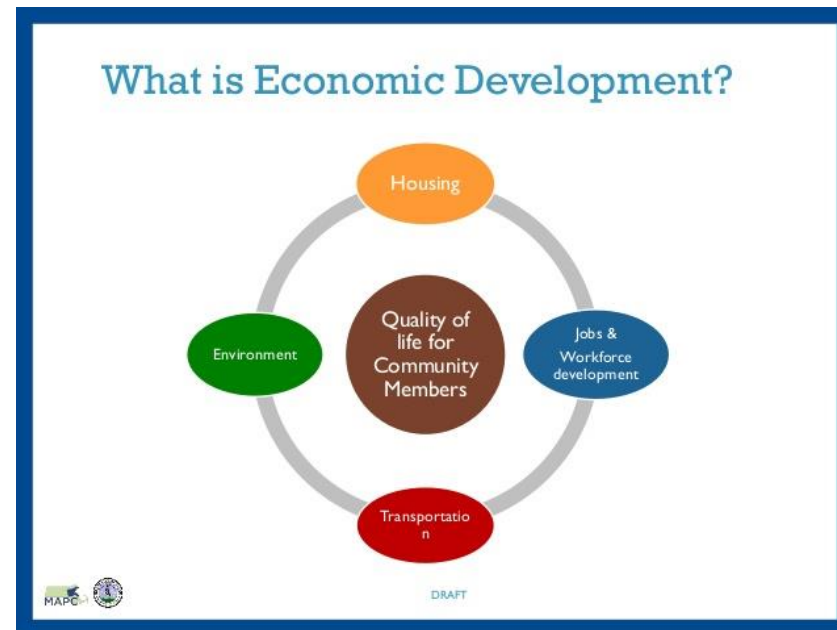
- Develop long-term strategy to promote realistic & sustainable growth, including infrastructure needs
- Establish a comprehensive strategy to extend CIR to incorporate additional rail-accessible land on both the east & west sides of I-39 for future growth
- Develop a criteria process to qualify RFIs and RFPs

Long-Term Routine Goal



GOAL PROGRESS: Explore, Develop & Improve Strategies for Industrial Growth

- The City will budget funds in FY 2019 Budget to conduct an Economic Development Master Plan.
- Working with the Greater Rochelle Economic Development Corporation, the City will continue to look at ways to expand the rail system.



GOAL: Incorporate Dynamic Planning and Evaluation in City-Wide Planning Efforts

Objectives:

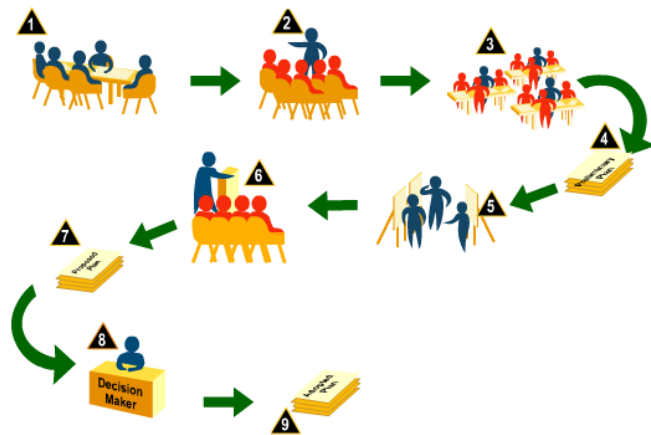
- Establish timelines for review of variety of plans
- Establish programs to improve best-practices
- Create a guide/process/steps worksheet for permits for residential and industrial

Long-Term Routine Goal



GOAL PROGRESS: Incorporate Dynamic Planning & Evaluation in City-Wide Planning Efforts

- Projects to begin in FY 19. The City will establish a committee of staff to review processes and make recommended changes to the City Manager.
- Staff will host at least two developer forums in 2019 to discuss ideas to streamline the development process within the City of Rochelle.



GOAL: Encourage Diversified Housing Developments with Friendly Walkways

Objectives:

- Work to stimulate a range of housing types
- Maintain & encourage a quality housing stock
- Create program to encourage housing development
- Work with Park District to expand amenities

Long-Term Complex Goal



GOAL PROGRESS: Encourage Diversified Housing Developments with Friendly Walkways

- Working with realtors and bankers to develop an incentive program for housing starts and rehabilitation
- Realtor Summit
- Local Government Summit (look at cooperative relationships with the schools and park district)



GOAL: Explore Business and Development Incentives to Increase Job Opportunities in the City that are Sustainable while Offering a Living Wage

Objectives:

- Create partnerships with workforce development
- Create long-term comprehensive economic development strategy
- Engage local industry/collaborate
- Tie future incentives to job types/overall compensation

Long-Term Complex Goal



GOAL PROGRESS: Explore Business and Development Incentives to Increase Job Opportunities in the City that are Sustainable while Offering a Living Wage

- Business Retention Lunches with Local Businesses
- Continue efforts to work with GREDCO and Kishwaukee College on work force development opportunities



GOAL: Reduce Debt (Re-evaluate Debt)

Objective:

- Develop comprehensive strategy to pursue smart debt

Long-Term Complex Goal



GOAL PROGRESS: Reduce Debt

- The City is looking at issuing pension obligation bonds
- The City will continue to utilize EPA SRF loans to fund water/water reclamation projects.
- The City is considering bonding for capital projects (5-year basis)



GOAL: Further Downtown Redevelopment

Objectives:

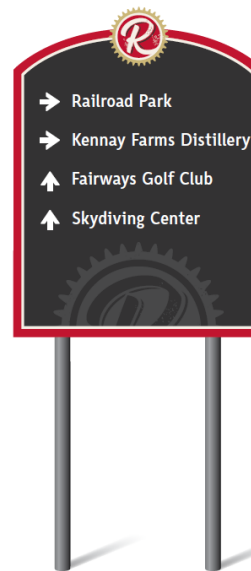
- Secure funding for Downtown Redevelopment Plan
- Implement Downtown Redevelopment Plan
- Improve Downtown Infrastructure
- Create business incentive programs

Short-Term & Long-Term Complex Goal



GOAL PROGRESS: Downtown Redevelopment

- New streetlights
- Updated wayfinding signage
- Historic District
- Sale of Graber and Community Development



When we work as a team...even long term failures can be overcome!



Q&A

