



STRATEGIC ALIGNMENT

Jeff Fiegenschuh, City Manager

The Assignment

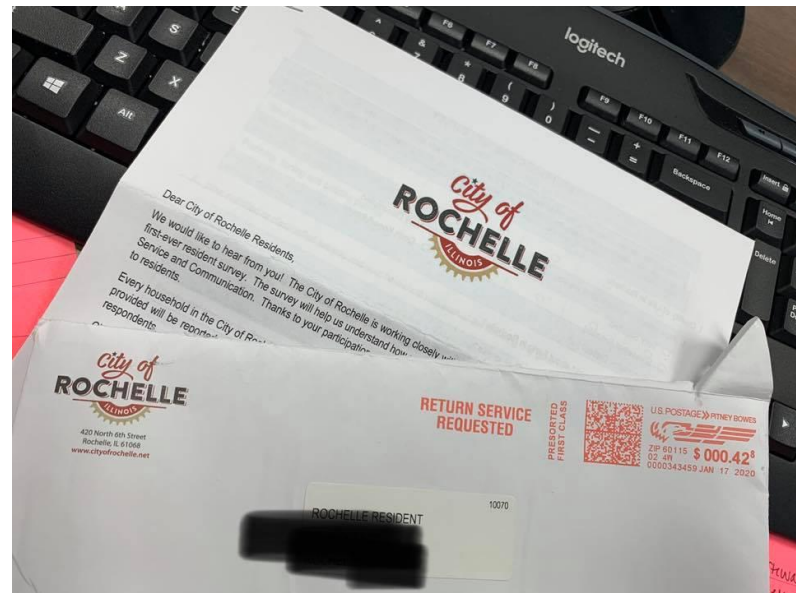
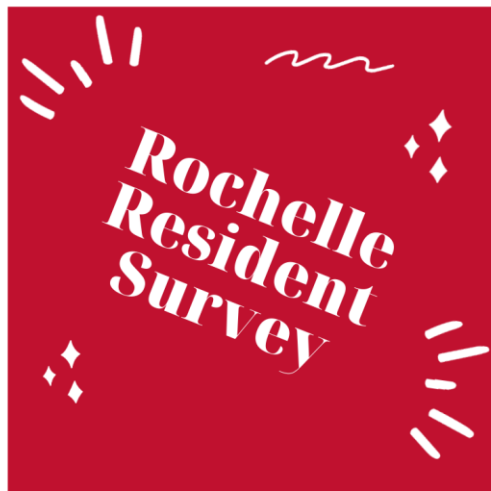
- Align our Strategic Plan Document with the 2019-20 Community Survey
- Partner with NIU Center for Governmental Studies
- 1/2 Day Leadership Team Workshop
- Update Objectives to Reflect Progress
- Establish New Objectives to Meet Goals



Northern Illinois
University

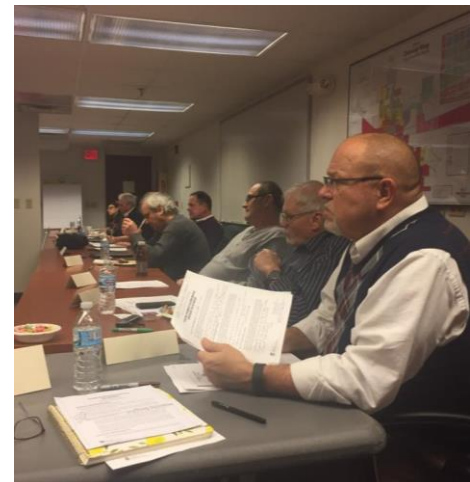
Survey Refresher

- ❑ Conducted by NIU Center for Governmental Studies
- ❑ Began in Fall of 2019, ended in Spring of 2020
- ❑ Survey touched on each department/service
- ❑ 439 Responses received



Strategic Plan Refresher

- Began with Staff & Community Focus Groups
- Completed with Management & Council Workshops
- Goal Areas
 - ▣ Economic & Business Development
 - ▣ Financial Management & Stability
 - ▣ Community Inclusivity & Engagement
 - ▣ Infrastructure Effectiveness & Improvement
 - ▣ Core Service Delivery





Goal:
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



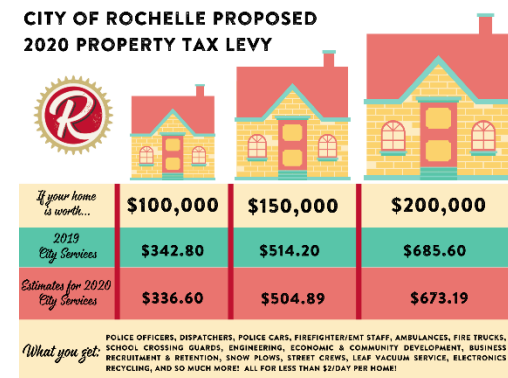
Progress

- Implementation of Performance Based Budgeting
- Sale of transmission assets to ComEd
- Successful completion of 2020 Census
- Compensation and classification study
- NextEra power purchase agreement – 11 years
- Accounts Payable workflow automation
- Implemented MiPay online for payroll information
- ERP & Asset Management System Implementation
- Distinguished Budget Award
- Dedicated gaming revenues to Public Safety Pensions
- Electric Rate Study & Reduction of Commercial Electric Rates
- Staffing Changes & Reorganization in multiple departments
- Continued Early Retirement Incentive Program



Survey Alignment

- Taxes were indicated as an important issue facing Rochelle today, and some solutions included:
 - ▣ Have the taxing districts meet and prioritize needs
 - ▣ Attract more business development to generate more tax revenue and broaden the tax base
 - ▣ Develop a Community Education/Awareness Campaign to draw a comparison of property taxes across the state and/or continuing to educate the public on where the taxes are coming from





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(moved to ongoing/administrative)
- ❑ Review & modify plan as needed (moved to ongoing/administrative)
- ❑ Continue to monitor infrastructure needs analysis for current & future needs
- ❑ Create an internal grant coordinator position (current staff or graduate student/intern)



Progress

- Hired NISolutions to evaluate and catalog fiber infrastructure
- Implemented Enterprise Lease Program for Vehicle Purchases
- Utility systems assessment
- Bond issue for infrastructure improvements
- Consider future bond issues with low interest rates
- 15-year CIP in 2020
- 20-year CIP in 2021
- Utilizing ClearGov for budget development, capital improvement plan development, communication and transparency.

DOLLARS & SENSE

By Chris Corbelli - Finance Director

Continuing a subject a lot of the most important factors for a few companies, it is the one of the most critical. Managing and the financial issues, including revenue, assets, accounting, the costs, strategic, operating cost of service, and the energy efficiency is. In fact, not of revenues, assets, costs, services and the energy efficiency, such as other companies. With the range of revenue, the other ways in spending the budget is a key in operation, such as, and revenue, budget and subject matter to the financial and the utilization.



Survey Alignment

- Maintenance and repair of streets, sidewalks, alley ways, snow removal were identified as important areas for infrastructure improvements
- Survey respondents indicated that the maintenance and repair of infrastructure is an important issue currently facing the City and offered several suggested solutions:
- Continue to invest in capital improvements to the City's infrastructure
- Secure grants and funding to improve current infrastructure and develop new infrastructure
- Develop a maintenance/re-building plan





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 (moved to ongoing/administrative)
- ❑ Increase social media for City of Rochelle & RMU (moved to ongoing/administrative)
- ❑ Partner with Civic & Community Groups (moved to ongoing/administrative)
- ❑ Undertake a regular community survey
- ❑ Continue to share newsletter, host events to reach those that don't use online services
- ❑ Continue to find opportunities to give back and be engaged with the community (e.g., serving on boards, committees, attending events, outside of working hours etc.)
- ❑ Review hiring and recruitment practices – enhance diversity among cit
- ❑ Develop a bilingual citizen's academy



Progress

- Municipal Code Translation
- Updated RMU marketing plan
- Ask Us Anything
- Websites Available in Multiple Languages
- Presence at Community Functions
- Increased social media presence (7,000+) & translation into Spanish
- Partnership & board presence with community nonprofits
- Hello, Rochelle Mobile App
- Established Revved Up Volunteer Group
- Conducted Community Survey
- Quarterly E-Magazine



Survey Alignment

- 18% of Hispanic residents do not receive regular information from City government, compared to 6% of white residents
- Evaluate which types of media Hispanic population consumes to reach them better
- Market Rochelle as a diverse, close-knit community to attract newcomers
 - ▣ Top responses of why people like living in Rochelle are the size of the city, the atmosphere/feel of the city, and the people





Goal:

Address Community Blight

Objectives

- Update zoning & safety codes
- Create vacant & abandoned building inventory
- Institute property upkeep incentives
- Establish community volunteer groups for neighborhood cleanup
- Address vacant & abandoned building inventory
- Establish a core community volunteer group that can be assigned to different cleanup activities based on interests/skills
- Look to utilize a centralized volunteer platform
- Create a business development district in the southern section of the city
- Utilize downtown TIF district for property acquisition and redevelopment
- Demolition and redevelopment of Hickory Grove



Progress

- ❑ Residential redevelopment incentives
- ❑ Northern Gateway TIF
- ❑ Zoning Code Update nearly complete – March 2021
- ❑ Obtained several properties for demolition
- ❑ Downtown TIF Funded
- ❑ Extended property tax rebate program
- ❑ “Your lawn looks great!” Postcard
- ❑ Pursuing abandoned & vacant properties from list



Survey Alignment

- Appearance of City was listed as a response to what they like least about living in Rochelle (including appearance of personal housing)
- Several responses related to the overall appearance of the City indicated that the City needs to be more inviting and efforts are needed to enhance the community's overall cleanliness
- Survey suggested solution: Start a community home sprucing up team to help repair blighted homes





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
- Strengthen on-going relationships with county partners
- Create new partnerships with Lee County
- Expand partnership with Kishwaukee and Waubensee colleges
- Working on boundary agreement with Creston



Progress

- Local Government Summits (quarterly)
- Periodic attendance at Hillcrest and Creston Village Board meetings
- Approval of SRO in middle & high schools
- Mulford Road Reconstruction
- LOTS – Feasibility Study for Fixed Routes
- Blackhawk Hills Regional Council – Employee on board
- Census Outreach with Region 1 Planning Council & Local Orgs
- Blackhawk Waterways – Employee on board
- Non-Profit Leaders Group Participation
- Small Business Development Center/Chamber of Commerce /Kish/Waubonsee/Retail Advisory Board
- Emergency Operations Center – Northwest Region Planning Group
- Rochelle Community Hospital Relationship
- RTHS & Rochelle Elementary Relationship
- City/Park District Property Tax Rebate for New Construction & Rehabilitation



Survey Alignment

- Survey respondents indicated there is a lack of collaboration among taxing bodies
- Taxes was indicated as an important issue facing Rochelle today, and some solutions included having the taxing districts meet and prioritize needs and attracting more business development to generate more tax revenue and broaden the tax base





Goal:

Promote, Retain, Enhance
Small Business Development

Objectives

- Use ComEd 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
- Continue to use ComEd community development funds to create business incentive programs
- Focus economic development efforts on all corridors equally
- Continue to fund beautification efforts (e.g., Focus efforts on improving gateways)
- Offer an incentive package for a grocery store



Progress

- Commercial/Retail Advisory Group
- Recognizing Remarkable Residents
- Cultivating Community Campaign
- ComEd funds utilized for small business grants
- The Spark – Retail Advisory Board Initiative
- Downtown Beautification
- RMU Shop Local Program & Restaurant Gift Card Giveaway
- Small Business Development Center
- City/Chamber of Commerce Relationship
- Liquor License Renewal Fee Waiver
- Electric Rate Reduction for Commercial Customers
- ERP System includes Community Development
- Downtown Blade Sign Program
- Façade Improvement Program
- Permit Fee Waiver Program
- Cash Mob



**Census 2020
Gift Card Giveaway!!!**

We're giving away 2 - \$25 gift cards every week to a local business of your choice and a \$500 gift card on September 30th!!!

Here's how to enter:

1. Complete your Census at my2020census.gov and message us a screen shot of the completion page.
2. Along with the screenshot, send your name, address, phone number & person who referred you to complete the Census. We'll enter you AND the person who referred you into the drawing!!
3. Already completed the Census? Refer a friend, have them complete the Census and enter the contest listing YOU as their referral source!

We'll draw two \$25 gift cards to the local business of your choice each week through the end of September. On September 30th, we'll draw for a \$500 gift card!! All \$25 winners will also be included in the \$500 gift card drawing!

Must reside within
Rochelle City Limits to Enter.
Sponsored by the City of Rochelle.




Survey Alignment

- Survey respondents indicated that they would like to see more support for small business development
- Other responses for possible additional businesses for Rochelle to recruit included entertainment businesses, a coffee shop, a recreational/medical marijuana dispensary, a doctor's office, and technology industry
- Survey participants identified the need to have more creativity and options of shops in the downtown area





Goal:

Explore, Develop & Improve
Strategies for Industrial
Growth

Objectives

- Develop long-term strategy to promote realistic & sustainable growth, including infrastructure needs
- Develop a criteria process to qualify RFIs and RFPs
- Establish a comprehensive strategy to extend CIR to incorporate additional rail-accessible land (as well as the rail and utilities) on both the east & west sides of I-39 for future growth
- Expand relationship with Lee County, GREDCO, Village of Stewart, LCIDA
- Look at expanding advanced communications structure, sub-station on the west side of town
- Continue to update water and sewer system to meet regulations
- Expanding/updating the Lee-Ogle enterprise zone for industrial projects



Progress

- Continued Rail Expansion
- Established transload facility
- New Substation
- Utility systems analysis & planning
- Enterprise Zone – Expanding Incentives
- South Main Street/Steward Road Reconstruction
- Utilities across I-39



Survey Alignment

- Attraction/retention of industrial business was rated by residents as high importance and low satisfaction which is identified as an area for “improvement opportunity”





Goal:
**Encourage Diversified
Housing Developments**

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
- Timing of plan review process addressed in zoning code update
- Created user-friendly flowchart for residents & businesses

ROCHELLE IS OPEN
for Small Business



**CITY OF ROCHELLE
COMMUNITY DEVELOPMENT
MICHELLE PEASE, DIRECTOR
333 LINCOLN HIGHWAY
815.562.8717 | MPEASE@ROCHELLEIL.US**

*Own a business or interested in starting one?
Rochelle is the place! Here's what to do:*

- Call us! Our team is excited to meet you and hear about your plans!
City of Rochelle - Community Development: 562-8717
- Get in touch with the Rochelle Chamber of Commerce at 562-4189.
The Chamber offers marketing services, networking opportunities and resources for small businesses!
- Let's get you some free money! We're waiving building permit fees and offering a facade improvement program for the exterior of commercial buildings with grants of up to \$5,000 per business.
- We'll walk you through the Business Registration, Fire Inspection & Building Inspection. There is no charge for these services.
- Planning a remodel or new construction? We'll sit down with the building inspector and your contractor. Building permit fees are waived for small businesses in Rochelle!
- Schedule a ribbon cutting and open your doors!

www.cityofrochelle.net

Progress

- Property tax rebate for new construction & redevelopment of existing property based on investment (City & Park District)
- Realtor Summit
- Local Government Summit
- Waiver of building permit fees for vacant properties
- South Main Street & Steward Road Multi-use path
- 2nd Avenue Project between 12th & 14th Street



Survey Alignment

- Survey respondents indicated the need for appropriate housing for the population (e.g., modern duplexes, town homes,) to help resolve the insufficiency of good quality low-cost housing
- Housing was identified by survey participants as an issue facing the City. Some suggested solutions included:
 - ▣ Create incentives to spur development
 - ▣ Find out what people need/want and develop those types of housing

ROCHELLE IS READY
to Build!



CITY OF ROCHELLE
COMMUNITY DEVELOPMENT
MICHELLE PEASE, DIRECTOR
333 LINCOLN HIGHWAY
815.562.8717 | MPEASE@ROCHELLEIL.US

We're incentivizing new home builds and renovations to existing real estate!

- Call us! Our team is excited to meet you and hear about your plans!
City of Rochelle - Community Development: 562-8717
- The City will waive building permit, sewer connection and electric connection fees for all new construction single-family homes.
- The City & Park District will also reimburse individuals who construct new single-family homes and pay the City and Park District portions of real estate property taxes!
- Rehabbing a house that has been vacant for six months or more? We'll waive the permit fees for this too when the investment equals \$15,000 or more!
- Planning a remodel or new construction? We'll sit down with the building inspector and your contractor.
- Schedule your inspection and move in!

www.cityofrochelle.net



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



Progress

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



Survey Alignment

- Lack of employment opportunities was listed as an issue currently facing the City
- Several survey respondents indicated that there are limited professional, well-paying jobs available
- Some suggested solutions to this issue included:
 - Attract bigger employers to the community
 - Attract more manufacturing
 - Find a compatible business for Nippon Shayro building
 - Search for commercial/industrial jobs should highlight our workforce





Goal:
Reduce/Evaluate Smart
Debt

Objectives

- Develop comprehensive strategy to pursue smart debt



Progress

- The City will continue to utilize EPA SRF loans to fund water/water reclamation projects.
- Bonding for capital projects with low interest rates
- Defeased electric bonds



Survey Alignment

- Survey respondents indicated that an important issue facing Rochelle today is staying out of debt, high taxes, and keep spending within budget





Bold Ideas

- Develop a culture of excellence: set a goal to make Rochelle the best place in the U.S. (e.g., best place to start/attract/do business, customer service, housing, education, etc.)
- Centralized city campus (all staff working in the same building/area to reduce silos)
- Decentralize social media – people in every department participate in social media by sharing projects, events related to their department, etc.
- Develop a small business 101 course for anyone interested in starting a business (provided in Spanish as well)
- Build a closer relationship with the SBDC



- Create an atmosphere of entrepreneurship
- Plaza/pavilion – more events and amenities to support it
- Community restroom facility downtown (allow people to spend the whole day downtown)
- A downtown destination/gathering place
- Police - enhance inclusivity and image maintenance
- Public Works – getting back to the basics, focusing more time and energy on infrastructure and maintenance
- Connecting the north and south sections of town together via safe pedestrian pathways




- Develop a process for marketing the progress done with utilities – share success stories/educate community on the city’s progress and improvement of the community (might help with tax perception)
- Finding ways to distribute the quarterly magazine to all resident households
- Develop an incentive program for customers for being efficient (e.g., using online/recurring payments)
- Continue to diversify workforce and promote diversity of all types within the organization
- Find ways to do more outreach/engagement with the Hispanic community



- ❑ Redevelop and beautify Second Ave.
- ❑ Hickory Grove development
- ❑ Focus on all corridors in the community
- ❑ Institute a business development district on the south side of town and Stock and Field location
- ❑ Widening or expansion of highway 251 from the intersection of 38 N
- ❑ Entertainment corridor from the airport to downtown





Q&A