

RESOLUTION R-2021-08

**A RESOLUTION IDENTIFYING STRATEGIC PRIORITIES FOR
THE CITY OF WHEATON – 2021-2025**

WHEREAS, the Wheaton City Council initiated a Strategic Planning process that began in December 2019, but due to the pandemic, the process was slowed; and

WHEREAS, the Strategic Planning process included:

- City Council interviews – January 2020
- Community and Employee Surveys – February 21 through March 1, 2020
- Department Head Workshops – May 21, 2020 and June 30, 2020
- City Council Workshop – September 12, 2020
- City Council review of draft Strategic Plan – October 26, 2020
- Community review of draft Strategic Plan – December 10, 2020 through January 11, 2021
- City Council review of draft Strategic Plan – January 25 and February 1, 2021; and

WHEREAS, the City Council identified five strategic priorities through the strategic planning process; and

WHEREAS, the Wheaton City Council has determined that the focus of the City Council and the Administrative Staff of the City should be on these five strategic priorities.

NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED, by the Mayor and City Council of the City of Wheaton, Illinois, that:

1. The five Strategic Priorities of the City of Wheaton are:
 - a. Financial Stability
 - b. Enhanced Infrastructure
 - c. Responsive and Efficient Services
 - d. Community Safety
 - e. Environmental Sustainability
2. These five Strategic Priorities are more fully identified, along with Goals and Initiatives, Desired Outcomes, and Key Performance Indicators in the attachment to this Resolution.
3. The Administrative Staff shall periodically report to the City Council on the status of these Strategic Priorities.

ADOPTED this 16th day of February 2021.


Philip J. Sauer
Mayor

ATTEST:


Karen Bennett-Hagen
City Clerk

Roll Call Vote:

Ayes: Councilwoman Fitch
Mayor Suess
Councilwoman Robbins
Councilman Rutledge
Councilman Zaruba
Councilman Barbier
Councilwoman Bray-Parker

Nays: None
Absent: None
Motion Carried Unanimously

City of Wheaton

Strategic Plan 2021 – 2025

February 2021



Prepared for the City of Wheaton by Management Partners



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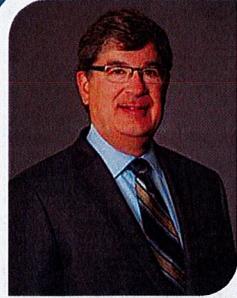
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Message from Mayor Suess



Dear Wheaton Community Member:

The Wheaton City Council is pleased to present the City of Wheaton's 2021 to 2025 Strategic Plan. The plan serves as a roadmap to guide decision-making by City Council. It is comprised of priorities that reflect the desires of Wheaton residents and property owners and highlights the areas of focus that have been determined essential to preserving the City as a premier community in the region.

Wheaton's plan for the future is based on the following five strategic priorities: *Financial Stability, Enhanced Infrastructure, Responsive & Efficient Service, Community Safety, and Environmental Sustainability*. They will provide focus as we work to resume operations within the limitations of COVID-19 restrictions and advance new initiatives in a post-COVID-19 environment.

Respectfully,

Philip J. Suess
Mayor
February 2021



City Council



Michael Barbier

Councilman, East District



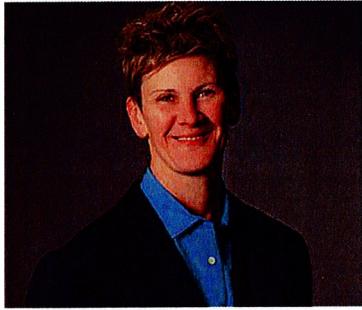
Erica Bray-Parker

Councilwoman, At-Large



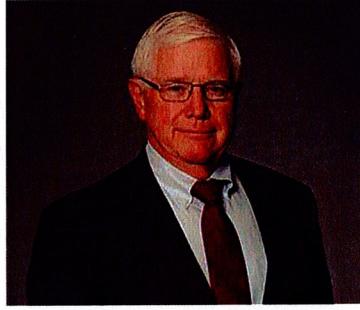
Suzanne Fitch

Councilwoman, At-Large



Lynn A. Robbins

Councilwoman, West District



John K. Rutledge

Councilman, South District

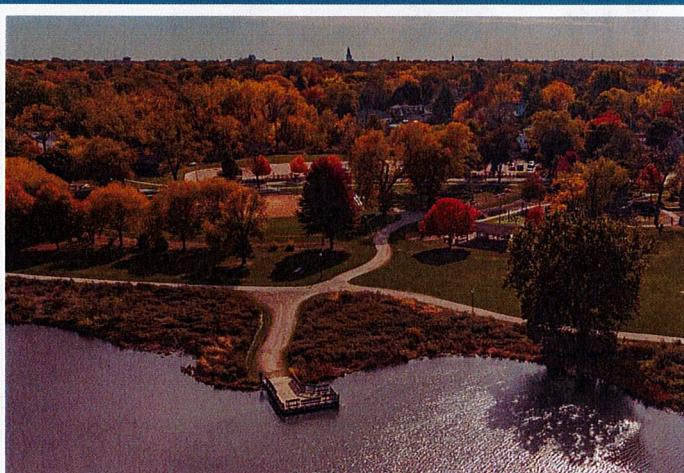
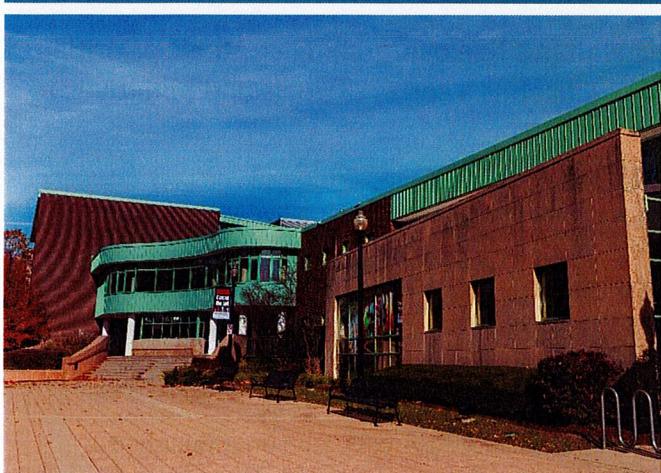


Christopher J. Zaruba

Councilman, North District



Background



Introduction

Wheaton City leaders have adopted a strategic plan every four to five years for the past 20 years to guide priority-setting and resource allocation, making Wheaton the premier place in the region to live, work, shop, and play. In January 2020, City leaders sought to recalibrate the current strategic plan and refine the vision, mission and values of the City, take a fresh look at the current strategic priorities and set initiatives to guide planning for the next five years. The City initiated its strategic planning process to chart a clear path for the future in early 2020. The process was briefly paused because of the COVID-19 pandemic and resumed in September.

The purpose of this strategic planning update is to provide a long-range framework to guide decision-making by the City Council in a focused and unified manner.

Methodology

This strategic planning process included interviews with the Mayor, members of City Council, city manager and leadership team; design and deployment of a community and employee survey; two community engagement sessions held via Facebook Live; review of local and regional data; and a review of financial trends to lend context to the current and anticipated operating environment.

The strategic plan elements were crafted during two department head workshops and further refined during a Council strategic plan workshop held on September 12, 2020. The process resulted in this plan, which emphasizes five strategic priorities for the future with accompanying goals, initiatives, and outcome measures. To ensure accomplishment of the goals, an action plan (Attachment A) has been prepared to ensure attention to progress in achieving each strategic priority.



City of Wheaton Strategic Priorities



This Strategic Plan has five overarching strategic priorities as listed below. Each has a series of goals and initiatives to achieve them.

Financial Stability

- Control expenditure increases over a five-year period
- Maintain structurally balanced budgets, with a continued focus on operating expenditures and infrastructure investment
- Effectively communicate information about City finances to the community
- Maintain fund balance reserves based on established policy targets

Enhanced Infrastructure

- Decrease overland flooding into primary structures
- Decrease sanitary sewer backups
- Establish annual investment and operating targets to maintain existing and support new infrastructure

Responsive and Efficient Services

- Prioritize essential services for the City of Wheaton
- Identify key performance indicators to track service delivery levels for operating departments
- Offer comparable service levels at less cost

Community Safety

- Continue to prioritize the health, safety and welfare of the community
- Increase partnerships that focus on the health, welfare and safety of Wheaton residents
- Increase community outreach concerning safety and security issues
- Increase availability of statistical safety data

Environmental Sustainability

- Develop policies and create programs that preserve the natural environment



Vision, Mission and Organizational Values



Vision

Wheaton is a safe, inclusive, and vibrant community that is connected to the past while moving toward the future.

Mission

To maintain Wheaton as a desirable residential community by providing quality infrastructure and services that meet community needs, enhance safety, and enrich the quality of life by being responsive, innovative, and efficient.

Organizational Values

City Leaders and Employees Value:

- Accountability
- Honesty
- Serving the Community with Pride
- Innovation
- Fairness
- Respect
- Fiscal Responsibility
- Transparency



Strategic Priority 1: Financial Stability

Desired Outcomes

- Control expenditure increases over a five-year period
- Maintain structurally balanced budgets with a continued focus on operating expenditures and infrastructure investment
- Effectively communicate information about City finances to the community
- Maintain fund balance reserves based on established policy targets

Key Performance Indicators

- Percent change in General Fund expenditures
- Ratio of General Fund expenditures to the adopted target
- Percent of costs recovered from fees and charges
- Reserve balances meet targets
- Percent change in revenue growth

Goals and Initiatives

Goal A: Maintain Long-term Financial Plan

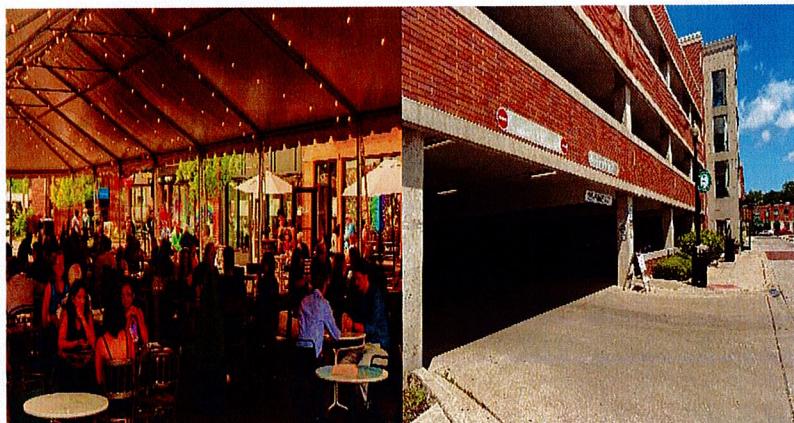
1. Prepare a long-term financial forecast
2. Annually prepare a budget decision-making framework
3. Reevaluate the City's fund balance reserve policy
4. Develop a financial dashboard on the City's website

Goal B: Identify Expenditure Reduction Opportunities

1. Conduct a review of contracted and in-house services to get the most effective and economical quality service
2. Analyze the unfunded liabilities of police and fire pension plans
3. Analyze current service levels to identify expenditure reduction opportunities
4. Pursue intergovernmental cooperation, consolidation or service sharing for governmental efficiencies

Goal C: Identify Revenue Enhancements

1. Diversify and grow revenue sources to reduce the City's reliance on property taxes and state-shared revenues
2. Seek and leverage federal and state grant opportunities
3. Review fees and assess operational cost recovery



Strategic Priority 2: Enhanced Infrastructure

Desired Outcomes

- Decrease overland flooding into primary structures
- Decrease the number homes affected by sanitary sewer backups
- Establish annual investment and operating targets to maintain existing and support new infrastructure
- Increase the number of public and private lead service lines replaced

Key Performance Indicators

- Percent change in primary structures impacted by flooding
- Percent change in sanitary sewer backups
- Level of spending on infrastructure
- Number of private/public lead services replaced



Goals and Initiatives

Goal A: Improve Planning and Maintenance of Existing Infrastructure

1. Create an inventory of all infrastructure assets
2. Develop a long-term financial plan to address rehabilitation, replacement, and maintenance of existing infrastructure
3. Prioritize existing infrastructure projects within each department annually
4. Track existing infrastructure maintenance operations to ensure alignment with industry best practices and standards

Goal B: Use Innovative Methods to Address Flooding Issues

1. Apply best practices to prevent recurring overland flooding of structures in identified flood-prone and flood-plain areas
2. Develop programs that provide relief to property owners experiencing flooding on private property
3. Develop criteria for prioritizing flooding mitigation efforts

Goal C: Improve Programs to Reduce Sanitary Sewer Back-ups and Overflows

1. Identify best practices to address overflows
2. Create programs to provide relief for property owners experiencing basement backups

Goal D: Prioritize Road, Sidewalk and Other Infrastructure Projects and Funding

1. Develop criteria for prioritizing all new and replacement road, sidewalk, and other infrastructure improvements
2. Prepare a capital funding plan for new and replacement infrastructure improvements

Goal E: Remove Lead Public and Private Water Services

1. Identify locations of lead public and private water service lines
2. Develop a program identifying and prioritizing the replacement of public and private service lines.



Strategic Priority 3: Responsive and Efficient Services

Desired Outcomes

- Prioritize essential services
- Identify key performance indicators to track service delivery levels for operating departments
- Offer comparable service levels at less cost

Key Performance Indicators

- Percent of service requests completed within the programmatic service standard
- Percent of respondents rating the service provided as good or excellent



Goals and Initiatives

Goal A: Identify and Analyze Essential Services

1. Establish criteria and identify the highest priority essential services for each department
2. Identify necessary resources to support the high priority services in each department

Goal B: Improve Service Delivery through Process Improvements and Data Analysis

1. Use process and data analysis to improve service delivery and/or reduce service-related costs; explore appropriate technologies
2. Leverage technology to improve processes the require in-person visits
3. Use surveys to assess resident/customer satisfaction with City services
4. Use employee training to improve job performance and customer service
5. Enhance the electronic service request system to ensure service delivery and accountability

Goal C: Promote Programmatic Performance Measures and Benchmarks and Report Goals

1. Enhance ways to assess City programs and services
2. Prepare annual performance reports for each department

Goal D: Regularly Communicate with Wheaton Residents and Stakeholders about City Services, Programs, and Initiatives

1. Enhance social media footprint
2. Develop survey and feedback mechanisms to ensure that communication remains effective



Strategic Priority 4: Community Safety

Desired Outcomes

- Continue to prioritize the health, safety and welfare of community
- Increase partnerships that focus on health and safety of Wheaton residents
- Increase community outreach concerning safety and security issues
- Increase the availability of safety statistical data

Key Performance Indicators

- Fire/Building Insurance Ratings (ISO)
- Number of social service gaps identified
- Number of shared services promoted
-
- Number of new safety initiatives developed



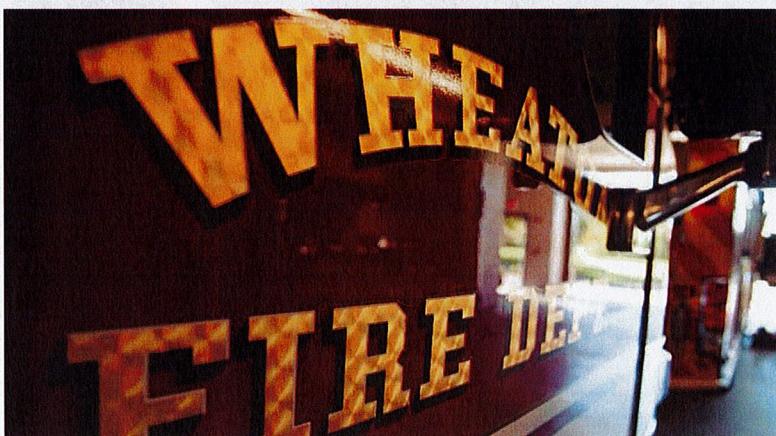
Goals and Initiatives

Goal A: Promote and Preserve Wheaton as a Safe City

1. Identify opportunities to enhance public safety through services provided by all City Departments
2. Enhance and strengthen education and outreach initiatives with residents, schools, the Park District, and other city/county service providers, and civic organizations
3. Increase citizen engagement in community safety efforts

Goal B: Ensure that City Services Match Community Needs

1. Strengthen strategies that lead to practices to support the wide range of needs of all residents
2. Identify social service gaps and needs within our diverse populations
3. Promote shared services and partnerships to address local needs



Strategic Priority 5: Environmental Sustainability

Desired Outcome

- Develop policies and create programs that preserve the natural environment

Key Performance Indicators

- Percent change in solid waste tonnage routed to the landfill
- Percent change in the number of residents and businesses that recycle
- Reduce energy expenses and gain efficiencies

Goals and Initiatives

Goal A: Reduce the City's Carbon Footprint

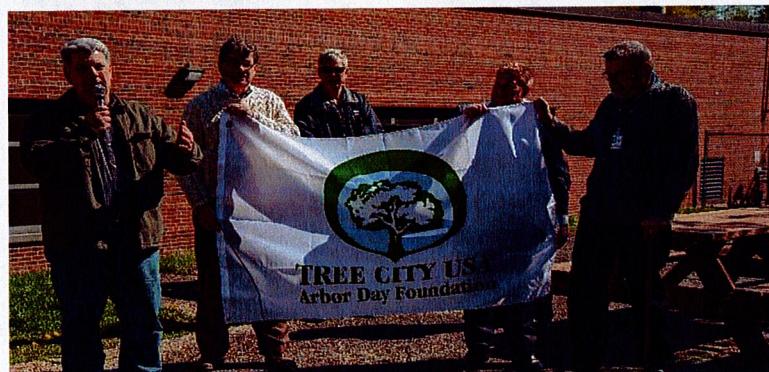
1. Identify and expand programs to reduce the City's carbon footprint
2. Implement carbon reduction strategies

Goal B: Reduce the Amount of Waste Routed to Local Landfills

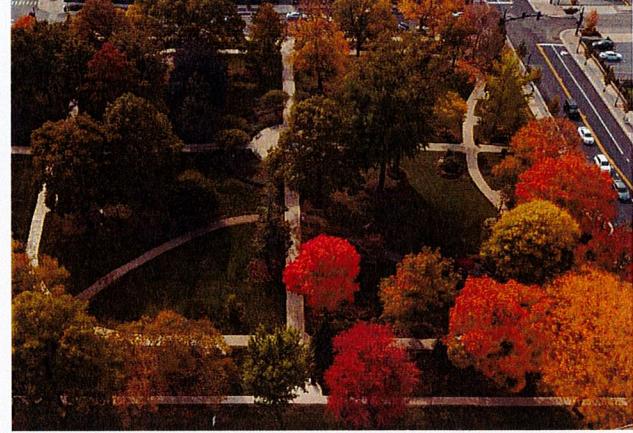
1. Educate Citizens and support programs encouraging recycling
2. Promote salvaging usable materials from building demolitions

Goal C: Lead Efforts to Educate and Inform Wheaton Residents about Environmental Sustainability Opportunities

1. Develop public information on alternative energy, and biodiversity landscaping
2. Increase the use of composting through programs and education



Conclusion



Executive Leadership Team

Michael Dzugan
City Manager

John Duguay
Assistant City Manager

Susan Bishel
Public Information Officer

Jim Kozik
Planning and Economic
Development Director

Vince Laoang
Public Works Director

Robert Lehnhardt
Finance Director

Chad Michaelis
Information Technology Director

William Murphy
Chief of Police

William Schultz
Fire Chief/Building & Code Director

Holly Schulz
Human Resources Director

Joseph Tebrugge
Engineering Director

This Strategic Plan provides a clear path forward for the City of Wheaton. City leaders are committed to achieving the priorities, goals, and initiatives through the planned allocation of resources over the next five years. An Implementation Action Plan will be used to help guide our actions and progress over time, as City leaders work to accomplish the adopted priorities and goals.

We know that successful implementation will require a collective effort by City employees in all departments. The City of Wheaton is committed to working collaboratively with members of our community and periodically communicating with residents and businesses about how we are doing, how we are going about our work, and how well we are delivering services.

We look forward to working with you to preserve a City that is vibrant and progressive, connected to the past, and focused on the future.



