

A faint, circular watermark in the background of the page. The words "CITY OF WHEATON" are at the top and "ILLINOIS" are at the bottom. In the center of the circle is a stylized illustration of a building with a tower, possibly a church or town hall, with a flag flying from the top.

City of Wheaton Strategic Plan 2020-2025

Community Response Survey Summary

December 10, 2020 - January 11, 2021

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{PART A:}

INTRODUCTION & SUMMARY

The City of Wheaton is in the final stages of adopting a Strategic Plan to direct the City's decision-making over the next 5 years. Management Partners developed a draft plan based on input sessions with the community, City Council, City staff and stakeholders. The community was given an opportunity to review the draft plan and provide comments through an open-ended online survey, which was available on the City's website from Dec. 10, 2020 through Jan. 11, 2021. There were 101 people who completed the survey.

The survey listed each Strategic Priority, followed by the associated desired outcomes, key performance indicators, and goals. It then asked survey-takers to share their feedback for each of the five Strategic Priorities.

The following pages contain a summary of the comments collected through the survey, followed by the comments in their entirety. A copy of the draft Strategic Plan's goals is attached in Part C for reference.

SUMMARY OF SURVEY RESPONSES: FINANCIAL STABILITY

- The greatest number of comments (10) supported **diversifying the City's revenue sources and reducing reliance on property taxes and state revenues**. Suggestions included increasing enforcement for ordinance violations to generate revenue, creating a foundation for certain amenities, and allowing the sale of recreational cannabis.
- Multiple responses (5) supported **finding ways to reduce expenditures**, such as implementing cost-saving options like LED lights, temporary freezes for employee salaries or temporarily not funding pension obligations.
- Several comments (5) encouraged the City to **focus on economic development and redevelopment**, with a focus on drawing new businesses to downtown Wheaton, south Wheaton and Roosevelt Road.
- Several responses (4) supported **addressing pension liabilities**.
- A few responses (3) spoke in support of **increased communication and transparency** about the City's finances, including how the City presents information on capital vs. operating expenses.
- Some survey respondents supported the idea of **seeking opportunities for consolidation or cooperation** with other government entities, such as the Wheaton Park District.
- Some responses (2) expressed support for **continuing to find a balance between taxes and services** provided.
- Two comments related to **seeing more specific measures/metrics** for these goals.
- Comments also included support for **continuing to fund infrastructure (2) and Police and Fire services (1)**.

SUMMARY OF SURVEY RESPONSES: ENHANCED INFRASTRUCTURE

- The most responses (24) encouraged the City to **fix overland flooding issues** and rated it as an important infrastructure priority. Suggestions included not allowing construction or large developments that could exacerbate flooding issues, or looking into buyouts or grants for properties that repeatedly flood. Conversely, some responses (3) **did not want to see the City invest in flooding** for a small number of affected homes or spend money on structures that repeatedly flood.
- Seven (7) comments related to **improving the sewer systems' operation** and **reducing backups**.
- Responses related to **environmental sustainability** (7) suggested the City and/or residents consider various eco-friendly options such as rain barrels, rain gardens, permeable pavers, native plants, or preserving open space.
- Several comments (5) asked for the City to **improve the condition of existing sidewalks**.
- Several comments (4) emphasized the need to **replace public and private lead service lines**.
- A few (3) people wanted the City to **expand the new sidewalk program** or add sidewalks in particular areas, while one (1) respondent was against the City spending money on this program.
- Some comments (3) expressed support for **making infrastructure more bike-friendly**, either through expansion of the bike plan or dedicated bike lanes.
- Three survey responses (3) requested the City **consider vehicle or pedestrian underpasses** downtown at the railroad tracks or on Roosevelt Road near St. Francis/Target/Marian Park Apartments.
- Other individual comments related to improving roads, limiting teardowns, adding downtown parking, and more.

SUMMARY OF SURVEY RESPONSES: RESPONSIVE & EFFICIENT SERVICES

- The greatest number of comments (7) responses expressed support for **improving service delivery through process improvements and data analysis** including a suggestion of making it easier to find specific permits for projects and converting processes that use fax machines to other digital messaging platforms.
- Several responses (4) discussed of **using other means of communication** including a suggestion of using electronic signage, emergency alert systems, in-person gatherings, and enhancing the City's website.
- Some responses (4) expressed support for **developing survey and feedback mechanisms**, including one suggestion of ensuring racially and economically diverse areas are captured within data, looking for other means of communications outside of social media, and allowing in-person feedback.
- Two (2) responses supported **using employee training to improve job performance and customer service** and included a suggestion of ensuring diversity and inclusion training for City staff.
- Two (2) responses expressed support for **preparing annual performance reports for departments** including a suggestion of providing more general information about what specific departments do.
- A couple responses (2) expressed support of **establishing criteria and identify the highest priority essential services** for each department.

SUMMARY OF SURVEY RESPONSES: COMMUNITY SAFETY

- The greatest number of comments (8) supported **identifying social service gaps and needs within our diverse populations**, including a suggestion for enhancing senior services.
- Some of the responses (5) expressed support for **enhancing and strengthening education and outreach initiatives** with schools, the Park District, and other City/County service providers, and civic organizations, including a suggestion for utilizing volunteers for more City and police services.
- Several responses (5) expressed support for **identifying opportunities to enhance public safety** through services provided by all City Departments. Suggestions included hiring full-time social workers and/or mental health professionals, ensuring communications are ADA-compliant, providing residents with statistical policing data, and providing more general safety education from police and community safety officers.
- A few responses (5) expressed support for **increasing citizen engagement in community safety efforts**, including a suggestion for utilizing signage to promote safety initiatives.

SUMMARY OF SURVEY RESPONSES: ENVIRONMENTAL SUSTAINABILITY

- The greatest number of comments (10) related to **recycling** – such as requiring all households, businesses and apartment buildings to recycle – and working with schools to encourage recycling. Several related comments (3) encourage the City to either reduce the fee for recycling or return to not charging specifically for recycling to increase rates.
- Seven (7) comments supported **solar power** use or programs/education to encourage or incentivize renewable energy forms.
- Several survey responses (6) shared that **they wanted to see the other four strategic plan areas addressed ahead of environmental sustainability**, while three (3) responses expressed they think the City does not need to devote time/funding to environmental sustainability.
- Comments asking for expansion of **recycling opportunities** (7) besides the curbside program included wanting options for: household batteries, latex paint, cardboard drop-off, Styrofoam, fees for using plastic bags, and other days for electronic recycling.
- Some survey comments (5) urged the City to **measure and reduce the carbon footprint of City facilities**, with suggestions including reducing office space used by the City/public buildings, reducing deliveries and taking advantage of programs to upgrade City facilities.
- Some comments (4) related to encouraging **LED lighting** and reducing **light pollution**.
- **Composting** was encouraged in five (5) comments, with some responses asking that the City create an opt-in program or make a financial incentive for participating.
- Several comments (3) encouraged **local food production** through community gardens and/or allowing residents to keep hens for egg-laying.
- Several comments (3) urged the City to take actions that encourage **native habitats**.
- Several comments (3) related to finding ways to **encourage builders to create less waste/salvage items**, and encouraging renovation of existing buildings instead of tear-downs.

{PART B:}

ALL SURVEY RESPONSES

PRIORITY ONE FINANCIAL STABILITY

SURVEY RESPONSES

PRIORITY 1
FINANCIAL STABILITY

PRIORITY 2
ENHANCED
INFRASTRUCTURE

PRIORITY 3
RESPONSIVE & EFFICIENT
SERVICES

PRIORITY 4
COMMUNITY SAFETY

PRIORITY 5
ENVIRONMENTAL
SUSTAINABILITY

1. The city needs to implement monetary fines to residents who continue to violate ordinances and use the fines to fix sidewalks and other infrastructure problems. I tripped three times in the past two weeks because of lifting sidewalks. I shouldn't have to look down when walking. The verbal warnings do not change the behavior of many residents. Yard waste/trash burning, parking way too close to Stop signs (almost hit by oncoming car that was turning), texting/cell phone use while driving, etc. Laws/ordinances mean absolutely nothing, if they are not enforced.

2. Goal C number 1 is a good idea. Please don't raise taxes. They are already too high. I am a fundraiser and work with many of Wheaton's wealthiest families. Many are very seriously looking at changing residence because of the taxes. Especially with the state. Had the graduated income tax passed we would have seen an exodus. Finding alternative ways to raise revenue is going to be a must. We can't fix the states poor financial management but we can set the standard. Wheaton has been and continues to be a leader in fiscal responsibility. Let's show the state how to balance a budget without raising taxes. Also, have you considered a foundation for Wheaton? I'm sure you could raise money for certain amenities like parks, schools, and downtown development. Let me know if you'd like to hear more on that idea!

3. B. Work on fully finding plans. Too many fail to fund these and face crises as time passes.

4. In order to ensure financial stability, and to keep the property owners in this town from hemorrhaging more money than they already do, I feel there needs to be a moratorium on NPO's acquiring land in the city. As an owner of three properties (two commercial and one home), a 40 year resident, and 30 year business owner, it is killing me to see our taxes constantly creeping up as more and more properties are taken off the tax rolls. We need to stop that YESTERDAY! Seeing St Mikes buy the corner of Willow and Wheaton, knowing that came off the tax rolls, along with the Midwest Shelter for homeless veterans buying the College craft building, and I am sure this is the tip of an iceberg, there are less and less properties paying into the tax system, we need more not less! We need help here, and I do understand these places do some good, but.....how much can we afford them to take off the tax rolls? I don't have a problem with NPO's or religious organizations having a SINGLE tax exempt property, but Jesus, this is ridiculous!! If these places paid their fair share, there would be less problems with the cities finances, in my opinion of course:-)

5. We have a lot of empty storefronts and buildings that need to be renovated or made available for

redevelopment, and a priority on getting those things done and attractive to new owners/tenants needs to be made to boost the finance but also the esthetic

6. Communication could be more complete in this area.

7. The entire community is being asked to live with less, so should our government operations. So the goals shouldn't be simply to look at the opportunities to reduce expenses, but to actually reduce them. That will mean that some programs and services need to go. Maybe ordinances need to be repealed. Maybe working with the County and State to repeal laws that they did not fund that cost our communities money and are not producing any value. It's time to get lean with how government is done.

8. Kudos for highlighting - smart spending -- Control expenditure increases over a five-year period. Didn't see this as an outcome or performance indicator but yet it's goal C -- Revenue Enhancements. It's a great goal -- Would encourage there to be a metric tied to this (and on the dashboard you develop). Other than just costs recovered. Maybe it's percent of tax / revenue generated by sources other than state funds or property taxes. Thanks

9. Well written!

10. I'd prefer to keep the state and federal government out of our affairs as much as possible.

11. Satisfactory

12. Concise and clear

13. I appreciate the goal of reducing reliability on property taxes. Illinois has some of the highest property tax rates in a country, and ways to reduce it would be nice. Maintaining a backed budget is always a great goal to maintain.

14. It seems that Goals B1 and B4 go hand in hand. Keep both Goals and make B4 the second Goal under B. Please also use the word "and;" at the end of Goal 1 to show how the two goals are related: 1. Conduct a review of contracted and in-house services to get the most effective and economical quality service and; 2. Investigate intergovernmental cooperation, consolidation, or service sharing for governmental efficiencies. 3. Analyze the unfunded liabilities of police and fire pension plans. 4. Analyze current service levels to identify expenditure reduction opportunities. Please also consider taking a deep dive into NIU's Local Gov Efficiency Assessment

PRIORITY ONE FINANCIAL STABILITY

Dashboard: <https://www.cgs.niu.edu/government-efficiency-assessment/index.shtml> and <https://www.niutoday.info/2020/08/19/changes-to-shared-governance-create-greater-efficiency-and-broaden-participation/>

15. Revenue from retail and restaurants is key. We have the facilities in place both downtown and Town Square but they remain empty. The stores in downtown Wheaton are tired and outdated. Young families are moving here from the Chicago, looking for shopping and entertainment. Wheaton needs to bring in the right businesses to attract these new, young residents who are used to having modern attractions nearby. Everything closes so early here - nowhere to shop, eat, or drink later in the evening after work or on the weekend. Update Wheaton to life in the 21st century where everyone works, nobody cooks, and people love to go out for entertainment! There's \$\$\$ sitting there untapped!

16. Well done

17. I'd caution the city against manipulating numbers between capital/operating expenses. If someone only looks at the annual or 5 year cost of something, rather than the lifetime cost, it can influence decisions in different ways.

18. Keep necessary services and stop emphasis on unnecessary boondoggle re-org of downtown streets and sidewalks. Huge disruption resulting in LESS ability to drive through town and inexplicable planters and ridiculously wide sidewalks taking up valuable street space in a town with hundreds of trains blocking traffic daily and insufficient parking to access downtown area. How much did that cost?

19. -Freeze all the salaries of every employee of the City of Wheaton for the years 2021-2023. Salary increases can only be considered in 2023 if the City of Wheaton can demonstrate several years of balanced budgets without any additional costs from Wheaton citizenry.
-Freeze any and all funding to police and fire pension plans for the year 2021-2023. -Consider employee downsizing if the city budget cannot be 100% balanced without any additional costs passed onto Wheaton citizenry.
-City of Wheaton "contracted services" should be eliminated and jobs responsibilities moved to existing City of Wheaton employees. -DO NOT pass budget shortfalls onto Wheaton citizenry. -NO additional fees to be passed onto Wheaton citizens. Bottom Line: Citizens of Wheaton have had to tighten their own budgets. The Wheaton citizenry EXPECTS the City of Wheaton to balance budgets without leaning onto taxpayers for solutions.

20. I like the goals. They seem "SMART" - Specific, Measurable, Achievable, Realistic, and Timely. Also, it is good to have KPI's. I am not familiar with the terminology, so difficult to have a point of view.

21. C,#1 should be a major priority

22. (B2) We need to continue to support our Police and Fire departments vigorously! Our safe City is dependent on all of their services.

23. I like #4, a dashboard with basic info will make Wheaton transparent to its taxpayers.

24. Given macro level conditions, I expect the city will have to aggressively look for revenue enhancements.

25. Goal B.1..really think through what needs to be done and....in what order. I have watched the work on Wesley for 3 years as I live at Wheaton Place. If the projects were done correctly the first time and in the correct order I would not have to live with jackhammer sounds all day while projects are redone. And it isn't fun to be awakened at 5:00 AM with equipment backing up.

26. Goal C should be used to improve the shopping opportunities in downtown Wheaton. Now that the downtown has the facelift being in stores that would encourage people to visit and dine

27. I would like to see the town fund strategic investments that in the long term save the city and its residents money. This would include LED lighting and solar installations for the government buildings. There are grant opportunities for both of these. <https://www.letsgosolar.com/solar-panels/financing/grants/> <https://cleancities.energy.gov/funding-opportunities/>

28. Very important. Especially efficiency. Property taxes already eyewatering.

29. Why is Safety not the top priority?

30. I like the emphasis on economies and efficiency, That being said, there is a strong under tone of cost cutting, presumably based upon an anticipation of reduced revenues or uncontrolled increased expenditures. I am a strong believer in "reverse engineering." I would prefer a plan that articulates, "This is where we intend to be and this is how we are going to get there." Indeed, you describe this as financial stability and perhaps that would be ok, but it is insufficiently clear to me because it seems the idea is only to cut costs to get there.

31. These three goals are what should be expected responsibilities versus goal the city hopes to meet. It cannot be done at the expense of moving it all onto the taxpaying citizens, there has to be compromise or your citizens will wish to leave. Wheaton already offers less than a number of its surrounding towns.

32. I know that it is mainly the responsibility of the owners of vacant properties to sell or rent them to businesses but maybe the city can exert some pressure to get these properties, many of which are eyesores, back to enhancing our community. Roosevelt Road is a major problem. Glen Ellyn has done a much better job

(Continued on Next Page)

PRIORITY 1
FINANCIAL STABILITY

PRIORITY 2
ENHANCED
INFRASTRUCTURE

PRIORITY 3
RESPONSIVE & EFFICIENT
SERVICES

PRIORITY 4
COMMUNITY SAFETY

PRIORITY 5
ENVIRONMENTAL
SUSTAINABILITY

PRIORITY ONE FINANCIAL STABILITY

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of development on Roosevelt Road. South Wheaton isn't as unsightly as Roosevelt Road but still has many large vacancies: Macaroni Grill, Outback Steakhouse, Houlihan's, Cozy Mel's, PDQ Chicken and much of Town Square. Downtown Wheaton has progressed nicely with the redevelopment, however there are still many vacancies, the largest being the old Wheaton Theater.

33. I am concerned about excessive use of expensive consultants to tell the City Council what to do to develop Roosevelt Road properties. YOU are elected to make these decisions about YOUR community. It should not be necessary to hire unelected so-called experts from Chicago to tell the elected officials of Wheaton how to run their community. The plan that they submitted twice disregards irreplaceable historic structures, and includes plans that will fundamentally negatively alter the community. That report is not worth 10 cents in my opinion. We are watching.

34. Of critical importance, sound fiscal stability and transparency.

35. As a 16 year resident of Wheaton, I fell the City has a done a good job managing the fine line between taxes and services. I hope that the City continues to be diligent on this front. A wholesale increase in taxes or a draconian reduction in services would not be a positive outcome.

36. Appreciate the fiscal sensibility. Seems more focused on conservative management than growth opportunities

37. Goal B #2: In addition to "analyze the unfunded liabilities" I'd add "address" the liabilities. I see a potential here for the same outcome we are seeing at the state level unless we take prudent steps to minimize pain to all the stakeholders, employers and taxpayers both.

38. I would like to suggest that the City evaluate its use of real estate, and whether any City properties - which don't generate property tax revenues - could be sold or redeveloped for revenue-producing uses. (For example, the city hall and adjacent technology building - while pretty to look at - are taking up prime real estate. A mixed-use development could be put there that would bring people and new revenue to the city - and be as or more attractive than the city hall if carefully considered. City offices could be moved to vacant commercial space.)

39. Goal A--A long-term financial forecast can become obsolete if the economy has a severe downturn. Being able to adapt the plan, year to year, or even within a year, can be helpful. Goal B--Pension plans are hurting many communities and states; examining these on an ongoing basis is good. Intergovernmental cooperation and consolidation are great ideas! Goal C--The state is nearly over the cliff, financially, so reducing reliance on state-shared revenues is a good goal. As you look at diversifying revenue sources, think about what groups are mostly affected--ie, young families, or retirees, or renters, or

small business owners, etc.

40. While I agree with the overall commentary on this Strategic Priority, I'm assuming that most of this is "table stakes". I.e. this is all normal annual responsibility and course of business for the city. To me, Goal C, should be more emphasized as one of the city's highest priorities moving forward, as this will help us to evolve in a more effective & novel way in the future.

41. Real estate taxes and fees should be reported separately and be totally transparent. The desired outcome should be to minimize expenditures not expenditure increases. The city should strive to be as autonomous as possible from the ruinous state finances and regulatory environment.

42. I want to make sure the community has what it needs, but do we need 3 different fire department locations? Maybe we do, but, if not, can we consolidate? I wonder, too, about partnering with other nearby communities, many of which I think are fairly small, such as Winfield?

43. Looks good

44. Priority #2 in importance

45. "Execute" Expenditure Reduction Opportunities, especially pensions and high-priced overtime that further drive up pensions

46. Our property taxes have doubled since we moved to Wheaton twenty years ago; even twenty years ago we considered them quite high. With the cost of houses and with the additional cost of property taxes Wheaton is not an affordable place to live for many. It would be great if the City Council could reduce expenditures so that property taxes could be reduced. That could lead to a more diverse community.

47. I agree with all of these goals.

48. Great plan

49. I would like for there to be more emphasis on revenue enhancements. My sister lives in Downers Grove and her property taxes are very low relative to mine (Wheaton). I think Wheaton can do a better job of maximizing revenue enhancements that don't come from increased property taxes on citizens. It's quite honestly sickening when I look at my sister's property tax bill compared to mine. I realize Downers Grove has more revenue from businesses, but I think Wheaton should explore more ways/avenues to model itself off what Downers Grove has done.

50. Desired Outcomes, Key Performance Indicators and three Goals and Initiatives seem responsible and

PRIORITY ONE FINANCIAL STABILITY

appropriate.

51. I appreciate the City's efforts to assure financial stability.

52. I strongly believe that this Priority needs to include focus on Economic Development. The City is managed extremely well but there are threats to financial stability as other competing municipalities are actively pursuing tax paying business' to locate within their borders. Three things can happen 1) Wheaton can actively compete for these business; 2) Wheaton can maintain status quo (not add or lose any tax paying business) or 3) Wheaton can lose existing tax paying business. Other municipalities are assertively courting some of Wheaton's tax paying business to move to their City. (Recall Downers Grove pursuit of Packey Webb on Roosevelt Road). Wheaton is an exceptional community. To continue to be exceptional, Wheaton needs to establish a Economic Development Commission housed OUTSIDE of the City of Wheaton structure (see Downers Grove and Oak Park models) with members consisting of qualified residents with a seat for Wheaton City manager or other City representative. This is vital to the revenue side of the Financial Stability priority.

53. Financial planning should include identification of funds necessary to replace assets that have or soon will outlive their useful lives.

54. I particularly like B4. We tried to do this in Glen Ellyn and found it very difficult. Learnings ... you need to devote a lot of time and effort to it and you need to make someone responsible for trying to do it ... identifying opportunities and approaching the other units of government. Brainstorm. Think very broadly. Identify things that you both do and determine who can do it most cost effectively. For example, perhaps the park district could mow city lawns. And perhaps, the city could provide vehicle maintenance services to the park district. Also, consider consolidation. I believe that regionalization of fire services should be done (would save on duplicative equipment and administration). Finally, have department heads meet with their counterparts in the surrounding communities to explore possibilities. For instance, I once heard Chief Norton of Glen Ellyn state that he would consider sharing patrol duties with Wheaton along our common border areas. This type of thing could be a win win for both communities.

55. These desired outcomes are good and worthwhile. How does Wheaton compare to similar cities on these same metrics?

56. Great goals!

57. Although I understand that strategic plans are meant to be high level, this plan seems a bit too vague. How does this plan assure that we'll still be financially sound in 2025? What key financial goals do we plan to achieve over

the next five years? How about something like neither tax nor expense increases will exceed the rate of inflation? Or better still, expenditures in 2025 will not exceed the average of the last three years? (That is, productivity will improve.) Or that city personnel count will not exceed the current level? Or that X% of revenue will be used for downtown development? Or that our bond rating will not fall below AAA? I'd like to see outcomes that address specific high level revenue, expense, and financial health targets rather than relative measures like "balance" that don't assure healthy, sustainable levels of revenues or expenses. Putting specific high level targets in the Outcomes will remind everyone of our commitment to financial responsibility as the inevitable pressure to increase expenses builds.

58. We concur with most of the desired outcomes, goals, and initiatives. Exceptions include: - Control expenditure increases over a five-year period. Sounds like pandering to the "no taxes" crowd. Define "control" and how do you control when you have identified goals and initiatives that take more effort/expense. -Conduct a review of contracted and in-house services to get the most effective and economical quality service. If this is code for "replace good jobs with benefits" by hiring low paying contractors, we would not support this. Service providers should make sufficient living wages to actually live in Wheaton.
-Analyze the unfunded liabilities of police and fire pension plans. Why are they unfunded? Why not just fund them? Was the philosophy of past administrations to only fund the bare minimum required? Targeting reductions of earned pensions in order to reduce liability should not even be considered.

59. a) do not borrow money except for revenue producing projects that will pay back the bond through their own revenues b) do not raise taxes c) maintain and emergency cash reserve equal to six months operating expenses

60. These are solid goals. Investing in infrastructure and consolidating redundant governmental services would be nice. Looking at pensions would be fine. A financial dashboard is a great way to encourage civic engagement. However, something that would help out Goal C would be to allow recreational sales of cannabis in Wheaton. As we see from our neighbors in Naperville, Addison, and St Charles, cannabis is a solid business which doesn't have the negative effects critics of October's special session told us it would have. Also, I think that the part of Hale which was shut off for dining this summer should be permanently made into a pedestrian square with year-round outdoor dining and entertainment. We should also allow for open carry beverages, provided we can curb someone being overserved.

61. Ok. Pretty general

62. The desired outcomes may need to be re-evaluated in light of the financial impact of Covid 19 on revenues.

PRIORITY TWO ENHANCED INFRASTRUCTURE

SURVEY RESPONSES

1. See my feedback on Priority 1.

Also, the city needs to either properly fix the sewer problems, or buy homes that REPEATEDLY flood and turn them into permanent green spaces.

2. I'm sure you get lots of complaints about flooding but don't forget that this entire area was marshland. If people have a problem with that they can move. Long time Wheaton residents understand this and have learned to live with it. Don't spend too much money here.

3. C. Sewer operation should have higher priority the surface flooding.

4. Flooding and sewer backups have been an issue for years. This topic needs to be addressed as a priority.

5. Make it easier to get across railroad tracks eliminating long delays.

6. I'm very surprised that Wheaton does not have an inventory of our infrastructure assets. Yikes

RE Flooding: I'm not sure how widespread the problem is. Please ensure that the level of expenditure is balanced to the amount of impact for the entire community, not just a select few. Impacted homeowners should have been warned they were in a flood prone area. They need to shoulder much of the cost of remediating an issue that only affects them.

RE Sanitary : how widespread is this issue that it makes it on the 5 year plan?

RE :roads and sidewalks ... what could possibly be different than the current plan that has worked for decades? Maybe just stretch it out a little longer to save \$

7. Not sure I'd call this area the big blanket of "enhanced infrastructure".

More like improving Sanitary, sewer and water infrastructure. Would be more accurate and informative. I saw this and thought you were talking about bridges, roads, high speed internet, power supply, etc....

8. Agree

9. With increasing amounts of buildings, flooding has become a significant issue, therefore that is a necessary issue to address. Some sidewalks do need urgent repair.

10. My view is that this is the most important initiative among all the others combined:

Desired Outcomes:

Decrease overland flooding into primary structures
Decrease the number of homes affected by sanitary sewer backups

Establish annual investment and operating targets to maintain City's infrastructure
Increase the number of public and private lead service lines replaced

11. The flooding issue has gone on for too long, I am glad we are investing money and resources to fix. It would be nice to better understand next steps for fixing.

12. Goal B1 should be prioritized over many of the other goals. Consider making this an overall goal for this priority (Goals A-E fall under that goal). I know that doesn't fall inline with how the consultant is trying to structure the strategic plan but that is OK! Be strong and stick to your guns, City!

13. Expand new sidewalk construction, considering not just distance to schools but also usage and walking routes. Just because it's close to a school doesn't mean it warrants a sidewalk. Farther streets within walking distance might warrant it more based on driving routes that impact walkers. Also... Re-evaluate city-wide biking plan and improve. (No one was thinking about bikers when the downtown Main Street project was designed. Biking on Main Street from Willow to Wesley is treacherous now. Plus, city-wide bike route signage that was installed a few years ago does not make sense in many cases. Did actual bikers help with any of these projects?)

14. I believe all of Wheaton has seen an increase in flooding. I would like that to be top priority within the next five years, above all other infrastructure. Residents with flooding. My street in E Lowden, we've had to buy a sump pump, some residents two sump pumps, in the past five years. The Nextdoor apt speaks of many others with flooding issues of their yards and basements. We need a sewage system.

15. How do you know where sanitary sewer issues are happening on private property? And, I don't know what these targets mean for private property? I don't think you should be investing in private property. Just fixing the system so it doesn't back up as often.

16. Streets and general infrastructure should be maintained but "upgrades" were grossly disruptive, reduced resident ability to go to and use the downtown as it made driving in and parking much harder. Making it harder to traverse town, make left turns, and taking away diagonal parking in lieu of asinine parallel parking to make way for 8 person sidewalks and planters inexplicably placed into the street is inconceivable. Wheaton spent a fortune of our tax dollars and years of our time in this nonsense and town is less, not more, inviting. We don't live in a car-free zone. We need parking and accessibility in a town bifurcated by an active train line. A HUGE waste of money. Do not keep doing it!

17. -Whatever projects every department has designated

PRIORITY TWO ENHANCED INFRASTRUCTURE

for 2021-2023 should be reduced. Each department should study how they can reduce their spending starting 1/1/21 by 10-20%.

-ALL projects should be entered onto a MASTER PROJECT LIST and then prioritized. Only the top (10) ten projects, or fewer if existing budget cannot fund, can move forward.

-Every Goal A-E MAY NOT have a project funded during 2021-2023 if dollars DO NOT EXIST.

- ONLY projects that can be funded with EXISTING City of Wheaton funds, can move forward.

-NO additional costs to Wheaton citizens should be passed on during the years 2021-2023.

18. I agree with the outcome of reducing flooding. I like the KPI's and accountability. It seems like a good way to represent what success looks like. If you are looking to efficiently track assets, having more efficient operations, and tracking incidents, you should check out Ziptility software (<https://www.ziptility.com/>) - used by similar sized municipalities.

19. I have an idea: there is a good parcel of land next to and between IIT and Chick Filet. Buy this vacant piece for open space and consider buying the back part of IIT parking lot. They will never need that many spaces. Result: Good publicity, good will for taxpayers and major win for Wheaton.

20. No doubt flooding/water issues has to be a top priority, but there should be some other metric around goal D. Seems sidewalks are decaying.

21. All nice sentiments, but some are a little vague. "Applying best practices to prevent flooding", and "developing criteria for prioritizing flood mitigation efforts"... these seem farther back up the line than where we are in some cases. We have the Prairie Path Area flood study complete, we have the practices considered therein. Is there any Goal to put the findings of such studies into practice?

Also, it would be great if these requests could be accompanied by some context from the 2015 to 2020 goals. Are these continuations, or do they reflect a change in priorities? And if there were key performance indicators like flooding impacts or count of sanitary back ups in the 2015 to 2020 goals, how did we do?

22. I agree that this is extremely important. It was not clear to me that Goal D is well established, especially all of the road and curb repair in the south Wheaton area seemed extremely unnecessary and I wish the funds were used elsewhere.

23. Definitely get the lead pipes understood and eliminated. Eatch how much is soentcon consultants in the other categories. Studying is good but can waste money needed for actual action.

24. Why is Safety not the top priority?

25. I would love to see flood-prone areas transitioned to native habitat instead of maintaining turf grass

26. Can't add much to this one. Seems like these are our problems that need to get fixed! Probably correct on all counts, but how and when.

27. From someone who received sidewalks in 2020, this continues to baffle me on spending money on this versus other needs. Wheaton is an extremely walkable place and even when sidewalks were put in on our street, no one uses them. The criss cross nature is ridiculous and the impact to trees was not in line with sustainability goals.

28. It seems like flooding has been a problem ever since I moved here in 1980. Main Street, north of Roosevelt, is much better than it was. As far as roads, is there an systematic plan to replace roads or do they just wait and do the ones with the most pot holes?

29. How about a pedestrian underpass downtown on Main, Hale, or Wheaton streets. UP stated that the closing of the Chase crossing would lead to reduced rail delays in town; that hasn't happened. The pedestrian underpass at Chase is a great benefit to the City, college and nearby residents; a more important benefit to the City and downtown businesses would be to increase pedestrian traffic downtown between the the north and south side of the tracks.

30. On goal B, I think something needs to be included regarding the approval process for large development projects and the impact on the surrounding area regarding flooding. This process needs to be more transparent and more elected officials need to be involved. The average person with common sense can see that large developments and paving over areas that once absorbed water will impact the flooding of the unfortunate citizens who are "downstream" of the developed area.

31. Missing from this discussion is the importance of retaining and expanding open lands, sometimes in cooperation with other entities including forest preserve districts, and park districts.

32. Based on work in my neighborhood, the City has periodically improved parts of the neighborhood in terms of roads and sidewalks. Continued work in a staged pattern would be appreciated.

33. Understand these are basic fundamentals and little-if-anything more

34. I live in a townhome community (Wheaton Oaks) that owns its streets and sidewalks. I understand that this was established by virtue of our annexation agreement and I would not suggest that the City now assume full responsibility for repair and replacement. However, since our residents carry the same tax burden with a reduced service level as all other Wheaton residents perhaps the City

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can address the issue of equity and contribute in some way (maintenance, reduced taxes) to our efforts to maintain our infrastructure.

35. Consider environmental sustainability when developing programs and best practices, particularly when working on flooding and infrastructure like roads and sidewalks. Consider permeable surfaces and native wetland plants in as many areas as possible.

36. Flooding is the bane of this general area. You have the right idea to make this a key infrastructure goal.

37. As I'm sure is being taken into consideration, Total Useful Life, and Cost of Ownership (i.e. initial purchase + maintenance of all kinds) is critical to consider with infrastructure and large capital expenses. The company I work for (in the Healthcare industry) has an Capital Planning software solution that takes capital equipment asset information and automatically creates a replacement priority list based on these factors. I imagine that the city has the necessary resources & support to achieve Goal A, but I'm happy to provide further assistance if needed.

All these other goals/priorities I would agree are very important for our community, but I selfishly, am only impacted by Goal D and Goal E. I live on the boarder of Glen Ellyn and it's clear that they've made greater strides with Sidewalk updates/maintenance as compared to Wheaton - so I'd love to see progress on this front.

38. Good. Number 2 on priority is where it should be.

39. It's a nice idea to help residents whose homes are flooded, but I wonder, too, about disallowing home sales/property sales in areas known to flood? I'm not sure about current homeowners, though; can we afford to pay, or maybe this would be a grant that could help or FEMA?

40. Goal B is the most important Goal in the entire strategy document for me and my family. This is a major problem in our area, and nothing substantive has been done by the City to prevent flooding. We have done all that we can, including spending 10's of thousands of dollars on home waterproofing and property flood mitigation measures but the problem still exists during large storms.

41. In regard to Goal B: Use Innovative Methods to Address Flooding Issues

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

DuPage County Stormwater Management & The Conservation Foundation have various suggestions for homeowners to help mitigate overland flooding & sanitary issues, such as:

- Use of impervious pavers in place of concrete sidewalks or in roadways where water accumulates
- Rain gardens in back, front, side yards or parkways

(Hinsdale has done work in parkways)

- Swales in back, front or side yards
- Cisterns buried in yards
- Stone or rock "rivers" to direct water away from homes

Was wondering if instead of offering discounts on overhead sewers which require digging up basements and yards, the City of Wheaton could offer residents discounts or grants on doing these more natural ways to handle excess water?

42. What's the budget for such a priority and what percentage change in the KPIs is expected?

43. Priority #3 in importance

44. Review all aspects before projects are begun. When replacing roads evaluate adequacy of storm sewers.

45. Flooding is a key issue - often on the minds and in the concerns of people here.

Off topic, a bit, but I would love to see bus stops be more welcoming/comfortable for people who use the bus - shelters? benches? Using public transportation is good for the environment and were it more comfortable to wait for a bus to arrive, perhaps more people would use the buses.

46. Encourage one or multiple rain barrels for homes. Encourage removal of trees in drainage easements, especially those whose roots have heaved drainage contours.

47. Flooding of homes needs to be a priority. Residents are paying exorbitant property taxes, yet their homes and streets flood constantly.

48. I agree with all of these goals.

49. Limit tear downs encourage additions

50. Desired Outcomes, Key Performance Indicators seem responsible and appropriate. For Goal A, it seems that point 2 should read: "...to address rehabilitation OR replacement OR maintenance of existing infrastructure." For points 3 and 4, it is surprising that prioritization and tracking have not been done before, so that current processes would be to act on determined prioritization and tracking. But, for sure do it now. Likewise with the points of Goals C. - D.

51. There are a lot of complicated issues embedded in this section, but I will comment on two of them
Goal B - this is a huge issue for certain neighborhoods. I suggest deep and ongoing discussion with residents, including how the amount of surface water flowing into municipal stormwater structures and adjacent properties may be abated. This will require reviewing construction permits to assure that new construction does not exacerbate stormwater runoff. Opportunities may exist for educating the public, including business owners, about the use of rain gardens and swales. I encourage that the City and Park District work together to develop "green" infrastructures that can demonstrate to residents how this

PRIORITY TWO ENHANCED INFRASTRUCTURE

kind of infrastructure functions.

Available educational resources include the Environmental Improvement Commission, the DuPage Stormwater Management Department, and the Conservation Foundation.

52. I am not sure if I am posting this in the appropriate section, but I would like the city of Wheaton to have more options for high speed internet. I am in South Wheaton and at the moment Comcast is the only provider (I believe parts of North Wheaton may have AT&T fiber as well). This single option means there is zero competition, and as a result we pay very high fees for what has become an essential service. I know some municipalities have been able to provide high speed internet at very low rates by managing it themselves. Please consider this, or at least bringing in more competition in the near future.

53. Determine viability of selling any real estate owned by the City that may be located in special flood hazard zones.

54. Goal A - make it very comprehensive ... building roofs, windows and parking lots, the public works fueling station, etc. All these things have limited lifetimes and money should be set aside for their eventual replacement.

Goal D - don't you have this in place already? You should have a 20 year plan that identifies when every street will be resurfaced or replaced along with sanitary and storm sewers. The City desperately needs more sidewalks. Whenever a street is resurfaced or replaced, consideration should be given to adding sidewalks along the same stretch, while resources are already on site. This approach will be most cost effective versus addressing sidewalks all by themselves. You should set a goal that every street have a sidewalk on at least one side. Also, plans should be made to put in better infrastructure (curbs and sidewalks) in the neighborhoods east of Blanchard and south of Hill avenue and west of Lorraine and north of Hill avenue.

55. Add parking back downtown to replace and expand what your last plan took away.

56. Personally I'm not affected by these issues, but for those residents who are, these issues are huge. The identified desired outcomes are important to the overall well-being of the entire community. Go for it!

57. I am very interested in seeing sidewalk improvements and even more bike lanes. I know there is limited grant funding out there to help with this but I feel the safer pedestrians and bicyclists feel, the more they will use them

58. Flood control will become a larger issue due to increased storms and their magnitude, perhaps a high water table from not pumping the ground water, and perhaps overbuilding. Whatever aid can be offered to homeowners is well worth the effort.

59. It seems from the Outcomes that we'd be satisfied if almost nothing changes by 2025. They'd be achieved if only one structure is protected from flooding and one from a

sewer backup. Only one lead service line would need to be replaced. Establishing targets for infrastructure investment and maintenance is a five year outcome? This seems more like a plan to make a plan rather than a plan. I think a lot more work is needed here.

60. This is all wonderful! I do wonder if there are plans for more bike lanes downtown and an underpass between St. Francis HS/Marian Park Apartments and Target?

61. We concur with most of the goals. Exceptions include:

-Apply best practices to prevent recurring overland flooding of structures in identified flood-prone and flood-plain areas. We should not be putting resources into structures that are repeatedly flooded. Such structures should be removed in order to avoid long term costs. Flooding is only going to get worse with climate change resulting in more extreme events.

-Develop programs that provide relief to property owners experiencing flooding on private property. See comment above; consider building code changes to limit creation of impervious areas/increased runoff or require on-side detention or other runoff mitigating features.

62. Lead pipes, sewer and flood would be my priorities

63. Need to prioritize flooding and sewer backups.

64. I agree with the listed priorities A-E

Would recommend that the City look at the Library and find ways to save money. Few people use it as most information is now available on the internet and the library has become a defacto second rate community center; not needed; a wind down strategy is in order.

65. good all around!

66. I have lived in our house on Pierce Ave for 27 years. For the past several years I have emailed the city about placing a sidewalk from Saddle Dr to Myrtlewood Dr on the north side of Roosevelt Rd. For residents both north and south of Roosevelt, there needs to be another safe crossing besides Carlton Ave which is over a mile East.

67. Look at ways to reduce power outages.

68. Agree flooding should be top priority

69. I'm surprised we don't already have a strategy for prioritizing infrastructure projects.

The City should consider cost-sharing replacement of private lead service lines to speed up the process. This will align with your public safety goal as well.

70. Don't see how this is truly "enhanced infrastructure". Call it what it is - enhanced water / flooding / sanitary systems.

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SURVEY RESPONSES

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1. Work on priorities 1 and 2 before considering a third priority.

2. Goal C should be goal A. You have some great employees but you also have some very bad employees. Don't settle. Run things more like a business. Your residents are your customer. They should always be put first. The city tends to put policy first (i.e. codes and permits). This does not make residents happy. Let me give you an example:

I have an Ember mug. The cap broke because I dropped it. I emailed their support team and they told me that they only replace caps if they break because of a manufacturer default but they said they value me as a customer and so they decided to send me a new cap for free. I was so pleased that I went online and bought another mug. I don't need it but I like they way they treated me as a customer.

Don't let red tape get in the way of doing business and building relationships with the people who YOU WORK FOR.

3. City services are currently adequate

4. This is a fuzzy area. 50% of your metrics are based on a respondents survey? That's a poor measuring stick. And good luck defining essential. You ask 10 people, you'll get 10 different ideas of essential. Same goes for responsive.

I hope you'll be sure to publish the list of essential services that are being prioritized. Good luck.

5. Again very well written!

6. Not sure how social media fits into this, but I am open on this topic.

7. While this is an important priority, I feel strongly that this isn't as important as Priority 1, 2, or 4. While the City should be working in these things, I hope that more personnel and funds, especially during the next few years that may be leaner than average, go toward Priorities 1, 2, or 4 than Priority 3 (or 5).

8. Do not defund the police

9. Just finished applying for a building permit. Found it difficult to figure out which permit I needed. None fit my project description well.

10. Social media promotion is key. I am on Twitter with both the city and the chamber - they provide me with such valuable info on what's going on in Wheaton - love it! Let local business run ads for their goods and services on these platforms - another source of revenue and asset to the community.

11. Above all this would be the flooding issue.

12. Does this include police? I'd be curious what services are impacting what residents? Meaning, do racially and economically diverse areas receive the same level and quality of service? Are we capturing that information for analysis?

13. Please revamp, clean up the corruption in the Building/Code Department.

14. Do not reduce services due to other expenses (see ill-spent infrastructure costs) Don't force residents to pay bills online if they don't want to. Don't do everything on social media- many residents are not on it and are getting off of it.

15. -While "survey" are a way to gather information, they certainly don't replace good ol' face-to-face meetings.

-Don't hide behind technology as a replacement to offer city services.

-Technology is only as good as the existing infrastructure. People don't want MORE time on computers in order to get answers!

- At least the citizenry see that you want to "reduce in-person visits to City facilities". Sounds very convenient and GREAT for CITY of Wheaton but NOT AN IMPROVEMENT for Wheaton taxpayers. Disgusting!

16. I do not understand why you are discouraging visits to City facilities. To keep residents involved in City Government, they should be encouraged to visit City Hall when appropriate. (B2)

17. Consider electronic news boards like welcome to Wheaton signs. Maybe 1 at city hall and 1 by community center. Maybe partner with park district. Locate where local Wheaton residents go/pass through.

18. I would like to see annual reports from each department. It puts "public/peer" pressure on the departments to deliver tangible results.

I read the police dept "report" that went out during the peak of BLM protests. It highlighting many things about the department. Some things in it I knew, some I didn't, some I liked, some I was unimpressed with it. However, besides providing an update of the department it seemed to me to provide a good general education for a civilian as to the type of things the police do and think about that never enters my civilian mind. I suspect that general education would apply to most departments

19. I am very curious about the criteria for these. Are there underserved communities that are needing and don't have

PRIORITY THREE RESPONSIVE & EFFICIENT SERVICES

access to certain services?

I think goal B is a great approach, I'd also like to see this reduction in operating cost reflected in decreased town taxes and fees.

20. Wonderful to have clear measures of service delivery. No better driver for performance. Not easy to do but worth it.

21. Why is Safety not the top priority?

22. Effectively delivering these are what makes Wheaton a great place to live.

23. All very much needed - in every department.

24. Sounds good.

25. I strongly recommend that the City delay moving forward on the Roosevelt Road project until citizens can safely attend and give feedback at City Council Meetings. Some of us are very concerned about the impact of this, and moving forward while COVID restrictions are in place would be correctly be seen as a lack of transparency.

26. Limited resource management, fewer governmental services and reliance on personal citizen responsibility should be part of this agenda.

27. N/A

28. All good initiatives to update and streamline services and costs to deliver. Thank you

29. Great goal. Would suggest that social media be considered a supporting effort, and that the City Council and/or staff consider other options for reaching out to the community. For example, perhaps neighborhood gatherings could be held throughout the city, hosted in people's yards/ homes. Good way to build community!

30. Like your other goals, I like that you are incorporating research and fact-finding as part of the goals.

31. OK, Safety should be number 3 priority with services moving to number 4.

32. I would love to see the City, as a whole, move to online forms and payments v requiring in person visits and paper documents.

I've asked about online forms for the City Commissions, as well, including the Annual Disclosure statement. I honestly see no reason why forms for the City cannot be completed and stored online. It would save the City money, in terms of mailing out all these documents, as well as save staff the time needed to scan or process and store paper copies of documents, in addition to doing a small part toward helping the environment.

33. Would think you would want to measure service delivery on time and on budget.

34. Priority #4 in importance

35. Looks good

36. No comments.

37. There needs to be a mechanism for citizens to give feedback on the services the City provides, which for the most part are excellent. So when there is an outlier, like the woman in the planning department who is so unpleasant and unhelpful that I do not want to pay her salary with my tax dollars, who do I complain to? This is not a one-time thing, and everybody knows about her and has stories about how mean she is. How does this go on?

38. For Desired Outcomes, "Prioritize essential services" seems like it should be: "Identify, develop and prioritize ..." For Key Performance Indicators, it seems that you would want to track cases where the service provided was "terrible" and "poor."

Goal B., point 2. I am not sure why reducing in-person visits to City facilities is important. Seems valuable to have citizens see the facilities they pay for. What should be improved is satisfaction with the results of the visit to City facilities. Goal B, point 5: this should be at the top of the list, not buried at 5. If employees are trained well, all the other results should follow.

39. No comments

40. May we please incorporate a free pickup day for any unwanted household items similar to surrounding communities?

41. One form of communication that is currently missing and urgently needed is some sort of emergency/disaster notification system that resident can enroll in. Please put this in place. Look at what neighboring communities are doing.

42. Add signage for the available spots in each garage. Increase amount of signage.

Attract destination stores to the downtown, not more restaurants.

43. I agree with your yardstick to measure effectiveness and success.

44. additional social media is largely a waste of effort. city's building permit process is slow and some of the requirements seem over-reaching; in contrast, inspections seem perfunctory. reserving a block party is done by fax! Who has a fax?

45. Enhance City internet services to allow for more online requests, services, payments and more

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46. Newsletter is great!

47. The Outcomes of a five-year strategic plan are to prioritize essential services and identify key performance indicators? That sounds like a short month's work, especially since most of these services are already up and running. What levels of responsiveness and efficiency will we be proud of? Who should we compare ourselves to? How do we assure that we've doing better in 2025 than we are today? A plan should show the pathway to achieving measurable goals. There's room for improvement here.

48. We concur with the goals, but will add: -Establish criteria and identify the highest priority essential services for each department. The police dept. should have a social worker on staff to deal with mental health, substance abuse and poverty related concerns.

49. Please understand there is a subset of the population who does not wish to be on FaceBook or other social media for various reasons as you formulate your communication strategies.

50. Need to ensure diversity and inclusion training and outcomes, especially for Wheaton Police Department.

51. I agree with your goals A-D, except that goal D should focus on enhancing the City's web site and web services, not social media platforms.

52. the lane to continue north at intersection of Main St. and Wesley St.needs to have same lead time as lane going south on Main St. at intersection of Front St. and Main St. This will require removing 2 parking spaces on east side of Main St.

53. I think the city does an excellent job using many different communication formats (email, social media ect)

54. Fairly week metrics to rely on survey ratings. Maybe there is a better more robust method to evaluate this priority? Also would be great if "essential" was defined or services this encompassed were listed.

PRIORITY FOUR COMMUNITY SAFETY

SURVEY RESPONSES

1. Air quality suffers because residents burn yard waste and trash, uneven sidewalks or areas with no sidewalks, repeatedly flooding homes due to the city's poor infrastructure are a financial burden and health risk to homeowners (city should buy those homes and make permanent green spaces (maintenance could be done by local landscaping companies pro bono with a marker recognizing their contribution = free advertising), etc.

2. You don't need to fix social problems. That responsibility belongs to the people. You should instead invest in and encourage residents to invest in the non-profit sector in Wheaton. That is where a healthy community should find balance. America was built on a three sector system: government, business, and charity. Don't take over charity. You can't do it better. Instead you should invest in the good (good being the key word) charities in our community. Again, a Wheaton foundation could help guide this.

That being said, safety is a key responsibility of government so I'm all for increased safety initiatives.

3. Community safety and social services are already adequate. The attention should be concentrated elsewhere

4. Enhance senior citizen services for ALL seniors. Luckily I have wonderful neighbors, but what if I didn't?

5. The health of the residents is not a responsibility of government. Surely promote healthy lifestyles, but don't mandate them. Surely promote a healthy environment as it relates to shared infrastructure (sanitary sewer backups), but stay out of my life and out of the lives of our business owners.

6. Would think for a strategic priority of - Community Safety - you'd need some crime data in your performance indicators? Fire ratings great. Other two indicators are not actual metrics - just made up lists.

This would be way easier for planning if it had actual data, targets, and measurables. Accountability!! Thanks

7. As far as Goal B goes, I think our town does enough already. This isn't Chicago and I don't want to turn it into Chicago either.

8. Satisfactory

9. Would like to understand what is meant by social service gaps and needs before I would fully agree.

10. This is very important and we should not cut any funding for police.

11. B2 - instead of just promoting, how about considering some "active partnerships with shared services to address local needs". Promoting just sounds like a social media campaign or a blurb in a newsletter. Active partnerships will also result in a measurable outcome (change performance indicator to "Number of shared service partnerships established or maintained"

12. Hire full time social workers and/or mental health professionals to the police department. Make diversifying police officers a priority.

13. Well done, social services should be a top priority, with the flooding.

14. In addition to partnering, wheaton should have someone who studies community needs and strives to meet those needs. More community service goals, fewer police officers. The police have too broad of a job -- let them train for the limited things we need them to handle with de-escalation and body cameras. Let social workers help others. Different goals, better defined jobs, more relevant training.

15. Yes, focus on collaborative efforts and general public safety and welfare with less emphasis on conventional policing.

16. -SAFETY of Wheaton Citizens should be the City of Wheaton's #1 priority! Don't see that written anywhere. -Any and all projects should be 100% funded through existing City of Wheaton budget. NO additional costs passed onto Wheaton taxpayers.

17. (A3). I attended the Wheaton Citizen Police Academy and gained much appreciation for the services they provide. This led to enrolling in the Milton County CERT class. CERT provides many volunteer services including traffic/ crowd control . Perhaps the PD could involve CERT more reducing financial burden on the PD.

18. Declare through mayor a few weeks a year as health, safety etc.. do this by printing a few signs to be posted in our shopping areas using the light fixture banners. Lombard does this and it looks cool and serves a purpose to get residents to respond/react.

19. Safety is good. However, the above goals seem general. Should almost be in every departments annual reports goals.

Does safety need to me more defined into categories
Police - Crime - # of crimes by many types (robbery, domestic issues, etc, etc

Fire - fires or prevention things done

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PRIORITY FOUR COMMUNITY SAFETY

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Health - not sure how to get the data but number of hospitalizations, obesity levels, etc
Family - number of family events and attendance levels. etc

20. I think of “welfare (of the community)” and “social services” and “area needs” as distinct from Community Safety. Police, Fire and Public Health (attention to water quality, restaurant inspection and COVID protocol) are different from and (for me) a higher priority than social services or (say) poverty or nutritional assistance services?

21. We have a wonderful park district and am impressed with the outreach initiatives it has. Thank you!

22. Less clear than the other goals. Feels fudged.

23. Why is Safety #4 in the list? Without is being a top prioritize, the other four strategic initiatives are inconsequential.

24. High on the priority list in these changing times. Increasing citizen engagement is a good idea. It seems that has been discussed for several years, but never implemented.

25. Always support the police and never get crazy ideas to defund them!

26. Beyond identifying social services gaps and needs, it is crucial that ways to address them are determined. I don't think goal B goes far enough and should specify what will be done once the needs are identified.

27. I am a strong supporter of Law Enforcement and First Responders. During the recent unrest and protests, I was reassured to see a very visible law enforcement presence on the streets of Wheaton. I think that under Goal A, a strong commitment to funding, training and maintaining a top notch Police Force, and having a strategic plan for dealing with “protests” that can become riots and mass looting in the blink of an eye, is very important. I saw what happened in downtown Naperville. It was an absolute disgrace. This is a very difficult type of situation for the officers and I want to make sure that Wheaton Police are well funded, trained, prepared and supported to deal with these situations.

28. N/A

29. I suggest we take extra efforts to combat what I see as a general disregard by motorists to follow speed limits and respect stop signs. Bicycle riders as well, seem to feel they are not bound by rules designed to protect their own safety. I understand this is probably a chronic issue and I have a great deal of respect for the good work of our police department. Lowering the speed limit by itself is and has been no solution.

30. I personally feel strongly that Goal B - 1, is the most important thing within this priority that we can focus on. If we can serve the needs of our especially diverse residents in a better way, I feel that it will disproportionately benefit those that are underserved. By serving those who need it most, we will make this community better for ALL residents.

31. Should be #3 on priorities. Wheaton has excellent policing and we must keep it strong and stay ahead of threats to our police performance.

32. I am not sure about this, but is there a means for persons with disabilities, such as those who are Deaf, to communicate with police?

Do we have a texting system at all? That would be so very helpful.

If I were feeling unsafe, I'd prefer to quietly send a text to the Police Department, rather than calling?

This would be great for all departments, actually, not just for public safety areas.

33. What's the material value of achieving Goal A and would we measure whether or not we fill the gaps identified in Goal B1?

34. A3. I hope you identify and implement more citizen volunteer opportunities.

B3. Work with other communities. Consider regionalizing fire service. Work more closely with DUCOM partners on matters beyond dispatching.

This may be unrelated, but social services may need to connect to churches etc, attention to needs of teens, homeless and addicted persons desperately need attention.

35. Priority #1 in importance

36. It would be great if Wheaton could be a model, a leader, for its treatment of people of color and preparedness for dealing with incidents involving people with disabilities or mental health issues. Too often, POC and also people who struggle to communicate or be understood (due to autism, other disabilities) are harmed by police around the US. How could Wheaton be a model of doing it right?

37. I do not think of Wheaton as a diverse community; it lacks diversity in areas such as socio-economic, race/ethnicity, sexual orientation, and religion. That is a loss for the residents and it was a great loss for my children as they grew up here. The City should try to do more to try to attract and welcome a more diverse population. Baby steps have been taken, more needs to be done.

38. Miss the Dare program.

39. No comments.

40. I think that “community outreach concerning safety and

PRIORITY FOUR COMMUNITY SAFETY

security" as a Desired Outcome doesn't get represented well in the KPI's or Goals and Initiatives by the police and fire organizations. Outreach seems like it is being left to "... schools, the Park District, and "other" ..., and civic organizations. Shouldn't the be more of a focus for police and even fire departments?

41. No comments

42. Provide safer streets by re-examining traffic control protocol, especially in downtown Wheaton.

43. B2 ... again consider consolidations (fire service) too. Also, there is a great organization of area safety leaders already in place ... DU-COMM. I realize that its board is in place to manage the activities of dispatching, but might it also be leveraged for thought leadership on all public safety issues?

B3 ... I am about to retire and I am a former Wheaton Auxiliary Police Office. I would love to be able to volunteer to assist in public safety. You might want to model a program after Winfield's VIPS (Volunteers in Police Service) program. I have friends in it and they love contributing to their community.

44. Remove homeless and people who are beggars on the downtown.

45. Your first point to prioritize the health, safety and welfare of the community says it all. If you can do all these things, you've accomplished the mission. Everything else is window dressing.

46. non-profits are doing a great job already.

47. Police should be fully trained on racial justice issues. A community safety officer or crime prevention officer should write a column in the newsletter. More resources should be devoted to drug rehab through interfacing with the police department. More counseling should be provided to offenders.

48. How do we get from where we are today to where we want to be in 2025? How do we know if we're healthy and safe? Compared to who or what? We need some measurable targets to shoot for and a pathway to get there. The stated outcomes can be achieved by doing almost nothing. Let's aspire to something more.

49. We concur with the above, reiterating the need for a social worker on staff in the police dept., as was the case for many years in the past.

50. Diversity and inclusion!!! Need de-escalation and body cameras for Wheaton Police. Identifying gaps is not a KPI, addressing them is. Promoting services is NOT enough to be a KPI, need to

measure increases in participation/usage.

51. I agree with A.

I think the City should spend more time and effort policing and publicizing the crimes associated with PADS residents, and other transients.

We already have more than sufficient social services.

52. I think it's great that we want to face the reality that we have service gaps for households making a modest sum each year. There needs to be a discussion about affordable housing and the vacuuming up of affordable starter homes that either have entirely too high price tags or are knocked down for giant monstrosities that sit on the market for years. If this is a place for families we have to act as if more than just the wealthy live here.

53. I want to continue to encourage the city to keep our community safe by keeping our downtown area safe for our residents. In the past I have had to call the city because my middle school age daughter and her friends were approached at Adams park by homeless men. And last summer when my daughter (now 16) was eating outside at a restaurant, she and her friend were approached by a homeless man. Please continue to monitor our downtown parks, train stations and sidewalks! I cannot emphasize this enough

54. Goal B1 is critical and should address mental health service gaps too. This is the first place in these goals that diversity is even mentioned...very disappointing.

55. Poor indicators/metrics -- How can community safety be a focus priority without any link to police data? drug arrests? crime? etc?? or has Wheaton decided to defund Police and create a community safety force?

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PRIORITY 3
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PRIORITY 4
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PRIORITY 5
ENVIRONMENTAL
SUSTAINABILITY

PRIORITY FIVE ENVIRONMENTAL SUSTAINABILITY

SURVEY RESPONSES

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ENHANCED
INFRASTRUCTURE

PRIORITY 3
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SERVICES

PRIORITY 4
COMMUNITY SAFETY

PRIORITY 5
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SUSTAINABILITY

1. Everyone should have a yard waste tote provided by LRS (I do) to minimize paper bags and stickers. What a hassle, and messy when the paper bags get rained on and fall apart.
2. This is great but will unfortunately be unsuccessful unless you make it financially attractive and make it as easy as possible. To give an example, I would never do my own composting. It's a hassle. And my property is not large. I would, however, pay for a composting service. Especially if there is a tax incentive to do so. Some of the northern suburbs have contracts with compost removal companies. Wheaton should explore these. Another, offer tax incentives beyond the state to install solar and other lead energy systems. People won't do it unless they can save money.
3. Preserving environment is not limited to trash and recycling. include parks, tree planting, proper grading at construction sites, etc.
4. I like this but do have a comment...I heard recently that a great percentage of the items placed in recycling containers still end up in land fills. This was not a comment related to Wheaton but more so an overall statement. I have no idea if this is true or false but if it is true that is upsetting. My only comment, therefore, is that an educational campaign of some sort needs to be done so "we" can more properly recycle.
5. The more we can do for the environment the better. Encourage recycling at all levels
6. If you want to promote recycling, go back to the appearance that recycling was free. Otherwise this whole carbon footprint, alternative energy is a money sucking black hole fad. Don't follow the lemmings.
7. Hooray -- good this made it as a priority and that you have data driven metrics for performance.
8. There should be some comment with regard to the responsibility, service and education of selected waste haulers. They support this initiative and must be selected on their performance to achieve strategy objectives!
9. Again, I feel like our town does enough. Wheaton looks great and just because other towns don't do enough doesn't mean we need to do more.
10. Enhanced recycle/re-use/re-purpose
11. Additional: Develop programs that encourage residents and visitors to walk or bike instead of driving (and when the pandemic is over: use public transit). We are already more walkable than other suburbs, let's continue to encourage it.
12. Agree
13. The first 4 priorities should take precedent over this. Fix what we have, then focus on improving sustainability.
14. Environmental Sustainability is sooooo much more than recycling and solar panels. Really disappointed on the narrow approach to this priority. Maybe the Strategic Priority needs to be renamed?
I feel strongly that the City's garbage program should be one of the efficiencies examined in Priority 1. We have got to keep the price of garbage service down if we want people to comply with guidelines. Expand and provide more options at Electronics Recycling events. For both options - garbage and recycling events - PARTNER WITH THE COUNTY! Efficiencies in government services keep costs down and residents happy!! <https://www.cgs.niu.edu/government-efficiency-assessment/index.shtml>
While this is an important priority, I feel strongly that this isn't as important as Priority 1, 2, or 4. While the City should be working on sustainability, I hope that more personnel and funds, especially during the next few years that may be leaner than average, go toward Priorities 1, 2, or 4 than Priority 5 (or 3).
15. Excellent additions. However before we get solar and all those wonderful eco friendly upgrades, let's please address the increased flooding.
16. This sounds great.
17. Great ideas. Also, resume household battery recycle program at central location like library, please!
18. - While #5 is admirable, the #4 strategic priority (safety of Wheaton citizens) should be the #1 priority for the City of Wheaton. For, if the citizens of Wheaton don't feel safe, and 2020 has been a challenging year for citizens to feel safe, then citizens will not give a hoot about environmental stability. Additionally, while the City of Wheaton has five strategic priorities, these five priorities need to be PRIORITIZED. Not all priorities are equal. The State of IL is NOT a suitable solar energy alternative state. Don't waste taxpayers dollars promoting energy alternatives in this state that would not be successful.
19. You can find tons of information on reducing carbon footprint for delivery vehicles on Routific's website (<https://blog.routific.com/6-ways-your-delivery-service-can-lower-its-carbon-footprint>). The software is free for non-profits. For example, during Thanksgiving, it was used by the LeBron James foundation to deliver meals in Ohio (<https://blog.routific.com/lebron-james-family-foundation>)
20. These initiatives should be the least funded budget

PRIORITY FIVE ENVIRONMENTAL SUSTAINABILITY

items.

21. Identify any small parcels of land that can become part of city property to maintain open space. Enforce businesses to maintain a recycle and refuse containers outside their places. Work with our Historic commission for B2 to allow with builder/owners permission a chance to document/preserve or take anything that can help preserve Wheaton's history.

22. Agree sustainability is a good goal but seems to me most environmental issues need to be addressed at a higher level than a city (country/globe).

Hence, I'd focus our efforts/money on reducing the waste and carbon of government departments and activities Then integrate/piggyback onto larger programs and education efforts to move the community in this direction.

23. Programs to teach gardening and composting methods

24. No, City of Wheaton does not need to allocate staff or budget resources in these directions. The market direction and citizen decision making can determine whether we compost or recycle or trash, and what our "carbon footprint" should be.

25. Agree on all of these, but would like to see the town actually start doing the items it wants to inform others of. This is imperative! Especially items that save money and have an ROI like energy efficient lighting and heating and solar installations.

26. Solar! Thank you!

27. Mandate recycling at all residences, including apartments, holding owners and landlords accountable. Provide recycling infrastructure.

28. Ability to opt-in to city compost program or have composting be required like in San Francisco where you get fined for putting organics in with regular garbage

Allow egg-laying hens (not noisy roosters)

Encourage native species in landscaping

Put land aside for native habitat, pollinator gardens, incentivize native species plantings/seedlings at home

29. Laudable and important, but beyond my ability to comment in an intelligent fashion.

30. With this in mind - hopefully Wheaton has scrapped their Roosevelt Rd project to have it filled with empty strip malls/stores to avoid the environmental impact, safety concern and financial stability issues all stated as goals in this document.

31. Don't waste taxpayer money with carbon reduction nonsense. We recycle and we have plenty of green space through the Wheaton Park District and the DuPage County Forest Preserves. If people want information on solar and

alternative energy, they can go to the library or internet. I don't think you have to waste any money developing public information or other programs.

32. I would like to see something in the plan that includes support for maintaining and sometimes re purposing existing structures, instead of continuing the constant "tear down" philosophy of developers. Every structure that is repurposed (The Warren Wheaton Home re purposed into a dental office being an excellent example) prevents massive input into landfills, and preserves the sometimes historic structures.

33. Lead by example with:

- Fewer purchases, especially those which drive delivery trucks through the village to deliver large boxes of small items
- Less wasteful "things" and dead assets sitting around and available for village employees
- Less office spaces, public buildings, and unnecessary "stuff"

34. Climate change is a real issue. Gradual but consistent ways to reduce the carbon footprint is required.

35. Important quality of life

36. Thank you for including Environmental Sustainability as a Strategic Priority for the City. I think it is extremely important that the City embrace Environmental Sustainability and the Goals and Initiatives identified here. These are all great goals, and should be projects that we continue to build off of to create new and more ambitious goals in the future.

37. I feel that education on recycling is inadequate today. The information available on LakeShore recycling's website is very limited. I imagine there is more information available in other places, but if that's the case, it's not clearly communicated.

38. Increasing biogas (methane) production at the WSD should be considered as another alternate energy source. Instead of flaring excess biogas it could be used to fuel equipment, lift trucks and other equipment. even make the wastewater treatment plant 100% energy self sufficient. Collecting food and organic waste from Wheaton and surrounding areas could be added to the digesters at WSD to increase biogas production with the goal to make the wastewater treatment plant 100% energy self sufficient. Collection of organic wastes from local restaurants and businesses could also be a cost savings for those small businesses.

39. As a person who has regularly worked Saturday mornings, I wonder if recycling events can sometimes be held different days/times. For years, I was unable to attend because I was regularly working Saturday. I realize that's sort of contingent upon availability of volunteers, etc, but just wondering if it's possible to offer alternative days and times

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PRIORITY FIVE ENVIRONMENTAL SUSTAINABILITY

PRIORITY 1
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ENHANCED INFRASTRUCTURE

PRIORITY 3
RESPONSIVE & EFFICIENT SERVICES

PRIORITY 4
COMMUNITY SAFETY

PRIORITY 5
ENVIRONMENTAL SUSTAINABILITY

once in awhile.

40. Goal A: Use hybrid or electric vehicles (one of the best ways to reduce carbon footprint according to Union of Concerned Scientists)

- Use LED lighting at appropriate color spectrum so as to not be too bright or unpleasant
- So we can see the stars, use appropriate lighting fixtures that shine parallel to the ground

Goal B: Encourage residents to compost in their backyards and/or encourage them to put compostable materials in their yard waste bins

Goal C: To save birds and insects, it's imperative we greatly curtail the use of herbicides and pesticides in our yards and on City lawns and green spaces. Many baby birds need insects, as they cannot digest bird feed. Many insects, especially native bees, are pollinators for innumerable flowers, crops, etc.

- Encourage residents to plant native species of trees and plants, so insects and birds have food to eat and places to nest.
- Encourage leaving leaves and sticks in garden beds, which add organic matter to the soil and allow them to hold more water.

41. What is the economic value to citizens for achieving this priority?

42. Priority #5 in importance

43. Goal B seems SO important. Having lived on West St whilst Patrick Murphy has built house after house and seeing the tons of refuse being dumped into dumpsters and then carted away, I've been shocked. I know builders like that recycle some of the materials in a "tear down" but all along the way as they build the new houses, they dump SO many materials. It's disheartening. It would be great to see more solar panels and also to make Wheaton a town that composts!

44. Work with DuPage County to create a home improvement assessment reduction program for installation of solar panels and battery storage systems for energy.

45. Residents should not pay for recycling. This would increase recycling. There should be a charge for plastic bags when groceries and goods are purchased at city stores. Prior to my using cloth bags, there were times when I would walk away with a cartload of plastic bags and not that many groceries. At times only one or two items were placed in a plastic bag. Many towns charge for plastic bags or have even discontinued the use of plastic bags; it would be great to see Wheaton be a leader in this area.

46. People aren't re-planting trees in parkways after the losses. Please just plant the trees as a city, not requiring the homeowner to make a request and share cost.

47. No comments.

48. Sounds good!

49. The KPI's only deal with the waste hauled away from homes and businesses. None reflect the magnitude of the City's carbon footprint. None reflect the points of Goal C. Goal B should have some outreach to the community to reduce not only the opportunity to recycle, but also the opportunity to reduce the packaging that is associated with what they buy, especially plastic, since it is almost completely non-recyclable.

50. Goal A - There is probably a lot of low-hanging fruit, so I suggest a comprehensive audit of City facilities to establish a carbon footprint baseline. Perhaps a graduate level college student or team of students can provide this analysis. Implementation is complex and multi-year, but the City should take advantage of programs and incentives that can reduce utility expenses. This may include building upgrades for energy efficiency, and solar energy where appropriate. Please consider energy consumption whenever facilities are renovated or replaced. Resources include ComEd and Elevate Energy.

Goal B - Many residents do not seem to have the the patience nor understanding to properly sort recyclables from nonrecyclables. Some may think "recycling is what liberals do" and may need to better understand that better recycling has financial benefits. The Environmental Improvement Commission, Lakeshore, and SCARCE are ideal resources to enhance educational efforts to promote better recycling. This could include backyard leaf composting. The community would also benefit from an educational effort to burning of yard waste which is a problem in Wheaton. Please consider Glen Ellyn's program of placing branches on the curb once a month for free pickup.

Goal C - There can never be too much public education in areas such as solar energy, attractive native landscaping, composting, energy efficiency, and more. Support or create a local environmental fair where residents may learn and enjoy.

51. I recognize that this is intended as a high-level strategy to direct the next several years of action. I have included below some specific ideas that I hope will help augment the Goals and Initiatives section.

Be bolder in the "Desired Outcomes" statement. Something like "Make the City of Wheaton a leader in practices to preserve nature, enhance our green spaces, and instill a greater respect for the environment." gets me excited.

I recommend being bold and adding additional key performance indicators around

* Percent change (increase) in amount of energy consumption by the city and its residents that is renewable

* Percent change (increase) in the number of households growing some food to address their needs

I also recommend clarifying the existing two indicators by adding "(decrease)" and "(increase)" after "Percent change" for the current two KPIs, respectively, to improve clarity of

PRIORITY FIVE ENVIRONMENTAL SUSTAINABILITY

intent.

Local food production should be a consideration here.

Having fruit trees, a vegetable garden, or backyard hens are all ways of a) reducing packaging waste and shipping fuel, b) providing a means to access a variety of healthy, nutritious foods in one's own backyard, and c) helping to spread the idea to increase further adoption of this practice.

Specifically regarding fruit trees, we could as a city plant edible landscaping in municipal areas. If done strategically and with the knowledge of the community, we could produce fruits and nuts via these trees without a significant shift in use of resources already addressing landscaping on municipal land. If we make it a community effort, we could have residents help with the planting, care, and harvesting and either make the produce available for anyone who participates, anyone who needs it, or redirected to the District 200 Food Insecurity program.

As for renewable energy, the City should serve as a role model by investing in a shift from non-renewable energy sources to renewable energy sources. If our schools or municipal buildings fit the bill, we could look at a city-wide community solar project that could a) allow the City of Wheaton to shift to renewable energy to power the city, b) provide a means for residents to subscribe to renewable power produced with this installation, and c) potentially introduce a modest revenue stream or cost offset to the city by providing this service.

52. Encourage additional recycling by providing alternatives to disposal limitations due to contractual limitations with vendor - once per week with limited size of containers.

Reconsider traffic control measures that promote needless idling of vehicles on city streets for extended durations, especially in "off-peak" traffic hours

53. Not related to this topic.

As you can tell from my responses, this is something that interests me greatly (I served on the Glen Ellyn Village Board from 2009-2013 and we had very similar Strategies, Goals and Initiatives). If any questions arise or if you might like my assistance with anything I have elaborated on, please contact me. [REDACTED]

54. Our natural environment is important, but probably doesn't need to be a top-of-mind objective. It's a nice thing to do, but not nearly as important at the general health, safety and welfare of the community at large. This issue should be placed ahead of global warming, but not much higher in the priority ranking.

55. Consider offering free latex paint recycling

Develop drop off locations for paper, cardboard recycling. These can easily be turned to a profit (e.g. for park district or schools if the city's contract with LRI doesn't allow it to provide directly); residents would save money if they didn't have to use the blue LRI bins for these easily recyclable items.

Develop option for recycling styrofoam. I noticed the county cafeteria does some of that. It can be recycled.

56. Offer school challenges for recycling. Work with them by using educational programs already developed and have school challenges to get them to work within their homes on recycling

57. With all the homes being torn down in north Wheaton, there should be guidance given to the homeowner and contractor on ways to recycle and/or donate building materials, cabinets, hardware, appliances etc. It's so wasteful not to allow habitat for humanity or some other group to remove usable material before the tear down.

58. Electric vehicles

59. The outcome in five years is to have more policies and programs? How about some results? What % reduction in landfill waste do we want to achieve? What percent change in the number of recyclers do we want? What's our target reduction in carbon footprint? How will we achieve that? A plan shows the pathway to measurable results. There is little call to action here.

60. We concur with the goals, but will add:

-specific tree replacements/additions along city streets should be identified, including specifying diverse native species for planting. Perhaps the city can collaborate with the forest preserve district or the conservation foundation on a list of appropriate trees.

-landscaping required as part of property developments should be required to be maintained and replaced to keep at original targets. i.e., when all the trees and shrubs in the mall/church/whatever parking lot die, they should be replaced by the owner. This relates positively to your flood reduction goals, as well.

61. About education and environmental sustainability opportunities, I encourage the City to consider the importance of responsible outdoor lighting. The conversion to LED technology, while saving energy, can be detrimental if lighting fixtures are unsuitably designed. This can lead to significant disability glare and a profound loss of darkness at night. When people are exposed to light at night, especially light on the bluer end of the spectrum, there are potential health risks. The American Medical Association has taken a stand on this issue, and has issued a widely publicized report warning of the dangers of excessive light exposure at night.

A case worth noting is the Jerry Haggerty Chevrolet dealership just beyond the eastern edge of Wheaton. Recently installed LED lights are extremely bright, and are tilted sideways, so that the result is extreme sky glow that affects the neighborhoods over a radius greater than 4 blocks, especially on foggy or cloudy nights.

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{PART C:}

STRATEGIC PLAN

Strategic Priority 1: Financial Stability

Desired Outcomes

- Control expenditure increases over a five-year period
- Maintain structurally balanced budgets, striking balance between 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

Goals and Initiatives

Goal A: Conduct 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. Investigate 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
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 City's 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



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

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. Improve processes to reduce in-person visits to City facilities
3. Improve processes to reduce paper submittals, e.g. application forms
4. Use surveys to assess resident/customer satisfaction with City services
5. Use employee training to improve job performance and customer service
6. 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 current social media platforms
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

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 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. Identify social service gaps and needs within our diverse populations
2. 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

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 solar and alternative energy, and biodiversity landscaping
2. Increase the use of composting through programs and education

