

TO: Village Board
FROM: Curt Barrett, Village Manager ^{CTB}
DATE: December 20, 2018
RE: Progress on 2017 Strategic Plan Targets



At the last Board meeting there seemed to be some confusion regarding my November 15, 2018 presentation of progress on the strategic plan. My update stated whether one year into the plan the eighteen identified targets had seen significant progress or been completed. I thought it might help to summarize on one page the key information presented that evening.

<u>Target</u>	<u>Progress</u>
1) sales tax rev. increase of 100% by 2020	√ sales tax projected to grow >25% with Bucky's
2) total EAV increase of 15% by 2022	√ 14% growth from 2016 to 2018 levy
3) reserves between 25-35%	√ reserves at 50%
4) AA bond rating	√ Aa2 rating maintained
5) over 55% funded police pension (no date set)	√ \$1M+ contrib. = 49% actuarial, 56% market
6) equitable \$ relationship with CDH	√ agreed grant allocation approved in budget
7) branding strategy & plan by January 2018	- targets not met, progress debated
8) >60% positive responses on customer surveys	√ 88% positive response rate over past year
9) 10% annual increase in online transactions	√ 18% growth over past year
10) full funding of capital maintenance plan	√ roads & utilities remain on replacement cycle
11) maintain status as top 10 safe community	√ top 3 safest IL, top scores for families/livability
12) staff level aligned as funds/facilities allow	√ leanest full service municipality in the area
13) riverwalk 50% completed by 2019	√ regional trail opened, OSLAD grant submitted
14) Roosevelt Road 35% sold	√ Bucky's approval hits 35%
15) Town Center plans updated	√ special newsletter on Town Center distributed
16) annex along St. Charles to North Ave.	√ completed with Conor site under construction
17) 25 new residential units/yr. until full	√ 23 new dwellings this year thru October
18) vacancy & migration rates <10%	√ 11% before Aurelio's opened

Subject: Review progress on Village of Winfield 2017 Strategic Plan	
Agenda Location: Committee of the Whole Agenda	Presenter: Village Manager
Staff/Consultant:	Meeting Date: November 15, 2018

FINANCIAL		
Account	Budgeted	Actual

The Village conducts strategic planning after each Board election, and formally reviews the plan each autumn as the budget process begins. Following elections in April 2017, the Village held various orientation activities for any new Board members followed by a strategic planning session in June. The purpose of the session was to re-examine the goals and priorities of the Village.

The result of this planning session was identification of four strategic priorities with desired outcomes focusing on community development, improving sustainable revenues, maintaining quality of life for residents, and effective communications. The Village Board together with the staff management team crafted several key outcome indicators with targets to help measure progress towards these goals. This information is displayed in the attached chart. Staff then developed twenty strategic initiatives as action steps towards achieving the strategic plan priorities, which are listed on the following pages 9-10.

The 2017 Strategic Plan was formally adopted by a 4-2 vote at the Village Board on December 7, 2017. The Village has traditionally reviewed its progress a year into the current strategic plan, understanding that some of the goals are more basic and within the Village's direct means to accomplish, while others are more complex and involve outside assistance. Accordingly, some goals are short-term while others are clearly more long-term in nature. The current status of each strategic initiative is provided with a checkmark indicating those that have been completed or seen significant progress. The Village Manager will provide additional detail on progress with each step.

Recommendation:

Subject: Village of Winfield 2017 Strategic Plan	
Agenda Location: Non-Consent Agenda	Presenter: Village Manager
Staff/Consultant:	Meeting Date: December 7, 2017

FINANCIAL

Account	Budgeted	Actual

The Village conducts a strategic planning process after each Board election. Following orientation events held for the new Trustee this spring, a day-long planning session was conducted this summer with the assistance of Craig Rapp, senior facilitator for the Center for Governmental Studies at Northern Illinois University. The purpose of this session was to re-examine the goals and priorities of the Village. Attached is the strategic plan and summary report for review and consideration of formal adoption by the Village Board. This plan may then provide guidance through the budget process allocating available resources in support of the stated priorities.

This item was presented at the September 21 Committee of the Whole, with direction provided to proceed to a formal vote. The item was tabled during the October 5 Village Board meeting to allow further input by a Trustee. The plan was again reviewed at the November 16 Committee of the Whole, with direction provided to proceed to a formal vote on the original plan.

Recommendation: Approve the 2017 Strategic Plan

Village of Winfield-Strategic Plan Summary 2018-2020

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Improved Sustainable Revenue FINANCE	Increased local revenue	-Sales tax revenue -Property tax revenue	Sales tax rev. increase of 100% by 2020 Total EAV increase of 15% by 2022	See pages 9-10
	Maintain strong financial position	-Reserve position -Bond rating -Pension funding	-Reserves btwn. 25-35% -AA Bond Rating - over 55% funding ratio-Police pension	
	Maintain equitable financial relationship with CDH	Revenue allocation	Agreed-upon allocation prior to Village budget approval	
Effective Communication CUSTOMER	Winfield branding	Products & Services	Strategy and plan complete by 1/1/2018	
	Better informed residents	PEG system, survey cards, walk-in surveys	>60% positive response	
	Simplified customer transactions	Web transactions	10% annual increase in online transactions	
Maintain Quality of Life OPERATIONS	Maintain infrastructure	Current maint. Plan + storm water funding	Full funding of maintenance plan	
	Remain one of the safest communities in IL	UCR indexes	Maintain status as a top 10 community	
	Adequate staffing to meet service requirements	Workload indicators	Staffing deemed aligned as funding/facilities are available	
	Successful Riverwalk	Project milestones	Riverwalk 50% complete by 2019	
Community Development GROWTH	Development in KDA's	-Roosevelt Rd. -Town Center -St. Charles	-Roosevelt-35% sold -Town Center-completed plan update -St. Charles-annex to North Ave.	
	Increased multi-family housing	Multi-family units	25 new units annually until build-out	
	Stable business sector	Vacancy and Business retention rates	Vacancy and migration rates <10% annually	

Village of Winfield Strategic Planning Process

Overview

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the Village was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

Effective Governance – Establishing a Foundation for Excellence

The Mayor, Board of Trustees and senior staff began the strategic planning process with a facilitated discussion on effective governance. The group discussed roles and responsibilities, as well as best practices in Board governance—specifically, the Carver Policy Governance model. They also discussed how teamwork will be fostered, and how to maintain working relationships with staff. This discussion built on a review of ethics presented by the Village Attorney.

Strategic Plan Development—SWOT, Setting Priorities, Defining Outcomes

The group then turned their attention to the primary purpose of the retreat—developing a strategic plan. As part of the exploration of “Where are we now?” the group was challenged to define their vision or their “Why”.

The group engaged in a discussion regarding the Village’s general approach to delivering service and the type of environment that makes Winfield a desirable place. While there were a variety of opinions offered, it was generally agreed that Winfield is a community that provides a high quality of life with excellent customer service and a feeling of safety.

Following the “Why” discussion, the group moved on to an assessment of the environment within which the Village operates. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis: a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. Prior to the session, a SWOT questionnaire was distributed to the Board and senior management team. The SWOT process revealed the most frequently mentioned characteristics in each dimension:

STRENGTHS

- Village Board, staff, community stakeholders, finances, development, hospital

WEAKNESSES

- Finances, development, infrastructure, staffing, hospital relationship, administrative, communication

OPPORTUNITIES

- Partnerships: CDH, other governments, businesses; Residents: increased ratings and demographics, active and engaged, events; Commercial/economic development: revenues, corridors, annexation; Environment: location, river, infrastructure, increased ratings and demographics

THREATS

- State of Illinois, hospital, resident's discontent, needed revenue, commercial development

The group then engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. This effort helped to crystalize the current challenges and opportunities facing the community, shown below:

STRENGTHS-OPPORTUNITIES

(Make good things happen)

- Partnerships: CDH, business, governments
- Commercial development
- Maintain/cultivate quality of life
- Engagement-events/volunteers
- Communication

WEAKNESSES-THREATS

(Keep bad things from happening)

- State of Illinois
- Hospital
- Communication
- Development

This led to the identification of a broad set of issues and challenges facing the community:

ISSUES/CHALLENGES

- State of Illinois
- Hospital
- Development
- Maintain/cultivate quality of life
- Partnerships: CDH, businesses, governments
- Engagement/communication: social media, events
- Residential density/town center
- Expansion—annexation

Once the current challenges were identified, the group discussed what the priorities of the Village should be over the next three years. From that discussion, it was determined that the

four Strategic Priorities in the previous strategic plan should continue with one modification—that Commercial Development should be broadened to “Community Development”. The priorities:

STRATEGIC PRIORITIES

1. Improved Sustainable Revenue
2. Effective Communication
3. Maintaining Quality of Life
4. Community Development

Determining Success: Defining the Key Outcome Indicators

Following identification of strategic priorities, the group focused on developing a set of desired outcomes for each priority. Once the outcomes were established, Key Outcome Indicators (KOI’s) were defined and Performance Targets were developed. KOI’s are items that are measured, tracked, or monitored to judge progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

Clarifying outcomes provides organizational focus by establishing a limited set of desired outcomes and performance targets for achievement for each strategic priority. The alignment created between outcomes and strategic priorities is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Key Outcomes, Indicators, and targets by priority are:

Improved Sustainable Revenues

Outcome: Increased local revenue; **KOI:** Sales and property tax revenue; **Target:** (1) Sales tax increase of 100% by 2020; (2) total EAV increase of 15% by 2022

Outcome: Maintain strong financial position; **KOI:** (1) Reserve position, (2) Bond rating; (3) Pension funding; **Target:** (1) Reserves between 25-35%; (2) AA Bond rating; (3) 55% funding ratio-Police pension

Outcome: Maintain equitable financial relationship with CDH; **KOI:** Revenue allocation; **Target:** Agreed-upon allocation prior to Village budget approval

Effective Communications

Outcome: Winfield branding; **KOI:** Products, Services; **Target:** Strategy and plan by 1/1/2018

Outcome: Better informed residents; **KOI:** (1) PEG system, (2) Surveys; **Target:** Greater than 60% positive response

Outcome: Simplified customer transactions; **KOI:** Web transactions; **Target:** 10% annual increase in web transactions

Maintaining Quality of Life

Outcome: Maintain infrastructure; **KOI:** Current maintenance plan plus stormwater funding;
Target: Full funding of maintenance plan

Outcome: Remain one of the safest communities in Illinois; **KOI:** UCR indexes; **Target:**
Maintain top ten community status

Outcome: Adequate staffing to meet service demands; **KOI:** Work load indicators; **Target:**
Staffing is deemed aligned as funding and facilities become available

Outcome: Successful Riverwalk; **KOI:** Project milestones; **Target:** Riverwalk 50% complete by
2019

Community Development

Outcome: Development in key development areas; **KOI:** (1) Roosevelt Rd, (2) Town Center,
(3) St. Charles; **Target:** Roosevelt-35% sold; Town Center-updated Town Center plan; St.
Charles- annex to North Avenue

Outcome: Increased multi-family housing; **KOI:** Multi-family units; **Target:** 25 additional units
annually until build-out

Outcome: Stable business sector; **KOI:** Vacancy and business retention rates; **Target:** Vacancy
and migration rates <10% annually

Implementing the Vision: Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the KOI's, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. The Village of Winfield staff will accomplish this in the near future through development of strategic initiatives for each priority. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the KOI's.

1. Improved Sustainable Revenue

- a. Implement commercial development initiatives (#4 below) ✓
- b. Monitor financial policies and state-shared revenue distributions ✓
- c. Maintain economic development grant and seek further partnering with NM-CDH ✓
- d. Update 5-year financial forecast and consider longer term modeling ✓
- e. Implement new enterprise resource planning (ERP) system for efficiencies/reporting ✓

2. Effective Communication

- a. Update Village branding and marketing plan, use of various media
- b. Utilize press releases to highlight Village milestones and support marketing effort ✓
- c. Distribute and publicize Popular Annual Financial Report ✓
- d. Implement ERP online services for permit transactions and utility payments ✓
- e. Conduct informational meetings with fellow units of local government ✓

3. Maintaining Quality of Life

- a. Update Capital Improvement Plan with 5-year financial forecast ✓
- b. Update Riverwalk park plans with public input and seek OSLAD construction grant ✓
- c. Implement Town Center public beautification plans as new developments occur
- d. Track results on index of desirable rankings (crime rate, livability, etc.) for suburbs ✓
- e. Identify municipal facilities plan to accommodate future staffing needs ✓
- f. Establish traffic enforcement and accident reduction program

4. Community Development

- a. Coordinate commercial marketing and development strategy along Roosevelt Road ✓
- b. Develop partnership program with NM-CDH for development of Town Center ✓
- c. Support high density residential development and additional retail in Town Center ✓
- d. Investigate annexation opportunities on north and south sides of town ✓
- e. Conduct business retention outreach to brick & mortar locations ✓

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Board of Trustees defined a direction and a set of outcomes that are important to the community. The Trustees and senior staff all spent time engaged in new ways of thinking to come up with a set of plans that will help the Board successfully measure and achieve the outcome they defined.

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