CITY COUNCIL
STRATEGIC SESSION

SEPTEMBER 28, 2015
Strategic Plan
Update

City of Collinsville, Illinois
Strategic Plan
2012 - 2013

Adopted by the Collinsville City Council on the ____ day of _____, 2013.

Collinsville City Council
Mayor John Miller
Councilman Nancy Moss
Councilman Jeff Kepta
Councilman Cheryl Brumbeloe
Councilman Jeff Stehrman
Acting City Manager Mitchell Bair, AICP
STRATEGIC PLAN OVERVIEW & UPDATE:

✓ Assume acceptance of the Mission & Vision
✓ Discuss the Goals & Objectives
✓ Connect the Strategic Plan to the Services and Operations Strategy through identified Action Items
✓ Start thinking about the Action Items after tonight’s discussion
✓ Connection to Performance Measurement is through the Action Items
✓ 1 & 2 year Action Items
MISSION & VISION

**Our Mission:**
“To provide superior municipal services through an engaged workforce while partnering with the community and being responsible stewards of the public tax dollars resulting in satisfied customers.”

**Our Vision:**
The City of Collinsville is a dynamic small town
- Safe and Friendly •
- Vibrant Uptown •
- Livable Neighborhoods •
- Center for Business and Tourism •
- Destination for Leisure, Culture, and History •

A Great Place to Call Home.
GOAL #1: QUALITY HOMES & NEIGHBORHOODS

PURPOSE:
To become the preferred place to live by creating quality homes and neighborhoods.

OBJECTIVES:
1. Ensure a diversity of housing choices with stabilized and increasing property values.
2. Improve and maintain neighborhood infrastructure and City amenities.
3. Address the safety, quality, and code compliance of the City’s housing units.
4. Reduce the negative impacts and increase the code compliance of rental properties.
5. Ensure a proactive, consistent, effective, and efficient code enforcement process.
6. Reduce attractive nuisances and abandoned properties.
7. Ensure that planning and regulatory requirements foster a positive environment for the expansion and promotion of residential development.
GOAL #2: SAFEST CITY

PURPOSE:

To become the safest City by ensuring the safety and security for all residents and visitors.

OBJECTIVES:

1. Promote programs and policies that improve safety and security.
2. Develop and promote programs focused on education and awareness that improve safety and security.
3. Promote programs, policies, and operational procedures that reduce response times for emergency services.
4. Promote programs and policies that reduce traffic accident rates.
5. Promote programs that improve the safety and security for the City’s rental properties.
6. Promote programs and policies that protect life and property in times of emergency.
7. Promote programs and policies that improve fire emergency prevention, preparedness, and responsiveness.
8. Ensure adequate public safety call for service times.
9. Evaluate and ensure adequate and efficient facility locations when considering call service times.
10. Develop opportunities for community based policing.
**GOAL #3: QUALITY INFRASTRUCTURE**

**PURPOSE:**
To provide and invest in a proactive infrastructure system that meets the current and future needs of City residents, visitors, and businesses.

**OBJECTIVES:**
1. Develop and maintain a prioritization plan and system for making infrastructure investments and improvements based on conditions, funding, and impacts to the community.
2. Optimize and enhance funding resources in a manner that improves the overall quality of City roadways and reduces costs to City residents.
3. Develop a program that establishes minimal road condition standards and levels of services to evaluate roadway improvement and investment priorities.
4. Develop a comprehensive stormwater management and design standards program for the City.
5. Develop a program that establishes standards and levels of services to evaluate sanitary sewer and potable water improvement and investment priorities.
6. Develop a comprehensive plan for the expansion of sanitary sewer and potable water service.
7. Continue to utilize City staff and capital equipment in a manner that reduces the costs of expanding and maintaining City infrastructure.
GOAL #4: STRONG & DIVERSE ECONOMY

PURPOSE:
To provide a strong and diverse economy for those who live, work, and visit Collinsville.

OBJECTIVES:
1. Develop and promote policies and programs that create a business friendly environment.
2. Provide an efficient and effective Development Review and Approval Process that cultivates a partnership between the City and the development community.
3. Conduct a market analysis focused on establishing market segment targets and goals.
4. Create an Economic Development Plan that includes detailed policies and programs focused on achieving strong and diverse economic development.
5. Develop policies and programs focused on business retention and growth.
6. Develop and utilize a focused brand for Collinsville.
7. Promote programs and policies that diversify the economic base in a manner that stabilizes and strengthens the tax base.
8. Ensure that a broad range of housing opportunities are available for employers, employees, and residents transitioning through various lifestyle stages.
9. Ensure economic development objectives are included within the evaluation of future City infrastructure and amenity projects.
GOAL #5: COMMUNITY ENGAGEMENT & COMMUNICATION

PURPOSE:
To provide and promote the effective engagement and communication between the City and its residents in a manner that provides information and enhances transparency and accountability for City policies and programs.

OBJECTIVES:
1. Ensure the proactive involvement of residents in City policies and programs.
2. Ensure that information is provided in a manner that is easily accessible, timely, and proactive.
3. Develop partnerships with other public entities and community groups.
4. Promote the utilization of the City’s social media outlets.
5. Promote the education and understanding of the public in City finances, taxation, personnel, projects, programs and policies.
6. Develop a program focused on surveying City residents regarding their evaluation of City services and program priorities.
GOAL #6: CUSTOMER FOCUSED SUPERIOR SERVICES

PURPOSE:
To provide customer focused superior services through an engaged and committed workforce in a transparent and collaborative manner.

OBJECTIVES:
1. Ensure that the City has adequate staffing levels and that City staff is professionally trained and well equipped to deliver City services in an efficient and effective manner.
2. Ensure that the City workforce is knowledgeable and committed to the mission, vision, and values of the City.
3. Ensure that the City workforce is informed on City services, programs and policies in a timely manner.
4. Evaluate City programs, policies and services offered, and ensure that they are delivered with pride, respect, courtesy and value.
5. Involve the residents and City workforce in the discussion, evaluation and creation of City programs and policies.
6. Establish consistent expectations for customer service and methods to ensure and evaluate their effectiveness.
7. Establish a culture where all City employees feel valued and respected.
8. Develop an Employee Engagement Plan focused on the professional and personal development of all City employees.
9. Utilize technology to enhance the efficient and productive delivery of services.
10. Develop a comprehensive technology plan.
11. Develop and implement an integrated Geographic Information System to increase the decision making efficiency and effectiveness.
12. Communicate and educate on the value of services provided for taxes paid.
**Goal #7: Financial Stewardship & Sustainability**

**Purpose:**

To function as wise stewards of tax payer resources in a manner that results in the City’s ability to meet current service demands and obligations without compromising the ability of future generations to do the same.

**Objectives:**

1. Develop and maintain contemporary and comprehensive financial policies that promote sustainability and addresses revenues, expenditures, debt and reserves.

2. Develop a contemporary and comprehensive revenue policy that includes taxation, fees, and investments in a fair and equitable manner.

3. Ensure the City’s ability to provide quality ongoing services through the diversification of revenue, charging fees that are adequate to recover the City’s cost of providing the associated service, investing in capital assets, following suitable purchasing procedures, using debt prudently, and investing idle funds in a prudent manner.

4. Evaluate City services in a manner that ensures they are delivered in a financially sustainable manner.

5. Promote stewardship of all City assets including buildings, infrastructure, vehicles and equipment.
GOAL #8: VIBRANT UPTOWN

PURPOSE:

Develop and promote Uptown Collinsville as a vibrant place to live, work, and play.

OBJECTIVES:

1. Continue to implement the City’s Uptown Master Plan.
2. Attract new residential development.
3. Attract new and unique businesses to Uptown.
4. Retain existing businesses.
5. Support all businesses through marketing, special events, the Uptown Structural Rehabilitation & Façade Grant Program, and the Fire Safety Code Assistance Program.
6. Continue City-sponsored events to draw people Uptown.
7. Address & brand the entrances into Uptown.
8. Continually improve the infrastructure of Uptown through the Streetscape Program, water and sewer improvements, and increased parking opportunities.
9. Support events organized by other organizations (Italian Fest, Chili-Walk, Christmas in Collinsville, etc.).
10. Promote Uptown’s tourism, historic and cultural assets (D.D. Collins House, Miner’s Theatre, Collinsville Memorial Public Library, Museum, etc.).
11. Support the preservation and restoration of historic structures.
STRATEGIC PLAN NEXT STEPS

1. General agreement on the Goals & Objectives
2. Start considering general “Action Items”
   A. 2-year span to coincide with 2-year budget
   B. Tie the Strategic Plan to real actions
   C. Brings in performance based approach to gauge achievement
3. Department Heads to recommend and bring “Action Items” forward
4. Integrate “Action Items” into the budget process
5. Thoughts & Discussion...
Questions, Comments & Discussion
**Gateway Center Long Range Plan**

1. Need derived from financial viability conversations
   
   1. Short term (next 5 years)
   2. Long term (beyond 2021)
   3. Started by discussion on debt to revenue ratio

2. Increased competition (Belleville – Our Lady of the Snows Facility)

3. Partnership between City and Gateway Center to create a long range plan

4. Focuses on long range viability of the Gateway Center

   A. Financial
   B. Marketing
   C. Programming
   D. Operations
   E. Infrastructure
Gateway Center Long Range Plan

1. City has a “REAL” stake in the outcome
   A. Eastport Plaza Development Future (Office, Hotel, Hospitality, etc.)
   B. City Development Future
   C. Gateway Center is a driver and critical component of the City’s whole market

2. Will establish responsibilities of both entities
   A. Gateway Center
      i. Finances
      ii. Program “Niche”
      iii. Marketing
      iv. Infrastructure
   B. City
      i. Development Guidance
      ii. Infrastructure
**Gateway Center Long Range Plan Next Steps**

1. Solicit RFP’s for convention authority professionals to prepare study
2. Study will identify future direction of Gateway Center
3. Study will establish Gateway Center and City’s “needs”
4. Study will focus on where Gateway Center needs to focus to be “competitive” (proactive and not reactive)
5. Study will focus on identifying elements the City needs to put in place to support Gateway Center (land use – development, infrastructure, streetscape, etc.)
6. Study will establish a business plan focused on getting the Gateway Center competitive, viable, and independent
7. Study would be paid for utilizing TIF
8. Still need to decide on short and long term finance issues (Cell Tower Revenue is already being discussed as a short term revenue partnership)
9. Immediate Next Step is work with Gateway Center to create and publish RFP and see what response we get...then
10. Back to City Council!!
Questions, Comments & Discussion
PERSONNEL

- 40 Sworn Officers – 43 Previously Approved
  - Three 2015 Retirements
- 18 Full-Time Civilian Employees – Full Strength
- 11 Part-Time Civilian Employees – 12 Budgeted
  - Recently eliminated 1 CPA by attrition
Where Are We Now?

CRIME AND QUALITY OF LIFE

- Traditional/Proactive Policing
- Unified Crime Reports
  - No Trends
  - 73% Clearance Rate
    - Above National Average
- Quality of Life – Cooperative Effort
  - SCAT, Code Enforcement, CFMH, etc.
Where Are We Going?

PERSONNEL

- 44 Sworn Officer
  - Balances Patrol Shifts
- Eliminate 1 Assistant Chief (Attrition)
  - Create Juvenile Detective
- Create Administrative Assistant
  - Non-union
VISION STATEMENT

- The Collinsville Police Department is committed to continued excellence through leadership, training, recruitment and continuous self-evaluation. We will keep in mind that patrol is the core function of our agency, while continuing to evolve in our use of tactics and technology through challenging times. We will continue to develop partnerships with our business and residential community, with the realization that we can’t accomplish our goals without them. All of our actions will be directed towards providing service to our community while vigorously enforcing laws to prevent crime and provide safety to our residents and visitors.
PUBLIC AFFAIRS

Evans

Town Hall Meetings

Communications Strategy
Gary Scaggs

Media Relations - Asst. Chiefs

Community Stakeholder Meetings

Community Programs

Communications Strategy

Website

Press Releases

Facebook

Twitter

Next Door

Instagram

Coffee with a Cop

PIO(s)

Volunteers in Policing

Explorer's Post

Special Olympics

YIP

Citizen's Police Academy

City Collaboration
COFFEE WITH A COP
Communications Strategy

Scaggs

Website
Facebook
Twitter
Nextdoor
Instagram
Coffee with a Cop
SPECIAL OLYMPICS
SPECIAL OLYMPICS
SPECIAL OLYMPICS

THANK YOU
Collinsville
Police Department

for volunteering at our
2014 Spring Games!

Special
Olympics
Illinois
BIG BROTHERS BIG SISTERS