Summary Report

Strategic Planning and Goal Identification Workshops & Process 2016-2017

for the
City of Park Ridge, Illinois

Winter 2016-17

NORTHERN ILLINOIS UNIVERSITY
Center for
Governmental Studies
Outreach, Engagement, and Regional Development

City of Park Ridge, Illinois

Strategic Planning and Goal Identification Workshops

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INTRODUCTION

"The art of progress is to preserve order amid change,
and change amid order..." A.N. Whitehead

Strategic planning, at its core, is leadership's expression of the future. Whether it be a private or public organization, the world in which all organizations operate, including cities and villages, continues to rapidly change and grow more complicated, as witnessed by the changing dynamics of our region, our state, the nation, and the globe.

As an organization, you have now placed yourselves among the special class of municipal governments that engage in formalized strategic planning and goal setting. As we discussed during the process preparation sessions and workshops, executive-level retreats and strategic planning sessions are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by policy-making leaders and executive staffs in both private and public organizations.

Strategic planning is a preferred approach to guiding the City's future rather than making decisions issue by issue or crisis by crisis. Your workshop provided a positive setting to set aside time to methodically—"strategically"—determine where it is you want to go as a community and as a City government. Your work will serve the City's residents and organization well into the coming years. We congratulate you on the investment you made in the special workshops we held.

Keep in mind, however, that your achievements will be realized only through the thoughtful use of your resources and clear direction to the City's professionals and management team. The high standards of performance that Park Ridge is known for can place a strain on the organization, as excellence requires adequate staff time, expertise and resources. In the end, quality equates to tough choices in prioritization and resource allocation. Only a limited number of objectives, goals and services

can be effectively managed and implemented at a given time. In a very realistic sense, ***clear and stable priorities*** must be maintained if the City desires to stretch its resources as far as they can go.

Resist the temptation to "re-arrange" priorities as the next fiscal year moves along. Stick to the results of your efforts throughout this process and your budgeting process— be hesitant to elevate a seemingly "easy" goal from the bottom of the list of priorities just because it seems "easy." We have seen this scenario in a few organizations we've worked with, and in a matter of a few months—a scrambled set of directions and priorities emerge, creating mixed signals, unraveling consensus and impacting progress. A set of seemingly small decisions or re-thinks can create a confusing tone in the organization.

Outline of Exercises and Discussion Sessions

Session I. Introduction Exercise

Opening Exercise/Icebreaker: How would you describe Park Ridge to a stranger or someone who doesn't live or work here?

1. The best home town
2. A residential community
3. We're ranked very high for quality of life
4. Jumping night life
5. Minutes from downtown Chicago
6. Modernizing community with a slice of Mayberry friendliness
7. Nice homes
8. Many businesses
9. A town going through a Metamorphosis
10. Linked by railroad lines/commuter options
11. Strong community/strong future
12. Dynamic/sophisticated "night life"
13. Thrifty
14. Stable
15. Wonderful public services
16. Can do attitude – great attitude by employees and the community
17. Community-oriented place
18. Growing
19. Family-friendly
20. We have a lot of community keepsakes/memories/legacy
21. Awesome citizens and employees

22. Land – efficient/economical use of land
23. More going on – we're a town "on the move"
24. Sustaining awareness
25. Best location (O'Hare/Chicago)
26. Good Alderman – great officials
27. Positive tone/see possibilities
28. We're ready to move forward
29. Like what's here/what we have – but there's room to grow/improve
30. Change – able/willing to change – to evolve, e.g., night life and working with businesses
31. A lot of caring and investment
32. Change readiness– we're needing to plan, adapt; to do big things – need to be on the same page – need a road map
33. Nostalgia – positive feelings/memories, not a transient population – people care and are invested in the town

Session II. Visions of the Future

Exploration and identification of the City's desired future condition.

Each participant was asked to articulate what he or she perceives to be the preferred future state of the City in one, five, ten and twenty years down the road. What services, programs, staffing levels, capital needs and general facets would or should be present at the City and in the City at these intervals? Council members and other participants were asked to jot down their ideas ahead of time and then be ready to share them with the group during the first session. This was a brainstorming exercise—any and all ideas about the City's future were encouraged and shared. No evaluative or judgmental debate was permitted during this session.

The format for all of the discussion sessions used in the planning effort of employed approaches were highly participative and interactive. The process utilized a group discussion approach called Nominal Group Technique where participants were assured equal opportunities to speak and share opinions by the facilitator. During the sessions, individuals had the opportunity to generate and share individual ideas, weigh alternatives, and further refine their thinking. As these ideas were shared and debated, the group worked steadily toward a consensus of organizational value, purpose, future directions and priorities. The responses listed below are in no particular order. When a number in parentheses follows a response, the number represents the number of other individuals commenting on the same or similar vision.

(see next page)

A FUTURE VIEW OF PARK RIDGE, ILLINOIS

VISION STATEMENTS

Participants conducted this exercise by responding to the phrase: "In 15 – 20 years when I return to Park Ridge I hope to see, or think I will see…."

1. Mature trees/restored canopy urban forests
2. Flood City reputation is a thing of the past
3. Uptown, S. Park & Higgins corridors are thriving (new buildings – refurbished buildings)
4. Busee Highway/Village Green business districts thriving
5. Progressive transportation environment: biking, parking, and walking – planned installed for businesses and residents
6. Commuter-friendly city with updated infrastructure (above and below ground) with many amenities and entertainment choices for residents
7. Business-friendly/environment sustain community with streamlined code, customer-oriented quality staff dedicated to attracting business and appropriate development
8. Bustling commerce in all our business areas – people walking from store to store
9. Primarily/still a single-family community
10. Stable finances
11. Quieter air traffic
12. Dedicated long-term citizens
13. Organizations seen as efficient, well-run organization in service to citizens
14. H.I.T.A. will frame how we deliver our results
15. An active and diverse population as I drive through town – enjoying the community, the downtown, gathering places, etc.
16. Returning generation – our kids will come back and live here/want to be here – desirable return – a <u>destination</u> where people want to be
17. Employees' jobs will be safer, easier, more efficient, more technology – might be services we haven't imagined.
18. A new Public Safety building space, technically efficient, etc., - dual purpose
    - Might be consolidation, might privatize
    - More Cyber Crime, patrol – it won't be like it is today
19. New Public Safety building with Police and Fire departments, but where? A new E.O.C. (but not in the basement)
20. More technology (like sprinklers) reduces time on the scene, etc. More shared resources – we almost act like a regional department now with MBAS. Demographics will impact our services
21. Technology advanced organization/operation that meets residents' needs – keep pressing to advance
22. Proactive organization and government that drives/supports being proactive and innovative, now we are reactive – in future trends, models, stats and dashboards will be used.
23. A more collaborative Council and Senior Staff – remove roadblocks –to keep high performing staff and keep the team motivated

24. City desirability is evident. One factor is that larger homes will likely replace smaller homes – property assemblage for S.F. will take place
25. An even more vibrant downtown – daytime foot traffic, night time activity and less storefront vacancies
26. More paperless transactions in building with our permitting inspections, field work, etc.
27. More technology in Public Works for G.I.S. as well as knowledge from experienced workers – better materials for streets will be used, etc., better snow removal technologies will come along
28. More online technology and transactions city-wide, like transactions with finance, permitting, data, citizen requests, etc.

Session III. Environmental Scanning Group Exercise – "Surrender or Lead"

Participants were introduced to a leadership exercise entitled "Surrender or Lead." The premise is that sub-groups of the participants work to develop responses to some simple, but extremely effective and thought-provoking questions. Participants' members were broken up into two working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal perspectives, challenges and frustrations of the participants as a whole. The participants' responses were recorded and discussed. The responses provided by each group are recorded below. Underlined sections are key phrases that groups were asked to respond to. Groups were given the assignment to name their group and to offer a spirit of camaraderie among group members. Responses to the exercise questions are presented below:

Group #1 – Growth Gurus

1. We want to modernize, but face obstacles. (1)
2. Two most important things to focus on are economic development and infrastructure because they maintain a thriving community.
3. If it weren't for "what about me" perspective, we would be further along in our growth.
4. We need to finally establish city-wide priorities, and support staff in "getting it done".
5. State funding (LGDF) will have the biggest impact on the city in the coming 2-3 years.

Group #2 – The Patriots

1. We want to move our various initiatives forward, but we need better planning and prioritization.
2. Two most important things to focus on are financial stability and delivering quality customer service because that is what drives customer/resident satisfaction.
3. If it weren't for tough decisions made over the last 8+ years, we would not be in the position we're in to seize opportunities available to us.
4. We need to finally change our mentality from that of the last 8+ years and be open to investing.
5. Alignment of Council/Staff will have the biggest impact on the city in the coming 2-3 years.

Group #3 – The Hawks

1. We want to be more progressive, but have lacked resources. (1)
2. The two most important things to focus on are people and infrastructure because it is the most visible way people interact with local government.
3. If it weren't for the uptown TIF, we would have gotten here sooner.
4. We need to finally plan for the long-term with input from all stakeholders.
5. Consistent, effective leadership from Council and Staff will have the biggest impact on the City in the coming 2-3 years. (1)

Session IV. Environmental Scanning Internal and External S.W.O.T. Analysis

The next step of the strategic planning process was a review and accounting of the internal and external factors present in the environment that can potentially impact the success of the City, both negatively and positively.

Given the futuristic statements of the preceding session, and the challenges raised in the Surrender or Lead exercise, participants were then asked to work through a classic S.W.O.T. analysis. Participants, in an open group discussion, were asked to identify what constraints and practical difficulties are likely to be encountered that will make it difficult to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, what are the organization's strengths and weaknesses? In what areas does it regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to its advantage? Conversely, what trends lay ahead that would be obstacles or hindrances?

S.W.O.T. EXERCISE
(Strengths, Weaknesses, Opportunities, Threats)

Internal

STRENGTH	WEAKNESS
♦ Location, location ♦ Proximity to 3 high quality assets: the City, O'Hare, highway network, etc. ♦ Home values ♦ Safety of the community	♦ Location to airport ♦ Landlocked ♦ Home values ♦ Passion ♦ Transparency

STRENGTH	WEAKNESS
♦ Passion ♦ Transparency ♦ Schools ♦ Improving financial stability ♦ Citizen involvement ♦ Reputation as a city ♦ Quality staff/professionals ♦ Vibrant uptown area ♦ Tone at the top ♦ Strong Credit rating ♦ Quality of life	♦ Employee turnover ♦ Small commercial base ♦ Diminishing institutional knowledge ♦ Lack of clear priorities ♦ Lack of technology for customers ♦ Citizen involvement ♦ Zoning ordinance – vague/staid ♦ Reputation ♦ Parking ♦ Salary compression ♦ Context of some staff morale/under appreciation of staff work at times ♦ Tone at the top ♦ Facilities ♦ Lack of efficiency policy and operational ♦ Environment sustainability

External

OPPORTUNITY	THREAT
♦ Improving financial position ♦ Real estate/options and availability of commercial property ♦ Employee changes, retirement attrition, turnover ♦ Enhanced communication with community ♦ Clarified priorities ♦ Social media ♦ Succession planning ♦ Technology needs	♦ Springfield - mandates or other government policies state or federal ♦ Extreme weather ♦ Aging infrastructure ♦ Small commercial base ♦ Employee turnover ♦ Social media ♦ Next recession ♦ Outdated zoning ordinance ♦ Changing demographics

OPPORTUNITY	THREAT
♦ Changing demographics ♦ Community turnover ♦ Changing development opportunities ♦ Parking ♦ Exploring user fees and revenue distribution ♦ Address compression and competitiveness of salaries ♦ Tone at the top ♦ Facilities ♦ Safety of community ♦ Environment sustainability ♦ Strong credit rating	♦ Community turnover ♦ Parking ♦ Salary compression ♦ Tone at the top ♦ Overall economy changes

Session V. Nominal Group Goal Identification

This lengthy session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the City. With the preceding sessions serving as a sound foundation for goal setting, the final session was a healthy group discussion of goals or action items needed to achieve the future visions as expressed by the group. To begin the process, each Council member was allotted time to highlight the three or four most important policy/program goals that he or she thinks the City should accomplish in the next one to five years. The City Manager also added perspective on important initiatives and goals after hearing the issues identified by the Council. At the conclusion of the Council's identification of goals, the Manager and Department Heads offered key goals.

Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions/debates were deferred to a follow-up session where all participants engaged in open discussions of the goals or action items, their impact on the region, the organization, and their relative importance to the City's current or future circumstances.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of complexity and time. Agreed criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly

the same “type” together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges”.

All statements were recorded on chart paper. The goals and their classifications as short- or long-term, complex or routine are indicated below. Agreed criteria were used for classifying goals as either routine or complex: short-term goals were those goals that could or should be completed or substantially underway by the end of the coming fiscal year. Complex goals were goals that required extraordinary resources, specialists, funding or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Council and within present budget streams or with minor revenue enhancements or reallocations.

Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for the Council members and staff to discuss, evaluate and debate the ideas and goals offered by each participant in the previous sessions. Participants are asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Following the classification exercise, the group was asked to delineate, via a ranking exercise, which goals should be given higher priority than others. Group members were provided ranking sheets where point values were assigned to each goal in each quadrant of the matrix by individuals. The resulting narrowing of short- and long-term objectives and actions required to attain goals and achieve the future vision was an important outcome of this phase of the process.

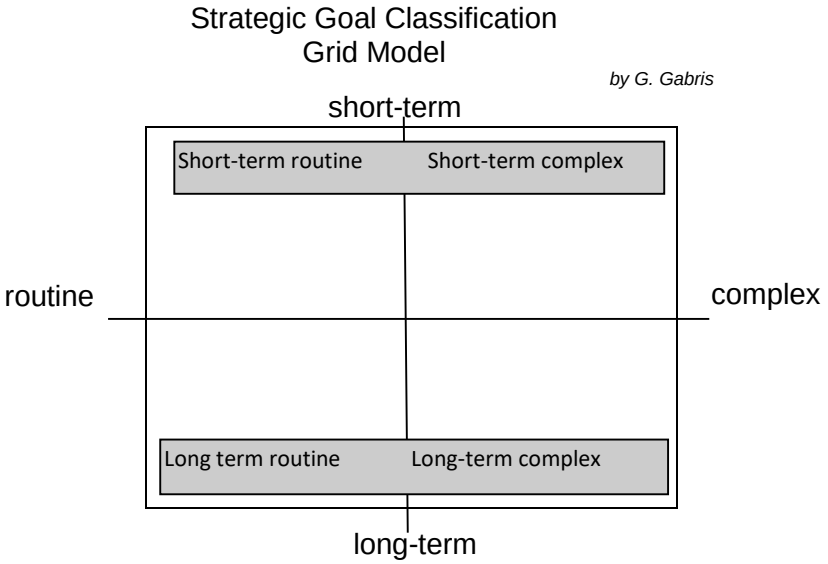
Lastly, at the end of the process, it’s possible to step back and look at the goals, vision statements and SWOT analysis and examine the cumulative discussions for key strategic issues that emerged for policy makers and administrative staff to address. The following diagram illustrates the strategic policy areas that emerged from Park Ridge’s strategic planning process. These issue areas help frame the strategic goals and objectives the City will focus on in the months and years used in the planning horizon.

- Fiscal Stability and Stewardship
- Community Infrastructure
- Economic Development
- Internal Infrastructure
- Quality Public Services and Customer Service
- Organizational Development and Advancement

Key Strategic Issue and Policy Areas Reflected in the Goals and Vision Statements

Prioritization of Goals

The illustration below presents the overall time and complexity matrix used for goal development and prioritization throughout the process.



TOP FOUR GOALS WITHIN EACH QUADRANT OF THE TIME AND COMPLEXITY MATRIX

[BASED ON CONSENSUS RANKING PROCESS]

The following diagram presents the group's top four goals as they emerged from the consensus ranking exercise. The top four goals (and ties, if any) are offered here as a process "snap shot" of the most important strategic goals or issue areas for the City Council and staff to address in the months and years ahead. For a full review and appreciation of all the strategic goals and issue areas presented, discussed and ranked, please see the detail goals presentation that follows the diagram of the top four goals within the matrix.

(Continued on next page)

TOP FOUR STRATEGIC GOALS WITHIN EACH QUADRANT OF THE TIME AND COMPLEXITY MATRIX

Short-term

Routine **Complex**

Short-term routine

- Create an overall infrastructure plan
- Continue to emphasize financial stability and fiscal management
- Improve external customer service to residents
- Work to take a broader view of problem solving and alternatives

Short-term complex

- Establish and fund a stormwater utility and funding of stormwater projects
- Improve technological infrastructure at City Hall/enhance technology in all departments; undertake an IT comprehensive strategic plan
- Examine/rethink focus of the Community Preservation & Development Dept.
- Address Human Resources & Organizational Development Needs

Long-term routine

- Continue to build institutional knowledge, staff depth, skills and strategy on how to "evolve'" the organization for the future
- Increase/enhance our financial stability
- Strengthen our identity, uniqueness, branding, and city gateways
- Explore integration of elements of Fire & Police Departments, and inspector and inspection services/work to establish cross-trained staff

Long-term complex

- Manage our stormwater utility master plan; the stormwater utility will be up and running and initial multi-year projects functioning within a fair framework flood program that works
- See installation phase/construction begin on portions of our long-term/adopted infrastructure plan
- Establish improved communications with all stakeholders and residents
- Improve technology according to our long term/IT plan

Long-term

The full listing of the final prioritized goal rankings, across all corners of the goals matrix, are presented below. The calculation of a particular goal's ranking (within each quadrant) consisted of a straightforward technique known as 'forced ranking' where the ranking of each identified goal is averaged, based upon the numerical rank given to each goal by all council members. For example, if a goal is given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. **The lower the score, the higher the priority.** Again, the average totals were based on the ratings provided. Note: Similar goals were combined.

Note: for the ranking results, a ranking sheet from one alderman was not developed due to unforeseen circumstances.

COUNCIL FINAL PRIORITIZED SHORT-TERM GOALS

PARK RIDGE 2016 Short-Term Complex Goals				
YOUR RANKING	**TOTAL SCORE**	**GROUP AVG**	**GOAL ID #**	**GOAL**
8, 6, 1, 2, 2, 3, 2	24	**3.4**	**8, 34**	Establish and fund a stormwater utility and funding of stormwater projects a. Identification of flood projects resulting from master planning underway b. Explore/discuss/determine funding options (SSA's, utility model, financing, etc.) for stormwater projects
3, 3, 2, 1, 4, 7, 5	25	**3.6**	**6, 23, 26, 29, 32**	Improve technological infrastructure at City Hall/ enhance technology in all departments. Undertake an IT comprehensive strategic plan. a. Explore building function, permitting technology b. Implement and expand use of online technology for transactions, meter reads, payables, receivables, etc. c. Move toward a digital office – replace planning and development software that integrates with finance d. Implement applicant tracking software in HR
2, 7, 4, 3, 5, 4, 3	28	**4.0**	**4**	Examine/rethink focus of the Community Preservation & Development Dept. a. Examine expanding / clarifying role of economic development b. Consider staff with primary focus

PARK RIDGE 2016 Short-Term Complex Goals				
YOUR RANKING	**TOTAL SCORE**	**GROUP AVG**	**GOAL ID #**	**GOAL**
1, 4, 3, 4, 7, 2, 11	32	**4.6**	**1, 22p, 30**	Address Human Resources & Organizational Development Needs a. Develop bench strength b. Succession planning c. Conduct professionally administered compensation study/compression d. Develop path to improve morale e. Reduce employee turnover f. Address compensation and compression needs in public safety and other departments
7, 10, 5, 10, 1, 1, 4	38	**5.4**	**5, 27**	Retain Planning Consultant to begin an update, revise the zoning code/ordinance
9, 2, 10, 6, 11, 5, 1	44	**6.3**	**2**	Improve image of the City externally via intergovernmental activities, etc.
6, 1, 11, 11, 8, 6, 7	50	**7.1**	**11, 22**	Examine and reorganize departments to align well with needs of the community's service levels and strategic goals – a. Current structure result of changing dynamics and previous organizational decisions b. "Form should follow function" c. Assess staffing profile in the Police and Fire Departments to match staffing to shift shortfalls and reduce overtime and build the bench
5, 5, 8, 5, 10, 9, 10	52	**7.4**	**20, 21, 31**	Establish and specify a city-wide facility maintenance, repair, replacement program and begin repairs based on priority a. Conduct a space needs analysis for the existing Police Department facility – maximize what we have and be more energy efficient b. Identify facility enhancements, improve work environment & space, HVAC,

PARK RIDGE 2016 Short-Term Complex Goals				
YOUR RANKING	**TOTAL SCORE**	**GROUP AVG**	**GOAL ID #**	**GOAL**
				effectiveness, and service delivery efficiency
4, 9, 6, 8, 9, 10, 8	54	**7.7**	**15, 28**	Take steps to advance/formalize our sustainability efforts and policies – layout a path forward that makes sense for the City a. Formulate and adopt a green/sustainability plan/ provide services in an environmentally friendly way according to our plans and approaches
10, 8, 7, 9, 3, 11, 9	57	**8.1**	**7**	Mobility enhancements – Explore options & improvements around town a. Parking, especially commercial, Metra, downtown b. Biking/walking c. Commuting
11, 11, 9, 7, 6, 8, 6	58	**8.3**	**18**	Implement an automated water meter read and improved tech-based system

PARK RIDGE 2016 SESSION Short-Term Routine Goals				
YOUR RANKING	TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
4, 3, 3, 1, 1, 2, 5	19	**2.7**	**14, 19**	Create an overall infrastructure plan a. Roads, sidewalks, curbs, lighting b. For both short-term and long-term capital needs c. Expand our sewer lining program and lengthen service life of sewer facilities
5, 5, 2, 3, 2, 4, 6	27	**3.9**	**13, 17, 24**	Continue to emphasize financial stability and fiscal management a. Within realm of community as a whole (beyond stormwater management needs) b. Continue to improve financial strength and improve bond credit rating c. Forecast funding needs of the City's internal service funds that have been depleted since 2008
1, 4, 5, 5, 3, 5, 4	27	**3.9**	**3**	Improve external customer service to residents.
6, 2, 6, 7, 5, 1, 1	28	**4.0**	**9, 12**	Work to take a broader view of problem solving and alternatives a. Explore/consider actions that include breaking silos, and traditional problem solving b. Work to improve Council rapport and stability
7, 6, 1, 2, 4, 7, 2	29	**4.1**	**17**	Continue to improve financial strength & improve the City's bond/credit rating
3, 1, 4, 6, 7, 6, 3	30	**4.3**	**10, 16**	Develop goals and metrics where we can see that we're raising the bar each year a. Develop annual goals in the budget process that are measurable, attainable, definable, and trackable

PARK RIDGE 2016 SESSION Short-Term Routine Goals				
YOUR RANKING	TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
2, 7, 7, 4, 6, 3, 7	36	**5.1**	**25, 33**	Conduct/develop succession planning analysis/program in departments a. Undertake employee retention and motivation enhancements

COUNCIL FINAL PRIORITIZED LONG-TERM GOALS

PARK RIDGE 2016 SESSION Long-Term Complex Goals				
YOUR RANKING	TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
9, 3, 1, 1, 2, 1, 1	18	**2.6**	**LT-1**	Manage our stormwater utility master plan; the stormwater utility will be up and running and initial multi-year projects functioning within a fair framework flood program that works
2, 2, 3, 2, 5, 13, 8	35	**5.0**	**LT-2**	See installation phase/construction begin on portions of our long-term/ adopted infrastructure plan
8, 4, 5, 12, 7, 5, 2	43	**6.1**	**LT-3**	Establish improved communications with all stakeholders and residents
5, 5, 8, 6, 4, 12, 3	43	**6.1**	**LT-17, LT-20, LT-23**	Improve technology according to our long term/IT plan a. Move to more proactive financial reporting and tracking, including technology upgrades, etc., to produce decision-making data b. Take steps to move to an entire digital flow in community development, planning, and inspections including digital storage and retention

PARK RIDGE 2016 SESSION Long-Term Complex Goals				
YOUR RANKING	TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
				c. Move to a paperless HR recordkeeping system from recruitment to day-to-day, benefits, performance evaluation
6, 9, 4, 5, 1, 9, 12	46	**6.6**	**LT-34, LT-36**	Complete a re-write and update the City's zoning code a. Carefully structure zoning to prevent ill-fitting structures in areas that don't conform/aren't similar
3, 7, 6, 4, 12, 6, 9	47	**6.7**	**LT-6**	Continued evaluation of our uptown area while also making progress improvements in other commercial outdoors - Higgins, Village Green, etc., put a fresh face on our City
7, 1, 7, 9, 6, 11, 10	51	**7.3**	**LT-4, LT-5**	Develop strategies to adopt an operating model to adapt to changing conditions including outsourcing shared services, new models or fundamental change and execute on it a. Develop plans and strategies to adapt to our changing demographics – larger needs in some areas; smaller in others – particularly public safety but also review and prepare in other areas
12, 6, 12, 7, 9, 4, 5	55	**7.9**	**LT-14**	Build a strong community service police culture dedicated, public trust, professionalism
1, 8, 9, 8, 14, 2, 13	55	**7.9**	**LT-11**	Construct a parking deck in the uptown
11, 10, 10, 3, 10, 8, 4	56	**8.0**	**LT-21**	Update the City's comprehensive plan/overall land use plan
10, 11, 2, 10, 3, 7, 14	57	**8.1**	**LT-7, LT-22**	Commit to exploring and then confirming our overall economic development strategy and policies – a. Explore professional position to represent the city, explore hiring and economic

PARK RIDGE 2016 SESSION Long-Term Complex Goals				
YOUR RANKING	**TOTAL SCORE**	**GROUP AVG**	**GOAL ID #**	**GOAL**
				development officer; adjust our business model b. Install a business recruitment & retention program as part of our broader economic development strategy
1, 8, 9, 8, 14, 2, 13	55	**7.9**	**LT-11**	Construct a parking deck in the uptown
4, 14, 11, 11, 13, 3, 7	63	**9.0**	**LT-13, LT-16**	Complete a city-wide facility upgrade and replace/repair as needed– (particularly City Hall, Police Department) to meet citizen expectations and modern workplace a. Have a new public safety facility completed
14, 13, 14, 14, 11, 10, 6	82	**11.7**	**LT-24**	Explore/evaluate governing structure of the City, wards, at-large, numbers, positions, etc.
13, 12, 13, 13, 8, 14, 11	84	**12.0**	**LT-15**	Evaluate continuation of local-only Police Department/evaluate options from County sub-contract or consolidation

PARK RIDGE 2016 SESSION Long-Term Routine Goals				
YOUR RANKING	**TOTAL SCORE**	**GROUP AVG**	**GOAL ID #**	**GOAL**
1, 1, 2, 2, 1, 2, 2	11	**1.6**	**LT-8, LT-18**	Continue to build institutional knowledge, staff depth, skills and strategy on how to "evolve" the organization for the future a. Be willing to break or flex the model on how to serve the community b. Solidify a collaborative council - staff relationship – will achieve more through cultural shift!

PARK RIDGE 2016 SESSION Long-Term Routine Goals				
YOUR RANKING	TOTAL SCORE	GROUP AVG	GOAL ID #	GOAL
2, 2, 1, 1, 2, 3, 3	14	**2.0**	**LT-10**	Increase/enhance our financial stability a. Reduce TIF debt b. Prepare for any adverse impacts or changes due to State of Illinois factors c. Continue to strengthen our position
5, 5, 3, 3, 5, 1, 1	23	**3.3**	**LT-9, LT-35**	Strengthen our identity, uniqueness, branding, and gateways – a. Create a brand/signage/improvements to enhance awareness that you "now you're in Park Ridge" b. Install better street lighting and street signage "identify at Park Ridge"
3, 3, 4, 5, 4, 4, 5	28	**4.0**	**LT-19**	Explore integration of elements of Fire & Police Departments, and inspector and inspection services/work to establish cross-trained staff
4, 4, 5, 4, 3, 5, 4	29	**4.1**	**LT-12**	Improve/resurface/reconstruct alleys in town and improve gravel alleys

Conclusion

This report's value will be realized if it is used as an active working guide to both the City Council and staff as you pursue the issues explored during the strategic planning process. This report is designed to capture the content of your discussions and to assist the organization in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

The next step is for your senior staff to review the results and fine-tune these objectives in their action-planning session, select a workable list of the highest rated goals using a tiered approach by classifying the top four goals in each quadrant as 'Tiered 1 goals' and incorporating them into budget workshop sessions and ultimately the adopted FY18 budget. What is apparent from the exchange of ideas and dialogue during the discussion sessions and workshops is that the organization is fortunate to have elected leadership and a management team that is forward looking.

Good luck with the ambitious activities to put these results to work in the year that lay ahead.

Strategic Planning Model*

* Model generally represents the steps that are taken for this type of initiative.

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APPENDIX

EXHIBIT I

(This exhibit illustrates the overall ranking of all goals no matter the timeframe or the complexity.)

COMBINED TIME AND COMPLEXITY VIEW-OVERALL RANKINGS

GROUP AVG	GOAL ID #(s)	GOAL	TIMING
1.6	**LT-8, LT-18**	Continue to build institutional knowledge, staff depth, skills and strategy on how to "evolve" the organization for the future a. Be willing to break or flex the model on how to serve the community b. Solidify a collaborative council - staff relationship – will achieve more through cultural shift!	Long-Term Routine
2.0	**LT-10**	Increase/enhance our financial stability a. Reduce TIF debt b. Prepare for any adverse impacts or changes due to State of Illinois factors c. Continue to strengthen our position	Long-Term Routine
2.6	**LT-1**	Manage our stormwater utility master plan; the stormwater utility will be up and running and initial multi-year projects functioning within a fair framework flood program that works	Long-Term Complex
2.7	**14, 19**	Create an overall infrastructure plan a. Roads, sidewalks, curbs, lighting b. For both short-term and long-term capital needs c. Expand our sewer lining program and lengthen service life of sewer facilities	Short-Term Routine
3.3	**LT-9, LT-35**	Strengthen our identity, uniqueness, branding, and gateways – a. Create a brand/signage/improvements to enhance awareness that you "now you're in Park Ridge" b. Install better street lighting and street signage "identify at Park Ridge"	Long-Term Routine
3.4	**8, 34**	Establish and fund a stormwater utility and funding of stormwater projects a. Identification of flood projects resulting from master planning underway b. Explore/discuss/determine funding options (SSA's, utility model, financing, etc.) for stormwater projects	Short-Term Complex

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GROUP AVG	GOAL ID #(s)	GOAL	TIMING
3.6	**6, 23, 26, 29, 32**	Improve technological infrastructure at City Hall/ enhance technology in all departments. Undertake an IT comprehensive strategic plan. a. Explore building function, permitting technology b. Implement and expand use of online technology for transactions, meter reads, payables, receivables, etc. c. Move toward a digital office – replace planning and development software that integrates with finance d. Implement applicant tracking software in HR	Short-Term Complex
3.9	**13, 17, 24**	Continue to emphasize financial stability and fiscal managementa. Within realm of community as a whole (beyond stormwater management needs)b. Continue to improve financial strength and improve bond credit ratingc. Forecast funding needs of the City's internal service funds that have been depleted since 2008	Short-Term Routine
3.9	**3**	Improve external customer service to residents.	Short-Term Routine
4.0	**4**	Examine/rethink focus of the Community Preservation & Development Dept. a.. Examine expanding / clarifying role of economic development b. Consider staff with primary focus	Short-Term Complex
4.0	**9, 12**	Work to take a broader view of problem solving and alternatives a. Explore/consider actions that include breaking silos, and traditional problem solving b. Work to improve Council rapport and stability	Short-Term Routine
4.0	**LT-19**	Explore integration of elements of Fire & Police Departments, and inspector and inspection services/work to establish cross-trained staff	Long-Term Routine
4.1	**17**	Continue to improve financial strength & improve the City's bond/credit rating	Short-Term Routine
4.1	**LT-12**	Improve/resurface/reconstruct alleys in town and improve gravel alleys	Long-Term Routine

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GROUP AVG	GOAL ID #(s)	GOAL	TIMING
4.3	**10, 16**	Develop goals and metrics where we can see that we're raising the bar each year a. Develop annual goals in the budget process that are measurable, attainable, definable, and trackable	Short-Term Routine
4.6	**1, 22p, 30**	Address Human Resources & Organizational Development Needs a. Develop bench strength b. Succession planning c. Conduct professionally administered compensation study/compression d. Develop path to improve morale e. Reduce employee turnover f. Address compensation and compression needs in public safety and other departments	Short-Term Complex
5.0	**LT-2**	See installation phase/construction begin on portions of our long-term/ adopted infrastructure plan	Long-Term Complex
5.1	**25, 33**	Conduct/develop succession planning analysis/program in departments a. Undertake employee retention and motivation enhancements	Short-Term Routine
5.4	**5, 27**	Retain Planning Consultant to begin an update, revise the zoning code/ordinance	Short-Term Complex
6.1	**LT-3**	Establish improved communications with all stakeholders and residents	Long-Term Complex
6.1	**LT-17, LT-20, LT 23**	Improve technology according to our long term/IT plana. Move to more proactive financial reporting and tracking, including technology upgrades, etc., to produce decision-making datab. Take steps to move to an entire digital flow in community development, planning, and inspections including digital storage and retentionc. Move to a paperless HR recordkeeping system from recruitment to day-to-day, benefits, performance evaluation	Long-Term Complex
6.3	**2**	Improve image of the City externally via intergovernmental activities, etc.	Short-Term Complex

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GROUP AVG	GOAL ID #(s)	GOAL	TIMING
6.6	**LT-34, LT-36**	Complete a re-write and update the City's zoning code a. Carefully structure zoning to prevent ill-fitting structures in areas that don't conform/aren't similar	Long-Term Complex
6.7	**LT-6**	Continued evaluation of our uptown area while also making progress improvements in other commercial outdoors - Higgins, Village Green, etc., put a fresh face on our City	Long-Term Complex
7.1	**11, 22**	Examine and reorganize departments to align well with needs of the community's service levels and strategic goals – a. Current structure result of changing dynamics and previous organizational decisions b. "Form should follow function" c. Assess staffing profile in the Police and Fire Departments to match staffing to shift shortfalls and reduce overtime and build the bench	Short-Term Complex
7.3	**LT-4, LT-5**	Develop strategies to adopt our operating model to adapt to changing conditions including outsourcing shared services, new models or fundamental change and execute on it a. Develop plans and strategies to adapt to our changing demographics – larger needs in some areas; smaller in others – particularly public safety but also review and prepare in other areas	Long-Term Complex
7.4	**20, 21, 31**	Establish and specify a city-wide facility maintenance, repair, replacement program and begin repairs based on priority a. Conduct a space needs analysis for the existing Police Department facility – maximize what we have and be more energy efficient b. Identify facility enhancements, improve work environment & space, HVAC, effectiveness, and service delivery efficiency	Short-Term Complex

GROUP AVG	GOAL ID #(s)	GOAL	TIMING
7.7	**15, 28**	Take steps to advance/formalize our sustainability efforts and policies – layout a path forward that makes sense for the Citya. Formulate and adopt a green/sustainability plan/ provide services in an environmentally friendly way according to our plans and approaches	Short-Term Complex
7.9	**LT-14**	Build a strong community service police culture dedicated, public trust, professionalism	Long-Term Complex
7.9	**LT-11**	Construct a parking deck in the uptown	Long-Term Complex
8.0	**LT-21**	Update the City's comprehensive plan/overall land use plan	Long-Term Complex
8.1	**7**	Mobility enhancements – Explore options & improvements around town a. Parking, especially commercial, Metra, downtown b. Biking/walking c. Commuting	Short-Term Complex
8.1	**LT-7, LT-22**	Commit to exploring and then confirming our overall economic development strategy and policies – a. Explore professional position to represent the city, explore hiring and economic development officer; adjust our business model b. Install a business recruitment & retention program as part of our broader economic development strategy	Long-Term Complex
8.3	**18**	Implement an automated water meter read and improved tech-based system	Short-Term Complex
9.0	**LT-13, LT-16**	Complete a city-wide facility upgrade and replace/repair as needed– (particularly City Hall, Police Department) to meet citizen expectations and modern workplace a. Have a new public safety facility completed	Long-Term Complex
11.7	**LT-24**	Explore/evaluate governing structure of the City, wards, at-large, numbers, positions, etc.	Long-Term Complex
12.0	**LT-15**	Evaluate continuation of local-only Police Department/evaluate options from County sub-contract or consolidation	Long-Term Complex

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