



# FINAL REPORT STRATEGIC PLAN

## ABSTRACT

This is the final status report of the FY 2019-20 budget initiatives that were set in 2018 in order to further the goals set out in the City's 2016-18 Strategic Plan.

## Questions?

Contact Administration 847-318-3703

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<b>Goal ID: Short Term Complex 1</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Identify funding needs of Stormwater Utility projects as projects are identified	Waiting for direction on projects so funding needs can be assessed.	Ongoing
PW	Increase annual sewer lining	Everything was cleaned and camera'd, preparing for lining in June	Complete
PW	Begin Implementation of Stormwater Master Plan Projects	Master plan is completed. Marvin Parkway pre-final plans are complete. Sibley corridor design underway.	Complete

<b>Goal ID: Short Term Complex 2</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Admin	City-wide fleet management initiative	Entire fleet outfitted with Fleet Management functionality. Senior Staff trained on capabilities of the technology.	Complete
CP&D	Enterprise software upgrade to Tyler EnerGov	On-line permits being accepted and processed. BlueBeam software acquired for plan reviewers in CP&D to facilitate digital plan review. Training on the software completed. Next steps are to expand BlueBeam to PW, and encourage use of digital permitting. Also explore digital scheduling of inspections.	Complete
CP&D	Tablets for field inspectors	We are now paperless in field.	Complete
Finance	Munis upgrade	Upgrade completed.	Complete
Fire	Continue to monitor/improve new "dynamic dispatching" CAD system to ensure timely response and fairness in mutual aid responses.	Dynamic dispatching is running well and continually monitored for any available improvements. Started dialogue with neighboring fire departments to further coordinate responses and resource sharing.	Complete
Police	Social Media	Increased Facebook postings and postings to include videos, began to enhance use of YouTube	Complete
Police	Automate eTickets	Delayed due to vender merger. New contract executed at no cost, implemented, training in progress	Complete
PW	Integrate with EnerGov	In training	Ongoing

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<b>Goal ID: Short Term Complex 2</b> 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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Enterprise software upgrade to Tyler EnerGov	This CP&D upgrade to Tyler EnerGov has resulted in a manual workaround with Munis. Further work will need to be conducted to resolve this issue and assure both systems ‘talk’ to each other.	Ongoing
Finance	Enhanced use of ERP	Research conducted and plan created. Implementing the efficiencies will be ongoing now.	Ongoing
Police	Move to digital Office	Continued to move any remaining files to digital format, decreased paper files, increased digital reporting	Complete
Police	New Parking Ticket System		Complete
Police	Body Worn Camera System	Vendor approved, equipment received, training completed, fully implemented	Complete
Police	Implement number of Officers trained in use of Tasers	Increased to 26 trained Officers and to be continued in FY20	Complete
IT	Council Chambers Audio Visual Upgrade		Complete
IT	City Website Upgrade	Creating RFP for website upgrade	Delayed due to COVID, expected completion early 2021.
IT	Public Works Surveillance system		Complete
IT	Emergency Operation Center		Complete

<b>Goal ID: Short Term Complex 3</b> Examine/rethink focus of the Community Preservation & Development Dept.			
1. Examine expanding / clarifying role of economic development 2. Consider staff with primary focus			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Economic Development program initiative	Econ study will be rolled into comp plan chapter. Draft chapter completed by staff and reviewed by P&Z. Some successes assisting with site location, e.g. School of Rock. On-line listing and interactive map of available commercial properties completed and updated periodically.	Complete
CP&D	Examine and expand focus of CP&D to include more traditional planning responsibilities.	Sol-Smart BRONZE designation awarded May 2019; staff believes we have accomplished requirements for GOLD designation and will submit documentation to Solar Foundation for review. Comp Plan updated underway. Grant not pursued.	Complete

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<b>Goal ID: Short Term Complex 4</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Admin	HR increase one FTE	HR Specialist fully trained.	<b>Complete</b>
Admin	Employee Appreciation Summer Luncheon	Completed	<b>Complete</b>
Finance	Cross training - all main functions	This is an ongoing initiative. Through September two additional staff were cross trained on the Utility Billing function and cross training of Accounts Receivable, Month End Accounting and Year End Accounting/Audit Preparation began.	<b>Ongoing</b>
Finance	Place the proper employees in the proper roles	This is an ongoing initiative. An example of this effort is the proposed Fiscal Tech Supervisor. As staff becomes tenured and cross trained, management will continually assess roles and responsibilities to ensure equal sharing of workload and appropriate back up, while offering opportunities for growth to staff.	<b>Ongoing</b>
Fire	Develop Bench Strength	Promoted two new lieutenants and had them assume the additional responsibilities of the retired lieutenants. Continuing to train them and other officers and firefighters	<b>Complete</b>
Police	Increase three FTE for records management and sworn coverage	Records fully staffed; 1 Officer hired (lateral)	<b>Complete</b>
PW	Training employees for supervisory positions due to upcoming retirements	Rotated candidates for supervisor positions, one candidate promoted, two still in rotation. Ongoing training for new supervisor trainees.	<b>Ongoing</b>
PW	Snow/Flood Command Training	All PW Division now training in snow/flood command.	<b>Ongoing</b>
Police	Develop Bench Strength	Two lateral hires for the year, Cadet program implemented	<b>Complete</b>

<b>Goal ID: Short Term Complex 8</b>			
Establish and specify a city-wide facility maintenance, repair, replacement program to 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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Ensure adequate and predictable funding for current and long-term building needs.	A new fund was incorporated into the FY21 budget for this purpose. Assessing funding needs is ongoing and occurs annually during the budget process, and more often if needed.	<b>Ongoing</b>
Fire	Plan for future needs at fire stations	Item placed in FY20 budget and next steps to be discussed with Finance/City Manager in Q1 FY20.	<b>Ongoing</b>
Fire	Install whole house fans at each station	Ongoing repair, completion due late June	<b>Complete</b>
PW	Service Center Deck Repair	Ongoing repair, completion due late June	<b>Complete</b>
PW	Fuel System Repair and Upgrade	Fuel system repair ongoing, completion and fire marshal inspection.	<b>Complete</b>

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<b>Goal ID: Short Term Complex 8</b>			
Establish and specify a city-wide facility maintenance, repair, replacement program to 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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Police	Implement recommendations of building study	Police remodel started, to continue thru FY20	<b>Complete</b>

<b>Goal ID: Short Term Complex 9</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Review of codes to ensure regulations are not inimical to environmental initiatives.	Sol-Smart BRONZE designation awarded May 2019. Sustainability chapter for Comp Plan completed by staff and reviewed by P&Z.	<b>Complete</b>
PW	Electronic Recycling	Continue annual program	<b>Complete</b>

<b>Goal ID: Short Term Complex 10</b>			
Mobility enhancements -- Explore options & improvements around town			
a. Parking, especially commercial, Metra, downtown			
b. Biking/walking			
c. Commuting			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Improve pedestrian and bike safety and make it easier to walk or ride to school	Transportation chapter, with heavy emphasis on pedestrian and bike safety, completed by staff and reviewed by P&Z. Some elements of bike plan implemented.	<b>Ongoing</b>
Finance	Automated Parking Payboxes	Project complete	<b>Complete</b>
PW	Implementation of Bike Path Plan	Manor, Sibley, Prospect bike lanes complete. Signage going up.	<b>Complete</b>

<b>Goal ID: Short Term Complex 11</b>			
Implement an automated water meter read and improved tech-based system.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Implement automated water read meters (AMR) and Advanced Metering Infrastructure (AMI)	New system was fully implemented in FY20. Smart meter installation began in FY20.	<b>Ongoing</b>

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<b>Goal ID: Short Term Routine 1</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	City Hall HVAC upgrades	Ongoing	<b>Complete</b>
PW	Increase annual water main replacement	Waiting on IDOT permit for Touhy; FY19 Project awarded and to begin soon	<b>Complete</b>
PW	Water reservoir(s) inspection and cleaning	IDOT permit for Touhy received. FY19 project substantially complete. All water main replaced at Lois (Western to Grace), Courtland (Gillick to Belle Plaine), Rose (Norman to W. Crescent), Manor (Elliot to Good), Stewart (Courtland to Lake), Parkside (Glendale to Woodland), and Western (Poplar to Manor). Restoration underway.	<b>Complete</b>
PW	Sidewalk Replacement	Complete	<b>Complete</b>
PW	Street Resurfacing	Complete	<b>Complete</b>
PW	Northwest Highway / ITEP Streetscape	Complete- approximately 4 miles resurfaced	<b>Complete</b>
PW	South Pump Station Water Supply Driveway Reconstruction	Complete and looking good!	<b>Complete</b>

<b>Goal ID: Short Term Routine 2</b>			
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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Quarterly forecast reviews with Dept Heads/key staff	Ongoing	<b>Ongoing</b>
Finance	Reduce insurance expense budget and claim exposure	Contract awarded to new TPA. Transition to new TPA beginning June 2019.	<b>Complete</b>
Finance	MERF analysis and funding needs	This is now updated annually in conjunction with the annual budget process.	<b>Complete</b>
Finance	IT Replacement fund analysis and funding needs	This is now updated annually in conjunction with the annual budget process.	<b>Complete</b>
Finance	Change accounting method of property tax recognition to align accounting with tax levy cycle.	Changing the fiscal year accomplishes this. This was an "either / or" scenario. We either needed to change our accounting method for property taxes OR change the fiscal year.	<b>In process</b>
Finance	Consider changing City fiscal year to a calendar year.	Finance is proposing this as a FY21 initiative. FY20 budget would remain standard: 5/1/19 - 4/30/20. FY21 transition budget would be 5/1/20-12/31/20. New full fiscal year 21 would be 1/1/21 - 12/31/21.	<b>In process</b>
Finance	Quarterly forecast reviews with Dept Heads/key staff	Ongoing	<b>Complete</b>

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<b>Goal ID: Short Term Routine 3</b> Improve external customer service to residents.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Document and guideline review and revisions for clarity	During subject period, one new guideline published and uploaded.	<b>Ongoing</b>
Finance	Finance cashier area redesign	Dropped for this year. While needed and necessary, we will keep current layout until/unless a full remodel of the entire cashier/finance entry area is done in conjunction with a first floor remodel can be done that incorporates ADA upgrades.	<b>Not pursuing</b>
Fire	Identify and utilize off-duty FF for fire inspections; attempting to add OT for fire inspection work in upcoming budget	FF/PM Bill Smaha has been performing well at this role and has taken additional classes to build up his knowledge base with the goal of being able to backstop the Fire Marshal when he is out of town by FY21.	<b>Complete</b>
Police	Enhance connection to schools and community youth.	ALICE training expanded and executed with D207, SRO middle school program cancelled by school district, Maine East Police Academy completed	<b>Ongoing, due to COVID19</b>
PW	Cross-training administrative assistants to work in both areas of Public Works; attempting to add part-time administrative assistant in upcoming budget	Hired part-time administrative assistant. Two new administrative assistants have been hired, ongoing training. Administrative Assistant Promoted to the Assistant to the Director and moved to City Hall.	<b>Complete</b>
PW	Communication	Customer service training ongoing.	<b>Ongoing</b>
Fire	Bring back ambulance service surveys to monitor service provided to residents	Approved in new contract with ambulance billing provider. Survey is currently in development with our EMS committee and will be brought to the vendor in Q1 FY20.	<b>Complete</b>

<b>Goal ID: Short Term Routine 4</b> 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.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Create comprehensive contract calendar.	Staff continues to work on a comprehensive paperless contract file with standardized naming and contract end dates.	<b>Complete</b>
Finance	Roll out of procurement plan document, with follow up review.	Created "Procurement Plan" document to add a coherent life cycle to the process.	<b>Complete</b>
Fire	Improve use of social media and other communications	Ongoing interaction with the public on these platforms.	<b>Complete</b>
Police	Problem Solving and alternatives	Beat Team Leader meeting planned for May, (FY20)	<b>Complete</b>

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<b>Goal ID: Short Term Routine 7</b>			
Conduct/develop succession planning analysis/program in departments			
a. Undertake employee retention and motivation enhancements			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Improve retention, motivation through training	Staff attendance at training courses throughout year now standard; some training cancelled or delayed due to COVID-19. Permit tech, health, planning & zoning, and inspector re-certifications built into calendar. Onboarding process developed for new hires.	<b>Complete</b>
Police	Succession Planning	FBI Leadership Training complete. One Sgt completed School of Staff and Command. 3 sworn scheduled for FBI Academy	<b>Ongoing</b>
Police	Develop path to improve morale and reduce employee turnover	Staff meetings included team building exercises; Cadet Program implemented	<b>Complete</b>
Finance	Team Building	Finance holds a quarterly “team building” themed lunch with activities. We haven’t done any since December due to COVID but will pursue again.	<b>Ongoing</b>

<b>Goal ID: Long Term Complex 1</b>			
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.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	Begin implementation of Stormwater Master Plan Projects per Council direction to begin first 3 projects	Master plan is completed. Marvin Parkway pre-final plans are complete. Sibley corridor design underway.	<b>Ongoing</b>

<b>Goal ID: Long Term Complex 2</b>			
See installation phase/construction begin on portions of our long-term/ adopted infrastructure plan.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	New Program: Alley Restoration	Complete- all alleys on schedule restored	<b>Complete</b>

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<b>Goal ID: Long Term Complex 4</b> 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 c. Move to a paperless HR recordkeeping system from recruitment to day-to-day, benefits, performance evaluation			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Improved/proactive financial reporting and tracking	Munis assessment completed in FY19. Waiting for new staff to come on board to assist in implementation of this feature.	<b>Complete</b>
Fire	Improve response times through technology/new CAD	Part of approved FY20 budget. Meeting with vendors in Q1 FY20 with the hopes of going to bid in Q2 FY20.	<b>Complete</b>

<b>Goal ID: Long Term Complex 5</b> 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			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Develop and codify municipal/zoning updates	Not accomplished due to priority of updating the comp plan. Zoning amendments will not be tackled in any significant way until comp plan update reveals concurrence and prioritization of specific amendments	<b>Incomplete</b>

<b>Goal ID: Long Term Complex 9</b> Construct a parking deck in Uptown.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	Determined that this initiative was not recommended / necessary at this time per Gewalt Hamilton Parking Study.	Sought out alternative parking opportunities. Developed new lease agreement with AT&T for evening hour employee lot offering 95 parking spaces in Uptown. Added loading zone in several locations for business opportunities. Restricted parking on several residential blocks.	<b>Complete</b>

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<b>Goal ID: Long Term Complex 10</b> Update the City's comprehensive plan/overall land use plan.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Discussion of process, scope of work and staff/consultant efforts to update Plan at P&R, Sep 2018. CP&D will bring back detailed scope of work to Oct P&R mtg.	Underway. All draft chapters completed by staff and reviewed by P&Z, except for land use and housing. Housing chapter reviewed; final edits not complete.	Ongoing

  

<b>Goal ID: Long Term Complex 11</b> 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.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Hire consultant for initial economic development research, to include data, market analysis, key sites, marketing materials.	Consultant hired for initial research. Reports presented Dec 2018. Some recommendations completed; others now part of draft Comp Plan.	Complete

  

<b>Goal ID: Long Term Routine 1</b> 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.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
CP&D	Shift composition and expertise of department staff for efficiency	EnerGov software implementation, Sep 2018 brings potential shift in duties and responsibilities of several CP&D staff. Evaluation ongoing; anticipate decision and a request for changes by 4Q, FY 2019. Admin and permit tech functions, which had been blurred, were split in Dec 2018. Decrease in one FT admin and increase in one FT permit tech.	Complete
Finance	Review Council Policy Statements and Municipal Codes. Revise as needed for efficiency, best practice and continuity.	Identify and inconsistency in the code related to Ambulance Billing. Brought to the attention of Fire Department for further research and recommendation. Special Events Policy being reviewed. Proposed revisions will be presented to City Manager for consideration. Review of Fund Balance Policy, Procurement Policy, 2-9-6 budget code and 2-9-9 purchasing code for review in FY20. In addition, Finance plans to create CPS for Debt and Fixed Assets to address long standing internal control deficiencies per the audit.	Ongoing

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<b>Goal ID: Long Term Routine 1</b>			
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.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Police	Flex model on how to serve community	Working with schools -ALICE training; maintaining all sworn Officers are CIT certified; SRO program developed for Middle School with MOU pending school board review. ALICE training expanded with D207; CIT certification to continue; SRO program at Middle School cancelled by school district. Pilot testing elimination of staffing at Post 1 for midnight shift continues.	<b>Complete</b>

<b>Goal ID: Long Term Routine 2</b>			
Increase/enhance our financial stability - reduce TIF debt - prepare for any adverse impacts or changes due to State of Illinois factors.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
Finance	Monitor activity at the state level so City can respond proactively.	This is an implemented practice that will be ongoing.	<b>Ongoing</b>
Finance	Enhanced review of TIF.	Updated long term analysis of TIF completed with new projected ending deficit completed in FY19. Info was reported at annual JRB meeting. Annual filing of TIF reports with Comptroller's office done in house for the first time.	<b>Ongoing</b>

<b>Goal ID: Long Term Routine 3</b>			
Strengthen our identity, uniqueness, branding, and gateways –			
a. Create a brand/signage/improvement to enhance awareness that you “now you’re in Park Ridge”			
b. Install better street lighting and street signage “identify at Park Ridge”.			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	Parking signage with PR branding.	All uptown southside business areas logos complete.	<b>Complete</b>

<b>Goal ID: Long Term Routine 5</b>			
Improve/resurface/reconstruct alleys in town and improve gravel alleys			
Lead Department	Initiative	November 2019 –May 2020	Final Status
PW	Improve and grade gravel alleys.	Ongoing with extra added attention due to wet spring.	<b>Ongoing</b>