



CITY OF WASHINGTON, ILLINOIS
Committee of the Whole Agenda Communication

Meeting Date: November 11, 2019

Prepared By: Ray Forsythe, City Administrator *RF*

Agenda Item: Resolution Adopting the Executive Summary of the Goal Setting Session held on Saturday, November 2, 2019.

Explanation: The Mayor, Aldermen, Treasurer, City Clerk and key Department Heads and Management attended a Special City Council Meeting on Saturday, November 2, 2019 to hold a Leadership – Goal Setting – and Strategic Planning Work Session. Attached to this Memo is information related to this meeting and an Executive Summary which will be presented to the City Council as a Resolution accepting the document and establishing the Goals for 2020/2022.

Fiscal Impact: To be determined based on individual goals and on-going projects/initiatives funding requirements.

Recommendation/

Committee Discussion Summary: The City Administrator recommends acceptance of the Executive Summary and the Approval of a Resolution adopting the 2020-2022 Goals at the City Council Meeting of November 18, 2019.

Action Requested: Move this item forward to City Council for consideration.

Thank you to the Mayor, Council Members, Elected Officials and Department Heads and Key Staff. I appreciate you all giving up a Saturday morning to do this. As you know, it was a top priority for me and I think it was well worth the time we put into it. I feel energized to now have a plan on many of the outstanding issues facing the City in the next several years. Having Goals and On-Going Priorities will allow the staff a path forward towards meeting the expectations of the Council as well as a guideline for budgeting.

The City Council took steps over the last several years to prepare for a twenty-year Capital Improvement Program that will become one of the most aggressive in the region. We will be putting together the tools to implement this plan by working on the top 4 Goals. The increased dedicated funds for Streets and Utilities provide the necessary capital. Here is a list of the top 6 Goals in order of priority:

1. Complete a new Comprehensive Plan to include economic development to improve chances at attracting private, commercial and industrial development.
2. Consider a comprehensive Economic Development Strategic Plan that includes Route 24, Route 8, the Square, Nofsinger Rd, Freedom Parkway, Lakeshore Drive and the 223 property.
3. Adopt a Capital Improvement Plan (CIP) for the city and fire department with a focus on a 20-year reconstruction plan to include maintenance, repair, timely implementation and budgeting consideration.
4. Create a Master Development Plan for the 223 property.
5. Visit the roles and responsibilities of the mayor, council, staff and citizens and consider a code of conduct/standard operating procedure to include this information, expectations, limitations, voting and how to get items on an agenda. Revise the Committee/Committee of the Whole structure as well as the Council agenda for meetings. Have the city administrator create an administrative policy on proper follow-up and feedback to citizen inquiries.
6. Reduction in spending by 10%. Reduce the city portion of the property tax bill.

Many of the On-Going Projects/Initiatives are also critical to the sustained and planned growth of the City:

1. Form a Plan for Freedom Parkway if state funding does not come through.
2. Review Equipment Replacement Plan
3. Enhance relationships, marketing/branding, communication and collaboration with our community partners such as the school districts, Park District, Library, Township, Chamber, two fire departments, Rotary and other civic groups
4. Update the personnel manual.
5. Extend the life of the TIF district to allow for funds to help public and private projects.
6. Review the utility connection fees and determine if any increase or decrease is warranted.

7. Encourage team building and empower staff through the organization.
8. Understanding our revenue sources and always trying to find new sources. For example, exploring a city gas tax. Consider creating a local motor fuel tax in order to establish additional revenue for road improvement projects.
9. Enhance the website to increase transparency, showcase businesses, and add a current and future project list available non-resident buildings and sites page on the website.
10. Dispose of surplus city property and equipment.
11. Consider the feasibility of hiring a complete IT service for city administrative functions.
12. Review and analysis of the CodeRed system.

Attached to this Memo is the Executive Summary which outlines the steps taken to establish the list of Goals and On-Going Activities. There are still some outstanding items to be completed, including establishing the City's Mission, Values, and Motto Statements. I will be bringing these items to an upcoming Committee of the Whole Meeting to discuss and come to a consensus for adoption at a City Council Meeting.

CITY OF WASHINGTON, ILLINOIS

2019 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY

Executive Summary Written by the Work Session Facilitator

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**CITY OF WASHINGTON
COUNCIL AND DEPARTMENT HEADS
2019 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

TABLE OF CONTENTS

	<u>PAGE</u>
I INTRODUCTION	3
II INTRODUCTORY REMARKS	4
III COMMUNICATION ENHANCEMENT	4
IV REVIEW OF PROGRESS BEING MADE	5
V LEADERS AND MANAGERS ARE BEING CHALLENGED.....	5
VI THE CITY’S MISSION, VALUES, AND MOTTO	5
VII CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY: ISSUES AND OPPORTUNITIES.....	6
VIII UPDATING THE CITY’S GOALS: POTENTIAL SOLUTIONS...	6
IX THE GOALS PROGRAM	6
X PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS	7
XI ROLES AND RESPONSIBILITIES	7
XII CLOSING REMARKS	7
XIII RECOMMENDED FOLLOW-UP ACTIONS	8
XIV EVALUATION OF THE WORK SESSION	8
ATTACHMENTS	9-23

**CITY OF WASHINGTON
COUNCIL AND DEPARTMENT HEADS
2019 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

I INTRODUCTION

The City Council, City Administrator, and Department Heads of the City of Washington held a Leadership – Goal Setting – Strategic Planning Work Session on November 2, 2019. The work session was held at the Five Points Washington Center. The work session was facilitated by Elizabeth Hansen, President of Midwest Municipal Consulting, LLC of Windsor Heights, Iowa.

Participants at all or part of the session were:

Gary Manier	Mayor
Mike Brownfield	Alderman
Lilija Stevens	Alderman
Brett Adams	Alderman
Todd Yoder	Alderman
Brian Butler	Alderman
Dave Dingledine	Alderman
Randall Black	Alderman
Daniel Cobb	Alderman
Ray Forsythe	City Administrator
Patricia Brown	City Clerk
Ellen Dingledine	City Treasurer
Joanie Baxter	Controller
Mike McCoy	Chief of Police
Jeff Stevens	Deputy Chief of Police
Kevin Schone	Public Works Manager
Jon Oliphant	Planning and Development Director

The primary objectives of the session were:

- 1) To provide the opportunity for all members of the City's leadership team to be part of the planning process
- 2) To enhance communication and develop renewed team spirit among the participants
- 3) To review progress being made by the City
- 4) To discuss changes that are likely to impact the City
- 5) To develop consensus on issues and opportunities facing the City (1 to 3-year perspective)
- 6) To develop an updated goals program for the City (1 to 3-year perspective)
- 7) To develop preliminary action plans for the highest priority goals
- 8) To review the roles of the City's leadership team
- 9) To be an educational and enjoyable day

This report summarizes the results of the session and includes recommendations for follow-up actions to be taken.

II INTRODUCTORY REMARKS

Mayor Gary Manier opened the session and City Administrator Ray Forsythe welcomed participants to the session pointing out the importance of communication and teamwork between the Council members and Department Heads. He thanked the participants for the leadership they provide the City. He said that the session, the first ever experience for the City, is an opportunity to reflect on progress made during the year, and to set goals for the coming year and to clarify roles. He then introduced the session facilitator, Elizabeth Hansen.

III COMMUNICATION ENHANCEMENT

After introductory remarks were made, the facilitator reviewed the agenda, and went over some ground rules. She then explained the importance of having a

goal setting – strategic planning session and indicated that one of the primary objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the City, and expectations for the session.

Many of the challenges cited were incorporated into later discussions on issues and opportunities facing the City. The refreshment breaks, meals, and group discussion and action planning provided additional opportunities to further enhance communication.

**See attachment A for the
Greatest Challenges Facing the City
and Expectations for the Session**

IV REVIEW OF PROGRESS

The next activity focused on a review of progress being made by the City over the last year or two. It was agreed that significant progress has been made in several areas. Participants agreed there have been numerous successes. The facilitator suggested including the comprehensive list of accomplishments in an upcoming city newsletter, on the website and/or in the local newspaper.

**See attachment B for the Review
of Progress being made by the City**

V LEADERS AND MANAGERS ARE BEING CHALLENGED

The facilitator pointed out that leaders and managers at all levels of organizations in both the public and private sectors are being challenged as never before. In the public sector, government officials and professional staff are being faced with the dilemma of meeting increase service needs with limited funding capability. The facilitator reviewed the fifteen elements of leadership with the group, which included five tasks, five processes and five individual leadership skills. The facilitator also shared a sample time management tool to help organize and prioritize daily tasks.

VI THE CITY'S MISSION, VALUES, AND MOTTO STATEMENTS

The Mission Statement

The mission statement is a statement that describes the organizations overall purpose and reason for existing. Participants agreed it that the City needs a mission statement, and that it needs to be displayed and referenced. The

facilitator provided a list of nine sample mission statements. Participants also agreed that the City Administrator would present the options for Council consideration at an upcoming meeting.

The Values Statement

The values statement reflects the spirit of the City and defines the core values that guide to the day-to-day activities of City personnel. It was also felt that the City needs value statements. The facilitator provided a list of nineteen (19) sample value statements. The City Administrator agreed to develop a proposed value statement for the City to consider for adoption.

VII CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY: ISSUES AND OPPORTUNITIES FACING THE CITY

Participants discussed significant changes that have impacted the City over the past five years, and those anticipated changes that are expected to impact the City in the next five years.

**See Attachment C for a Listing of Issues
Facing the City of Washington**

VIII UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS

Participants identified several issues and opportunities facing the City from a 1 - 3 year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the City.

**See Attachment D for a Listing
of Significant Initiatives (Solutions)**

IX THE GOALS PROGRAM

The identified issues and opportunities were then converted into a Proposed-to-Your-Goals program for the City. It was pointed out that 836 citizens completed the survey to help the elected officials determine what the top five goals should be. The facilitator provided a copy of the results of the survey and posted the goals on the white board before the participants voted anonymously. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment E for the Proposed
Goals Program for 2020-2022**

X PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS

Preliminary action plans were developed for the six highest priorities. Participants worked in groups to prepare preliminary plans. The facilitator agreed to provide the City Administrator a draft spreadsheet of On-Going Projects for 2020-2022 and a Draft Action Plan of the top six new initiatives for 2020-2022. City Administrator Ray Forsythe will oversee the further development of action plans to address each of the goals. He will present the action plan to the Council in a separate report for consideration and approval.

XI ROLES AND RESPONSIBILITIES

The facilitator briefly explained Home Rule and where to find more resources on the topic. Participants reviewed the major roles and responsibilities of the City Council, individual Council members, the Mayor, City Administrator, Department Directors, City employees and citizens. The facilitator recommended the group refer to the City's organizational chart for an illustration, code of ordinance for further clarification, and upcoming draft of a Standard Operating Procedure manual, which can specify additional roles and responsibilities.

**See Attachment F for the Listing
of Major Roles and Responsibilities**

XII CLOSING REMARKS

The session concluded with the facilitator challenging the participants to make a positive impact in their leadership roles. She pointed out the inter-dependency of the City Council and staff, and the need to be mission and goal driven. She further challenge participants to be continuous learners, to accept, and appreciate diversity, to be team players, and to focus on the "big picture".

Mayor Manier closed the session and the participants thanked the facilitator for organizing and leading the session.

XIII RECOMMENDED FOLLOW-UP ACTIONS

It was agreed that that considerable progress was made at the work session and that follow-up actions are needed.

A recommended sequence of actions is:

- 1) The City Administrator reviews the Executive Summary of the session
- 2) The City Administrator fine-tunes the prioritized issues and the suggested goals program, the mission and value statements
- 3) The City Administrator reviews the Executive Summary with the City Council
- 4) The City Council acts on the proposed goals program, including the action plan, mission and values statements
- 5) Action plans be developed for each goal under the direction of the City Administrator
- 6) The City Council and City Administrator monitor progress on achievements of the goals every quarter
- 7) The follow-up work session be scheduled in one-two years to evaluate progress and update the goals program

XIV EVALUATION OF THE SESSION

The session was very well received by participants with an overall rating of 4.5_ on a scale of one = low and a five = high.

<p>CHALLENGES FACING THE CITY AND EXPECTATIONS FOR THE WORK SESSION</p>
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(From Enhancing Communication Worksheet)

CHALLENGES

- 1) Communication – lack of and misinformation
- 2) Infrastructure Needs
- 3) Money – lack of and spending
- 4) Commercial and Industrial Development
- 5) Lack of meaningful planning – Economic Development, CIP and Comprehensive Plan
- 6) Consolidated tax rate lowered
- 7) Effects of online shopping

EXPECTATIONS

- 1) Establish clear expectations
- 2) Creating a plan for growth
- 3) Do action planning
- 4) Build consensus and be on the same page moving forward

<p style="text-align: center;">REVIEW OF PROGRESS BEING MADE BY THE CITY: WHAT IS WORKING WELL?</p>
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THE SUCCESSES**Project/improvement**

Recreational trails; Cruger Road Bike Trail
Improved intergovernmental relationships
Sales of surplus property
Winery Development, land swap to bring rural business into city limits was creative
Adoption of Transportation Priorities Plan
Working on a Special Service Area for infrastructure improvements
Start of developing long-term plans for water, sewer, streets; Jefferson Street, Centennial Drive and Lexington Drive resurfacing projects
Addition of necessary equipment to make work more efficient, such as mechanical street sweeper, manhole adjustment machine, hydrant cleaning machine, asphalt hotbox in tandem truck purchases for the public works department
Comprehensive water meter upgrade and automated meter interface
Changing from quarterly to monthly utility billing
Water treatment plant projects, Offline #1, completion of #2, roof
Sewer treatment plant #2 project
New sludge disposal process
Addition of new salt shed facility
Rental of an asphalt paver to overlay at cemetery roads in alleys
School Street & Ragan Court Drainage Improvement & Resurfacing
South Main bridge repair
Secured City facilities, such as City Hall, Police and Fire
City parking lot and paving

Finance

Grants received for trail extensions, streetscape and Safe Routes to Schools
Ability to except credit card payments through the website
Participating in the intergovernmental personnel benefit cooperative; the City has realized decreases in health insurance premiums
Special census
Increase sales tax and finding other revenue sources dedicated to capital improvements
Utility rate study and fee increase dedicated to capital improvements
Paying off bank loan debt early; 223 property
Coordinated and established the City's revolving loan fund
Increase in spending authority and establishment of procurement policy
Updating of the City payroll and accounting system

Economic Development

Work on downtown revitalization project
Positive support from our public, builders, local/national site selectors/brokers and businesses
Having a thriving Tax Increment Financing (TIF) fund that helped assist with various redevelopment projects
Started a tourism grant program and updated agreement with the Chamber
Using TIF funds to ensure the establishment of restaurant/B&B on the square was very creative
Lighting around the square
Recruitment and Relocation of M4 Steel
Buying land for two parking lots and sold Tarvin and Blumenshine farms
Downtown Square Sign on Bypass

City Operations

Hiring a new City Administrator
Stabile, dedicated and long-term great staff
Having an executive administrative assistant for City Hall
Hiring of eight new employees in public works
New website and social media presence and award
Helped coordinate a GIS regional aerial photography project
Completed a letter of map revision project that reduce the floodplain on the east side of town
Keeping the public involved with events, like community
New employee wellness and safety programs and committees
Prohibiting the sale of tobacco to persons under 21 years of age
Change in open burning ordinance

Public Safety

Hiring a new police chief
Police community outreach
Served as liaisons for regional hazard mitigation plan project
Proactively addressing code enforcement and nuisance violations
Successful labor negotiations and contract
New agreement with the Fire Department
911 Consolidation
New fire truck
Fire Station Restroom Remodel

**CHANGES THAT HAVE IMPACTED AND ARE
EXPECTED TO IMPACT THE CITY:
ISSUES AND OPPORTUNITIES**

WHAT IS NOT WORKING WELL?**WHAT IS THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?**

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

Item
There's a capital improvement plan on the record from January 17, 2017 and a transportation priorities plan from January 22, 2019 that are not being utilized in decision-making
There is a great opportunity that we have a non-partisan election system; need an ordinance relating to non-partisan elections
That the City Administrator is supported and not blindsided by words or actions of elected or appointed officials
That all Aldermen receive the same information
Residents should be treated with respect
Communication with the community needs to be improved; develop new approach to promote, engage, and communicate with residents to be complete, proactive and not reactive in nature. For example, the Lawndale/Holland projects were poorly communicated to the Council and the public. Enhanced communication and participation by promoting an understanding of city government through education and public participation
Website and Facebook page are underutilized; help promote businesses and tourism
There needs to be a maintenance plan/program for each department, including for the recreation trails
We need to follow the comprehensive plan or update it to include Economic Development master plan for Washington 223 and housing study so that a master developer could be an option
Aldermen should appoint committees
There should be a policy on how to add items to the agenda
Build relationships and encourage more collaboration and agreements should occur with the townships, library, county, park district, school district, etc.
Need a code of conduct/standard operating procedures for committee decision making/recommendations, ordinance, resolution, consent agenda, voting, other policies to run an effective meeting
Committees are making decisions, rather than recommendations
Perhaps should be changed to Committee of the Whole to meet prior to council meetings so all are involved in the discussions and decision making
The City needs to build trust with the community

There needs to be an update of the ordinance on how the city is handling public input in comments on the agenda and time limited for public speaking at the meetings
Need to work with the Chamber to help market and focus on Economic Development and enhancing businesses in community
Economic Development, retail and other commercial recruiting; market lots available; More proactive
Spending too much, not cutting the budget
Need a plan for land
Water and sewer outdated on the east side of town
Residential roads need curb and gutter repairs
Need to decrease Police overtime
Improve the entrances to Washington
Need to update the personnel manual
Solidify long term plan for maintenance and development of water, sewer, and street infrastructure; not getting projects done in a timely manner
Communications plan for the City to include public forums
Planning for a potential recession that affect sales tax income, buying power in public works projects
Maintenance for City buildings
Citywide disaster planning
Encourage underground utilities along main corridor
It should be the City's primary focus to work with IDOT, state and federal resources, including legislators and lobbying to rebuild the Business 24
Build new public works building on Legion Road
Would like to have account numbers and line item budget numbers referenced when discussing during meetings
Current elected pay structure is not consistent with other cities at the same size within the state
Need to review the budget and financial plan so that cuts at the state level do not affect local government programming and services. For example, a potential decline in sales tax considering online shopping.
Need more public meetings with staff and elected officials that are not a formal council meeting to get more feedback and community input to hear what residents have to say.
Discussions regarding certain topics on the agenda are often taken place after expenses related to the topics have already been made.
Reminding Mayor, Council, staff and citizens of their roles. Council has very little trust in the previous decisions of council and administration.
The Council does not trust staff or allow them to manage the day-to-day.
There is a need for succession planning; leadership training.
Need to consider targeting infrastructure improvements to improve chances to attract private commercial and industrial development including Freedom Parkway, Lakeshore Drive and the 223 property.
We need to attract younger people to the City.
Establish residential rental registration and business registration programs.

Issue of sharing employees between departments due to being shorthanded. Do a staffing level analysis to help with administrative functions throughout the organization to help with turnover and burn out; that's helping become more proactive in our approaches and planning.
Need a capital improvement plan to continue improving aging infrastructure (funding it and implementing projects) including timetable and strategy.
Need a review on how to fairly support wages, benefits and needs of two unions and non-union staff.
Declining water and sewer revenues with increasing operational costs.
Need to improve trust between elected officials and with our public and address perceived "transparency" issues with our public while allowing the discussion, space and time to do our jobs.
Funding statutory police pension plan.
How to attract sales tax generating businesses with competition from other communities and the increased online competition.
High-efficiency appliances resulting in lower water use; affecting revenue.
High property taxes from the school district resulting in higher tax bills; however, the city portion is less than 5%.
Written time sheets are not working well.
Adapting to change.
Legalized marijuana.
Legalized gaming.
Loss of population/growth slow down.
Increased transportation options.
Making neighborhoods more walkable.
Not actively seeking grants.
Need to investigate summer interns.
Update City's Investment Policy.
Process of annual budget cycle.
Increase in employers and employees.
Implement a complete street policy.
Adding alternative and affordable housing options.
Adding public Wi-Fi to public spaces.
Develop of neighborhood street maintenance program and related cost.
Reduce budget to fund capital projects.
Build a reserve fund.

**SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS) -
WHAT IS THE CITY NOT DOING
THAT IT SHOULD BE DOING?**

	Item (What is the solution to an issue?)	New Initiative (Action Needed) Or On-Going	E (Elected Official) or S (Staff member)
1.	Form a plan for Freedom Parkway if state funding does not come through	On-going	E
2.	Create a Master Development Plan for the 223 property	New	E, S
3.	Complete a new Comprehensive Plan to include economic development to improve chances at attracting private, commercial and industrial development	New	E, S
4.	Create a plan for upgrades/updates at city-owned facilities	New	E
5.	Adopt a Capital Improvement Plan (CIP) for the city and fire department with a focus on a 20-year reconstruction plan to include maintenance, repair, timely implementation and budgeting consideration	New	E, S
6.	Review Equipment Replacement Plan	On-going	E
7.	Enhance relationships, marketing/branding, communication and collaboration with our community partners such as the school districts, Park District, Library, Township, Chamber, two fire departments, Rotary and other civic groups	On-going	E, S
8.	Update the personnel manual.	On-going	E, S
9.	Update and establish financial policies, considering best practices	New	S
10.	Consider creating a stormwater utility to address chronic or frequent flooding areas and stormwater maintenance	New	S
11.	Perform a compensation, classification and staffing study for all departments	New	S
12.	Create a Master Communication Plan to include an overall marketing strategy (pitch book) which evaluates effectiveness of newsletters and sets	New	E, S

	parameters for timely updates on the website about special projects		
13.	Extend the life of the TIF district to allow for funds to help public and private projects	On-going	S
15.	Establish residential rental registration and business license programs	New	E, S
16.	Review the utility connection fees and determine if any increase or decrease is warranted	On-going	S
17.	Visit the roles and responsibilities of the mayor, council, staff and citizens and consider a code of conduct/standard operating procedure to include this information, expectations, limitations, voting and how to get items on an agenda. Revise the Committee/Committee of the Whole structure as well as the Council agenda for meetings. Have the city administrator create an administrative policy on proper follow-up and feedback to citizen inquiries.	New	E, S
19.	Establish a succession plan for all city departments	New	E, S
20.	Encourage team building and empower staff through the organization	On-going	E, S
21.	Understanding our revenue sources and always trying to find new sources. For example, exploring a city gas tax. Consider creating a local motor fuel tax in order to establish additional revenue for road improvement projects.	On-going	E
22.	Enhance the website to increase transparency, showcase businesses, and add a current and future project list available non-resident buildings and sites page on the website	On-going	E
23.	Dispose of surplus city property and equipment	On-going	E
24.	Reduction in spending by 10%. Reduce the City portion of the property tax bill	New	E
26.	Promote a public safety countywide, regional capable radio system	New	S
27.	Consider the feasibility of hiring a complete IT service for city administrative functions	On-going	S
28.	Adopt an ordinance stating that the City now has non-partisan elections	New	E
30.	Review and analysis of the CodeRed system	On-going	E
31.	Consider a comprehensive Economic Development Strategic Plan that includes Route 24, Route 8, the Square, Notsinger Rd, Freedom Parkway, Lakeshore Drive and the 223 property	New	E, S
32.	Re-codify the Code of Ordinances	New	E

34.	Complete a housing study to determine what the anticipated future demand would be for new residential growth	New	S
35.	Consider establishing a grant program for the renovations/rehabilitation of houses in the City	New	S

<p style="text-align: center;">THE CITY'S PROPOSED GOALS PROGRAM 2020-2022</p>

of
VOTES

7	1.	Create a Master Development Plan for the 223 property
17	2.	Complete a new Comprehensive Plan to include economic development to improve chances at attracting private, commercial and industrial development
3	3.	Create a plan for upgrades/updates at city-owned facilities
12	4.	Adopt a Capital Improvement Plan (CIP) for the city and fire department with a focus on a 20-year reconstruction plan to include maintenance, repair, timely implementation and budgeting consideration
3	5.	Update and establish financial policies, considering best practices
2	6.	Consider creating a stormwater utility to address chronic or frequent flooding areas and stormwater maintenance
3	7.	Perform a compensation, classification and staffing study for all departments
4	8.	Create a Master Communication Plan to include an overall marketing strategy (pitch book) which evaluates effectiveness of newsletters and sets parameters for timely updates on the website about special projects
3	9.	Establish residential rental registration and business license programs
5	10.	Visit the roles and responsibilities of the mayor, council, staff and citizens and consider a code of conduct/standard operating procedure to include this information, expectations, limitations, voting and how to get items on an agenda. Revise the Committee/Committee of the Whole structure as well as the Council agenda for meetings. Have the City Administrator create an administrative policy on proper follow-up and feedback to citizen inquiries.
1	11.	Establish a succession plan for all city departments
5	12.	Reduction in spending by 10%. Reduce the City portion of the property tax bill
2	13.	Promote a public safety countywide, regional capable radio system
1	14.	Adopt an ordinance stating that the City now has non-partisan elections

15	15.	Consider a comprehensive Economic Development Strategic Plan that includes Route 24, Route 8, the Square, Notsinger Rd, Freedom Parkway, Lakeshore Drive and the 223 property
1	16.	Re-codify the Code of Ordinances
1	17.	Complete a housing study to determine what the anticipated future demand would be for new residential growth

**ROLES AND RESPONSIBILITIES
OF THE CITY COUNCIL**

MOST SIGNIFICANT

1. Provide leadership, direction, and long-range planning for the City.
2. Determine the policy and direction of the City through the supervision of the City Administrator. Code Section 31.06
3. Adopt an annual budget for the City.
4. Represent the collective best interest of the City and the citizens of the City.

**ROLES AND RESPONSIBILITIES
OF INDIVIDUAL COUNCIL MEMBERS**

MOST SIGNIFICANT

1. Represent the citizens and be accessible to them.
2. Make a leadership and policy decisions for the greater good of the City.
3. Be prepared for, and participate in, Council meetings.
4. Act professionally and listen respectfully to other Council members, staff and citizens.
5. Share information and communicate openly with the City Administrator and other Council members.

Attachment F (continued)

**ROLES AND RESPONSIBILITIES
OF THE MAYOR**

MOST SIGNIFICANT

1. Be the Chief Administrative Officer for the City. Code Section 30.20 (A)(1)
2. Conduct orderly and effective City Council meetings.
3. Represent the City at public functions.
4. Function as a council member.
5. Facilitate discussions on agenda items and help resolve conflict among Council members.
6. Supervise the conduct of all officers of the City, and see that they faithfully and efficiently discharge the duties of their respective offices. Code Section 30.20 (E)
7. Make advisory committee appointments.
8. Sign the City's legal documents.

**ROLES AND RESPONSIBILITIES
OF THE CITY
ADMINISTRATOR/MANAGER**

MOST SIGNIFICANT

1. Be the Chief Administrative Officer of the City. Code Section 30.35 (C)
2. Be responsible to the Mayor and City Council for the proper administration of the affairs of the City. Code Section 30.35 (C)
3. Prepare and facilitate information for the council, make policy recommendations based on the information, and implement adopted policies.

4. Be a liaison between the Council and staff.
5. Provide leadership and foster a positive work environment for the City's employees.
6. Develop and administer the City's annual budget.
7. Recommend appointment, development, evaluation and termination of City employees as needed.

Attachment F (continued)

**ROLES AND RESPONSIBILITIES
OF DEPARTMENT DIRECTORS**

MOST SIGNIFICANT

1. Provide leadership and goals for their departments.
2. Manage the day-to-day operations of their departments .
3. Prepare and administer the budgets in your department.
4. Communicate and cooperate with other entities in the City.
5. Keep the City Administrator and department staff informed.
6. Provide training and development opportunities for department employees.
7. Recommend new hires to the City Administrator as needed.

**ROLES AND RESPONSIBILITIES
OF ALL CITY EMPLOYEES AND CITY
OFFICIALS**

MOST SIGNIFICANT

1. Have a positive attitude towards their job and when dealing with the public.
2. Be team players.

3. Be fiscally responsible.
4. Be positive representatives of the City.
5. Have a strong work ethic.
6. Be receptive to, and participate in, training and other opportunities.
7. Be innovative problem solvers.

ROLES AND RESPONSIBILITIES OF THE CITIZENS

MOST SIGNIFICANT

1. Vote in the City's elections.
2. Provide fiscal support for City services and operations; I. E., pay their taxes .
3. Keep informed on issues that affect the City and communicate their concerns to the City's elected officials and staff.
4. Be involved in community affairs.
5. Be positive contributors to the community.

**CITY OF WASHINGTON
LEADERSHIP TEAM
2020-2022 Goals and Action Plan**

GOAL #1 – Complete a new Comprehensive Plan to include economic development to improve chances at attracting private, commercial and industrial development

Action Steps	Staff Responsible	Target Dates	Progress Check
1. Budget \$150,000	Staff, Elected	Fy 20-21	
2. Prepare RFQ	Staff	Spring 2020	
3. Select Consultant	Staff, Elected	Summer 2020	
4. Public Input	All	Summer 2020	
5. Data Review/Past Plans	All	Summer 2020	
6. Draft goals and objectives	All	Fall 2020	
7. Public Input of Goals and Objectives	All	Fall/Winter 2020	
8. Refine Goals and Objectives	All	Winter 2020	
9. Sub-area Planning	All	Spring 2021	
10. Public Input	All	Spring/Summer 2021	
11. Draft implementation Matrix	All	Summer 2021	
12. Draft land use, infrastructure/transportation/ other maps	All	Summer/Fall 2021	
13. Draft overall plan	All	Fall 2021	
14. Public Input	All	Fall 2021	
15. Refine Draft Plan	All	Fall 2021	
16. Public Input on Draft Plan	All	Winter 2021	
17. Adopt Plan	Council	Winter 2021	
18. Implementation	All	On-going	

GOAL #2 – Consider a comprehensive Economic Development Strategic Plan that includes Route 24, Route 8, the Square, Notsinger Rd, Freedom Parkway, Lakeshore Drive and the 223 property

Action Steps	Staff Responsible	Target Dates	Progress Check
1. Work with the IDOT to understand the scope of the \$53m Project	City Engineer	12/31/19	
2. Confirm other Capital Bill funding	City Engineer, Mayor and City Administrator	12/31/19	

3. Grant application for IDOT planning grant – corridor study	City Engineer, City Administrator and Planning and Development Director	April 2020	
4. Develop Land Use Plan for Washington 223 – put up a Fore Sale Sign	Staff		
6. Plan for Freedom Parkway to control light industrial use	City Engineer Planning and Development Director		

GOAL #3 – Adopt a Capital Improvement Plan (CIP) for the city and fire department with a focus on a 20-year reconstruction plan to include maintenance, repair, timely implementation and budgeting consideration

Action Steps	Staff Responsible	Target Dates	Progress Check
1. Identify Projects – 20 year plan	Ray, Engineer, Elected	220-2040	
2. Chip/Seal Coat	Ray, Engineer,	2019-2020	
3. Public Works Facility	Ray, Engineer, PWM	2025	
4. Building Maintenance Repair	PWM	On-going	
5. Large Equipment Replacement - FD	Public Safety Chair	On-going	

GOAL #4 – Create a Master Development Plan for the 223 property

Action Steps	Staff Responsible	Target Dates	Progress Check
1. Property Appraisal by varied uses	Ray	May 1, 2020	
2. Determine cost of awaiting a certain opportunity threshold (costs to hold as-is)	Ray	August 1, 2020	
3. Examine considering comprehensive and economic development strategic plans	Ray	See those plans	
4. Identify potential uses and undesirable uses	Council	6 months after #3	

5. Place on market for preferred use or hold to wait a value threshold	Council	6 months after #4	
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GOAL #5 (Tie) – Visit the roles and responsibilities of the mayor, council, staff and citizens and consider a code of conduct/standard operating procedure to include this information, expectations, limitations, voting and how to get items on an agenda. Revise the Committee/Committee of the Whole structure as well as the Council agenda for meetings. Have the city administrator create an administrative policy on proper follow-up and feedback to citizen inquiries			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Need a Standard Operating Procedure to include committee of the whole, committees	City attorney City Council		

GOAL #5 (Tie) – Reduction in spending by 10%. Reduce the city portion of the property tax bill			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Identify other revenue sources	Staff, Council		
2. Change to graduated % goals 2.5, 5, 7.5, 10	Staff, Council	12/2019	
3. Determine where reductions come from (services, personnel, capital projects, etc.)	Council		
4. Reflection	All		

Created
Updated

CITY OF WASHINGTON, ILLINOIS ON-GOING PROJECTS FOR 2020-2022

PROJECT/PROGRAM IDENTIFIED	Update or Status
1. Form a plan for Freedom Parkway if state funding does not come through	
2. Review Equipment Replacement Plan	
3. Enhance relationships, marketing/branding, communication and collaboration with our community partners such as the school districts, Park District, Library, Township, Chamber, two fire departments, Rotary and other civic groups	
4. Update the personnel manual.	
5. Extend the life of the TIF district to allow for funds to help public and private projects	
6. Review the utility connection fees and determine if any increase or decrease is warranted	
7. Encourage team building and empower staff through the organization	
8. Understanding our revenue sources and always trying to find new sources. For example, exploring a city gas tax. Consider creating a local motor fuel tax in order to establish additional revenue for road improvement projects.	
9. Enhance the website to increase transparency, showcase businesses, and add a current and future projects list available non-resident buildings and sites page on the website	
10. Dispose of surplus city property and equipment	

11. Consider the feasibility of hiring a complete IT service for city administrative functions	
12. Review and analysis of the CodeRed system	

Created

Updated