



SPECIAL COUNCIL WORK SESSION MEETING
PEKIN HIGH SCHOOL VOCATIONAL CENTER
1903 COURT STREET
TUESDAY, SEPTEMBER 27, 2011
1:00 P.M.

	1	2
1.0 CALL TO ORDER		
2.0 PLEDGE OF ALLEGIANCE <i>Mayor Laurie L. Barra</i>		
3.0 ROLL CALL <i>Clerk to Call the Roll</i>		
4.0 APPROVAL OF AGENDA ACTION: Motion to approve the meeting agenda. VOTE REQUIRED		
5.0 NEW BUSINESS		
5.1 Strategic Plan and Services DESCRIPTION: Joint work session with Council and Staff to discuss strategic plan and services for the City of Pekin. The planning meeting moderator is Brad McMillan. NO ACTION TO BE TAKEN	C	5
6.0 ADJOURNMENT With no further action to come before the Council the Mayor declares meeting closed in open session. NO VOTE REQUIRED		

Public input related to agenda item accepted at the end of the meeting.

Column 1 Key:

C Council Members

Column 2 Key:

- 1 A Prosperous Community.** To promote and sustain a balanced economy that supports expansion and retention of family-wage jobs.
- 2 A Safe Community.** To protect community life and property by providing effective, principled police and fire services.
- 3 A Strong Foundation.** To improve and maintain existing infrastructure and leverage opportunities for new infrastructure.
- 4 A High Quality of Life.** To support or provide services that improve the quality of life for Pekin's residents.
- 5 An Effective Government.** To deliver effectively the services that Pekin's residents want, need, and are willing to support.



City of Pekin

Office of the City Clerk

SEPTEMBER 23, 2011

N O T I C E

**NOTICE IS HEREBY GIVEN THAT A SPECIAL MEETING
OF THE CITY COUNCIL OF PEKIN, ILLINOIS WILL BE HELD
ON TUESDAY, SEPTEMBER 27, 2011 AT 1:00 P.M. AT PEKIN
COMMUNITY HIGH SCHOOL VOCATIONAL CENTER 1903
COURT STREET PEKIN, ILLINOIS 61554**

**THE PURPOSE FOR THE JOINT COUNCIL / STAFF WORK
SESSION IS TO DISCUSS STRATEGIC PLAN AND SERVICES
FOR THE CITY OF PEKIN.**

**SUE E. MCMILLAN
CITY CLERK**

Services: The following services are functions of any 24/7 police department.	
M = Mandatory Service	
O = Obligated Service	
D = Discretionary/Optional Service	
M	Background Investigations
M	Calls for Service / Emergency
O	Calls for Service / Non Emergency Moderate Crimes
O	Calls for Service / Non Emergency Serious Crimes
O	Calls for Service / Serious Non Crimes
O	Community Event Security
M	Court Testimony
M	Dispatch Services
M	Drug Investigation / General Personnel
M	DUI Enforcement
M	Evidence Management
M	Follow Up Investigation / General Personnel
O	Follow Up Investigation / Specialized Personnel
M	Juvenile
M	Officer's Written Reports
O	Parking Enforcement
M	Records / Crash Reports
M	Records / Incident Reports
M	Records / Traffic Tickets
D	Records / Written Warnings
M	Traffic Crash Investigation
M	Traffic Enforcement

Non-Core Services: These services are not required and do not support our Core Services. They are provided as services to our citizens.

M = Mandatory Service

O = Obligated Service

D = Discretionary/Optional Service

<u>SERVICE</u>	<u>WHAT IS IT?</u>	<u>COST</u>	<u>ALTERNATIVE</u>
☐		Part of officers overall duties. No immediate cost savings but could defer the need for additional officers in the future.	Minor crimes could be diverted to online or walk-in reporting. Online reporting would require some up-front costs to set up.
☐ O	Calls for Service / Non-Emergency Lesser Crimes	Minor crimes that are not in progress such as vandalism, thefts, and vehicle burglaries etc. and have little to no chance of being solved.	
☐ D	Calls for Service / Service Calls	Non-criminal calls for service such as neighbor disputes, counseling youth,	We could stop responding to some non-criminal calls.
☐ D	Child Safety Seat Technician	Officers inspect and install child safety seats for parents.	We could stop providing this service all together.
☐ D	Community Committees	Numerous community committees have officers as board members (House of Hope, Children's Advocacy Center, Pekin Main Street, etc.)	Stop attending meetings
☐ D	Cops 4 Kids	Summer program where police officers engage with youth in activities	Eliminate the program.
☐ D	Crime Prevention	Public speaking, education to homeowners and businesses on safety concerns, stranger danger, drug awareness, etc.	Not provide this service.
☐	<u>SERVICE</u>	<u>WHAT IS IT?</u>	<u>ALTERNATIVE</u>
☐ D	DARE	Drug Abuse Education for students	Previously Cut Program
☐ D	Explorers	A cooperative effort with Boy Scouts	Eliminate the program.
		Approx 8 hrs/month	
		Approx 20 hrs to oversee program	
		16 hrs/month	
		16 hrs/week	
		\$2,300 per year plus approx	

		to introduce high school age youth to police work.	2 hours per month in overtime for meetings.	
D	Fingerprinting	Officers fingerprint various persons in the community as part of the background investigation for various sensitive jobs in our community.	\$4,000 per year plus approx 2 hrs labor per week.	We could return to ink and paper fingerprint cards and stop doing it for the public.
D	Funeral Escorts	Police officers escort funeral processions through traffic in the city	Approx 5 hours labor per week.	Previously Cut Program
D	Graffiti	Locate and eradicate graffiti in the City.	Zero cost to Police Department, but there are costs to other departments.	Eliminate the program
D	Honor Guard	Detail of officers for presentation at funeral services for fallen officers and ceremonies.	Approx \$600 in uniform costs when a new officer is added to the team. Approx 16 hrs/year in overtime for practice sessions. Officers donate time for actual use.	Eliminate the program
D	Lockouts	Officers unlock vehicles where owners have locked their keys inside.	Approx 2 hrs/day plus liability incurred for damaged vehicles.	Previously Cut Program
D	National Night Out Against Crime	Community event showcasing various criminal justice and outreach services.	\$1,500, which is matched 3:1 with community donations	Eliminate the program
D	Prescription Drug Drop box	Receptacle for citizens to safely discard unneeded medications.	Zero hard cost. Approx 2 hrs/week to maintain.	Eliminate the program
M	Records / FOIA	Responding to requests under the Freedom Of Information Act	Approx 20 hrs/week	Mandated by law
M	Records / Racial Profiling	Collecting demographic information during traffic stops and reporting to the State	Approx 30 hrs/week plus annual software cost of \$400	Mandated by law
	SERVICE	WHAT IS IT?	COST	ALTERNATIVE
M	Records / Sex Offender Registration	Registering sex offenders, fingerprinting, photographing, validating addresses	Approx 30 hrs/week plus annual software cost of \$600	Mandated by law
D	Shop with a Hero	Disadvantaged youth get to shop with police officers and fire fighters.	100% donated funds. Approx 8 hrs/year to administer.	Eliminate the program

Pekin Public Library	
M = Mandatory Service	O = Obligated D = Discretionary/Optional Service
M	Provide General Education for the Citizens (75 ILCS 5/2-1)
O	Maintain a building to serve as a library, and furnish it with necessary equipment and library materials (75 ILCS 5/4-7)
O	Extend library services to non-residents for an annual fee (75 ILCS 5/4-7)
D	Provide tax forms
D	Provide copier use for a fee
D	Provide passport services for a fee
D	Provide public meeting space for a fee for commercial use/free for educational/intergovernmental use
D	Provide fax service for a fee
D	Provide space for Friends of the Library Book Sale Room

Economic Development Services:	
M = Mandatory Service	O = Obligated D = Discretionary/Optional Service
M - TIF Administrator:	Downtown TIF (Façade and Interior Programs), South IPC TIF, reports to state
M - Enterprise Zone Administrator:	Applications, reports to County & State, legislation on program
O - Developer's Proposals/Agreements	
D - Real Estate Inventory:	ED city website, LOIS
D - EDAC Committee:	consists of EDAC Committee, retail committee, jobs committee and retention committee
O - Business Retention	
D - Business Leaders Forum	
D - EDC Partnership – Regional Efforts:	Peoria Metro, Retail Strategy, Manufacturing
D - Training and Education	
	Developers Agreement, retail market, financing
D - Dues and Subscriptions:	EDC, IDC, ICSC, EZ, TIF
D - Marketing RFP Plans:	Riverfront, Retail, Riverway Business Park, North Business Park
D - Downtown Parking	
D - Welcome Business Resource Guide:	Contact information, permits, licensing, code, fees
D - Tourism	
	PACVB representative, tourism events, tourism grants

Street Department Services: The following services are functions of the Street Department.

M = Mandatory Service O = Obligated D = Discretionary/Optional Service

M	Street Sweeping: Keeps the street clean and keeps debris out of the sewer system and out of river
M	Signs: Create and install signs to meet codes and laws
M	Storm Sewer: Maintain storm sewer lines, repair storm inlets,
M	Sanitary Sewer: Maintain sanitary (includes combination) lines, laterals, and manholes
O	Snow Removal: Keeps the streets safe and clean to protect public safety, opens roads for school buses and emergency services as first priority, very high safety issue
O	Filling Pot Holes: Street maintenance/prevents bigger problems/safety of motorists
O	Sidewalk and Curb Repair: Repair/replace deteriorated sidewalks and curbs
O	Street Repair: Maintain and replace street surface material with asphalt or concrete
O	Seal Coat Program: Coat streets with rock and oil to extend the life of the street
D	Tree Removal: Maintains safe right of ways, precautionary to eliminate damage to public and private property

Solid Waste Department

M = Mandatory Service O = Obligated D = Discretionary/Optional Service

M	Garbage Pickup: Keeps the garbage off the street and ensures proper disposal
M	Yard Waste Pickup: Yard waste pick up – prevents citizens from dumping in creeks or in our landfills
M	Recycling: Keeps the landfills clean – would like to get more citizens utilizing the program

Department of Engineering

The department of engineering consists of the following divisions: Engineering, GIS and Storm Water.

Services of Engineering:

The following services are mandated:

M	Maintain and track the following per federal and state regulations
M	Sign inventory
M	Sewers

The follow services are obligated:	
☐	Provide representation on the PPUATS Technical Committee
☐	Oversee and provide the necessary documents for IDOT concerning MFT funds
The following Services are Discretionary:	
☐	Provides representation for various committees
☐	Tri County Congestion Management Committee
☐	Pekin Main Street Design Committee
☐	Traffic Safety
☐	Chamber of Commerce Transportation Committee
☐	Liaison for the city to outside communities and agencies on engineering issues
☐	Project management for consultants on multi-disciplined consultants
☐	Planning for future transportation, sewer and public facilities
☐	Designing, estimating, preparing the plans and construction bid documents for small municipal projects
☐	Assist the Street Department in the preparation of construction bid documents for annual street maintenance projects
☐	Provide Construction project management
☐	Serve as the Resident Engineer for federal and State funded projects for both IDOT Roads and Aviation
☐	Provides material testing on municipal construction projects
☐	Management of infrastructure needs assessment/coordinates with the Street Dept to develop a capital improvement plan
☐	Road Pavement Inventory
☐	Provide Construction oversight on Construction being performed in City Right of Way or Subdivision Development

Services of GIS:	
The following services are Mandatory	
☒	Management of GIS Databases of:
	Sewers
	Locations of sewers that are new or modified
	Sewer laterals for new and demolished building sites

The following services are Discretionary
☐ Management of GIS Databases which includes
- Roads
- Parcels
- Districts (school, fire, garbage, road maintenance, etc)
- Properties
☐ Collect data to update and create new databases
- New database that are needed (pavement inventory, sign inventory)
☐ Assist other departments with creation of Maps
- Road Maps
- Bus/garbage routes
- Economic Development
☐ Liaison to other communities and public for information needed in GIS
☐ Provide representation for the city to ILGISA
☐ Provide IT support for GIS programs and the large scanner in work room
Services for Storm Water:
The following services are Mandatory:
☐ Oversee the NPDS permit and prepare the necessary paperwork for the permit
☐ Provide the necessary documentation pertaining to the NPDS permit for Municipal Construction projects
☐ Inspect construction sites in the city to ensure compliance with city code concerning storm water
☐ Inspect construction sites that have their own NPDS permit to make sure that they are in compliance with that permit
☐ Review Construction Site Plans for compliance to the IEPA and local regulations concerning storm water
☐ Create and oversee the Storm Water Management Plan
☐ Provide Public Education outreach about Storm Water
The following services are obligated:
☐ Provide representation on the CICN group

☒ The following services are Discretionary:
☒ Plan for future improvements to the Storm Water Systems
☒ Design, estimate, and prepare plans for erosion control or storm water systems
☒ Prepare Construction Bid Documents
☒ Project management for Construction Projects
☒ Inspect construction projects to ensure they are being built to plan

Pekin Airport
The following services are obligated:
☒ Provide an operational and safe runway, taxiways and aprons
Maintain the pavement
Maintain lighting and guidance systems
Plowing the runway
☐ Maintain 24 hour restrooms
☐ Provide Water for Aircrafts
☐ Maintain and staff the terminal building
The following services are Discretionary:
☒ Provide fueling operations to sell fuel
☒ Provide Hangers for rent
☒ Provide general information about the Airport and the City to visiting aircrafts
☒ Liaison to other agencies and airports
☒ Provide garbage service to hanger tenants

Building Inspections Services:
M = Mandatory Service O = Obligated D = Discretionary/Optional Service
☒ Building Inspections: Inspect construction projects
☐ Code Enforcement: Inspect Code Violations

Services: VMF Department:
M = Mandatory Service O = Obligated D = Discretionary/Optional Service
☐ Maintain and repair all city equipment for Safe operation
☐ Do service calls for equipment breakdown in the field of operation
☐ Provide classes and training for Mechanics
☐ Maintain fuel storage and set up bidding for fuel delivery
☐ Maintain inventory of parts

Services: Bus Department
M = Mandatory Service O = Obligated D = Discretionary/Optional Service
☐ Safe Transportation to and from School for Districts 108 and 303
☐ Driver Training and Safety Classes
☐ Contract safe Transportation through City Link for Citizens
☐ Evacuation transportation emergency plan
☐ Use Manpower to help supplement other departments or events: solid waste, yard crew & spruce up Pekin
☐ Sporting event and field trip transportation
☐ Transportation for all Functions apart from School Functions
☐ Transportation of TCRC Clients

Services: Fire Department

M = Mandatory Service O = Obligated D = Discretionary/Optional Service

☒ Emergency Prep. Plan for schools (HB 2693)

☒ Identify unsafe occupancies

☒ Issue Occupancy Numbers

☒ Review Fire Sprinkler plans

☒ Review Fire Alarm Plans

☒ Review Pyrotechnic display requests

☒ Develop Emergency Response Plan

☒ Oversee Tornado Sirens

☒ Train on all facets to maintain skills

☒ Complete Nimscastr Training and paperwork

☐ Extinguish fires Respond to Fire Calls

☐ Emergency Medical Calls 1st response for calls

☐ Fire Prevention

☐ Juvenile Fire Setter Intervention

☐ Disaster Preparedness

☐ Fire Inspections

☐ Ensure Code Compliance

☐ Answer questions on inquiries

☐ Respond to Lockouts

☐ Assure Adequate Protection

☐ Witness all alarm drills within City of Pekin schools

☐ Evaluate Elevators in high rises

☐ Technical Rescue Ice Rescue

☐ Technical Rescue High Angle Rescue*

☐ Technical Rescue Confine Space Rescue *

☐	Technical Rescue	Confined Space Standbys*
☐	Technical Rescue	Water Rescue
☐	Technical Rescue	Trench Rescue*
☐	Technical Rescue	HAZMAT/Response*
☐	Technical Rescue	Collapse Rescue*
☐	CPS Car Seat Install	Install Car Seats
☐	CPR classes for Public	
☐	CPR for City workers	
☐	Install Hearing Impaired Smoke Alarms	
☐	Lifting Assistance	
☐	Assist Other Departments (police, street, sewer)	
☐	Look for Missing Persons	
☐	Assist Coroner when requested	
☐	Work with organizations: senior expo	
☐	Respond to Welfare checks of citizens	
☐	Respond to gas leaks	
☐	Work with Water Company	
☐	Public speaking to organizations	
☐	Medical Response for Large Gatherings	
☐	Emergency Plans regarding outlying Chem. plants	
☐	Educate school age children on dangers	
☐	Install Knox Box for elderly	
* These area are funded by the Illinois Terrorism Task Force, and an agreement for payment for training through MABAS		

The Following are Services of the US Department of Housing and Urban Development Community Development Block Grant

M	Financial Management	
M	Record Keeping	
M	Reporting – Five Year Annual Consolidated Report, Annual Action Plan, Amendments and Consolidated Annual Performance Evaluation Report	
M	Procurement	
M	Environmental Review	
M	Labor Standards	
M	Lead Based Paint	
M	Relocation and Acquisition	
M	Fair Housing	
O	Owner Occupied Rehabilitation program	
O	CDBG for HOME/SFOOR program	
O	Rehab Program Delivery	
O	Seal Coating	
O	Code Enforcement	
O	Public Facility Improvements	
O	Public Services- Pekin United Way	
O	Administration	
To Assist in Achieving Compliance with Mandatory Activities, active participation with		
	City of Pekin's Human Rights Committee	
	Participate as City of Pekin liaison with Regional Fair Housing Training	
	Illinois Municipal Human Relations Association, Inc.	
	Mayor's Advisory Committee for People with Disabilities	
	Heart of IL Homeless Continuum of Care	
	Rust Transitional Advisory Committee	
	Tazewell/Woodford Service providers	
	Pekin Coalition for Equality	

The Following are Services of the Finance Department	
M	Operational and capital budgets
O	Track departmental conformity with budget
O	Provide financial reports
O	Reconcile books monthly, quarterly and annually
O	Bi weekly Payroll
M	Quarterly Payroll Reports
M	W2's
O	Accounts Payable
O	Accounts Receivable
M	Work Comp
M	Liability Insurance
Human Resources Department: The following services of City of Pekin Human Resources Department.	
The Human Resources Department delivers strategic human resources programs and services, to build a talented, diverse, engaged and productive workforce in support of the businesses of the City of Pekin	
M	Personnel Policies Procedures and Guidelines
	Develop and Maintain employee handbook
	Provide policies that comply with regulations
M	Compliance and Regulatory Management
	Coordinate Drug testing program
	Compliance officer for Equal Employment, Affirmative Action, and HIPAA
	Create, develop, and maintain all HR mandates as required by City Code, local, state and federal laws & regulations
M	Records Management
	Hold secure all personnel records
	Continuous and responsible maintenance of employee files
M & O & D	Training and Development
	Coordinate mandatory annual training
	Manage new employee orientation
	Provide skills and technical assessments

☐	Staffing City Positions with the most talented employees possible
	Conduct recruitments
	Analyze and develop position requirements, position classification and salary range
	Create an maintain a compensation plan and employee evaluation program
☐	Customer Service
	Provide quality Customer Service, extend guidance, assist and appropriate resources/referrals to employees
	Provide labor contract interpretation and regulatory interpretation for management, supervisors and employees
	Conflict resolution between employees and management
☐	Benefits Administration
	Manage a Wellness Program, including an annual health fair
	Offer and Promote an Employee Assistance Program
	Administer fully funded health insurance and assist employees, retirees and families with insurance issues
	Evaluate Plan Design
	Support Services: City Clerk
	The following services are functions of any Clerk by State Statutes

☐	Keeper of Corporate Seal
☐	Retention of all records of the municipality
☐	Attends all meetings of Council
☐	Keeps minutes of proceedings open and closed sessions
☐	Administers the Local Records Act through State Archives for disposal of records
☐	Publishes and certifies all ordinances
☐	Publishes Annual Treasurer's Report October
☐	Administers oaths
☐	Local Election Authority – municipal election process
☐	Open Meetings Act and Freedom of Information Act Administrator
	Support services are not required, but increase the effectiveness of Services
☐	Council preparation- receive documents, plans agenda, constructs Council packets
☐	Documentation signed, filed, recorded, transmitted to proper parties
☐	Licensing/collection of fees (liquor, amusements, taxicabs, vendors, refuse, raffles, event permits

☒ City Code administration
☒ Public legal notices and open bids
☒ Drafts ordinances, resolutions, advertisements for bids and legal notices
These Services are not required
☐ Publication of Committees, Boards, Commissions Directory
Support Services: City Treasurer
The following services are functions by State Statutes
☒ Receive all monies belonging to the City
☒ Keep Treasurer's books as prescribed by City
☒ Insure that proper receipts are provided to payors to the City
☒ Provide reports to City Council as requested
☒ Deposit City monies with designated banking institutions
☒ Prepare annual report of City monies received and disbursed an provide to City Clerk for publication
☐ Manage investment of City monies (could just leave in checking/savings as an alternative)
Support Services
☒ Serve ex-officio on Police and Fire Pension Boards
☐ Develop and maintain City Investment Policy
☐ Assist City budget officer in budget process
☐ Coordinate City borrowings
☐ Manage City bond rating through reporting to rating agencies



City of Pekin Conceptual Plan, 2006-2011



Our Mission

The mission of the elected officials and the staff of the City of Pekin, in partnership with the community, is to provide leadership in delivering necessary, effective, and fiscally responsible municipal services in a manner which promotes a safe and prosperous community.



Our Vision

- ▶ We will enhance the quality of life by providing excellence in leadership, support, and services for all who live, work, visit, and invest in our community.
- ▶ We aspire to be the city of choice for ourselves and future generations—beautiful, clean, and safe.
- ▶ We will achieve our vision through a healthy economy, strong businesses, vital neighborhoods, excellent schools, and extensive recreational opportunities.
- ▶ We will foster our City's friendly atmosphere and celebrate the resourcefulness of its people.
- ▶ We recognize the importance of continuing to work with other units of government at all levels to achieve our vision.
- ▶ We require an innovative City government that is accessible, accountable, and efficient with a system of funding that is fair, affordable, and stable.



Our Values

► **Transparent, Open, and Honest Government.** This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, honesty, and integrity.

► **Outstanding Service.** Our primary duty is to the people we serve. We are accessible, responsive, consistent, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

► **Fiscal Responsibility.** Proper use of public resources is a trust which we continually guard. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency.

► **Personal Honesty and Integrity.** Each of us demonstrates the highest standards of personal integrity, truthfulness, honesty, and fortitude in our public activities. In this way, we inspire public confidence and trust in our government.

► **Excellence.** We continually pursue excellence by being creative, professional, taking risks, showing initiative, and being committed to our community and team. In this pursuit, we support continuing education and training for all team members.

► **Teamwork.** We are a team that emphasizes high levels of trust and cooperation and a commitment to excellent communications within the organization. We encourage employees to exercise independent judgment in meeting customer needs through professional behavior that is consistent with our values.

► **A Humane and Diverse Organization.** We are a humane organization that honors diversity and protects individual rights. Open communication, respect for others, compassion, and a sense of humor contribute to our positive work environment. We make it possible for every employee to achieve his or her full potential. We value the cultural and social diversity that is reflected in our community, and we welcome the changes and new perspectives that this diversity brings to us. We protect those individuals whose basic rights are placed in jeopardy.



The Conceptual Plan, 2006-2011

"What results are most important to Pekin's residents and how can we best spend our limited resources to produce those results?" The City's Council members and department heads answered this question in a series of planning sessions. [See Appendix One for a description of the City's planning process]. Five themes emerged from those discussions and form the basis for the conceptual plan:

► **A Prosperous Community**

To promote and sustain a balanced economy that supports the expansion and retention of family-wage jobs

► **A Safe Community**

To protect community life and property by providing effective, principled police and fire services

► **A Strong Foundation**

To improve and maintain existing infrastructure and leverage opportunities for new infrastructure

► **A High Quality of Life**

To support or provide services that improve the quality of life for Pekin's residents

► **An Effective Government**

To deliver effectively the services that Pekin's residents want, need, and are willing to support



A Prosperous Community

The City recognizes that three initiatives will lay the groundwork for Pekin's future prosperity.

► First, the Council places a high priority on selecting a method to manage **the economic development function**. Primary options include hiring an Economic Development Director or a Planning and Economic Development Director, or using a team approach led by the City Manager.

► Second, the Council has identified three geographical areas on which to focus economic development efforts. Taken together, these areas hold the most promise to deliver a diverse economic base that blends service, retail, commercial, and light industrial jobs, jobs that pay family living wages.

The **Veterans Drive corridor** has long been a focus of the City's attention. Immediate priorities include completing construction of Veterans Drive (the

highest priority under A Strong Foundation and the top-rated project overall), attracting businesses to occupy the East Court Villages, and developing a long-term land use plan for the property adjacent to the Drive.

Riverway Business Park, where current businesses provide over 500 jobs, offers these advantages for development: approximately 185 developable acres; access to road, rail, river, and air transportation; completely furnished with public utilities; situated within the boundaries of a state certified Illinois Enterprise Zone; within 1 or 2 days driving time of nearly all mid-America markets.

The Council recognizes that the **Southside** deserves renewed attention in the near term. The City will explore various methods to bring economic development to Derby Street and nearby areas. Among the development strategies to be evaluated will be incentives including but not limited to a Tax Increment Financing District and Special Service areas.

► Third, the City will also consider a more aggressive approach to **property annexation** as a strategy to improve its tax base.

Several programs warrant continued investment and attention even though they are not among the most important economic development priorities. Examples include annexation of Crystal Lake, creating an economic development fund in cooperation with local financial institutions, pursuing economic development downtown, and expanding support for tourism activities. With these "second-tier" projects, the City will attempt to sustain them at current levels but will not increase its investment of time or funding unless circumstances change significantly.

The Council has decided not to pursue building a dam at the south end of Pekin Lake, annexing land on the West side of the Illinois River, developing the riverfront for retail or commercial uses, or providing incentives for West Campus.



A Safe Community

The first obligation of City government is to ensure a safe community by protecting people and property. Often, the most obvious examples involve enforcement—inspectors citing code violations, police officers writing traffic tickets or investigating crimes, fire fighters battling structural fires.

Looking to the future, the Council believes that investments in prevention offer a greater return than investments in enforcement. Accordingly, the city will attach increasing importance to crime, accident, and fire prevention measures while continuing to provide effective and necessary enforcement.

The two highest rated projects to ensure a safe community are (1) to review and update the City's **Emergency Management Plan**, and (2) to increase **staffing in the Police Department**.

Examples of less highly ranked safety-related initiatives include relocating Fire Station 3 on Pekin's Southside and combining it with a regional training facility, increasing Fire Department staffing, building a fourth fire station in the Northeast part of Pekin, and acquiring the emergency transport service. These projects will not be developed within this planning period unless unanticipated opportunities arise.



A Strong Foundation

What we call the Strong Foundation focus is commonly known as infrastructure. The highest rated project by both Council and department heads was to complete **Veterans Drive**, which will involve securing funding, selecting the preferred alignment, acquiring land, and designing and building both the northerly and southerly sections.

The Council identified several other top priority projects, including increased efforts to replace and upgrade curbs and sidewalks, street seal-coating, etc; improvements to the infrastructure in the City's older neighborhoods; repairs to Court Street; and expansion of the Wastewater treatment plant (which is mandated by the Environmental Protection Agency).

Although important in their own right, the City lacks the capacity to expand its commitment to the following projects at this time: purchase of the water company, separating the combination sewers, and adding staff to the Inspections and Solid Waste Departments. The City intends to sustain its interest or investment in these projects at basically current levels during this planning period.

The Council gave a low priority to increasing taxes or imposing user fees to fund capital and maintenance projects, although it recognized that new sources of revenue may be required for unfunded mandates.

The Council has little interest in such projects as restoring the remaining brick streets to their original state or increasing investment in the municipal airport.



A High Quality of Life

We believe that actions taken to build a strong foundation, to create prosperity based on a diverse economy, and to ensure a safe community also improve the quality of life for Pekin's residents.

But there are specific projects that have the potential to do that, too. The Council favors more vigorous enforcement of current codes to **clean up blighted property** and enactment of a **housing code for landlords**.

In addition to immediate attention to those two initiatives, the Council understands that the Pekin Public Library may require substantial financial assistance in some form from the City in order to complete its renovation and expansion. While not a top priority at this time, assistance to the Library joins such other projects as efforts to end chronic homelessness, providing a more effective animal control function, and establishing an alley maintenance program as worthwhile endeavors to be sustained or evaluated during the planning period.

Such initiatives as providing land for non-profit organizations or operating the municipal bus services at a substantial financial loss did not make the list of priority items.



An Effective Government

The City of Pekin operates under the city manager form of government. Effective government requires that members of the Council and staff members understand and respect their differing roles. The Council has responsibility for setting policy, approving a budget, and evaluating results. The City Manager has responsibility for conducting the day-to-day operations of the City.

To enhance the effectiveness of city government, Council members identified the following as examples of high priority initiatives: **coordinate the budget and planning cycles; expand the size of the Council** from five to seven members; and **increase the level of financial reserves** to the equivalent of six months of expenses.

About Taxes and Fees. The effectiveness of government services depends in part on the ability to generate revenue. The Council prefers for the City to live within its means. But it understands that increased taxes or user fees may be necessary to comply with mandates, with citizens' expectations for high levels of service, and to cope with changing economic conditions. In planning discussions, the reluctance to increase the financial burden on residents was unmistakable, but the Council's ultimate responsibility to assure the City's financial health means that it is open to future discussions about a variety of options to increase income as well as to control expenses.



Appendix 1: Our Approach to Planning

Conceptual and Operational Planning

In the city manager form of government, the Council's responsibility is to produce a **conceptual plan**; the City Manager and his staff produce the **operational plan**. Think of the Council's role as to set broad objectives, to describe where the City wants to go. The staff's job is to figure out how to get there. Neither works without the other. Taken together, the conceptual and operation plans constitute the City's **strategic plan**.

The entire planning process requires clearly defined goals, thoughtful strategies, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include changing community demographics, new state and federal mandates, fiscal constraints, changing economic conditions, emerging technologies, and many other forces that affect our ability to provide high quality services.

Successful organizations are those that learn to anticipate and adapt to these changes by creating value for those we serve (Pekin's residents) and motivation and meaning for those who serve them (the Council and city staff). The best tool for accomplishing these overarching objectives is conceptual planning.

What Does a Conceptual Plan Do?

The City's conceptual plan

- ▶ Communicates the City's mission, vision, and core values.
- ▶ Guides the City Council members and staff so that decisions made to meet today's challenges are made with a clear vision in mind.
- ▶ Suggests a framework for long-term departmental planning so that day-to-day activities move the city toward its desired future.
- ▶ Establishes a measure of accountability so that Pekin's residents will know if we have been successful.

The conceptual plan allows the City to make wise use of limited resources, assures continuity from year to year, and assists in making better informed decisions. Conceptual planning will tell us both what we can and cannot do successfully. It acknowledges that there will always be more worthwhile projects for the City to do than it has the capacity to do.

Conceptual planning began with a series of meetings conducted by the Mayor with the City Manager and department heads. Each individual was asked to list the five most important projects for the City to accomplish and the three least important

programs currently active. City staff then placed each of the resulting sixty projects into one of three categories.

- 1 = Highest priority, crucial to the City's success
- 2 = Worthwhile but does not warrant increased investment of time or money
- 3 = Worthwhile but the City lacks the capacity to continue it, or not worthwhile

The next conceptual planning phase repeated this process with the City Council. They were presented with the list of projects compiled in the staff sessions, but the ratings were not shared with Council members. Council members added a dozen projects to the list before rating all 73 projects according to the scale above.

In essence, conceptual planning addressed this question: *"What results are most important to Pekin's residents and how can we best spend our limited resources to produce those results?"*

Council's deliberations resulted in the five themes which organize the conceptual plan.

What Does an Operational Plan Do?

The Council has provided the broad outline of the keys to achieving the mission and vision for Pekin. Operational planning tells us how realistic (or unrealistic) we have been in our conception of Pekin's future. It offers options for getting from here to there. It describes specific goals, objectives, and strategies and actions to move Pekin toward our vision of the future. It takes into account the financial capacity of the City.

In an important sense, then, the document you are now reading is incomplete. It lacks operational detail. That will come after further study by City staff and will take the form of program proposals and action plans associated with each of the high-priority programs or projects.

Many of the resulting strategies and actions are likely to require public involvement and City Council action. Many more strategies and actions will be developed at the department level to align the entire organization with the goals and objectives presented in this conceptual plan.

The Future of Planning

The City's strategic plan is intended as a work in progress. While the mission, vision, values, and major planning themes should remain constant, the operational strategies and actions will need periodic review and refinement. We will track progress through regular reporting on the measures. The annual budget cycle, for example, will be grounded in the plan.

No plan can account fully for the future with complete confidence. The Council realizes that unanticipated opportunities may arise which will alter our stated

priorities. Appendix 2 presents a "decision tree" by which the City can place a new project within the conceptual plan or alter the status of a current project.



Appendix 2: The Decision Tree

Appendix 2 presents a "decision tree" by which the City can place a new project within the conceptual plan or alter the status of a current project.



Appendix 3: The List

Council members and department heads were asked to list the five most important projects for the City to accomplish and the three least important. This exercise, a form of "structured brainstorming," did not identify all that the City does, of course. It was meant to focus attention on the most important initiatives and those we lack the capacity to continue.

- 1 Select a method to manage the economic development function (e.g., full-time director, collaborative team approach)
- 2 Expand Riverway Business park to allow for continued industrial growth
- 3 Sell all remaining property in Riverway Business Park even at reduced cost in return for a commitment to create jobs
- 4 Pursue a TIF district for Pekin's Southside
- 5 Pursue economic development of the Veterans Drive corridor
- 6 Pursue economic development at the riverfront as recommended by URS
- 7 Pursue economic development downtown
- 8 Market and sell all city assets which are non-earning keeping in mind alternative costs of keeping them
- 9 Improve the retail mix to include up-market options for such items as soft goods
- 10 Annex property aggressively to improve tax base
- 11 Annex property to acquire access to Crystal Lake
- 12 Consider financing more rapid development through borrowing
- 13 Expand the GIS program to cover everything that the City has in the way of assets
- 14 Work with local banks to assist with development fund and to reduce the use of tax dollar incentives
- 15 Annex land on the west side of the river
- 16 Expand support for tourism activities
- 17 Limit growth so as not to tax public safety services
- 18 Construct a fourth fire station
- 19 Relocate Station 3 and combine with a regional training facility
- 20 Acquire the emergency transport service
- 21 Review and update the City's Emergency Management Plan
- 22 Coordinate Inspection Department work with Fire Department on items relating to fire codes
- 23 Increase staffing in the fire department
- 24 Increase staffing in the police department
- 25 Offer competitive benefits for staff
- 26 Complete Veterans Drive project
- 27 Expand the Wastewater Treatment Plant
- 28 Separate the combination sewers
- 29 Widen Route 9
- 30 Prepare infrastructure for the expansion of residential housing along the Broadway corridor
- 31 Increase taxes or impose user fees to fund capital and maintenance projects

- 32 Ramp up replacements and upgrades to curbs and sidewalks, street seal-coating, etc.
- 33 Complete brick street work
- 34 Continue to operate the airport
- 35 Add a civil inspector to the Inspections Department to cover street, sidewalk, storm sewer, sanitary sewer main lines, and grading projects
- 36 Add staff to the Solid Waste Department
- 37 Purchase the water company
- 38 Issue bonds to expand and revitalize Pekin Public Library
- 39 Support the Heart of Illinois Homeless Continuum of Care plan to end chronic homelessness
- 40 Enforce current codes to clean up blighted property (requires additional staff)
- 41 Expand solid waste to include apartments and commercial properties
- 42 Continue to support the Municipal Band
- 43 Continue to operate the municipal bus service
- 44 Add an animal control service
- 45 Reorganize City departments
- 46 Create a budget process that is more anticipatory
- 47 Define and abide by roles of Council and staff
- 49 Pursue appropriate alternative service models through the use of partnerships, private contractors, volunteers, and other innovative methods to reduce the overall tax burden
- 50 Produce a reader-friendly annual report for broad distribution
- 51 Increase the sales tax
- 52 Enact a garbage fee
- 53 Enact a tax or fee to support wastewater plant improvements
- 54 Place less emphasis on the tax rate (i.e., when EVA expected to increase, be less conservative with the levy)
- 55 Increase the level of financial reserves to the equivalent of six months of operating costs
- 56 Continue the DARE program
- 57 Revise salary administration to eliminate across the board increases
- 58 Consolidate bargaining units where possible
- 59 Use a labor attorney in future labor negotiations
- 60 Purchase Dragon's Dome alone or in partnership
- 61 Use City-backed incentives to develop West Campus
- 62 Work with Heartland Water Resources Council to develop the "Marsh Creek Project"
- 63 Support continued participation in the Nature-based Tourism effort
- 64 The Mayor and Council members should be involved in labor negotiations
- 65 Partner to build a dam at the South end of Pekin Lake
- 66 Provide land for the Historical Society
- 67 Pursue alternative financing for redevelopment and improvement of Pekin's southside
- 68 Increase crime prevention efforts
- 69 Enact a housing ordinance for landlords
- 70 Create the position of City Ombudsman and staff with volunteers
- 71 Create an alley maintenance program
- 72 Improve the infrastructure in the City's older neighborhoods

73 Work with the state to designate Veterans Drive south as Route 9 and repair and upgrade Court Street



Acknowledgments

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Albany, New York
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Cincinnati, Ohio
Cleveland, Ohio
Colorado Springs, Colorado
Des Moines, Iowa
Escanaba, Michigan
Fremont, California
Gainesville, Florida
Grand Junction, Colorado
Indian Wells, California
Kissimmee, Florida
Northville, Minnesota
Oxnard, California
Pasadena, California
Sarasota, Florida
Sioux City, Iowa
South Jordan, Utah
Temecula, California
Upper Arlington, Ohio
West LaFayette, Indiana
Woodland, California
Yuba City, California