



Executive Overview

City of Waukegan Proposed Budget

Fiscal Year May 1, 2020 to April 30, 2021

Introduction

Waukegan is a full-service municipal government with a full-time elected Mayor and nine Aldermen elected to represent wards. The City Clerk and City Treasurer are also elected. The City provides police, fire, emergency dispatch, and public works services to its residents, as well as maintaining a water plant and providing other important municipal services such as code enforcement, zoning and economic development. City government is divided among five functional areas: Building, Planning, Zoning & Development; Central Administrative Services; Fire & Medical Emergency; Police, Animal Control & Emergency Dispatch; and Public Works, Engineering, & Waterworks.

Vision, Mission, & Guiding Principles

This budget document is the result of the City's annual financial and operational planning process. The budget serves as the financial guide for implementing those plans for the May 1st to April 30th fiscal year. All budget requests are made with the City's vision, mission, and budgetary guiding principles and goals in mind.

Vision

City of Progress

Mission Statement

Deliver efficient and effective services that facilitate economic opportunity and enhance quality of life.

Budgetary Guiding Principles

Uphold strict controls on hiring and spending for operations across all City departments.

Reinvest in the City's capital assets for long-term viability and according to government best practices.

Encourage sustainable economic growth through stakeholder involvement and measurable actions.

Budgetary Goals

Develop long-term, executable plans.

Lead in successful economic development.

Expand controls over spending.

Improve on the delivery of city services.

Embrace the City's diverse past and future.

Specific strategies and tactics to implement the FY21 goals and objectives may be found in the Appendix of this section.

Budget Process

The budget is developed as a “bottom-up” process. The Finance Department projects revenues and fund balances available in the upcoming year to determine “bottom line” for resources. Assumptions including debt service payments, pension obligations, and personnel costs are prepared in accordance with contractual obligations. Individual departments are responsible for assessing current conditions, programs, and needs to request funding for costs including overtime, commodities and supplies. The Mayor gives consideration to major operational demands, objectives and project requests. Every effort is made to combine requests across departments and accomplish their goals more efficiently. The Mayor’s office cuts unjustified items from the budget prior to submitting the funding requests to the City Council for consideration.

Once the Mayor’s proposal is complete, the City Council will consider the proposed budget via a public hearing. This is one of the most important activities of the legislative body, as it provides an opportunity for anyone to address the Mayor and City Council on budget concerns. Budget hearings will draw a wide range of interests. Citizens and organizations who want more government support for programs may ask for more funding, whereas constituents who believe in a minimal role of government will testify that taxes should be reduced. After the public hearing, the City Council will adopt a budget, usually a month before the beginning of the new fiscal year.

Once the budget has been adopted, the Mayor implements the fiscal plan for the year. At that point, the day-to-day management of City funds is delegated in large part to City Department Heads. Internal control systems exist for review, approval, and auditing of personnel levels and for all purchases. Over the course of the fiscal year, expenditures are monitored to ensure that funds are spent as intended and within the authorized amounts. One way in which this monitoring is accomplished is a monthly, public posting and discussion of Budget-to-Actual reports with line item detail via the Finance & Purchasing Committee of the City Council.

After the fiscal year end close, and the annual independent audit is complete, the City Council will review and approve a final budget reconciliation, referred to as an Appropriation Transfer Ordinance, to “close-out” the fiscal year.

Budget by Fund

The City budgets based upon Governmental Accounting Standards Board (GASB) guidelines. The City uses fund accounting to demonstrate compliance with finance-related and legal requirements. All of the City's funds may be divided into seven categories: General Fund, Special Revenue Funds, Enterprise Funds, Capital Funds, Debt Service Funds, Internal Service Funds, and Fiduciary Funds.

Fund	Revenues	Expenditures	Net Surplus / Deficit	Net Transfers	Net Surplus / Deficit, after Transfers
General	76,268,500	-76,268,500	0	0	0
Special Revenue	24,872,200	-23,065,200	1,807,000	-3,907,000	-2,100,000
Capital	300,000	-13,400,000	-13,100,000	450,000	-12,650,000
Debt Service	12,589,000	-15,772,000	-3,183,000	3,183,000	0
Enterprise	32,108,000	-32,758,000	-650,000	650,000	0
Internal Service	8,774,000	-8,774,000	0	0	0
Fiduciary	30,243,000	-15,700,000	14,543,000	-376,000	14,167,000
TOTAL	185,154,700	-185,737,700	-583,000	0	-583,000

The General Fund accounts for the majority of the City's day-to-day operations and is, therefore, a significant section of this budget document. The General Fund revenues and expenses are balanced at \$76.27 million respectively. Special Revenue Funds are used to account for programs funded from specific and legally restricted financing, such as grants and tax increment financing. The deficit in the Special Revenue Funds is reflective of a purposeful spend-down of funds held in reserve and specifically earmarked for spending made under grant or statutory regulations. Capital Project Funds are used in governmental accounting to track the financing and construction of major capital assets, such as roadways and sidewalks. The Capital Fund deficits are related to the use of bond funds held by the City Treasurer which were intentionally retained from prior fiscal years to fund capital projects over a multi-year period. A Debt Service Fund records the taxes collected and remitted to pay interest and principal payments on long-term bond issues. Enterprise Funds are used to report the business-type activities the City engages in, and are services intended to pay for themselves. This includes the City's water operations and parking garage. Internal Service Funds allow the City to pay insurance claims or premiums promptly and then charge-back to the appropriate fund on a monthly basis. Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. The \$14.17 million operating surplus in the Fiduciary Funds is dedicated to partially cover long-term liabilities associated with Police and Fire pension plans. The FY21 total budget has total revenues of \$185.15 million and expenditures of \$185.74 million.

All of the funds included in this budget proposal are appropriated by the City Council. Each fund type is presented in its own section of this document. The reader is encouraged to read each section in order to obtain a full understanding of the City's budgetary plan for the upcoming fiscal year. A copy of the legally required Revenue Certification and Annual Appropriation Ordinance may be found in the Appendix.

Account Numbers

The account numbers used by the City of Waukegan identify the fund from which the expenditures come, the department making the expenditure, and the type of expense.

Account numbers look like this: 100-301925469

The first three digits indicate to which fund the expenditure is charged. In this example 100-301925469, 100 indicates the General Fund.

The next number indicates the Agency generating the expense. In this example 100-301925469, 3 is the Fire Department.

The following three digits indicate the division generating the expense. In this example 100-301925469, 019 is Fire Suppression.

The sub-account is then indicated by the subsequent two numbers. In this example 100-301925469, 25 is Commodities.

The last three digits delineate the object. In this example 100-301925469, 469 is Uniforms expense.

Detailed listings of account numbers and the proposed funding allocated to those line items are provided in each Fund section of the proposed budget, and a year-over-year comparison of line items is located in the Appendix.

Headcount

For the upcoming fiscal year, a total headcount of 478.50 full time equivalent (FTE) positions is anticipated. Detailed headcount for each fund type is presented in its own section of this document. The reader is encouraged to read each section in order to obtain a full understanding of the City’s budgetary plan for the upcoming fiscal year.

Headcount Overview	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021 Proposed</u>	<u>Change</u>
Building, Planning & Development						
General Fund	18.00	20.00	20.00	20.00	20.00	-
Special Revenue Fund	4.00	3.00	3.00	3.00	3.00	-
	22.00	23.00	23.00	23.00	23.00	-
Central Services						
General Fund	37.00	38.50	37.50	32.50	32.50	-
Enterprise Fund	12.50	7.50	7.00	7.00	7.00	-
Internal Serv. Fund	-	-	1.00	6.00	7.00	1.00
	49.50	46.00	45.50	45.50	46.50	1.00
Fire Department						
General Fund	120.00	120.00	119.00	119.00	119.00	-
Special Revenue Fund	-	-	-	-	-	-
	120.00	120.00	119.00	119.00	119.00	-
Police Department						
General Fund	193.50	195.00	195.50	195.50	193.00	(2.50)
Special Revenue Fund	-	3.00	3.00	3.00	3.00	-
Enterprise Fund	-	2.00	2.00	2.00	2.00	-
	193.50	200.00	200.50	200.50	198.00	(2.50)
						-
Public Works						
General Fund	33.00	49.00	49.00	49.00	49.00	-
Special Revenue Fund	15.00	-	-	-	-	-
Enterprise Fund	47.00	43.00	44.00	44.00	43.00	(1.00)
	95.00	92.00	93.00	93.00	92.00	(1.00)
						-
Total	480.00	481.00	481.00	481.00	478.50	(2.50)



FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Public Works Department - Engineering

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Engage in strategic planning and long-term forecasting.

TACTIC (Provide specific steps to implement strategy)
Maintain an actionable Capital Improvement Plan and fund annual programs to maintain or replace capital assets and infrastructure.

OBJECTIVE (How tactic ties back to the goal and mission.)
Maintaining an actionable Capital Improvement Plan is a long term plan that engages strategic planning and forecasting. The plan takes the necessary measures to take an inventory of the Capital needs and prioritizes potential projects which are then tied to funding opportunities through the City's administration, outside entities or grant funded improvements. Priorities will then drive cost and implementation forecasting of improvements. A Capital Improvement Plan with prioritized and forecasted projects should always be in place and funded.

Timeline and funding requirements.
A Capital Improvement Plan was completed in 2018 and work has started for the implementation of specific projects. The City of Waukegan should consider investing in developing the next edition of a Capital Improvement Plan (based on known project costs and detailed scope) in 2021. Though the funding requirement is unknown at this time, the City should consider funding a new edition at the same amount as previously invested in 2017/18, with an annual factor of 5% since 2018.

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Indicate which guiding principles are met by this tactic:

Uphold strict controls on hiring and spending for operations across all city departments.

Reinvest in the city's capital assets for long-term viability and according to industry best-practices.

Encourage sustainable economic growth through stakeholder involvement and measurable actions.



FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Risk Management

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Engage in strategic planning and long-term forecasting.

TACTIC (*Provide specific steps to implement strategy*)
All employees receive at least the minimum required annual training as required by state and federal regulations such as sexual harassment training and emergency action planning.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
Making sure employees understand all the relevant laws, regulations, and internal policies and know how to adhere to them in their daily work improves employee motivation and engagement, maximizes performance, improves customer service skills which increases customer satisfaction, maintains a safe and productive workplace, and, in some cases, is required by law. In addition, quality work lessens the chance of mistakes and inefficiencies that can cause business interruption and accidents.

Timeline and funding requirements.
This is a multi-year goal to work towards by 2024. Suggested implementation would include required training, including job or industry specific training, be highest priority with recommended training be rolled in thereafter to reach a level of best practices. The training(s) would be conducted through various avenues and based primarily on the type of training being conducted. Some can be an online or intranet module while others require in-person participation. An employee portal, intranet, or other training module for tracking, reporting, and recordkeeping would be beneficial on a larger scope. This would require additional funding. An estimate of such program was obtained and the amount provided was \$25,715.00.

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FY2020-2021 Budget Goals, Strategies & Tactics

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DEPARTMENT (select one)
Public Works Department - Public Works

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Expand water system to new wholesale customers.

TACTIC (Provide specific steps to implement strategy)
Inform and work with management staff within public works, water, other municipalities, and current Engineers in the Water Plan Project to come up with ideas on how to expand, and possible steps needed. Have meetings periodically to determine needs, progress, and review plans for expansion. Communicate between Engineers and Municipalities. Engineers that have knowledge of this expansion are: HR Green, CMT, Baxter & Woodman, and Boller Construction. Municipalities that know about the expansion are Wadsworth, and Beach Park.

OBJECTIVE (How tactic ties back to the goal and mission.)
Implement the topic of water expansion during the bi-weekly meetings with the Water Engineers, Water Superintendent and Public Works Director. Plan and time progress to coincide with other projects to maximize end product i.e. repair mains that will help with the installation of new valves or install new mains needed to better serve Waukegan and another municipality. Once the plan is set, reach out to other municipalities to inform them of the expansion. This will create more revenue for the City of Waukegan through its water system.

Timeline and funding requirements.
Same level funding as FY 2019-2020. Contracts with HR Green, CMT, Baxter & Woodman, and Boller Construction will come out of CIP project money, and bonds from Water. Continue with existing Water Plant Project timeline and contracts, but additional steps and funding could be added to expand during the renovation of the Water Plant.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Fire Department

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Support responsible growth of property values.

TACTIC (Provide specific steps to implement strategy)

Electronic Plan Review/ Document Archival Program Develop
and implement an electronic submittal and archival program for construction plans in conjunction with Building Department. Process will include implementation of electronic submittal and review of construction plans. An existing office area at Fire Station #1 (adjacent to Training Room) will be re-utilized to become an electronic plan review area. Once electronic plans are reviewed they can easily be archived at no cost, there-by eliminating costs for scanning and retention of these paper documents currently being received.

OBJECTIVE (How tactic ties back to the goal and mission.)

An electronically driven plan submission will allow greater overall efficiency of the fire prevention bureau and make the most of the time for the limited amount of full time staff. Electronic submittal also saves costs for scanning/archival of large paper documents. Electronic submittals save building owners in their overall construction costs by reducing architectural fees for document reproduction. Additionally, this fits within the departments strategic plan as well as the City's goal of developing long term executable plans and the guiding principle of modernizing plan review/document storage using industry best-practices.

Timeline and funding requirements.

Implementation within the FY2020/21 budget. Funding of \$1500 required to purchase equipment and materials. This funding was added to GL Code 100 302024802 IT Service Hardware and Equipment to fund this project.

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FY2020-2021 Budget Goals, Strategies & Tactics

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DEPARTMENT (select one)
Central Services - Risk Management

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Engage in strategic planning and long-term forecasting.

TACTIC (*Provide specific steps to implement strategy*)
All employees receive at least the minimum required annual training as required by state and federal regulations such as sexual harassment training and emergency action planning.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
Making sure employees understand all the relevant laws, regulations, and internal policies and know how to adhere to them in their daily work improves employee motivation and engagement, maximizes performance, improves customer service skills which increases customer satisfaction, maintains a safe and productive workplace, and, in some cases, is required by law. In addition, quality work lessens the chance of mistakes and inefficiencies that can cause business interruption and accidents.

Timeline and funding requirements.
This is a multi-year goal to work towards by 2024. Suggested implementation would include required training, including job or industry specific training, be highest priority with recommended training be rolled in thereafter to reach a level of best practices. The training(s) would be conducted through various avenues and based primarily on the type of training being conducted. Some can be an online or intranet module while others require in-person participation. An employee portal, intranet, or other training module for tracking, reporting, and recordkeeping would be beneficial on a larger scope. This would require additional funding. An estimate of such program was obtained and the amount provided was \$25,715.00.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - Planning & Zoning

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Support responsible growth of property values.

TACTIC (*Provide specific steps to implement strategy*)
Identify vacant properties suitable for rehabilitation and provide to Lake County Land Bank. Identify properties suitable for other redevelopment purposes where the City may not wish to have direct site control at that time, but that should be held for future development. Work with Lake County Land Bank to complete administrative steps to obtain title to the identified real property. In the case of rehabilitation for residential reuse, work with rehab agency to guide them through permitting and approval processes.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
As a member community in the Lake County Land Bank, we can identify properties that pose a hazard to their neighborhoods, are vacant, and are delinquent on property taxes but may still be viable candidates for rehabilitation rather than demolition. We can work with the Land Bank to have them petition to court to strategically secure site control of properties, and have them rehabilitated and returned to beneficial use in the neighborhoods. In addition, we may be able to have the Land Bank secure control of properties crucial to redevelopment efforts without adding them directly to our own inventory. This allows for professionals in real estate deals to negotiate and manage the transactions, saving City personnel time and costs. This effort can lead to a long term approach that can continue to be impactful in limiting the negative factors (including the loss of value of nearby properties) related to deteriorating and vacant real property, enhancing the quality of life in the neighborhoods and the community at large.

Timeline and funding requirements.
Funding amounts and timelines will be dependent on the particular parcels selected, however, activities to identify parcels can begin immediately. Most of the parcels currently targeted by City staff for future redevelopment are located within one of the lakefront TIF districts, and acquisition is an eligible TIF expense. Parcels that are privately owned and vacant should be pursued at no cost to the City.

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DEPARTMENT (select one)
Building, Planning & Development - Planning & Zoning

GOAL
Develop long-term, executable plans.

STRATEGY (select one)
Engage in strategic planning and long-term forecasting.

TACTIC (*Provide specific steps to implement strategy*)
Obtain grant from Chicago Metropolitan Agency for Planning (CMAP) to fund majority of Unified Development Ordinance (UDO) effort. Participate in conversations with CMAP to make a compelling case for funding our program. Continue to be responsive and timely in providing feedback and answers. Work with CMAP to coordinate the planning process and research best practices in the current environment. Engage in process to draft new UDO, and partner with CMAP through its adoption by City Council in 2023.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
Following the successful adoption of a long-awaited Comprehensive Land Use Plan, and as a key and highly visible implementation step, begin drafting a combined Zoning Ordinance and Subdivision Ordinance, commonly known as a Unified Development Ordinance (UDO), to align regulations with guiding documents. This sets the stage for the next 20 years of development and helps grow property values through supporting the highest and best use of properties, and communicating to a broad audience the direction the City wishes to pursue in its future development and growth.

Timeline and funding requirements.
Waukegan's grant application to CMAP has been successful in reaching the final round of review, and will be presented to the CMAP Board for approval in March, 2020. If selected for funding, the project would begin at the start of calendar 2021, just before the end of our fiscal year, and last for approximately 24 months. The City's contribution will be \$15,000 in match, plus staff time and resources.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Risk Management

GOAL
Lead in successful economic development

STRATEGY (select one)
Beautify and improve infrastructure, properties and gateways into and around the city.

TACTIC (Provide specific steps to implement strategy)
Identify areas within the City where the highest amount of property damage and bodily injury claims occur by pulling a loss run and making those areas a top priority for infrastructure improvements.

OBJECTIVE (How tactic ties back to the goal and mission.)
A municipal entity has the duty to exercise ordinary care to maintain its property in a reasonably safe condition for the property's intended use. Once the City has actual or constructive notice of the existence of an adverse condition, we must assess if the defect is appropriate for corrective action. Claims stemming from liability exposures such as trip & fall on a sidewalk, damage to vehicles from potholes, and other similar defects may be reduced through infrastructure improvements to streets and sidewalks.

Timeline and funding requirements.
A loss run can be pulled and analyzed in the early stages of discussion regarding the annual sidewalk and roadway improvement programs to identify areas of previous exposure for consideration. Funding of these infrastructure improvements would be through current programs such as the City's annual sidewalk/roadway improvement program, CDBG funding, TIF funding, or other funding identified.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Public Works Department - Public Works

GOAL
Lead in successful economic development

STRATEGY (select one)
Beautify and improve infrastructure, properties and gateways into and around the city.

TACTIC (Provide specific steps to implement strategy)
Implement weekly meetings with the Public Works Department Heads, Engineers, and Public Works Supervisors. The Public Works Department Heads will work with the contractual Engineers and Public Works Supervisors to draft plans and prioritize areas that need the most improvement. This will create a communication system to identify possible conflicts prior to carrying out work, and keep track of budget. Timeline and budget will then be presented to the Mayor in order to start informing the residents of the projects scheduled for the new fiscal year. The meetings will keep track of progress throughout the year.

OBJECTIVE (How tactic ties back to the goal and mission.)
Mandate communication between Department Heads, Engineers, and Public Works Supervisors to maximize the beautification and infrastructure improvements throughout the City of Waukegan. Develop and maintain weekly meetings with the personnel above during the fiscal year. This will help plan and time repairs to coincide with other projects to maximize end product. By providing these meetings, this will give everyone the opportunity to show leadership in their profession, contributing to the overall goal of beautifying and improving the gateways to the City of Waukegan.

Timeline and funding requirements.
Same level funding as FY 2019-2020. Contract amount for IEI out of Engineering General Funds, CIP and Bond Money. Contract for Road and Sidewalk in CIP project money. Public Works General Fund for City Employees. Coordinate meetings with IEI during their road and sidewalk program update already scheduled on Wednesdays. This will be implemented during new fiscal year in May and continued throughout the fiscal year.

Indicate which guiding principles are met by this tactic:



Uphold strict controls on hiring and spending for operations across all city departments.



Reinvest in the city's capital assets for long-term viability and according to industry best-practices.



Encourage sustainable economic growth through stakeholder involvement and measurable actions.



FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - CDBG Department

GOAL
Lead in successful economic development

STRATEGY (select one)
Beautify and improve infrastructure, properties and gateways into and around the city.

TACTIC (Provide specific steps to implement strategy)
The Façade Improvement Program will work with the businesses in order to develop a cohesive and unified appearance to the location; pay for the cost of architectural drawings, engineering details, and façade construction for businesses that participate in the Façade Program; track job retain or job creation for low to moderate income persons within the community.

OBJECTIVE (How tactic ties back to the goal and mission.)
Address façade and other improvements to the businesses to stark economic development and job creation for low to moderate income persons within the community. In improving their businesses, provides an opportunity for more business, more employment, developing a sense of pride, and an overall cohesive atmosphere amongst the other businesses.

Timeline and funding requirements.
Beginning Spring 2020, the Façade Improvement Program will start the programming and planning with business owners located in the 1400 block of Washington Street. Design development, construction documents, bidding and procurement, construction, inspections, and the close out of the project per business is based on an estimate of \$5000 to \$10,000 per property. The program will be at least a two-year project in order to complete the entire block. The Façade Improvement Program is budgeted for \$150,000 in which the funds come from the US Department of Housing and Urban Development (HUD). The expense line item of \$150,000 will need to be added to the Special Revenue Fund.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
 Public Works Department - Engineering

GOAL
 Lead in successful economic development

STRATEGY (select one)
 Modernize key city business and recreation districts

TACTIC (*Provide specific steps to implement strategy*)

By leveraging funding availability from governing agencies and Capital funding, the City is able to provide infrastructure improvements and beautification at a fraction of anticipated costs to complete a project. Specific projects include active commercial corridors (i.e. Washington Street, Belvidere Road, Grand Avenue). Activating commercial corridors for pedestrians, travelers and visitors promotes growth in commerce, improves safety and accessibility and positions the City of Waukegan as a progressive community with sustained viability. This process will be started by continuing conversations with Federal, State and Local legislators in order to promote the City and learn about opportunities to make improvements to the City's infrastructure and business districts that encourage economic opportunity and growth and attract business and consumers.

OBJECTIVE (*How tactic ties back to the goal and mission.*)

In order to lead in successful economic development, the City and its administration must be ready to promote long term growth both commercially and within the residential community. Readiness includes the ability to provide the commuting public routes that retain an appropriate Level of Service, have been designed for future traffic loading and that accommodate all modes of transit (vehicular, pedestrian, bicycling, mass transit, etc.). As well, modern infrastructure that will support commercial and residential growth must be provided to attract new business and residents. This infrastructure must promote safety and be universally accessible in order for the City to become a world-class destination. Utilizing the tactics above and investing in the community, the City will prepare itself for a new renaissance of growth and viability. With modern facilities in activated corridors, new capital assets will ensure long-term viability and encourage sustainable economic growth. Following governmental best practices, change can happen while still involving the community and its stakeholders to make measurable action.

Timeline and funding requirements.

Timeline:
 The City should immediately begin to track opportunities for infrastructure and transit funding to provide modernized commercial and recreational districts in order to promote economic opportunity and growth. Conversations should be held regularly with regulatory and governing agencies, utility providers and stakeholders.

Funding:
 Funding requirements will be determined by the local requirement for cost sharing projects. Capital funding and bond proceeds (or MFT) should be used to make modernization improvements in commercial and recreational districts. Given the City's current financial position, it is recommended that dollars be programmed for Capital Projects at the programmed amounts from the 2018 Capital Improvement Plan, initially, while retaining a portion of the funding balance for targeted projects in areas impacted by economic growth.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - Planning & Zoning

GOAL
Lead in successful economic development

STRATEGY (select one)
Institute citywide branding and marketing strategy.

TACTIC (*Provide specific steps to implement strategy*)
Either independently or in partnership with the Village of Beach Park and the City of Zion, host a developer forum, inviting property owners or brokers (including the City) to present available sites for development or occupancy to site selection professionals, developers, and other interested parties. Host this conference-like event as a full-blown marketing tool to attract interest in our sub-region, and especially in our community. Offer site tours, conversations with property owners, and up-close-and-personal interaction to actively communicate that Waukegan is open for business. Create an environment with energy and activity, demonstrating that Waukegan is vibrant and a great opportunity, and initiate a reason for the development community to be talking in other circles about what is happening in our area.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
In an effort to better market the City of Waukegan to potential developers and commercial tenants, host an event that highlights both available development sites and available commercial investment opportunities in a conference-like setting. Creating an event that draws people with the specific interest of developing or investing gives direct access to those parties in order to tell Waukegan's story in the way we want people to know about our town. This serves as a tool to communicate the broader Waukegan vision and message to a specific audience that is likely to have some receptivity to investing.

Timeline and funding requirements.
This project will take a concerted planning effort between all of the partners, first to organize and plan the structure of the event and all of the associated details, identify and solicit the participation of all of the property owners and brokers, then to get the word to the development community. Each participating community will invest in the project. It remains to be determined whether there will be a fee for other owners/brokers who want to participate. The target timeframe would be mid-fall, after the heat of the summer but before it gets too cold to tour sites and be outside. This type of event will most certainly have a cost (advertising, materials, venue, transportation, meals, etc.), and will be most attractive if we can make it completely free to participants. Funding for this project has been included in the P&Z ED (8068) budget for FY21 at \$30,000.

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Encourage sustainable economic growth through stakeholder involvement and measurable actions.



FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - Planning & Zoning

GOAL
Lead in successful economic development

STRATEGY (select one)
Beautify and improve infrastructure, properties and gateways into and around the city.

TACTIC (Provide specific steps to implement strategy)
Ensure property owners/managers know that the City is aware of and paying attention to their properties, and that our tolerance for their neglect is waning. Make it clear that we expect properties to be maintained, and that we won't continue to allow owners to shirk their responsibilities to the community. Encourage owners of vacant properties to actively seek buyers or developers to bring the properties back to productive use. Partner with Building and Code, Mayor's, Police, and Fire Departments to identify targeted properties. Research ownership/management contacts. Communicate with property representatives to engage them. Meet, as a multi-departmental group, with property representatives to clarify expectations and learn about their plans. Document conversations/agreements for future follow-up and reference. Conduct site visits/inspections at properties. Conduct regular follow-up conversations/meetings/visits to keep properties on track.

OBJECTIVE (How tactic ties back to the goal and mission.)
Convene introductory meetings, then engage in regular dialogue with owners/managers of large, significant, and/or highly visible properties that present redevelopment opportunities, are problematic, or are targets of public scrutiny. Ensure that these property representatives understand that the City expects properties to be maintained, and that it is in the best interest of all parties if the properties are effectively utilized and occupied by beneficial uses. Obtaining cooperation in this effort from the property representatives will, over time and with their investment and efforts, improve the properties in the City, benefit the City's image, and improve overall quality of life in the community.

Timeline and funding requirements.
This project can begin as soon as all pertinent departments are prepared to commit to it. Planning and Building/Code departments are already onboard and able to proceed. Cooperation will be sought from other pertinent departments. There should be little, if any, additional cost to the City above existing expenditures.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Finance

GOAL
Expand controls over spending.

STRATEGY (select one)
Implement consistent and long-lasting risk management improvements.

TACTIC (Provide specific steps to implement strategy)
Upgrade Cayenta software to include Connect Finance and Connect Employees. By upgrading the software, we will be able to create employee portals in Cayenta for electronic delivery of direct deposit check stubs, W2's, and any other forms needed for employee payroll changes. By offering this to the employees, they will be allowed to access the web based application from their mobile devices. WCombined data entry screens for journal entries, purchasing, and accounts payable to streamline entry which will eliminate the requirement for batch processing.

OBJECTIVE (How tactic ties back to the goal and mission.)
By offering these portals, it will reduce the amount of time needed to print, stuff, and seal employee direct deposit check stubs and W2 forms. It will also save on printing costs and paper usage which will aid in expanding our controls over spending. By providing services online, it will reduce the wait time of an employee by them not having to email payroll or stop by the department for their request. By upgrading to web based software, it will reduce the amount of time that is needed to enter purchase requisitions by departments as well as reducing the time it takes to create purchase orders by finance.

Timeline and funding requirements.
Upgrading the Cayenta software would cost the City \$1,000,000 which includes training and new servers.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Finance

GOAL
Expand controls over spending.

STRATEGY (select one)
Seek opportunities to reduce staffing levels and/or to control overtime spending.

TACTIC (Provide specific steps to implement strategy)
Implement an annual required continuing education (CE) program within the department. Supervisors work with staff to assess the level of knowledge in a particular area (i.e. MS Excel) of their subordinates. Evaluate individual strengths and deficiencies to determine what areas may be improved and strengthened. The senior management team will then identify internal experts and / or outside programs and workshops that may benefit each individual. Schedules and budget will then be presented by the senior management team to the Department Head to confirm funding is within the budget, and that schedules may be accommodated for training on or off site. During the first quarter one-on-one meeting in the fiscal year, each team members will discuss CE options with their supervisor. During the second one-on-one meeting in the fiscal year, the training will be confirmed and scheduled. Successful completion of the training will be a significant aspect of the fiscal year end formal performance evaluation process.

OBJECTIVE (How tactic ties back to the goal and mission.)
Mandate a pathway for finance department team members to embark on enhancing their professional value and worth through continuing education. Develop and maintain a CE program that requires all staff to attend at least one professional development class or program during the fiscal year (this may include in-house, train-the-trainer sessions). Increasing the knowledge of the current staff members increases efficiency and effectiveness of the department. This helps staff to adapt to new technologies and processes, and keeps the finance team abreast of the latest developments in technology and best business practices. By providing CE opportunities, this shows employees that senior leadership values their contribution to our organization and aims to improve employee retention, employee productivity and overall wellness. There are a variety of affordable training courses on line and in person.

Timeline and funding requirements.
Same level of funding as FY19-20 budget. Training, conference & travel budget in General Fund Finance and Water & Sewer Fund Collections combined \$20,000 to accommodate annual attendance for some members of the Finance Team for key software systems (Cayenta, TCP) and organizations (GFOA, IGFOA), tap into the online training available to the City via MS licenses which are currently underutilized, identify in-house experts (i.e. MS Access, Excel) to host "mini sessions" for co-workers, coordinate with other departments' when they have training for their staff already scheduled. This will be implemented effective May 1, 2020 and continued throughout the fiscal year.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Fire Department

GOAL
Expand controls over spending.

STRATEGY (select one)
Implement consistent and long-lasting risk management improvements.

TACTIC (Provide specific steps to implement strategy)
Continue to expand the Fire Department's Fitness/Wellness Program. By adding additional peer fitness trainers, more job specific functional exercise programs can be put into place and added to the mandatory shift fitness training. Personnel can be evaluated by peer fitness trainers to identify areas for improvement. Diet and nutrition components will be built upon to maintain and improve overall employee health. Additionally, medical screenings are being evaluated to identify the appropriate intervals for assessing our personnel. Having physically fit firefighters has been proven to reduce the risk of injuries and illnesses.

OBJECTIVE (How tactic ties back to the goal and mission.)
Expanding the Fire Department's Fitness/Wellness Program will reduce the potential for employee lost work day occurrences by actively managing the risk of employee injuries and illnesses. Less manpower shortages due to injury or illness will reduce overtime costs, reduce Worker's Compensation costs, and insurance costs. This will meet the goal of expanding controls on spending and the guiding principle of upholding strict controls on spending.

Timeline and funding requirements.
Collective Bargaining Agreement (CBA) states that the City shall be responsible for all costs associated with maintaining four (4) Pe

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Police Department

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Participate in consolidation and integration efforts.

TACTIC (*Provide specific steps to implement strategy*)
Through the use of efficient technology enhance traffic and compliance record keeping to automate administrative processes to allow personnel time to complete tasks where no automation currently exists. Organize facilities in a manner that allows for evidence inventory in a more efficient, economical manner. Utilize technology to perform tasks that have clear application. Currently there are several technology platforms (software) that allow the records keeping and traffic functions to become nearly fully automated. As well these systems integrate with the Lake County Courts systems. the vender selection is limited to two that the courts will accept, one is Tyler Technologies that we have a long-standing relationship with developed over the years and would be nearly seamless.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
By integrating our records management system into a compatible traffic and compliance record keeping platform we will minimize the need for staff to manually log and maintain records that are completely capable of being done in an automated fashion insuring speed and accuracy and allowing the more efficient use of time to complete tasks that only have manual application to be completed in the same manner.

Timeline and funding requirements.
This is a three month project that will require an investment of approximately \$39,000 that will be paid from budget lines 292 629226494 and 240 3586. This is a modular system and as the success of the program builds, we will look to expand our system.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Police Department

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Participate in consolidation and integration efforts.

TACTIC (*Provide specific steps to implement strategy*)
Continue outside contract to deliver leadership, human resources, and employee wellness training to improve on employee morale and service delivery. Utilize latest best practices in training. We will provide consistent on-going training seminars and sessions aimed at professional and personal growth as well as solicit personnel to see where their goals and needs and meet and what they would like to gain. This service will also be used to communicate police community topics and expand by understanding by facilitating similar open seminars.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
By providing up to date leadership, human resources, employee performance training, and wellness, we can invest in our largest most valuable asset, human capital. This form of development improves morale which translates to better, more conscientious service. A recent survey indicated employees enjoyed training and learning new skills. The challenges offered to expand their knowledge base as well as learn and develop new perspectives were nearly as valuable as pay and benefits.

Timeline and funding requirements.
This is on-going with an investment of approximately \$90,000 paid from budget line 296 629624431

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Public Works Department - Public Works

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Participate in consolidation and integration efforts.

TACTIC (*Provide specific steps to implement strategy*)
Conduct quarterly meetings with Director, Superintendent, and Accounts Payable to compare costs over prior years for work hours to make determination of cost savings. The Department Heads will draft plans with Public Works Supervisors to cross train one department at a time. This will help smaller departments in the long run by having an extra person on the days that they are needed. It will also determine if the personnel needs to be reorganized to accommodate each Department's needs. If so, arrange a meeting with Tina to change the organization chart and job codes. Follow up meetings will then be scheduled to review progress in each Department.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
Control costs and spending for operations by cross training and integrating current labor personnel and Department knowledge. Develop and maintain a few trainings each month during the fiscal year. One Department will be trained at a time to avoid interrupting day to day tasks. By providing in-house trainings, the current staff will increase their knowledge and efficiency within Public Works.

Timeline and funding requirements.
Same level of funding as FY2019-2020. Training will be done in-house. Budget for staff and training will be out of General Fund in Public Works and Water & Sewer. Coordinate meetings with Public Works Department Heads and Supervisors. This will be implemented during new fiscal year in May and continue throughout the fiscal year.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - CDBG Department

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Participate in consolidation and integration efforts.

TACTIC (*Provide specific steps to implement strategy*)
The CDBG Department will develop programs, work with agencies, local public facilities, various businesses, various departments affiliated with the City, consulting firms, other federal funded municipalities, etc. in order to execute activities; develop and update procedures necessary to address new and existing policies, ensure that HUD principal objectives are met; and track and report annual performance evaluations to address priority need and goal assessments.

OBJECTIVE (*How tactic ties back to the goal and mission.*)
Address the priority needs and goals identified by the community such as - Housing Need (housing support and rehabilitation), Homeless Need (housing and operation/support), Other Special Need (housing and social services), Community Development Need (community facilities & infrastructure, public services, accessibility), Economic Development Need (employment and redevelopment) and Administration, Planning and Management Need within the community to increase the quality of life for the residents' of the City of Waukegan.

Timeline and funding requirements.
Beginning Spring 2020, the identified housing and community needs, goals, outcomes, and strategies of the 2020-2024 Consolidated Plan will develop programs and activities, coordinate with agencies, consult with other professionals in order to execute the programs, to meet the goals & outcomes, and to spend the funds. The 2020 Annual Action Plan will execute the programs and spend approximately \$850,000 within one-year, however some activities may carry over into the next program year. The funds come from the US Department of Housing and Urban Development (HUD). There will be various expense line items to cover the entire program spending for one-year to be added to the Special Revenue Fund.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Risk Management

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Strictly enforce current ordinances, update and revise outdated legislation.

TACTIC (Provide specific steps to implement strategy)
Implement a City-wide driving policy and acknowledgement form that re-iterates the goals and expectations of employees that drive on behalf of the City such as use of seat belts, hands free driving, and other applicable state motor vehicle regulations.

OBJECTIVE (How tactic ties back to the goal and mission.)
The purpose of this policy would be to ensure the safety of those individuals drive on behalf of the City for business purposes, drive fleet vehicles, and provide guidance on the proper use of company fleet vehicles. Vehicle accidents are costly but more importantly, they may result in injury to our employee or others. It is the driver's responsibility to operate the vehicle in a safe manner and to drive defensively to prevent injuries and property damage. As such, affirming our expectation that each employee drive in a safe and courteous manner pursuant to the safety rules and all applicable state motor vehicle regulations relating to driver responsibility is a favorable position for the City of Waukegan to adopt.

Timeline and funding requirements.
At minimum, implementation would include policy and acknowledgement form much like the City's cell phone policy and acknowledgement, which would be cost neutral and able to be implemented in the 2020-2021 FY. At best, this policy implementation could be part of a larger defensive driving training which could be conducted through an employee portal, intranet, or other training module which would be beneficial on a larger scope. This would require additional funding. An estimate of such program was obtained and the amount provided was \$25,715.00.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - Building & Code Enforcement

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Strictly enforce current ordinances, update and revise outdated legislation.

TACTIC (Provide specific steps to implement strategy)
Collaborate with Licensing, Building, Code, and Zoning to develop an updated closing letter process and rental license process, in order to improve interal efficiency and external customer service. The current closing letter and rental license process will be analyzed for deficiencies, the involved departments will propose changes, and those changes will be made into a new ordinance and process for both rental licenses and for the sale of property in Waukegan.

OBJECTIVE (How tactic ties back to the goal and mission.)
Ensure that property transfers and rental properties throughout the city are being efficiently and accurately processed. Property transfers and rental properties effect multiple departments of city government and effect our community as a whole. It is important to manage these appropriately. Objective is to develop and maintain a process that takes into account the needs of various departments as well as the community, thus stabilizing neighborhoods, encouraging economic growth, and increasing quality of life.

Timeline and funding requirements.
Some initial groundwork has already been completed, departments will collaborate over the 6 months to iron out the details in

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Building, Planning & Development - Building & Code Enforcement

GOAL
Improve on the delivery of city services.

STRATEGY (select one)
Participate in consolidation and integration efforts.

TACTIC (Provide specific steps to implement strategy)
Update Building & Code Software. Provide efficient and streamlined data management and improved processes for our customers and the public. Work with vendor to implement new Building & Code software. Update building permit forms and registration, update Code Compliance letters and violations. Provide a public portal for the citizens to make Code Compliance complaints. Provide a public portal for developers/contractors/business owners/citizens to submit building permits.

OBJECTIVE (How tactic ties back to the goal and mission.)
An updated Building & Code management software will improve the delivery of city services and improve customer service satisfaction. Our current system is out of date, a new updated system will allow for easier and more efficient building permit processes resulting in increased economic development. The updated system will allow for more efficient code compliance reporting and documentation resulting in stabilized neighborhoods and property values.

Timeline and funding requirements.
1st year – 192,000
2nd year – 43,500
3rd year – 45,022
4th year – 46,597
5th year – 48,277
6th year – 49,914
Some initial background work has already been completed, the first phase is expected to take 4 months, and the second phase another 4 months. The Building & Code Department will be working closely with the software vendor to incorporate all Building codes, forms, violations, citations, and letters into the address and GIS database. There will be training for the employees to get used to the new system, however it is very user friendly and the employees have already had a number of demonstrations on the software.

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FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Public Works Department - Engineering

GOAL
Embrace the City's diverse past and future.

STRATEGY (select one)
Build on relationships with surrounding communities, local organizations, state and federal agencies.

TACTIC (Provide specific steps to implement strategy)

The City will leverage newly kindled engineering relationships with Federal, State and Local agencies. The City will capitalize on those relationships with the engineering department by investigating and prioritizing growth projects with additional funding opportunities in order to implement projects with reduced cost burden to the City of Waukegan. The City will continue regular conversations with Illinois Department of Transportation, Illinois State Toll Highway Authority, Lake County Governmental Services and adjacent municipal administrations in order to deliver projects that celebrate the City's rich history and promising future. The City's continued participation with the Lake County Council of Mayor's Transportation Committee and regular updates with various agencies highlight the City's commitment to Capital Improvements that promote local and regional growth. Other agencies may include private utilities (gas, electric, cable, phone, etc.), PACE, Metra, Amtrak, Union Pacific, regulating DOTs, etc.

OBJECTIVE (How tactic ties back to the goal and mission.)

These engaging conversations with regulatory agencies, administrations and organizations are pure building blocks for success that are consistent with embracing the City's diverse past and future. As the City of Waukegan moves forward as the recognizable destination in northern Illinois, the tactics noted above strengthen existing relationships with these groups and will restore the City of Waukegan's identity as the seat of Lake County, Illinois and a destination community. Continued participation and encouraging stakeholder involvement as the City reinvests in capital assets for long-term viability is a budgetary guiding principal for the City and promotes regional and local viability.

Timeline and funding requirements.

The City of Waukegan has already started re-engaging with other agencies and organizations to promote the recognition of the City as a destination community. Examples include meeting with the CEO and Chairman of the Board of the Illinois State Toll Highway Authority, the Director of the Illinois Department of Transportation and continued conversations with local agencies, municipalities, private organizations and governing administrations. These are all no cost, risk free opportunities that have a direct benefit on regional and local viability.

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- Reinvest in the city's capital assets for long-term viability and according to industry best-practices.
- Encourage sustainable economic growth through stakeholder involvement and measurable actions.



FY2020-2021 Budget Goals, Strategies & Tactics

Instructions: only complete / modify the shaded sections below.

DEPARTMENT (select one)
Central Services - Risk Management

GOAL
Embrace the City's diverse past and future.

STRATEGY (select one)
Build on relationships with surrounding communities, local organizations, state and federal agencies.

TACTIC (Provide specific steps to implement strategy)
Implement and coordinate annual flagger training with Illinois Department of Transportation. The City of Waukegan will participate as a host facility in 2020 and, hopefully, continue on an annual basis thereafter. If the City does not have the staff needed to host on an annual basis, then training and travel considerations would be needed to attend this 3 hour course at an alternative location.

OBJECTIVE (How tactic ties back to the goal and mission.)
This class provides training to local agency personnel for their day labor and maintenance activities. It meets requirements established by the Manual on Uniform Traffic Control Devices (MUTCD) and the Occupational Safety and Health Administration. Additionally, training with surrounding communities, local organizations, state and federal agencies increases effective response with our community partners, especially in time of need.

Timeline and funding requirements.
This is a budget neutral consideration. The Technology Transfer Training Program through Illinois Department of Transportation offers local agencies technical and non-technical training which are tuition free. This will be implemented in 2020 and continue on an annual basis thereafter.

Indicate which guiding principles are met by this tactic:



Uphold strict controls on hiring and spending for operations across all city departments.



Reinvest in the city's capital assets for long-term viability and according to industry best-practices.



Encourage sustainable economic growth through stakeholder involvement and measurable actions.