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# STRATEGIC PLAN

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Fiscal Years 2025 - 2027

NOVEMBER 20, 2023  
CITY OF O'FALLON, ILLINOIS

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## Introduction

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

Guidance for the City of O'Fallon's Strategic Plan is provided in the [2040 Master Plan that was approved by the City Council in 2021](#). The 2040 Master Plan provides a framework for what O'Fallon could and should look like in the year 2040. The five overall goals of the 2040 Master Plan are:

1. Support Housing and Neighborhoods for All Stages of Life
2. Invigorate the Sense of Place and Community in O'Fallon
3. Support a High Quality of Life for Residents and Visitors
4. Encourage Economic Development in Targeted Locations and Sectors
5. Invest in City Services to Make Them Efficient and Effective

The Master Plan included a Strategic Plan with action steps to be completed in 3-5 years. We are reaching the three-year mark, and most of these action steps have been accomplished. Thus, it is time to update the Strategic Plan for the next three years.

This Strategic Plan is used to articulate the Master Plan's goals into more actionable goals over a three-year period. The Plan is also built upon the City of O'Fallon's Vision and Values Statement, which is to Build, Lead, Serve, and Inspire:



## Goal #1: Support Housing and Neighborhoods for All Stages of Life

Action Item #1: Update Codes and Regulations for support of 15-minute cities that can accommodate all ages and abilities.

*Year One (FY25):*

- Budget and prepare for update of Zoning Code and Development Manual. Focus on public participation
- Complete Bike Master Plan

*Year Two (FY26):*

- Approve and Adopt Updated Zoning Code and Development Manual. Provide “bite size chunks” over time. Pass with one final Ordinance

*Year Three (FY27):*

- Conduct Housing Market Study to determine housing needs in O’Fallon

## Action Item #2: Encourage Renovation of Older Neighborhoods and Housing to Meet Current and Future Demands

### *Year One (FY25):*

- Budget and Design Residential Façade Improvement Program
- Evaluate CDBG Grants in qualifying areas.
- Prepare an action plan for West O'Fallon investment and redevelopment initiative, including Auffenberg property
- Public Works CIP Projects:
  - East 4<sup>th</sup> Street (and surrounding streets) reconstruction. CIP Projects

### *Year Two (FY26):*

- Launch the “one house, one extinguisher” program. Partnership between Fire and Community Development Department
- Evaluate growth of the OPL homebound program
- Public Works CIP Projects:
  - South Cherry Street (and surrounding streets) reconstruction. CIP Projects

### *Year Three (FY27):*

- Evaluate a first-time home buyers' program and alliance with local banks
- Public Works CIP Projects:
  - Hickory Street and Walnut Street (and surrounding streets) reconstruction. CIP Projects
- Redevelop Carbon Hill neighborhood

Action Item #3: Identify vulnerable housing and develop a stabilization program to preserve existing housing choices for all stages of life.

*Year One (FY25):*

- Identify Code Enforcement “Hot Spots” and target proactive compliance
- Work with Court System to expedite control of abandoned houses
- Evaluate “Friendly Neighbor” program
- Evaluate West O’Fallon stabilization program

*Year Two (FY26):*

- Create O’Fallon “Tool Box” Trailer
- Develop Program and/or services to assist seniors or those in need with property or code enforcement violations

*Year Three (FY27):*

## Goal #2: Invigorate the Sense of Place and Community in O'Fallon

### Action Item #1: Create Great Places for Residents and Visitors to Gather

#### *Year One (FY25):*

- Begin construction of the Community Park Enhancement Project (pool, community center, event space)
- Install Downtown District signage
- Create volunteer network for community engagement
- Evaluate St. Ellen Mine Park Opportunities
- Create City/School Partnerships to Improve Civic Pride
- Improve new resident welcome guide (include Library and Parks and Rec. Information)
- Install Gateway Signage at 8645 E. Hwy. 50 (East O'Fallon) and Brandywine (South Lincoln).
- Update the City website

#### *Year Two (FY26):*

- Complete Community Park Enhancement Project
- Explore opportunities to combine historical items with Library Services
- Complete Downtown District Plaza Improvements
- Install historical Story Walks
- Create new O'Fallon resident packets
- Install Gateway Signage at South Lincoln/Brandywine

#### *Year Three (FY27):*

- Secure funding referendum for Library
- Install gateway signage on Interstate 64 Interchanges

## Action Item #2: Demonstrate Commitment to Diversity, Equity, and Inclusion

### *Year One (FY25):*

- Identify gaps in employment in comparison with local demographics
- Continue strong sense of Community Policing and Engagement
- Continue to research innovative ways for Public Safety to connect with the community
- Continue to promote organizational culture through Leaders at All Levels Training and Emerging Leaders Training
- Continue to recruit a diverse and inclusive Police Department
- Promote health & wellness for all employees

### *Year Two (FY26):*

- Promote staff development planning

### *Year Three (FY27):*

## Goal #3: Support a High Quality of Life for Residents and Visitors

### Action Item #1: Maintain and Improve Parks, Park Facilities

#### *Year One (FY25):*

- Evaluate the possibility of developing St. Ellen Mine Park into a conservation park
- Complete Additional Parking Improvements at Sports Park
- Conduct Economic Impact Study of Parks & Programming
- Evaluate Software to Assist with Park Maintenance
- Determine future needs of Cemetery.

#### *Year Two (FY26):*

- Update the Family Sports Park Master Plan to identify future uses of the undeveloped portions of the park. Maintain area for fireworks display and greenspace.
- Partner to develop areas around Sports Park for neighborhood amenities.
- Conduct future parkland study, focusing on gaps in the southwest, northwest, and northeast areas of O'Fallon.
- Partner with Historic Preservation Committee for a Cemetery Story Walk
- Create support and partnerships that advance pollinator-supporting actions and sustainable practices in greenspaces throughout the community

#### *Year Three (FY27):*

- Evaluate opportunities for a “mini-Muny” at the Community Park or Library
- Develop a wildlife education program that focuses on teaching residents about the importance of wildlife conservation, biodiversity and the natural world
- Explore the possibilities of creating a botanical garden and arboretum in future park land

## Action Item #2: Increase Opportunities for Walking and Biking

### *Year One (FY25):*

- Continue to push for partnership with CSX for trails along the railroad right-of-way
- Submit east/west State Street trail plans for construction
- Complete Phase One of trail signage
- Evaluate and Implement Bike Trail Master Plan
- Determine long-term funding source for trails

### *Year Two (FY26):*

- Complete Phase Two of trail signage
- Connect Downtown to Community Park with a trail
- Install bike stations in the Downtown District, Family Sports Park, and Community Park
- Develop a sidewalk infill program

### *Year Three (FY27):*

- Investigate partnering with bike-share company

### Action Item #3: Provide Excellent Library Services for All Residents

#### *Year One (FY25):*

- Partner with area school districts on a “library cards for students” program
- Work with the O’Fallon Food Pantry in launching a Micro Pantry at the Library
- Conduct a review to determine whether the Library’s collection and programs reflect the demographics of the community
- Develop an employee “Culture Code” to help ensure we provide consistent and exceptional customer service
- Develop information/education campaign for new library
- Distribute library information to new residents
- Engage teen users through an improved teen space and new program offerings

#### *Year Two (FY26):*

- Explore opportunities to combine historical items with Library Services
- Develop a Citywide Book Club in conjunction with the Great Place to Work Team
- Install a second Story Walk at a park, trail, or other high pedestrian location
- Launch a Human Library project
- Establish a foundation for fundraising and large gifts
- Launch bookmobile service to better reach underserved areas and bolster outreach initiatives

#### *Year Three (FY27):*

- Secure funding through a referendum for new Library construction
- Evaluate future growth needs (north and west O’Fallon)

## Action Item #4: Invest in Infrastructure to Support Current and Future Development

### *Year One (FY25):*

- Investigate the feasibility of a stormwater assistance program
- Pursue renewable energy opportunities for City facilities
- Investigate EV charging stations for City vehicles
- Implement a quick success project from the Forward 50 study
- Increase online permit functionality
- Implement the Capital Improvement Program (CIP)

### *Year Two (FY26):*

- Plan to install EV charging stations in the Downtown District, Family Sports Park, Community Park and near Interstate
- Prioritize and implement recommendations from the Forward 50 Study

### *Year Three (FY27):*

- Investigate replacement of City Vehicles with EV where applicable; if financially advantageous
- Begin the process of updating ICC Building Codes

## Goal #4: Promote Economic Development

### Action Item #1: Support Growth and Development of Mid America Commerce Center and East O'Fallon

#### *Year One (FY25):*

- Continue to attract users at Exit 21 and Highway 50
- Evaluate Jurisdictional transfer of State and County owned roadways.
- Prepare costs of infrastructure.
- Engineer for Upper Mid America Road Route and Frontage Road.

#### *Year Two (FY26):*

- Plan for Construction of Public Works Compound at 8645 E. Hwy. 50 and sewer extension
- Develop plan to supply infrastructure to the Mid America Commerce Center (roads, gas, electricity).

#### *Year Three (FY27):*

- Evaluate engineering for Mid America Commerce Center roadways.

## Action Item #2: Growth and Redevelopment of the Downtown District

### *Year One (FY25):*

- Support Downtown District Events
- Conduct Economic Impact Study of O'Fallon Station (Coincide with Parks Study) potential growth opportunities.

### *Year Two (FY26):*

- Identify growth opportunities for the west end of Downtown District
- Continue to attract users for Southview Plaza redevelopment.
- Redevelopment of WinSupply Building.
- Redevelopment of 200 South Lincoln.
- Develop a State Street and North Lincoln Avenue Streetscape Plan.

### *Year Three (FY27):*

- Complete Memorial Corner Plaza Development
- Complete a parking demand study

## Goal #5: Improve and Sustain High Quality City Services and Staff

### Action Item #1: Public Safety

#### *Year One (FY25):*

- Research feasibility of hiring a full-time social worker for the Police Department
- Prepare for succession of EMS Business Director
- If ofallonContinue to evaluate call volume and location to determine most effective way to reduce response time and increase efficiency
- Evaluate enforcement policy in traffic “Hot Spots”

#### *Year Two (FY26):*

- Review the SRO program to possibly include a second SRO at the Milburn Campus
- Conduct study to come up with a plan for reorganization of command structure with anticipation of adding 3-5 officers in next 5 years
- Review EMS allocation to potentially include addition of a Basic Life Support (BLS) vehicle for transfers
- Review staffing allocation in MECOMM to study feasibility of adding additional full time telecommunicators

#### *Year Three (FY27):*

- Evaluate the need for a new Fire/EMS station (potential for reallocation of resources throughout the fire district)
- Review staffing levels for Police Department

## Action Item #2: Continue to Successfully Manage O'Fallon's Financial Resources

### *Year One (FY25):*

- Evaluate future funding needs for Fire Department
- Initiate "Push Tax" and "Streaming Tax" to replace declining revenue sources
- Evaluate the transition to a new finance software system including Utility Billing
- Issue RFP for Banking Services

### *Year Two (FY26):*

- Evaluate software for budget process and GFOA Budget Award
- Issue RFP for Auditing Services

### *Year Three (FY27):*

- Evaluate funding options for the construction of a new library