

Executive Summary



Strategic Plan 2018

City of Rochelle

Strategic Plan Review

Presented by Dr. Greg Kuhn and Mel Henriksen

August 27, 2018



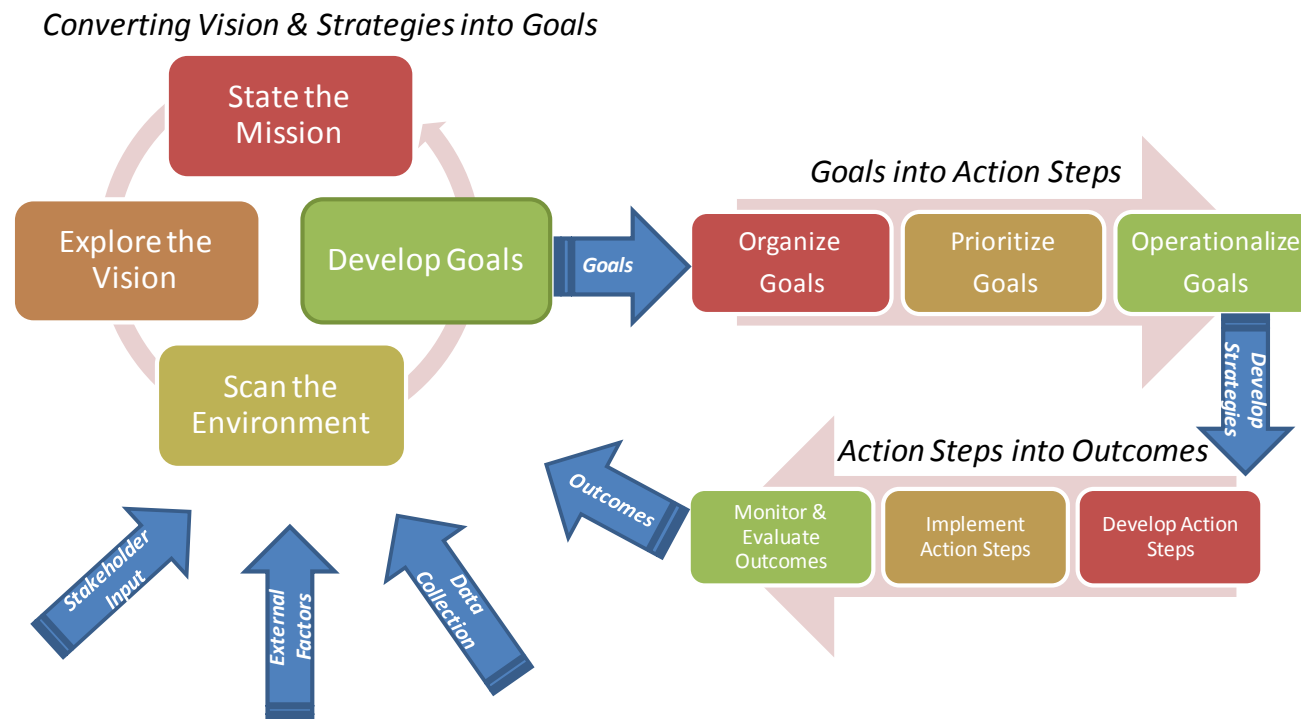
NORTHERN ILLINOIS UNIVERSITY

Center for
Governmental Studies

Outreach, Engagement, and Regional Development

Executive Summary: *Strategic Planning Process*

Strategic Planning Model*



* Model generally represents the steps that are taken for this type of initiative.

jbgk2010

Executive Summary: *Workshop Overview*

- **Pre-Workshop: Environmental Scanning**
- **Workshop: Visioning, S.W.O.T., Goals (February 13 and 15, 2018)**
 - Engaged in Visioning and Introductions
 - Presented Community Data and Feedback from Focus Groups
 - Conducted two S.W.O.T (Strengths, Weaknesses, Opportunities, Threats) Exercises
 - Collaboratively Developed Goals
 - Determined Goal Classification
- **Post-Workshop: Established Goal Prioritization**
- **Final Report and Action Planning Launch**

Executive Summary: *Pre-Workshop*

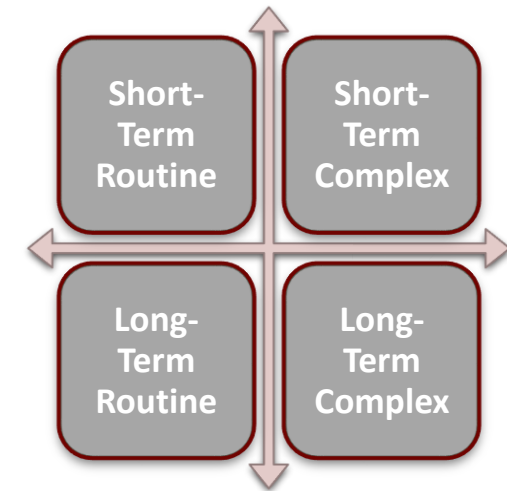
- **Scanning the Environment**
 - Economic and Community Profile
 - Interviews of Elected Officials and Senior Staff
 - Three Community Stakeholder Focus Groups Held in December/January 2018
 - City Staff Group
 - Civic Leader Group
 - Resident Group

Executive Summary: *Goal Development*

- With the Focus Group Input, Visioning Responses, and S.W.O.T Analysis as a Base, a Healthy Group Discussion of Goals and/or Strategies Needed to Achieve the Future Visions Occurred
- Workshop Participants were Asked to Think About at Least 2-3 Short- and Long-term Goals Prior to the Workshop
- Participants were Placed in Groups to Discuss their Individual Goals and/or Create New Goals
- Groups Shared Three or Four Important Policy and Program Goals the City Should Accomplish in Each Category:
 - Short-term (Next 1-3 Years); and
 - Long-term (Next 4-8 Years)

Executive Summary: *Goal Classification*

- Participants were Next Asked to Classify Each Goal According to a Matrix Model of Time and Complexity:
 - **Short-term Goals** - Could or Should be Completed or Substantially Underway in the Next 1-3 Years
 - **Long-term Goals** - Could or Should be Completed or Substantially Underway Within 4-8 Year Timeframe
 - **Complex Goals** - Require Extraordinary Resources, Specialists, Funding, or the Agreement of Outside Organizations or Agencies
 - **Routine Goals** - Although Not Necessarily Simple, Routine Goals Could be Accomplished Upon Unilateral Decision of the Council and Within Present Budget Streams or With Minor Revenue Enhancements or Reallocations
- The Purpose of the Exercise was to Group Goals of Roughly the Same Type Together so When Prioritization Occurs, the Participants Could Avoid the Problem of Comparing “Apples to Oranges”



By G. Gabris

Executive Summary: *Prioritization Survey*

- Post-workshop: Prioritization Survey
 - The City Council was Asked to Decide, Via an Online Ranking Exercise After the Workshop, Which Goals Should be Given the Highest Priority
 - Council Members were Provided an Online Ranking Tool Where a Ranking Value was Assigned to Each Goal in Each Quadrant of the Matrix
 - For Example: If a Goal is Given the Scores of 2, 5, 6, 6, 1, 2 and 3, the Average Totl Would be 3.57. **The Lower the Score, the Higher the Priority**

Executive Summary: *Top Goals*

City of Rochelle 2018 Top Goals within Each Quadrant of the Time and Complexity Matrix

SHORT-TERM ROUTINE

- Maintain fiscal stability and a balanced budget
- Create a 20-year Capital Improvement Plan (CIP)
- Develop and implement plan to replace/repair infrastructure to work in concert with the CIP

SHORT-TERM COMPLEX

- Create an inclusive community with an outreach program that encourages community involvement
- Address community blight in affected areas via multiple level strategies
- Improve/create intergovernmental partnerships for economies of scale/shared use of resources and capabilities
- Further develop the downtown

LONG-TERM ROUTINE

- Promote, retain, and enhance small business development
- Explore, develop, and improve strategies for industrial growth
- Designate and secure funding to efficiently use resources based on the priorities established in the strategic planning efforts
- Incorporate dynamic planning and evaluation (review and revise) in City-wide planning efforts

LONG-TERM COMPLEX

- Encourage diversified housing developments with friendly walkways
- Explore business and development incentives to increase job opportunities in the City that are sustainable while offering a living wage
- Implement the 20-year Capital Improvement Plan (CIP)
- Reduce the City's overall debt

Executive Summary: *Themes*

- Five Key Strategic Priority Areas were Identified as an Outcome of the Process
- Included Activities and Initiatives the City Should Focus its Resources on in Both the Short- and Long-term

Strategic Priority Areas



Final Report and Action Planning

- Final Report Shared in Late May 2018
- City's Senior Staff Reviewed the Results, Fine-tuned the Goals as Needed, and Began Creating Objectives and Key Tasks Via an Action-planning Session Launch with CGS Staff
- Staff Should be Prepared to Report Back to City Council (and/or Appropriate Committees) on How, and When, Top Priorities and Goals Might be Most Efficiently and Effectively Addressed

Thank you!

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