



# Strategic Planning Process Summary Report

**City of St. Charles, Illinois**

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***Submitted By:***

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## Table of Contents

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<b>Introduction .....</b>	<b>3</b>
<b>Process Summary .....</b>	<b>4</b>
External Stakeholder Input .....	4
Focus Group Data Summary .....	5
Leadership Workshops Overview .....	5
<b>Summary of Workshop Exercises and Outcomes.....</b>	<b>6</b>
<b>Part I: Mission/Values Review and Visioning Exercises .....</b>	<b>6</b>
Mission Review .....	6
Values Review .....	7
Summary of Mission and Guiding Principles.....	7
Visioning .....	8
<b>Part II: Internal and External Environmental Scan.....</b>	<b>11</b>
Exercise A: Surrender or Lead Exercise .....	11
Exercise B - SWOT Identification.....	13
<b>Part III: Group Goal Identification/Consolidation.....</b>	<b>15</b>
Exercise A: Goal Identification – Time/Complexity Classification.....	15
Exercise B: Goal Consolidation.....	16
<b>Part IV: Goals Prioritization and Final Rankings of Goals .....</b>	<b>16</b>
<b>Conclusion.....</b>	<b>17</b>
<b>Exhibits .....</b>	<b>18</b>
Exhibit A – Summary of Developed and Prioritized Goals.....	18
Exhibit B – Environmental Scan Report (Under Separate Cover) .....	18

## Introduction

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*It has been a pleasure for us to work with City leadership and stakeholder groups, along with interested community members on the City of St. Charles' 2015 Strategic Plan update initiative.*

Strategic assessments and long-term planning are hallmarks of progressive organizations. Moreover, the value of strategic planning continues to be recognized by progressive public and private sector organizations because it helps leaders become proactive—rather than reactive—and lessens the need to manage on an ad hoc or crisis basis. By continuing to engage in strategic planning and goal-setting, the City of St. Charles continues its tradition of being a forward-thinking municipal government.

The 2015 Strategic Plan update project approach was designed to be a comprehensive, structured approach that incorporated internal and external input and data from a variety of perspectives including stakeholders, Council members, and senior management staff. Collecting data from both internal and external stakeholders is a key element in developing a meaningful and useable strategic plan. In addition to serving as a scan of your environment, the City's approach provided stakeholders the opportunity for positive civic engagement and thoughtful input. During the Council and senior management staff workshops, all participants were encouraged to participate in the exchange of ideas. While opinions diverged at times, different views on particular issues or policies are valuable and to be expected in a governing environment; this is democracy in action!

Throughout the planning process, a picture of the City's present and future was explored and participants were encouraged to think creatively and positively, so that the City can proactively move forward. It is vital to keep in mind that the goals established during this process will only be realized through the judicious use of City resources including financial resources, City staff, and other advisors. Additionally, achieving these goals will require commitment, focus and leadership. As an important next step, action planning should be undertaken to identify and discuss the various objectives associated with each goal and to set realistic, achievable, and well understood timetables. Only a limited number of goals and objectives can be effectively managed and implemented at a given time. As such, resist the temptation to re-arrange priorities as the fiscal year moves along. Stick to working toward the results you want to achieve and be certain to apply your goal priorities to your budget preparations and in your meetings throughout the year. Periodic progress reports and meetings will also be critical to communicate with City staff and elected officials.

In that spirit of cooperation, openness, and thoroughness, we have no doubt the City Council and its management team will work together to find viable approaches and solutions for the many goals and aspirations identified through this planning process.

## Process Summary

*An overview of the strategic planning model that was used for the City of St. Charles's update can be seen in the illustration below.*

As the model visually demonstrates, strategic planning is a multi-phase process—not a one time event—that most closely resembles an on-going cycle of gathering and assessing information, decision making, and follow through. The process used by the City to develop its plan closely followed this model. More explanation of the various steps, tools, and processes the City followed are detailed below.



### External Stakeholder Input

The 2015 Strategic Plan update began with a scan of the City's external environment, the results of which were shared in a stakeholder feedback report and incorporated into the two strategic planning workshops with the City Council and senior management staff. The process of scanning the environment in St. Charles was a threefold approach that included: consideration of data from the 2013 National Citizen's Survey; exploratory one-on-one interviews with key community and City leaders; and eight (8) focus groups representing a cross-section of community, business, and other City stakeholders. By way of definition, John Bryson defines a stakeholder as, "Any person, group, or organization that can place a claim on an organization's (or other entity's) attention, resources, or output."<sup>1</sup> Those most knowledgeable about an organization (including its resources, programs, challenges, and opportunities) are by definition key stakeholders.

In December of 2014, Sikich staff held eighteen (18) short stakeholder exploratory interviews with current and former, elected and appointed City officials, business community leaders, and the leaders representing other local governments including the Library, Park District, School District, as well as members of various community commissions and committees.

<sup>1</sup> John Bryson, *Creating and Implementing Your Strategic Plan* (New York: Jossey-Bass, 2004) 35.

In addition to one-on-one interviews, eight (8) focus group sessions were held with a variety of community-wide stakeholders from a cross-section of the community. These stakeholders included representatives from economic development organizations, business leaders, and civic groups and other community institutions, high school students, City staff, and citizens at large. In total, the City sent personal invitations to roughly 112 community members to attend sessions held on March 3 and 4, 2015.

During the focus group sessions, stakeholders shared ideas about their preferred future state of the City along with their perceptions about the City's strengths, weaknesses, challenges, and opportunities. All sessions used the same questions that were pre-selected by the City. The full summary report, including the list of focus group questions, can be found in Exhibit B. Sikich facilitators used a highly participative and interactive methodology known as Nominal Group Technique. This technique is designed to assure participants balanced opportunities to speak and share their opinions.

All sessions were characterized by a relaxed and welcoming atmosphere that fostered participant's thoughts and ideas. With the exception of the employee group, no City staff or elected officials participated in these sessions. City staff or elected officials attended only to welcome and thank participants and to introduce Sikich. Sikich staff recorded all participants' ideas in rough note form using large flip chart pads. Session notes were later transcribed and analyzed by Sikich's project team and the data was then analyzed using NVivo—a qualitative data analysis software.

### **Focus Group Data Summary**

The data from the focus group input was summarized and compiled into an environmental scan report that provided a summary of stakeholder input received during the exploratory interviews and the focus group sessions. This report was presented to the City Council as part of their two day Council and management staff workshops. At that session, Sikich presented highlights from the report and provided participants an opportunity to ask questions and discuss the data. Please see Exhibit B for a copy of the Environmental Scan: Introductory Interviews and Focus Group Data Summary report presented at the workshops.

### **Leadership Workshops Overview**

The Council and senior management staff workshops were held on June 23 and 27, 2015 at the City Hall and at the City's Public Works facility. The primary objectives for these workshops were to review the City's current mission and guiding value statements and to develop strategic goals and objectives for the City for the next five year period. During these workshops, the City Council and senior staff participated in a variety of exercises that were designed to elicit their vision and goals for the community and also to review their assessment of the City's strengths, weaknesses, untapped opportunities, and potential threats—also known as a SWOT Analysis. All participants had the opportunity to generate and share ideas, weigh alternatives, and further explain or refine their thinking. Following these exercises, City Council members and senior staff offered their long and short term goals for the City. In offering these goals, participants were asked to consider stakeholder input from the Environmental Scan report referred to above.

After the workshop's conclusion, Sikich worked with the City Administrator to consolidate and clarify the goals that were developed during the workshops. The consolidated goals were then submitted to the Mayor and each Council member to assign their individual priority, or ranking, of each goal. All individual rankings were tabulated and arithmetically averaged to arrive at a prioritized set of consolidated goals. Those prioritized goals are presented in later sections of this report.

## Summary of Workshop Exercises and Outcomes

### Part I: Mission and Values Review

#### Mission Review

The Council and management staff workshop began with an opening exercise that sought to elicit participant's descriptions of the City and its overall mission. Using the first letter of his or her last name, participants were asked how they view the City's mission.

#### Thoughts About Current Mission Statement

- › Service—provision for essential needs
- › Kindness – tradition and service
- › Public Works provides and is one of our core/essential services
- › Protect the environment
- › Provide Leadership
- › Accelerate balanced growth
- › Be environmentally sound
- › Sustainability is integral to our mission
- › Responding to community needs and enhancing quality of life
- › Manage the needs of the residents; foster improvement; honest communications (this is a value)
- › Be desirable to businesses and residents
- › Provide quality services to the community, so that people can chart their own course
- › (Current Statement reflects) past, present, and future
- › Jobs – keep existing jobs and create new jobs
- › Safety – we are a safe community
- › Don't forget our history
- › We are an expression of shared community values
- › Save and preserve our quality of life
- › Be dedicated and diligent
- › Provide value to residents
- › Offer comprehensive customer service
- › Clean – from the standpoint of public health, safety, honesty, and integrity
- › Service
- › 'Pride of the Fox'
- › Fostering/belonging/community
- › Mission Statement is like the NORTH STAR. It defines our direction.
- › The mission statement also needs to be short, catchy, easy to remember
- › Prior mission statement was: S. T. C. – “Service, Tradition, Community”
- › Our mission statement needs to work in the word “Opportunity” (opportunity for the future.)
- › It would be good to have a symbol for the fourth word and include opportunity

### Values Review

After the opening exercise, the facilitators asked participants to break into small groups and offer their thoughts about the City's organizational values, existing value statements, and guiding principles. Below are participant's thoughts about values and guiding principles.

#### Thoughts About Organizational Values and Guiding Principles

- › Individual freedom is recognized
- › Sense of community is promoted
- › Historical continuity
- › Quality of life
- › Transparency and integrity
- › Family values
- › Tradition
- › Opportunity
- › Relationships
- › Service
- › Good neighbor
- › Service oriented
- › Preserving history
- › Exceeding expectations
- › Flexibility/adaptive
- › Safe environment – families
- › Respect
- › Transparency
- › Continuous improvement
- › Commitment to service
- › Inviting environment
- › Livable
- › Sustainable
- › Age-in place offerings and options
- › Embrace diversity
- › Empower citizens, corporations, residents, and employees
- › Engagement opportunities
- › Service element is not clearly reflected in current mission or guiding principles
- › St. Charles is for all generations
- › Add service to our mission statement
- › Add “celebrate our heritage and preserve it”
- › Progressive
- › Efficient
- › Frugal
- › Honest dialogue and communications
- › Responsibility
- › Jobs
- › Quality of Life
- › Sustainability
- › Quality services
- › Transparency
- › Invest in the future
- › Protecting your investment

### Summary of Mission and Guiding Principles

Participant's comments about the City's current mission and values statements differed in some respects—in particular the addition of service to the mission statement. The top five themes from the review of St. Charles' mission included:

- › Sustainability
- › Quality of life
- › Respect
- › Celebrate and preserve heritage
- › Create progressive opportunities

With these themes in mind, the consensus of the workshop participants was that it would be helpful to ask a small committee to review the current mission statement and guiding principles and recommend any changes that fit with

the workshop's discussion and participant's general thoughts. Below is the finalized mission statement and guiding principles that were collaboratively developed by the mission statement committee.

***Mission Statement***

**Heritage-Community-Service-Opportunity**

***Guiding Principles***

***Respect*** - We demonstrate integrity in our relationships and treat all people with dignity.

***Engagement*** - We create a community where all have opportunities to participate, collaborate and to foster strategic interests.

***Sense of Community*** - We ensure a safe and vibrant environment by valuing our heritage, cultural, economic and social diversity and provide for a sustainable setting for people to live, work, play, visit, shop and do business.

***Accountability*** - We facilitate and encourage responsibility along with citizens for enhancing quality of life in the community.

***Excellence*** - We partner with citizens to do our best in fulfilling service commitments.

**Part II: Visioning**

**Visioning**

Following the opening exercises on mission and values, each workshop participant was asked to select from a collection of garage sale items, and use the item to reflect on their future vision for the City. This was an interpretive exercise where any and all ideas about the City's desired future were encouraged and shared. Participants engaged in this exercise by considering the phrase:

"When I return to St. Charles, in 15 to 20 years, I hope to see.... or I think I will see...."

The notes presented below are the thoughts and views offered by participants as recorded by the facilitator on flip chart paper. The item selected to reflect participant's vision of the future is in bold type.

**Vision**

**Council Thoughts and Comments:**

- › **Construction Hat:** Complete First Street and revitalize the Old St. Charles Mall; First Street will see a residential building. The 1<sup>st</sup> floor will have retail and some services and restaurants for a vibrant downtown; the old St. Charles Mall property was a lost opportunity, but we could have a mix of uses for that Mall.

## Vision

### Council Thoughts and Comments (continued):

- › **Key Chain:** “All good;” we have positive relationships.
- › **Fish:** Brings to mind the River. We could have a lively river with a focus on Downtown.
- › **Nail Polish:** Represents service businesses and the service sector Downtown. We should take full advantage of River Downtown.
- › **Floats (eye glass):** We could fully utilize the River by adding transportation, recreation, movement. An integrated arts campus with Arcada and we should market Pheasant Run. Be a mobile community that would integrate business districts we have now (Quad, St Charles Mall, First Street, etc.). There would be bike paths and bike rentals. The Quad center could be used as future outdoor entertainment. There would be additional greenery (including rooftops). There would be ‘in-fill’ redevelopment and rehabilitation that would make way for a lot of things. It would be synergistic development that works with the property next door in a creative way.
- › **Brick:** We are a solid community with some enduring features. We need to be more walkable and bikeable; like it used to be. More access to public transit options and state of art transportation. I see a solid safe community.
- › **Superman:** St. Charles would be Superman among other communities. A superman flying over other communities (picture that). We are still a well engaged community—Pride of the Fox. We would have state of the art public transportation. Perhaps we would have a ferry for River transportation. A spur from Chicago Northwestern Rail Station (Tyler Road) would exist. A vibrant Downtown would be a center piece (Arcada, hotels, dining, shopping, and entertainment).
- › **Baseball:** The baseball represents multiple generations (3) and the full life cycle. We need to develop vacant properties to make them vibrant. We need new attractions for residents and visitors alike.

## Vision

### Management Staff Thoughts and Comments:

- › **Globe:** We are ubiquitous; staff completing any function, anywhere, anytime
- › **Unplugged Phone Line:** Our work force will be different and more mobile; it can function remotely; staff will likely shrink (but only in certain areas). We can have more flexibility and expanded work hours and access (we will be a mix). We still need field staff but the work environment will be different
- › **Hammer/Ruler:** The old conventional tools are in the past. Times are changing and we need to make room for the new. We need to adapt. Community and Economic Development needs to be resilient to align with changes that are coming. We’re an established community, but were going to need to change with the environment and times. There may be virtual inspections and online permitting
- › **Garage sale item not recorded:** Balanced community and balanced land uses. We need to consider that there will be economic growth in rental housing market and we need to consider it and realize it’s coming. The business community licensing program to track and insure government has a handle on what’s here. We need to educate our community on what is realistic for St. Charles

## Vision

### Management Staff Thoughts and Comments (continued):

- › **Baseball:** Stay current, but with a fresh look. Housing to accommodate full life cycle and shopping for full life cycle (born, live, retire, and play)
- › **Post-It Notes in Colors:** Represents balance. Balance between residential infrastructure and commercial; share Randall Road. Balance charm that we currently have but more of other things as well (visit to Villages that aren't balanced would be helpful.)
- › **Watch:** 24/7 City Hall: The watch suggests that citizens could make any transaction at any time—more than just utility billing. Requesting services online gives citizens more opportunities to request services from home. We will need to adjust our processes while maintaining the personal touch. We need to have a better handle on commercial market demographics and what is viable and sustainable. Let's educate the public on this. We will see First Street come to fruition
- › **Elbow Connector:** Focus on what I don't see (in 25 years). We must make a commitment to a capital financing plan that will allow for infrastructure replacement. We will need a new balance in financing infrastructure needs with Police staffing, pensions, and other services
- › Technology will impact financial management (ERP already gives us lots of information). There will be unanticipated changes and efficiencies. We will need an integrated data base to track work and projects and to follow up. An improved ERP for electrical utility tracking expenditures will be in place
- › **Coin:** How we pay for services will be different from how we pay for services today. We have opportunities for our utility. It is available for additional use. Culture will force change across the board; we will have more contractor employees, but people will still want to interact
- › **Coin (there were two coins in the garage sale):** We can have great restaurants—River, activities, and restaurants. People will want to leave their home office to be social
- › **Notebook:** It is part of past. We trade notebooks for wireless “connections.” The River is an important part of who we are — past and present along with entertainment and services
- › **Ambulance:** The future won't look like the current ambulance for emergency care. The Affordable Care Act will change ambulance service from the current 'emergency only' service model to add a consistent, recurring homecare service component. Health care will be mobile and integrated. For example, readmissions to hospitals now result in fines. This fact will impact future provision of service as the ambulance may deliver health services not just emergency care and transportation to the hospital. 35% of ambulance business now is Medicare. There will be one car with one person driving around. There will also be more emphasis on social services and mental health services. Health care will be mobile, integrated, and will provide social services to the 'at risk' population and homeless population. There will be more regionalization of emergency services and more service consolidation. But, we must educate the population. The biggest threat is local control and the desire for local control. We need to plan for demands for high level services and recovery from emergencies and disasters
- › **Badge:** We will be a recognized leader in delivery of Public Works services. We will still provide basic services but the question is how we get there? State of the art products will be used. Being a recognized leader is a goal not only being a recognized leader in Public Works in Illinois but also more broadly. There will be major changes in the systems Public Works uses. Roads will be built out of solar panels. We can use waste water treatment plant to generate electricity

## Vision

### Management Staff Thoughts and Comments (continued):

- › **Pink Baseball:** Represents America's past time. Police work has changed and its mission statement has changed as well.. There are only 3 constants—serving the people, always respond, and the principal won't change. However, how the mission statement is carried out will change. It all will look different, but still will service people's needs. It will still take people and resources to maintain social order. For example, there may be condos on Fox River; people will merely go downstairs to have dinner on Fox River. Still have excellent Police Department, Fire Department, and Library

## Part III: Internal and External Environmental Scan

The next workshop session was a review and accounting of the internal and external factors present in the environment that can and do impact the City's core mission. This is a fundamental exercise in any strategic planning process known as a SWOT Analysis.

In two different exercises, participants were asked to identify what constraints and practical difficulties are likely to be encountered in the future or would make it difficult to achieve the desired future described in the vision statements. This exercise called on participants to explore the organization's strengths and weaknesses. The notes that follow are the thoughts and views as offered by the participants and as written by the facilitators on flip chart paper.

### Exercise A: Surrender or Lead Exercise

The first exercise was a pre-SWOT assignment entitled 'Surrender or Lead.' In this exercise, participants broke into their small groups and developed responses to some simple, but thought-provoking statements. The participant's responses were recorded and discussed. Responses to the structured statements are presented below. As a guide for readers, participants were asked to fill in the blanks to the statements below:

1. We want to \_\_\_\_\_, but \_\_\_\_\_.
2. We need to finally \_\_\_\_\_.
3. If it weren't for \_\_\_\_\_, we would \_\_\_\_\_.
4. \_\_\_\_\_ will have the biggest impact on our future.

### Group Name: The Saints

*We want to facilitate balanced economic growth, but acknowledge market forces.*

*We need to finally capitalize on the Fox River as a community asset and maximize its potential.*

*If it weren't for preconceived notions and mistrust, we would minimize the risk of lost economic opportunities.*

*Leadership (at all level of government) will have the biggest impact on our future.*

### Group Name: Pride of the Fox

*We want economic growth, but seeking balance with the existing character of the community is a challenge.*

*We need to finally realize that the economic environment today is the new norm.*

*If it weren't for our dedicated and engaged employees and collaborative relationships among elected officials and staff, we would not be successful.*

*A vibrant downtown, the aging population, and economic vitality will have the biggest impact on our future.*

**Group Name: The Benders**

*We want to **grow and thrive**, but still maintain our charm.*

*We need to finally complete **First Street**.*

*If it weren't for **our new bridges**, we would have worse traffic (limited access to cross River).*

***Aging infrastructure and the rising cost of materials along with other taxing bodies** will have the biggest impact on our future.*

**Exercise B - SWOT Identification**

Participants were next asked to use the outcomes of ‘Surrender or Lead’ as a starting point to develop and discuss the internal and external factors that can potentially impact the success of the City, both negatively and positively. The participant’s responses, categorized as strengths, weaknesses, opportunities, or threats (SWOT) appear below. This was designed as a “rapid fire” exercise and as such, the listing of strengths, weaknesses, opportunities, and threats is abbreviated and not meant to be a series of complete statements.

**SWOT Exercise**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>› Heritage</li> <li>› Staff</li> <li>› Infrastructure</li> <li>› Electric utility</li> <li>› Fox River</li> <li>› Strong, diverse tax base</li> <li>› Financial responsibility</li> <li>› Chicago area economy</li> <li>› DuPage Airport</li> <li>› Financial stability</li> <li>› Employees; trained professionally</li> <li>› Location; River, highway, dam</li> <li>› Council Staff relationship</li> <li>› Perception of community (image)</li> <li>› Variety of things to do</li> <li>› Park District and School District</li> <li>› Diversity of development</li> <li>› Entertainment</li> <li>› Technology</li> <li>› City services</li> <li>› Tri-City collaboration</li> <li>› Internal culture</li> <li>› River</li> <li>› History and heritage</li> <li>› Personnel/staff</li> <li>› Council/leaders</li> <li>› Transportation</li> <li>› Financial condition</li> </ul>	<ul style="list-style-type: none"> <li>› Route 64 Traffic and “walkability”</li> <li>› Fox River</li> <li>› Location between I-90 and I-88</li> <li>› No public transit</li> <li>› River divides St. Charles</li> <li>› Route 64/Main Street; Traffic, trucks</li> <li>› Location: distance from major highways and Metra</li> <li>› Park District and School District; good schools, high taxes</li> <li>› Diversity of development; land locked/mature</li> <li>› Entertainment; redevelopment challenges</li> <li>› Malls (Quad and St. Charles)</li> <li>› Lack of trains/rails</li> <li>› Stormwater</li> <li>› Old police department facility</li> <li>› Retail leakage</li> </ul>

**SWOT Exercise continued...**

Opportunities	Threats
<ul style="list-style-type: none"> <li>› Route 64; commerce</li> <li>› Fox River</li> <li>› Housing</li> <li>› Commercial and mixed use development</li> <li>› Flooding (7th Avenue)</li> <li>› Economic incentives</li> <li>› Regulation</li> <li>› Pension reform</li> <li>› Liquor licenses</li> <li>› New sources of revenue</li> <li>› Redevelopment</li> <li>› River</li> <li>› Technology</li> <li>› Kane County Collaboration</li> <li>› Mobility/transit</li> <li>› Employee turnover</li> <li>› Services and entertainment Downtown</li> <li>› River</li> <li>› Arcada Theater</li> <li>› Malls</li> <li>› Rail line: transportation (old rail redevelopment) and bike over rails</li> <li>› First Street redevelopment program</li> <li>› East Side (Pheasant Run, the Q Center)</li> <li>› New Police Department/municipal campus</li> </ul>	<ul style="list-style-type: none"> <li>› Route 64 commerce</li> <li>› “Not in my back yard” type thinking</li> <li>› Fox River</li> <li>› Springfield</li> <li>› Housing; lack of diversity</li> <li>› Flooding</li> <li>› Chicago area economy</li> <li>› Economic incentives</li> <li>› Regulation</li> <li>› Pension reform</li> <li>› Liquor licenses</li> <li>› Aging population</li> <li>› Springfield, Illinois</li> <li>› Governance/Housing</li> <li>› Employee turnover</li> <li>› Internal culture</li> <li>› State funding</li> <li>› Competition from other communities</li> <li>› Transportation</li> <li>› Emergency management</li> <li>› Cyber threats</li> </ul>

### Part III: Group Goal Identification/Consolidation

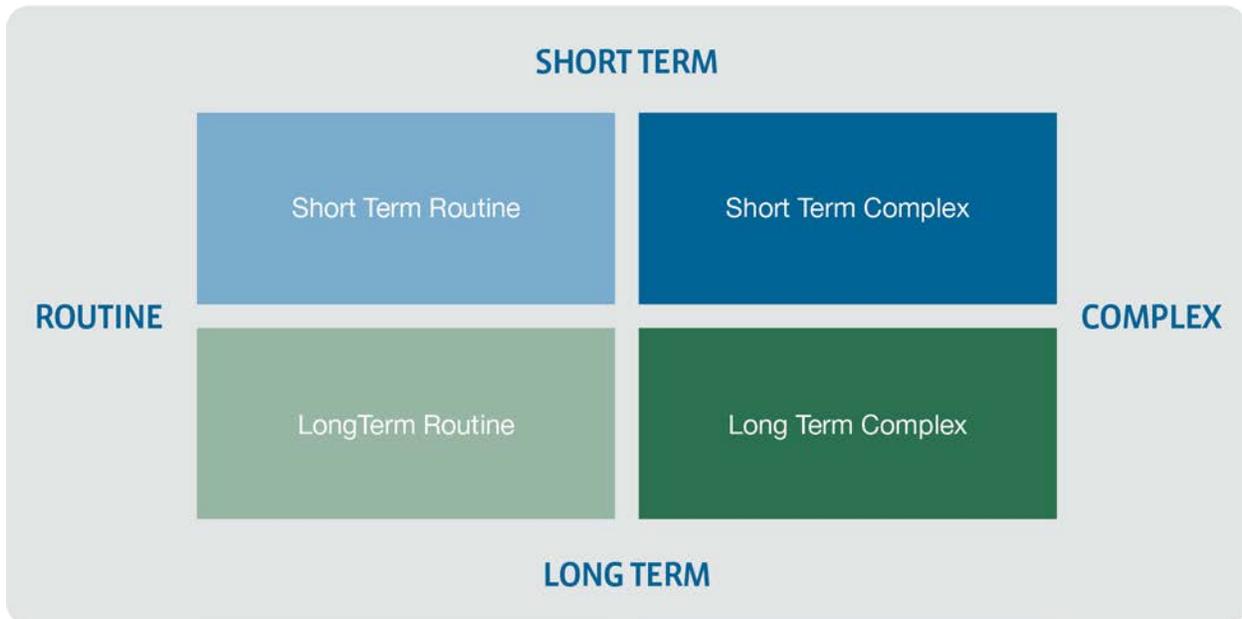
#### Exercise A: Goal Identification – Time/Complexity Classification

The final discussion session provided a forum for the collaborative identification of strategic goals and objectives necessary to achieve the future vision of the City. With the preceding sessions serving as a sound foundation for goal setting, the culminating session was a healthy presentation of ideas and goals as expressed by participants, beginning with members of the City Council. Each participant was allotted time to highlight their most important policy or program goals that the City should accomplish in the next one to seven years. In order to encourage people to introduce and discuss ideas of all types, participants were instructed that goals could be highly specific or general.

In the next exercise, participants were asked to classify each goal according to a matrix model of complexity and time (created by Dr. Gerald Gabris, depicted below). Specific criterion was used to classify a goal as short-term or long-term and as complex or routine. This final piece of the goal development exercise allowed decision makers to cluster goals of roughly the same type together, so that when prioritization occurred, participants could avoid the problem of comparing “apples to oranges,” in terms of the type of goals being prioritized against each other.

The agreed upon criteria for the classifications were as follows: short-term goals were those that could or should be completed (or substantially underway) in the next two to three years while long-term goals were any that fell within a three to seven year time span. Complex goals were those that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Council and within present budget streams, or with minor revenue enhancements or reallocations.

#### TIME & COMPLEXITY GOALS MATRIX *by G. Gabris*

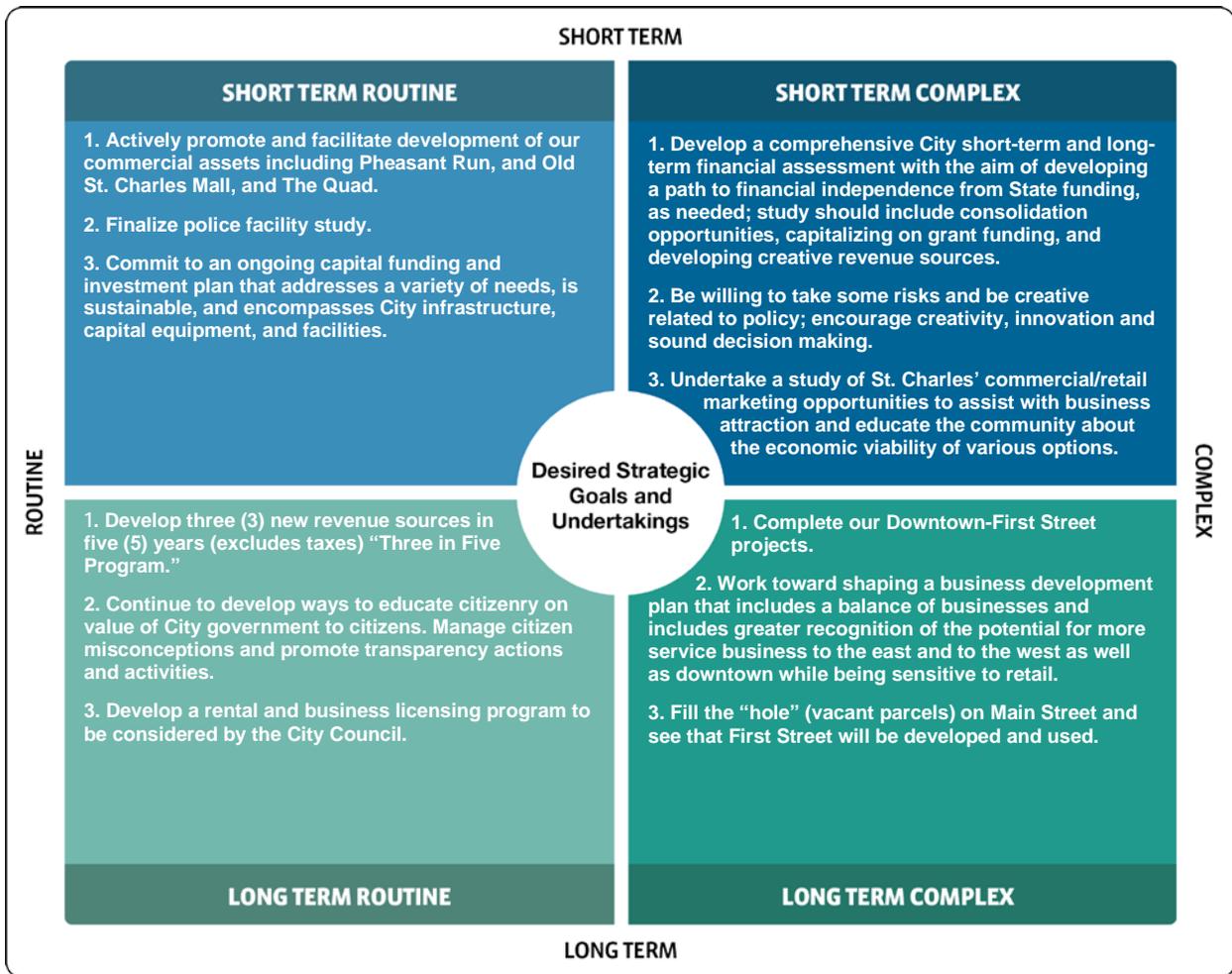


**Exercise B: Goal Consolidation**

After the conclusion of the workshop, the Council and other appointed staff were asked to work with the facilitators to consolidate goals and refine or clarify some goals where appropriate. This process resulted in a final listing of goals from the prior exercise into logical groupings. The combined and consolidated goals were reviewed and converted to ranking sheets that maintained the agreed upon criteria for both time and complexity.

**Part IV: Goals Prioritization and Final Rankings of Goals**

The results of the Council and senior staff's goal identification and the Council's prioritization exercises are presented in **Exhibit A**. A summary presentation of the top three goals, within each quadrant of the time and complexity matrix, is below:



By: G. Gabris

## Conclusion

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This Strategic Planning Summary Report represents the 2015 update of leadership's vision and goals for the City. The City Council's ideas and prioritized goals represent a working guide for both the City Council and Management staff to operationalize each goal through development of objectives and timetables for completion. Over the next twelve to twenty four months, the consensus goals should also be incorporated into and pursued through the budget process and through staff and community actions. This report is designed to capture the topics and processes of your discussions and should be used to assist the City in developing action plans for the 2015 -2020 time period.

One noted organizational observer summarized the challenges of progress this way:

"The art of progress is to preserve order amid change, and change amid order..."

A.N. Whitehead

You have an ambitious and exciting couple of years of work ahead of you. Best of luck to all as you work through these important issues and goals as an organization.

**Gregory T. Kuhn, Ph.D. and Cristi Musser, MPA**  
***Process Facilitators***

## Exhibits

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**Exhibit A – Summary of Developed and Prioritized Goals**

**Exhibit B – Environmental Scan Report (Under Separate Cover)**

**CITY OF ST. CHARLES  
2015 STRATEGIC PLAN  
SUMMARY OF GOALS - IN PRIORITY ORDER**

<b>CITY OF ST. CHARLES 2015 STRATEGIC PLAN SHORT-TERM COMPLEX GOALS</b>		
<b>GROUP AVG.</b>	<b>GOAL ID #</b>	<b>GOAL DESCRIPTION</b>
2.10	8	Develop a comprehensive City short-term and long-term financial assessment with the aim of developing a path to financial independence from State funding, as needed; study should include consolidation opportunities, capitalizing on grant funding, and developing creative revenue sources
3.70	1	Be willing to take some risks and be creative related to policy; encourage creativity, innovation and sound decision making
3.70	10	Undertake a study of St. Charles' commercial/retail marketing opportunities to assist with business attraction and educate the community about the economic viability of various options
4.60	3	Increase utilization and development of the River; City should be either an active participant or serve in a facilitative role, as appropriate
5.10	STC 5, 6, LTC 30, 32	Undertake a multi-part transportation and traffic study that addresses the following: <ul style="list-style-type: none"> <li>- Access to Metra Station</li> <li>- Traffic circulation for Route 64 that also addresses pedestrian friendly buffers and explores measures to manage and mitigate truck traffic impacts</li> <li>- Begin steps to plan for and initiate long-term plans to create a bike path and walking paths along the former UP rail line from Route 64 to Randall Road to link to Great Western bike path</li> </ul>
6.10	18	Develop a plan that addresses diminishing 911 revenues and resources and includes consideration of further consolidation of dispatch services
6.20	15	Develop a strategy to simplify, consolidate, and understand our resource needs for our technology infrastructure and enterprise applications
6.70	11	Explore options for updating the City's development tracking system including online permitting and interfaces with existing systems
7.80	9	Consider the "Houses for a Changing Region" plan and implement its policy recommendations as appropriate for St. Charles
9.00	17	Develop an approved and fully integrated 'Mobile Integrated Health Care' Plan
<b>CITY OF ST. CHARLES 2015 STRATEGIC PLAN SHORT-TERM ROUTINE GOALS</b>		
<b>GROUP AVG.</b>	<b>GOAL ID #</b>	<b>GOAL DESCRIPTION</b>
1.70	2	Actively promote and facilitate development of our commercial assets including Pheasant Run, and Old St. Charles Mall, and The Quad
2.30	4	Finalize police facility study
3.10	21	Commit to an ongoing capital funding and investment plan that addresses a variety of needs, is sustainable, and encompasses City infrastructure, capital equipment, and facilities
3.90	16	Fully develop an information technology business continuity and disaster recovery plan that protects critical equipment, assets, and procedures
4.00	7	Create more connections, awareness, and sharing of perspectives between the Council and our Commissions and Advisory Boards

- Group Average calculated from the Mayor and Council member ranking of goals process.
- Goal IDs were assigned in the order that goals were offered in the Council/Sr. Staff Workshop

**CITY OF ST. CHARLES  
2015 STRATEGIC PLAN  
SUMMARY OF GOALS - IN PRIORITY ORDER**

<b>CITY OF ST. CHARLES 2015 STRATEGIC PLAN LONG-TERM COMPLEX GOALS</b>		
<b>GROUP AVG.</b>	<b>GOAL ID #</b>	<b>GOAL DESCRIPTION</b>
1.20	25	Complete our Downtown-First Street projects
3.80	23	Work toward shaping a business development plan that includes a balance of businesses and includes greater recognition of the potential for more service business to the east and to the west as well as downtown while being sensitive to retail
4.30	31	Fill the "hole" (vacant parcels) on Main Street and see that First Street will be developed and used
4.40	24	Develop a strategy to increase the City's share of the Randall Road retail commercial corridor
7.30	28	Work with the private business community to facilitate the creation and retention of good paying jobs for St. Charles including manufacturing jobs as part of our economic development efforts
7.30	41	Develop an awareness of collaboration, promotion, and marketing opportunities to businesses, Kane County, and State Officials and advocate for and provide timely responses to Springfield regarding pending legislation
7.80	4, 12	Plan for and develop an updated, modern and expanded municipal campus for Fire, Police and City Hall
8.50	36, 37	Investigate potential opportunities for intergovernmental agreements for St. Charles to provide contract services like police and ambulance services; be on the cutting edge of these opportunities and possibilities. Develop a road map for the future consolidation of "Public Safety Management Services"
8.60	26	Initiate dialogue with the Fair Board to understand their plans for the Fair grounds property
8.70	34	Explore a Downtown commuter transfer station to encourage activity, residential diversity, and attractiveness of our Downtown
9.20	29	Explore alternatives and develop an action plan to redevelop Tyler Road to Route 64 (old railroad spur)
9.80	27	Initiate dialogue with the State of Illinois and the Illinois Youth Center to understand the State's plans for the Youth Center
10.10	38	Implement a work order and asset management system that is fully integrated with all required enterprise applications and ties in to technology infrastructure
<b>CITY OF ST. CHARLES 2015 STRATEGIC PLAN LONG-TERM ROUTINE GOALS</b>		
<b>GROUP AVG.</b>	<b>GOAL ID #</b>	<b>GOAL DESCRIPTION</b>
1.70	22	Develop three (3) new revenue sources in five (5) years (excludes taxes) "Three in Five Program"
2.50	40	Continue to develop ways to educate citizenry on value of City government to citizens. Manage citizen misconceptions and promote transparency actions and activities
2.80	33	Develop a rental and business licensing program to be considered by the City Council
3.00	35	Create a long-term workforce development plan that identifies the skills, knowledge, and abilities required of our future workforce and that recognizes the potential for a changed work environment (working remotely, less staff office presence, etc.) in the future

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