



City of Pekin

CITY COUNCIL MEETING MONDAY, AUGUST 21, 2017
5:00 PM

1.	Pledge of Allegiance
2.	Call to Order
3.	Approve Agenda
4.	EXECUTIVE SESSION 5 ILCS 120/2 (c) (1.) Personnel and 11. Litigation
	4.A. <i>No action to be taken.</i>
5.	Public Input
6.	Communications
	6.1. 1202 : Consensus on RFP Scope of Work and Parameters for Strategic Planning Process
7.	Adjourn

Column 1 Key:

TC Tony Carson City Manager

Column 2 Key:

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

**REQUEST FOR COUNCIL ACTION****To: Council Members****Date: August 17, 2017****From: Sue McMillan, City Clerk****Sue McMillan, City Clerk****AGENDA ITEM:** Consensus on RFP Scope of Work and Parameters for Strategic Planning Process**AGENDA DATE REQUESTED:** August 21, 2017**REQUIRED SIGNATURES****Department Directors and City Staff:**

Date:

Finance Department (Certification of Availability of Funds):

Date:

City Manager:

Date:



City of Pekin

6.1.a

TO: Honorable Mayor and Members of the City Council
FROM: Tony Carson, City Manager
Mark Rothert, Administrative Services Director
SUBJECT: Information for the August 21st Mayor & Council Strategic Planning Scope of Work Meeting
DATE: August 15, 2017

Next to adopting an annual budget, strategic planning ranks highly with one of the most important tasks a Mayor and City Council can undertake for the community. In seeking a professional firm to help with strategic planning, it is essential to clearly identify a scope of work that would meet the needs of the City. Therefore, the following are points to consider that help provide such a framework:

What should a strategic planning process include?

The City's strategic plan should reflect the organization's unique mission and its goals. While no two strategic plans are exactly alike, the following are general elements of strategic planning that will be most helpful in addressing the City's organizational and community needs:

- Mission Statement: Includes the City's mission, an assessment of the mission's relevance to the community it serves and any revisions to the mission based on this assessment.
- Vision Statement: An overview of what the Mayor, City Councilmembers and other stakeholders (staff, citizens, customers, business community, etc.) perceive the city will look like in the future. This is typically a projection of 15-20 years.
- Statement of Values: A statement of the values that are important for the fulfillment of the City's mission.
- Stakeholder Analysis: A review of the City's stakeholder groups and how well their specific needs are being served. Cities often have numerous stakeholder groups including elected officials, staff, citizens, business and civic groups, local nonprofits, or customers of city services. The stakeholder analysis typically includes identifying who comprises each stakeholder group and then conducting interviews with representatives from each group.
- Environmental Scan: A review of the City's external environment including an assessment of local, state and national trends that may impact the City; local, state and national best practices, innovations of similar cities, as well as, opportunities for collaboration.\
- SWOT Analysis: An objective review of the City's Strengths; Weaknesses; Opportunities; and Threats. A SWOT analysis is based on assessments from each of the City's stakeholder groups, as well as findings from the environmental scan.
- Budget Projection: A review of a City's budget over the last 3-5 years; identification of trends in that budget (including increases/decreases in revenue, expenses and overall budget size); and a projection of what the City's budget will look like in another 3-5 years if these trends continue. A projection usually includes strategies for capitalizing on increasing revenue sources, addressing decreasing revenue sources and reducing the organization's expenses.
- Goals, Objectives & Strategies: An outline of what the City hopes to achieve over the next 3-5 years. Goals provide very broad overview of how the City hopes to fulfill its mission and reach its vision.

Objectives are quantifiable and intermediate steps toward achieving goals. Strategies are the specific steps the City will take toward reaching its goals and objectives.

- Timeline, Responsible Parties & Costs: An overview of when a City's strategies are to be started and completed; a listing of individuals who take responsibility for making sure each strategy is addressed and an estimated financial costs of implementation.
- Considerations for Next Planning Process: An overview of the successes and challenges of the strategic planning process. This section includes advice to the next individuals charged with strategic planning and an overview of when the next planning process should begin.

Some elements can partly be created or facilitated by in-house city staff or entirely through a hired strategic planning professional.

Other Scope of Work Considerations

In refining a scope of work, the Mayor and City Council should also consider the following questions:

- What specific products or deliverables do we expect to have at the end of the project? What does Council want the final document to include (i.e. all or some of the bullet points above? A plan with a focus on service provision with priorities, goals and objectives)?
- Is the City looking for the consultant to be a content expert, a coach, a process facilitator? With new members on the City Council, is it desirous to have part of the strategic planning process focus on enhancing the overall City Council's effectiveness through coaching on policy-making; council and staff relations; council and citizen relations; conflict management, or consensus building?
- How many years does the City Council want the strategic plan to encompass? Industry best practice is to have a plan be updated every 3-5 years.
- What are the time constraints of the City Council and staff? How many meetings will the facilitator need to attend? What timeframe does the City Council want the process to be completed in? 3-6 months?
- What is the estimated cost range that the City Council will be comfortable with? Depending on the organizational needs and the scope of services of the planning process, the cost for strategic planning can range anywhere from \$10,000 to \$50,000.

Based on processing these questions, the City Council and staff can quickly define the why, who, what, when, how and how much of the project scope. These answers also frame the parameters of a request for proposal (RFP).

Lastly, based on the scope of work and its range of desired services/deliverables, the need for due diligence of planning professionals increases. Finding a consultant to lead a local government strategic planning effort; assist the City Council through a period of growth; or to possibly help reinvent a City's business model are all examples of tasks necessitating a more sophisticated scope of services from an experienced strategic planning firm.

Next Steps

Once the Mayor and City Council have reached consensus on what it would like to achieve through a strategic planning process, staff will put together a request for proposal (RFP) around such input. An RFP will then be issued shortly thereafter to solicit proposals. If consensus is reached at the 8/21/17 meeting, an RFP could go out in early September.

Should you have any questions, please feel free to reach out to the City Manager.