

City of Oakbrook Terrace

*Hilton Chicago/Oak Brook Suites
10 Drury Lane
Oakbrook Terrace, IL 60181
www.oakbrookterrace.net*



City Council Meeting

Wednesday, September 13, 2023
4:00 PM

City Council Board Room

Oakbrook Terrace City Council

Mayor Paul Esposito

City Clerk Michael Shadley

Ward 1

Alderman Charlie Barbari

Alderman Joseph Beckwith

Ward 2

Alderman Frank Vlach

Alderman Dennis Greco

Ward 3

Alderman Bob Rada

Alderwoman Mary Fitzgerald

I. CALL TO ORDER

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE

IV. WORKSHOP DISCUSSIONS

1. Icebreaker and Introductions
2. Visions of Tomorrow
3. Environmental Scan – Stakeholder Input
4. Assessment of Strengths, Weaknesses, Opportunities, and Challenges (Two-part SWOC)
5. Goal Review and Identification
6. Classification of Goals

V. PUBLIC COMMENTS

ADJOURN

Next Regular City Council Meeting is September 26, 2023

In compliance with the Americans with Disabilities Act and other applicable Federal and State laws, the City of Oakbrook Terrace meetings will be accessible to individuals with disabilities. Persons requiring auxiliary aids and services should contact the Executive Offices at 17W275 Butterfield Road, Oakbrook Terrace, Illinois 60181, or call (630) 941-8300 in advance of the meeting to inform them of their anticipated attendance.

City of Oakbrook Terrace Strategic Planning Workshop

Preparation and Overview Guide

September 2023



FRAMEWORK AND AGENDA FOR WORKSHOP DISCUSSIONS

- I. **Icebreaker and Introductions**
- II. **Visions of Tomorrow** – Review and exploration of the city’s desired future condition.
 - Imagine that you left the community tomorrow and didn’t return until 2030 or 2035. Develop two to three “vision” statements that would describe what you think you would see or hope you would see in the city with regard to accomplishments, programs, changes, services, etc., 10 or 15 years into the future.
- III. **Environmental Scan – Stakeholder Input**
 - Review stakeholder input collected during the pre-workshop components of the process including comprehensive planning efforts, focus group feedback, and interview themes.
- IV. **Assessment of Strengths, Weaknesses, Opportunities, and Challenges (Two-part SWOC)**
 - Identification of the internal and external factors that could impact or inhibit/affect the achievement of the future vision. What is happening around you? What are the major challenges you anticipate facing in the coming two to five years or beyond?
 - **Small group exercise 1.** Identify key hopes/needs and the factors that may impact your achievement of them
 - **Large group exercise 2.** SWOC. Rapid-fire assessment of internal and external trends, factors, dynamics, circumstances, elements, and influences

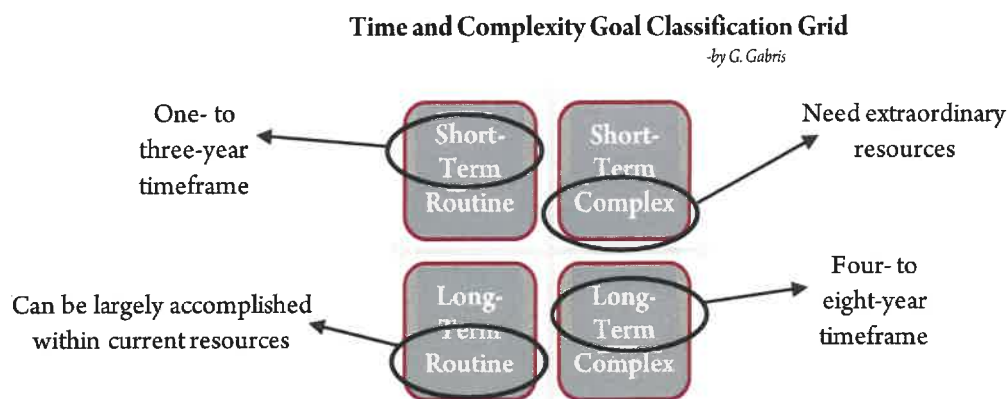
V. Goal Review and Identification

- Small- and large-group assessment/establishment of new strategic goals and objectives necessary to achieve the future vision. Goals will range from short-term (1-3 years) to long-term (4-8 years). Goals may reflect the current city priorities and additional/modifications of city priorities will also be discussed.
 - What are the new and ongoing goals and accomplishments you want to concentrate on or put in place in the short-term? The long-term? Each participant should be prepared to present one or two new strategic goals or objectives for both the short- and long-term.

I. Classification of Goals

- Collaborative classification of complexity and priorities. Using a group discussion technique, the group will work together to classify the identified goals according to a matrix of time and complexity developed by Professor Gerald Gabris. Once the goals are classified as short- or long-term, complex, or routine, a consensus ranking of goals and objectives in each quadrant of the matrix below will be done by elected officials via a post-workshop online ranking exercise.

The final prioritized rankings will be presented in a 2x2 time and complexity matrix as illustrated below:



Post-Workshop: Elected Official Online Prioritization of Goals

- Council will be asked, through a *post-workshop online* exercise, to delineate why certain goals should be given high priority, and why some goals, although worthy, should receive lower priority. Point values will be assigned to each goal in each quadrant by the group. The resulting consensus ranking of short- and long-term goals to achieve the future vision will be the final outcome of this phase of the process.
 - Goal consolidation as needed with City Council/staff and CGS team
 - Goal prioritization online ranking exercise by elected officials (CGS will email link to share with council)
 - Data collection and analysis of prioritization and key issues surfaced

Post-Workshop: Implementation Review - Action Planning Launch of Prioritized Goals

- Presentation of tools/techniques for effective implementation launch in the organization
- Operationalizing the goals – clarification of goals statements
- Structural assignments and goal coordination responsibilities
- Scheduling of start dates, milestones, and status reports
- Approaches for action steps/work plans

BACKGROUND INFORMATION

When you begin to prepare your list of short- and long-term goals to bring to the workshop, consider formulating your desired goals in response to these common “Brainstorming Questions” for Strategic Planning. Paying particular attention to your views of the future and governmental functions and actions for the community ...

- What significant initiatives, programs or mandates can you identify that the city **must** confront in the next one to three and four to eight years?
- What significant initiatives, programs or mandates can you identify that the city **would like** to address in the next one to three and four to eight years?
- What significant initiatives, programs, or mandates have been **postponed** that should be re-evaluated?
- Do you foresee any significant changes or **paradigm shifts** in the next one to three years and four to eight years that will impact the city?

What Are “Strategic Issues or Strategic Goals?”

This question is the topic of nearly endless debate among authors, observers, and facilitators of strategic planning efforts. For the sake of our exercises and discussions, here are some guidelines and suggestions, which help to describe what “strategic” issues typically include.

Strategic issues or goals should include what is truly important for both the City Council and staff to accomplish given the breadth of circumstances and information (at both the policy and operational levels) that confront the council and community. Identifying strategic issues can be compared to pouring your own professional assessment of all the issues the council faces into a filtered funnel. What eventually emerges is a mix of *clarified* issues that demand attention.

One resource/framework for thinking about strategic issues comes from National Association of County and City Health Officials ([NACCHO](https://www.naccho.org/)). The framework outlines how to begin to think about, and identify, *strategic issues* for the strategic planning workshop. The framework is shared below in summary and more information can be found here: https://www.naccho.org/uploads/downloadable-resources/strategic_issues.pdf.

NACCHO Strategic Issue Framework Summary:

- Strategic issues usually include a tension or conflict on an issue that must be resolved because of differences over past ways of doing things vs. future demands; differences between current capacities and necessary capacities; differences in roles and responsibilities; significant differences between needs and resources.
- Strategic issues tend to have no obvious best solution. These kinds of issues are likely to present significant operational or policy concerns for either the government as a whole, for a particular work unit, or for key individuals. If an obvious best solution exists, then the strategic question is why hasn't the approach been implemented yet?
- Strategic issues frequently represent a fundamental choice that must be made at the highest levels of the organization at either the policy (elected) or administrative level. From this vantage point, strategic issues tend to be viewed as responses to the "forces of change."

PREPARATIONS AND APPROACH

As with any group discussion, the ultimate success of the workshop and your discussions will hinge on your involvement. Your willingness to step back from your usual role at meetings and events to work as a team is key. Be prepared for the discussion workshop by considering the following:

- Approach the workshop with an open-mind and a willingness to listen as well as share ideas -be prepared to comment on the council's policy issues, goals, the community, and priorities in a holistic context.
- Be prepared to identify or explain, in a group setting, what you consider to be the **key** short-and long- term goals, issues and objectives.

RESOURCES, SOURCES AND READING SUGGESTIONS ON STRATEGIC PLANNING

- Bryson, John M., *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, rev. ed., San Francisco: Jossey-Bass, 1995.
- Canary, Hal W. *Linking Strategic Plans with Budgets*, *Government Finance Rev.* April 1992: 21-24.
- Catalanello, Ralph F. and John C. Redding, *Strategic Readiness: The Making of the Learning Organization*, 1st Ed., San Francisco, CA, Jossey-Bass, Inc., 1994.
- Carucci, Ron. *Make Strategic Thinking Part of Your Job*, *Harvard Business Review*, October 26, 2016.
- Gabris, Gerald T., *Strategic Planning in Municipal Government: A Tool for Expanding Cooperative Decision Making between Elected and Appointed Officials*. *Public Productivity Review*, Vol 16, No. 1, 1992: 77-93.
- Lai, Lisa. *Being a Strategic Leader Is About Asking the Right Questions*, *Harvard Business Review*, Jan. 18, 2017.
- Mintzberg, H., *The Fall and Rise of Strategic Planning*. *Harvard Business Review*, 1994, January-February, pp. 107-114.

PLEASE TAKE A FEW MINUTES TO JOT DOWN SOME IDEAS BEFORE WE MEET FOR THE WORKSHOP

Visions of the future review and update.

Imagine what the future of the city could or should look like in the coming years. For example, if you left today and did not return to the city for 10-15 years, share one to two statements that would describe what you think you will find or what you hope to find regarding the city, and in a broader context, the community it serves, when you return in 2033/2038.

1.

2.

Short-term strategic goals to consider.

Develop two to three short-term strategic goals or initiatives to share or consider. These will be considered in workgroup discussions during the workshop. By short-term, we mean goals, objectives, services, or issues that you would like to see initiated or completed within the upcoming one to three fiscal years. These should be plans, programs, etc., that can be realistically achieved or initiated within the next one to three years that, in your opinion, the staff and council should commit to.

1.

2.

Long-term strategic goals to consider.

Similarly, please jot down two to three important long-term strategic goals to discuss during the workshop. These will also be considered in workgroup discussions. Long-term refers to goals, objectives, or policy issues, while perhaps being initiated in the coming one to three fiscal years, cannot be realistically advanced or completed for four or more years down the road. Longer-term goals typically include many of your most complex or costly initiatives or goals.

1.

2.