



City of McHenry Strategic Plan Summary

Background

In the fall of 2013 the City Council and Department Directors participated in a facilitated strategic planning session and the results of this exercise were compiled and presented to Council in the form of the *City of McHenry Comprehensive Strategic Plan* document that was adopted by Council in August of 2014. In addition to establishing updated Mission and Vision statements, Governing Principles and a Code of Ethics, the plan identified fifty-nine (59) Strategic Goals as guiding principles for decision-making.

In the spring of 2016 Staff and Council undertook a review of the plan document with a focus towards ensuring that the strategic plan remain relevant to the activities/actions being undertaken by staff and elected officials, to revisit opportunities, and to identify/introduce any new strengths, weaknesses, opportunities, and threats that may need to be incorporated in to the plan. While regular annual or biannual review of the plan is essential to provide for a structured mechanism of update, the plan itself is a “living breathing” document that consistently shifts as internal and external factors change.

As a result of the initial 2014 Strategic Planning Session and the 2016 follow-up review session, the following now serves as McHenry’s Strategic Plan. The attributes and identifiable goals that it conveys have been identified as essential for the municipality and, as possible, are incorporated into the annual Capital Improvement Program (CIP) and Annual Budget. Attributes are listed in order of importance based on participant feedback.

Mission Statement

The City of McHenry is dedicated to providing the citizens, businesses and visitors of McHenry with the highest quality of programs and services in a customer-oriented, efficient and fiscally responsible manner.

Mission Accountability

As a continuous reminder of the mission, a commitment is made to undertake the following actions:

- The mission will be read at the beginning of each meeting of the City Council. (*City Council*)

- The mission will be placed prominently in each addition of the City Newsletter. *(Office of the City Administrator)*
- The mission will be framed and posted at major portals within all municipal buildings. *(Office of the City Administrator, Department Directors)*
- The mission will be incorporated in to daily decision-making and included in future municipal planning documents. Examples include the annually updated 5-Year Capital Improvement Program and the annual operating Budget. *(Office of the City Administrator, All)*
- The mission will be added to letterhead, memos, etc. *(Office of the City Administrator, All)*
- The mission will be added to website and other social media. *(Office of the City Administrator)*

Vision

To make McHenry a community of choice for living, working and recreating for all, with unique natural resources, abundant cultural opportunities, outstanding neighborhoods, and a vibrant and diverse economy.

Governing Principles

The values and beliefs guiding the actions of the elected and appointed officials of the City of McHenry shall include the following:

- Provide an open and honest government.
- Establish an environment that fosters open communication, dialogue, and active listening with both internal and external stakeholders and customers.
- Ensure quality, responsive customer service.
- Enhance the community's quality of life.
- Embrace the diversity of a multi-cultural and multi-generational working environment.
- Be fair and objective in making community decisions.
- Remember that municipal employees, through their individual and collective abilities to provide quality services and programs to the residents, businesses and visitors of the community, are our most valued asset.

Code of Ethics

In addition to the guidance of ethical behavior for elected and appointed officials provided in the McHenry City Code (Sec. 2-55 Code of Ethics), the following Code of Ethics shall apply:

- Avoid illegalities, improprieties and any perception thereof.
- Avoid accusations or perceptions of wrongdoing.
- Do what makes the most sense.
- Do what is right, not what is easiest.
- Be fiscally responsible and manage budgets effectively.
- Be proactive, look for ways to anticipate and deal with issues.
- Seek innovative ways to improve public services and increase efficiency.
- Keep the public informed and provide opportunities for public engagement.

Strengths: Physical assets, supplies, talents, etc. that can assist in accomplishing our vision.

Attribute	Goal
1. Stable Financial Position	To maintain a balanced budget while protecting our healthy reserves, continuing to evaluate our annual levy with the potential keeping it flat as long as our reserves are healthy, per our <i>Fund Balance and Reserve Policy</i> .
2. Fox River	To develop and continue marketing strategy for the Riverwalk and Fox Reiver by expanding and developing riverfront recreational areas and business opportunities.
3. Economic Development	Retain and support the position of Economic Development Director to actively pursue economic development opportunities and be receptive to zoning changes to allow businesses to grow. Diversity of business types identified as important.
4. Parks System/Open Space	To maintain and utilize our 600+ acres of park and open space to provide recreational opportunities for residents and visitors.
5. Public Event Coordination	To cooperate with local and area groups, residents, businesses to have events/recreational opportunities. Develop a plan that allows feedback from the community and use data to develop future events. Increase marketing of municipal and municipally-supported events.
6. Staff Development	To continue to support staff development and provide staff with the tools necessary to be successful in a positive work environment – respecting their knowledge and expertise.
7. Inter Departmental Teamwork	To continue to foster a climate of collaboration among departments and within divisions.

Weaknesses: Physical assets, supplies, talents, etc. that are deficient and impede the ability to achieve our vision.

Attribute	Goal
1. Aging Infrastructure	To continue to evaluate and prioritize infrastructure needs, continuously work to leverage non-municipal funding, and attempt to identify consistent funding sources.
2. Internal Communication	To continue to promote respect and teamwork, find ways to increase meaningful communication and agree to disagree and move on.

3. Aging Technology	To define and prioritize technology needs of the municipality and develop and implement technology plan(s).
4. Public Perception of Government	To continuously implement methods for providing enhanced customer service, increased information and to make City processes, procedures, intentions, actions as transparent as possible.
5. Code Enforcement	To develop a methodology for prioritizing code enforcement activities based on Council direction and develop a Code Enforcement Strategy.
6. Public Transportation	To continue to coordinate with McHenry County and surrounding communities

Opportunities: Situations that can have a positive effect on the organization if considered or acted upon.

Attribute	Goal
1. Riverwalk Expansion	To review and utilize Riverwalk and Downtown Plans which are already in place and undertake additional studies as needed, to ensure prioritization and coordination of projects 1-4 (left). Much of this depends on timing, cost, redevelopment opportunities but the City and partners should be prepared to act as opportunities arise.
2. Redevelopment of Central Wastewater Treatment Plant site	
3. Miller Point Redevelopment	
4. Downtown Theater Redevelopment	
5. Recreation Center Expansion	To evaluate long term feasibility for expansion of the recreation center through assessing community desires and needs with an understanding that future phases are driven by the passage of referenda.
6. Dispatch Facility Expansion	To establish the consolidated dispatch facility and continue to promote and attract new customers to the facility.
7. Fox River Access/Boat Ramp	To continue efforts to obtain construction permit from the USACE and fund and build the facility.
8. Reconstructed City Website and City Council A/V	To evaluate and redevelopment the City's internet website to make it more transparent and user friendly and to take the steps required to be able to either live stream or record stream City Council Meetings.

Threats: Opposite of opportunities. Factors that can have a negative impact on local government.

Attribute	Goal
1. Council-Council, Council-Staff Trust, Respect	To continue efforts to establish an atmosphere of respect and trust through open communication and cooperation. All on the same team.
2. State Budget Crisis	To maintain the City's financial stability while establishing a financial threshold at a "survivable" level to maintain City services while continuing to monitor State's financial crisis.
3. Extend the TIF	To explore opportunities for extending the current TIF; coordinate with other taxing jurisdictions; educate public on benefits of TIF and extension.
4. Aging Infrastructure Costs	To develop a comprehensive assessment of all infrastructure and implement a prioritization for replacement – Capital Improvement Plan.
5. Pension, Benefit, Insurance Costs	To maintain pace of payment on Police Pension and to ensure that we are competitive for insurance and benefits – adjusting employee contributions as necessary.
6. Business Incentives	To explore, implement unique opportunities for business incentives for location and expansion that sets McHenry apart as a business-friendly community regardless of the State's issues.