

**CITY OF LINCOLN
2020 STRATEGIC PLAN**

EXECUTIVE SUMMARY

The objective of strategic planning is to develop a practical tool that can guide an organization into a defined future and provide the means for measuring success. The process includes creating or reviewing the mission and/or vision statement, researching and analyzing environmental threats, and assessing the internal ability to achieve goals. The end results of strategic planning are identification of goals for future focus and a renewed dedication to the organization.

On March 6th and 7th, 2015, the City of Lincoln Council Members and staff participated in a strategic planning retreat facilitated by the Center for Governmental Studies (CGS) at Northern Illinois University (NIU). The purpose of the retreat was to define and address strategic issues impacting the current environment in which Lincoln operates. The first day of the retreat was used to present current data trends in Lincoln that provided a foundation for the second day's planning. At that time, participants heard the results of a community satisfaction survey and demographic trends (Attachment A). The second day of the retreat focused on developing a vision and mission for the City of Lincoln and identifying the key strategic areas for future planning. Consensus points related to these topics are presented below.

VISION AND MISSION STATEMENTS

Lincoln board and staff members participated in a planning exercise to develop a common vision for the future of the city and the means by which to get there. The City of Lincoln is in the process of launching a community branding initiative and it was determined that the ideas that came from the visioning session would be considered during that initiative. A vision statement congruent with the brand would then be finalized. The mission for the city is to focus on the economic vitality and quality of life for residents, businesses, and visitors. Board members should select one of the two mission statements or use them to develop a final mission statement.

Possible Vision Statements:

Lincoln, Illinois:

1. The best small community in Central Illinois.
2. The most vibrant small community where individuals choose to live, work, and play.
3. An inviting community that fosters innovation, partnerships, and opportunity.
4. A small city with big quality of life.

Possible Mission Statements:

It is the mission of the City of Lincoln to...

1. deliver high quality and efficient services to residents, businesses, and visitors that facilitate economic opportunity and enhance quality of life.
2. enhance the quality of life and economic vitality for our residents, businesses, and visitors through service, safety, and collaboration.

STRATEGIC ISSUE AREAS

Retreat participants identified four strategic issue areas from which the strategic planning goals and action steps were derived.

Communication

Improve communication with residents, employers, and visitors.

Economic Development

Identify and address the barriers to economic development.

Infrastructure

Provide safe, reliable, and sustainable infrastructure systems.

Quality of Life

Improve the quality of life among Lincoln residents by supporting recreation and tourism.

ACTION PLAN

Objectives and implementation actions were developed for all four goals and are outlined in the worksheet that follows. The plan should be kept updated and used to track progress toward goals. In this way it serves as both blueprint and primary accountability document.

CITY OF LINCOLN

2020 STRATEGIC PLANNING WORKSHEET

Possible Vision Statements:

Lincoln, Illinois:

1. The best small community in Central Illinois.
2. The most vibrant small community where individuals choose to live, work, and play.
3. An inviting community that fosters innovation, partnerships, and opportunity.
4. A small city with big quality of life.

These ideas will be taken into consideration during the community branding process at which time a vision statement that is congruent with the brand will be finalized.

Possible Mission Statements:

It is the mission of the City of Lincoln to...

1. deliver high quality and efficient services to residents, businesses, and visitors that facilitate economic opportunity and enhance quality of life.
2. enhance the quality of life and economic vitality for our residents, businesses, and visitors through service, safety, and collaboration.

Strategic Priorities:

Communication

Economic Development

Infrastructure

Quality of Life

2020 STRATEGIC PLAN: PERFORMANCE WORKSHEET - OVERVIEW

Goal 1: Improve communication with residents, employers, and visitors.				
STRATEGY	ACTION	RESPONSIBLE PARTY	COMPLETION DATE	SOURCE OF FUNDS
A. Develop and implement Aldermanic, constituent, administration communication protocol.	i. Define communication protocol for various communication channels and entry points.	CC, CA	7/1/2015	N/A
	ii. Promote the communication protocol through various outlets including the website.	CA	7/15/2015	N/A
B. Develop a communication strategy.	i. Initiate monthly contact with residents through newsletter and website/social media.	CA	1/1/2016	General Fund
	ii. Determine newsletter distribution method and schedule.	CA	7/15/2015	General Fund
	iii. Create a newsletter template.	CA	7/15/2015	N/A
	iv. Create a social media policy.	CA	8/1/2015	N/A
	v. Outline a social media campaign/schedule.	CA	9/1/2015	N/A
	vi. Area of education for public – hot topics.	CC, CA	Ongoing	N/A
C. Implement a Board Education Program.	i. Each council member will identify areas of focus for professional development and participate in at least 10 hours of external professional/board development toward each area annually.	CC	Ongoing	General Fund
	ii. Outline an annual professional development schedule for council members. <ul style="list-style-type: none"> External workshops and conferences 	CC	Ongoing	General Fund
	iii. Develop monthly Council/staff driven professional training and education material.	CC, CS	Ongoing	N/A
D. Monitor citizen satisfaction.	i. Create a customer service feedback link on the City's website.	DH, IT	6/1/2015	General Fund
	ii. Distribute an annual survey (paper and electronic) Survey monkey or other electronic survey feature.	CC, CA , DH	6/1/2016	General Fund
E. Monitor implementation of the 2020 Strategic Plan.	i. Hold quarterly tactic review during Council of the Whole meetings.	CC, CA	8/1/2015	N/A
	ii. Hold an annual off-site board retreat to review Lincoln 2020 plan and tactics.	CC, CA	3/1/2016	General Fund
F. Engage educators, employers and young people to elevate the numbers and levels of educable, employable, and engaged citizens.	i. Collaborate with Logan County Alliance through their Education Council and Business Leaders.	CC	9/1/2015	N/A
	ii. Convene a series of meetings with educators, employers, and young people.	CC	1/1/2016	N/A
	iii. Create a community task force that will own and implement the measurement, improvement, and sustainability of education, employment and engagement of citizens in Lincoln.	CC, LCA	3/1/2015	N/A
	iv. Support and engage with the CEO program.	CC	8/1/2015	N/A
	v. Facilitate coordination of workforce development efforts in community.	CC	Ongoing	N/A
	i. Partner with existing initiatives, agencies, and campaigns.	CC, CA	6/1/2015	General Fund

2020 STRATEGIC PLAN: PERFORMANCE WORKSHEET - OVERVIEW

G. Launch a community branding initiative.	ii. Finalize the City of Lincoln vision statement.	CC, CA , DH	7/1/2015	N/A
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Goal 2: Identify and address the barriers to economic development.				
STRATEGY	ACTION	RESPONSIBLE PARTY	COMPLETION DATE	SOURCE OF FUNDS
A. Eliminate annexation barriers to economic development.	i. Identify all properties (and their owners) that could be subject to future annexation.	B&S	10/1/2015	N/A
	ii. Estimate extent and cost of infrastructure that would be required for potential areas of annexation.	CA, DH, CE	4/1/2016	N/A
B. Develop and implement design and appearance standards for corridor development.	i. Research the desired standards.	B&S	1/1/2016	N/A
	ii. Identify desired standards.	CC, CA, B&S	3/1/2016	N/A
	iii. Create zoning, coding, and policy regarding corridor development.	CC, PC, CA, B&S	10/1/2016	N/A
C. Retention and possible expansion of Enterprise Zone or other development incentives.	i. Engage and collaborate with the County and any associated consultant for the reapplication of the Enterprise Zone.	CC, CA	12/31/2015	Private Funds
	ii. Convene other taxing bodies to explore creative alternative development incentives.	CC, CA, LCA	12/31/2016	N/A
D. Develop and fully utilize local talents and assets to enhance and encourage development.	i. Support and engage with the CEO program.	CC	3/1/2015	General Fund
	ii. Develop programs to foster home-grown small business (e.g. small business incubator).	CC, CA, LCA	1/1/2017	General Fund, TIF, Grants
	iii. Explore creating a funding source that supports business development and enhancement.	CC, CA, LCA	1/1/2017	General Fund, TIF, Grants
E. Review and revise property tax assessment system.	i. Host a tax symposium between all taxing bodies.	CC, LCA	6/1/2017	N/A
	ii. Identify barriers to new construction.	CC, CA, DH	9/1/2017	N/A
F. Engage educators, employers and young people to elevate the numbers and levels of educatable (educable), employable, and engaged citizens.	i. Collaborate with Logan County Alliance through their Education Council and Business Leaders.	CC	9/1/2015	N/A
	ii. Convene a series of meetings with educators, employers, and young people.	CC	1/1/2016	N/A
	iii. Create a community task force that will own and implement the measurement, improvement, and sustainability of education, employment and engagement of citizens in Lincoln.	CC, LCA	3/1/2015	N/A
	iv. Facilitate coordination of workforce development efforts in community.	CC	Ongoing	N/A

2020 STRATEGIC PLAN: PERFORMANCE WORKSHEET - OVERVIEW

Goal 3: Provide safe, reliable, and sustainable infrastructure systems.				
STRATEGY	ACTION	RESPONSIBLE PARTY	COMPLETION DATE	SOURCE OF FUNDS
A. Create a comprehensive, coordinated infrastructure improvement program.	i. Identify and prioritize infrastructure needs.	CA, DH, CE	5/1/2016	General Fund, Sewer, MFT, TIF
	ii. Determine funding mechanisms (bonds, loans, grants, rate increases, etc.).	CC, CA	10/1/2016	N/A
	iii. Develop a funding-based schedule for project implementation.	CC, CA, DH, CE	1/1/2017	General Fund
B. Provide multiple outreach channels to the public to inform and educate them on the need for the program, plan, and costs associated.	i. Host multiple public information forums throughout the plan.	CC, CA, DH	10/1/2017	N/A
	ii. Provide information about the plan on the website/social media.	CA	Ongoing after 10/1/2017	N/A
C. Increase operational efficiencies to address infrastructure needs and monitor costs.	i. Develop a work order system to track resident concerns and inquiries and track project progress and completion.	CA, DH	12/1/2015	N/A
	ii. Explore operational management technologies to improve service delivery.	CA, DH	Ongoing	N/A

Goal 4: Improve the quality of life among Lincoln residents by supporting recreation and tourism.				
STRATEGY	ACTION	RESPONSIBLE PARTY	COMPLETION DATE	SOURCE OF FUNDS
A. Continue to support the revitalization of the downtown.	i. Continue to support downtown improvement projects (e.g. street-scape project, depot, library, parking).	CC, CA		
	ii. Enhance TIF usage through education and investment.	CC, CA, LCA	Ongoing	N/A
B. Continue to support existing recreation events and initiatives.	i. Identify all recreation events that are currently supported by the city	CA, LCA	2/1/2016	N/A
	ii. Contact the sponsors of the event for planning and to determine future needs.	LCA	5/1/2016	Hotel/Motel Tax
C. Support the summer festival series through promotion, safety, and security.	i. Contact the sponsors of the event for planning and to determine future needs.	LCA	5/1/2016	Hotel/Motel Tax

**Attachment A:
City of Lincoln Demographic
Profile and Citizen Survey Results**