



## **AGENDA ITEM # 8**

### **AGENDA ITEM EXECUTIVE SUMMARY Committee of the Whole Meeting 10/13/2014**

**Item Title:** Village of Roselle Strategic Plan Status Report #2

**Staff Contact:** Jeffrey D. O'Dell, Village Administrator

#### **RECOMMENDATION**

**Staff to provide the Village Board with Status Report #2 on progress implementing initiatives established for each of the four Strategic Plan Priorities.**

#### **Executive Summary:**

The Village Board adopted its 2014 – 2016 Strategic Plan on February 24, 2014. The Strategic Plan includes the four strategic priorities of Fiscal Sustainability, Economic Development, Effective Governance, and Employee Development. One of the outcomes established for the Effective Governance strategic priority is to continue to build on the working relationship between the Village Board and staff. To that end, the Village Board established a target of meeting with staff once every four months to discuss progress on implementing the Strategic Plan. Status Report #1 was held previously in May.

The attached chart shall serve as Status Report #2 on staff's progress implementing initiatives established in the Strategic Plan. As noted, there is continued progress on strategic initiatives identified in the Fiscal Sustainability, Economic Development, and Employee Development Priorities. For the COW meeting on Monday night, I plan on reviewing progress on the Fiscal Sustainability and Employee Development initiatives while our Economic Development Coordinator Natalie Engel will present a report on progress with the Economic Development initiatives. The following summarizes progress on some of the larger initiatives since our last status report in May.

#### **Fiscal Sustainability:**

**Stormwater Utility Fee Study:** Since May, staff has met with the consulting firm Christopher B. Burke about a scope of services for completing a stormwater utility fee study. While staff has spent considerable time reviewing specific stormwater analysis consulting reports with regards to Brookrose/Engel Park, Heathergreen Pond, and the vacant property within the Spring Brook Creek watershed at Turner Avenue and Roselle Road, there are other areas of the community that need additional review. Before the Village Board evaluates the appropriateness of establishing a stormwater utility fee, a comprehensive stormwater analysis of the community should be considered. Amongst other objectives, an analysis would model the stormwater system and its capacity

during storm events and evaluate acceptable levels of protection, i.e. 10 year to 100 year storm event impact on flooding in the community. Other tasks could include a community survey to gather resident input on flooding in local neighborhoods and the development of a fee structure for establishing a stormwater utility fee. A recommendation from staff with regards to a need for a stormwater fee study and use of a Qualification Based Selection (QBS) process to assist with the selection of a consultant will come forward in the next few months.

Comprehensive Fee and Charge Study: Since May, staff has evaluated the benefits of completing a comprehensive fee and charges for service study. The purpose of the study is to determine if these fees and charges for service appropriately reflect the impact of inflation over time, operational changes in how municipal services are provided, and how Roselle's fee structure compares to those in neighboring communities. The Village Board accepted a staff recommendation to retain the services of HR Green to complete a fee and charge study. It is anticipated to take 90 to 120 days to complete the study.

Develop a Five Year Capital Improvement Plan: The Proposed FY 2015 Budget will include a recommendation from me for the Village Board to conduct priority sessions early in 2015 to determine what General and Water/Sewer Capital Fund projects will be completed next year. In the past, projects related to the annual street improvement program, wastewater treatment plant, and collection system have comprised most of the General Capital and W/S Capital Projects Fund expenditures each year. In the future, there are other proposed improvements related to Elgin O'Hare upgrades to landscaping, bridge, and signage infrastructure, federal surface transportation program funding for road improvements to Devon and Rodenburg, supplemental safety measures to establish a train horn quiet zone, and wastewater collection system improvements identified in the nearly completed Facilities Plan. Since much of the information related to the cost to make these improvements will not be ready until after the budget is adopted, I am recommending the Village Board use these priority sessions early next year to review a proposed 5-Year Capital Improvement Program for all infrastructure improvements and make decisions on what projects will be completed in 2015 and beyond.

### **Economic Development:**

Comprehensive Plan Update: Staff submitted an application to the Chicago Metropolitan Agency for Planning in an effort to secure grant funding or other resources to complete an update to the Village's comprehensive plan. In July, CMAP staff interviewed Village staff to review that application. Amongst other goals, the objective of the comprehensive plan update would be to provide a redevelopment plan for the Village's transportation corridors. A decision by CMAP on the Village's application, along with those submitted by others in the region, is expected in mid-October.

North Roselle Road Corridor TIF District Feasibility Study: The Village retained the services of SB Friedman to conduct a TIF District feasibility study along the Roselle/Nerge Road corridor. Completion of the study, including boundary designation and required public hearings should be during the first quarter of 2015. Staff continues to meet with property owners impacted by the proposed TIF District.

Business/Tenant Recruitment Program: The Economic Development Coordinator continued to update the Village's marketing materials, enhanced the Village's website

retail, commercial, and industrial available parcel database, and attended the recent ICSC conference meeting with retail, restaurant, and brokers showcasing Roselle for development opportunities. Business retention efforts included contacting Roselle's commercial property owners and brokers and coordinating a Village/Chamber business networking event scheduled for October 22.

### **Employee Development:**

Develop a Training Program for Increasing Employee and Organization Productivity and Enrichment: Efforts on this initiative have begun with the management team identifying organizational wide customer service training as the first phase of an employee development program. The purpose of this training will be to improve employee interaction with external and internal customers.

### **Implications:**

**Is this item budgeted?** Some of the Strategic Initiatives will require funding consideration not provided for in the 2014 or future budgets. For example, use of a professional services firm to assist staff with a stormwater utility fee study or an outside facilitator to conduct employee training programs may be the most effect use of resources. Staff will discuss those funding considerations when recommendations for these strategic initiatives are brought back to the Village Board.

**Any other implications to be considered?** During review of Status Report #1 last May, the Village Board took two actions related to the Effective Governance Strategic Priority. The first action led to the adoption of a new consent agenda policy with the intent of addressing the strategic initiative related to creating a more effective Village Board decision making process for obtaining efficient use of time. The second action was to create an Ad-Hoc Committee led by Mayor Smolinski and Trustee Dahlstrom to begin developing a unified vision and mission statement to serve as a benchmark for Village Board decision making.

### **Attachments:**

1. Village of Roselle Strategic Plan Summary 2014-2016 (Status Report #2 October 2014)
2. The Brookrose/Engel Park Stormwater Study, Turner/Roselle Road Spring Brook Creek Analysis, and Heather Green Pond Outlet Modifications Study are located in the Trustees Office for review.

### **Direction Requested:**

1. **Does the Village Board concur with staff's progress on the Strategic Plan?**
2. **Does the Village Board want to provide any further direction on the Strategic Plan?**

## Village of Roselle Strategic Plan Summary 2014-16 (Status Report #2 October 2014)

Strategic Priority	Key Outcome Indicator (KOI)	Measure	Target	Strategic Initiatives	Status on Progress of Implementing Initiatives
<b>Fiscal Sustainability</b>  <b>FINANCE</b>	General Fund	Revenues and expenditures in balance	Revenues support the full cost for providing services by 12/31/16	a) Stormwater utility fee study b) Comprehensive fee/charges study c) Five-year capital improvement plan	<p><b>a) On-going.</b> PW engineering staff prioritizing stormwater study areas. Met with CBE consultant, DPW and VA regarding proposed stormwater utility fee study. Staff recommendation forthcoming.</p> <p><b>b) On-going.</b> VB approved staff recommendation to retain HR Green to complete fees/charges study. Estimated completion date is 90-120 days.</p> <p><b>c) On-going.</b> VA recommends VB/staff conduct priority sessions to review proposed 5 year CIP and finalize capital project expenses for 2015 and beyond. Completion date 1<sup>st</sup> Quarter 2015.</p> <p><b>d) Not started.</b></p> <p><b>e) Not started.</b></p> <p><b>f) Not started.</b></p>
	General Fund	Revenue growth	15% of General Fund revenues come from new sources by 12/31/16	d) Develop two new revenue sources e) Evaluate Home Rule status impact f) Complete operating/efficiency studies	
	Operating Costs	Organizational studies	Complete all department studies by 12/31/16		
<b>Economic Development</b>  <b>GROWTH</b>	Commercial Development	New restaurants	New restaurant opens on Village owned site – 49 E. Irving Park Road by 12/31/16	a) Business development position expansion b) Roselle/Nerge Rd. corridor TIF District feasibility study c) Lake St./Gary Ave. business district feasibility study	<p><b>a) Completed.</b> New part-time economic development coordinator began in June 2014.</p> <p><b>b) On-going.</b> Feasibility study completed; TIF boundaries established; public hearings held by 1<sup>st</sup> Quarter 2015.</p> <p><b>c) Completed.</b> Ordinance imposing Business District taxes approved. Entered into Sales Tax Assistance Agreement with hotel owner for banquet center buildout.</p> <p><b>d) On-going.</b> Updated all marketing materials; increased website access to available properties; attended ICSC Chicago event; and met with retail, restaurant, and broker representatives showcasing Roselle.</p> <p><b>e) On-going.</b> Contacted Roselle commercial property owners and brokers; coordinated Chamber/Village business owner networking event; and closed out Main Street TIF activities.</p> <p><b>f) On-going.</b> Met with CMAP officials; submitted application for grant funding or staffing assistance to complete Comp Plan. Assistance program notification expected by mid-October 2015.</p>
	Commercial Vitality	Retail vacancy rate	Retail vacancies in business corridors reduced by 5% from 1/1/14-12/31/16	d) Business/tenant recruitment program e) Business retention/expansion program f) Comprehensive Plan update	
	Commercial Growth	Land availability	North Roselle Road is repositioned for growth through special districts-incentives and annexation by 12/31/16		
<b>Effective Governance</b>  <b>OPERATIONS</b>	Decision Making	Strategic plan alignment	A unified future vision adopted by Board by 12/31/14	a) Create effective Village Board decision making process for obtaining efficient use of time	<p><b>a) On-going.</b> VB approved new Consent Agenda Policy for greater meeting efficiency.</p> <p><b>b) On-going.</b> VB created ad-hoc committee of Mayor Smolinski and Trustee Dahlstrom to develop draft unified vision and mission statements.</p>
	Village Board Meetings	Length of Board meetings	Average meeting length at 2.5 hours	b) Develop unified vision and mission statement to serve as benchmark for Village Board decisions	
	Village Board-Staff Working Relationship	Frequency of leadership team meetings	Board/Management team meetings once every 4 months		
<b>Employee Development</b>  <b>WORKFORCE</b>	Employee Skills and Knowledge	Training aligned with needs	% of training received by staff or # of hours and % of staff participation	a) Develop training program for all employees to increase individual and organization productivity and enrichment	<p><b>a) On-going.</b> Management team has identified organization-wide customer service training as first phase of employee development program. Projected completion is 1<sup>st</sup> Quarter 2015.</p>