



AGENDA ITEM # 7

**AGENDA ITEM EXECUTIVE SUMMARY
Committee of the Whole Meeting
January 9, 2017**

Item Title: **2016 – 2018 Strategic Plan Status Report #1**

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

COMMITTEE OF THE WHOLE ACTION

Village Administrator provide Strategic Plan Status Report #1 and Village Board confirm progress on Action Items for each of the four Strategic Priorities.

Executive Summary:

The Village Board adopted its 2016 – 2018 Strategic Plan on August 8, 2016. Since then, the Village Board and staff have worked closely together on many of the Action Items developed to accomplish the Strategic Initiatives outlined in the Strategic Plan. The purpose of Status Report #1 is to provide the Village Board with an update on those Action Items to ensure staff has appropriately interpreted and carried out these various Strategic Initiatives. Attached to this Committee of the Whole meeting template are comments depicting action taken by the Village Board or staff on each of the Action Items.

The Strategic Plan identifies the four Strategic Priorities of Fiscal Sustainability, Effective Governance, Infrastructure, and Economic Development. The Village Board has determined that these are its highest priorities over the next two years. Also attached to this template is a one page summary of the Strategic Plan. While the Action Item report summarizes specific actions taken to date, the summary page highlights desired outcomes, key outcome indicators that are monitored to determine success, and a set of performance targets that define a successful outcome.

Overall, targets for Fiscal Sustainability have already been met. The FY 2017 Adopted Budget reflects General Fund reserves in excess of 35%, annual expenditure increases below 2%, and a fully funded 5 year Capital Improvement Plan. With regards to Effective Governance, the Village has enhanced opportunities for increased citizen engagement and business partnership with successful special events like the combined Police and Fire Department Open House and Main Street Holiday Cocoa Crawl. Perhaps the most has been accomplished with the Infrastructure Priority as an expanded Street Improvement Program was completed, request for qualifications were conducted and professional services agreements approved for municipal engineering, water and wastewater infrastructure projects, and several IEPA related projects.

Finally, many tasks related to Economic Development are on-going, specifically, implementing Comprehensive Plan priorities such as the Request for Qualifications for the Village owned N. Roselle Road property and work on a redevelopment agreement with Amperage Electric.

Implications:

Is this item budgeted? N/A

Any other implications to be considered? If time permits, staff seeks further feedback from the Village Board on an Effective Governance target, i.e. the Village Board indicates they are adequately prepared. Specifically, an Action Item of this Priority is to confirm that meeting agenda templates, presentations by staff at meetings, and correspondence from each department in the weekly Village Board report help ensure an effective decision making process.

Attachments:

Village of Roselle Strategic Plan Summary 2016 – 2018
Strategic Plan Action Item Report

Village of Roselle-Strategic Plan Summary 2016-18

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
FINANCE	Increased General Fund reserves	Year-end fund balance	Increase General Fund reserves to at least 35%	a) Initiate discussions for collaboration opportunities b) Analyze alignment of revenues c) Complete and implement department efficiency studies d) Develop and sustain continuous improvement efforts e) Financial analysis-tax base f) Financial communication strategy
	Maintain capital project revenues	Capital project revenues (existing and new)	Fully fund identified 5 year capital improvement plan	
	Sustainable General Fund operating costs	General Fund expenses	Limit to an average annual increase of 2 %	
LEADERSHIP	Increased citizen engagement	- Village sponsored events attendance - Feedback from residents/businesses	- __ % people report feeling engaged - 4 new methods for outreach responsive to citizen needs	a) Create comprehensive management training program b) Develop quarterly planning and review process around Board and staff interaction. c) Evaluate current Board support approaches d) Develop new ideas/approaches to engagement e) Establish ad hoc Trustee committee model for critical issues f) Define preferred and effective Board communications strategy
	Improved Board decision making	Board and senior staff engagement assessment results	__ % Board indicate they are adequately prepared	
	Capable and well-trained staff	Internal promotional hiring rate	100% supervisor and mgmt. positions filled internally	
	Respectful relationship with Board members	Board satisfaction assessment results	100% of Board members satisfied that relationships are respectful	
OPERATIONS	All local streets are rated good or excellent condition	Pavement condition analysis	-Poor condition streets eliminated by 2017 - __ % reduction in fair condition streets	a) Complete 2 year street improvement program linked to limited tax bonds b) Design/implement 5 year water main improvement program c) Continue to implement 5 year wastewater improvement program d) Develop comprehensive and fully integrated capital project and equipment replacement programs
	Fully compliant water and wastewater infrastructure systems	- Testing and compliance results - Water and WW implementation schedule results	WW facility master plan and water main replacement program meets 2020 deadline	
	Complete understanding of capital needs	Feedback from Board members	100% of Board members indicate complete understanding	
GROWTH	Increased developable property inventory	Developable property inventory	- One existing property added - 2 new properties added	a) Analysis of annexation policies b) Develop organized Main Street business association c) Expand business retention program d) Expand business recruitment program e) Initiate action on Comprehensive Plan prioritized areas
	Expanded and diversified tax base	-EAV - Sales tax revenues - HM / EET revenues	Annual increase of \$__ (measured against base) -each category	
	Enhanced working relationship-existing and new businesses	- Feedback from businesses - turnover and expansion rate	- __ % say Roselle is good place to operate - __ % willing to expand	

Strategic Priority - Fiscal Sustainability

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Evaluate proposals and interview consulting firms to complete an operations and capital infrastructure study of the Police Department.	Village Board approves professional services agreement with consulting firm to complete Police Department Study.	Trustees Maglio and Domke, VA O'Dell, and AVA Bielawski.	August, 2016	Completed: VB authorized professional services agreement with CPSM to conduct a comprehensive analysis of police department operations.
Prepare status report on progress implementing all consultant recommendations from previously completed department operations studies.	Presentation to Committee of the Whole.	VA O'Dell and Department Heads	September, 2016	
Work collaboratively with Hanover Park, Elk Grove Village, Schaumburg, and Itasca to reduce legal and other expert witness costs in preparation of ComEd ICC WCRP petition.	Village Board approves an Intergovernmental Agreement between all 5 municipalities identifying shared legal and consulting costs.	VA O'Dell and AVA Bielawski	September, 2016	Ongoing: Continued to collaborate with Coalition sharing legal expenses and entered into JDCA enabling all parties to minimize costs and maximize potential ICC legal defense efficiencies.
Evaluate consultant final report recommendations for the Police Department Study.	Presentation of the Police Department study final report from consultant to the Committee of the Whole for consideration.	Trustees Maglio and Domke, VA O'Dell and AVA Bielawski.	December, 2016	
Update Village of Roselle g: Stat Financial Ratios from the previous Sikich Village Hall Resource Optimization Study.	Financial Ratios are updated through FY 2015.	Finance Director	December, 2016	Completed: Registered with g:Stat. Ratios to be calculated annually and reported to VB as soon as they are released.
Determine baseline EAV by category.	Baseline EAV report is completed.	Finance Director	December, 2016	Completed: Baseline EAV levels by category have been calculated.

Strategic Priority - Fiscal Sustainability

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Identify options for reallocating revenue sources to General Capital Projects Fund.	All available revenue sources are identified.	Finance Director	December, 2016	Ongoing: Delay until State of Illinois passes bill to address "Lockbox" referendum approved by voters during November election.
Develop target levels for General Fund revenues.	Proposed target levels for all identified revenues are reported and approved by the Village Board.	Finance Director and Village Board	December, 2016	Ongoing: Delay until State of Illinois passes bill to address "Lockbox" referendum approved by voters during November election.
Integrate Finance Department initiatives into communication editorial calendar.	Items added into calendar and reported to the public on schedule.	Finance Director, VA and AVA	January, 2017	
Discuss joint opportunities for reducing costs related to snow removal, landscaping management, and IT with the executive directors and superintendents of all Roselle park districts, library, and school districts	Present for Village Board consideration an IGA(s) between the Village of Roselle and local taxing bodies.	VA O'Dell, AVA Bielawski, and Management Team	March, 2017	Ongoing: Initiated discussions with Roselle Library and Roselle Park District executive directors for combining snow removal and landscape management services but delayed further action until Spring 2017 when all parties have more time to discuss.
Implement paperless agenda process for Village Board and COW meetings.	Elimination of paper packets.	VA office and Village Board	April, 2017	
Identify desired tax base levels.	Village Board adopts tax base level outlook plan.	Finance Director and Village Board	June, 2017	

Strategic Priority - Fiscal Sustainability

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Engage WSFRA and DuPage County Fire Functional Task Force to further increase consolidation and functional cooperation for reducing fire suppression and EMS costs.	Identify and present for Village Board consideration new opportunities for reducing fire department operational, equipment, and capital infrastructure costs.	Fire Chiefs Anderson and Bozik, and VA O'Dell	July, 2017	Ongoing: Entered into IGA with WSFRA for sharing equipment; facilitating maintenance of existing equipment, and reducing need for each fire agency to purchase duplicate equipment.
Identify opportunities for sharing in the provision and administration of various governmental services with the Village Managers of Itasca, Bloomingdale, and Hanover Park.	Present for Village Board consideration multi-jurisdictional opportunities to reduce costs related to the provision of administrative tasks such as municipal engineering	VA O'Dell and Management Team	July, 2017	Ongoing: Initiated discussions with Itasca and Wood Dale Village Administrators regarding the sharing of various code enforcement, building inspection, and IT services.
Complete 2017 Resident Satisfaction Survey	Final report containing survey results is presented to Village Board.	VA Office	September, 2017	
Prepare status report on progress implementing Police Department study recommendations.	Presentation of status report highlighting progress on implementation of consultant recommendations to the Committee of the Whole.	VA O'Dell, AVA Bielawski, and Chiefs Herron and Tarchala.	September, 2017	
Develop a plan to allocate certain revenue amounts over target levels to General Capital Projects Fund.	Funding plan is adopted by the Village Board	Finance Director and Village Board	October, 2017	
Compare 2017 Resident Satisfaction Survey results to 2013 results to identify areas requiring improvement.	Final report presented to Village Board contains recommendations on areas requiring improvement.	VA Office	November, 2017	

Strategic Priority - Fiscal Sustainability

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Conduct financial impact analysis of TIF and annexation related redevelopment.	Production of a report of current and future Village of Roselle EAV ratios and potential revenues.	Finance Director	December, 2017	
Using GFOA guidelines, prepare and distribute a Popular Annual Financial Report (PAFR).	Annually publish and distribute PAFR to stakeholders.	Finance Director, VA and AVA	January, 2018	Ongoing: Met with representatives of Sikich LLP for conducting a cost/benefit analysis of a PAFR and will make recommendation to VB in Spring 2017.
Create a staff committee to identify opportunities to improve work processes across Departments.	Committee is created and report identifying process improvements is developed.	VA office and all Departments	January, 2018	
Improve at least one process within each department of the Village.	Implementation of process improvement.	All Departments	December, 2019	

Strategic Priority - Effective Governance

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Hold Police Department Open House; consider coordinating event with Fire Department Open House.	Police and Fire Department Open Houses held annually for community.	Police Chief and Deputy Police Chief	September, 2017	Completed: Fire and Police departments combined to conduct a Public Safety Open House drawing an estimated 1400 residents.
Partner to expand "Celebrate the Season" event Saturday after Thanksgiving to include a festival and Small Business Saturday event on Main Street.	Increased number of promoted events (Small Business Saturday, Winter Fun Fest)	VA Office, Village Clerk, Department Heads, Partner Agencies	November, 2017	Completed: Conducted first ever "Cocoa Crawl" event partnering with 14 Main Street business owners drawing an estimated 500 residents.
Monitor Strategic Plan to ensure the Village Board and staff have appropriately interpreted and carried out various strategic initiatives.	Strategic Plan review sessions are held on a quarterly basis during Committee of the Whole meetings with Village Board and staff providing feedback on progress.	Village Board, VA/AVA, and Department Heads	Ongoing	Ongoing: Provided VB with Strategic Plan Status Report #1 at January 9, 2017 COW meeting.
Confirm expectations of the Village Board for enhancing staff presentations at meetings and defining types of agenda and weekly Board report correspondence required to ensure effective Village Board decision making processes.	Planning and strategy sessions are held and any differences are reconciled.	Village Board, VA/AVA, and Department Heads	Ongoing	Ongoing: Initiate discussion with VB to define expectations regarding staff presentations at VB/COW meetings and obtain additional feedback on frequency and content of the weekly VB report.
Review the Village Board Policy Manual to ensure policies reflect the values and expectations of the Board.	Village Board completes review of Policy Manual and policies are initiated, modified, or deleted as required.	Village Board	Ongoing	

Strategic Priority - Effective Governance

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Convene the Finance Planning Committee when necessary to review and recommend solutions on issues related to financial sustainability or other appropriate budget issues.	Recommendations made by Finance Planning Committee are accepted and approved by the Village Board.	Trustees Devitt and Berkshire and Department Heads	As established.	
Appoint two trustees to work with staff to complete other appropriate projects.	Final reports and recommendations are accepted and approved by the Village Board.	Two Trustees and Department Heads	As established.	Ongoing: Mayor appointed Trustees Berkshire and Dahlstrom to assist staff with evaluation of North Roselle Road property RFQ and recommendation to VB.

Strategic Priority - Infrastructure

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Award \$1,574,000 contract to Schroeder Asphalt Services to complete 2016 annual street improvement program funded with limited tax bond proceeds.	Work on 2016 street improvement program is completed by August 15, 2016.	Public Works Administration	August, 2016	Completed: Contract with Schroeder awarded in April 2016, program completed by August, and utilized limited tax bonds to fund the program.
Conduct a Request for Qualifications process and negotiate a proposed professional services agreement with a consulting firm to provide the Village with municipal engineering services.	The Village Board approves a professional services agreement with a consulting firm to provide municipal engineering services for the Village of Roselle.	VA O'Dell and AVA Bielawski	September, 2016	Completed: Conducted RFQ process, interviewed 3 qualified firms, and VB approved professional services agreement with Robinson Engineering Services on October 10, 2016.
Conduct a Request for Qualifications for wastewater treatment plant capital improvements and negotiate a proposed professional services agreement with a consulting firm to provide the Village with engineering design services on future wastewater infrastructure improvements.	The Village Board approves a professional services agreement with a consulting firm to provide wastewater engineering services on 5 specific projects in 2016 and possibly future projects.	Public Works Administration and Village Board	September, 2016	Completed: Conducted RFQ process for next phase of 5 projects, interviewed 3 qualified firms, and VB approved professional services agreement with Trotter and Associates on September 26, 2016.

Strategic Priority - Infrastructure

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
<p>Conduct a Request for Qualifications for the wastewater infiltration and inflow control program and negotiate a proposed professional services agreement with a consulting firm to provide the Village with a completed system condition assessment and development of an infiltration and inflow control program.</p>	<p>The Village Board approves a professional services agreement with a consulting firm to provide engineering services to complete an I/I condition assessment and program.</p>	<p>Public Works Administration and Village Board</p>	<p>September, 2016</p>	<p>Completed: Conducted RFQ process, interviewed 3 qualified firms, and VB approved professional services agreement with Baxter and Woodman Consulting on December 5, 2016.</p>
<p>Work closely with RHMG and the Illinois Environmental Protection Agency to finalize the Village's 5-Year Facility Plan.</p>	<p>The Village receives its permit for projects included in its 5-Year Facility Plan.</p>	<p>Public Works Administration</p>	<p>December, 2016</p>	<p>Completed: Conducted Public Hearing on 11/28/16 regarding plans to secure \$17.3 million in IEPA low interest loans and making available project summaries and preliminary environmental reports for public input. Plan approved by IEPA on 12/23/16.</p>
<p>Modify current Equipment Replacement Fund funding formula, and instead, fully fund replacement based on future value of vehicles and equipment.</p>	<p>Village Board approves new funding plan for future replacement of vehicles and equipment reflecting 100% estimated future replacement value.</p>	<p>Finance, VA Office, and Village Board</p>	<p>December, 2016</p>	
<p>Develop Parking Lots Fund 5-year capital improvement program.</p>	<p>Capital improvement program document is created and approved by the Village Board.</p>	<p>VA Office</p>	<p>December, 2016</p>	

Strategic Priority - Infrastructure

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Survey all Village owned streets for condition ratings allowing staff to develop a proposed 2017 street improvement program.	Proposed 2017 street improvement program submitted to Committee of the Whole for consideration and approval.	Public Works Administration	March, 2017	Completed: Robinson Engineering/staff completed cost estimate for 2017 SIP and will present to VB at January 23, 2017 COW meeting.
Complete engineering design plans and conduct competitive bid process for the construction of new water mains along all remaining poor to fair condition streets scheduled for replacement in 2017.	The Village Board approves a contract for the construction of new water mains along all remaining poor to fair condition streets in 2017.	Public Works Administration and Village Board	March, 2017	Ongoing: VB approved a Task Order Agreement with Robinson for design and bidding services to complete the 2017 water main replacement program with recommendation to VB planned for January 23, 2017 COW meeting.
Award 2017 street improvement program contract utilizing remaining limited tax bond proceeds thereby eliminating any poor condition streets in the community.	Work on 2017 street improvement program is completed by August 15, 2017.	Public Works Administration	August, 2017	
Develop 5-Year IT equipment replacement schedule.	Replacement schedule is created and approved by the Village Board.	Finance and VA Office	August, 2017	
Create IT Internal Service Fund	Creation of Internal Service Fund for consideration by Village Board and FY 2018 proposed budget.	Finance and VA Office	August, 2017	
Develop Parking Lots Fund funding formula to fund future capital project improvements.	Village Board approves new funding formula for future Parking Lot capital improvements.	VA Office and Village Board	December, 2017	

Strategic Priority - Infrastructure

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Complete engineering design plans for designated water main improvements scheduled for the years 2018 through 2020.	The Village Board annually approves a contract for the construction of new water mains identified in the Village's 5-Year Water Main Replacement Program.	Public Works Administration and Village Board	March 2018 through March 2020	Ongoing: Robinson Engineering has completed preliminary 5-Year Water Main Capital Improvement Plan involving 21 streets in the community and coordinating construction with SIP.
Complete annual review of proposed water main improvement schedule and confirm water rates are consistent with project pace.	The Village Board approves project schedule and water rate during annual budget review process.	Public Works Administration and Village Board.	On-going	Ongoing: No change to previously approved user rates as project schedule is consistent with rate plan.
Complete annual review of proposed wastewater improvement schedule and confirm sewer rates are consistent with project pace.	The Village Board approves project schedule and sewer rate during annual budget review process.	Public Works Administration and Village Board	On-going	Ongoing: No change to previously approved user rates as project schedule is consistent with rate plan.
Coordinate design and construction of all projects identified in the 2015 Wastewater Facility Master Plan.	The Village Board approves construction contracts and contractors complete all approved projects.	Public Works Administration and Village Board.	On-going	Ongoing: Completed 3 of 5 Phase 1 projects in 2016 with remaining 2 to be completed in 2017. Phase 2 projects began with design engineering in 2016 with planned construction in 2017.

Strategic Priority - Economic Development

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Establish Trustee and staff ad-hoc committee to conduct annexation policy analysis.	Mayor Smolinski appoints two trustees to serve on ad-hoc committee with staff members.	Mayor Smolinski	August, 2016	
Secure a developer for the Village owned property at Roselle Road and I-390.	Village Board approves a development agreement with the developer of the property.	Community Development Administration	January, 2017	Ongoing: RFQ for Master Developer posted with responses due 1/25/17. Ad-hoc committee of Trustees Dahlstrom and Berkshire and staff tasked with review and recommendation to VB.
Leverage expansion of Amperage Electric through TIF and Business District funding assistance.	Village Board approves a development agreement for the expansion of Amperage Electric.	Community Development and Administration	January, 2017	Ongoing: Staff reviewing PUD, amendment to Business District, and proposed developer agreement. TIF, P/Z, and VB to review in January and February 2017.
Establish Comprehensive Plan priorities.	Conduct a Committee of the Whole workshop and develop action plan identifying priorities for approval.	Community Development Administration	January, 2017	Ongoing: Staff to use January 23, 2017 COW meeting for additional discussion on Priorities.
Survey businesses and gauge interest in establishing a business association for Main Street and the Town Center.	The Village Board works with area businesses and Chamber of Commerce and establishes a Main Street Business Association.	Community Development Administration	March, 2017	Ongoing: Staff has initiated informal discussions with business owners for gauging interest, availability, and goals.
Identify priority redevelopment sites and work with property owners to create marketing strategies for those properties.	Conduct a Committee of the Whole workshop to identify priority sites.	Community Development Administration	March, 2017	Ongoing: Move to June 2017 after Amperage redevelopment and RFQ for North Roselle Road is completed.

Strategic Priority - Economic Development

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Survey businesses to assess concerns and potential for expansion plans.	Survey distributed to businesses in Roselle.	Community Development Administration	May, 2017	Ongoing: Researching Village participation in CORE (Creating Opportunities for Retention and Expansion) survey and participation. Will use business license renewals or personal interviews if CORE is utilized.
Create a quarterly e-newsletter dedicated to local businesses in Roselle.	First quarterly newsletter sent to local Roselle businesses in 2017.	Community Development Administration	July, 2017	
Evaluate cost/benefit and feasibility of reaching 25,000 population, residential versus commercial annexation, and develop recommendations for both.	Annexation policy recommendations and final report are presented to Village Board for consideration and approval.	Two Trustees, VA Office, and Department Heads	July, 2017	
Identify and prioritize businesses for recruitment and market directly to those businesses.	Conduct a Committee of the Whole workshop to identify priority businesses.	Community Development Administration	July, 2017	Ongoing: Staff to use January 23, 2017 COW meeting to identify priority businesses for recruitment.
Promote available commercial properties in Roselle by attending regional broker and developer events.	Attend the International Council of Shopping Center (ICSC) event and staff a booth marketing Roselle.	Community Development Administration	July, 2017	Ongoing: Attended fall 2016 Chicago regional event and VB approved funding for additional marketing materials at future events.
Conduct networking meetings with local businesses focusing first on businesses with more than 75 employees and those that generate significant sales tax.	4 networking meetings conducted with businesses (2 with more than 75 employees and 2 with under 75 employees)	Community Development Administration	December, 2017	

Strategic Priority - Economic Development

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Identify and leverage redevelopment of private property in and adjacent to the Roselle Town Center.	4 properties redeveloped.	Community Development Administration	July, 2018	Ongoing: Continuing to review opportunities along Main Street between Howard and Spring, near Lynfred Winery, along the north side of Irving Park Road, and west of Roselle Road.
Schedule an Intergovernmental meeting(s) with DuPage County, Bloomingdale, and Hanover Park to enhance opportunities for redeveloping properties at the intersection of Gary Avenue and Lake Street.	Present an action plan and intergovernmental agreement to the Village Board for consideration and approval.	Community Development Administration	July, 2018	
Identify and prioritize issues that are important to businesses such as business exposure, marketing efforts, parking, and special events.	Business Association or individual business create a list of priorities and initiatives designed to create greater exposure, enhance marketing, resolve on-street parking issues, and partner with others on special events.	Community Development Administration	1 year after establishing Main Street Business Association	
Continue assisting growing businesses to address concerns and identify available space for expansion within Village corporate limits.	4 local business notified the Village of their willingness to expand in the corporate limits of Roselle.	Community Development Administration	On-going	Ongoing: Working directly with businesses to address concerns and expansion opportunities.

Strategic Priority - Economic Development

Action Item	Measure of Success	Who's Responsible	Target Date	Comments
Continue on-going business recruitment practices reaching out to eateries and retailers to fill appropriate vacant spaces in Roselle.	Contact 20 perspective eateries and retailers per month concerning Roselle opportunities.	Community Development Administration	On-going	Ongoing: Reaching out to businesses desirous of locating in Roselle, specifically those listed that fit well with available space in market.