



**AGENDA ITEM # 5**

**AGENDA ITEM EXECUTIVE SUMMARY  
Committee of the Whole Meeting  
April 8, 2019**

**Item Title:** 2018 – 2021 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 Actions Items for each of the four Strategic Priorities.**

**Executive Summary:**

The Village Board adopted its 2018 – 2021 Strategic Plan on July 23, 2018. The Strategic Plan identified the four Strategic Priorities as Fiscal Sustainability, Economic Development, Community Engagement, and Operational Readiness. Since its adoption, the Village Board and staff have continued to make progress on the various action items established to measure success towards achieving these priorities.

Attached to this memorandum is a spreadsheet highlighting the action items for each Strategic Priority sorted chronologically by target dates. The cells highlighted in yellow identify the status of each action item as either ongoing or completed. A short description for those action items with ongoing tasks is included for reference. Overall, I believe we are on pace with the target dates established for each action Item, however, focus on the organizational readiness priority will require continued attention as the organization continues to feel the impact of employee retirements.

Staff will be prepared to review progress on action items for each of the strategic priorities during the COW meeting.

**Implications:**

**Is this item budgeted?** N/A

**Any other implications to be considered?** N/A

**Attachments:**

2018 - 2021 Strategic Plan Summary  
2018 – 2021 Strategic Plan Action Item Status Report

# Village of Roselle Strategic Plan 2018-2021

Strategic Priority	Desired Outcome	Target	Strategic Initiatives
Fiscal Sustainability	Adequate General Fund reserves	Maintain at least 35% reserves	<ul style="list-style-type: none"> <li>Develop revenue alternatives</li> <li>Evaluate public safety pension funding alternatives</li> <li>Complete operations funds sustainability projects</li> <li>Analyze capital project funding options</li> </ul>
	Sufficient capital project funding	Fully fund 5-year Capital Improvement Program	
	Sustainable municipal operations	Balanced budget while maintaining operations funds reserve targets	

Strategic Priority	Desired Outcome	Target	Strategic Initiatives
Economic Development	Strong diverse tax base	<ul style="list-style-type: none"> <li>- \$ / % General Fund revenue</li> <li>- \$ / % Sales tax increase</li> <li>- \$ / % EAV increase</li> </ul>	<ul style="list-style-type: none"> <li>Expand business retention program</li> <li>Expand business recruitment program</li> <li>Develop a sales tax improvement plan</li> <li>Implement an East Irving Park Road redevelopment strategy</li> </ul>
	Positive working relationship with business community	_ % report positive relationship	
	East Irving Park Road corridor developed	<ul style="list-style-type: none"> <li>_ % Square foot increase by 2021</li> <li>\$ / % Sales tax and EAV increase by 2021</li> </ul>	

Strategic Priority	Desired Outcome	Target	Strategic Initiatives
Community Engagement	Robust community participation	<ul style="list-style-type: none"> <li>_ % increased attendance</li> <li>_ % increase in volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Initiate a collaborative visioning effort</li> <li>Coordinate a community partnership program</li> <li>Develop a community engagement process</li> </ul>
	Shared vision for Roselle	Adoption of a community-wide shared vision	
	Vibrant civic engagement	<ul style="list-style-type: none"> <li>- New relationships increase _ % via civic engagement</li> <li>- _ % increase of in-person and social media comments, feedback from collaborators</li> </ul>	

Strategic Priority	Desired Outcome	Target	Strategic Initiatives
Operational Readiness	Well trained and engaged work force	<ul style="list-style-type: none"> <li>- All employees "meet or exceed" job performance expectations</li> <li>- Improve employee satisfaction rate by _ %</li> <li>- Maintain _ % or less turnover</li> </ul>	<ul style="list-style-type: none"> <li>Establish an employee engagement process</li> <li>Implement an organization succession plan</li> <li>Develop a service level pilot program for Inspectional Services</li> </ul>
	An operation that meets service demands	<ul style="list-style-type: none"> <li>- Pipeline process for identifying good candidates in place by _</li> <li>- Service levels and staffing aligned in three areas by 2021</li> </ul>	
	A Village adaptive to changing needs of the community		

## Village of Roselle 2018-2021 Strategic Plan

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Economic Development	Expand Business Retention Program	Continue support and development of Main Street Merchants Association until maturation.	Main Street Merchants Association is active and majority of Town Center businesses are participating. Village is no longer in a leadership role but continues to participate in ex-officio capacity.	Ongoing	Ongoing: Association is incorporated, Village staff serves in support role.
Operational Readiness	Establish an Employee Engagement Process	Develop core ideals and philosophies for the organization.	Create a summary profile containing identified ideals and philosophies.	June, 2018	Completed.
Operational Readiness	Implement an Organizational Succession Plan	Identify critical positions and potential retirements.	List completed with critical positions identified.	June, 2018	Completed.
Operational Readiness	Implement an Organizational Succession Plan	Evaluate which critical positions require a succession plan.	List completed with positions regarding succession planning.	July, 2018	Ongoing: Public Works Department most impacted with critical positions.
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Research and identify pension funding alternatives, funding plan options, and unfunded liabilities	Staff completes research	August, 2018	Completed.
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Present pension funding calculation alternatives and funding plan options to Finance Planning Committee for consideration.	Presentation of report to Committee of the Whole for consideration	August, 2018	Completed.
Operational Readiness	Implement an Organizational Succession Plan	Identify competencies, skills, and institutional knowledge for critical positions.	List assembled identifying information for each position.	September, 2018	Ongoing: Initial discussions have occurred. Staff is prioritizing succession planning within Public Works Department.
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Draft a pension funding plan for Village Board approval.	Funding plan is completed and presented to the Village Board for consideration and approval.	September, 2018	Completed.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Fiscal Sustainability	Analyze Capital Project Funding Options	Advance Refund the 2010A GO Build America Bonds	Village Board approves refunding.	September, 2018	Completed.
Economic Development	Expand Business Retention Program	Foster positive working relationships with the Lake Street Corridor businesses.	Hosting of an inaugural meeting with follow-up annual meeting(s) to survey needs and opportunities for expansion of the Lake Street Corridor business community. Develop actions based upon feedback.	October, 2018 - first meeting	Ongoing: DuPage County recently awarded CMAP grant to complete Lake Street corridor land use plan study.
Community Engagement	Initiate Collaborative Visioning Effort	Identify committee membership within directors/administrators of local taxing bodies.	Contact directors/administrators and invite them to initial meetings.	October, 2018	Completed.
Economic Development	Expand Business Retention Program	Engage consultant to assist with improving regulatory environment for businesses with municipal code updates.	Approval of updated Zoning Ordinance. Approval of updated Building Codes	Building Code - October, 2018 Zoning Ordinance - June, 2019	Code update presentation to May 9 Committee of the Whole meeting. Zoning Ordinance update to begin in 2019 with completion in 2020.
Economic Development	Expand Business Retention Program	Foster positive working relationships with the North Roselle Road / Nerge Road Corridor businesses.	Hosting of an inaugural meeting with follow-up annual meeting(s) to survey needs and opportunities for expansion of the North Roselle Road/Nerge Road business community. Develop actions based upon feedback.	November, 2018 - first meeting	Ongoing: First meeting scheduled for May, 2019.
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Approve pension funding plan.	Village Board approves plan.	November, 2018	Ongoing: Recommendation to incorporate long-term plan into Village Financial Policies scheduled for April, 2019.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Economic Development	Implement an East Irving Park Road Redevelopment Strategy	Develop an economic development toolbox for the development of the Irving Park Road Corridor.	Implementation of TIF District, Business Development District, Special Service Area, Incentive Program, grants, and/or other funding options to assist in leveraging private development.	Ongoing with options provided to the Village Board December, 2018	Ongoing: TIF Eligibility Study underway by S.B. Friedman and Associates.
Operational Readiness	Implement an Organizational Succession Plan	Perform gap analysis identifying the differences between current performance and desired performance of positions.	Report containing gap analysis approved by management team.	December, 2018	
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Implement funding plan by incorporating into annual budget process and Village's financial policies.	Village Board approves FY 2019 budget with new funding plan and approves updated policies.	December, 2018	Ongoing: FY 2019 Budget adopted with changes to actuarial assumptions and updated policy presented to VB for consideration in April, 2019.
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Determine the inspectional service(s) that should be included in the pilot program.	Inspectional services within each Department are identified.	January, 2019	Ongoing: Initial discussions about pilot program have begun between Fire and Community Development departments.
Economic Development	Expand Business Retention Program	Foster positive working relationships with the Irving Park Road Corridor businesses.	Hosting of an inaugural meeting with follow up annual meeting(s) to survey needs and opportunities for expansion of the Irving Park Road Corridor business community. Develop actions based upon feedback.	February, 2019 - first meeting	Ongoing: Several Irving Park Road business now participating in Main Street Merchant Association activities.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Economic Development	Expand Business Retention Program	Foster positive working relationships with the industrial park businesses.	Hosting of an inaugural meeting with follow up annual meeting(s) to survey needs and opportunities for expansion of the industrial business community. Develop actions based upon feedback.	March, 2019 - first meeting	
Economic Development	Expand Business Retention Program	Implement inter-governmental actions (DuPage County, Bloomingdale Township, Village of Hanover Park, and Village of Bloomingdale) to improve the business environment along the Lake Street Corridor.	Collaboration on local government regulations and code enforcement initiatives to provide sound development and business environment throughout the corridor.	Ongoing / March, 2019	
			Approval of a plan to implement initiatives outlined in the DuPage County Lake Street Corridor plan.		
			Evaluation and recommendation of financial tools appropriate for the corridor.		
Fiscal Sustainability	Analyze Capital Project Funding Options	Prepare a listing of all Village owned property and present it to the Village Board with options for future use.	List of property is developed	March, 2019	
Operational Readiness	Establish an Employee Engagement Process	Conduct employee engagement survey.	Survey process is completed.	March, 2019	
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Prepare the desired performance measures based on each Department's goals and objectives.	Performance measures are completed.	March, 2019	
Fiscal Sustainability	Analyze Capital Project Funding Options	Research options for funding the 5 year Capital Improvement Plan.	Options are identified	April, 2019	
Community Engagement	Initiate Collaborative Visioning Effort	Develop scope of work and outline process for creating a community vision.	Committee documents scope and process for creating community vision.	April, 2019	Ongoing: Working group to reconvene on April 15 to review consultant's proposal for conducting community visioning process.
Community Engagement	Develop a Community Engagement Process	Review and update communication policies and message maps.	Communication policy updates adopted by the Village Board.	April, 2019	

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Operational Readiness	Establish an Employee Engagement Process	Analyze employee survey results.	Report containing survey results is completed.	May, 2019	
Economic Development	Develop a Sales Tax Improvement Plan	Create a Sales Tax Improvement Plan	Develop a strategy for recruiting high tax generators - including identifying, marketing directly to, and recruiting target sectors and businesses.	May, 2019	
Operational Readiness	Implement an Organizational Succession Plan	Prepare employees to progress within the organization.	Individualized work plans approved for identified employees.	June, 2019	
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Refine performance measures and select key performance targets that can be reported to stakeholders.	Approve refined performance measures.	June, 2019	
Economic Development	Develop a Sales Tax Improvement Plan	Develop an Economic Incentive Policy	Adoption of an Economic Incentive Policy that addresses eligible projects, incentive criteria, the structure of agreements, and the application process and procedure for sales tax, TIF, and Business District agreements.	June, 2019	
Fiscal Sustainability	Analyze Capital Project Funding Options	Update the fund balance reserves policy of the General Fund and present alternatives for utilizing fund balance reserves in excess of the policy limit for capital project funding.	Village Board adopts updated fund balance policy.	June, 2019	
Operational Readiness	Establish an Employee Engagement Process	Develop action plan from survey results to identify appropriate actions to engage employees.	Action plan is approved.	July, 2019	
Fiscal Sustainability	Develop Revenue Alternatives	Research and identify alternative revenue sources available to the Village.	Identify, compile, and estimate revenue sources available.	July, 2019	
Fiscal Sustainability	Develop Revenue Alternatives	Prepare a report outlining the alternative revenue sources and actions needed to implement them and present it to the Finance Planning Committee for consideration.	Presentation of report to the Committee of the Whole for consideration.	August, 2019	

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Prepare a 3 year budget forecast plan for all operating funds that includes fiscal strategies for addressing potential funding challenges.	Proposed 3 year budget plan is presented to Finance Planning Committee for consideration.	August, 2019	
Community Engagement	Initiate Collaborative Visioning Effort	Prepare a report recommending a community visioning plan to all participating taxing jurisdictions.	Present a community visioning plan report to the Village Board for consideration.	September, 2019	
Community Engagement	Coordinate a Community Partnership Program	Identify other taxing bodies and not for profit organizations to participate in a Roselle Community Services Expo.	Host a Roselle Community Services Expo	September, 2019	Ongoing: Staff discussions have focused on identifying participating organizations and desired outcomes for the event.
Community Engagement	Develop a Community Engagement Process	Audit and evaluate existing methods for communication in each Village department.	Present findings to the Village Board with recommendations for updates based on best practices.	September, 2019	
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Present budget forecast plan to Village Board.	Presentation to the Committee of the Whole for consideration.	September, 2019	
Fiscal Sustainability	Analyze Capital Project Funding Options	Pursue CMAP/STP Federal funding for Rodenburg Rd. improvements in partnership with the Village of Schaumburg	Grant funding applications are submitted.	September, 2019	
Organizational Readiness	Establish an Employee Engagement Process	Update performance evaluation forms to align with ideals and philosophies.	New performance evaluation forms are approved.	October, 2019	
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Prepare a 5 year user rate plan for the Water/Sewer Operating Fund and Water/Sewer Capital Projects Fund (FY 2021-2025)	Plan is completed and presented to the Committee of the Whole for consideration.	October, 2019	
Economic Development	Implement an East Irving Park Road Redevelopment Strategy	Create a continuous Town Center	Hold a Committee of the Whole meeting to prioritize the implementation of the Comprehensive Plan goals to establish connections between the existing Town Center area with the Metra Train Station area.	October, 2019	



Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Refine budget plan based upon Village Board input.	Plan refinement is completed and submitted with FY 2020 Proposed Budget.	November, 2019	
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Adopt 3 year budget forecast plan.	Village Board adopts 3 year budget forecast plan.	December, 2019	
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Implement necessary rate adjustments to ensure Operating and Capital Project Funds are adequately funded.	Village Board approves rate adjustments and 5 year rate plan.	December, 2019	
Economic Development	Expand Business Recruitment Program	Expand North Roselle Road / Nerge Corridor Development Opportunities.	Develop Village site at I-390 and Roselle Road	Ongoing / December, 2019	
			Assist in bringing 2 new sites on line currently encumbered with remediation issues (NE Corner of Nerge and Roselle and Devon/Roselle site)		
			Review and update redevelopment opportunities for previously identified priority sites.		
Economic Development	Implement an East Irving Park Road Redevelopment Strategy	Recruit transit-oriented development near the Roselle Metra Train Station.	Redevelopment of the eastern portion of Irving Park Road and Lawrence to include higher-density residential and mixed use development.	Ongoing / 2020	
Operational Readiness	Establish an Employee Engagement Process	Evaluate outcomes of action plan to determine desired outcomes.	Evaluation process is completed.	January, 2020	
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Implement performance measures process.	Process is implemented.	January, 2020	
Fiscal Sustainability	Complete Operations Funds Sustainability Projects	Implement strategies for resolving gaps between revenues and expenditures in 3 year budget plan.	Staff implements 3 year budget plan strategies.	February, 2020	
Community Engagement	Develop a Community Engagement Process	Research and evaluate software and vendors for online engagements, and pilot a project for collecting feedback on a specific municipal service.	Present findings from pilot project to the Village Board.	April, 2020	

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Monitor performance measure data and adjust data collection methods, if needed.	Analysis is completed and adjustments are made.	July, 2020	
Community Engagement	Coordinate a Community Partnership Program	Identify activities and partner organizations for Roselle's Centennial Celebration in 2022.	Establish a Roselle Centennial Celebration Committee	October, 2020	
Economic Development	Implement an East Irving Park Road Redevelopment Strategy	Redevelop underutilized properties.	Redevelopment or reuse of 5 underutilized properties on Irving Park Road, Spring Street, Main Street, and/or Maple Avenue.	Ongoing / January, 2021	
Economic Development	Expand Business Recruitment Program	Redevelop Irving Park Road TIF District	3 redevelopment projects within the Irving Park Road/Central TIF District (West Irving Park and Central Avenue properties).	January, 2021	
Operational Readiness	Develop a Service Level Pilot Program for Inspectional Services (performance measurement / management process)	Report outcome of pilot program to stakeholders along with recommended actions for improvement.	Report is completed and provided to stakeholders.	January, 2021	
Economic Development	Expand Business Recruitment Program	Continue to reach out to retail center owners, restaurants, and retailers to fill vacant spaces in Roselle.	Recruitment of 4 new eateries	Ongoing/June, 2021	
			Recruitment of 2 new specialty retailers		
			Continue property availability and attendance at ICSC events		
Community Engagement	Coordinate a Community Partnership Program	Foster relationships with existing and emerging organizations responsible for organizing and promoting special events.	X % increase in outside organizations/volunteers organizing and promoting special events.	July, 2021	
Fiscal Sustainability	Develop Revenue Alternatives	Implement new revenues approved by the Village Board.	Village Board adopts new revenues.	TBD	
Fiscal Sustainability	Develop Revenue Alternatives	Analyze revenue projections against budget estimates.	Staff reports revenue projections during monthly Treasurer's report presentations.	TBD	