



**AGENDA ITEM # 8**

**AGENDA ITEM EXECUTIVE SUMMARY  
Committee of the Whole Meeting  
March 9, 2020**

**Item Title:** 2018 – 2021 Strategic Plan Status Report #2

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

**COMMITTEE OF THE WHOLE ACTION**

**Village Administrator provides Strategic Plan Status Report #2 and Village Board confirms progress on action 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 of Fiscal Sustainability, Economic Development, Community Engagement, and Operational Readiness. Since its adoption, the Village Board and staff have continued to make progress on various action items established to measure success toward achieving these priorities.

Attached 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 have made a great deal of progress on action items for each of the four priorities with a greater emphasis on the following:

**Fiscal Sustainability:** Evaluating public safety pension funding alternatives and the Village Board's action to modify actuarial assumptions used for calculating employer contributions to the Village's public safety pension funds. This action will help to ensure the long-term funding sustainability of both the police and fire public safety pension funds.

**Economic Development:** Implementing an East Irving Park Road Corridor redevelopment strategy with the approval of an East Irving Park Road TIF District, Redevelopment Plan and Project, and Housing Impact Study. Construction on the new Roselle Station 72 unit luxury apartment development is nearly complete while Avgeris announced its plans to build a 282 unit apartment transit oriented development adjacent to the Roselle train station.

**Community Engagement:** Leading a collaborative visioning effort with the Village's other educational and local government partners establishing an Envision Roselle initiative for adopting a shared community vision. Over the past 12 months, the administrators and elected officials of our schools, park districts, and library have collaborated on a visioning project designed to identify a desired long-term future for the community.

**Operational Readiness:** Identifying an organizational succession plan for critical positions in all departments and realigning staff and other resources in the fire, public works, and community development departments to more effectively meet service level demands.

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?** The Village Board may want to begin discussion on a new strategic planning process, one that could begin before the end of this calendar year.

**Attachments:**

2018 – 2021 Strategic Plan Summary

2018 – 2021 Strategic Plan Action Item Status Report #2

## 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 continues to serve in a support role attending all Association meetings.
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	Completed.
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: Critical positions have been identified and knowledge transfer has been prioritized based on expected retirements.
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: First meeting of Lake Street business and other property owners scheduled for late Spring 2020.
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	Ongoing: Teska & Associates retained to complete Zoning Ordinance update, joint meeting of Board, P/Z, and ZBA held in December 2019, and proposed changes presented to Ad-Hoc Committee in March 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 Nerge Road Corridor meeting held in May 2019, second meeting held in Feb. 2020, group to combine next meeting with Main Street Merchants Association in March 2020.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
Fiscal Sustainability	Evaluate Public Safety Pension Funding Alternatives	Approve pension funding plan.	Village Board approves plan.	November, 2018	Ongoing: FY 2019 and 2020 budgets reflected decreased investment and other actuarial assumption policies used for calculating employer contributions ensuring longer term funding sustainability.
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: Implemented new East Irving Park Road TIF District, Redevelopment Plan and Project, and Housing Impact Study in January 2020.
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: Incorporation of Actuary policy recommendations into the Village's Financial Policies will wait until the State of Illinois public safety pension investment fund consolidation is finalized.

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)	Determine the inspectional service(s) that should be included in the pilot program.	Inspectional services within each Department are identified.	January, 2019	
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 participate in Main Street Merchant Association activities.
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	Ongoing: Mayor Maglio initiated discussions leading an intergovernmental effort to address property maintenance concerns and appropriate development of parcels along the Lake Street corridor.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
			Approval of a plan to implement initiatives outlined in the DuPage County Lake Street Corridor plan.		Ongoing: DPC received CMAP grant funding to develop a Lake Street corridor business development plan. Meetings with the consultants begin in the spring of 2020.
			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	Completed.
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	Ongoing: The state's Rebuild Illinois capital bill passed in 2019 increases the Village's local share of MFT funding by \$250,000 annually. The Village's 5 - Year Capital Improvement Plan is fully funded.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
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	Completed.
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	
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	Ongoing: Identified employees are progressing into more responsible positions.
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	



Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
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	Ongoing: The General Fund Reserve Policy was updated to reflect 35% of budgeted expenditures in 2019. Alternatives for using reserves in excess of that policy to fund additional capital improvements will be presented later in 2020.
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	
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	Completed.
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	Ongoing: Draft Envision Roselle plan to be presented in March 2020 with Town Hall meeting scheduled for April of 2020.
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	

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
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	Ongoing: The Village's application to DMMC for Surface Transportation Program federal funding to improve Rodenburg Road to be submitted by March 2020.
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	Ongoing: Delayed one year until completion of new wastewater and water system master plans. Water and sewer user rate plan recommendation to occur in fall of 2020 with FY 2021 proposed budget.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
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	Ongoing: Construction on Roselle Station 72 unit luxury apartment development completed in spring 2020. Introduction of Metro 19 - a transit oriented development consisting of 282 unit luxury apartment complex adjacent to the Roselle train station in spring 2020.
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 Assist in bringing 2 new sites on line currently encumbered with remediation issues (NE Corner of Nerge and Roselle and Devon/Roselle site)	Ongoing / December, 2019	Ongoing: Staff meeting with developers interested in Village owned site. Ongoing: Staff meeting with brokers regarding North Roselle Road -FitRX and Chili Pub sites.

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
			Review and update redevelopment opportunities for previously identified priority sites.		Ongoing: Staff attended ICSC and Access O'Hare West meetings marketing North Roselle Road corridor.
Economic Development	Implement an East Irving Park Road Redevelopment Strategy	Recruit transit-oriented development (TOD) 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	Ongoing: In February 2020, Avgeris announced intention to build 282 unit luxury apartment TOD development adjacent to Roselle train station.
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	
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	

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
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	Ongoing: Three new restaurants opening in 2020 with Mangy Dawg, Spring Street coffee and pastry, and Little Market Deli.
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	Ongoing: Southern Café, Crazy Crab, Juice and Berry, and Dini's Ice Crèam opened in 2019.
			Recruitment of 2 new specialty retailers		

Strategic Priority	Initiative	Action	Measure of Success	Target Date	Status
			Continue property availability and attendance at ICSC events		Ongoing: Staff attended 2019 ICSCevent.
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	Ongoing: Monthly Treasurer's Reports reflect revenue projections against budget estimates.

# 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		