
THE VILLAGE OF ROSELLE, ILLINOIS STRATEGIC PLAN

January 2014

CENTER FOR GOVERNMENTAL STUDIES
NORTHERN ILLINOIS UNIVERSITY
DEKALB, ILLINOIS 60115



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Information Technologies



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Information Technologies

January 31, 2014

RE: 2014-2016 Strategic Plan- Village of Roselle

Dear Mayor Smolinski,

I am pleased to present this 2014-2016 Strategic Plan and Summary Report to the Village of Roselle. The plan reflects the organization's on-going commitment to strategic planning, and to delivering measurable results.

The Center for Governmental Studies at Northern Illinois University appreciates the opportunity to have assisted the Village on this project. You, the Board of Trustees, and senior staff are to be commended for your dedicated effort.

I also want to thank Village Administrator O'Dell for his assistance and support during the process.

Yours truly,

A handwritten signature in black ink, appearing to read 'Craig Rapp'.

Craig R. Rapp
Senior Associate
President, Craig Rapp LLC

Executive Summary

The Village of Roselle engaged in a strategic planning process over three separate sessions facilitated by Northern Illinois University. The Mayor and Board of Trustees met the evenings of October 28 and November 1, 2013, followed by a meeting of senior staff on December 6. The three meetings yielded a draft strategic plan for the three-year period 2014-2016.

The strategic plan consists of a set of four *strategic priorities*, which are the highest priority issues for the next three years; a series of *key outcome indicators*, which describe desired outcomes and success measures; and a list of *strategic initiatives*, which define the actions that will be taken to ensure successful effort.

At the initial planning meeting on October 28, the Board conducted a review of their operating environment (a SWOT analysis), which yielded an initial set of five strategic priorities.

On November 1, the Board further examined their priorities and discussed them in light of previous strategies, including ideas and priorities identified earlier in the year. This resulted in a reduction to four strategic priorities.

On December 6, the senior management team met to consider the four strategic priorities established by the Village Board. They reviewed the key outcome indicators developed for each priority, and developed a set of strategic initiatives for each priority.

The strategic priorities, key outcome indicators and strategic initiatives are summarized on the following page:

Village of Roselle- Strategic Plan Summary 2014-16

Strategic Priority	Key Outcome Indicator (KOI)	Measure	Target	Strategic Initiatives
Fiscal Sustainability FINANCE	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 d) Develop two new revenue sources e) Evaluate Home Rule status impact f) Complete operating/efficiency studies
	General Fund	Revenue growth	15% of General Fund revenues come from new sources by 12/31/16	
	Operating Costs	Organizational studies	Complete all department studies by 12/31/16	
Economic Development GROWTH	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 d) Business/tenant recruitment program e) Business retention/expansion program f) Comprehensive Plan update
	Commercial Vitality	Retail vacancy rate	Retail vacancies in business corridors reduced by 5% from 1/1/14-12/31/16	
	Commercial Growth	Land availability	North Roselle Road is repositioned for growth through special districts-incentives and annexation by 12/31/16	
Effective Governance OPERATIONS	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 b) Develop unified vision and mission statement to serve as benchmark for Village Board decisions
	Village Board Meetings	Length of Board meetings	Average meeting length at 2.5 hours	
	Village Board-Staff Working Relationship	Frequency of leadership team meetings	Board/Management team meetings once every 4 months	
Employee Development WORKFORCE	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

Village of Roselle Strategic Planning Process

Overview

The Village of Roselle regularly engages in strategic planning to establish a framework for program and project accountability, and to focus on the Village budget. A strategic plan was developed in 2011-facilitated by the Center for Governmental Studies (CGS) at Northern Illinois University. In 2013, CGS was contracted to facilitate creation of a new plan.

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the Village answers four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

Reviewing the Environment, setting Strategic Priorities

The first step taken in Roselle's process was an assessment of the environment within which the Village operates. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis- a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed in advance of the first planning session. The SWOT process revealed the most frequently mentioned characteristics in each area:

STRENGTHS

- Strong, experienced and dedicated staff, headed up by a professional Village Administrator
- Operating as good financial stewards of limited resources
- A diverse Board that still gets things accomplished

WEAKNESSES

- Village Board- lack of:
 - Unified vision
 - Historical depth
 - Leadership
 - Communication and information for decision-making
 - Comprehensive Plan
- Staff- lack of personnel- grants and fee structure
- Technology- leveraging for overall efficiencies
- Finances- bedroom community

OPPORTUNITIES

- Growth of new business
- Location, great schools and community
- Seek out grants and initiatives for future growth
- Attract real estate opportunities- Irving Park Road & Lake Street

THREATS

- Revenues meeting demands
- Federal-State mandates
- Individuals overpower collective purpose
- Too traditional/lack of innovation
- Competitors

The group then engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. This effort helped to crystalize the current challenges and opportunities facing the community. The analysis is shown below:

STRENGTHS-OPPORTUNITIES (Make good things happen)

- Supportive and unified Board- letting staff perform
- Facilitating growth through a more comprehensive economic development program

WEAKNESSES-THREATS (Keep bad things from happening)

- Lack of unified vision- need to unify around a bold vision/action plan
- Inability to capture opportunities due to lack of resources- need to commit some reserves to capture opportunity for future growth/sustainability
- Compromise on the Board- each member needs to have a willingness to give a little to gain a lot

Once the current challenges and opportunities were identified, the group discussed the issues that were most important over the next three years. From that discussion, an initial set of five, ultimately reduced to four, Strategic Priorities was established.

The **Strategic Priorities** are:

- 1. Fiscal Sustainability**
- 2. Economic Development**
- 3. Effective Governance**
- 4. Employee Development**

The Board further defined the Strategic Priorities as:

Fiscal Sustainability

Long-term revenue and expenditures projections are in balance and operating reserve targets are met. Sustainability is maintained by prioritizing services at a level that reflects community values and can be supported by available resources.

Economic Development

Maximize the tax base and create an inviting environment for doing business, consistent with the needs and values of the community.

Effective Governance

The Mayor, Board of Trustees and senior management are committed to effective leadership. This is demonstrated by adherence to:

- Roles and responsibilities defined in policy
- Open and respectful debate
- An evidence-based approach to decision-making
- A unified vision

Employee Development

Provide strong leadership, guidance, and training in technical, management and leadership skill sets to ensure all levels of staff are prepared for new challenges and opportunities.

Determining Success- Defining the Key Outcome Indicators

After identifying strategic priorities, the Village Board focused on developing a set of Key Outcome Indicators (KOI's). KOI's define success and includes a description of successful outcomes, with associated measures and targets.

The KOI's provide organizational focus by establishing a limited set of desired outcomes, performance targets, and deadlines for achievement for each strategic priority. The alignment created between KOI's and Strategic Priorities is important, not only for clarity, but for maintaining disciplined focus on the desired results.

Key Outcome Indicators, by priority are:

1. Fiscal Sustainability

Indicator: General Fund; **Measure:** revenues and expenditures in balance; **Target:** revenues support the full cost for providing services by 12/31/16

Indicator: General Fund; **Measure:** revenue growth; **Target:** 15% of total General Fund revenues from new revenue sources by 12/31/16

Indicator: Operating Costs; **Measure:** Organizational Studies; **Target:** Complete all department studies and implement applicable recommendations by 12/31/16

2. Economic Development

Indicator: Commercial Development; **Measure:** New restaurants; **Target:** new restaurant opens on Village owned site-49 E. Irving Park Road by 12/31/16

Indicator: Commercial Vitality; **Measure:** Retail vacancy rate; **Target:** Retail vacancies in business corridors reduced by 5% from 1/1/14-12/31/16

Indicator: Commercial Growth; **Measure:** Land availability; **Target:** North Roselle Road is repositioned for growth through special districts – incentives and annexations by 12/31/16

3. *Effective Governance*

1. **Indicator:** Decision-making; **Measure:** Strategic plan alignment; **Target:** A unified future vision adopted by the Village Board by 12/31/14
2. **Indicator:** Village Board Meetings; **Measure:** Length of Village Board meetings; **Target:** Average regular meeting length - 2.5 hours
3. **Indicator:** Village Board-Staff Working Relationship; **Measure:** Frequency of leadership team meetings **Target:** Board/Management team meetings once every 4 months

4. *Employee Development*

1. **Indicator:** Employee Skills and Knowledge; **Measure:** Training aligned with needs
Target: % of training received by staff or # of hours and % of staff participation

Implementing the Vision- Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the KOI's, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. The Village of Roselle accomplishes this through strategic initiatives supporting each priority. Strategic initiatives are broadly described, but narrowly focused activities aligned with priorities, and targeted to the achievement of outcomes expressed in the KOI's.

During the senior management team strategy session on December 6, the senior staff developed a set of strategic initiatives, which are listed below. Over the course of the next month, the group developed detailed action steps necessary to implement the initiatives. Those plans are listed in Appendix VI:

1. *Financial Sustainability*

- a. Conduct stormwater utility fee study
- b. Conduct comprehensive study of fees and charges assessed by the Village
- c. Develop a 5-year Capital Improvement Plan
- d. Identify two new General Fund revenue sources

- e. Evaluate the impact of Home Rule status
- f. Complete all department operating and efficiency studies

2. *Economic Development*

- a. Expand staffing to include business development position
- b. Conduct Roselle-Nerge Rd. corridor TIF feasibility study
- c. Conduct Lake St./Gary Avenue business district feasibility study
- d. Develop a business/tenant recruitment program
- e. Create a business retention and expansion program
- f. Conduct a Comprehensive Plan update

3. *Effective Governance*

- a. Create an effective Village Board decision-making process
- b. Develop a unified vision and mission statements

4. *Employee Development*

- a. Develop a training program for all employees

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Village Board, with its foresight and dedication led the way, taking many hours out their heavy schedules to commit to long-term thinking and define a direction and a set of outcomes that are important to the community. The Village Administrator and senior staff all spent time engaged in new ways of thinking to come up with a set of plans that will help the Board successfully measure and achieve the outcomes they defined.

Elected Officials

Mayor

Gayle Smolinski

Trustee

Ron Baker

Trustee

Carrie Dahlstrom

Trustee

Patrick Devitt

Trustee

Wayne Domke

Trustee

Barbara Hochstadt

Trustee

Andy Maglio

Village Clerk

Patty Burns

Senior Management Team

Village Administrator

Jeffrey O'Dell

Assistant Village Administrator

Jason Bielawski

Police Chief

Steve Herron

Interim Fire Chief

Norman Malcolm

Interim Public Works Director

Greg Kramer

Finance Director

Pam Figolah

Community Development Director

Patrick Watkins

APPENDICES

SWOT Analysis Data

In order to clarify the strategic challenges confronting the community, the Village Board and senior staff conducted a review of the current operating environment using a SWOT analysis methodology.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The internal strengths and weaknesses and the external opportunities and threats were assessed. This was done in two parts: (1) in advance of the retreat, all participants completed a SWOT questionnaire; and (2) the group participated in a facilitated process that used the questionnaire results as the basis for analysis and decision-making.

The following Appendices contain the complete information contained in the questionnaire responses

APPENDIX I

SWOT Results- Strengths

Most frequently mentioned

- Strong, experienced and dedicated staff, headed up by a professional Village Administrator
- Operating as good financial stewards of limited resources
- A diverse Board that still gets things accomplished

Compiled responses

- Strong, experienced dedicated staff
- The Village Administrator is the greatest strength of this Village, he has the day to day working knowledge of what needs to be done and how it should be done.
- The Public Works Department is assuredly on its way to efficiency and transparency and the Fire Department will follow, providing the right choices are made.
- Highly trained and motivated solid staff with limited turnover
- Well-equipped and efficient police, fire, and public works departments
- Relatively peaceful Labor Unions, Village Board and Mayor
- A stable population, financially as well as relatively healthy
- Works well with and has good relations with other taxing bodies within the Village
- Our community volunteers and the community as a whole.
- Our village administrator and a few of his lieutenants.
- Many of our rank and file employees.
- The board's recent independent reviews of each department to optimize all functions and processes and to assure we are providing the right service levels at the right cost.
- The board's ability to work together and accomplish important work – even if politics are an issue, I'm glad we can put that aside and get the work done for our taxpayers.
- A dedicated, professional staff
- A caring community with a low crime rate
- Engaged Village Board
- New Board members for a different perspective.
- Positive interaction of board and staff members.
- Accomplishing these tough economic times.
- A well working over all organization that accomplishes services needed for the community.
- Performing core services with limited resources

- Maintaining a high level of public safety
- Dedicated personnel throughout the economic turndown to present
- Being good financial stewards
- Providing a once a month informal meeting for residents to interact with elected officials

APPENDIX II

SWOT Results- Weaknesses

Most frequently mentioned

- Village Board- lack of:
 - Unified vision
 - Historical depth
 - Leadership
 - Communication and information for decision-making
 - Comprehensive Plan
- Staff- lack of personnel- grants and fee structure
- Technology- leveraging for overall efficiencies
- Finances- bedroom community

Compiled responses

- Financial
- Nepotism and lack of a clear policy on it
- Unions and all the baggage they create
- Fair Wage Agreement (State imposed)
- Not a Home Rule Town
- Lack of a five and ten year plan for the Village
- Not willing to move into the 21st century (Facebook, Televised meetings, Laptops for Trustees)
- The elected officials are the greatest weakness. There are huge egos, arrogance, condescension, and way too much grandstanding. There are those who like to hear themselves talk, those who have no concept on what is presented in front of them, and those who know it all.
- There's no sense of real leadership, just a sense of division amongst the group. The Board needs to refrain from micromanaging. The Board seems to stand in the way of progress by being demanding and requiring extra work and stress on Administration, which prevents personnel from doing [real] Village business.
- Use of technology. We buy systems and we don't have trained staff to leverage them.
- We operate in silos with one department not able to leverage the data collected by another.
- Employee morale may be an issue thanks to the economic downturn and the actions the board was forced to take.
- Lack of a comprehensive plan – I think other communities are gaining on us because we lack this.

- A weak or unclear leadership vision to move the village forward. I think the exercise we just did (6-mos to 18 mos.) will make a HUGE difference for us on this point.
 - The board has been divided on many things. As one example, for more than 6 years we have been unable to rename community development to Economic Development. We are still not united on the role of the village in economic development. Getting the best return off every inch of commercial property is one thing that will provide a solid future for our staff and even more important, our residents.
- Lack of a nepotism policy
- Not a home rule community
- Expectations by community, and some Board members, that we can continue doing more with less resources
- Turnover in staff putting an undue burden on Jeff and Jason
- Insufficient tax base; a disengaged community
- Lack of historical depth of the Village Board
- Communication
- Inability of several board members to contribute in a knowledgeable way due to their inexperience.
- Lack of providing information to all elected officials for decision making that's in sync with future agenda items
- Lack of maintaining/upgrading technology for overall efficiency
- Lack of commitment to follow through on most study recommendations
- Balancing the budget on employee's backs. There's bound to be negative future repercussions
- Sluggish in securing our borders for annexation and future initiatives
- Being aggressive in applying for grants and seeing them through from start to finish
- Updating our fee structure (due to lack of personnel)
- Updating our fine violations (due to lack of personnel)

APPENDIX III

SWOT Results- Opportunities

Most frequently mentioned

- Growth of new business
- Location, great schools and community
- Seek out grants and initiatives for future growth
- Attract real estate opportunities- Irving & Lake Street

Compiled responses

- Growth of new business
- Closeness of the community
- Location, great schools and community
- Intergovernmental agreements
- Maintain and update technology
- Seek out grants and initiatives for future growth
- Redevelopment
- Improvement with use of technology.
- Moving forward by lesson learned.
- Using new perspectives as we reinvent our way of doing business
- Study the costs and benefits of becoming a home rule community
- Study the costs and benefits of closing the donut hole
- Study the costs and benefits of establishing a storm water utility tax
- Establishing new TIF districts for underperforming commercial areas.
- ACTIVE business attraction.
 - Determine whether the Chamber is able to expand its charter OR create a new business association that provides value to small business owner members who cannot necessarily afford the cost or time structure of the Chamber. An association that is singularly committed to business attraction and business growth for members.
 - Village staff working on active business attraction.
- Creation of a Roselle Cares Foundation
- Leveraging social media to inform citizens about events in the village, to fight crime, educate parents about the use of drugs,
- Leveraging technology to be more efficient. GIS, resident service forms and photo submission on the website, an APP?, remove silos between departments, etc.

- Use the community survey results and list we are finalizing now to prioritize future board meeting agendas. Expand our agenda to get even more things done that will matter in the long run.
- New toll way (will either increase traffic on Irving, bring in light rail, or make a TIF at Nerge and Roselle Roads obvious business district opportunity) To me, the toll way is a modern equivalent of the railroad being routed through Roselle in the past)
- Attractive real estate opportunities at Irving (village owned) Admiral on Irving, getting the unincorporated land on the north side of Lake Street near between Garden and Springfield (maybe part of the Lake Street Corridor County Plan)
- Use residents in the fields they are experts in to form ad hoc committees to “Move Roselle Forward”
- We have a golden opportunity to work closely with the Roselle Chamber of Commerce yet the Chamber doesn’t seem to get the real recognition or support it deserves from **ALL** of our Elected Officials. The Chamber is a crucial conduit for current businesses and new businesses on networking. The Chamber is the backbone of Village business and industry and the Board needs to have a stronger relationship with the Chamber and its members. A less hostile attitude and a more positive demeanor towards businesses in Roselle is the proven path for success.

APPENDIX IV

SWOT Results-Threats

Most frequently mentioned

- Revenues meeting demands
- Federal-State mandates
- Individuals overpower collective purpose
- Too traditional/lack of innovation
- Competitors

Compiled responses

- Schaumburg & Bloomingdale
- Again, lack of a five and ten year plan for the Village by the Board & Mayor
- Lack of a Chamber or other organizations that are active in the development of the Village business sector
- Second rate businesses with shady clientele moving into choice real estate
- State mandates that or not funded at the local level
- Another economic recession
- Complacency, “we’ve always done it that way.”
- Thinking small
- Moving too slowly
- State and federal government’s lack of understanding, or wanting to understand, what we need to carry out our mission; turnover of anymore staff
- Ability to maintain service need.
- Ability to maintain salaries and qualified personnel.
- Unable to grow revenues needed.
- Federal and State government laws and mandates (pensions, health insurance, etc.)
- Elected officials with a personal agenda or obligation to any special interest groups
- Financial sustenance
- Citizen apathy
- This Board needs to bring in new revenue, get serious on spending cuts, and lose the pompous attitude on picking and choosing businesses.
 - The Board’s inaction on sustainability
 - Unwise spending
 - Contentious attitudes
 - Lack of knowledge towards business

APPENDIX V

SWOT Results- Highest Priorities

- Balance budget
- Community growth
- Transparency to the community
- Sustainability
- New revenue
- A turnover of more experienced and qualified Elected Officials
- Economic development to positively impact fiscal sustainability.
- Continuous improvement in departmental efficiency to positively impact fiscal sustainability.
- Home rule discussion to positively impact fiscal sustainability.
- Fiscal Sustainability and Economic Development. They go hand in hand.
- Village Board synergy /leadership.
- All of our furnishings (dais and conference table) allow board members to talk at each other - not listen to one another.
- To sustain financial balance.
- Grow our revenue sources.
- Maintain an understanding working relationship with all bargaining units.
- Attracting new businesses to help expand our tax base
- Crafting a five and ten year plan for operating and capital improvements
- Working toward a leadership change when the Mayor retires

APPENDIX VI

Strategic Initiatives –Action Plans

Strategic Priority: Fiscal Sustainability

Initiative: Complete a Comprehensive Study of all Fees and Charges Assessed by the Village

Action Item	Measure of Success	Who's Responsible	Target Date
Prepare Draft Request for Proposal for Consultant to Complete a Study of all Fees and Charges Assessed by the Village	Presentation of item to the Committee of the Whole for consideration.	Pam Figolah and Jeff O'Dell	April 1, 2014
Interview Consulting Firms and Evaluate Proposals to make a recommendation to the Committee of the Whole	Presentation of fee study consultant recommendation to the Committee of the Whole for consideration	Pam Figolah and Jeff O'Dell	May 1, 2014
Evaluate the Consultant's Recommendations for Developing a Fee and Charge Schedule that Recovers all Costs for Services	Presentation of Consultant's recommendations to a Committee of the Whole for consideration	Pam Figolah, Jeff O'Dell, and Consultant	August 1, 2014

Strategic Priority: Fiscal Sustainability

Initiative: Develop Two New General Fund Revenue Sources by December 31, 2015.

Action Item	Measure of Success	Who's Responsible	Target Date
Develop List of Alternative Revenue Sources that can be implemented by Non-Home Rule Communities Without Referendum	Recommend new revenue sources not currently implemented that can directly impact the General Fund to the Committee of the Whole for consideration	Pam Figolah and Jeff O'Dell	August 1, 2014
Identify Options for Reallocating Existing Revenue Sources from Other Funds to the General Fund	Recommend existing revenue sources that can be reallocated to the General Fund to the Committee of the Whole for consideration	Pam Figolah and Jeff O'Dell	August 1, 2014
Identify all Revenue Sources Requiring Community Referendum Approval for Increasing Revenues	Present referendum options to the Committee of the Whole for consideration	Pam Figolah and Jeff O'Dell	March 1, 2015

Strategic Priority: Fiscal Sustainability

Initiative: Complete a Stormwater Utility Feasibility Study

Action Item	Measure of Success	Who's Responsible	Target Date
Evaluate Prior Staff Fee Calculation Proposal for Implementing a New Stormwater Utility	Complete evaluation of previous methodology and provide Village Board with recommendation	Jeff O'Dell and Director of Public Works	May 1, 2014
Interview Engineering Consulting Firms to Conduct a Stormwater Utility Feasibility Study	Conduct interviews of 3 or more engineering professional services consulting firms	Jeff O'Dell and Director of Public Works	June 1, 2014
Evaluate Proposals for Conducting a Stormwater Utility Feasibility Study	Present recommendation to the Committee of the Whole for consideration	Jeff O'Dell, Director of Public Works, and consultant	August 1, 2014

Strategic Priority: Fiscal Sustainability

Initiative: Develop a Five Year Capital Improvement Plan

Action Item	Measure of Success	Who's Responsible	Target Date
Evaluate all Municipal Capital Infrastructure Improvements Planned for the Next Five Years	Develop a list of all municipal capital infrastructure improvements planned for next 5 years	Director of Public Works and Pam Figolah	July 1, 2014
Identify Funding Sources Required to Complete Municipal Capital Infrastructure Improvements Planned for the Next Five Years	Develop a list of funding source options to pay for all capital infrastructure improvements planned for the next 5 years	Director of Public Works and Pam Figolah	July 1, 2014
Complete a Draft Five Year Capital Infrastructure Improvement Plan and Implementation Schedule	Present recommendation to the Committee of the Whole for consideration	Director of Public Works and Pam Figolah	August 1, 2014

Strategic Priority: Fiscal Sustainability

Initiative: Complete Individual Department Operating and Efficiency Studies

Action Item	Measure of Success	Who's Responsible	Target Date
Evaluate Consultant Recommendations from Public Works Study	Implement all appropriate consultant recommendations	Director of Public Works	December 31, 2015
Evaluate Consultant Recommendations from Fire Department Study	Implement all appropriate consultant recommendations	Fire Chief	December 31, 2015
Interview and Evaluate Consulting Firm Proposals to Complete an Operations Study of Police Department	Presentation of police department study consulting firm recommendation to the Committee of the Whole for consideration	Jeff O'Dell and Steve Herron	December 31, 2014
Evaluate Consultant Recommendations from Police Department Study	Presentation of study recommendations to the Committee of the Whole for consideration	Jeff O'Dell and Steve Herron	June 1, 2015

Strategic Priority: Fiscal Sustainability

Initiative: Evaluate Impact of Home Rule Status

Action Item	Measure of Success	Who's Responsible	Target Date
Identify the Public Policy Aspects of Home Rule	Invite a speaker(s) to make a formal presentation to the Village Board	Pam Figolah, Jeff O'Dell, and public policy consultant	December 31, 2014
Identify the Benefits and Disadvantages of Home Rule	Present findings to the Committee of the Whole for consideration	Pam Figolah, Jeff O'Dell, and public policy consultant	March 1, 2015
Village Board Policy Decision to Place Referendum Question on Future Election Ballot	Village Board provides staff direction on preparation of ordinance authorizing placement of home rule question on future election ballot	Pam Figolah and Jeff O'Dell	June 1, 2015

Strategic Priority: Economic Development

Initiative: Expand Authorized Staffing Level to Include a Business Development Position

Action Item	Measure of Success	Who's Responsible	Target Date
Research all Internal and External Staffing or Contractual Position Options	Develop list of staff options	Jason Bielawski and Patrick Watkins	February 10, 2014
Engage Voorhees and Associates to Assist with Identification of Position Duties and Development of Job Description	Complete new job description	Jason Bielawski and Patrick Watkins	March 5, 2014
Complete Internal and External Position Compensation Analysis	Develop compensation and benefit package for position	Jason Bielawski and Patrick Watkins	March 5, 2014
Present Recommendation to a COW for Consideration	Village Board accepts recommendation from staff	Jason Bielawski and Patrick Watkins	March 10, 2014
Commence Recruitment Process	Village Administrator appoints new business development employee	Jason Bielawski and Patrick Watkins	May 1, 2014

Strategic Priority: Economic Development

Initiative: Conduct a Roselle Road/Nerge Road Corridor TIF Feasibility Study

Action Item	Measure of Success	Who's Responsible	Target Date
Prepare Draft Request for Proposal for TIF Consultant	Presentation to the Committee of the Whole for consideration	Patrick Watkins	February 10, 2014
Interview Consulting Firms and Evaluate Proposals to make a recommendation to the Committee of the Whole	Presentation of TIF consultant recommendation to the Committee of the Whole for consideration	Patrick Watkins	March 24, 2014
Conduct Due Diligence to Determine Eligibility and Ultimate Boundaries of the TIF District	Presentation of item on the Committee of the Whole agenda	Patrick Watkins and Consultant	June 23, 2014
If Area Eligible, Public Approval Process, i.e. Establishing TIF Joint Review Board	Completion of all statutory requirements	Patrick Watkins and Consultant	October 31, 2014

Strategic Priority: Economic Development

Initiative: Conduct a Lake Street/Gary Avenue Business District Feasibility Study (Establishment)

Action Item	Measure of Success	Who's Responsible	Target Date
Present S.B. Friedman Business District Eligibility Findings	Present Recommendation to the Committee of the Whole for consideration	Pat Watkins	January 27, 2014
Present S.B. Friedman Business District Redevelopment Plan and Project	Present Recommendation to the Committee of the Whole for consideration	Pat Watkins and S.B. Friedman consulting firm	February 24, 2014
File and Conduct Public Hearing of Business District (establishment of the Business District)	Conduct hearing and provide necessary ordinance on the Village Board agenda for approval	Pat Watkins and S.B. Friedman consulting firm	March 24, 2014

Strategic Priority: Economic Development

Initiative: Develop a Commercial Business/Tenant Recruitment Program

Action Item	Measure of Success	Who's Responsible	Target Date
Update/revamp the Village's Current Economic Development and Marketing Material (printed and web site)	Printed material and website updated	Business development position employee	6 months from appointment of new business development employee
Identify and Target Commercial Business and Tenant Opportunities	Contact 20 businesses per month concerning Roselle opportunities	Business development position employee	2 months from appointment of new business development employee
Create an Outreach/Educational Commercial Broker Program (Chamber of Commerce and Village)	Hold a broker education/tour day of Roselle opportunities	Business development position employee	8 months from appointment of business development employee (marketing material needs to be updated first)
Complete and Maintain an Inventory of all Commercial Property Vacancies in the Village of Roselle	Data entry completed of all available vacant commercial properties	Business development position employee	2 months from appointment of business development employee
Attend ICSC Conferences and Business Expos to Market Roselle	Attend Fall ICSC Conference	Business development position employee	November 2014
Create a Joint Recruitment Program with the Chamber of Commerce	Present program to COW and Chamber of Commerce Board for consideration	Business development position employee	1 year from appointment of business development employee

Strategic Priority: Economic Development**Initiative: Create a Commercial Business Retention and Expansion Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Develop a Commercial Business Registry Database and Inventory	Completion of registry database and inventory	Business development position employee	4 months from appointment of new business development employee
Conduct Networking/Drop-in Meetings with Commercial Businesses	Contact and meet 5 businesses per month	Business development position employee	Ongoing task will be initiated within 1 month of appointment of business development employee
Develop Recommendation for Retaining Amperage Electric Business In Roselle	Present Recommendation to the Committee of the Whole for consideration	Pat Watkins and Jeff O'Dell	July 1, 2014
Develop Recommendation for Retaining I Motorsports Business in Roselle	Present Recommendation to the Committee of the Whole for consideration	Pat Watkins	August 1, 2014
Develop Recommendation Concerning Real Estate Agreement for the Italian Pizza Kitchen at 49 E. Irving Park	Present Recommendation (including terms) to the Committee of the Whole for consideration	Pat Watkins	February 10, 2014

Strategic Priority: Economic Development Program

Initiative: Conduct a Comprehensive Plan Update

Action Item	Measure of Success	Who's Responsible	Target Date
Identify Grant Opportunities to Partially or Fully Fund an Update	Secure grant funding resources	Robert Zimmerer	June 30, 2014
Develop Scope and Draft RFP (primarily an update of commercial corridors)	Present recommendation to the Committee of the Whole for consideration	Robert Zimmerer	July 14, 2014
Interview Consulting Firms and Evaluate Proposals to make a Recommendation to the Committee of the Whole	Present Comprehensive Plan consultant recommendation to the Committee of the Whole for consideration	Pat Watkins and Robert Zimmerer	August 25, 2014
Present Consultant's Draft Comprehensive Plan to the Committee of the Whole (*after a series of public meetings, input, data gathering, etc.)	Presentation of Draft Comprehensive Plan to the Committee of the Whole for consideration	Pat Watkins, Robert Zimmerer, and consultant	June 22, 2015
Present Ordinance Updating the Comprehensive Plan to the Village Board	Ordinance updating the Comprehensive Plan on Village Board Agenda for approval	Robert Zimmerer	July 13, 2015

Strategic Priority: Effective Governance

Initiative: Create an effective Village Board decision making process that obtains the most efficient use of Village Board and staff time.

Actions	Measure of Success	Who's Responsible	Target Date
Define the roles and responsibilities of the Village Board, other Boards and Commission, and staff in the decision making process.	Roles and responsibilities are identified and reported to VA	Jason Bielawski and Department Heads	March 2014
Analyze existing processes to identify specific strategies to improve the decision making process.	List of strategies is created	Jason Bielawski and Department Heads	April 2014
Rate strategies and identify any impediments to obtaining improvements	Strategies are prioritized and impediments are identified	Jason Bielawski and Department Heads	April 2014
Present report to the Village Board on recommended process improvements	Report and recommendations are presented to Village Board at Committee of the Whole meeting	Jason Bielawski and Jeff O'Dell	May 2014
Revise improvements based on Village Board input.	Revised report and finalized recommendations adopted by the Village Board	Village Board	June 2014
Implement improvements by realigning existing processes or introducing new ones	Required changes are made	Village Board and Department Heads	June 2014
Implement process to evaluate effectiveness of improvements and recommending opportunities for continuous improvement	Status report is presented to Village Board at Committee of the Whole.	Jason Bielawski	January 2015

Strategic Priority: Effective Governance

Initiative: Develop a unified vision and mission statement to serve as a benchmark for making Village Board decisions.

Actions	Measure of Success	Who's Responsible	Target Date
Inventory existing Village mission statements	Mission statements are identified and collected.	Jason Bielawski	January 2015
Conduct research on other community statements and obtain perspectives from Board, staff and residents.	Example mission statements are collected as is feedback from Board, staff, and the community.	Jason Bielawski	February 2015
Present report to the Village Board with findings and recommend process for developing vision and mission statement.	Report is presented to Village Board at Committee of the Whole meeting.	Jason Bielawski	March 2015
Undertake process for developing vision and mission statement.	Draft mission statement is presented to Village Board at Committee of the Whole meeting.		April 2015
Approve vision and mission statement	Village Board approves at Village Board meeting	Village Board	June 2015
Realign existing Village mission statements with approved vision and mission statement	Existing mission statements are rewritten to be aligned with approved Village statement	Department Heads	June 2015
Effectively communicate mission statement to employees and public	Employees are informed of mission statement and performance is measured against it?	Village Administrator and Department Heads	June 2015

Strategic Priority: Employee Development

Initiative: Develop a training program for all employees that provides quality, cost effective training and personal and professional growth opportunities to increase individual and organizational productivity and enrichment.

Actions	Measure of Success	Who's Responsible	Target Date
Identify mandatory training for all employees (i.e. required by law or village policy)	General training manual created, showing all required training	Jason Bielawski and Department Heads	June 2014
Identify non-mandatory/discretionary training for all employees including best practices/enhancements to existing training.	General training manual created, showing all discretionary training.	Jason Bielawski and Department Heads	June 2014
Provide opportunities for supervisor and employee input.	Meeting(s) held and/or questionnaires completed obtaining employee feedback.	Jason Bielawski	July 2014
Create a Supervisor/Management Development Program to include succession planning	Supervisor/Management training program is created, showing all required training.	Jason Bielawski and Department Heads	August 2014
Create a thorough orientation program for all new hires.	New orientation program manual is created	Jason Bielawski and Department Heads	September 2014
Implement developed training program.	Training funds are budgeted and training is completed and tracked.	Village Board and Department Heads	December 2014