



AGENDA ITEM # 6

**AGENDA ITEM EXECUTIVE SUMMARY
Committee of the Whole Meeting
February 22, 2016**

Item Title: Village of Roselle Strategic Plan Status Report #4

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

COMMITTEE OF THE WHOLE ACTION

Staff to provide the Village Board with Status Report #4 on progress implementing initiatives established for each of the four Strategic Plan Priorities.

Executive Summary:

The Village Board adopted its 2014 – 2016 Strategic Plan on February 14, 2014. The Strategic Plan includes the four strategic priorities of Fiscal Sustainability, Economic Development, Effective Governance, and Employee Development. One of the outcomes established for the Effective Governance strategic priority was to have staff periodically update the Village Board on progress implementing the Strategic Plan. Status Reports #1, #2, and #3 were provided at COW meetings on May 27, 2014, October 14, 2014, and May 11, 2015 respectively.

The attached chart serves as Status Report #4 on Staff's progress implementing initiatives established in the Strategic Plan. As noted, there has been continuing progress or completion on all of the strategic initiatives identified in the Fiscal Sustainability and Economic Development Priorities. And, while progress on other initiatives has been slower, the efforts to reconvene the Finance Planning Committee late last summer and the more recent senior management team training has addressed initiatives established for the two remaining Strategic Priorities of Effective Governance and Employee Development. The following summarizes progress on some of the larger initiatives since our last update.

Fiscal Sustainability:

Stormwater Utility Study (On-going): Staff completed a community flood survey and is working with an ad-hoc committee of Trustees Maglio and Trejo to develop a policy for Village Board consideration that will provide eligible private property owners with technical and financial assistance to remediate stormwater problems. Staff is currently re-evaluating the need for an additional stormwater management study and will

formulate a recommendation on the proposed policy and study for a Village Board presentation in early April.

Comprehensive Fee and Charge Study (Completed): HR Green completed its study last spring. During last fall's budget workshops the Village Board approved recommendations from the Finance Planning Committee to increase various fees, licenses, and taxes, including contractor and business licenses, engineering and annexation fees, vehicle stickers, and eating establishment taxes.

Five-Year Capital Improvement Plan (Completed): The Village Board approved a new Five-Year CIP for all street, municipal building, and stormwater infrastructure during the budget workshops last fall. In January, the Village Board authorized the issuance of \$2,410,000 in Limited Tax Bonds to fund an expanded street improvement program over the next two years. More recently, staff coordinated with RHMG to complete a Five-Year CIP for all wastewater projects identified in the wastewater facility master plan. Baxter & Woodman will present its water and sewer rate study on February 29 incorporating a Five-Year CIP for all recommended water infrastructure improvements.

Complete Operating/Efficiency Studies (On-going): Staff has interviewed representatives from consulting firms who have completed police department operating and efficiency studies and will present a consulting services agreement recommendation at the March 14 COW meeting. This will be the organization's final department study as all others have been completed.

Economic Development:

Roselle/Nerge Road Corridor TIF District Feasibility Study (Completed): SB Friedman completed the feasibility study and a new TIF District was implemented in July 2015.

Lake Street/Gary Avenue Business District Feasibility Study (Completed): SB Friedman completed the feasibility study and a new Business District was implemented in March 2014.

Comprehensive Plan (On-going): Partially funded by grant proceeds from CMAP, this initiative is entering its final stages with one more Steering Committee meeting and a Public Forum in April. A recommendation for final plan approval will be made in late spring. The comprehensive plan will include future planning concepts and recommendations for transportation, land use, and other design elements.

Business/Tenant Recruitment Program (On-going): The Village Board adopted an incentive based sales tax-sharing agreement with BOS/AOI as the company opened its new facility in Roselle. Staff worked extensively with M & R Companies in their move to Roselle as they will become the Village's largest employer with 480 employees. Several new restaurants, including Macc's Café, Mr. A's, and Jimmy John's have opened or will be opening this spring. Staff continues to make regular contact with Roselle commercial property owners and brokers in an effort to further explore public/private partnership opportunities to further expand the Village's tax base.

Business Retention/Expansion Program (On-going): Kane, McKenna, and Associates completed a TIF Feasibility Study for the Irving Park Road/Central Avenue corridor and a new TIF District was implemented in October 2015. Staff continues to work closely on expansion plans with Amperage Electric to finalize a TIF development agreement and business district. Groundbreaking for Italian Pizza Kitchen's new restaurant at the corner of Irving Park Road and Prospect Street is on target for early spring.

Effective Governance:

Create Effective Village Board Decision Making Process (On-going): The Mayor's appointment of Trustees to ad-hoc committees has created a more efficient process for Village Board decision making. These appointments allow for more collaboration between staff and the Village Board, especially when new policies or initiatives are presented for consideration. Trustees Devitt and Berkshire were appointed as co-chairs to the Finance Planning Committee working closely with staff to address revenue enhancement opportunities for the Village. Trustees Maglio and Trejo were appointed as co-chairs of a stormwater review committee working closely with staff to develop a policy for addressing private property flooding concerns. Trustee Dahlstrom was appointed to serve on the Comprehensive Plan Steering Committee working closely with staff, the consulting team, and other community representatives on an updated plan.

Employee Development:

Develop a Training Program for Increasing Employee and Organization Productivity (On-going): In addition to mandatory customer service training for all employees, the senior management team participated in a retreat with the Village Board's Strategic Plan facilitator to develop several initiatives for addressing challenges facing the organization, breaking down barriers that prevent more effective management, and identifying strategies for increasing higher team and organizational performance. Staff completed an inventory of training needs for continued employee skill and knowledge development.

Implications:

Is this item budgeted? N/A

Any other implications to be considered? The Village Board will participate in a new strategic planning session on April 8 and 9. I will be prepared to share with the Village Board conversations Mayor Smolinski has had with the facilitator regarding preparation for this strategic planning.

Attachments:

Village of Roselle Strategic Plan Summary 2014 – 2016 (Status Report #4)

Village of Roselle Strategic Plan Summary 2014-16 (Status Report #4 February 2016)

Strategic Priority	Key Outcome Indicator (KOI)	Measure	Target	Strategic Initiatives	Status on Progress of Implementing 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	a) On-going. Community Flood Survey completed; Trustee ad hoc committee created; private property technical/financial assistance policy recommendation coming in March 2016. b) Completed. Village Board adopted various fee, tax and license increase recommendations from Finance Planning Committee. c) Completed. Village Board approved 5 Year CIP for street, municipal building, stormwater, and wastewater infrastructure improvements. \$2,400,000 Limited Tax Bonds issued. d) On-going. Finance Planning Committee continuing to review. e) On-going. Finance Planning Committee continuing to review. f) On-going. Recommendation from staff on consulting service agreement for final study in Police Department coming on March 14, 2016.
	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	a) Completed. New part-time economic development coordinator began in June 2014. b) Completed. TIF District established in July 2016. c) Completed. Business District established in March 2014. d) On-going. Large businesses of BOS/AOI and M&R Companies relocated and opened in Roselle increasing tax and workforce base in community. e) On-going. New TIF District for Roselle Road/Central Ave established in October 2015. Amperage Electric TIF Development Agreement/Business District forthcoming. Italian Pizza Kitchen groundbreaking and relocation to begin in March 2016. f) On-going. In final stages with expected completion by late Spring 2016. Final steering committee and public forum events scheduled for April.
	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	a) On-going. Greater use of Consent Agenda and Trustee ad hoc committees has created greater meeting efficiency and coordination between staff and the Village Board. b) On-going. Village Board created ad-hoc committee of Mayor Smolinski and Trustee Dahlstrom to develop draft unified vision and mission statements.
	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	a) On-going. Mandatory customer service training for all employees completed. Senior management team retreat completed. Inventory of training needs for all departments completed.