
VILLAGE OF ROSELLE

2016-2018 Strategic Plan

Summary Report

May 2016

CENTER FOR GOVERNMENTAL STUDIES
NORTHERN ILLINOIS UNIVERSITY
DEKALB, ILLINOIS 60115



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development



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May 16, 2016

RE: 2016-2018 Strategic Plan—Village of Roselle

Dear Mayor Smolinski,

On behalf of the Center for Governmental Studies at Northern Illinois University, I am pleased to present this 2016-2018 Strategic Plan and Summary Report to the Village of Roselle.

The plan reflects the organization's commitment to strategic planning, and to delivering measurable results. I appreciate the dedicated effort put forth by you, the Village Board, and senior staff.

I want to thank Jeff O'Dell and Jason Bielawski for their assistance and support during the process.

Yours truly,

Craig R. Rapp
Senior Associate
President, Craig Rapp LLC

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Executive Summary

The Village of Roselle engaged in a strategic planning process over three meetings held April 8, 9 and 27, 2016. The sessions yielded a draft strategic plan for the three-year period 2016-2018.

The strategic plan consists of four *strategic priorities*—Financial Sustainability, Effective Governance, Infrastructure, Economic Development—which are the highest priority issues for the next three years; a series of *desired outcomes*, that provide a vision of success; key *outcome indicators*, that will be monitored to determine success; and a set of *performance targets*, which define the successful outcome.

On April 8, the Mayor, Board of Trustees, Village Administrator, and Assistant Village Administrator began the process of developing the strategic plan. The group examined the organization's operating environment, identified the major challenges facing the Village, and agreed on a set of four strategic priorities.

On April 9, the group established a set of desired outcomes for each priority, determined key outcome indicators (KOIs), and set performance targets for each outcome.

On April 27, the senior management team reviewed the priorities, KOI's, and targets, and developed a set of strategic initiatives for each priority. The initiatives are the projects and programs necessary to achieve the desired outcomes.

The strategic priorities, outcomes, indicators, targets and initiatives are summarized on the following page.

Village of Roselle-Strategic Plan Summary 2016-18

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

Village of Roselle Strategic Planning Process

Overview

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 the desired outcomes. The process followed by the Village was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

Strategic Plan Development—Review environment, Set Priorities, Define Outcomes

On April 8, the Village of Roselle leadership team held a retreat for the purpose of developing a strategic plan. As part of the exploration of “Where are we now?” the group conducted an assessment of the environment within which the Village operates. This was done via a survey of the Board—a process that examines the organization’s internal challenges, as well as threats in the external environment. To facilitate this, a questionnaire was distributed to the Board of Trustees in advance of the planning session. Responses to the Board questionnaire were summarized, with the most frequently mentioned response to each question presented for consideration:

1. What are the most challenging issues facing the Village – emanating from outside the organization (e.g.-state mandates, general economy)?
 - Finances—State Budget
 - State Mandates
 - Economic Development
 - Com Ed West Central Reliability Project
2. What are the most challenging issues facing the Village—from within inside the organization (e.g.-financing operations, retaining quality staff)?
 - Limited Resources (financial/staff)
 - Prioritization of goals, resources
 - Village Board Politics
3. What are the highest priorities for the Village over the next 3-5 years?
 - Economic Development
 - Infrastructure Improvement
 - Fiscal Sustainability

The group then engaged in an exercise using the summarized data. They compared internal challenges with external challenges to determine whether certain combinations might raise heretofore-unrecognized issues. They also compared previous priorities to their proposed priorities to test the validity of the issues, and they examined a summary of issues presented by the senior staff. This process helped to crystalize the following list of current challenges and strategic issues facing the community:

COMMUNITY CHALLENGES

- State budget problems
- State mandates
- Attracting Roselle appropriate development
- Com Ed threat and distraction from other issues
- Limited/lack of financial resources
- Limits of staff capacity
- Making sure Board relationships and consistency remain intact—in light of election
- Impact of potential majority shift on the Board
- Infrastructure needs—specifically funding replacement needs
- Residents don't understand/appreciate needs and requirements
- High fixed costs of operations
- Citizen engagement
- IT infrastructure
- Succession planning and training
- Limits placed on a non-Home Rule community

On April 9, the group met to continue the strategic planning session. They reviewed the challenges identified at the previous session in order to determine the most important areas of focus for the next three years. From that discussion, a set of four Strategic Priorities emerged:

STRATEGIC PRIORITIES

1. Financial Sustainability
2. Effective Governance
3. Infrastructure
4. Economic Development

Three of the four priorities were the same priorities adopted in the previous strategic planning cycle. It was determined that a fourth—Employee Development—while important, did not rise to the same level as the other three, and was better suited as a goal for the Village Administrator. The group replaced that priority with Infrastructure—based upon the issues identified during the process.

Defining the Strategic Priorities

In order to clarify the meaning of each priority in the context of Village of Roselle, the group developed definitions for each. Although three priorities were the same as in the previous plan, the definition for Effective Governance was updated to meet 2016 realities, and a definition of Infrastructure was developed.

Financial Sustainability

Long-term revenue and expenditure 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.

Effective Governance

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

- Respectful and collaborative Village Board relationships
- An evidence based approach to decision making
- A well trained and supportive senior staff
- Broad based civic engagement

Infrastructure

Maintain and sustain a reliable infrastructure system that includes roads, utilities, equipment, facilities and IT. Invest in system improvements to achieve productivity gains and meet the needs of the community.

Economic Development

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

Determining Success: Desired Outcomes, Key Indicators, and Performance Targets

After identifying strategic priorities, the group developed a set of desired outcomes for each. Once the outcomes were established, Key Outcome Indicators (KOI's) were defined and Performance Targets were established. KOI's are measures that will be tracked to reveal progress toward the desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

The outcome-indicator-target process provides organizational focus by establishing a limited set of outcomes within each strategic priority. The alignment created between outcomes and strategic priorities is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Key Outcomes, Indicators, and targets by priority are:

Financial Sustainability

Outcome: Increased General Fund reserves; **KOI:** Year-end fund balance; **Target:** Increase General Fund reserve level to at least 35%

Outcome: Maintain capital project revenues; **KOI:** Capital project revenues (existing and new); **Target:** Fully fund identified 5 year capital improvement plan

Outcome: Sustainable General Fund operating costs; **KOI:** General Fund expenses; **Target:** Limit to an average annual increase of 2 %

Effective Governance

Outcome: Increased citizen engagement; **KOI:** (1) Village sponsored events attendance, (2) Feedback from residents/businesses; **Target:** (1) __% people report feeling engaged, (2) 4 new methods for outreach responsive to citizen needs

Outcome: Improved Board decision-making; **KOI:** Village Board and senior staff engagement assessment results; **Target:** __% Board members indicate they are adequately prepared

Outcome: Capable and well-trained staff; **KOI:** Internal promotional hiring rate; **Target:** 100% supervisor and management positions filled internally

Outcome: Respectful relationship between Board members; **KOI:** Village Board satisfaction assessment results; **Target:** 100% of Board members satisfied that relationships are respectful

Infrastructure

Outcome: All local streets rated good or excellent condition; **KOI:** Pavement condition analysis; **Target:** (1) Poor streets eliminated by 2017, (2) __% reduction in fair condition streets

Outcome: Fully compliant water and wastewater systems; **KOI:** (1) Testing and compliance results, (2) Water and WW implementation schedule results; **Target:** WW facility master plan and watermain replacement program meet 2020 deadline

Outcome: Complete understanding of capital needs; **KOI:** Feedback from Village Board; **Target:** 100% of Village Board members indicate complete understanding

Economic Development

Outcome: Increased developable property inventory; **KOI:** Developable property inventory; **Target:** (1) One existing property added, (2) 2 new properties added

Outcome: Expanded and diversified tax base; **KOI:** (1) EAV, (2) Sales tax revenues, (3) HM and EET revenues; **Target:** Annual increase of \$__ (measured against base) each category

Outcome: Enhanced working relationship-existing and new businesses; **KOI:** (1) Feedback from businesses, (2) Turnover/expansion rate; **Target:** (1) __% say Roselle is good place to operate, (2) __% willing to expand

Implementing the Vision: Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the Performance Targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. The Village of Roselle accomplished this through development of strategic initiatives for each priority—listed below. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the Performance Targets.

1. Financial Sustainability

- a. Initiate discussions for collaboration opportunities
- b. Analyze alignment of revenue sources
- c. Complete and implement department efficiency studies
- d. Develop and sustain continuous improvement efforts
- e. Financial analysis—tax base
- f. Communications strategy on financial issues

2. Effective Governance

- a. Create comprehensive management training program
- b. Develop quarterly planning and review process
- c. Evaluate current Village Board support approaches
- d. Develop new ideas/approaches
- e. Establish ad hoc Trustee committee model for critical issues
- f. Define preferred and effective Village Board communications strategy

3. Infrastructure

- a. Complete 2 year street improvement program linked to limited tax bonds
- b. Design and implement 5 year water main improvement program
- c. Continue implementation of 5 year wastewater improvement program
- d. Develop comprehensive and fully integrated capital program

4. Economic Development

- a. Analysis of annexation policies
- b. Develop organized Main Street business association
- c. Expand business retention program
- d. Expand business recruitment program
- e. Initiate action on Comprehensive Plan prioritized areas

Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of the Village Board and senior staff who spent time engaged in detailed discussions of the current environment and future challenges. This effort resulted in a set of plans that will help the Village Board successfully measure and achieve the outcomes they defined.

Mayor and Village Board

<i>Mayor</i>	Gayle Smolinski
<i>Trustee</i>	Bruce Berkshire
<i>Trustee</i>	Carrie Dahlstrom
<i>Trustee</i>	Patrick Devitt
<i>Trustee</i>	Wayne Domke
<i>Trustee</i>	Andy Maglio
<i>Trustee</i>	Lee Trejo
<i>City Clerk</i>	Patty Burns

Senior Staff

<i>Village Administrator</i>	Jeffrey O'Dell
<i>Assistant Village Administrator</i>	Jason Bielawski

APPENDIX I
Strategic Initiatives-Action Plans

Strategic Priority: Financial Sustainability

Initiative: Initiate Discussions for Collaboration Opportunities

Action Item	Measure of Success	Who's Responsible	Target Date
Engage WSFRA and DuPage County Fire Functional Task Force to further increase consolidation and functional cooperation for reducing fire suppression and EMS costs.	Identify and present for Village Board consideration new opportunities for reducing fire department operational, equipment, and capital infrastructure costs.	Fire Chiefs Anderson and Bozik, and VA O'Dell	July, 2017
Work collaboratively with Hanover Park, Elk Grove Village, Schaumburg, and Itasca to reduce legal and other expert witness costs in preparation of ComEd ICC WCRP petition.	Village Board approves an Intergovernmental Agreement between all 5 municipalities identifying shared legal and consulting costs.	VA O'Dell and AVA Bielawski	September, 2016
Identify opportunities for sharing in the provision and administration of various governmental services with the Village Managers of Itasca, Bloomingdale, and Hanover Park.	Present for Village Board consideration multi-jurisdictional opportunities to reduce costs related to the provision of administrative tasks such as municipal engineering	VA O'Dell and Management Team	July, 2017
Discuss joint opportunities for reducing costs related to snow removal, landscaping management, and IT with the executive directors and superintendents of all Roselle park districts, library, and school districts	Present for Village Board consideration an IGA(s) between the Village of Roselle and local taxing bodies.	VA O'Dell, AVA Bielawski, and Management Team	March, 2017

Strategic Priority: Financial Sustainability**Initiative: Complete and Implement Department Efficiency Studies**

Action Item	Measure of Success	Who's Responsible	Target Date
Evaluate proposals and interview consulting firms to complete an operations and capital infrastructure study of the Police Department.	Village Board approves professional services agreement with consulting firm to complete Police Department Study.	Trustees Maglio and Domke, VA O'Dell, and AVA Bielawski.	August, 2016
Evaluate consultant final report recommendations for the Police Department Study.	Presentation of the Police Department study final report from consultant to the Committee of the Whole for consideration.	Trustees Maglio and Domke, VA O'Dell and AVA Bielawski.	December, 2016
Prepare status report on progress implementing Police Department study recommendations.	Presentation of status report highlighting progress on implementation of consultant recommendations to the Committee of the Whole.	VA O'Dell, AVA Bielawski, and Chiefs Herron and Tarchala.	September, 2017
Prepare status report on progress implementing all consultant recommendations from previously completed department operations studies.	Presentation to Committee of the Whole.	VA O'Dell and Department Heads	September, 2016

Strategic Priority: Financial Sustainability**Initiative: Develop and Sustain Continuous Improvement**

Action Item	Measure of Success	Who's Responsible	Target Date
Complete 2017 Resident Satisfaction Survey	Final report containing survey results is presented to Village Board.	VA Office	September, 2017
Compare 2017 Resident Satisfaction Survey results to 2013 results to identify areas requiring improvement.	Final report presented to Village Board contains recommendations on areas requiring improvement.	VA Office	November, 2017
Create a staff committee to identify opportunities to improve work processes across Departments.	Committee is created and report identifying process improvements is developed.	VA office and all Departments	January, 2018
Implement paperless agenda process for Village Board and COW meetings.	Elimination of paper packets.	VA office and Village Board	April, 2017
Improve at least one process within each department of the Village.	Implementation of process improvement.	All Departments	December, 2019

Strategic Priority: Financial Sustainability**Initiative: Financial Analysis – Tax Base**

Action Item	Measure of Success	Who's Responsible	Target Date
Update Village of Roselle g: Stat Financial Ratios from the previous Sikich Village Hall Resource Optimization Study.	Financial Ratios are updated through FY 2015.	Finance Director	December, 2016
Conduct financial impact analysis of TIF and annexation related redevelopment.	Production of a report of current and future Village of Roselle EAV ratios and potential revenues.	Finance Director	December, 2017
Determine baseline EAV by category.	Baseline EAV report is completed.	Finance Director	December, 2016
Identify desired tax base levels.	Village Board adopts tax base level outlook plan.	Finance Director and Village Board	June, 2017

Strategic Priority: Effective Governance**Initiative: Create Comprehensive Management Training Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Complete audit of existing training being completed by management.	List of existing training is developed.	VA Office	June, 2017
Identify areas that training is required.	List of areas requiring training is developed.	VA Office	July, 2017
Create a staff committee to provide input on creating a training program.	Committee is created and final report containing recommendations is developed.	VA Office	September, 2017

Strategic Priority: Effective Governance

Initiative: Develop a Quarterly Planning and Review Process Around Village Board and Staff Interaction

Action Item	Measure of Success	Who's Responsible	Target Date
Monitor Strategic Plan to ensure the Village Board and staff have appropriately interpreted and carried out various strategic initiatives.	Strategic Plan review sessions are held on a quarterly basis during Committee of the Whole meetings with Village Board and staff providing feedback on progress.	Village Board, VA/AVA, and Department Heads	Ongoing
Confirm expectations of the Village Board for enhancing staff presentations at meetings and defining types of agenda and weekly Board report correspondence required to ensure effective Village Board decision making processes.	Planning and strategy sessions are held and any differences are reconciled.	Village Board, VA/AVA, and Department Heads	Ongoing
Review the Village Board Policy Manual to ensure policies reflect the values and expectations of the Board.	Village Board completes review of Policy Manual and policies are initiated, modified, or deleted as required.	Village Board	Ongoing
Conduct Village Board and elected official orientation process for newly elected officials.	Village Attorney, Village Administrator, and department heads provide orientation meetings to educate and familiarize the new Village Board with operations and policies.	Village Board, VA, AVA, and Department Heads	July, 2017

Strategic Priority: Effective Governance

Initiative: Develop New Ideas/Approaches to Engagement

Action Item	Measure of Success	Who's Responsible	Target Date
Hold "Welcome to Roselle" new resident events twice a year. Invite all government agencies NFP service providers to participate	Number of residents attending	VA Office, Department Heads, Partner Agencies	April and October 2017
Register for and utilize online social network NextDoor for Government Agencies	Number of local network connections and number of social media posts	VA Office	September, 2016
Partner to expand "Celebrate the Season" event Saturday after Thanksgiving to include a festival & a Small Business Saturday event on Main St.	Increased number of promoted events (Small Business Saturday, Winter Fun Fest)	VA Office, Village Clerk, Department Heads, Partner Agencies	November, 2017
Partner with Roselle Park District to expand "Bounce Back to School" event	Participation by Village of Roselle officials, departments	Village Board, VA Office, Department Heads	August, 2016
Hold Police Department Open House; consider coordinating event with Annual Fire Department Open House	Police and Fire Department Open Houses held annually for community	Police Chief, Deputy Police Chief	September 2017

Strategic Priority: Effective Governance

Initiative: Establish Ad-Hoc Trustee Committee Model for Critical Issues

Action Item	Measure of Success	Who's Responsible	Target Date
Appoint two trustees to work with staff to evaluate police department study proposals and to recommend consultant to complete study.	Police department final report and recommendations are accepted and approved by the Village Board.	Trustees Maglio and Domke, VA and AVA, and police chiefs.	December, 2016
Appoint two trustees to work with staff to complete an analysis of the Village's annexation policies.	Annexation policy final report and recommendations are accepted and approved by the Village Board.	Two Trustees and Department Heads.	March, 2017
Convene the Finance Planning Committee when necessary to review and recommend solutions on issues related to financial sustainability or other appropriate budget issues.	Recommendations made by Finance Planning Committee are accepted and approved by the Village Board.	Trustees Devitt and Berkshire and Department Heads	As established.
Appoint two trustees to work with staff to complete other appropriate projects.	Final reports and recommendations are accepted and approved by the Village Board.	Two Trustees and Department Heads	As established.

Strategic Priority: Infrastructure

Initiative: Complete 2-Year Street Improvement Program Linked to Limited Tax Bonds

Action Item	Measure of Success	Who's Responsible	Target Date
Award \$1,574,000 contract to Schroeder Asphalt Services to complete 2016 annual street improvement program funded with limited tax bond proceeds.	Work on 2016 street improvement program is completed by August 15, 2016.	Public Works Administration	August, 2016
Survey all Village owned streets for condition ratings allowing staff to develop a proposed 2017 street improvement program.	Proposed 2017 street improvement program submitted to Committee of the Whole for consideration and approval.	Public Works Administration	March, 2017
Award 2017 street improvement program contract utilizing remaining limited tax bond proceeds thereby eliminating any poor condition streets in the community.	Work on 2017 street improvement program is completed by August 15, 2017.	Public Works Administration	August, 2017

Strategic Priority: Infrastructure**Initiative: Design and Implement 5-Year Water Main Replacement Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Conduct a Request for Qualifications process and negotiate a proposed professional services agreement with a consulting firm to provide the Village with municipal engineering services.	The Village Board approves a professional services agreement with a consulting firm to provide municipal engineering services for the Village of Roselle.	VA O'Dell and AVA Bielawski	August, 2016
Complete engineering design plans and conduct competitive bid process for the construction of new water mains along all remaining poor to fair condition streets scheduled for replacement in 2017.	The Village Board approves a contract for the construction of new water mains along all remaining poor to fair condition streets in 2017.	Public Works Administration and Village Board	March, 2017
Complete annual review of proposed water main improvement schedule and confirm water rates are consistent with project pace.	The Village Board approves project schedule and water rate during annual budget review process.	Public Works Administration and Village Board.	On-going
Complete engineering design plans for designated water main improvements scheduled for the years 2018 through 2020.	The Village Board annually approves a contract for the construction of new water mains identified in the Village's 5-Year Water Main Replacement Program.	Public Works Administration and Village Board	March 2018 through March 2020

Strategic Priority: Infrastructure**Initiative: Continue to Implement 5-Year Wastewater Improvement Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Conduct a Request for Qualifications for wastewater treatment plant capital improvements and negotiate a proposed professional services agreement with a consulting firm to provide the Village with engineering design services on future wastewater infrastructure improvements.	The Village Board approves a professional services agreement with a consulting firm to provide wastewater engineering services on 5 specific projects in 2016 and possibly future projects.	Public Works Administration and Village Board	August, 2016
Conduct a Request for Qualifications for the wastewater infiltration and inflow control program and negotiate a proposed professional services agreement with a consulting firm to provide the Village with a completed system condition assessment and development of an infiltration and inflow control program.	The Village Board approves a professional services agreement with a consulting firm to provide engineering services to complete an I/I condition assessment and program.	Public Works Administration and Village Board	August, 2016
Work closely with RHMG and the Illinois Environmental Protection Agency to finalize the Village's 5-Year Facility Plan.	The Village receives its permit for projects included in its 5-Year Facility Plan.	Public Works Administration	December, 2016
Complete annual review of proposed wastewater improvement schedule and confirm sewer rates are consistent with project pace.	The Village Board approves project schedule and sewer rate during annual budget review process.	Public Works Administration and Village Board	On-going
Coordinate design and construction of all projects identified in the 2015 Wastewater Facility Master Plan.	The Village Board approves construction contracts and contractors complete all approved projects.	Public Works Administration and Village Board.	On-going

Strategic Priority: Infrastructure**Initiative: Develop Integrated Capital Projects and Equipment Replacement Fund Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Develop 5-Year IT equipment replacement schedule.	Replacement schedule is created and approved by the Village Board.	Finance and VA Office	August, 2017
Create IT Internal Service Fund	Creation of Internal Service Fund for consideration by Village Board and FY 2018 proposed budget.	Finance and VA Office	August, 2017
Modify current Equipment Replacement Fund funding formula, and instead, fully fund replacement based on future value of vehicles and equipment.	Village Board approves new funding plan for future replacement of vehicles and equipment reflecting 100% estimated future replacement value.	Finance, VA Office, and Village Board	December, 2016
Develop Parking Lots Fund 5-year capital improvement program.	Capital improvement program document is created and approved by the Village Board.	VA Office	December, 2016
Develop Parking Lots Fund funding formula to fund future capital project improvements.	Village Board approves new funding formula for future Parking Lot capital improvements.	VA Office and Village Board	December, 2017

Strategic Priority: Economic Development

Initiative: Develop Organized Main Street (Town Center) Business Association

Action Item	Measure of Success	Who's Responsible	Target Date
Survey businesses and gauge interest in establishing a business association for Main Street and the Town Center.	The Village Board works with area businesses and Chamber of Commerce and establishes a Main Street Business Association.	Community Development Administration	March 2017
Identify and prioritize issues that are important to businesses such as business exposure, marketing efforts, parking, and special events.	Business Association or individual business create a list of priorities and initiatives designed to create greater exposure, enhance marketing, resolve on-street parking issues, and partner with others on special events.	Community Development Administration	1 year after establishing Main Street Business Association

Strategic Priority: Economic Development**Initiative: Expand Business Retention Program**

Action Item	Measure of Success	Who's Responsible	Target Date
Survey businesses to assess concerns and potential for expansion plans.	Survey distributed to businesses in Roselle.	Community Development Administration	May, 2017
Continue assisting growing businesses to address concerns and identify available space for expansion within Village corporate limits.	4 local businesses have notified the Village of their willingness to expand in the corporate limits of Roselle.	Community Development Administration	On-going
Conduct networking meetings with local businesses focusing first on businesses with more than 75 employees and those that generate significant sales tax.	4 networking meetings conducted with businesses (2 with more than 75 employees and 2 with under 75 employees)	Community Development Administration	December, 2017
Create a quarterly e-newsletter dedicated to local businesses in Roselle.	First quarterly newsletter sent to local Roselle businesses in 2017.	Community Development Administration	July, 2017

Strategic Priority: Economic Development

Initiative: Expand Business Recruitment Program

Action Item	Measure of Success	Who's Responsible	Target Date
Identify priority redevelopment sites and work with property owners to create marketing strategies for those properties.	Conduct a Committee of the Whole workshop to identify priority sites.	Community Development Administration	March, 2017
Identify and prioritize businesses for recruitment and market directly to those businesses.	Conduct a Committee of the Whole workshop to identify priority businesses.	Community Development Administration	July, 2017
Secure a developer for the Village owned property at Roselle Road and I-390.	Village Board approves a development agreement with the developer of the property.	Community Development Administration	January, 2017
Leverage expansion of Amperage Electric through TIF and Business District funding assistance.	Village Board approves a development agreement for the expansion of Amperage Electric.	Community Development and Administration	January, 2017
Identify and leverage redevelopment of private property in and adjacent to the Roselle Town Center.	4 properties redeveloped.	Community Development Administration	July, 2018
Schedule an Intergovernmental meeting(s) with DuPage County, Bloomingdale, and Hanover Park to enhance opportunities for redeveloping properties at the intersection of Gary Avenue and Lake Street.	Present an action plan and intergovernmental agreement to the Village Board for consideration and approval.	Community Development Administration	July, 2018
Promote available commercial properties in Roselle by attending regional broker and developer events.	Attend the International Council of Shopping Center (ICSC) event and staff a booth marketing Roselle.	Community Development Administration	July, 2017
Continue on-going business recruitment practices reaching out to eateries and retailers to fill appropriate vacant spaces in Roselle.	Contact 20 perspective eateries and retailers per month concerning Roselle opportunities.	Community Development Administration	On-going

