



AGENDA ITEM # 5

**AGENDA ITEM EXECUTIVE SUMMARY
Committee of the Whole Meeting
May 11, 2015**

Item Title: Village of Roselle Strategic Plan Status Report #3

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

COMMITTEE OF THE WHOLE ACTION

1. **Staff to provide the Village Board with Status Report #3 on progress implementing initiatives established for each of the four Strategic Plan Priorities.**
2. **Village Board concur with staff recommendation to reconvene the Finance Planning Committee.**

Executive Summary:

The Village Board adopted its 2014 – 2016 Strategic Plan on February 24, 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 is to continue to build on the working relationship between the Village Board and staff. As a result, the Village Board established a target of meeting with staff once every four months to discuss progress on implementing the Strategic Plan. Status Reports #1 and #2 were held previously on May 27, 2014 and October 13, 2014 respectively.

The attached chart serves as Status Report #3 on Staff's progress implementing initiatives established in the Strategic Plan. As noted, there is continued progress on strategic initiatives identified in the Fiscal Sustainability, Economic Development, and Employee Development Priorities. For the Committee of the Whole meeting on Monday night, I intend on reviewing progress on those initiatives, asking Community Development Director Pat Watkins to present a report on Economic Development activities, and then using the remaining portion of the presentation to recommend we reconvene the Finance Planning Committee. The following summarizes progress on some of the larger initiatives since our last update.

Fiscal Sustainability:

Stormwater Utility Study: During the Five-Year Capital Improvement Program presentation on February 9, 2015, staff recommended the Village conduct a community survey soliciting feedback directly from property owners to identify flood prone areas in

the community. Staff will compile results of that survey and use them to augment its analysis of the Village's stormwater infrastructure. That analysis may lead to a FY 2016 recommendation to complete a Stormwater Management Study identifying capacity enhancements or to conduct a Stormwater Utility Feasibility Study for possible implementation of a Stormwater Utility Fee.

Comprehensive Fee and Charge Study: The consultant retained to complete the study, HR Green, will present a results and recommendation report to the Village Board at its Committee of the Whole meeting on May 26, 2015. The main focus of the report will address the Village's administration and collection procedures for fees such as ambulance service, vehicle stickers, and building permits, while providing an analysis of our entire fee and charge structure compared to other municipalities.

Five-Year Capital Improvement Program: Staff presented a recommendation and the Village Board completed a prioritization exercise at its February 9, 2015 COW meeting. That recommendation identified all proposed General Capital Projects Fund infrastructure improvements for the period of FY 2015 – FY 2019. The Village Board reviewed those improvements, prioritized projects for completion in FY 2015, and directed staff to proceed accordingly. Once the project schedule is completed for the Wastewater Facility Master Plan, those projects will be incorporated into a final CIP for Village Board approval during the budget process this fall.

Complete Operating/Efficiency Studies: The Village has completed operating and efficiency studies in the administration, fire, and public works departments. On Monday night, our public works director and fire chief will provide the Village Board with updates on the implementation status of consultant recommendations found in each Study.

Economic Development:

North Roselle Road Corridor TIF District Feasibility Study: SB Friedman has completed the Feasibility Study, a proposed financing plan, and eligibility report. At its April 13, 2015 meeting, the Village Board approved ordinances establishing a Joint Review Board to consider and make recommendations regarding the TIF Plan and a Public Hearing date to consider the proposed TIF Plan and eligibility report. The Joint Review Board met on May 6, 2015 and the Public Hearing is scheduled for June 8, 2015.

Comprehensive Plan Update: The Village was awarded grant funding through the Chicago Metropolitan Agency of Planning (CMAP) to complete an update of the Comprehensive Plan. On March 9, 2015 the Village entered into an intergovernmental agreement with CMAP for the purpose of hiring a consultant to develop a new Comprehensive Plan. Since then, separate Steering and Stakeholder Committees were established and have convened in the last month for the purpose of providing community input into the plan development process.

Business/Tenant Recruitment, Retention, and Expansion Program: The Economic Development Coordinator continues to showcase Roselle for business development opportunities. The Village Board has discussed and approved specific public/private partnership economic development initiatives designed to promote the retention and

recruitment of businesses that can provide the Village with increases to its sales tax base. In mid-May, the Economic Development Coordinator will attend the International Council of Shopping Centers Conference.

Employee Development:

Develop a Training Program for Increasing Employee and Organization Productivity: In late February and early March, the Village partnered with Workplace Solutions to provide mandatory interactive customer service training sessions for all employees in the organization. The purpose of this strategic priority was to enhance employee skills and knowledge through greater investment in training. Key objectives of this training included the definition of a customer, defining and describing excellence in customer service, and the application of practical techniques to address difficult customer service situations. An emphasis was also placed on applying customer service techniques that may differ in each department. The management team is now working to identify future employee training and development programs designed to increase skills and abilities that benefit the entire organization and community at large.

Implications:

Is this item budgeted? N/A

Any other implications to be considered? I would recommend the Village Board reconvene the Finance Planning Committee to address some of the remaining initiatives included in the Fiscal Sustainability and Effective Governance Strategic Priorities. As you may know, the Mayor established a Finance Planning Committee in response to the Great Recession that began in 2009. At that time, the Village experienced unprecedented revenue shortfalls leading to a General Fund budget deficit of nearly \$1,000,000. Before the Committee disbanded, it provided the Village Board with action item recommendations for each of the department efficiency studies, modifications to employee compensation and benefit plans, completion of a job classification and compensation study, evaluation of fleet inventory and maintenance/service operations, prioritization of all municipal services, and expansion of IT to obtain greater efficiencies in all departments.

Interestingly, the one action item that was never completed was to create a Revenue Enhancement Sub-Committee to identify and evaluate opportunities for expanding the Village's revenue base. In an effort to address both pending and more long-term General Fund, General Capital Projects Fund, and Water and Sewer Capital Projects Fund revenue shortfalls, I would recommend the Village Board reconvene a Finance Planning Committee comprised of two trustees, one resident, and other appropriate staff. One of the purposes of that Committee would be to develop a specific set of initiatives designed to increase the Village's general operating revenues. Some of those initiatives are already identified in the Fiscal Sustainability Strategic Priority such as the evaluation of Home Rule on a community or to develop two new revenue sources for the General Fund. More specifically, the Committee would be charged with evaluating the need to place a referendum question on one of the two election ballots in 2016. One of those questions could be to establish a non-home rule sales tax.

I would recommend the Mayor reconvene the Committee, appoint the members of the Committee, and establish a timeline for (a) developing a list of priorities for consideration by the Village Board and (b) when recommendations related to those priorities need to be made for consideration by the Village Board. I see no reason why the majority of the work related to both of these tasks couldn't be completed by the Committee prior to commencement of the budget process this fall.

Attachments:

Village of Roselle Strategic Plan Summary 2014 – 2016 (Status Report #3)

Economic Development Initiatives Memorandum from Natalie Engel

Public Works and Inspectional Services Staffing and Organizational Review Update

Fire Department Operations and Services Evaluation Update

Village of Roselle Strategic Plan Summary 2014-16 (Status Report #3 May 2015)

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	<p>a) On-going. Staff to develop survey soliciting direct feedback from property owners identifying flood prone areas in the community. Results used to help determine if additional stormwater management or utility fee studies are warranted.</p> <p>b) On-going. Consultant to present results of study at the 5/26/15 COW meeting. Recommendations to focus on Roselle collection procedures and fee structures versus other communities.</p> <p>c) On-going. In February, the Village Board reviewed and approved the CIP and prioritized projects for completion in 2015.</p> <p>d) Not started.</p> <p>e) Not started.</p> <p>f) On-going. Staff to use 5/11/15 COW meeting to review status of fire and public works department study recommendations.</p>
	General Fund	Revenue growth	15% of General Fund revenues come from new sources by 12/31/16	d) Develop two new revenue sources e) Evaluate Home Rule status impact f) Complete operating/efficiency studies	
	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	<p>a) Completed. New part-time economic development coordinator began in June 2014.</p> <p>b) Completed. Feasibility study completed, TIF boundaries established, and Public Hearing to adopt TIF Plan on 6/8/15.</p> <p>c) Completed. Ordinance imposing Business District taxes approved. Entered into Sales Tax Assistance Agreement with hotel owner for banquet center buildout.</p> <p>d) On-going. Updated all marketing materials; increased website access to available properties; attended ICSC Chicago event; and will attend ICSC national event on 5/17/15 to meet with retail, restaurant, and broker representatives showcasing Roselle.</p> <p>e) On-going. Contacted Roselle commercial property owners and brokers and coordinated Village Board efforts implementing various public/private partnership tools to retain sales tax base.</p> <p>f) On-going. Awarded grant funding to complete Comp Plan update, entered into IGA with CMAP to retain consultant to complete Plan, and established/convened Steering and Stakeholder Committees obtaining community input into development process.</p>
	Commercial Vitality	Retail vacancy rate	Retail vacancies in business corridors reduced by 5% from 1/1/14-12/31/16	d) Business/tenant recruitment program e) Business retention/expansion program f) Comprehensive Plan update	
	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	<p>a) On-going. Village Board approved new Consent Agenda Policy for greater meeting efficiency. Staff conducted multiple meetings with two new Trustee elect candidates preparing them for transition on to Village Board beginning in May 2015.</p> <p>b) On-going. Village Board created ad-hoc committee of Mayor Smolinski and Trustee Dahlstrom to develop draft unified vision and mission statements.</p>
	Village Board Meetings	Length of Board meetings	Average meeting length at 2.5 hours	b) Develop unified vision and mission statement to serve as benchmark for Village Board decisions	
	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	<p>a) On-going. In February/March 2015, Village partnered with Workplace Solutions to conduct mandatory customer service training for all employees in the organization. The management team is now working to identify other training programs designed to increase employee skills and knowledge.</p>