



## **Village of Oak Park Board Goals – 2018/2019**

*Pursuant to Special Meetings July 24, 2017 and January 22, 2018  
Adopted February 5, 2018*

### **Core Values of ~~Good Government~~ a High Performing Government**

- Fiscal Responsibility
- Transparency and Accountability
- Communication & Collaboration
- Trust Building

### **Key Goals**

- Service Delivery/Customer Service
- Economic Development
- Financial & Fiscal Responsibility
- Infrastructure/**SMART City**
- Environmental **Health & Sustainability**
- **Racial Equity**

## Service Delivery/Customer Service

### Public Safety:

- a. Prioritize public safety as **a priority** ~~our number one priority~~ and allocate funds accordingly **recognize public safety is a key element to thrive**
- b. Explore increased use of public safety cameras, improved lighting, additional staff and other proactive investments to ensure that the police and fire department have ~~all the resources necessary~~ to make the Village safe
- c. Implement initiatives that increase public safety in high needs areas and across the Village as a whole
- d. **Review the consultant's report regarding repairs to the Police Department facility and discuss financing options**

### Communication:

- a. Frequently communicate Village news
- b. Establish and regularly update Police and Fire Department Facebook pages
- c. Increase social media followers across all current channels, to the level below:

Social Media	Subscribers (1/1/18)	Goal by 12/31/18
Facebook	8,162	15,000
YouTube	813	2,000
Twitter	5,624	10,000
Instagram	1,338	2,000

- d. Strengthen content of website
- e. **Enhance our communication strategy during construction projects. Examples of projects that needed a plan include Rush Oak Park Hospital expansion. This also includes talking to businesses and citizen commissions or other stakeholders. (Same as existing goal "General" (b)).**

### Customer Service:

- a. Provide exceptional customer service
- b. Encourage innovation and technology improvements

- c. Promote a decision making environment that promotes diversity and equity
- d. Establish a Commission on Seniors to inform the Village on policies related to aging in place
- e. Report on the needs of the aging population

#### Organizational Development

- a. Have a strategy to attract and retain employees
- b. Update the Village's IPLAN document
- c. Report on the Census status

#### Open Data

#### Transparency

- a. Role of the Clerk
- b. FOIA
  - a. Create a protocol to post the requests on the Village web site
- c. Review our website to create a portal/tab called "Transparency", possibly using a data visualization tool

## **Economic Development**

### **Madison Street:**

- a. Establish and commit to a plan for Madison & Oak Park Avenue by December 31, 2018
  - i. Finalize direction on Road Diet and Bend
  - ii. Resolve expiration of Madison TIF
- b. Facilitate redevelopment of vacant lots and vacant buildings/**Continue to emphasize the importance of this**

### **Marketing/Branding:**

- a. Assess and leverage marketing plans of OPEDC & Chamber of Commerce

### **Business Districts:**

- a. DTOP:
  - Finalize Lake Street resurfacing plan
  - Complete Harlem & South and restore surrounding infrastructure
  - Break ground on Albion and minimize impact on DTOP
- b. Reduce commercial vacancies
- c. Promote new development & businesses
- d. Increase vitality across all business districts
  - **Focus on North Avenue**
- e. Uniform code enforcement throughout Village
- f. Implement façade improvement grant program

### **Use Type**

- a. Seek out diverse use types; including Class A Office Space and medium size employers
- b. Recruit and maintain sales tax generating businesses

## **General**

- a. Increase Oak Park annual sales tax revenue to \$8.5 million by 2025
- b. Develop plan to communicate and coordinate with business districts during any construction. Make attempts to time construction in consideration of business district needs.
- c. The Village will work to maintain its current affordable housing stock and explore new ways to advance additional affordable housing units
- d. Increase EAV by \$800 million as a result of new private investment between 2015 and 2025
- e. Increase the population by an additional 3,000 residents between 2015 (pop. 51,774<sup>1</sup>) and 2025 (pop. Goal 54,774)
- f. Review more options to include sustainability practices in our developments
- g. Review the option to divide up single family homes into multi-family residences for the purpose of assisting homeowners in financial crisis in need of a solution and not for the purpose of providing financial gain
- h. Investigate an Arts Center
- i. Have an overall communications plan for which the Village Board agrees to communicate positively about Oak Park for the sake of ensuring future prosperity and attracting the private sector

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<sup>1</sup> From the American Community Survey (aka census) for July 1, 2016.

## **Financial and Fiscal Responsibility**

### **Budget:**

- a. Continue to work with staff to ensure that budget and all financial documents are transparent and understandable
- b. Strive for revenue to exceed expenses
- c. Commit to accurate budget forecasting
  - Less than 3% differential between budget vs. actual
- d. Strive to limit levy increases to below ~~5%~~ 3% annually
- e. Strive to grow the Village's General Fund Balance above the minimum policy of 10 percent
- f. Create a 2-3 year budget/fiscal plan
- g. Create a communications plan to focus on 1 or 2 funds for the purpose of educating the public in order to provide greater transparency of the Village's finances (i.e. Water fund, Parking fund, etc)
- h. Explore options for alternative budget processes such as program based budgeting and outcome based budgeting.

### **2. Debt:**

- a. Determine acceptable debt levels according to the following metrics:
  - Total net debt per capita not to exceed [15%] of per capita personal income for Village
  - Total net debt not to exceed [10%] of EAV, unless cost benefit analysis weighs in favor of increased debt for major infrastructure improvements on an emergency/critical needs basis

### **3. Collaboration:**

- a. Work with other taxing bodies to minimize the annual property tax increases in Oak Park/~~Be specific with other taxing bodies as to what cost saving measures they will implement~~
- b. ~~Call for a joint meeting with all the taxing bodies every year or twice a year to discuss cost saving measures~~
- c. Research high impact solutions to stabilize the total tax burden
- d. Promote multi-jurisdictional policy that enhance efficiencies

- e. ~~Establish a task force to evaluate redundancies amongst all local taxing bodies by February 20, 2018.~~ Review recommendations of the Taking Bodies Task Force

4. **Spending:**

- a. Prioritize spending projects based on need and impact
- b. Provide key services and invest in infrastructure in a fiscally responsible manner

5. **Partner Agencies:**

- a. Establish performance metrics to evaluate and determine funding and increase financial transparency
- b. Work with partner agencies and others to establish a plan for promoting affordable housing in Oak Park in the following ways:
  - Allocate existing affordable housing funds
  - Generate on-going affordable housing funds

6. **Enterprise Funds:**

- a. Maintain a positive balance in the parking fund

7. **Revenue & Fees:**

- a. Charge appropriate fees for services
- b. Identify new revenue sources

8. **Pensions:**

- a. Fund pensions by a minimum of 90% by 2040

## Infrastructure/SMART City

### **1. Capital Improvement Projects:**

- a. Prioritize capital improvement projects by need and impact
- b. Maintain high infrastructure and facility standards, commensurate with residents' needs and standards given the cost of living in Oak Park
- c. Provide key services and invest in infrastructure in a fiscally responsible manner
- d. Explore the necessary planning to make Oak Park a SMART City

### **2. Water:**

- a. Ensure water safety
  - Provide a report on the Village's pilot filter program to reduce exposure to lead and determine next steps
- b. Reduce water loss
  - Review staff's report on water loss and implement feasible options to address any issues

### **3. Government Buildings & Parking Facilities:**

- a. Increase safety and disability access
- b. Improve lighting, appearance and striping in parking facilities
- c. Conduct review of safety at Village Hall

### **4. Police Station:**

- a. Evaluate all options for new and/or improved Police facilities, considering budget objectives stated above

### **5. Parking:**

- a. Make parking increasingly fair, equitable and understandable by completing 2017 Parking Study
  - Emphasis on Y2, Y3, Y4 Zones
- b. Continue to invest in advanced technologies to manage parking systems
- c. Review the Parking Pilot Program and make a decision on next steps



**6. Transportation:**

- a. Ensure that automobile and bicycle traffic move efficiently and safely
- b. Actively work to develop a more pedestrian and bike friendly Oak Park
- c. Improve traffic flow/signal timing in downtown Oak Park

**7. 290 Reconstruction:**

- a. Maximize I290 overpass opportunities

## Environmental Health & Sustainability

### Sustainability Fund

- a. Create plan for the use of sustainability funds using metrics to determine highest impact
- b. Sustain revenue sources for ongoing funding
- c. Study cost/benefit of converting street lights to LED technology

### Environmental Commitment

- a. Research community-wide solar opportunities
  - b. Explore possibility of solar sound walls along 290
  - c. Explore community solar and utility scale solar
  - d. Investigate full solar array
  - e. Create a road map and metrics to achieve a goal of 50% renewable by 2030
- b. Improve Plan-It-Green grade
- c. Increase participation in Village Composting Program

### **Racial Equity**

- a. Trustees will explore training they would like attend individually
- b. The Village will join the organization GARE
- c. The Village will commit to Racial Equity by adopting a formal document such as an Ordinance or Resolution
- d. The Village Manager should create a staff only internal team to review racial equity policies and/or address issues (i.e. internal team for Race Equity)
- e. The Village will conduct a Racial Equity Impact Assessment for Oak Park which will identify policies already in place as well as recommend possible additional policies