

<u>Key Priorities</u>	<u>Sub-Priority</u>	<u>SMART Goals</u>	<u>Actions</u>	<u>Measurables</u>
Service Delivery & Customer Service	Public Safety: Vision Statement- Ensure the community continues to be a safe environment for everyone	Reduce crime, enhance public safety, and increase trust in the police department, for all residents and visitors in 2020.	Review and enhance as necessary the Community Policing, or Problem Oriented Policing model.  Provide needed resources for Police & Fire Departments  Explore the use of public safety cameras  Improve lighting throughout the village  Review facility needs assessment report	Complete board review of Community Policing Model  Crime statistics, number of crimes solved, citizen satisfaction survey. Bi-annual reports from chiefs including training and resource deployment. Analyze the impact of new cameras installed  Avg. response times to light outage reports  Decision on police facilities Speed data
		Reduce speeding throughout the village, particularly on residential streets.	Proactive use a variety of tools to decrease speeding	Decreased requests for traffic calming on residential blocks. Crash statistics
Service Delivery & Customer Service	Communication Vision Statement: Improve the transparency & accessibility of information to create an "open data" environment	Frequently communicate Village news.	Regular updates on the Police & Fire Department	Bi-annual post engagement report
			Explore the option of a QRL code for the phone to easily add Calendar events	Usage stats
			Add Village Manager Reports to E-news	Annual tracking stats report: deliveries, open rates, etc.
			Create specific communication plans during major construction projects	Annual communication plan review
		Increase social media followers by 25% from these current subscribers by Dec 31, 2020: Facebook (8,162), YouTube (813), Twitter (5,624), Instagram (1,3338)	Post all meetings on all social media sites	Social media followers report
			Publish high-quality social media posts across all channels, minimum twice weekly	Bi-annual post engagement report
		Revamp Village website to make it more intuitive, and provide easier access to information	Add "Transparency" page with robust portfolio of reports	Annual web stat report on transparency pages
			Explore data visualization tools to display information	Addition of open data portal on Village's web site
		Reduce number of FOIA requests in 2020.	Explore solutions to post all FOIA requests and fulfillments on the village website	Quarterly report of # of FOIA requests and deliveries on website
			Post all FOIA requests and deliveries on the Village website	
		Increase financial transparency on website	Make all financial transactions easily available and searchable on the website	Addition of searchable finances on website
Service Delivery & Customer Service	Customer Service Vision Statement: Provide exceptional customer service by <b>maintaining a stable workforce of trained employees</b> , encouraging innovation and technology	Assess the needs of the Village's aging population	Regularly convene Village's Aging in Place citizen commission	Bi-annual reports and policy suggestions from commission.
		Attract and retain top talent in Village Hall.	Focus on training, development and retention of staff	Quarterly report on staff retention rates and current job vacancies. Bi-annual expenses analysis relating to hiring, onboarding and contracting for staff.

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	improvements to facilitate high-quality services and access to information and <b>being responsive to citizen complaints</b>	Reduce response times to citizine inquires to 24 hours or less.	implement a municipal 311 service or similar. Track complaints and resolution.	Report on responses to citizens
		Enhance the Village Clerk's duties and responsibilities by increasing transparency and identifying ways to share information with the public.	Review methods and technology for providing additional transparency around the FOIA process.	
			Review opportunities for the Village Clerk to enhance citizen engagement and communication with constituent groups.	
			Ensure Village records are archived in accordance with State laws/Review with Village Clerk	Annual records report from Village Clerk
			Review Clerk's role in Open Meetings Act Compliance, records management and disposal, boards and commissions and coordination of room assignments with meetings.	
<b>Economic Development</b>	<b>General</b> Vision Statement: Increase the population by an additional 3,000 residents between 2015-2025 and increase the annual sales tax revenue to 8.5 million by 2025. Develop all business districts to be vibrant, welcoming and productive.	Maintain current affordable housing stock percentage [we should put in the percentage] and explore advancing additional affordable housing units.	Attract developments that activate the Inclusionary Zoning Ordinance.	Affordable housing reports at 80%, 60%, 30% of AMI
		Create strategies to allow for larger single family homes to become more adaptable, livable and marketable	Refer to Plan Commission zoning modifications that would allow single family homes to contain distinct living quarters within either the principal or accessory structures.	Market time and increased sales price for housing.
		Promote new developments and businesses to reduce commercial vacancies	Seek out diverse use types: including Class A Office Space and medium size employers	Quarterly commercial vacancy reports
			Recruit and maintain sales tax generating businesses	Sales tax received
<b>Economic Development</b>	<b>Marketing/Branding</b>	Develop and coordinate various marketing plans to promote businesses and residents to move to Oak Park.	Review marketing plans of Visit Oak Park, OPEDC & the Chamber of Commerce and implement approved marketing plans.	Decreased market time for housing and commercial properties. Increased sales tax. Increased real estate transfer tax. Fewer residential and commercial vacancies. Business mix in all districts.
<b>Economic Development</b>	<b>Business Districts</b> Vision Statement: All business districts are vibrant, attractive and productive.	Increase the vitality of all business districts	Facilitate the redevelopment of vacant or under utilized lots and buildings	Report the impact of ongoing improvements on Madison Street
			Deploy uniform code enforcement Village-wide	Code violation reports- quarterly
			Emphasize improvements and opportunities on North Avenue	Regular updates on North Ave project opportunities
			Emphasize improvements and opportunities on the East side of the Village	Quarterly reports from OPEDC, and Village, on opportunities and projects
			Increase two way communication to/from business districts	
<b>Financial &amp; Fiscal Responsibility</b>	<b>Budget</b> Vision Statement: Provide services and invest in infrastructure in a fiscally responsible manner	Limit annual property tax levy increases to below 3%	Prioritize spending based on need and impact	Property tax levy amount
		Create accurate, transparent, and understandable budget documents.	Create a 2 year budget plan	Rollling two year budget plan, and feedback from trustees.
			Explore options for an alternative budget process such as a program based budget or outcome base budget	Program-based budgeting expert report

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			Strive for revenue to exceed expenditures	Annual income/expense report	
			Strive for a maximum 3% differential between budget and actual when forecasting	Annual differential report	
			Maintain a positive fund balance in the parking fund	Annual fund balances	
			Create a communications plan to focus on one fund per year for the purpose of educating the public. [WE DON'T THINK THIS IS READY AND NEEDS DISUSSION.	Citizen feedback, trustee feedback	
		Grow the General Fund fund balance above 10%	Refrain from deficit budgets that draw down General Fund balance to balance budget.	Annual GF surplus/deficit report	
		Identify new revenue sources and review fees for appropriate charges for services	Annual new revenue & fee report. Increase in grant funding		
		Implement efficiencies in services within Village Hall and among government bodies.			
Financial & Fiscal Responsibility	Debt	Vision Statement: Use the best practices as recommended by Rating Agencies on debt	Village's debt levels are reduced to improve bond rating	Research sustainable debt levels from a multitude of sources and develop a debt policy.	Bond rating
Financial & Fiscal Responsibility	Collaboration		Collaborate with other taxing bodies to minimize the annual property tax increases in Oak Park	Implement intergovernmental service sharing and purchasing where efficient and agreed.	Overall annual levies of all governmental bodies
				Review the recommendations of the Task Force	Annual collaboration value report
Financial & Fiscal Responsibility	Pensions		Fund pensions by a minimum of 90% by 2040	Fund pensions as recommended to achieve 2040 goal.	Funding according to actuarial report and funding plan
				Evaluate the IML recommendations. [WHAT DOES THIS MEAN?]	
Infrastructure	General		Explore the necessary planning to make Oak Park a SMART City	Investigate and provide an initial report	Report
				Identify sources of funding and return on investment analysis, including Budget neutral funding of environmental initiatives.	Report
				Prioritize capital projects	Report
Infrastructure	Water Supply		Reduce water loss	Review staff's report on water loss and implement feasible options to address any identified issues	Quarterly water-loss report
			Ensure the safety and security of the Village's water supply	Continue with Pilot Water Filter Program and make adjustments if necessary	Provide a report on the status of the pilot program thus far
Infrastructure	Facilities	Vision Statement: Maintain facilities in a fiscally responsible manner	Maintain facilities to improve functionality and avoid deferred maintenance.	Evaluate options for new or improved police facility. Review facility needs assessment report. Review financing options.	Decision on police facilities

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	responsible manner commensurate with residents' needs and standards given the cost of living in Oak Park	Maintain safe and accessible facilities	Obtain or review facilities needs reports for all structures	5 year Capital Improvement Plan with maintenance allocated appropriately to balance impact on budget. Code compliant and energy efficient buildings
Infrastructure	Parking Vision Statement: Make parking increasingly available, fair, equitable and understandable.	Improve lighting, appearances and striping in all VOP garages	Regularly review parking structures and address issues	Complaints, and staff reports
		Make good investments in parking technology	Stay abreast of parking technology opportunities	Complaints, cost/benefit analysis
		Maximize parking availability for all users in the Pilot area	Acquire feedback and report to the board with recommendations	Review and amend as necessary the parking pilot recommendations.
Infrastructure	Transportation	Ensure that pedestrian and bicycle traffic move safely in Oak Park	Work to improve a more pedestrian and bike friendly community	
		Automobile traffic moves safely and efficiently throughout the Village. Decrease traffic backups.	TBD	Improved traffic flow times
		Reduce residential speeding. Increase compliance with rules of the road	Implement a variety of strategies to reduce speeding.	Reduced requests for residential traffic calming devices
			Improve signals in DTOP	
Environmental Health and Sustainability	Commitment	Create a road-map and metrics to achieve a goal of 50% renewable by 2030	Research community-wide solar opportunities	Plan-It Green grade
			Explore solar sound walls along I-290	Plan-It Green grade
			Explore community solar and utility scale	Plan-It Green grade
			Investigate full solar array	Plan-It Green grade
		Increase resident participation in the Village's composting program by 20% in 2020.	Create a plan to outreach/include to multi-family units	Bi-annual program enrollment report
Environmental Health and Sustainability	Sustainability Fund Vision Statement: Implement the Sustainability Plan	1. Sustain revenue sources for the fund	ongoing collection through CCA	amount of revenue in the fund
Racial Equity	Policy & Training	Promote a decision making environment that promotes diversity and racial equity	Join GARE	Assess value of membership annually
			Train Elected Officials and Key Staff	Board and key staff are trained
			Develop a team of staff leaders	Team Members are identified and engaged
			Conduct a Racial Equity Assessment	Assessment report