



Embedded Staff Planner Program: Action Plan for the Village of Calumet Park September 2019 – February 2020

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Introduction

This section provides an overview of the Embedded Staff Planner program, timeline for the Calumet Park engagement, and description of the initial activities and key themes that informed the creation of this action plan.

About the Embedded Staff Planner Program

With the adoption of ON TO 2050, the Chicago Metropolitan Agency for Planning (CMAP) began developing a new set of targeted services aimed at building local government capacity. The Embedded Staff Planner (ESP) program, which is one component of this effort, began in 2019 as a demonstration project with a small number of municipalities. The goal of the project is to increase the agency's understanding of how to assess and build local capacity and, ultimately, to create a recommendation for a scalable program that will serve capacity-constrained communities throughout the region.

Over the three-year demonstration project, CMAP staff will be placed in six capacity-constrained communities as "Embedded Staff Planners" (herein after referred to as "Planners") to serve as temporary, part-time staff, providing flexible support for each municipality for up to a two-year period. Planners will devote three days per week to their assigned municipality, spending two days on site and the equivalent of one additional day dedicated to the community from CMAP's office. Each Planner will work with local officials and staff, as well as other CMAP staff and partners, to identify a variety of actions that they will be responsible for completing on behalf of the municipality. These ongoing activities and special activities will seek to build on the community's successes, promote long-range strategic planning, and achieve local and regional goals.

Calumet Park Engagement Timeline

In early 2019, the Calumet Park Board of Trustees approved a Memorandum of Understanding to partner with CMAP under the ESP program. The engagement is designed for completion in approximately 24 months; however, the timeline may change as the program progresses.

Engagement Initiation	Jan. – Feb. 2019 (2 months)
Phase 1: Getting to know the community	Mar. – May 2019 (3 months)*
Phase 2: Creating the action plan	Jun. – Aug. 2019 (3 months)
Phase 3: Implementing the action plan	Sept. 2019 – Feb. 2021 (18 months)
Engagement Evaluation	Dec. 2020 – Feb. 2021 (3 months)

**Planner start date: March 13, 2019*

Getting to Know the Community

Over the first three months of the project, the Planner reviewed the Village's planning documents, conducted an inventory of past and present grants and technical assistance, and interviewed staff, elected and appointed officials, and other relevant stakeholders to inform the Planner's understanding of existing conditions, needs, processes, and other considerations to develop the action plan. The following ideas came up frequently throughout these meetings, interviews, and other research:

- Recommend policies for efficient records storage and use of data across all departments;
- Capitalize on the Village's locational assets to attract economic development;
- Develop an outreach campaign for residential stormwater management mitigation;
- Identify available funding for capital projects to improve public safety;
- Identify strategies to help curb illegal dumping on vacant land; and
- Identify strategies to address foreclosures and vacant properties

How to Use This Document

This action plan was created to clearly define, in six-month increments, the work that the Planner will perform over the remainder of the two-year engagement; it does not include a comprehensive assessment of existing conditions or a full summary of the Planner’s initial activities. While the action plan can be modified by the Planner as new opportunities arise or if priorities shift over the course of the program, the purpose of this document is to present a set of priority activities to be initiated during the first six months of “Phase 3: Implementing the action plan” and reviewed and updated every six months thereafter.

Staff from CMAP and South Suburban Mayors and Managers Association (SSMMA), as well as Calumet Park staff and officials, will be asked to review the draft action plan and provide comments before the document is finalized.

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Action Plan

This section outlines the Planner’s recommendations for ongoing activities and special projects to be conducted through the ESP program. Activities are described generally, and projects include an overarching goal, description, proposed CMAP and partner support, and anticipated outcome.

Ongoing Activities

Throughout the course of the program, the Planner will represent the Village at regional meetings, such as CMAP and SSMMA board and committee meetings and meetings with other partners, and bring back new ideas and opportunities. The Planner may encourage other Village staff and officials to attend these external meetings as well.

The Planner will also act as staff liaison for several grant and technical assistance projects currently underway, working closely with Village staff and officials, consultants, South Council Planning Liaison, Cook County, CMAP, and other agencies. Current projects include: Reconstruction of Winchester Avenue (MWRD Green Infrastructure, Cook County CDBG-DR, Cook County Invest in Cook).

Special Activities

In addition to supporting the program’s ongoing activities, the Planner will also take on special activities, as time allows. The status of active activities will be assessed every six months to report on progress and determine the Planner’s capacity to take on additional activities in the action plan.

Transportation Investment Programs: Funding Projects

Goal: To expand the capacity of the municipality to access and navigate transportation investment programs.

1. Pursue public safety improvements and implementation of the adopted Active Transportation Plan

Calumet Park Lead:	Village Administrator
CMAP Support:	Todd Schmidt, Parry Frank, Teri Dixon, Kama Dobbs, Barbara Zubek, Jen Maddux, John O’Neal, Simone Weil, Gordon Smith, Erin Aleman
Partner Support:	SSMMA, IDOT, Cook County, ATA
Outcome:	Project implementation plan that can be easily understood and used by Village staff and officials; staff training on transportation investment programs
Future Phases:	Partner engagement; Application submittals for priority projects; Budget for improvements on locally controlled roads
Metric:	Decrease in crashes and fatalities resulting from crashes; number of projects funded to improve public safety; increased bicyclist and pedestrian counts on roads TBD; number of submitted funding applications; training attendance

The Planner will pursue implementation of the Village’s adopted Active Transportation Plan, with priority given to identifying available resources for improvements that address public safety concerns on IDOT-controlled roadways and intersections.

2. Confirm jurisdiction and maintenance responsibility for all roads within Village boundaries

Calumet Park Lead:	Public Works Department
CMAP Support:	Teri Dixon, Gordon Smith
Partner Support:	IDOT, Cook County

Outcome:	Map indicating the confirmed jurisdiction and maintenance responsibility for all roads within Village; Meetings with relevant jurisdictions to confirm responsibility and establish IGAs as necessary.
Future Phases:	TBD
Metric:	Percentage of roadways within Village boundaries with confirmed jurisdiction and corresponding maintenance coverage.

The Planner will research available data on jurisdiction for all roads within the Village and review known IGAs establishing maintenance responsibilities, then work with IDOT and Cook County to confirm accuracy and existence of complete maintenance coverage for all roadways.

Capital Improvement Program: Inform the CIP Process

Goal: To strengthen the municipality's capital improvement program.

3. Assess existing conditions to inform capital improvement priorities

Calumet Park Lead:	Public Works Department
CMAP Support:	Agata Dryla-Gaca, Nora Beck, Kate Evasic, Interns
Partner Support:	SSMMA, MWRD
Outcome:	Recommendations memo ("CIP Phase 1") outlining future steps for development of a capital improvement plan
Future Phases:	Develop a capital improvement plan
Metric:	Use in Village budgeting processes; amount of funding secured for priority capital projects; community benefit

The Planner will assist the Village to collect and procure data on the condition of various capital facilities and equipment, such as roadways, sidewalks, rail crossings, stormwater and wastewater infrastructure, municipal facilities, equipment, and vehicles, and quantify the costs and timeframes associated with building, repair, and replacement of these facilities and equipment. Ultimately, through a follow-up action, the Planner will assist the Village in developing a capital improvement plan, which will serve as a guide to prioritize capital projects and purchases over the next five years. It will also serve as a resource to help the Village match eligible projects with external funding sources.

4. Create a plan to operationalize Pavement Management Program recommendations

Calumet Park Lead:	Village Administrator
CMAP Support:	Todd Schmidt, Kama Dobbs, Simone Weil, Barbara Zubek
Partner Support:	
Outcome:	Project implementation plan that can be easily understood and used by Village staff and officials; staff training on pavement management program
Future Phases:	TBD
Metric:	Number of PMP recommendations implemented; training attendance

The Planner will work with staff and officials to build on the completed Pavement Management Plan to implement its recommendations and incorporate data into ongoing capital planning and budgeting processes

5. Address water losses and support water conservation activities

Calumet Park Lead:	Public Works Department
CMAP Support:	Nora Beck, Margaret Schneemann
Partner Support:	IEPA, MWRD
Outcome:	Water loss audit; recommendations to be included in "CIP Phase 1" memo

Future Phases:	TBD
Metric:	Water use and loss rates
<p>Investments need to be made to maintain the Village’s water distribution system, address water loss, and add filtration improvements, while studying the feasibility of accessing Lake Michigan water. As a first step, the Planner will assist the Village in conducting a water loss audit, using the M36 tool developed by the American Water Works Association, to identify where water loss is occurring in the system, and use this information to inform the development of a capital improvement priorities report. At the same time, the Planner will identify ways to practice water conservation in public facilities and advertise those activities and programs to residents and businesses.</p>	

6. Explore how the Village can use and optimize the value of GIS services

Calumet Park Lead:	Public Works Department
CMAP Support:	Agata Dryla-Gaca, Kate Evasic, Interns
Partner Support:	SSMMA GIS Consortium
Outcome:	Creation of a GIS work group; inventory all data needs to establish functional GIS database; assess existing use and future utility for GIS use throughout Village departments
Future Phases:	Establish GIS database; staff training to operationalize GIS; established process to maintain and update GIS database
Metric:	Approval of a GIS strategic plan; staff utilization rate

The Planner will lead development of a comprehensive Geographic Information System (GIS) database that can be used by Village officials and staff to improve infrastructure management, prioritize capital projects, and support community and economic development activities, among other uses. GIS can serve as a key component of Village operations, allowing for the efficient management, analysis, and visualization of community information, and can also be integrated into the Village website to make that data available for resident and business use. With the data compiled in a central location and in an easy-to-use, digital format, the Village can make more calculated decisions on how to best target its resources. To start, the Planner will explore how the Village currently uses GIS, the status of GIS support provided by SSMMA GIS Consortium, identify data and application needs, and work with one department to pilot the use of GIS services, then expand the effort as desired.

Public Engagement: Create Communications Strategy

Goal: To enhance engagement of residents and improve responsiveness to residents’ needs.

7. Develop strategies to build stormwater management familiarity and resource awareness

Calumet Park Lead:	Building Department
CMAP Support:	Tina Fassett Smith, Melissa Silverberg, Nora Beck, Kate Evasic
Partner Support:	MWRD, CSC, CNT
Outcome:	Project implementation plan that can be easily understood and used by Village staff and officials; promotional materials for available assistance programs; staff and officials training on green infrastructure
Future Phases:	TBD
Metric:	Number of participants in Overhead Sewer Costshare Program

The Planner will create a project implementation plan (in the form of a brief memo) that defines and schedules outreach efforts to residents to help mitigate flooding and take advantage of available assistance such as the Overhead Sewer Costshare Program. Additionally, the Planner will help build

staff and official familiarity and expertise in green infrastructure through connection to training and professional development opportunities.

8. Create an external municipal communications strategy

Calumet Park Lead:	Deputy Village Clerk; Social Media Committee
CMAP Support:	Melissa Silverberg, Jane Grover, Mandy Burrell
Partner Support:	-
Outcome:	Policy recommendations; guidelines and best practices
Future Phases:	Implement recommendations; staff training
Metric:	Performance of website or other channels

The Planner will conduct a comprehensive review of current municipal communications (Village website, social media accounts, CodeRED public alert and warning system, among others), survey residents to find out which channels they use, and develop recommendations on how the Village can best utilize these and other channels to enhance engagement of residents. The Planner will help incorporate the recommended improvements into existing processes and connect staff and officials to relevant guidelines, best practices, and trainings.

9. Help coordinate Village's Complete Count Committee

Calumet Park Lead:	Village Administrator
CMAP Support:	Anthony Cefali
Partner Support:	MMC
Outcome:	Attendance and support at Complete Count Committee meetings; resource connections TBD
Future Phases:	TBD
Metric:	-

The Planner will participate in the Village's efforts to ensure successful response to the 2020 Census. Best practices will be researched and recommended to the Complete Count Committee, and connection to available assistance will be facilitated.

Governance: Assess Processes

Goal: To identify opportunities to improve service delivery and support effective government.

10. Assess data management practices and coordinate implementation of recommended improvements

Calumet Park Lead:	Village Administrator
CMAP Support:	Agata Dryla-Gaca, Stephanie Levine
Partner Support:	
Outcome:	Advisory memo; creation of project team
Future Phases:	Implementation of advisory memo
Metric:	-

Planner will lead assessment of existing record keeping across all departments, produce an advisory memo, and work with a convened project team to implement improvements (to include digitization of records and cross-training of staff).

11. Assess Village's contracted services for coverage and efficiency

Calumet Park Lead:	Village Administrator
CMAP Support:	Stephane Phifer, Kama Dobbs, Barbara Zubek
Partner Support:	
Outcome:	Advisory memo
Future Phases:	TBD
Metric:	

The Planner will inventory services that the Village contracts to vendors, assess for coordination and efficiency opportunities, and offer recommendations for consideration.

12. Establish a framework for ongoing grant identification, submittal, and administration

Calumet Park Lead:	Village Administrator
CMAP Support:	Tricia Hyland, Penny Dubernet, Stephen Ostrander
Partner Support:	
Outcome:	Creation of a new 501(c)3 corporation; memo detailing Village staff and officials responsible for ongoing grant activities.
Future Phases:	TBD
Metric:	-

The Planner will inventory and assess existing processes to identify available grant opportunities and parties responsible for submittal and administration. Recommendations will be issued in a memo detailing next steps for a sustainable framework to distribute responsibilities to successfully connect with available resources.

13. Review the Village's appointed board structure and membership

Calumet Park Lead:	Village Administrator
CMAP Support:	Simone Weil, Stephanie Levine, Dominick Argumedo, Kendra Kuehlem
Partner Support:	
Outcome:	Membership directory; recommendations for structure and procedure changes; established annual meeting of all boards
Future Phases:	TBD
Metric:	Annual meeting attendance

The Planner will inventory the membership, purview, and meeting frequency of each appointed board, and make recommendations aimed at helping to facilitate a robust implementation of the Village's long-range plans, sustaining the enthusiasm of members, and creating a pipeline of community leaders. The Planner will also work with the Mayor to convene a meeting of all boards to talk about priority issues.

14. Explore joint purchasing opportunities available to Village

Calumet Park Lead:	Village Administrator
CMAP Support:	Tim McMahon
Partner Support:	SSMMA, NWMC, SPC, MMC
Outcome:	Advisory memo
Future Phases:	Facilitate involvement in joint procurements
Metric:	Number of joint contracts participated in

The Planner will evaluate and introduce opportunities for reduced cost through joint procurement of goods and services required to meet community needs.

15. Assess existing processes for creation and adoption of annual budget

Calumet Park Lead:	Village Administrator
CMAP Support:	Lindsay Hollander, Angela Manning-Hardimon, Kate Evasic, Gordon Smith
Partner Support:	GFOA
Outcome:	Advisory Memo
Future Phases:	TBD
Metric:	

The Planner will evaluate and introduce opportunities for reduced cost through joint procurement of goods and services required to meet community needs.

Land Use Planning: Advance Local Plans

Goal: To build the municipality's capacity to develop and implement short- and long-term plans, policies, and programs for land use, transportation, economic development, natural resources, and governance.

16. Pursue strategic partnerships to support neighborhood stabilization efforts

Calumet Park Lead:	Village Administrator; Building Department Commissioner
CMAP Support:	Jonathan Burch, Elizabeth Scott
Partner Support:	SSMMA, Cook County Land Bank, South Suburban Land Bank, IHDA, Cook County Dept. of Planning and Development, Cook County Sheriff's Office
Outcome:	Priority next steps focusing on specific target areas to revive the housing market; networking opportunities facilitated for Village officials and staff; Advisory Memo on recommended Code Enforcement process and code amendments
Future Phases:	TBD
Metric:	Number of vacant/abandoned homes; Number of adjudicated violations of priority conditions targeted for abatement.

The Planner will engage with partners, including CMAP, SSMMA, and the Cook County and South Suburban Land Bank Authorities, to strategize the best approach for targeting housing stabilization efforts within the Village. Related activities may include completing an existing conditions survey of all vacant/abandoned properties and working with the land banks to identify potential buyers of these properties. The Planner will also assess existing processes for establishing code enforcement priorities and workflow of enforcement from ticketing to adjudication. Strategies to guide Village activities for acquisition, maintenance, and renovation of vacant properties will be established. The Planner will also pursue funding and programmatic support from CMAP's Homes for a Changing Region program, IHDA, Rebuilding Together Metro Chicago, and Habitat for Humanity, among others.

Economic Development: Develop Strategies

Goal: To build the municipality's capacity to attract advantageous development project.

17. Support and expand the capacity of economic development efforts

Calumet Park Lead:	Village Administrator
Other CMAP Support:	Simone Weil, Austen Edwards, Lindsay Hollander, Tony Manno, Gordon Smith
Partner Support:	SSMMA

Outcome:	Networking for Village officials and staff with nonprofits and other organizations active in redevelopment of the Chicago region; networking with potential TOD developers for Ashland Avenue site
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Future Phases:	TBD
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Metric:	Rates of redevelopment for priority economic development sites
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The Planner and Support Team will help the Village pursue strategies to attract development- with priority on vacant land with TOD potential and the Raceway Plaza (formerly occupied by Ultra Foods grocery store). These activities could include: engaging with Chicago Southland Economic Development Corporation to promote the Village; reviewing the Village’s website and recommending updates; creating marketing materials; or assessing the viability and effectiveness of strategies to attract development that drives economic growth, creates high wage jobs, and facilitates improved quality of life.

18. Assess and update the Village’s development review processes

Calumet Park Lead:	Building Department Commissioner
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CMAP Support:	Kristin Ihnchak, Dominick Argumedo, Kendra Kuehlem, Nora Beck
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Partner Support:	
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Outcome:	New application forms; adopted text amendments to the Village’s zoning code; trainings and workshops performed for Planning and Zoning Commission; engaged Planning and Zoning Commission
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Future Phases:	TBD
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Metric:	Utilization of new development processes
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The Planner will assess the Village’s existing development review processes and make recommendations to streamline and strengthen policies and procedures. The Planner will prepare zoning text amendments as needed, and support process improvements with creation of new forms for development applications, development of a standard Staff Report, and trainings to build the capacity of PZC to make informed recommendations.
