

Village of Carol Stream

SPECIAL WORKSHOP MEETING

MONDAY JANUARY 5, 2015

6:00 P.M.

GREGORY J. BIELAWSKI MUNICIPAL CENTER

**500 N. GARY AVENUE
CAROL STREAM, ILLINOIS 60188**

LOWER LEVEL TRAINING ROOM

AGENDA

1. CALL TO ORDER
2. ATTENDANCE
3. VILLAGE BOARD GOAL UPDATE
4. VILLAGE OF CAROL STREAM CORE VALUES
5. OTHER BUSINESS
6. ADJOURNMENT

Village of Carol Stream
INTER-DEPARTMENTAL MEMO

TO: Mayor and Trustees

FROM: Robert Mellor, Assistant Village Manager ^{*R/m*}

DATE: December 31, 2014

RE: Status of Village Goals - Update

This year the Village Board adopted Village goals to guide staff in its work during the current and coming years. The goal rankings came from the Strategic Planning and Goal Identification Workshops you held with the executive staff on October 28, 2013 and January 21, 2014. These goals were used by staff in preparing the 2014-15 annual budget and 2015-17 Financial Plan. The list of 7 primary goals was ranked by the average ranking assigned by each Board member and ranked from highest to lowest priority. Goals receiving higher rankings were given greater consideration in the budget than those receiving lower rankings.

The Village Board formally adopted the goals at the April, 7, 2014 Board meeting and staff has been actively implementing the prioritized goals since they were adopted. Attached is an update on each goal listed by its priority, status and lead department(s). John Fontana, Fontana Leadership Development, who facilitated our workshops last October and January will lead us in a discussion on the Village's core values at the special Board meeting next Monday night. Please feel free to contact me or any of the Department Heads if you have any questions on the status of the goals.

Cc: Joseph E. Brienig, Village Manager
Executive Staff
John Fontana

Village of Carol Stream

Goals Prioritization

2014-2015

Prioritization of Goals

- Top Priority 103 points
 - Human Resources: 51 points
 - Succession planning
 - Morale/Culture
 - Recruitment/retention
 - Comp & Benefits
 - Manpower & Services 52 points
- 2nd Priority 45 points
 - Secure Revenue Streams & Sources
 - Property tax
 - Sales & Fees
 - Goal stable & sustainable
- 3rd Priority 35 points
 - Infrastructure
 - Flooding
 - Capital projects
 - Beautification
- 4th Priority 30 points
 - Economic Development
 - Annexation Strategy
- 5th Priority 22 points
 - Technology
- 6th Priority 18 points
 - Housing: rental, multi-family, crime drugs & gangs
- 7th Priority 15 points
 - Communication/Education/Branding

Goal 1 – Human Resources

- **Succession Planning**

Desired Accomplishment:				
Develop and Implement Strategies for Succession Planning				
Team Members: Joe Breinig, Jon Batek, Bob Glees, Jim Knudsen, Bob Mellor, Phil Modaff, Kevin Orr, Caryl Rebholz		Relates to Goal: Human Resources - Succession Planning		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Internal audit of activities for next level supervisory participation as learning opportunity.	All Department Heads	3/1/14	Staff Time	Completed – Assistant Department Heads included in variety of additional functions. Will begin to be included in Executive Staff meeting 1 x per month. Police personnel received management/supervisory and internal mentoring training. Public Works management team participated in individual strength assessments. A facilitator worked with the team to compare assessments and identify the group’s strengths, weaknesses, opportunities and threats (SWOT) which identified and established a set of common values. That information was used to develop and prioritize a set of needs for the Department, which were then translated into a PW five-year budget forecast.
Establish Career Development questionnaire for all employees to complete.	Caryl Rebholz	12/1/14	Staff Time	Completed – All employees sent survey for response.
Evaluate response to Career Development survey. Incorporate additional costs as appropriate into budget process for FY16.	All Department Heads	1/1/15	Staff Time & Budget Allocation	
Invite employees to begin additional training/education as appropriate.	Caryl Rebholz	5/1/15	Staff Time	

Desired Accomplishment: Develop and Implement Strategies for Succession Planning				
Team Members: Joe Breinig, Jon Batek, Bob Glees, Jim Knudsen, Bob Mellor, Phil Modaff, Kevin Orr, Caryl Rebholz		Relates to Goal: Human Resources - Succession Planning		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Evaluate progress after 6 months, seeking input from all involved.	Caryl Rebholz	11/1/15	Staff Time	

• **Morale/Culture**

Desired Accomplishment: Develop and Implement Organization-Wide Culture that is recognized by All Employees				
Team Members: Joe Breinig, Jon Batek, Bob Glees, Jim Knudsen, Bob Mellor, Phil Modaff, Chris Oakley, Ed Sailer, Caryl Rebholz		Relates to Goal: Human Resources - Morale/Culture		
<i>Activity</i>	<i>Coordinator</i>	<i>Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Based on Village Board's input from strategic planning, and with the assistance of facilitator, Executive Staff will reach consensus on a plan to define culture for the organization.	All Executive Staff Facilitator	4/30/14	Staff Time	Completed - Executive Staff and Assistant Department Heads attended a variety of Webinars/Trainings and determined to start with the Mission Statement and work downward.
Establish Employee Mission Statement for review.	Caryl Rebholz	6/13/14	Staff Time	Completed - Draft Mission Statement ideas presented to Executive Staff & Assistant Department Heads for discussion and final recommendation.
Present recommended Mission Statement to the Village Board for Approval.	Joe Breinig and Caryl Rebholz	7/21/14	Staff Time	Completed - Revised Mission Statement presented and approved by Village Board as Resolution 2730 on 7/21/14.

Desired Accomplishment:

Develop and Implement Organization-Wide Culture that is recognized by All Employees

Team Members:

Joe Breinig, Jon Batek, Bob Glees, Jim Knudsen, Bob Mellor, Phil Modaff, Chris Oakley, Ed Sailer, Caryl Rebholz

Relates to Goal:

Human Resources - Morale/Culture

<i>Activity</i>	<i>Coordinator</i>	<i>Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Create evaluation process to determine Core Values for the Village of Carol Stream	Joe Breinig and Caryl Rebholz	10/15/14	Staff Time	Completed – Lengthy discussion and evaluation by Department Heads and Assistant Department Heads. Final product - survey provided to all Board members and employees.
Establish Core Values for the Village of Carol Stream	Village Board	1/20/15	Village Board Time	
Communicate Village-Wide values/culture to all Staff (Written and Action).	Written – Joe Breinig or Caryl Rebholz Action – All Executive Staff	2/1/15	Staff Time	
Survey all employees seeking input with regard to Board approved Core Values of the organization.	Employee Relations to Develop Survey	3/15/15	Staff Time	
Incorporate defined culture into the recruitment and selection process of new employees.	Caryl Rebholz	5/1/15	Staff Time	
Based on results of survey, evaluate current policies, programs and activities within the organization to determine changes necessary to embrace defined culture.	All Executive Staff	6/15/15	Staff Time	
Recommend any policy changes that require Village Board approval prior to implementation.	TBD	6/15/15	Staff Time	
Formally evaluate progress after 6 months of implantation, seeking input from staff on ideas to further instill commitment to defined	Caryl Rebholz	12/1/15	Staff Time	

Desired Accomplishment:

Develop and Implement Organization-Wide Culture that is recognized by All Employees

Team Members:

Joe Breinig, Jon Batek, Bob Glee, Jim Knudsen, Bob Mellor, Phil Modaff, Chris Oakley, Ed Sailer, Caryl Rebholz

Relates to Goal:

Human Resources - Morale/Culture

<i>Activity</i>	<i>Coordinator</i>	<i>Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
culture.				

• **Compensation & Benefits**

Desired Accomplishment: Develop Stable Compensation System				
Team Members: Caryl Rebholz, Jon Batek		Relates to Goal: Human Resources – Compensation & Benefits		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Obtain compensation system data from comparable communities and best practices in public sector market.	Caryl Rebholz	1/15/14	Staff Time and Contact Information for Comps and other public sector agencies	Completed
Evaluate economics and common trends of the above public sector compensation systems.	Caryl Rebholz	1/30/14	Staff Time	Completed
Examine Village finances to determine viability of a stable, on-going compensation system.	Caryl Rebholz and Jon Batek	2/15/14	Staff Time	Completed
Recommend compensation system based on data above.	Caryl Rebholz	3/15/14	Staff Time	Completed – 2% in merit increase on a pass/fail basis.
Implement	Caryl Rebholz	5/1/14	Budget Allocation	Completed for the fiscal year only. Will revisit recommendation for FY16 as a more permanent recommendation.

• **Recruitment & Retention (Manpower & Services)**

Desired Accomplishment:				
Plan for Staffing Levels that will Provide Excellent Service to our Residents while Maintaining Fiscal Responsibility				
Team Members: Joe Breinig, Bob Mellor, Jon Batek, Bob Glees, Jim Knudsen, Phil Modaff, Caryl Rebholz, Ed Sailer		Relates to Goal: Human Resources – Manpower & Services		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Recommend additional positions that will fill immediate need as justified by the Department Head during current budget cycle.	Each Department Head	12/16/13	Staff Time	Completed & Ongoing - After careful consideration and analysis a Civil Engineer II and a Public Works Management Analyst position were justified and the positions filled in 2014.
Undertake comprehensive analysis of Village Staffing levels compared to that of comparable communities.	Jon Batek, Phil Modaff, Caryl Rebholz	10/1/14	Staff Time, CAFRs and Contact Information for Comps	Completed and presented to the Village Board on 10/6/14.
Using information gathered from previous step, evaluate services to that of comparable communities by department.	Each Department Head	Expected as part of budget process 12/15/14	Staff Time and Contact Information for Comps	Recommendations expected as part of FY16 draft budget.
Examine service areas within each department that are recommended but not conducted at present staffing levels. <i>Note: This examination should include impact on customers with and without this service.</i>	Each Department Head	Expected as part of budget process 1/15/15	Staff Time	Recommendations expected as part of FY16 draft budget.
Based on above, recommend 3 year plan for implementation of appropriate staffing levels.	Each Department Head	Expected as part of budget process 1/15/15	Staff Time	Recommendations expected as part of FY16 draft budget.
Determine salary range for additional positions recommended.	Caryl Rebholz	1/30/15	Staff Time	

Desired Accomplishment:				
Plan for Staffing Levels that will Provide Excellent Service to our Residents while Maintaining Fiscal Responsibility				
Team Members: Joe Breinig, Bob Mellor, Jon Batek, Bob Glees, Jim Knudsen, Phil Modaff, Caryl Rebholz, Ed Sailer		Relates to Goal: Human Resources – Manpower & Services		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Include additional positions with justifications in the budget process.	Each Department Head	2/15/15	Staff Time Budget Allocation	
Recommend additional positions that will fill immediate need as justified by the Department Head during current budget cycle.	Each Department Head	12/16/13	Staff Time	Completed. After careful consideration and analysis the Civil Engineer II position was justified and the position filled in June, 2014.
Examine service areas within each department that are recommended but not conducted at present staffing levels. <i>Note: This examination should Include impact on customers with and without this service.</i>	Each Department Head	11/15/14	Staff Time	Completed. FY2014 and FY2015 Five Year Budget Forecasts examined and identified services not being rendered and their impacts along with providing recommendations to address the impacts.

Goal 2 – Secure Revenue Stream & Sources

- **Stable & Sustainable Revenue Source (Property Tax, Sales & Fees)**

Step 1

Desired Accomplishment: Budget Financial Policy Review				
Team Members: Jon Batek, Joe Breinig, Bob Mellor, Dawn Damolaris		Relates to Goal: Maintain a Diverse and Stable Revenue Structure which will Sustain the Near and Long Term Needs of the Community		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Review current budget financial policies related to revenues and recommend updates to the Village Board as needed.	Jon Batek	2/1/14	Staff Time	Completed in conjunction with FY14/15 approved budget. Ongoing review with annual budget preparation.

Step 2

Desired Accomplishment:

Perform an analysis of current revenue sources to determine their relative volatility (stability) to changes in external conditions (economic, political & demographic) and the extent to which future growth can be realized to meet service demands.

Team Members:

Jon Batek, Joe Breinig, Bob Mellor, Dawn Damolaris, Department Heads as needed.

Relates to Goal:

Maintain a Diverse and Stable Revenue Structure which will Sustain the Near and Long Term Needs of the Community

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Compile historical data on all major General Fund revenues. Use statistical analysis to determine the degree of variability in individual revenue sources over time.	Jon Batek	7/1/14	Staff Time	Expected completion, summer 2015
Identify environmental factors which have an impact on individual revenue sources and future growth. Evaluate possible obstacles associated with revenue expansion.	Jon Batek	7/1/14	Staff Time	Expected completion, summer 2015
Make recommendations for changes to current revenue sources as appropriate based on findings and need.	Jon Batek	Annually by May 1 st	Staff Time	Expected completion, summer 2015
Determine the degree of revenue stability required (near and long term) for various expenditure categories (operating vs. capital) and match accordingly.	Jon Batek	FY15/16 Budget	Staff Time	Expected completion, summer 2015

Step 3

Desired Accomplishment:

Identify and report on significant untapped revenue sources currently not used by the Village which can be implemented if needed.

Team Members:

Jon Batek, Joe Breinig, Bob Mellor, Dawn Damolaris, Department Heads as needed.

Relates to Goal:

Maintain a Diverse and Stable Revenue Structure which will Sustain the Near and Long Term Needs of the Community

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Identify major statutorily available untapped revenue sources.	Jon Batek	8/1/14	Staff Time	Expected completion, summer 2015
Evaluate various factors associated with new revenue sources including relative stability, estimate of proceeds and future growth, and ease of implementation and administration.	Jon Batek	10/1/14	Staff Time	Expected completion, summer 2015
Make recommendations as appropriate based on findings and need.	Jon Batek	Annually by May 1 st	Staff Time	Expected completion, summer 2015

Step 4

Desired Accomplishment:

Perform a comprehensive financial review of previously identified comparable communities to facilitate development of various financial metrics and assess Carol Stream's relative position among its peers with respect to revenues and general tax burden versus service delivery to residents.

Team Members:

Jon Batek, Joe Breinig, Bob Mellor, Dawn Damolaris, Department Heads as needed.

Relates to Goal:

Maintain a Diverse and Stable Revenue Structure which will Sustain the Near and Long Term Needs of the Community

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Gather comparable community financial data	Jon Batek	2/1/14	Staff Time	Completed 10/6/14 Workshop
Evaluate and compile relevant financial metrics.	Jon Batek	3/1/14	Staff Time	Completed 10/6/14 Workshop
Prepare report and present findings to Village Board.	Jon Batek	4/1/14	Staff Time	Completed 10/6/14 Workshop
Make future revenue recommendations as appropriate based on findings and need.	Jon Batek	Ongoing	Staff Time	Completed and Ongoing

Goal 3 - Infrastructure

Desired Accomplishment: Established Expected Condition Indices and Acceptable Risk Criteria for Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water)				
Team Members: Jim Knudsen, Phil Modaff, Bill Cleveland		Relates to Goal: Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Perform a study to identify the risk criteria ¹ that will be established with concurrence from the Board for each asset.	Jim Knudsen	2/3/14	Staff Time	Partially completed. At the September 15, 2014 Village Board Workshop a presentation was given on the status of the Reliable Infrastructure Asset Management Village Goal. The presentation included a description of how risk criteria are to be established for all three utilities. An engineering firm has been hired to evaluate various asset and operations management programs to be purchased and deployed in FY16. Implementation of this program will establish expected condition indices and acceptable risk criteria for major infrastructure assets (Streets, Stormwater, Sanitary & Water).
Perform a survey to determine the desired and expected condition levels of the Village's infrastructure assets based on the amount of risk. Village Board to confirm levels.	Jim Knudsen	2/17/14	Staff Time	Completed. At the September 15, 2014 Village Board Workshop a presentation was given on the status of the Reliable Infrastructure Asset Management Village Goal. The presentation included a recommendation of maintaining Village infrastructure at a sufficient level that will result in long term savings in maintenance, repair, replacement and operation costs and how that was going to be accomplished.

Desired Accomplishment: Established Expected Condition Indices and Acceptable Risk Criteria for Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water)				
Team Members: Jim Knudsen, Phil Modaff, Bill Cleveland		Relates to Goal: Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Perform an analysis to determine the benchmark indices that will be used to meet the expected condition level ² and risk criteria.	Jim Knudsen	2/27/14	Staff Time	In progress. An engineering firm has been hired to evaluate various asset and operations management programs to be purchased and deployed in FY16. Implementation of this program will establish expected condition indices and acceptable risk criteria for major infrastructure assets (Streets, Stormwater, Sanitary & Water).
Formalize the expected condition indices and acceptable risk criteria for each infrastructure asset in the CIP.	Jim Knudsen	3/10/14	Staff Time	

1. Risk Criteria means how much risk of failure is the Village willing to accept on a particular asset. For example, how much risk does the Village want to accept with the failure of a storm water management that could lead to flooding.
2. Expected Condition Level means what level of condition does an asset need to be maintained at the established risk. For example, streets are maintained in a very good condition to minimize the risk of having to perform more costly pavement rehabilitations.

Desired Accomplishment:				
Up-To-Date Inventoried Condition Assessment of Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water) and an Operations Management System				
Team Members: Jim Knudsen, Phil Modaff, Bill Cleveland		Relates to Goal: Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Prepare a plan to inventory/assess the condition of major infrastructure assets on a continual basis.	Jim Knudsen	4/7/14	Staff Time	Substantially completed. The plan calls for the roadway component, which had already been substantially implemented, to be migrated to the new asset and operations management program in 2015. The plan for sanitary sewers includes sewer system evaluation studies (SSESs) and trunk sewer inspections to be completed in 2015. Water system studies will also be completed in 2015. Stormwater studies for the southeast, Tubeway and Westgate areas of the Village are in progress or will be shortly. A program to address roadway drainage is currently being developed. A plan still needs to be established for assessing all stormwater utility assets.
Perform a needs analysis that defines the resources (manpower & technology) needed to maintain an up-to-date inventory of infrastructure condition assessments as well as an operations management system designed to properly maintain the assets at the expected condition levels and risk criteria.	Jim Knudsen Phil Modaff	7/14	Staff Time Consultant	In progress. The Village has entered into an agreement with the GIS Consortium's (GISC's) services provider consultant, MGP, to perform a needs analysis in early 2015.
Identify funding for the plan.	Jim Knudsen	8/14	Staff Time	Completed. Funding for a plan to inventory/assess the condition of major infrastructure assets has been established in both the Capital Projects Fund and the General Corporate Operating Fund.

Desired Accomplishment:

Up-To-Date Inventoried Condition Assessment of Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water) and an Operations Management System

Team Members:

Jim Knudsen, Phil Modaff, Bill Cleveland

Relates to Goal:

Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Implement the plan for Phase I inventory and condition assessments.	Jim Knudsen	9/14	Staff Time Consultant (FY16 - \$250,000 Trunk Sanitary Sewer Inspection Program, \$105,000 Water System Studies and \$30,000 Tubeway & Westgate Stormwater Study)	Roadway component has already been substantially implemented. Sanitary sewer system evaluation studies (SSESs) have been underway and a Trunk Sewer Inspection Program has been slated for 2015 as well the Water System Studies. The Southeast Stormwater Study is in progress and the Tubeway & Westgate Stormwater Study will begin shortly. The Roadway Drainage Improvement Program is currently being developed.
Implement Phase II of the plan for inventory and condition assessments.	Jim Knudsen	12/14	Staff Time Consultant	
Implement the operations management system.	Jim Knudsen Phil Modaff	4/15	Staff Time Consultant (FY15 - \$39,506.92) Software (FY16 - \$130,000, FY17 - \$45,000 & FY18 - \$35,000)	In progress. An engineering firm has been hired to evaluate various asset and operations management programs to be purchased and deployed in FY16. Implementation will follow thereafter.

Desired Accomplishment: Fully Developed & Funded Capital Improvement Program and Operations Management System that Meets the Expected Condition Levels & Risk Criteria				
Team Members: Jim Knudsen, Phil Modaff, Bill Cleveland, Joe Breinig, Jon Batek		Relates to Goal: Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Identify funding for condition assessment analysis, project development and operations management system.	Jim Knudsen Phil Modaff Joe Breinig Jon Batek	9/14	Staff Time	Completed. Funding has been identified in both the Capital Projects Fund and the General Corporate Operating Fund. Adequate funds have also been budgeted.
Analyze the condition assessments against the established expected condition level and risk criteria.	Jim Knudsen Phil Modaff	10/14	Staff Time Consultant	
Globally identify projects that will address the condition levels and risk criteria that aren't met.	Jim Knudsen Phil Modaff	11/14	Staff Time Consultant	
Establish funding to adequately support the implementation of the projects.	Jim Knudsen Phil Modaff Joe Breinig Jon Batek	12/14	Staff Time	Substantially completed. Funding for all roadway, water and sanitary sewer programs and projects has been identified and budgeted. Funding has not been identified for all the stormwater management projects.

Desired Accomplishment:

Fully Developed & Funded Capital Improvement Program and Operations Management System that Meets the Expected Condition Levels & Risk Criteria

Team Members:

Jim Knudsen, Phil Modaff, Bill Cleveland, Joe Breinig, Jon Batek

Relates to Goal:

Maintain Village assets in a reliable condition with minimized risk of failure at a reasonable cost without overburdening future generations.

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Perform project level development where individual projects are identified and programmed and adequate maintenance operations are established.	Jim Knudsen Phil Modaff	12/14	Staff Time Consultant (FY16 - \$250,000 Trunk Sanitary Sewer Inspection Program, \$105,000 Water System Studies and \$30,000 Tubeway & Westgate Stormwater Study)	In progress. All roadway projects (streets, curb and gutter, sidewalk, paths and trails, pavement markings, signs, street lights, etc.) have been identified and programmed and adequate maintenance operations are established. Future studies will more clearly identify water, sanitary sewer and storm water management projects. Water and sanitary sewer system projects, although not specifically identified, have been programmed for budgeting and rate calculation purposes.
Incorporate projects into the CIP and maintenance tasks into the OMS.	Jim Knudsen Phil Modaff	1/15	Staff Time Consultant	In progress. All identified roadway, water and sanitary projects have been incorporated into the CIP. All maintenance tasks for roadway assets and those identified for water and sanitary have been incorporated into the OMS. As future planned studies are completed and projects/maintenance tasks identified they too will be incorporated into the CIP/OMS.

Goal 4 - Economic Development/Annexation Strategy

<p>Desired Accomplishment: Increase the sales tax base by attracting new sales-tax-revenue-generating businesses.</p> <p>Note: Assignment of team members and activity coordinators to be determined upon receipt of direction from the Village Board and budgeting of necessary resources.</p>				
<p>Team Members: Bob Glees, Don Bastian, others to be determined.</p>		<p>Relates to Goal: ATTRACT AND RETAIN BUSINESS</p>		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Develop a system for identifying properties available for new business, and for maintaining current, easily retrievable information for the properties.	Fall 2015	Fall 2015	Staff time	We have arranged for Choose DuPage to provide up-to-date Costar Reports of available properties on a quarterly basis. An economic development information page on the Village website is in the process of being designed.
Develop a system for identifying types of businesses most suitable for specific locations. This can be ad hoc studies by consultant or an in-house software product such as Buxton Scout.	Fall 2015	TBD	Budget allocation	An in-house software product is not budgeted. Budgeted funds include the cost of an ad hoc study.
Develop a system for promoting properties. Consider the use of marketing and communications consultants. On an ongoing basis, contact businesses and real estate brokers to promote properties.	Fall 2015	Ongoing	Staff time, possible budget allocation	Staff contacts businesses, brokers and developers to promote available properties, such as the former Brunswick Zone property, for example. We also coordinate with Choose DuPage and DCEO to provide information in response to site search requests. Staff is currently discussing the possible use of a marketing consultant.
Maintain the high quality level of the Village's entitlements processes.	Fall 2015	Ongoing	Staff time	We are currently in the process of implementing a new comprehensive software system in Community Development to improve the Village's Development Approvals Processes. Work is underway on a Community Development Department Manual, which will guide staff towards better consistency and quality of service. Expected completion of both projects is summer 2015.

Desired Accomplishment: Retain existing businesses.

Note: Assignment of team members and activity coordinators to be determined upon receipt of direction from the Village Board and budgeting of necessary resources.

Team Members:
Bob Glee, Don Bastian, others to be determined.

Relates to Goal: **ATTRACT AND RETAIN BUSINESS**

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Develop a system for gathering intelligence regarding the Village's businesses. Consider the possibility of creating and maintaining, or subscribing to, a business contact database.	TBD	To be determined.	Staff time, possible budget allocation	Business contact database not budgeted.
Establish and strengthen relationships with businesses. Make regular contact. Assist the businesses as able in solving problems and meeting their needs.	TBD	Fall 2015	Staff time, possible ad hoc budget allocation	An economic development event is budgeted and is expected to take place during 2015. This year's event is planned to be focused on strengthening relationships with existing businesses.

Goal 5 - Technology

- **Comprehensive GIS**

Desired Accomplishment: Develop a multi-year program to implement a comprehensive GIS System for use by employees in all departments				
Team Members: Phil Modaff, Jim Knudsen, Bob Mellor, Bob Glees, Ed Sailer		Relates to Goal: Provide and support a comprehensive GIS system for employees and integrated web-based solutions customer interaction		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Complete survey of comparable communities use of and commitment to GIS	Jim K./Phil M.	01/31/14	Staff Time	Completed. A GIS User Survey was performed on comparable communities to obtain information on what technologies were being deployed, level of services being provided and the amount of staffing and funding being dedicated towards GIS efforts.
Complete an assessment of current GIS assets and capabilities; reorganize and centralize data.	Jim K.	03/01/14	Staff Time Consultant, Hardware & Software FY15 - \$132,092	In progress. The Village has entered into an agreement with the GIS Consortium's (GISC's) services provider consultant, MGP, to perform a needs analysis in early 2015 as well as reorganizing and centralizing all existing GIS data.
Hire contract GIS Coordinator and retain NIU intern	Jim K.	05/01/14	Staff Time Consultant, Hardware & Software FY15 - \$132,092, FY16 - \$176,400, FY17 - \$181,450, FY18 - \$186,600, FY19 - \$191,900	Completed. The Village joined the GISC and entered into an agreement with MGP Consultants to provide the Village with GIS staffing. The NIU Intern has also been retained.

Desired Accomplishment: Develop a multi-year program to implement a comprehensive GIS System for use by employees in all departments				
Team Members: Phil Modaff, Jim Knudsen, Bob Mellor, Bob Glees, Ed Sailer		Relates to Goal: Provide and support a comprehensive GIS system for employees and integrated web-based solutions customer interaction		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Work with consultant to perform a needs assessment, identify the hardware, software and personnel necessary to meet those needs and develop a financial plan to accomplish	Jim K./Phil M.	06/01/14	Staff Time Consultant	Completed. A financial plan identifying hardware, software and personnel has been prepared and all costs budgeted.
Utilize consultant to complete mapping of water, sewer and storm utilities and assembly of associated asset information	Jim K.	12/01/14	Staff Time Consultant, Hardware & Software FY15 - \$132,092, FY16 - \$176,400	Partially completed. All GIS water, sanitary and storm utility atlas maps have been completed. Networking, topology and input of asset data will be completed in FY16 by MGP.
Purchase operations management system software platform and related hardware and licenses		04/30/15	Staff Time Consultant (FY15 - \$39,506.92) Software (FY16 - \$130,000, FY17 - \$45,000 & FY18 - \$35,000)	In progress. An engineering firm has been hired to evaluate various asset and operations management programs to be purchased and deployed in FY16. Implementation will follow thereafter.
Implement Year III of plan -- staffing; software/hardware/license and training		04/30/17	Staff Time Consultant, Hardware & Software FY17 - \$181,450	

Desired Accomplishment: **Develop a multi-year program to implement a comprehensive GIS System for use by employees in all departments**

Team Members: Phil Modaff, Jim Knudsen, Bob Mellor, Bob Glees, Ed Sailer

Relates to Goal: **Provide and support a comprehensive GIS system for employees and integrated web-based solutions customer interaction**

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Implement Year IV of plan – staffing; software/hardware/license and training		04/30/18	Staff Time Consultant, Hardware & Software FY18 - \$186,600	
Implement Year V of plan – staffing; software/hardware/license and training		04/30/19	Staff Time Consultant, Hardware & Software FY19 - \$191,900	

• **Integrated Service Based Technology**

Desired Accomplishment: Develop and implement tools for use by customers interacting with the Village in a web-based environment				
Team Members: Phil Modaff, Jim Knudsen, Bob Mellor, Bob Glees, Ed Sailer		Relates to Goal: Provide and support a comprehensive GIS system for employees and integrated web-based solutions customer interaction		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Complete a review of similar programs already in use by other municipal agencies	Jim K./Phil M.	01/31/14	Staff time	Completed. Survey completed in March 2014 via Survey Monkey. Village Staff visited Glen Ellyn to observe recent technologies implemented, primarily GIS. Emergency Operations Center (EOC) Team investigated various technologies to be used at the EOC and developed a plan for improvements.
Complete an internal needs assessment to determine the scope and level of services desired by all departments	Jim K./Phil M.	06/01/14	Staff time	In progress. This will be part of our work with MGP to be completed in 2015. Consultant has been hired.
Complete an assessment of available technology to determine which product(s) will best match needs	Jim K./Phil M.	06/01/14	Staff time	In progress. This will be part of our GIS work with the GISC and MGP, our asset and operations management program evaluation with R/M and Community Development's building permit and code enforcement program evaluation. Police and Engineering evaluated and selected an overweight/oversize vehicle permitting program.
Identification of financial needs to execute plan	Jim K./Phil M.	11/01/14		Partially completed. GIS, asset and operations management financial needs have been determined and budgeted. The building permit and code enforcement needs are being identified and calculated. The overweight/oversize vehicle permitting program was implemented free of charge.
Roll out web-based product		05/01/16		Partially completed. The overweight/oversize vehicle permitting program is going live in January 2015.

Goal 6 - Rental Housing/Crime Free Housing

Desired Accomplishment:				
Provide a safe and secure environment for residents residing in rental properties				
Team Members: Ed Sailer, Joe Breinig, Caryl Rebholz		Relates to Goal:		
Crime Free Housing Program				
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Obtain information and ordinances from communities that have a Crime Free Program	Ed Sailer	12/15/13	Staff time	Completed
Determine salary range for Crime Free Housing Coordinator	Ed Sailer	12/30/13	Staff time	Completed
Develop ordinance for Crime Free Housing	Ed Sailer Village Attorney	4/1/14	Staff time	Completed
Budget approval for Crime Free Housing Coordinator	Ed Sailer Joe Breinig	5/1/14	Staff time	Completed
Hire Crime Free Housing Coordinator	Caryl Rebholz Ed Sailer	6/30/14	Staff time	Completed – Hired CFHC on 10/13/14
Prepare public information campaign and present to residents, apartment managers and homeowners	Ed Sailer	7/30/14	Staff time	Completed & ongoing
Training sessions for apartment managers, homeowners, Village personnel	Ed Sailer	11/1/14	Staff time Outside Vendor	Scheduled & ongoing
Implement program	Ed Sailer	1/1/15	Staff time	Ongoing

Goal 7 - Communications/Education/Branding

Desired Accomplishment: Improve External Communications Program				
Team Members: Chris Oakley, Joseph Breinig, Bob Mellor & Village Board of Trustees		Relates to Goal: Public Information, Media Relations & Community Events Marketing		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Establish a Village Twitter Account	Chris Oakley	Nov. 1, 2014	Staff Time	Completed - Since its inception on Nov. 1, 2014, the account has published 417 TWEETS and generated 182 Followers.
Establish a Village-wide FACEBOOK account	Chris Oakley	Nov. 15, 2013	Staff Time	Completed - Since its inception on Nov. 15, 2014, the Village's page has published over 400 individual posts, over 1,000 photos/images and generated 751 page Likes
E-Stream Newsletter subscriber database is being scrubbed for inactive accounts to get a more accurate sense of program analytics such as open rates.	Chris Oakley	March 1, 2015	Staff Time	In process - Approximately 144 of the 1,800 subscriber accounts have been audited for current activity that includes receipt, opening of the issue and click through activity on embedded links.
Revise Town Center Summer Concert series sponsor program and protocols for soliciting corporate funding.	Chris Oakley	Dec. 23, 2013	Staff Time & Supplies	Completed - A sponsor packet has been created for use in a summer concert series sponsorship solicitation effort for the upcoming 2014 event season.
Conducting preliminary research on developing a unified communication plan across all available mediums to include cable, print, electronic, digital that will include some basic metrics	Chris Oakley Village Board	May 1, 2015	Staff Time & other possible resources	In Process - A template for a Model Organizational Communication Plan is being drafted that will assist used in the development of a formal document to guide external communications to our various customers groups and constituencies.
Develop messages & release schedule for a Capital Projects & Operation Mgt. Education Effort	Chris Oakley	May - June 2015	Staff Time	In Process - Preliminary discussions underway with Engineering Services Dept. on Capital Imp. Projects Communications Plan. May 2015 meeting is contemplated to establish dissemination schedule and technical project information to develop comprehensive target messaging effort that will include general narrative, photos, maps and metrics.

Desired Accomplishment: Improve External Communications Program				
Team Members: Chris Oakley, Joseph Breinig, Bob Mellor & Village Board of Trustees		Relates to Goal: Public Information, Media Relations & Community Events Marketing		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Develop dissemination products for a Capital Projects & Operations Management public Education Effort	Chris Oakley, Jim Knudsen, Phil Modaff	July – Aug. 2015	Staff Time	Subject to approval of 2015-16 Capital Budget

Desired Accomplishment: Improve Emergency/Crisis Communications Program				
Team Members: Chris Oakley, Joseph Breinig, Bob Mellor, Ed Sailer & Perry Johnson		Relates to Goal: Emergency Public Information & Media Relations		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Update the Emergency Public Information Annex to the Village's EOP to include support staff training & duty requirements.	Chris Oakley	October 1, 2015	Staff Time	Registration for FEMA Advanced PIO Training course submitted on December 19, 2014.
Update the Media Contact list for area radio outlets, main Chicago stations, CLTV as well as the major and weekly print newspapers.	Chris Oakley	Nov. 15, 2014	Staff Time	Completed - The media contact list for emergency public information dissemination has been updated and incorporated into the December 15 th plan update approved by the Village Board.
Develop a FLICKR & YOUTUBE Account for posting of both photos and video of emergency preparedness, response & mitigation efforts.	Chris Oakley	Feb. 1, 2015	Staff Time	In Process - Signature photos have been compiled and catalogued.
Redraft disaster awareness news releases for the key weather related risk events for which the Village is susceptible (Tornado, Ice Storm, Blizzard, Heavy Rain/Flood, Extreme Heat, Extreme Cold, Severe Winds	Chris Oakley	May 1, 2015	Staff Time	Pending completion of other activities.

Village of Carol Stream

Core Values Determination

As part of the Village Board's strategic goal to develop and implement an organization wide culture that is recognized by all employees, initial groundwork has been conducted to establish the Village of Carol Stream's Core Values – The guiding principles for how we conduct business. As part of this process, a Core Values survey was conducted with all Village Board members and employees in November.

All participants were provided a list of 12 values, along with their definitions, and asked to rank each of the 12 values in order of their importance to the Village and its operations. The Mayor and Trustees, as well as 117 employees participated in this survey. Based on the responses of all participants, the following is a listing of the 12 Values in priority order:

- Integrity
- Communication
- Accountability
- Respect
- Cooperation
- Dedication
- Quality
- Knowledge
- Diligence
- Empowerment
- Pride
- Innovation

The above data may assist the Village Board discussion in determining the Village of Carol Stream's Core Values (generally 4-6 values). Once the final determination of the Core Values for the Village is made and adopted, a more detailed survey will be created around the selected values for further input by all employees.

Please be assured that the determination of the Village's Core Values does not indicate that others are unimportant. It simply provides a unified focus in the development/continuance of an organization wide culture that can be recognized by all employees.