

Village of Carol Stream

SPECIAL MEETING

**MONDAY, SEPTEMBER 16, 2013
6:00 P.M.**

**GREGORY J. BIELAWSKI MUNICIPAL CENTER
500 N. GARY AVENUE
CAROL STREAM, ILLINOIS 60188**

AGENDA

1. CALL TO ORDER
2. ATTENDANCE
3. UPDATE ON VILLAGE GOALS
4. OTHER BUSINESS
5. ADJOURNMENT

Village of Carol Stream

INTER-DEPARTMENTAL MEMO

TO: Mayor & Trustees
FROM: Robert Mellor, Assistant Village Manager *Rm*
DATE: September 5, 2013
RE: Update on Village Goals

Attached for your review is the current list of prioritized Village goals. These goals were established at our strategic planning workshop in 2011. The Village Board subsequently asked staff to further refine the list into the top 10 or so goals in 2012 to narrow the list to a manageable number. Staff was able to prioritize the goals based on the status of their completion. The attached list identifies each of the 58 goals ranked by the Village Board from greatest to least importance. The chart also provides an update on each goal and further breaks the goals down into 3 levels or tiers. **First Tier Goals** have been included in the budget or are currently in the process of being completed. **Second Tier Goals** are ongoing and/or have been completed. **Third Tier Goals** were ones that were previously recommended for elimination or had been deferred beyond 1 year due to staffing or funding constraints. Please note that some of the lower priority goals maybe farther along in the completion process due to funding availability or the opportunity for the Village to partner with another organization to complete the goal. Unfortunately, some of the goals were identified for elimination or reconsideration at a later time, not because they were not important, but because of the unavailability of adequate staffing or funding.

So, what does this all mean? Staff has identified 34 (yellow & green highlighted) of the original 58 goals (59%) which have either been completed or are in the process of being completed. Although our efforts have been focused on the prioritized list of goals established at the strategic planning workshop in 2011, we have also tried to incorporate comments and direction by the Village Board at workshops and meetings as we prioritized the goals at the staff level. The remaining 24 goals (gray highlighted) were not formally programmed for completion however, some, such as "Explore/study/install bus shelters in key locations" and "Expand our EMS training to include police, public works and Fire District" are in the process of being or have been completed. Staff will continue to work on completing the prioritized goals and feels it has made good progress toward completion of most of them.

This report is being presented to the Village Board for your consideration, discussion and comment at the next workshop at 6:00 p.m. on September 16. Staff would appreciate hearing the Village Board's comments on our collective (Village Board & staff) efforts to complete the goals and whether we need to refocus our efforts on other goals. This list is being provided to you in advance of a goal setting/strategic planning workshop that will be held in October.

Attachment

Cc: Joseph E. Breinig, Village Manager

Carol Stream Strategic Planning Overall Goal Ranking 8/30/13 Update			Lead Department
GOAL	RANKING	STATUS	
Complete Armstrong Park Stormwater reservoir project	A1	Final plans have been completed for the reservoir, holding basin, storm sewer drainage system, sediment and soil erosion control, landscaping, path, pump station, siphon and outlet. Plans have been approved with conditions. Awaiting final permits from USACOE and IDNR-DOWR and DPC resubmittal.	Engineering
Establish secure revenue source for capital needs incl. infrastructure, major equipment/facilities etc.	A2	The Village Board approved reserve policies which provide expanded definition and clarification of reserve levels and incorporated procedures to be observed in the event reserve balances exceed defined policy levels. Prepare new communication tools concerning reserve levels and analyze history to determine need for, and timing of additions to revenues to fund capital over our planning horizon (Feb, 2012). Prepare and propose development of separate equipment replacement fund (July, 2012). Deferred as current CIP, MFT and W&S fund balances are adequate.	Administration Finance
Develop an evaluation tool to measure/assess our current communication approaches/methods	B1	Staff is working on a draft Communication/Marketing Plan document for future review and approval by the Mayor and Village Board that will include an evaluation section. Current measures include: Website Hit Counters; Subscribers to E-newsletter & City Watch; Facebook friends/likes. Draft marketing plan is being developed for internal review.	Administration
Develop a comprehensive stormwater plan to mitigate flooding and problem areas	B2	During the CIP budget process two studies and one project were programmed. Klein Creek Watershed has been finalized. The Southeast Storm Water Study will be incorporated into DuPage County's Winfield Creek Watershed Study. The Klein Creek Flood Plain Structure Phase II Buyout Project has been completed.	Engineering
Complete Southwest water main project	A3	Project has been completed at a cost of \$1,139,744.33, which is \$547,255.67 (32%) under the \$1,687,000 budgeted for this project.	Engineering
Undertake succession planning strategies for senior management positions in the organization	C1	Recommendations for successor planning in Community Development discussed with the Village Manager.	ER All Departments

Carol Stream Strategic Planning Overall Goal Ranking 8/30/13 Update			Lead Department
GOAL	RANKING	STATUS	
Work to facilitate/expedite the development of parcels at the corner of Gary Ave. and Lies Rd.	A4	To be discussed as part of an economic development strategies workshop with the Village Board.	Administration CD
Develop, identify, and evaluate in the next 12-18 months a long-term funding source for infrastructure maintenance and repair (streets, water/sewer, facilities etc.)	A5	See second goal (A2) above. The proposed FY14 budget continues to utilize fund balances to restore street maintenance funding to prior year levels.	Administration Finance Engineering PW
Add/reassign staff as appropriate when circumstances present themselves	B3	Ongoing. Administration & Village Clerk Offices were restructured in 2011. Community Development was restructured in 2009 – 2010. A contract seasonal Property Maintenance Inspector was added in 2012 and a new part-time Development Services Technician is being recruited. Temporary Engineering Inspector was changed to a contract employee, reassigned duties within the Department to balance workloads and utilized consultant services and interns when available. The Engineering Secretary position was restructured as part time. A contracted Project Manager to be shared between Public Works & Engineering was approved to address staff resources needed for capital projects. In December 2012 Public Works restructured operations management, added Data Coordinator and converted all clerical to part-time. Employee Relations restructured clerical staff to two 19 hour positions resulting in increased service at decreased cost.	All Departments
Continue to put policy/legislative pressure on County and General Assembly on stormwater programs, policies, regulations; press stormwater issues/assessments with the Corps of Engineers	B4	Worked with Senator Durbin, DMMC, DPC and IEPA officials to address multitude of storm water and environmental issues. Engineering was an active participant in the up-date of the DuPage County Stormwater Ordinance and has served on the DRSCW Projects Committee that is seeking a moratorium on nutrient permit requirements for POTWs. Continued working with DRSCW and lobbyist to obtain funding for NPDES projects.	Engineering
Explore/consider more aggressive annexation strategies and policies	A6	Ongoing.	Administration CD

Carol Stream Strategic Planning Overall Goal Ranking 8/30/13 Update			Lead Department
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Undertake an evaluation of our support services function in P.D. (possible re-design of units etc.)	B5	An evaluation of PD support services function was performed in 2012 and personnel, operational and procedural changes were made to improve efficiency.	PD
Evaluate/monitor/make decisions on health care benefits for workforce as it relates to impact of National Health Care legislation	B6	Coordinated Village-Wide Training, and multiple informational articles. Established a 12 member employee focus group with recommendations for change to address Cadillac Tax concerns expected by end of year.	ER
Explore creation of a distressed property "management/intervention" program	A7	Completed. Program created and implemented in 2012.	CD
Be prepared for/plan for new recruitment strategies in new realities of public employment	C2	See item B3 above.	ER
Explore ways to recover/replace taxes and revenues now lost to internet commerce	C3	Not programmed.	Administration Finance
Implement/operationalize GIS system in all departments	A8	The GIS Utility System Update & Implementation Study programmed for FY13 had to be deferred until FY15 due to staffing shortages. Efforts to organize and assist other Departments with GIS integration are ongoing. Improvements have been made to the base maps and links reducing disconnections. Technological improvements are budgeted for FY14 and FY15. Infrastructure management software that allows easier creation and use of GIS feature classes and geo-databases is budgeted for FY15. Attended a GIS webinar on Illinois Standards.	Engineering
Explore a comprehensive electronic permitting system	C4	Will reconsider in FY15.	All Departments
Establish clearly defined economic development policy/policies regarding economic incentives for businesses	A9	To be discussed as part of an economic development strategies workshop with the Village Board.	Administration CD
Examine new strategies & approaches to Economic Development activities including assessing staffing a position, incentives, policies etc.; create a defined economic development program	A10	Completed & ongoing. Staffing a new ED position is not cost effective. Several new ED initiatives implemented including establishment of the North & Schmale TIF, incentives offered to several new businesses and Shop CS Program. To be discussed as part of an economic development strategies workshop with the Village Board.	CD Administration

Carol Stream Strategic Planning Overall Goal Ranking 8/30/13 Update			Lead Department
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Advance "green" initiative and explore/study an incentivized model for refuse franchise agreement	B7	Staff is researching model residential solid waste franchise ordinances to include volume-based (pay-as-you-throw) and modified volume based pricing alternatives in addition to the current fixed pricing program option. Draft sustainability program metrics submitted for internal review on Jan. 10, 2013. Feedback from Exec. Team is forthcoming.	Administration
Examine how we define our "corporate reserves"; explore the creation of an equipment reserve fund	A11	In process. Reserve Policies (Feb, 2012). Proposed equipment replacement fund (July, 2012). During the CIP budget process the CPF, MFT and W&S fund balances were assessed and found to be adequate for the immediate future.	Finance
Explore/study/install bus shelters in key locations	C5	Community Development and Engineering are working with Pace to incorporate bus shelters along the two routes in the Village. Identified locations, developed cost estimates, obtained funding source and coordinated with various agencies. Pads will be constructed with DuPage County's Gary Avenue Improvement Project.	CD Engineering
Expedite completion/use of GIS in all depts.; make GIS available for field personnel	A12	See A8 above.	Engineering
Develop/undertake comprehensive study of a long-term staffing plan for the organization with an eye to the future	B8	Not programmed. Will reexamine in FY14.	ER
Develop/evaluate/initiate a rental licensing program	C6	Not programmed. Previous study did not support implementation of this program.	CD
Research/evaluate and report on the creation of a local ordinance traffic prosecution system	A13	Board authorized staff to proceed with initiative. A new Prosecutor was approved by the Village Board on March 18, 2013.	PD
Bring back "Summer in the Center"	C7	Not programmed. Current economic conditions do not support implementation of this goal.	Administration
Examine the potential revenues and feasibility of a local gas tax	C8	A local gas tax is feasible and suitable as an identified funding source for capital. It is recommended we defer further action on this until reserve balances are leveraged first and fund performance and cash flow projections dictate implementation.	Administration Finance

Carol Stream Strategic Planning Overall Goal Ranking 8/30/13 Update			Lead Department
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Develop alternatives/explore approach to gateway signage/entrances to the Village	C9	Not programmed.	CD
Explore the opportunities/feasibility of shared services, equipment, programs with neighboring governments including the park and school districts; explore privatization where appropriate	B9	Ongoing, as opportunities present themselves. The PW Department routinely shares equipment and exchanges services with the Park District. Have an agreement with School Dist. 93 to provide road salt. PW has also spearheaded efforts to donate unused Village items to the Park District (tables and chairs) & is participating in on-going County-wide discussions to consolidate mosquito abatement.	Administration PW
Explore the re-designation/naming of Lies Road to Carol Stream Road	C10	Not programmed.	CD
Explore feasibility of self-service "kiosks" for basic transactions with Village	C11	Not programmed.	Administration
Develop a vacant property management program	A14	Completed. Program created and implemented in 2012.	CD
Explore a "stickerless" vehicle sticker program	C12	Not programmed due to high cost of enforcement technology. Propose modification to present sticker material to reduce burden of residents having to scrape off expired stickers.	Finance PD
Increase our Economic Development presence/profile on the Village's website	A15	Ongoing. Implemented Shop Carol Stream program. Working with Illinois Development Council and IT to implement <i>Best Practices</i> . To be discussed as part of an economic development strategies workshop with the Village Board.	CD Administration
Develop/create online permitting system for small projects and create an online/streamlined Customer Service Request (CSR) system	C13	Not programmed. Consideration deferred to FY15.	CD Administration
Create community garden/garden plots	C14	Not programmed. Explored concept of creating rain gardens on flood plain buyout properties and developed cost estimates. Determined current staffing levels could not undertake this project.	Engineering
Initiate the preparation of quarterly reports from Dept. Heads to Manager and Board; include strategic plan updates etc.	B10	Ongoing as needed. Weekly updates provided via email and bi-weekly reports provided at Village Board meetings as requested.	All Departments

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Explore online reporting/self-service reporting for minor infractions/crimes etc.	C15	Not programmed.	PD
Evaluate/study and report on a balanced/sustainable employee compensation program that rewards employees without creating unreasonable future liabilities	C16	Not programmed.	ER
Create an internal "paper reduction" program- become more tech savvy in our day-to-day work processes	B11	The Village updated its archive management software to Laserfiche to store documents electronically. The purchase of tablet PCs for Village Board members is proposed in the FY 2014 budget which will facilitate paperless agendas & correspondence.	Administration
Expand our EMS training to include police, public works and fire dist.	C17	Completed.	PD
Prepare options/ideas on how to re-invest in staff; re-start reward/recognition programs; work on strengthening employee morale	B12	Ongoing – Job Satisfaction survey administered. Surveys received and tabulated. Employee group meetings held to provide recommendations to Department Heads. Quarterly newsletter Quarterly newsletter and Employee Suggestion Program implemented to increase employee communications. Established a 7 member employee Well-Being Committee with Biggest Winner Program underway and Health Risk Assessments scheduled for end of September.	ER
Undertake a comprehensive plan update and review including follow-up code updates	A16	Comp Plan budgeted for FY14. Prepared a preliminary bicycle and pedestrian plan and a southwest utility expansion plan which will be elements of the Comprehensive Plan. Began working with a citizen bicycle group on the development of a bicycle/pedestrian plan.	CD
Clarify incident command structure for disasters; place Fire Dist. in lead position for tactical command etc.	B13	Completed	PD

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Increase our financial reporting techniques; create even more transparency and sharing of information; tell our good story to others	C18	Not programmed.	Finance
Explore the development of a "community care" corps	C19	Not programmed.	PD
Complete trail at Kuhn and Fair Oaks Rd. & Gary Ave.	A17	The Kuhn Road Trail Project has been completed. Obtained another funding source from DCEO (\$100,000 Legislative Initiative Grant). Trail on Fair Oaks Road (West Branch Trail) is in Phase I Design Study and is programmed for construction in 2013 and 2014. Gary Avenue Multi-Use Path is also in Phase I Design Study with construction programmed for 2016. All projects have been funded for construction and design. Staff working with DuPage County to obtain additional funding for design to further reduces Village costs.	Engineering
Measure, compare and report existing service levels; review with Board and assess the match of service levels to current staffing profile after the reductions of recent years	B14	Ongoing – Evaluate each position as vacancies occur and make changes as appropriate. Two programs (street sweeping and landscape maintenance) were evaluated in preparation for FY13 and changes were made to service levels based on Village Board support. Reductions in CIP and service levels were made after analyzing reduced staffing levels. Duties were reassigned and shared with other personnel. A contracted Project Manager to be shared between Engineering & Public Works was approved to address staff resources needed for capital projects. In FY14 PW initiated trial use of Job Order Contracting to determine if it can decrease demand on internal resources in preparing plans/specs and providing construction oversight on small to mid-size construction projects.	ER All Departments
Undertake a comprehensive analysis/review of our various admin. processes in the Village organization; ask the question what do we do, how do we do it and why do we do it?	B15	Administration, Employee Relations & Village Clerk Offices were restructured in FY12 and FY13 to enhance services and/or reduce costs. Several programs have been changed in Public Works: zoned	Administration All Departments

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		tree trimming and street sweeping contracted out in FY13, stand-by contracts now in place for emergency street-light repair and sidewalk repair work. Community Development was restructured in FY10, with process improvements made on a regular basis since then. The Engineering Secretary position was restructured to part time. A contracted Project Manager is being used in Engineering & Public Works to provide non-staff resources needed for capital projects. Reassigned duties within the Department to balance workloads and utilized consultant services and interns when available. Evaluated and developed a process for the elimination of preservation securities in lieu of a simplified permit and license bond. In FY14 PW implemented a new Fleet Management software program to better track work performance & parts inventory.	
Examine existing parking regulations and requirements in the Village Code	C20	Not programmed.	Engineering PD
Obtain certification as a "storm ready" community	B16	Certified on 2/6/12.	PD
Research and create a model solid waste franchise agreement	B17	Staff conducting preliminary research on preparing a model residential solid waste franchise ordinance that will incorporate program options that include volume-based (pay-as-you-throw) and modified volume based pricing alternatives in addition to the current fixed pricing program option. Model waste franchise agreements are being reviewed for use in a draft RFP to be presented to the Village Bd. at an upcoming workshop.	Administration
Explore the creation of a Q and A series on specific depts. And record/create video for website	C21	Not programmed.	Administration
Explore the creation of a community networking group	C22	Not programmed.	PD
Examine creating incentives for "green" buildings; consider offering discounts, expedited reviews/permits etc.	C23	Not programmed.	CD

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Explore the creation of a student resource initiative	C24	Not programmed.	PD

KEY:

1. **First Tier Goal** (High Priority - Budgeted or In-Process)
2. **Second Tier Goal** (Medium Priority - Ongoing and/or Completed)
3. **Third Tier Goal** (Low Priority - Eliminated or Deferred Beyond 1 Year)