

Village of Carol Stream

Special Meeting of the Village Board

Goal Setting/Strategic Planning

Gregory J. Bielawski Municipal Center
500 N. Gary Avenue, Carol Stream, IL 60188

September 28, 2015

6:00 p.m. – 9:04 p.m.

Meeting Notes

ATTENDANCE:

Mayor Frank Saverino, Sr.

Trustee Dave Hennessey

Trustee Matt McCarthy

Trustee Rick Gieser

Trustee Mary Frusolone

Trustee Greg Schwarze (left 8:30pm)

Village Clerk Laura Czarnecki

Joseph E. Breinig, Village Manager

Bob Mellor, Assistant Village Manager

Chris Oakley, Asst. to the Village Manager

Marc Talavera, IS Director

Jim Knudsen, Engineering Director

Phil Modaff, Public Works Director

Ed Sailer, Police Chief

Don Bastian, Community Dev. Director

Jon Batek, Finance Director

Caryl Rebholz, Emp. Relations Dir.

Facilitator, John Fontana

ABSENT:

Trustee John LaRocca

The meeting was called to order at 6:00 p.m. by Mayor Frank Saverino, Sr. and the roll call read by Village Clerk Czarnecki. The result of the roll call vote was as follows:

Present: Mayor Saverino, Sr., Trustees Hennessey, Gieser, Frusolone, Schwarze and McCarthy
Absent: Trustee LaRocca

John Fontana and Bob Mellor presented significant progress on goals by Village Board and staff.

Below is an outline of John Fontana's – Carol Stream Village Board and Staff Future Planning Session:

Purpose: A Leadership Exercise & Process

Leadership Goals: Heifetz

- To get on the leadership balcony to see the big picture
- To identify and understand adaptive challenges—name tensions—anticipate problems
- To give work back to appropriate people while protecting voices from below
- Good judgment is the goal of good governance!!

Things to Remember & Key Concepts

3 Key Leadership Skills for Governance:

- Seeing:** picking up patterns, seeing relationships & tasks, anticipating the future
- Listening:** hearing facts, ideas & emotions
- Judgment Triangle:**

- Base: Collect data—perceptual ability
- Middle: Boil down or analyze: cognitive ability
- Top: Act---careful of impulsivity and procrastination
- Stress & these issues can derail judgment
 - Hyper competitiveness, high standards, issues of nurturance, trust, & shame

The Debate, Discussion, Dialogue Continuum

- Today focus on dialogue
- Discussion/debate get to one point of view or decision
- Dialogue—purpose is understanding all points of view
- Goal being a conflict positive group
 - Cooperation—assume positive intent
 - Communication
 - Tolerance & respect
 - Positive emotional expression
 - Conflict resolution—"Get things done"

Goals

- Task: Develop a two to three year plan effectively & efficiently
 - Clarify priorities
 - Plan with action steps
- Continue the orientation and education of new and experienced trustees and staff
- Support Board and Staff collaboration

Facilitator Role

- Resource & provide feedback
- Facilitate (activist)
- Provide a safe enough environment for dialogue
- Support the group as it leans into tension & conflicts
- Move the group toward goals

How Will This Board Work Together

- There is mutual respect amidst diversity of opinions "can agree to disagree" An energetic Board
- All Board members are here for the right reasons, enhance and preserve the Village and to serve the common good—great affection & investment in Carol Stream!
- Has healthy conflict around issues & issues are not taken personally—self awareness & self management critical
- Board is open minded and listens & has an ability to compromise
- Good leadership of the Board & ability of the Board to deliberate; i.e. separate politics & governance
- Informed Board & Staff appreciate learning

What Legacy Do You Wish For This Board?

- Kept Public trust; "did the right things"
- Served with integrity and prepared for the future in a new economic reality
- Were good stewards of the resources of the Village. Fiscally conservative
- Board listened to the residents and was able see projects finished!
- "Leave the Village better enhance beauty and cooperation"for the next generation
- "Leave the Village better then we found it"

- "Were not a rubber stamp Board"
- Working Board involved & invested

Environmental Scanning

- Economics
 - The economy coming out of a major recession—a lot of unknowns slow recovery
 - Job loss
 - Foreclosures
 - Business closings
 - Concern about taxes, need for revenue
- Demographics
 - Younger families moving in
 - Diverse citizen base
- Environment
 - Water--flooding
 - Green issues—sustainability
 - **Beautification**
 - **Environmentally sound**
- Political
 - Need to understand national, state, county & local politics
 - Concern for unfunded mandates
 - Informed of opportunities-
 - Grants etc.
 - Regional Services & sharing
 - Good Relationship to schools, park district, fire district
 - 2015:STATE and Use of Funds**
- Human Resources
 - Retirement & costs for recruitment & training & need for succession planning
 - Pride in volunteerism of village residents
 - Healthcare costs & uncertainty
 - **Labor Contracts**
- Technology
 - Social media explosion or how to invest and communicate with public
 - Managing tech equipment, data, & training costs
- Cultural Issues
 - Pride in Carol Stream Great place to raise a family
 - Perceived disdain for people in government (pay & pensions)
 - "pay as you go" community
 - Pride in no property tax position of the Village
 - **Concern that School District & Park District assume all tax dollars**

SWOT: Strengths

- Village
 - Great place to raise children
 - Great schools & parks & safety
 - Strong sense of community
 - Diversity
 - Stability
 - Attracting the young
 - Quality of life

- “Small town feel”
- Volunteerism strong
- Good public safety & services
- **Good geographic location**
- Village Board
 - Strong community involvement; dedicated
 - Good stewards of resources,
 - Welcoming of new Board member**
 - Fiscally conservative
 - Budget under control(as revenue allows)
 - “Living within means”

SWOT Strengths of Board

- Prudent leadership & **Stability**
- Individual Board members love the community and have the common good or what’s best for Carol Stream foremost in their minds.
 - Open minded people who can express themselves
 - Can disagree and compromise
- Get along well. Good communication, respectful disagreement. Good collaboration, trust & respect**

SWOT: Strengths

- Village Staff
 - Strong support for Village Administrator from Board
 - Great staff, professional, knowledgeable, “no weak links” “top notch” “laser focus”
 - Dedicated, honest & have longevity
 - Strong financial perspective
 - Customer service orientated
 - **“Communication with Board has gotten even better” Thorough & responsive**
 - Good crisis managers

Weaknesses, Challenges, & Concerns & Threats: Board

- Unfunded mandates
- Uncertain economy & unpredictable sales tax revenue
- Lack of secure revenue streams & no property tax
- Capital expenses: aging infrastructure
 - Water main and storm water & sewer
 - Roads continue success
 - Facilities
- Flooding
- Economic development
- Housing/crime
 - Rental & code issues
 - Property issues
- Reputation Public image
 - Not positive enough
 - Well kept secret
- Human Resources:
 - Morale & labor relations,
 - Comp plan

- Healthcare
- Pension liability
- Manpower
- Succession planning
- Technology
 - Social media
 - Costs, man power, equipment & training

Challenges & Threats 2015 Board

- STATE
- Staff morale
- Succession & manpower
- Continued Economic Development
- Property upkeep
- Continue to reach out to multi-cultural community
- Social media

Challenges 2015

- Attracting young families & aging population
- Economic development
- Attractiveness of town, places to eat
- Assisting businesses to flourish
- Two working budgets
- SPRINGFIELD!!!

Challenges, Concerns & Threats & Opportunities: Staff

- Organizational stamina in current political & economic reality
 - Disdain for taxes & public employees
 - Manpower Police & PW
 - Comp & benefits
- Future Funding of Village Operations
 - Formal plan that includes various funding options (property tax included)
 - Education & survey communication strategy
- Comprehensive Communication Plan
- Comprehensive plan update
 - Zoning & code updates
- Mapping/GIS
- Complete update of Carol Stream Financial Profile & Peer comparison study
 - For bench marking
 - Competitive advantage
- Crime: Gangs & Drugs
- Succession Planning

Opportunities

- Flood Management
- Economic development
 - Task force on commercial & industrial development
- Annexation
- Communication & education of the public Branding
 - Technology & communication

- Involve youth
- Business friendly
- Inter-government cooperation
- Sustainability & green space
 - Formal environmental friendly plan

Staff: 2015

- State
- Frozen funds
- Staff manpower & Morale & Quality of service and services

Board Goals 2015

- Staff focus preparing people for succession
- Intergovernmental collaboration
- Long range capital planning
- Re-Branding
- Communication staff & public web improvement outreach millennials
- Labor management progress
- Economic Development
 - North ave
 - Gary & Lies
- Work on Revenue Streams
 - Property Tax?
- Quality of life & Beautification
 - Signage entry to town
 - Fencing code
 - Tear downs

Critical Issues:

From all the data & Interviews

1. List Critical Issues on newsprint
 1. Board
 2. Staff
2. Prioritize
 1. Dot designation
3. Discussion

Process Options

- Group Break Out
 - Prioritize Within your area
 - Write Goals: SMART
 - Primary responsibility
 - Action steps
 - Timeline
 - Obstacles to anticipate
- SMART
 - Specific
 - Measurable
 - Action-oriented
 - Realistic

- Time-bound
- Report Back to Large Group

Closure

- Key Insights from today
- What issues does this Board have the energy to resolve?
- Things to anticipate going forward

Assistant Village Manager, Bob Mellor presented the Status of Village Goals as outlined below:

Goal Prioritization 2014-2015

- **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

Goals **Completed**, *In Process/Ongoing*, **Frozen**

Human Resources

Succession Planning:

- ☛ Internal audit of activities for next level supervisory participation as learning opportunity
- ☛ All employees provided opportunity to participate in Career Development survey to determine career needs and desires
- ☛ Evaluate response to Career Development survey and incorporate additional funds as appropriate into budget process for FY16
- ☛ Invite employees to begin additional training/education as appropriate

- **Morale/Culture (Develop and Implement Organization-Wide Culture that is recognized by All Employees):**
 - Based on Village Board's input from strategic planning and with the assistance of facilitator, Executive Staff reached consensus on a plan to define culture for the organization
 - Established Employee Mission Statement for review
 - Recommended Mission Statement to the Village Board for Approval. *Our Mission is to enhance the quality of life in Carol Stream through the delivery of excellent public service in a fiscally responsible manner*
 - Created evaluation process to determine Core Values for the Village
 - Established Core Values for the Village
 - Communicated Village-Wide values/culture to all Staff (Written and Action)
 - Surveyed all employees seeking input with regard to Board approved Core Values of the organization
 - Incorporated defined culture into the recruitment and selection process of new employees
 - Evaluated current policies, programs and activities within the organization to determine changes necessary to embrace defined culture based on results of survey
 - Recommended policy changes that require Village Board approval prior to implementation
 - Annually evaluate progress after 6 months of implementation, seeking input from staff members to further build commitment to defined culture
- **Compensation & Benefits (Develop Stable Compensation System):**
 - Obtained compensation system data from comparable communities and best practices in public sector market
 - Evaluated economics and common trends of the above public sector compensation systems
 - Examined Village finances to determine viability of a stable, on-going compensation system
 - Recommended and implemented compensation system based on above data
 - Implement
- **Recruitment & Retention (Manpower & Services - Plan for Staffing Levels that will Provide Excellent Service to our Residents while Maintaining Fiscal Responsibility)**
 - Recommend additional positions that will fill immediate need as justified by the Department Head during current budget cycle
 - Undertake comprehensive analysis of Village Staffing levels compared to that of comparable communities
 - Using information gathered from previous step, evaluate services to that of comparable communities by department
 - Examine service areas within each department that are recommended but not conducted at present staffing levels. Note: This examination should include impact on customers with and without this service
 - Based on above information, develop plan for implementation of appropriate staffing levels
 - Determine salary range for additional positions recommended
 - Include additional positions with priority items in the budget process

- **Secure Revenue Stream & Sources (Stable & Sustainable Revenue Source Property Tax, Sales & Fees)**
 - **Budget Financial Policy Review**
 - ☛ Reviewed current budget financial policies related to revenues and recommend updates to the Village Board as needed
 - **Perform 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.**
 - ☛ Compile historical data on all major sources of local revenues. Use statistical analysis to determine the degree of variability for individual revenue sources over time
 - ☛ Identify environmental factors which have an impact on individual revenue sources and future growth. Evaluate possible obstacles associated with revenue expansion
 - ☛ Make recommendations for changes to current revenue sources as appropriate based on findings and need
 - ☛ Determine the degree of revenue stability required (near and long term) for various expenditure categories (operating vs. capital) and match accordingly
 - **Identify and report on significant untapped revenue sources currently not used by the Village which can be implemented if needed.**
 - ☛ Identify major potentially available untapped revenue sources
 - ☛ Evaluate various factors associated with new revenue sources including relative stability, estimate of proceeds and future growth, and ease of implementation and administration
 - ☛ Make recommendations as appropriate based on findings and need
 - **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.**
 - ☛ Gathered comparable community financial data
 - ☛ Evaluated and compile relevant financial metrics
 - ☛ Prepared report and present findings to Village Board
 - ☛ Made future revenue recommendations based on findings and need
- **Infrastructure**
 - **Establish Expected Condition Indices and Acceptable Risk Criteria for Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water)**
 - ☛ Perform a study to identify the risk criteria that will be established with concurrence from the Board for each asset
 - ☛ 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
 - ☛ Perform an analysis to determine the benchmark indices that will be used to meet the expected condition level and risk criteria
 - ☛ Formulate the expected condition index and acceptable risk criteria for each infrastructure asset in the CIP
 - **Up-To-Date Inventoried Condition Assessment of Major Infrastructure Assets (Streets, Stormwater, Sanitary & Water) and an Operations Management System**
 - ☛ Develop a plan to determine current condition of major infrastructure assets on a consistent basis

- 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
- Identify funding for the plan
- Implement Phase I of the plan for inventory and condition assessments
- Implement Phase II of the plan for inventory and condition assessments
- Implement the operations management system
- **Fully Developed & Funded Capital Improvement Program and Operations Management System that Meets the Expected Condition Levels & Risk Criteria**
 - Identify funding for condition assessment analysis, project development and operations management system
 - Analyze the condition assessments against the established expected condition level and risk criteria
 - Globally identify projects that will address the condition levels and risk criteria that aren't met
 - Establish funding to adequately support the implementation of the projects
 - Develop project level development where individual projects are identified and prioritized and subsequent maintenance operations are established
 - Incorporate projects into the CIP and maintenance tasks into the CMMS.
- **Economic Development/Annexation Strategy**
 - **Increase the sales tax base by attracting new and retaining existing sales-tax-revenue-generating businesses**
 - Develop a system for identifying properties available for new business and for disseminating current census-relevant information for the properties
 - 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
 - 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
 - Maintain the high quality level of the Village's entitlement processes
 - **Retain existing businesses**
 - 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
 - Establish and strengthen relationships with businesses. Make regular contact. Assist the businesses as able in solving problems and meeting their needs
- **Technology**
 - **Comprehensive GIS - Develop a multi-year program to implement a comprehensive GIS System for use by employees in all departments (Provide and support a comprehensive GIS system for employees and integrated web-based solutions customer interaction)**
 - Complete survey of comparable communities use of and commitment to GIS
 - Complete an assessment of current GIS assets and capabilities; reorganize and centralize data
 - Hire contract GIS Coordinator and retain NIU intern
 - 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

- ☛ Utilize consultant to complete mapping of water, sewer and storm utilities and assembly of associated asset information

- ☛ Develop operations management of storm utility system and related hardware and lines

➤ **Integrated Service Based Technology**

- ☛ Complete a review of similar programs already in use by other municipal agencies
- ☛ Complete an internal assessment to determine the scope and level of services desired by all departments
- ☛ Complete an assessment of available technology in the market which products will best match need.
- ☛ Identification of financial needs to execute plan
- ☛ Build out web-based product

➤ **Rental Housing/Crime Free Housing**

➤ **Provide a safe and secure environment for residents residing in rental properties**

- ☛ Prepare public information campaign and present to residents, apartment managers and homeowners
- ☛ Training sessions for apartment managers, homeowners, Village personnel
- ☛ Implement program

➤ **Communications/Education/Branding**

➤ **Improve External Communications Program (Public Information, Media Relations & Community Events Marketing)**

- ☛ Establish a Village Twitter Account
- ☛ Establish a Village-wide FACEBOOK account
- ☛ Develop sensitive website structure as being submitted for executive review to get a more accurate sense of corporate capabilities such as open rates.
- ☛ Revise Town Center Summer Concert series sponsor program and protocols for soliciting corporate funding
- ☛ Complete professional research on developing a unified communication plan across all available mediums to include social, print, electronic, digital that will measure your basic metrics.
- ☛ Develop dissemination products for a Capital Projects & Operations Management public education effort

➤ **Improve Emergency/Crisis Communications Program (Emergency Public Information & Media Relations)**

- ☛ Update the Emergency Public Information Annex to the Village's EOP to include support staff training & duty requirements
- ☛ Update the Media Contact list for area radio outlets, main Chicago stations, CLTV as well as the major and weekly print newspapers.
- ☛ Develop a PUBLIC SAFETY PLAN Account for posting of both plans and video of emergency preparations, response & mitigation efforts
- ☛ Conduct Emergency Public Information Training for local govt. communication contacts (State, Federal, City & School Dist)
- ☛ Assess disaster awareness needs/reasons for the key weather related risk events for which the Village is responsible (oversee for storms, blizzards, floods, rain/flood, brownout, etc., brownout, etc., brownout, etc.)

The Village was reminded of the items in the FY 2016 budget that have been frozen as a result of the State of Illinois threat to reduce the Village's share of the Local Government Distributive Fund. Options going forward include continuing to freeze, selectively unfreezing or unfreezing all of these budget items. There are consequences to all three options. Some of these items cannot be unfrozen as the time frame for implementation has already passed. Some of these items may also need to be rebudgeted in the next Fiscal Year. Staff never envisioned the State of Illinois budget stalemate would last this long.

Frozen Budget Items

<u>Department / Program</u>	<u>Budgetary Account</u>	<u>Subject</u>	<u>Adopted</u>	<u>DRSCWG</u>	<u>Revised</u>
			<u>Budget</u>	<u>Changes</u>	<u>7/8/2015</u>
Administration	Training	ICMA Conference	\$ 2,500	-	\$ 2,500
Administration	Training	FEMA Public Info Officer Conference	1,000		1,000
Community Dev. - Admin.	Consultant	Digitize old microfilm	20,000		20,000
Community Dev. - Code Enforcement	Consultant	General reduction	5,000		5,000
Community Dev. - Code Enforcement	Consultant	Reduce consultant property inspection program	15,000		15,000
Community Dev. - Code Enforcement	Telephone	Communications for field computers	1,080		1,080
Community Dev. - Dev. Services	Overhead Sewer	Eliminate program	2,500		2,500
Community Dev. - Dev. Services	Software Maintenance	Permit software	90,000		90,000
Community Dev. - Dev. Services	Telephone	Communications for field computers	540		540
Community Dev. - Economic Devel.	Consultant	Branding / marketing consultant	25,000		25,000
Community Dev. - Economic Devel.	Printed materials	Promotional material	3,000		3,000
Community Dev. - LR Planning	Training	APA Conference	2,500		2,500
Community Dev. - Admin.	IMRF	Glees Accelerated Payment accrued back to FY15		11,000	11,000
Employee Relations	Consultant	Health insurance evaluation	10,000		10,000
Employee Relations	Consultant	Staff leadership and development program	15,000		15,000
Employee Relations	Meetings	General reduction	410		410
Employee Relations	Personnel Hiring	General reduction	2,500		2,500
Employee Relations	Reference Materials	Supervisory development books	200		200
Employee Relations	Training	Supervisory training, Cert. Labor Relations	7,925		7,925
Employee Relations	Wellness	Cut Fitbit Rewards Program by 50%		5,000	5,000
			<u>Adopted</u>	<u>DRSCWG</u>	<u>Revised</u>
			<u>Budget</u>	<u>Changes</u>	<u>7/8/2015</u>
Engineering Services - Administration	Telephones	Communications for field computers	960		960
Engineering Services - Design & Constr.	Software Maintenance	Asset and operations management software	160,000		160,000
Engineering Services - Storm Water	Property Maintenance	Stream restoration projects	36,000	(36,000)	-
Engineering Services - Storm Water	Property Maintenance	Pond & wetland maint. / Stream flow obstruction		5,000	5,000
Engineering Services - various	Salaries and Wages	Engineering seasonal employee	8,397		8,397
Engineering Services - various	Training	National professional conference	1,650		1,650
Finance - Accounting	Dues and Subscriptions	Discontinue CAFR award program	435		435
Finance - Accounting	Small Equipment	Replacement office chairs	1,000		1,000
Finance - Accounting	Small Equipment	Replacement high capacity document shredder	5,000		5,000
Finance - Accounting	Software Maintenance	Accounts receivable system upgrade	10,000		10,000
Finance - Accounting	Training	MUNIS software conference	2,050		2,050
Finance - Administration	Dues and Subscriptions	Eliminate GFOA membership	250		250
Finance - Administration	Operating Supplies	Budget covers/dividers (budget on-line only)	300		300
Information Services	Salaries and Wages	Information Services Technician (PT)	28,408		28,408

Information Systems	Computer Equipment	Community Development field computers	6,000		6,000
Information Systems	Computer Equipment	Community Development field printers	1,400		1,400
Information Systems	Computer Equipment	Engineering Inspector field computers	10,000		10,000
Information Systems	Other Equipment	Copier - Employee Relations Department	8,000		8,000
Information Systems	Other Equipment	Copier - Engineering Service Department	8,000		8,000
Information Systems	Other Equipment	Security Camera Upgrades	35,000		35,000
Information Systems	Software Maintenance	Paperless agenda system	9,000		9,000
Information Systems	Software Maintenance	Web forms/customer interaction software	9,900		9,900
Legislative Board	Community Service Programs	DuPage Senior Citizens Council contribution	8,400		8,400
Municipal Building	Facility Improvements	Village Hall maintenance updates	375,000		375,000
Municipal Building	Maintenance and Repair	Farmhouse exterior maintenance project	40,000		40,000
Municipal Building	Maintenance Supply	Eliminate Landscape Materials, VH and Daylily		4,000	4,000
Municipal Garage	Salaries and Wages	Mechanic Helper (PT)	14,090		14,090
				Adopted	DRSCWG
				Budget	Changes
					7/8/2015
Municipal Garage - M&R	Maintenance and Repair	Garage floor recoating	12,000		12,000
Municipal Garage - M&R	Maintenance and Repair	Tool storage project - scope reduction	16,800		16,800
Police Department	Salaries and Wages	Police Officer	80,412		80,412
Police Department	Salaries and Wages	Community Service Technician (RCFL Investig.)	70,066		70,066
Police Department	Salaries and Wages	Community Service Technician	60,888		60,888
Police Department - various programs	Training	Various training program reductions	63,339		63,339
Public works - Buildings and Grounds	Seasonal Workers	Will come in at least \$3,000 below budget		3,000	3,000
Public works - Buildings and Grounds	Maintenance and Repair	Door security system	20,000		20,000
Public works - Buildings and Grounds	Other Equipment	Floor cleaner (purchase used)	8,000		8,000
Public works - Buildings and Grounds	Other Equipment	Cut Remaining \$8,000 (received donated unit)		8,000	8,000
Public works - Buildings and Grounds	Other Equipment	Smart board	4,000		4,000
Public works - Buildings and Grounds	Property Maintenance	North Avenue mulch	16,000		16,000
Public Works - Maintenance and Repair	Equipment rental	General reduction	1,000		1,000
Public Works - Maintenance and Repair	Hauling	General reduction	2,500		2,500
Public Works - Maintenance and Repair	Other Equipment	Light tower	12,000		12,000
Public Works - Maintenance and Repair	Other Equipment	Tool boxes	2,500		2,500
Public Works - Maintenance and Repair	Other Equipment	Generator shelf	2,500		2,500
Public Works - Signs and Lights	Equipment Rental	General reduction	1,200		1,200
Public Works - Snow and Ice	Training	APWA Snow/Ice conference	3,000		3,000
Public Works - Streets Administration	Telephone	General reduction	530		530
Public Works - Streets Administration	Training	IPSI conference	1,200		1,200
Public Works - various programs	Salaries and Wages	Asst. Superintendent of Operations	69,959		69,959
Grand Total			<u>\$ 1,431,289</u>	<u>\$ -</u>	<u>\$ 1,431,289</u>

On the Horizon

➤ Some Future Considerations:

- ❖ Body Cameras
- ❖ Evidence Storage Facility
- ❖ Municipal Building Upgrades – accommodate staff growth and modernize facilities
- ❖ Technology Upgrades/Need to Stay Current – unintended consequence of the GIS goal and ever expanding reliance on technology for use in operating departments
- ❖ Dedicated Capital Improvement Program Funding Source – currently funded with excess revenues over expenditures (reserves)

Moving Forward Options – Where Do We Go From Here?

Village Board and staff broke out into small groups to identify 5 or 6 things the Village Board feels are a priority for moving the Village forward.

Group 1 – Trustee Mary Frusolone, Trustee Matt McCarthy, Village Manager Joe Breinig, Assistant to Village Manager Chris Oakley, Community Development Director Don Bastian

Group 2 – Trustee David Hennessey, Trustee Greg Schwarze, Public Works Director Phil Modaff, Finance Director Jon Batek, Employee Relations Director Caryl Rebholz, Assistant Village Manager Bob Mellor

Group 3 – Mayor Frank Saverino, Trustee Rick Gieser, Village Clerk Laura Czarnecki, Information Systems Director Marc Talavera, Police Chief Ed Sailer, Engineering Director, Jim Knudsen

Group Presentations:

Group A – Rick Gieser, Frank Saverino, Laura Czarnecki, Marc Talavera, Ed Sailer, Jim Knudsen

Rick Gieser Presenter

1. Sustainable Revenue Source (including property tax, gas tax, additional video gaming, license fee increases).
2. Adequate staffing (in concert with sustainable Revenue).
3. Technical updates (leveraging Technology to meet needs of Departments).
4. Infrastructure (determine condition)
5. Social Media/Branding (You Tube, Facebook, Twitter, Video, etc.) Improved signage.

Group B – Greg Schwarze, Dave Hennessey, Carol Rebholz, Phil Modaff, Jon Batek, Bob Mellor

Greg Schwarze Presenter

1. Current Budget-Address frozen items.
2. Revenue Sources (long and short term); be proactive securing sustainable revenues.
3. Public Relations/ID – Getting good message out – dedicated Public Relations person.
4. Manpower/Staffing
5. Technology

Group C – Matt McCarthy, Mary Frusolone, Joe Breinig, Chris Oakley, Don Bastian

Matt McCarthy Presenter

1. Manage ongoing development and redevelopment projects.
2. Status of frozen goals-need to be addressed.
3. Succession Planning and outside education.
4. Needs and interests of future workforce; work/life/balance.
5. Communications to disengaged residents.

Based on the Small Group identification of priorities the following were established:

Goals Prioritization

1. Adequate staffing (11)
2. Sustainable Revenue Source (9)

3. Budget Status
4. Economic Development (5)
5. Branding/Public Relations (5)
6. Technology (4)
7. Infrastructure (1)

*(Numbers in brackets represent total weight given to goal by groups)

Each group then developed Smart Goals by identifying staff responsibilities, action steps, timelines and obstacles to completing each goal.

Group 1 – Presenter Laura Czarnecki (Goals 2, 7 & 1)

Sustainable Revenue/Source Goal No. 2

Who: Board, Administration, Finance

Steps:

1. Identify possible revenue sources
 - Gas tax
 - Additional gambling locations-strip malls
 - Incrementally increase gambling machines fees
 - Property tax
 - Increase utility rates
 - Institute storm water utility fee
2. Analyze
3. Implement

Timeline:

1. Year one
2. Year one
3. Year one – per Jim

Obstacles: Residents'/Businesses' opinions

Infrastructure Goal No. 7

Who: Public Works, Engineering, and Information Technology

Steps:

1. Identify technological resources
2. Inventory condition assessments
3. Establish service levels
4. Identify and schedule projects and funding services

Timeline:

1. Year one
2. Ongoing
3. Year one
4. Ongoing

Obstacles: Revenue/Staff/Technology

Adequate Staffing Goal No. 1

Who: Human Resources – Department Heads

Steps:

1. Identify deficiencies
2. Identify opportunities for service improvements
3. Find revenue sources

Timeline:

1. Immediate-current budget
2. By year one
3. By year one

Obstacles: Revenue

Group 2 – Presenter David Hennessey (Goals 3 & 5)

Budget Status Goal No. 3

- Jon Batek & the Executive Team
- Make decisions on frozen goals

Step 1: Reassess frozen goals

Categorize goals based on:

1. Rear-view mirror (already gone)
2. One time expenditures
3. Ongoing costs

Timeframe: October 30th

Step 2: Staff recommends most feasible goals versus goals that may be rebudgeted

Timeframe: November

Obstacles: State action out of the blue/Public perception

Overcoming the obstacle: Using reserves...followed by implementation of long term revenue plan/promotion

Branding/Public Relations Goal No. 5

- Chris Oakley, Joe Breinig & Don Bastian; Consulting Team
- Goal: Develop a marketing plan

Step 1: Re-examine village logo

Step 2: Develop village slogan

Step 3: Create a central communications portal/person (social media)

Step 4: Entry way signage

Timeframe: November 1, 2016 for kickoff

Obstacles: Competing budget interests/Staff time

Group 3 – Presenter Don Bastian (Goals 6 & 4)

Technology Goal No. 6

- Mark Talavera & Executive Team

Technology Improvement Plan (T.I.P.)

- Establish needs
- Annually during budget preparation
- Prioritization
- Approved annually with budget process (1, 2 + 3 year plan)

Website/Review utilizing resident focus group to include rebranding of Village of Carol Stream

Economic Development Goal No. 4

- Keep orientation on needs of businesses
- Economic Development – Branding/Marketing
- Annual Economic Development Event
- Economic Development Website presence
- Mayor continue Economic Development role

Next meeting to be determined after staff reviews goals and steps to complete.

There being no further business, Trustee McCarthy moved and Trustee Frusolone made the second to adjourn the Special Board meeting. The meeting was adjourned unanimously at 9:04 p.m.

FOR THE BOARD OF TRUSTEES


Frank Saverino, Sr., Mayor

ATTEST:


Laura Czarnecki, Village Clerk

Minutes approved by the President and Board of Trustees on this

19th day of OCTOBER, 2015.



Village Clerk