

Village of Carol Stream

Special Workshop Meeting of the Village Board Goal Setting/Strategic Planning

Gregory J. Bielawski Municipal Center
500 N. Gary Avenue, Carol Stream, IL 60188
Lower Level Training Room

January 21, 2014
6:00 p.m. – 6:57 p.m.

Meeting Notes

ATTENDANCE: Mayor Frank Saverino, Sr.
Trustee Matt McCarthy
Trustee Greg Schwarze
Trustee Mary Frusolone
Trustee Rick Gieser
Trustee John LaRocca
Trustee Don Weiss (absent)
Village Clerk Melody

Joseph E. Breinig, Village Manager
Robert Mellor, Asst. Village Manager
Chris Oakley, Asst. to the Village Manager
Caryl Rebholz, Employee Relations Dir.
James Knudsen, Dir. Engineering Services
Bob Glees, Community Development Dir.
Phil Modaff, Dir. of Public Works
Jon Batek, Finance Director
Kevin Orr, Police Chief
Facilitator, John Fontana

The meeting was called to order by Mayor Saverino and the roll call read by Village Clerk Melody. The result of the roll call vote was as follows:

Present: Mayor Saverino and Trustees McCarthy, Schwarze, Frusolone, Gieser & LaRocca
Absent: Trustee Weiss

John Fontana, *Fontana Leadership Development, Inc.* was hired by the Village to facilitate discussions with the Village Board and staff on goal setting and strategic planning for the next 2 -3 years. A prioritized list of goals was developed at the Strategic Planning/Goal Setting workshop held on October 28, 2013. After the October workshop, staff was directed to develop action plans and preliminary estimates of resources needed to accomplish the goals.

John Fontana facilitated this workshop and discussions on goal priorities. The Village Board was asked to review the goals to see if any views had changed since last October or whether any of the goals needed further clarification. These goals adopted by the Village Board will be used to guide staff in preparing the 2014-15 annual budget and 2015-17 Financial Plan. The goals established and eventually adopted by the Village Board will provide direction and guide staff operations in the coming years. It was agreed to review each goal, one-by-one. Below is an outline of the discussions:

Prioritization of Goals

- Top Priority 103 points
 - Human Resources: 51 points
 - Succession planning
 - Morale
 - 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	
<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	
Obtain and evaluate succession planning and internal development data	Caryl Rebholz	7/1/14	Staff Time and Best Practices	

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	
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
from other municipalities that have formal programs in place.			Data	
Determine estimated cost to implement formal internal development program.	Caryl Rebholz and Jon Batek	9/1/14	Staff Time	
Recommend formal program with budget figures to Village Board.	Joe Breinig and Caryl Rebholz	1/1/15	Staff Time Budget Allocation	
Invite employees to enroll in formal program on voluntary basis.	Caryl Rebholz	4/1/15	Staff Time	
Begin Program	Caryl Rebholz	5/1/15	Staff Time	
Evaluate program after 1 year of implantation, seeking input from members enrolled in the program.	Caryl Rebholz	7/1/16	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, Kevin Orr, Caryl Rebholz			Relates to Goal: Human Resources	
<i>Activity</i>	<i>Coordinator</i>	<i>Expected 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 defined internal culture for the organization.	All Executive Staff Facilitator	4/30/14	Staff Time	
Establish Employee Mission Statement for review.	Caryl Rebholz	6/9/14	Staff Time	

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, Kevin Orr, Caryl Rebholz			Relates to Goal: Human Resources	
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Present defined culture to the Village Board for Approval. Make adjustments as necessary.	Joe Breinig and Caryl Rebholz	6/15/14		
Evaluate current policies, programs and activities within the organization to determine changes necessary to embrace defined culture.	All Executive Staff	9/15/14	Staff Time	
Recommend any policy changes that require Village Board approval prior to implementation.	TBD	11/1/14	Staff Time	
Communicate Village-Wide culture to all Staff (Written and Action).	Written – Joe Breinig or Caryl Rebholz Action – All Executive Staff	1/1/15	Staff Time	

- **Recruitment/Retention**

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, Kevin Orr			Relates to Goal: Human Resources	
<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

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, Kevin Orr

Relates to Goal:
Human Resources

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Undertake comprehensive analysis of Village Staffing levels compared to that of comparable communities.	Jon Batek, Phil Modaff, Caryl Rebholz	6/15/14	Staff Time, CAFRs and Contact Information for Comps	
Using information gathered from previous step, evaluate services to that of comparable communities by department.	Each Department Head	9/1/14	Staff Time and Contact Information for Comps	
Evaluate overtime expenditures of the last three years to determine estimated costs avoided with additional staffing.	Each Department Head	10/1/14	Staff Time and Last 3 years of overtime expenditure by line item	
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	

• **Compensation & Benefits**

Desired Accomplishment:

Develop Stable Compensation System

Team Members: Caryl Rebholz, Jon Batek

Relates to Goal:
Human Resources

<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
Obtain compensation system data from comparable	Caryl Rebholz	1/15/14	Staff Time and Contact	

Desired Accomplishment: Develop Stable Compensation System				
Team Members: Caryl Rebholz, Jon Batek		Relates to Goal: Human Resources		
<i>Activity</i>	<i>Coordinator</i>	<i>Expected Completion Date</i>	<i>Resources Needed</i>	<i>Status</i>
communities and best practices in public sector market.			Information for Comps and other public sector agencies	
Evaluate economics and common trends of the above public sector compensation systems.	Caryl Rebholz	1/30/14	Staff Time	
Examine Village finances to determine viability of a stable, on-going compensation system.	Caryl Rebholz and Jon Batek	2/15/14	Staff Time	
Recommend compensation system based on data above.	Caryl Rebholz	3/15/14	Staff Time	

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	February 1, 2014	Staff Time	

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	July 1, 2014	Staff Time	
Identify environmental factors which have an impact on individual revenue sources and future growth. Evaluate possible obstacles associated with revenue expansion.	Jon Batek	July 1, 2014	Staff Time	
Make recommendations for changes to current revenue sources as appropriate based on findings and need.	Jon Batek	Annually by May 1 st	Staff Time	
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	

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	August 1, 2014	Staff Time	
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	October 1, 2014	Staff Time	
Make recommendations as appropriate based on findings and need.	Jon Batek	Annually by May 1 st	Staff Time	

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	February 1, 2014	Staff Time	
Evaluate and compile relevant financial metrics.	Jon Batek	March 1, 2014	Staff Time	
Prepare report and present findings to Village Board.	Jon Batek	April 1, 2014	Staff Time	
Make future revenue recommendations as appropriate based on findings and need.	Jon Batek	Ongoing	Staff Time	

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	
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	
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	
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	Roadway component has already been substantially implemented.
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 process. Will need coordination with Technology Goal Team.
Identify funding for the plan.	Jim Knudsen	8/14	Staff Time	
Implement the plan for Phase I inventory and condition assessments.	Jim Knudsen	9/14	Staff Time Consultant	
Implement Phase II of the plan for inventory and condition assessments.	Jim Knudsen	12/14	Staff Time Consultant	
Implement the operations management system.	Phil Modaff	4/15	Staff Time Consultant Software Hardware	

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>	
Identify funding for condition assessment analysis, project development and operations management system.	Jim Knudsen Phil Modaff Joe Breinig Jon Batek	9/14	Staff Time	
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	
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	
Incorporate projects into the CIP and maintenance tasks into the OMS.	Jim Knudsen Phil Modaff	1/15	Staff Time Consultant	

Goal 4 - Economic Development/Annexations

Desired Accomplishment:

Increase the sales tax base by attracting new sales-tax-revenue-generating 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 Glees, 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 identifying properties available for new business, and for maintaining current, easily retrievable information for the properties.	TBD	Four months	Staff time	
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.	TBD	Two months	Budget allocation	
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.	TBD	Ongoing	Staff time, possible budget allocation	
Maintain the high quality level of the Village's entitlements processes.	TBD	Ongoing	Staff time	

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 Glees, 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	
Establish and strengthen relationships with businesses. Make regular contact. Assist the businesses as able in solving problems and meeting their needs.	TBD	Ongoing	Staff time, possible ad hoc budget allocation	

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, Kevin Orr		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	Survey complete 12/15 – raw data being reviewed for reporting
Complete an assessment of current GIS assets and capabilities; reorganize and centralize data	Jim K.	03/01/14	\$5,000	

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, Kevin Orr

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>
Hire contract GIS Coordinator and retain NIU intern		05/01/14	\$124,000 (FY15)	
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		
Utilize consultant to complete mapping of water, sewer and storm utilities and assembly of associated asset information	Jim K.	12/01/14		
Purchase operations management system software platform and related hardware and licenses		04/30/15	\$107,000	
Implement Year II of plan – staffing; software/hardware/license and training		04/30/16	Staffing = \$128,000 other = \$163,000 (FY16)	
Implement Year III of plan – staffing; software/hardware/license and training		04/30/17	Staffing = \$132,000 other = \$159,000 (FY17)	
Implement Year IV of plan – staffing; software/hardware/license and training		04/30/18	Staffing = \$136,000 other = \$152,000 (FY18)	
Implement Year V of plan – staffing; software/hardware/license and training		04/30/19	Staffing = \$140,000 other = \$160,000 (FY19)	

• **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, Kevin Orr

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	Survey completed late December 2013 via Survey Monkey. Results to be reviewed in coming weeks
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	This will be part of our work with the GIS consultant
Complete an assessment of available technology to determine which product(s) will best match needs	Jim K./Phil M.	06/01/14	Staff time	This will be part of our work with the GIS consultant
Identification of financial needs to execute plan	Jim K./Phil M.	11/01/14		
Roll out web-based product		05/01/16		

Goal 6 - Rental Housing/Crime Free Housing

Desired Accomplishment:				
Provide a safe and secure environment for residents residing in rental properties				
Team Members: Kevin Orr, 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	Kevin Orr	12/15/13	Staff time	Completed
Determine salary range for Crime Free Housing Coordinator	Kevin Orr	12/30/13	Staff time	Completed
Develop ordinance for Crime Free Housing	Kevin Orr Village Attorney	4/1/14	Staff time	
Budget approval for Crime Free Housing Coordinator	Kevin Orr Joe Breinig	5/1/14	Staff time	
Hire Crime Free Housing Coordinator	Caryl Rebholz Kevin Orr	6/30/14	Staff time	
Prepare public information campaign and present to residents, apartment managers and homeowners	Police Department	7/30/14	Staff time	
Training sessions for apartment managers, homeowners, Village personnel	Police Department	11/1/14	Staff time Outside Vendor	
Implement program	Kevin Orr	1/1/15	Staff time	

Goal 7 - External 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. 15, 2013	Staff Time	Twitter Account established on October 29 th and daily messages have been sent out since then. Twitter Handle is @carol_stream
Establish a Village-wide FACEBOOK account	Chris Oakley	Nov. 15, 2013	Staff Time	A Village FACEBOOK account was establish and formatted on Nov. 1 st and daily messages have been posted since then. Several photo albums have been developed as well as an event calendar set up for upcoming winter events.
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	Jan. 30, 2014	Staff Time	Less than 5% of the accounts have thus far been audited for inactivity (no opened newsletters for a consecutive 12 month period).
Revise Town Center Summer Concert series sponsor program and protocols for soliciting corporate funding.	Chris Oakley Ann/Maureen Assistance	Dec. 23, 2013	Staff Time & Supplies	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	Chris Oakley Joe Breinig Bob Mellor Village Board	April 30, 2014	Staff Time & other possible resources	A model communication plan from the Village of Skokie has been received and will be used as a guidance document in developing a tailored plan

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>
include some basic metrics				for the Village organization.
Develop messages & release schedule for a Capital Projects & Operation Mgmt. Education Effort	Chris Oakley	April 1, 2014	Staff Time	
Develop dissemination products for a Capital Projects & Operations Management public Education Effort	Chris Oakley	July 2014	Staff Time	

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	Mar. 1, 2014	Staff Time	
Update the Media Contact list for area radio outlets, main Chicago stations, CLTV as well as the major and weekly print newspapers.	Chris Oakley	Mar. 1, 2014	Staff Time	
Facilitate Emergency Public Information Training for local govt. communication contacts (Park, Library, Fire & School Dist.)	Chris Oakley	April 1, 2014	DuPage County OHS	Dave Gervino of DuPage Homeland Security has offered to conduct some PIO training with the communication contacts in the local govts.

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>
Develop a FLICKR & YOUTUBE Account for posting of both photos and video of emergency preparedness, response & mitigation efforts.	Chris Oakley	Mar. 1, 2014	Staff Time	
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, 2014	Staff Time	

There was general Village Board discussion on how the goals were rated and the points assigned to each goal. The Village Board requested that the goal worksheet titles be consistent with the titles in the summary of the goals. The work sheet descriptors will be updated to match the goal summary identifiers. The status of the **Economic Development** goal will be changed from *Not Budgeted* pending budget approval.

Manager Breinig stated the GIS and Technology goal has the potential to be costly. The benefits will need to justify the cost of a proposed GIS. Mayor Saverino stated he would be willing to share GIS information if others have skin in the game. The value of GIS lies in the ability to provide history on past events such as flooding, mapping of crime scenes and sex offenders. Director of Public Works Modaff commented on a hazardous spill incident the Fire Protection District and Public Works responded to last year in which they were able to track the flow of the spill from maps of the sewer system to the treatment plant.


Trustee McCarthy questioned whether we low-balled the priority for the **Rental Housing/Crime Free Housing** goal. Manager Breinig stated staff first needs to get its arms around the problem before going the inspection route which may not be needed if the problem is addressed via the crime free housing process. Trustee LaRocca stated he felt each of the strategic initiatives were important. Trustee Frusolone stated she likes the timeline on this goal.


The Village Board discussed the **External Communications/Education/Branding** goal. Manager Breinig stated we could bring in a consultant to help with this process. Trustee Frusolone stated the Park District has 5 employees branding full time and that it takes time to finesse the message. John Fontana stated the message he has heard throughout these workshops is that Carol Stream is a good, safe place to raise a family. Mayor Saverino stated he felt that businesses (Savers, Zones, Royal Die, etc.) are moving to Carol Stream without added marketing. Trustee Schwarze stated he felt branding is very important. John Fontana stated the trick to marketing is to amplify the community positives and minimize the

negatives. Trustee Gieser stated he felt the goal of developing a Flicker and U-Tube account should be for other uses other than just for emergency preparedness. Manager Breinig stated that was not the intent of this goal to limit it to just emergency preparedness purposes. The Village Board stated this was a much better goal setting process then the last one and commended staff for their efforts. The Goals and required resources will be incorporated into the proposed Fiscal Year 2014-15 budget for final Village Board approval

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 6:57 p.m.

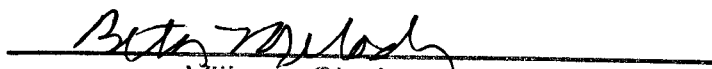
FOR THE BOARD OF TRUSTEES


Frank Saverino, Sr., Mayor


Beth Melody, Village Clerk

Minutes approved by the President and Board of Trustees on this

3RD day of FEBRUARY, 2014.


Village Clerk