

# 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

October 28, 2013

6:00 p.m. – 9:50 p.m.

### Meeting Notes

**ATTENDANCE:** Mayor Frank Saverino, Sr.  
Trustee Matt McCarthy  
Trustee Greg Schwarze  
Trustee Mary Frusolone  
Trustee Rick Gieser  
Trustee John LaRocca

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  
Ed Sailer, Deputy Police Chief  
Facilitator John Fontana

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

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

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. The goals established and eventually adopted by the Village Board will provide direction and guide staff operations in the coming years. Below is an outline of the discussion:

#### 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
- 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
- Human Resources
  - Retirement & costs for recruitment & training & need for succession planning
  - Pride in volunteerism of village residents
  - Healthcare costs & uncertainty
- 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

### **SWOT: Strengths**

- Village
  - Great place to raise children
    - Greats schools & parks & safety
  - Strong sense of community
    - Diversity
    - Stability
    - Attracting the young
  - Quality of life
  - “Small town feel”
  - Volunteerism strong
  - Good public safety & services

## ■ Village Board

- Strong community involvement; dedicated
- Good stewards of resources
- Fiscally conservative
  - Budget under control(as revenue allows)
- Prudent leadership
- 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

## ■ 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
- 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

## 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

### **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

### **Board & Staff Additions**

- Demographics
  - Community getting older
  - Loss of 2000 people census
  - Park District 25yrs older programs increasing
  - School District flat to down
- Environmental
  - Trees & Ash Borer

### **Challenges**

- State issues
- HR—retention
- Impact of Stress (Human Services)
- Technology Admin costs
- Community Development Increase population thru realtors selling Carol Stream

### **Top Issues: Round 1**

- Board
  - HR/Succession/ Planning/ recruitment/retention/morale
  - Flooding Armstrong Park

- Secure Revenue sources
- Capital Projects aging infrastructure

### **Top Issues: Round 1**

- Staff
  - HR/comp plan & benefits
  - Balancing Staff Resource & Services
  - Manpower
  - Communication strategy & economic development
  - Secure Revenue Sources for stability and sustainability, property taxes

### **Top Issues: Round 2**

- Aggressive Annexation Strategy
  - Development & re-development of SW
- Self-Reliance not dependent on state
- Infrastructure Beautification
- Crime Drugs & Gangs

### **Top Issues: Round 3**

- Housing: Develop aggressive plan for rental, multi-family, property upkeep
- Rebranding & selling our community
  - Internally & externally & labor market

### **Prioritization of Goals**

- Top Priority 103 points
  - Human Resources: 51 points
    - Succession planning
    - Morale
    - Recruitment/retention
    - Comp & Benefits
  - Manpower & Services 52 points
- 2<sup>nd</sup> Priority 45 points
  - Secure Revenue Streams & Sources
    - Property tax
    - Sales & Fees
    - Goal stable & sustainable
- 3<sup>rd</sup> Priority 35 points
  - Infrastructure
    - Flooding
    - Capital projects
    - Beautification
  - 4<sup>th</sup> Priority 30 points
    - Economic Development
    - Annexation strategy
  - 5<sup>th</sup> Priority 22 points
    - Technology
  - 6<sup>th</sup> Priority 18 points

- Housing: rental, multi-family, crime drugs & gangs
- 7<sup>th</sup> Priority 15 points
  - Communication/Education/Branding

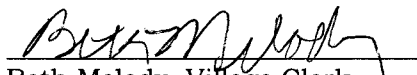
The Village Board generally concurred to focus on the following 7 Issues and directed staff to develop action plans and preliminary costs estimates prior to a second workshop meeting:

1. Human Resources
  - a. Manpower
  - b. Retention/Recruitment
  - c. Compensation & Benefits
2. Revenues – Stable, Sustainable and Diverse Sources
3. Infrastructure
4. Economic Development/Annexations
  - a. Attract Business – Increase Sales Tax Base
  - b. Business Retention
5. Technology
  - a. Comprehensive GIS
  - b. Integrated Service Based Technology
6. Rental Housing/Crime Free Housing
7. External Communications/Education/Branding


There being no further business, there was Village Board concurrence to adjourn the Special Board meeting. The meeting was adjourned unanimously at 9:50 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  
4<sup>th</sup> day of NOVEMBER, 2013.

  
 Village Clerk