

Village of Carol Stream

Special Meeting of the Village Board

Goal Setting/Strategic Planning

Carol Stream Fire Protection District – Fire Station 28

365 Kuhn Road, Carol Stream, IL 60188

September 18, 2017

6:00 p.m. – 7:15 p.m.

Meeting Notes

ATTENDANCE:

Mayor Frank Saverino, Sr.

Trustee Dave Hennessey

Trustee Matt McCarthy

Trustee Rick Gieser

Trustee Mary Frusolone

Trustee Greg Schwarze

Trustee John LaRocca

Village Clerk Laura Czarnecki

Joseph E. Breinig, Village Manager

Bob Mellor, Assistant Village Manager

Tia Messino, Asst. to the Village Manager

Marc Talavera, IT 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:

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, LaRocca, Gieser, Frusolone, Schwarze and McCarthy

Absent:

John Fontana had Village Board and staff break out into groups to discuss the top 3-5 goals and review outline. 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

Describe the satisfaction or reward you derive from being a trustee:

- Doing the right thing for people in the town
- Maximize good & the quality of life
- Volunteering
- I like to help people and be involved
- Evolved with my kids and am rewarded in involvement & good governance
- Giving back to community involvement
- Doing what is in the best interest of Carol Stream
- I enjoy and can work on problems

How has the last year involved? Successes? Unfinished Biz? Hot Issues?

- Success
 - Good year
 - Balance Budget
 - Concert series
 - Avoided Springfield mess

Unfinished Biz

- Work with abandoned & vacant property
- Town Center aging
- City Hall+++++
- Bike Paths ++
- Water main +++
- Annexations ++

Hot Issues

- Warehouse+++++ Yard waste

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
 - Changing retail market
- 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”
 - **Cooperation & Communication has increased trust in Board with Staff**

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
 - **Strong faith in staff**

Weaknesses, Challenges, & Concerns & Threats: Board 2013

- 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 2015

- 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

17 Board Challenges, Concerns, Threats

- Revenue
- State
- Sales tax
- Social media
- Apathy of public
- Getting info out
- No property tax
- Educate citizens to property tax
- Succession planning
- Aging housing stock
- Code
- Diverse community Board diversity
- Getting kids engaged
- Econ Development: warehouse
- Fiscally responsible
- Diversity
- Seniors
- Attracting young families
- Morale in staff
- Fractured school districts
- Voter registration
- Social media/fake news

- Grocery biz

Opportunities 13 & 15

- 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

17: Board Top Opportunities & Issues

- Education of citizens
- Finish Village Hall
- State
- Water Main++
- Aging housing stock
- Single family rentals
- On line licensing
- Bike Paths+++
- Expand North Ave
- Town Center Memorial +
- Police image
- Economic Development
- Website stream meetings & on line transacting
- Use of open space
- Environmental consciousness
- Annexations
- Communication of comprehensive plan

2017 Staff: Opportunities, Issues & Concerns

- Village Hall Management
- Town Center aging
- Water Recl standards
- Water meters
- Website & social media
- Econ development & annexation costs
- financial stability
- Springfield
- Succession planning & payroll & staffing
- Environmental leadership
- Opioid Epidemic
- Storm water management
- Inter-gov Cooperation
- 60th Village B-day 19
- Farm house & Vale House
- Prepare for 2020 census

- Assess Shape of Carol Stream & video expansion
- Paperless initiative with Board
- Beautification
- Quality of life

- Community Development
 - Property maintenance/Aging/codes
 - Keep industrial park vibrant-branding
 - On line services
 - Citizen education

- Human Resource
 - Tech solutions to increase efficiency & CS
 - Enhance leadership develop for staff
 - SOP's admin/village wide
 - Explore alternative benefit structures for retention purposes
 - Web & social media

- Engineering
 - SOP Documentation
 - Data Governance
 - Sustainable CIP Funding
 - Intelligent Transportation Systems

- IT
 - Upgrade infrastructure
 - Process & System documentation
 - Disaster Recovery
 - Complete Website redesign
 - Identify Useful Resident Facing Technologies
 - Data Governance

- Police
 - Technology
 - Cameras
 - Man power/coverage (annexations)
 - Heroin & Opioids

- Finance
 - Continue no local property tax
 - Pay as we go
 - Living within means
 - Controlling size of government
 - Embrace customer service & convenience technology
 - Increase paperless
 - Water meter
 - Facilities master plan
 - Village hall
 - Public Works Center
 - Town center

■ Replace cap reserves

- Public Works: Satisfied with current project & staff funding
- Whenever possible ask citizens to contact proper department and if not responsive, then call back for trustee support. "We all try to be respectful of Village processes before we do an intervention this prevents unnecessary fire drills and work disruption."

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 newspaper
 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
- Things to anticipate going forward

The below groups stated their final goals:

Black

Revenue, adapting economy – accounting for a change in retail

Tech

Succession planning

Facility Management

Green

Investigate new revenue streams: outside influences mess with our budget planning; sales tax comparisons; should we increase our sales tax, gas tax, other avenue?

Succession Planning – anticipation of retirements, manpower, retention, morale

Economic Development, property maintenance of existing building private and public; keep industrial park vibrant; watch changing retail environment

Social media, one voice; review social media policies

Communication, how to educate the public more; expand e-services; continue positive relationships with stakeholders

Blue

Communication: how can we communicate with people ahead of projects; use social media, online streaming

Development: focus on bike paths for economic development; capital improvement projects

Diversity, leadership does not reflect community

Staffing; succession planning, optimizing tech, morale, better data governance

Financial stability

Red

Succession Planning/Leadership Development

Community Education

Fiscal Sustainability; no property tax; CIP

Attractive development; entertainment; shop Carol Stream; beautification bike paths, TC/Memorial

Finish Village Hall

Police Department staffing

Data Governance

The top 5 goals were selected from all the group postings. Further discussion is scheduled for October 16, 2017 Special Workshop.

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 7:15 p.m.

FOR THE BOARD OF TRUSTEES

Frank Saverino Sr
Frank Saverino, Sr., Mayor

ATTEST:

Laura Czarniecki
Laura Czarniecki, Village Clerk

Minutes approved by the President and Board of Trustees on this
2nd day of OCTOBER, 2017.

Laura Czarniecki
Village Clerk