



**VILLAGE OF WAUCONDA  
SPECIAL VILLAGE BOARD MEETING  
DOUBLETREE HILTON HOTEL – WOODLAND CONFERENCE ROOM  
510 EAST IL ROUTE 83 – MUNDELEIN, IL  
SATURDAY, AUGUST 24, 2019**

**1. CALL TO ORDER**

Mayor Knight called the Special Village Board Meeting to order in the Doubletree Hilton Hotel – Woodland Conference Room at 9:02 AM.

**2. ROLL CALL**

Upon roll call by Clerk Falk-Novak, the following Trustees were present:  
Trustees Black, Howe, Schlick, Morino, Shaw, Sode

**QUORUM PRESENT**

Also present:

Kevin Timony (Village Administrator)  
Brad Fink (Director of Public Works)  
Dave Wermes (Chief of Police)  
Greg Anderson (Director of Community Development)  
Lori Emch (Deputy Finance Director)  
Thomas Lyons (Finance Director)

**3. PUBLIC COMMENT:**

No public comment.

**4. APPROVAL OF AGENDA**

*(Last Ordinance No. was 2019-O-13) (Last Resolution No. was 2019-R-10)*

Motion to Approve the Agenda made by Trustee Sode, second Trustee Shaw.

Ayes 6 Nays 0

**MOTION DECLARED CARRIED**

**5. NEW BUSINESS**

A. Strategic Planning Workshop

Facilitator of Workshop: Craig Rapp

- Strategic Planning process and update; Organizational Value Proposition; Vision/Mission/Values
  - Strategic Plan
    - Where you are
    - Where you are going
  - Business Plan
    - How you will get there
    - What you will do
  - Strategic Goals
    - Strategic priority
    - Desired outcome
    - Key Outcome Indicator
    - Target
    - Strategic initiatives
  - Vision leads you to your strategic plan
  - Determine primary value proposition
  - Determine primary core culture
  - Values
    - Foundation for your vision and mission
    - Values shape your vision
    - Vision and mission must be consistent with your values
- SWOT/Current Environment Review
  - Breakout session
    - Determined current conditions and the following were identified and discussed (Step 1)
      - Strengths
        - Knowledgeable staff
        - Team approach for problem-solving
        - Financially stable/responsible
        - Elected official stability
      - Weaknesses
        - Village facilities
        - Financial limitations
        - Current staffing (lean)
        - Outdated ordinances/codes/policies/procedures

- Opportunities
  - Efficiencies
  - Economic development/Business development
  - Expansion
  - Recreation/Natural resources
  - Community engagement
- Threats
  - Lack of economic development
  - Aging workforce
  - Economy
  - State
    - ✓ Reduction in funds
    - ✓ Fiscal condition
    - ✓ Unfunded mandates
  - Taxes
    - ✓ Property
    - ✓ Other taxing bodies i.e., School District
- Current Conditions (Step 2)
  - Combine Strengths/Opportunities
    - Identify inefficiencies
    - Leverage engage community members to take the next step – develop talent
    - Sell stability – attractant to economic development
      - ✓ All work completed at the committee level
    - Expansion – look outside the village to partner with other Villages
  - Combine Weakness/Threats
    - Financial dependencies
    - Economic development
    - Service levels/Efficiency – core operations
    - Staffing
- Current Conditions (Step 3)
  - Compare strengths/opportunities against weakness/threats
    - Challenges:
      - Financial sustainability
      - Economic development
      - Operational efficiency
      - Staffing/Workforce
      - Community engagement
      - External communication

- Infrastructure
- Challenges prioritized (top 5)
  - ✓ Financial Sustainability
    - Revenue diversification
    - Identify revenue streams
    - Long term planning
    - General ops.
    - Fixed assets
    - Core ops.
  - ✓ Economic Development
    - Rte. 176 corridor
    - TIF District
    - Reynolds property
    - Main street vitality
  - ✓ Operational Efficiency
    - Process improvement
    - Collaboration - shared resources/services
    - Time savings
    - Leveraging technology
    - Cross-training
  - ✓ Workforce Development
    - Staffing
    - Succession planning
    - Training
    - Procedures/Policies
    - Mentoring
    - Leadership development – career path
  - ✓ Community engagement
    - Communication
    - Leveraging interest
    - Pipeline to elected officials
    - Succession
    - Facilitating communication
- Identified Outcome / KOI / Target
  - ✓ Operational Excellence
    - **Outcome: Cost-efficient operation**

- **KOI:** Reduce costs – time savings – improve processes
  - **Target:** Annual cost at or below CPI
  - **Outcome:** **Satisfied customers**
  - **KOI:** Feedback mechanism (surveys/cards)
  - **Target:** => \_\_ % report satisfaction-complaints reduced by 2019-2022
  - **Outcome:** **Well trained and competent staff**
  - **KOI:** Evaluations, licenses, certifications
  - **Target:** 75% or greater meet required standards
- ✓ Community Engagement
- **Outcome:** **Well informed community**
  - **KOI:** Measured data/statistics
  - **Target:** => than \_\_ % say they are well informed.
  - **Outcome:** **Involved community**
  - **KOI:** Track public attendance
  - **Target:** 500% increase in committee public attendance
  - **Outcome:** **Adequate pipeline > elected officials**
  - **KOI:** Personal/media contacts
  - **Target:** Pool of five potential candidates (revolving)
- ✓ Financial Sustainability
- **Outcome:** **Expanded debt capacity**
  - **KOI:** Outstanding debt levels funded by property tax
  - **Target:** From current 14% to \_\_ by 2022
  - **Outcome:** **Reduce dependency on economic sensitive revenues**
  - **KOI:** Economic sensitive revenue sources/general operating expenses
  - **Target:** From current 87% to \_\_
  - **Outcome:** **Improve cost recovery on fee-based services**
  - **KOI:** Reduce Village burden / Cost for fee-based services (direct/indirect)
  - **Target:** Reduce from \_\_ % to \_\_ % by 2022.
- ✓ Economic Development
- **Outcome:** **Successful 176 corridor development**
  - **KOI:** Planned/underway projects
  - **Target:** 50,000 square foot – 3 years

Commented [CF1]:

- **Outcome:** Annexation and development of Reynold's property
- **KOI:** Plans
- **Target:** Joint marketing/development plan venture by 2022
- **Outcome:** Aesthetically pleasing Main Street
- **KOI:** 2-3 storefronts annually
- **Target:** 80% improvement within 3 years

- Next steps

- Craig will return in a few weeks after he prepares final report recapping workshop breakout data and meet with Senior Staff to:
  - Identify 3-5 initiatives
  - Create Action Plan
  - Create Project Plan

## 6. ADJOURNMENT

Motion to adjourn made by Trustee Howe, second Trustee Schlick all in favor.

Ayes 6 Nays 0

MOTION DECLARED CARRIED

Adjourn Time 1:42 PM

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Cheryl Falk-Novak, Village Clerk