

COAL CITY VILLAGE BOARD MEETING

**WEDNESDAY
SEPTEMBER 13, 2017
7 P.M.**

**COAL CITY VILLAGE HALL
515 S. BROADWAY, COAL CITY, ILLINOIS**

AGENDA

1. Call meeting to order
2. Pledge of Allegiance
3. Approval of Minutes August 23, 2017
4. Approval of Warrant List
5. Public Comment
6. Letter of Request Octoberfest-Coal City Junior Woman's Club
7. Ordinance 17-31 Variance Request
610 E. Battista
8. Ordinance 17-32 Amendment to the Prohibited Parking
Schedule

9. Approval of Crack Sealant Project and Bid Results
10. Approval of 2017 MFT Project and Bid Results
11. Authorize Mayor Halliday to enter into a Strategic Planning Agreement
With Northern Illinois University Center for Governmental Studies
12. Illinois Municipal League Conference Presentation
By Mayor Halliday and Matt Fritz
13. Report of Mayor Halliday
14. Report of Trustees:
 - S. Beach
 - T. Bradley
 - J. Wren
 - D. Greggain
 - R. Bradley
 - N. Nelson
15. Report of Village Clerk
16. Report of Village Attorney
17. Report of Village Engineer
18. Report of Chief of Police
19. Report of Village Administrator
20. Adjourn

Chief of Police: Tom Best
Fire Dept.: Chief Shelton
Maintenance Department: Darrell Olson

RE: OCTOBERFEST 2017

This year we are celebrating our 32nd Annual Octoberfest- **"Jump into Fall"**.

We respectfully ask the Village to continue to close Broadway to all traffic from Gordon Street to the Railroad Tracks. We are putting the entertainment in front of the police station as it has been in the past. We are having the kids Inflatable's area in the empty lot behind Campbell Park. The kids' area is also including Center Street from S. Broadway to S. Mazon St from Center to S. Maple. Closing off S. Broadway and other requested streets to traffic provides a much safer event for everyone present throughout the day. As in the past, we ask that no individual permits be given on that day.

The Big parade will start at 3:00 P.M. We ask that the street stays closed immediately after the conclusion of the parade, as the vendors' booths remain open until 4 P.M.

We also ask for the use of the gazebo in Campbell Memorial Park as well as the park.

This request will also include the placement of the Porta-Potties, Hand Wash Stations, etc.

Permission to use the following Village Property:

Village Hall and Police Station Garage:

For Entertainment to assemble and change if needed.
Reptiles—Bill Bradley

Campbell Memorial Park:

Children's Games

Village Parkways:

South Broadway – West side of Gordon St to the front of Railroad Tracks for crafter booths, flea marketers and food vendors
South Broadway - East side of Gordon St to the front of Railroad Tracks for crafter booths, flea marketers and food vendors

Village Streets:

Gordon Street – West of Broadway for possible vendor space
Church Street – East of Broadway to alley for food vendors and picnic tables
Center Street – West of Broadway to S. Mazon for kids' area
S. Broadway Street - Gordon Street to railroad tracks
Carbon, Biana, Kankakee, Vermillion East of Broadway-Portions of streets for parade lineup

Equipment needed:

Picnic Tables – On East Church St., East Willow and Various Site down Broadway for food vendors

Garbage Cans – On Broadway – both sides. Please leave extra garbage bags in can and at Information Booth for next day clean-up, if needed.

Barricades – to close streets mentioned, to section off Handicap Parking at Cardinal Transport on Carbon St., and close parking at Campbell Park

Bleachers – Two sets by Police Station

No Parking Signs – Placed on Broadway, Center St. S. Mazon St. on Friday evening.

Handicapped Parking Signs – Placed at entrances at Cardinal Transport Parking Lot 85 S. Broadway

Octoberfest Banners – If not already placed

The Village has supplied Porta-Johns and Hand Wash Stations in the past, placing them at the following locations on Friday, October 6th, the day before Octoberfest. We are asking for the same thing this year.

Porta-John Placements – tentative

- (2) At Post Office, South Wall – with (1) being a Handicapped facility
- (2) At East Willow @ Brad Trotter's (Food Court)
- (1) At East Oak @ Eich's
- (2) At corner of Church Street & Broadway
- (1) at grassy lot behind Campbell Park near inflatables

Dumpster

Additional dumpster placed behind Coal City Pharmacy

Wash Station Placement

- (1) At Post Office, south wall
- (1) at East Willow at Brad Trotter's
- (1) at Broadway and Church Street
- (1) at grassy lot near inflatables

Village Maintenance

Pull out picnic tables and move barricades prior to 8 A.M. Saturday morning Street closed to ALL traffic, including vendors at 8:30 A.M. – NO EXCEPTIONS!!

Garbage Removal during and after event

Juniors will try to empty garbage cans as much as possible throughout Saturday; as well as clean up Broadway Street on Saturday evening/Sunday morning. We ask for help with garbage during the day as some of the bags can get extremely heavy and are difficult to lift.

Additional requests may be necessary depending on the number of vendors or unforeseen events. We are in contact and will continue to be in contact with the Maintenance Department, Chief of Police and Village Hall as we get closer to the event date.

If you have any questions, please call:

Octoberfest Co-Chairs:

Melissa Alstott – 815-474-2078 (cell)

Renee Super - 815-210-7263 (cell)

Heather Banks- 630-346-7466 (cell)

We truly appreciate how much each of you assists with Octoberfest. We realize we could not pull this off without the help and cooperation of the Maintenance, Police and Fire Departments and the Village Board. Everyone ALWAYS goes beyond our expectations in accommodating our requests. Without you, Octoberfest could not be as successful. THANK YOU!!!

THE VILLAGE OF COAL CITY
GRUNDY & WILL COUNTIES, ILLINOIS

ORDINANCE
NUMBER _____

**AN ORDINANCE GRANTING A VARIANCE TO THE ZONING CODE FOR THE
LOCATION OF A FENCE AND SHED WITHIN THE CORNER SIDE YARD OF 610
BATISTA IN THE VILLAGE OF COAL CITY**

TERRY HALLIDAY, President
PAMELA M. NOFFSINGER, Village Clerk

SARAH BEACH
JUSTIN WREN
ROSS BRADLEY
TIM BRADLEY
DAN GREGGAIN
NEAL NELSON
Village Trustees

Published in pamphlet form by authority of the President and Board of Trustees of the Village of Coal City
on _____, 2017

ORDINANCE NO. _____

**AN ORDINANCE GRANTING A VARIANCE TO THE ZONING CODE FOR THE
LOCATION OF A FENCE AND SHED WITHIN THE CORNER SIDE YARD OF 610
BATISTA IN THE VILLAGE OF COAL CITY**

WHEREAS, an application for variance from Sections 156.161 and 156.171 of the Village of Coal City Zoning Code (“Zoning Code”) was filed by Donna Echevarria (“applicant”) on August 4, 2017 for the placement of a 6 feet high fence along with a shed; and

WHEREAS, Section 156.171(a)(2) states, “Fences shall be permitted in the rear or interior side yard...”; and

WHEREAS, Section 156.161 states, “Accessory uses may be located in...required yards...”; and

WHEREAS, a public hearing was noticed and duly held on September 5, 2017; and

WHEREAS, the Village of Coal City Planning and Zoning Board met on September 5, 2017, and considered passage of the variance request to the Board of Trustees; and

WHEREAS, Section 156.250 permits the Village Board to approve variations from the Zoning Code; and

WHEREAS, the Village Board of Trustees and the President of the Village of Coal City believe it is in the best interests of the Village to grant the requested variances.

NOW THEREFORE, BE IT ORDAINED by the President and Board of Trustees of the Village of Coal City, Grundy and Will Counties, Illinois, as follows:

Section 1. Recitals. The foregoing recitals shall be and are hereby incorporated into and made a part of this Ordinance as if fully set forth in this Section 1.

Section 2. Findings of Fact. The Board of Trustees find as follows:

- A. **Special Circumstances Not Found Elsewhere.** The property is a corner lot and has a great deal of the open recreational area of the property contained within the corner side yard unlike a majority of the residential lots within the area.
- B. **Unnecessary Hardship.** Being unable to utilize such a large portion of the residential lot for recreational space would cause an unnecessary hardship since the erection of a fence according to the petition would not interfere with vehicular traffic at the adjacent intersection.

- C. **Preserves Rights Conferred by the District.** The shed shall be built and sized within the maximum allowable square footage and the exterior shall match the residential area.
- D. **Necessary for Use of the Property.** Being adjacent to Thomas Street, the use of a fence within the corner side yard shall allow safe enjoyment of the corner side yard area without constant supervision of minors.
- E. **Consistency with the Local Area and Comprehensive Plan.** Granting this variance is consistent with the principles provided in the Comprehensive Plan. The use shall stay residential and vision safety within the adjacent intersection shall be maintained.
- F. **Minimum Variance Recommended.** The petitioner has requested a variance consistent with other corner side yards considered previously within the residential subdivision, leaving 10 feet from the side yard boundary.

Section 3. Description of the Property. The property is located at 610 E. Batista in the Village of Coal City within an RS-2 District.

Section 4. Public Hearing. A public hearing was advertised on August 9, 2017 in the Coal City Courant and held by the Planning and Zoning Board on September 5, 2017, at which time a majority of the Planning and Zoning Board members recommended passage of the Variance to the Board of Trustees.

Section 5. Variances. The variations requested in the August 4, 2017 Variance Application to the Zoning Code are granted as follows:

- A. A variance in conjunction with Section 156.171(a)(2) is hereby granted to allow the 6-ft. high fence as described by the applicant, to be installed within the corner side yard.
- B. A variance in conjunction with Section 156.161 is hereby granted to allow the placement of a shed as described by the applicant, to be installed within the corner side yard

Section 6. Conditions. The variances granted herein are contingent and subject to the following conditions:

- A. The fence shall be constructed in a manner consistent with the presentation to the Planning & Zoning Board and the Board of Trustees.

Section 7. Severability. In the event a court of competent jurisdiction finds this ordinance or any provision hereof to be invalid or unenforceable as applied, such finding shall not affect the validity of the remaining provisions of this ordinance and the application thereof to the greatest extent permitted by law.

**AN ORDINANCE GRANTING A VARIANCE TO THE ZONING CODE FOR THE LOCATION
OF A FENCE AND SHED WITHIN THE CORNER SIDE YARD OF 610 BATISTA IN THE VILLAGE OF
COAL CITY**

Section 8. Repeal and Savings Clause. All ordinances or parts of ordinances in conflict herewith are hereby repealed; provided, however, that nothing herein contained shall affect any rights, actions, or causes of action which shall have accrued to the Village of Coal City prior to the effective date of this ordinance.

Section 9. Effectiveness. This ordinance shall be in full force and effect from and after passage, approval and publication in pamphlet form as provided by law.

SO ORDAINED this _____ day of _____, 2017, at Coal City, Grundy & Will Counties, Illinois.

AYES:

NAYS:

ABSENT:

ABSTAIN:

VILLAGE OF COAL CITY

Terry Halliday, President

Attest:

Pamela M. Noffsinger, Clerk

COAL CITY ZONING APPLICATION

Owners name or beneficiary of land trust: Donna Echevarria

Address: 610 E. Battista Dr. Phone number: 815-715-5954

Owner represented by: Self ☒ Attorney ☐

Contract purchaser _____ Other agent _____

Agents name _____ Phone number: _____

Address: _____

Existing zoning: _____ Use of surrounding properties: North _____ South _____

East _____ West _____

What zoning change or variance: (specify) Extend existing fence 17'
on eastside of property alongside adjoining neighbors
fence. Also replace and enlarge existing shed.

To allow what use to enable us to use side property not
able to use with existing fence in place.

Tax number of subject property: 09-02-380-018

Common address of property: 610 E. Battista Dr.

Parcel dimensions: 120' x 90' Lot area (sq. ft.) _____

Street frontage Battista Drive

Legal description Lot 49, Richard Crossing Subdivision
Phase 1

In addition, the applicant must comply with the ZONING ORDINANCE OF THE VILLAGE OF COAL CITY, adopted June 1, 1989, Chapter II, sections A through F available for review at the Village Clerks office. Also attached to the application are tables 1, 2 and 3 for the applicant's reference.

I, (we) certify that all of the above statements and the statements contained in any papers or plans submitted herewith are true to the best of my (our) knowledge and belief.

Donna Echevarria, being first duly sworn, on oath deposes and says,
Applicant's Name

that all of the above statements and the statements contained in the documents submitted herewith are true.

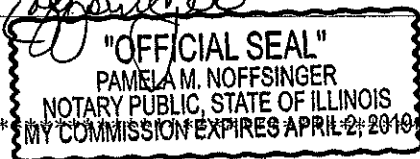
Subscribed and sworn before me on this 4 day of August, 2017.

Pamela M. Noffsinger

Donna Echevarria

Notary Public (Seal)

Signature of Owner



You may attach additional pages, if needed, to support the documentation of application.

Please note the number of pages attached. 1

FOR OFFICE USE ONLY

Case number

ZA 284

Location of hearing

Filing date

Aug 4, 2017

Village Hall

Hearing date

Sept. 5, 2017

515 South Broadway

Filing fee

\$ 100.00

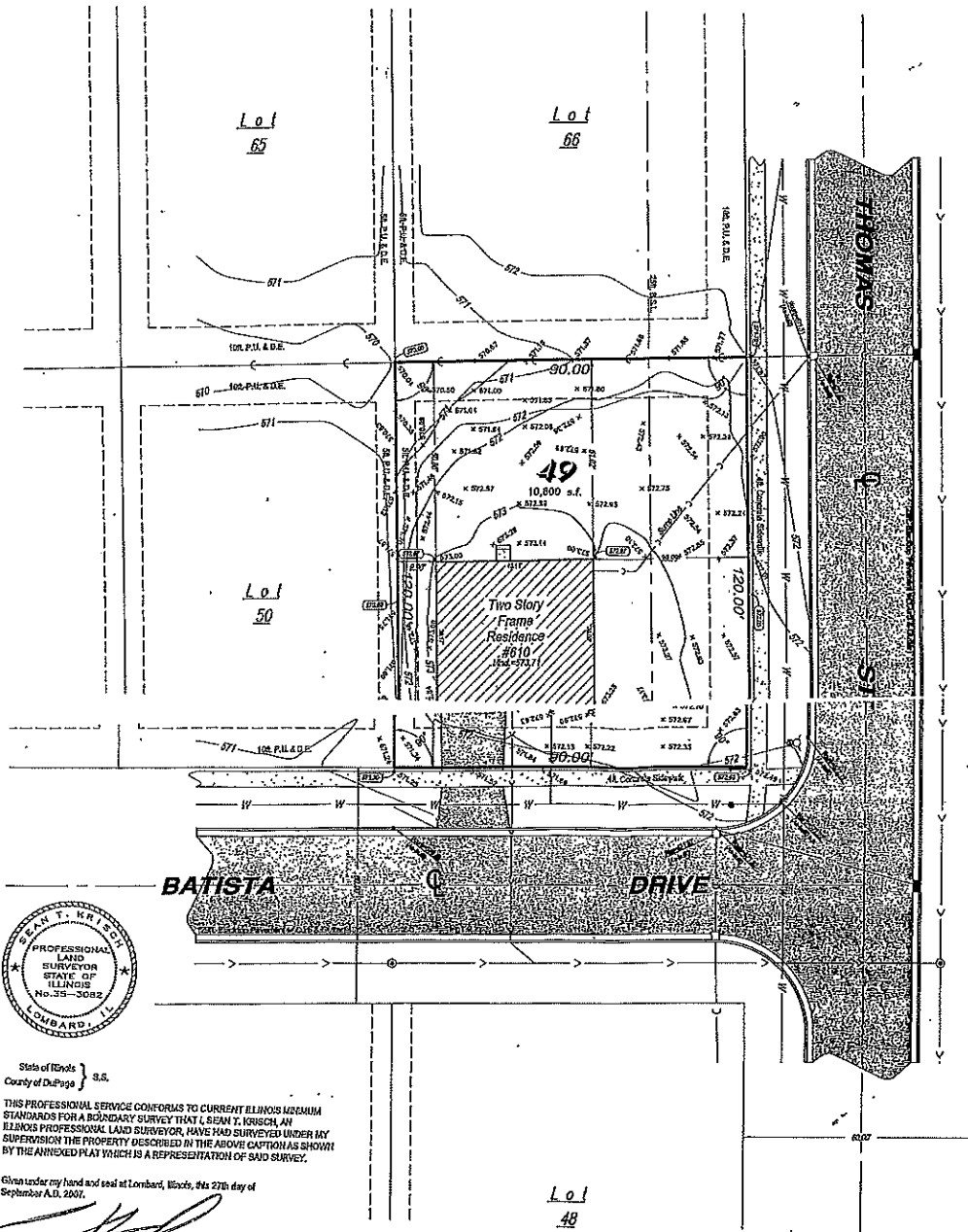
Coal City, Illinois

Hearing time

2pm

FINAL AS-BUILT GRADING SURVEY

LOT 49 IN RICHARDS CROSSING SUBDIVISION PHASE I, BEING A SUBDIVISION LOCATED IN SECTION 12, TOWNSHIP 32 NORTH, RANGE 8 EAST OF THE THIRD PRINCIPAL MERIDIAN, ACCORDING TO THE PLAT THEREOF RECORDED JULY 20, 2008, AS DOCUMENT 495635, IN THE VILLAGE OF COAL CITY, GRUNDY COUNTY, ILLINOIS.



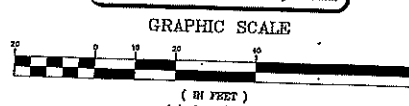
State of Illinois } S.S.
County of DuPage }
THIS PROFESSIONAL SERVICE CONFORMS TO CURRENT ILLINOIS MINIMUM STANDARDS FOR A BOUNDARY SURVEY THAT SEAN T. KRUSCH, AN ILLINOIS PROFESSIONAL LAND SURVEYOR, HAS HAD SURVEYED UNDER MY SUPERVISION THE PROPERTY DESCRIBED IN THE ABOVE CAPTION AS SHOWN BY THE ANNEXED PLAT WHICH IS A REPRESENTATION OF SAID SURVEY.

GIVEN UNDER MY HAND AND SEAL AT Lombard, Illinois, this 27th day of September A.D. 2008.

Sean T. Krusch
Illinois Professional Land Surveyor No. 35-3082
My License Expires November 30, 2008.

Refers to deed or guarantee policy for building line restrictions and easements not shown on plat of survey.
Compare description and points before building and report any apparent difference to the surveyor at once.
This survey and plat of survey are void without our embossed surveyor seal action license.
No dimensions are to be assumed by reading.

"S.S.L." = Building Setback Lines
"P.U. & D.E." = Public Utilities & Drainage Easement



NOTE: Neither the placement of boundary nor witness points was a condition of this survey.

Symbols Legend	
	Sanitary Sewer Manhole
	Storm Sewer Manhole
	Catch Basin
	Curb Inlet
	Fire Hydrant
	Water Valve in Vault
	Water Valve
	B-Box
	Sign
	Street Sign
	Gas Valve
	Landscape Light / Post
	Light Pole
	Electric Transformer
	Utility Pedestal
	Telephone Manhole
	Electric Handhole
	Traffic Signal Pole
	Pole Anchor
	Utility Pole w/ Overhead Wire Direction
	Storm Sewer
	Sanitary Sewer
	Watermain
	Gasmain
	Underground Electric Line
	Underground Telephone Line
	Underground Cable Television
	Underground Fiber Optic Line
	Force Main Sewer

Prepared For:
KENNEDY HOMES, L.P.

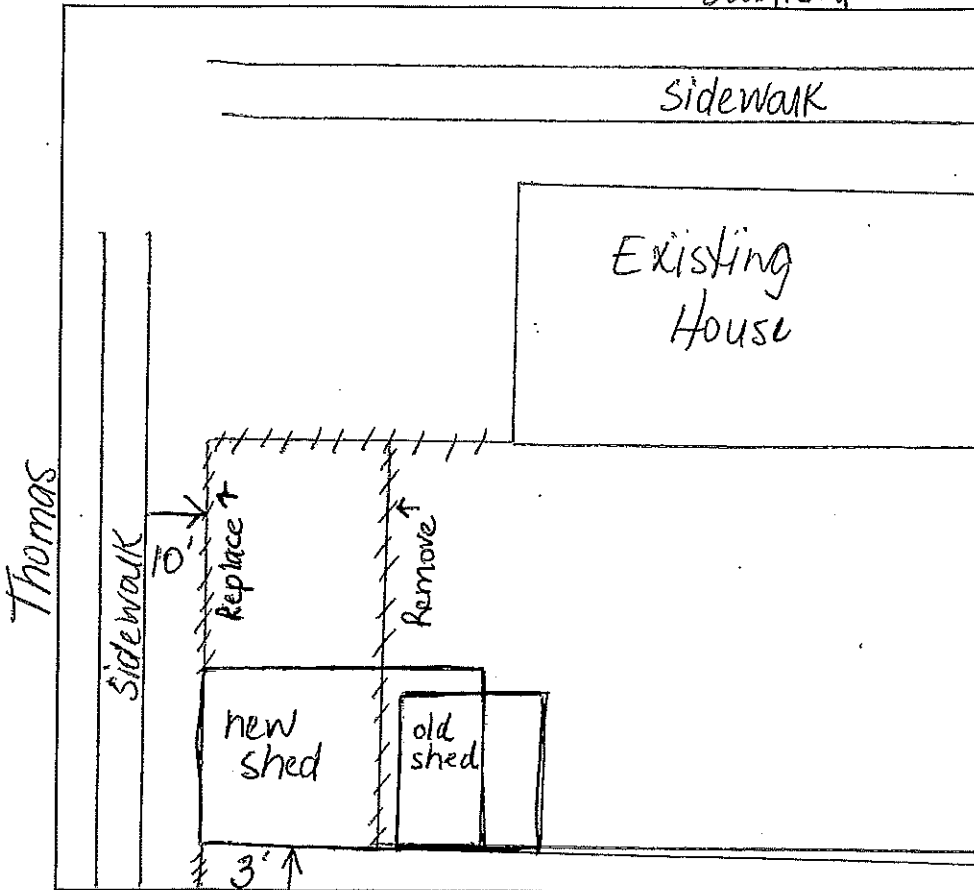


No.	Date	Revision Description	By:
2)	09.27.2007	FINAL AS-BUILT GRADING SURVEY	STK
1)	09.23.2007	FOUNDATION LOCATION SPOT SURVEY	STK

GLEN D. KRUSCH LAND SURVEYOR, Inc.
PROFESSIONAL DESIGN FIRM LICENSE No. 184-004233
1716 South Finley Road • Lombard, IL 60148 • Phone: 630.627.5589
Fax: 630.627.5594
SURVEYING - CONSULTING - CONSTRUCTION LAYOUT
Scale: 1"=20' Drawn: LCK Chk'd: STK [GDK File# 06-030] [CAD File: 06-030-48.dwg]

Proposed layout shown below should show dimensioned drawing of the building used and proposed water supply and sewage.

Babitska



MINIMUM SET BACK Side Yard _____ ft. _____ field ck. Rear Yard _____ ft. _____ field ck. 5

Type of Construction: Modular _____ Conv. _____ Pre-fab _____ Other _____

Remarks: _____

Inspector: _____

Remarks: ALL CONTRACTORS MUST BE LICENSED BY THE VILLAGE.

BUI

1. Layout &
2. Footing
3. Wall Pre-p
4. Foundati
5. Spot surv
6. Elec. Ser
7. Rough and
8. Final
9. Meter
10. Site grade
11. Site Final



MEMO

TO: Mayor Halliday and the Board of Trustees

FROM: Matthew T. Fritz
Village Administrator

MEETING

DATE: September 13, 2017

**RE: AMENDING THE PARKING SCHEDULE TO INCLUDE NO PARKING
ON A TEMPORARY BASIS ALONG PHEASANT, HUNTERS RUN, &
EAGLE**

Parking bans have greatly assisted traffic congestion within the neighborhood immediately adjacent on the east side of the Middle School. However, there are some motorists who continue to fail to abide by the temporarily posted signs warning of the need to keep parking on one side of the street. Signage is clear, but the Police Chief's ability to keep someone off of a portion of roadway is enforceable with criminal action. This goes beyond the officer's regular action of simply writing a citation for failing to abide by a local ordinance.

Although most motorists are abiding by the signage, the Police Department would like to have the authority to issue a parking ticket. This requires a slight amendment to the existing Parking Schedule within Chapter 78 to create temporary non-parking when properly signed. This was the next enforcement step that was to be taken depending upon the compliance with the signage that was provided. In addition to this amendment, more signage was added prior to the second home game for Miners Football.

This amendment will be created within an ordinance and distributed on Wednesday evening.

Recommendation:

Adopt Ordinance No. ____: Amending the Parking Schedule to Include Temporary Parking Restrictions on Pheasant, Hunters Run, & Eagle Court.

MEMO

TO: Mayor Halliday and the Board of Trustees

FROM: Matthew T. Fritz
Village Administrator

MEETING

DATE: September 13, 2017

RE: 2017 CRACK SEALANT WORK

The Village has been regularly conducting crack sealant application on the village roads in order to prolong the wear and tear of local streets. This year, the unit price per bid was requested from two local vendors. Those prices were –

Denler, Inc.	\$1.60/lb. of material
SKC Construction	\$1.77/lb. “ “

Due to the amount budgeted for expenditure in this year's budget, the total amount to be applied will be 11,100 pounds resulting in a construction expenditure of \$17,760 with another \$2,200 in engineering oversight for contract preparation and construction oversight during application.

The crack sealant application in addition to the road repair and construction will represent the Village's portion of street construction for FY18.

Recommendation:

Authorize Chamlin Engineering to utilize Denler, Inc. to complete this year's crack sealant application.

MEMO

TO: Mayor Halliday and the Board of Trustees

FROM: Matthew T. Fritz
Village Administrator

MEETING

DATE: September 13, 2017

RE: 2017 STREETS PROJECT FUNDING

The FY18 Budget included limited funding for street repair for the current fiscal year. This is largely due to ensuring the General Fund balances requiring some historical line item transfers to stay within the General Fund ensuring there are enough dollars for the personnel-intensive operations contained within Fund #01. This left a planned expenditure for this year's MFT/Non-MFT Street Program at \$135,000. After reviewing the total number of streets in critical condition, another \$50,000 was added to the project due to the savings to be experienced in having state participation for the S. Broadway Phase 2 Engineering Reconstruction. Bids were received last week exceeding the projected engineer's estimate by approximately \$17,000.

This amount, i.e. about \$17,000, is nearly the remainder of what had been budgeted for expenditure as local match for the Phase 2 Engineering. Thus, it is possible to support the low bid amount of \$198,250 and complete all of the projected 2017 MFT/Non-MFT projects if these savings are utilized. If the Board wishes eliminate the amount exceeding the engineer's estimate, the most likely portion to be eliminated is Trotter Drive due to the severity of the remainder of the work to be completed. Another option is to eliminate the \$20,000 allotted for crack sealing within this year's streets program.

A short Street & Alley Committee Meeting shall be convened prior to the Board Meeting on Wednesday evening to discuss a final recommendation. Two bids were received for this year's local MFT & Non-MFT work –

D Construction	\$198,250
P.T. Ferro	232,250

Recommendation:

Award the 2017 Local Streets Project to D Construction for an estimated \$198,250.



Tabulation of Bids

[illegible]



-  Cold Mill & HMA Paving
 Surface Patching

CHAMBLIN & ASSOCIATES, INC. CONSULTING ENGINEERS & LAND SURVEYORS PERU ILLINOIS MORRIS	
SCALE: 1" = 2500'	VILLAGE OF COAL CITY STREET MAP
DATE: 1/26/07	DRAWN BY: RGP FILE NO.: 8234

MEMO

TO: Mayor Halliday and the Board of Trustees

FROM: Matthew T. Fritz
Village Administrator

MEETING

DATE: September 13, 2017

RE: STRATEGIC PLANNING AGREEMENT CONSIDERATION

Greg Kuhn of the NIU Center for Governmental Studies has put together a team to conduct a Strategic Planning Session for the Village of Coal City. Mr. Kuhn moderated the 2009 session, which provided some worthwhile long-term and short-term goals for the Village. Much has changed since that time including the adoption of a new Comprehensive Plan, the creation of a TIF District and the Tornado's Debt Issuance. It would be timely for the Village to set aside time to create a new Strategic Plan in order to ensure the group is heading down the same path towards common goals as development concepts come forward and the Board is engaged for regulation and participation in upcoming projects.

The session would begin with a larger group to include an invitation to all appointed boards and some additional participation of the Chamber's Owners & Managers Group along with other key roles throughout the community. This larger group will spend time together learning about larger regional initiatives affecting the community and determine priorities, which will then be considered by the Village Board and a strategic vision is to be created.

Mr. Kuhn also assisted the community with the Tornado Public Forum; he is familiar with the community and lead a team to moderate discussion and document priorities to assist in providing a common vision for the Village Board. The agreement for NIU's effort will be \$9,600, which is below the budgeted amount for the Strategic Planning sessions; this cost is without additional meeting reservation and expenses dependent upon conference room reservations, etc.

The timing for this is to occur after the turn of the year at the beginning of 2018. Sessions are planned to consist of some back to back days over three weeks' time. Greg Kuhn is planning on presenting before the Board at Wednesday's meeting.

Recommendation:

Authorize Mayor Halliday to enter into an agreement with the NIU Center for Governmental Studies to complete Strategic Planning in 2018 totaling \$9,600.

AGREEMENT

THIS AGREEMENT, made and entered this ____ day of _____, 2017 by and between the BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY, acting on behalf of Northern Illinois University through its Center for Governmental Studies referred to as the "University", and the Village of Coal City located at 515 S. Broadway, Coal City, IL 60416, hereinafter referred to as "Coal City", witnesseth:

1. Scope of Work. In consideration of the mutual promises hereafter specified, the University and Coal City agree to the services delineated in Attachment A, which document is incorporated by reference herein and made a part hereof.
2. Terms of Agreement. The term of this Agreement shall be from the date above through April 30, 2018 or the completion of the project, whichever is later, unless the term is extended by the mutual written agreement of the parties.
3. Compensation. As full and complete compensation for these services, Coal City shall pay the University a fee in the amount of \$9600.00* as a fixed-price contract, payable according to the following payment schedule:

\$4800.00 due upon contract execution

\$4800.00 upon project completion

*The cost of \$9600.00 excludes the optional demographic data analysis noted in the Project framework in Attachment A

4. Signed Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document. This Agreement must be manually signed and may be delivered by facsimile or email (in .pdf format) and upon such delivery the facsimile or .pdf signature will be deemed to have the same effect as if the original signature has been delivered to the other Party.

5. The parties hereto shall abide by the requirements of Executive Order 11246 and the Rules and Regulations of the Illinois Department of Human Rights, and there shall be no discrimination because of race, color, religion, sex, national origin, ancestry, age, marital status, physical or mental handicap unrelated to ability or an unfavorable discharge from military service in the employment, training or promotion of personnel engaged in the performance of this agreement.

This Agreement constitutes the entire Agreement between parties hereto. There is no part of that Agreement not set forth herein; and no changes in or additions to said Agreement shall be valid unless in writing and signed by the parties hereto.

AS WITNESS WHEREOF, the parties have caused this Agreement to be executed as and of the day and year first written above.

VILLAGE OF COAL CITY

**CENTER FOR GOVERNMENTAL STUDIES
NIU OUTREACH, ENGAGEMENT AND
REGIONAL DEVELOPMENT**

By _____
Name: _____ date _____
Title: _____

By _____
Diana L. Robinson _____ date _____
Title: Director

FEIN _____
(REQUIRED)

ATTACHMENT A

Updated Conceptual Framework:

**Strategic Planning,
Stakeholder Input &
Goal Identification Initiative**

for the Village of Coal City, IL

June 9, 2017

*Prepared by:
NIU Center for Governmental Studies
DeKalb, Illinois*



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development



Gregory Kuhn, PhD
Assistant Director Public
Management And Training

Wm. Monat Building
148 North 3rd Street
DeKalb, IL 60115

PHONE
815-753-2789
FAX
815-753-7278

gkuhn@niu.edu
www.cgs.niu.edu

*Building stronger regions
through innovation and
collaboration.*

*CGS provides expertise that helps
decision-makers implement
efficient, sustainable, and cost-
effective approaches to economic,
social, and information
management issues.*

June 9, 2017

Matt Fritz
Village Administrator
Village of Coal City
515 S. Broadway
Coal City, IL 60416

RE: Proposal to Provide Strategic Planning Services

Dear Matt, Board and Staff:

Thank you for the opportunity to possibly assist the Village again with its strategic planning process. As we discussed during our proposal review meeting, I served as the lead facilitator when CGS assisted the Village several years ago on a planning process. We stand ready to assist again and were pleased to learn that our approach fits with your aims for the project.

In response to the Village's RFP for a project proposal for a Multi-Year Strategic Plan, the following framework and conceptual approach has been updated and refined for your consideration. The proposal addresses the needs identified in the Village's RFP and discussions:

- Enable the Village to identify a long-term vision, set organizational priorities and shape its strategic direction
- Provide an analysis of the governing and community environment
- Develop clear priorities and measureable goals
- Assist with action planning of the consensus goals
- Provide a communicative summary document for use by the Village Board and broader community

As the list of other strategic planning projects reflects, we have provided similar services to a variety of agencies and local governments in Illinois and the Midwest.

Thank you for the opportunity to be considered to assist the Village of Coal City with this important endeavor. We appreciated the time to meet with the Village's administrative team in person to review our proposed approach and amplify and refine the outline for the project.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Kuhn'.

Greg Kuhn, PhD
Assistant Director
Public Management and Training
NIU Center for Governmental Studies

A handwritten signature in black ink, appearing to read 'Melissa Henriksen'.

Melissa Henriksen
Research Associate
Community, Workforce, and
Economic Development
NIU Center for Governmental Studies

Village of Coal City, Illinois 2017 Strategic Planning Process

Refined Conceptual Presentation

direct questions to

Greg Kuhn, Ph.D.
Assistant Director Public Management and Training
Center for Governmental Studies
Northern Illinois University
gkuhn@niu.edu
815-753-2789

Strategic Planning

*"The art of progress is to preserve order amid change,
and change amid order" -A.N. Whitehead*

Strategic planning, at its core, is leadership's expression of the future. Whether it be a private or public organization, the world in which all organizations operate continues to rapidly change and grow more complicated as witnessed by the changing dynamics of our region, our state, the nation, and the globe.

The following conceptual outline has been prepared as a follow-up to the Village's RFP to initiate a comprehensive strategic planning process for the Village. In response to the desires expressed in the RFP, the Center for Governmental Studies at NIU is recommending a multi-session participative format that will enable the Village Board, Senior staff, and key stakeholders, to gain insights on community views, share perspectives and ideas, and undertake an exploration of goals and priorities all within the context of current and anticipated environmental dynamics. The end result will be a thorough discussion of leaders and stakeholders' views resulting in the identification of the Village's most critical strategic goals, objectives, and organizational arrangements for both the near and long-term.

Lead Project Coordinator and Facilitators:

Greg Kuhn, Ph.D., is Assistant Director of Public Management and Training at Northern Illinois University's Center for Governmental Studies. Dr. Kuhn is a former village manager who now conducts research, teaches and consults to governmental units in Illinois and across the Midwest. Dr. Kuhn completed

his doctoral studies mid-career with emphases in Public Administration at the Local Government Level, Organization Development, and Public Policy at Northern Illinois University. Greg served as Village Manager in Clarendon Hills, Illinois and Asst. to the Manager in Skokie, Illinois. Greg has also provided organizational and leadership services to governments on a consulting basis as Director of Local Government Management Services at Sikich, LLP., Managing Vice-President of the PAR Group, and Senior Associate in Governmental Services at Korn-Ferry International.

Greg has taught a variety of courses at both NIU and Northwestern including graduate courses in strategic planning, leadership, human resources, budgeting and public policy. In total, Dr. Kuhn has over 34 years of public management experience as an administrator, consultant, and instructor. Greg is a specialist in strategic planning, organizational development and design, governance, and training. He has conducted over sixty strategic planning projects for public and not-profit organizations. He will be joined by other senior members of the Center for Governmental Studies and the University in the execution of the exercises and data gathering portions of the strategic planning initiative.

Dr. Kuhn would serve as lead facilitator for the engagement.

Melissa Henriksen, MPP, Research Associate-Center for Governmental Studies

Mel has a diverse background including economic and community development, technical assistance, strategic and comprehensive planning, and grant writing. She has provided staff support for several projects including strategic planning facilitation, focus groups, wage and benefit studies and asset/needs assessments. Melissa has co-facilitated strategic planning for elected officials, school districts, boards of directors, municipalities, foundations, and institutes of higher education. For the past eight and half years, she has managed funded projects for the Illinois Critical Access Hospital Network (ICAHN), the National Association of Development Agencies (NADO), the U.S. Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA), as well as state and local organizations focused on economic and community development and health care. Most recently, she has worked on city and county-wide economic and community development planning. These projects included coordinating surveys, community focus groups, strategic planning to identify potential challenges and solutions, and distilling themes and findings from a variety of qualitative information to share with key stakeholders.

Melissa holds a Bachelor of Arts degree in Political Communication/Public Relations and a Master's degree in Public Policy from the University of Northern Iowa. Melissa is a board member for the Illinois Rural Health Association and is the chair of its Research and Education and Conference Committee. In addition, she is a Kettering Foundation Research Fellow and recently received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities.

Ms. Henriksen will serve as a project facilitator, analyst, and collaborator.

Jeanna Ballard, MPA, Research Analyst, is a recent graduate of NIU's MPA Program and has joined the CGS team working with the Public Management and Training Group as a research analyst. Jeanna earned a dual MPA degree via her joint studies at both NIU and Renmin University in China. She holds an undergraduate degree in Political Science from NIU. Jeanna served as a graduate assistant in NIU's MPA program last fall, an administrative intern in Algonquin in 2014-15, intern for Kane County Health Department in 2014, and a Congressional intern in the U.S. House in 2013. She was the recipient of the



- Group SWOT Analysis
 - Identify Internal Strengths and Weaknesses
 - Identify External Opportunities and Threats
- Group Goal Identification
 - Short-term and Long-term goals
- Group Goal Classification
 - Complex or Routine
- Goal Consolidation
- Board Goal Prioritization
- Goal prioritization results sorted by time and complexity matrix

Part III- Organizational Implementation: Action Planning

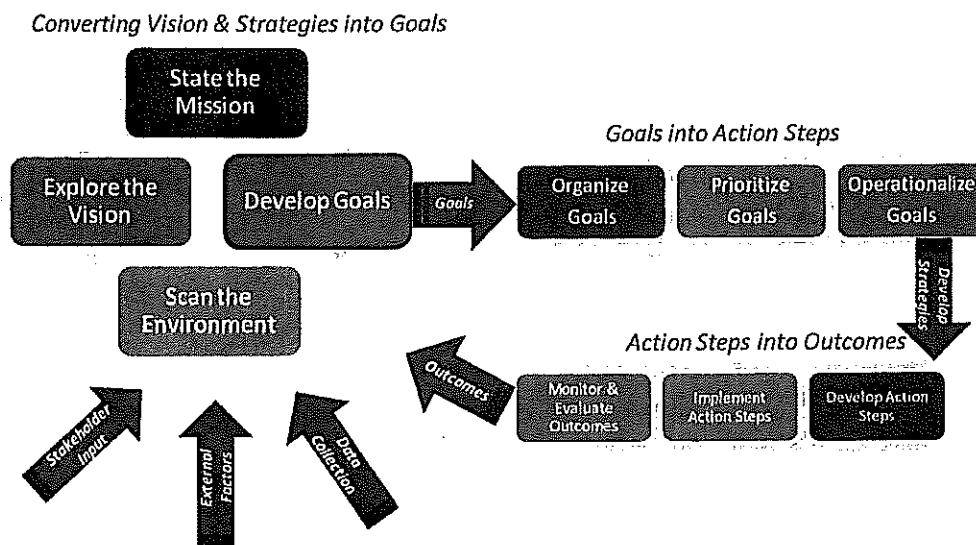
- Steps and the Climate for Effectiveness, Efficiency, Adaptability, and Innovation
- Operationalizing the Goals
- Structural Assignments
- Scheduling
- Action Steps/Work Plans
- Management Team Refinement and Development of an Overall Implementation Strategy

Cycle of Planning, Action, and Scanning

Taken as a whole, the strategic planning process that is envisioned and described here, can be represented in a model of the various steps and elements in a cycle of input, scanning, goal setting, prioritization, action planning, and re-examination.

An illustration of the strategic planning cycle described is presented below:

Strategic Planning Model*



* Model generally represents the steps that are taken for this type of initiative.

jbgk2010

DESCRIPTION OF PROPOSED PROJECT COMPONENTS

Part I- Taking Stock:

Listening and Learning From the Organization

Environmental Scan and Background Information Gathering Overview

This pre-session component is an important piece designed to help ground the process. "Listening" is vital to planning. The project team will use various elements for gathering background data ranging from "desktop" review of documents, interviews, and preparatory group discussions. These steps are an important part of "taking stock" by the project team to help understand current municipal policy and operational perspectives, perceptions, and preferences.

Demographic data gathering (optional analysis - cost can be provided if desired)

Changing demographics play a crucial role in the service expectations of the community. Planning for facilities, programs, staff, and space are unavoidably linked to the socio-demographic character of a community.

CGS researchers have access to several data sources, including "Illinois Data" interactive files, and are able to develop a complete demographic profile for the Village. The Center is able to capitalize on The Northern Illinois Business and Industry Databank and manages and responds to requests for data from businesses and individuals in the Northern Illinois region including the Chicago, Kankakee, Rockford, and Quad Cities metro areas. CGS staff will summarize, analyze, and tabulate relevant demographic data as requested.



Part II. Strategic Planning Workshop: Village Board and Senior Staff

The identification of strategic issues and goals is the aim of any strategic planning process. The process is designed to create an effective environment where leaders can spend sufficient time to identify what is truly important for the organization to accomplish given the breadth of circumstances and information (at both the policy and operational levels) that confront the Village as a vital part of the community. Identifying strategic issues can be compared to pouring your assessment of all the issues and circumstances the Village faces into a filtered funnel. What eventually emerges is a mix of “clarified” issues that will shape the future and demand the organization’s attention. The end result of the Village Leadership workshop sessions will be a viable listing of identified and prioritized goals that mesh with the overall vision of the Village’s near and long-term future.

Visions of the Future

Exploration and identification of the Village’s desired future condition is the launching point once the framework of the organization mission has been explored.

Each participant will be asked to articulate what he or she perceives to be the preferred future state of the Village one, three, five, and ten years down the road. What services, programs, staffing levels, capital needs, and general facets would or should be present in the Village at these intervals? Participants will be asked to jot down their ideas ahead of time and then be ready to share them with the group. This is a brainstorming exercise—any and all ideas about the Village’s future are encouraged and shared.

Environmental Scan/SWOT Analysis

This exercise is a classic component of any strategic planning endeavor. It helps the group to focus on a realistic identification of the environmental factors within and beyond the Village organization that can inhibit or assist in the achievement of the future vision.

What are the organization’s strengths and weaknesses, in what areas do you regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to your advantage? Conversely, what trends lay ahead that would be obstacles or hindrances? The group will be asked to discuss these issues in an open discussion format. Again, the group is not asked to focus on overcoming strengths or weaknesses, but only identify what they may be.

Given the futuristic statements of the preceding session, it is important for team members to identify and discuss what constraints and practical difficulties are likely to be encountered, or would make it difficult, to achieve the desired future state. These elements include both internal and external factors, conditions, trends, regulations, agencies, resources, etc.

Review and Reflections on the Collected Listening/Stakeholder Data. Village leaders will be presented with a synopsis of the data gathered via interviews, focus groups, or other means selected



by the Village. During this session, results on what stakeholders shared about the preferred future state of the Village will be reviewed along with perceived challenges, strengths, opportunities, etc.

Nominal Group Goal Identification

The collaborative establishment of strategic goals and objectives is the focus of the next phase of the strategic planning retreat/workshop activities.

Each participating member will be allotted time to highlight the most important policy/program goals that he or she thinks the Village should accomplish in the next two to ten years. Some should perhaps be accomplished immediately; others may be initiated but not completed for several years. For this reason, goals will be categorized as either short- or long-term. This process will continue as long as time permits which may include some refinement or consolidation of similar goals statements.

Identification of key issues of the future (as defined and anticipated by the Village Board and senior administrative leaders) will also be part of this phase. This exercise takes advantage of the professional experience, perspective, and hands-on knowledge of the Village's key management staff. Management team members are called upon to identify and explain three to four key issues that the Village should be aware of and incorporate into their future goals and needs.

As part of this phase, the Village Manager, as the appointed Chief Administrator, will be asked to identify additional constraints/opportunities in the administrative apparatus of the Village as well as react to those presented by management team members and stakeholders.

Open Group Discussion and Classification

This phase of the discussion will serve as the forum for workshop participants to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants are asked to give their opinions, evaluations, and judgments of the worthiness and value of different policy objectives.

At the end of the open discussion, participants will be asked to classify each goal according to a matrix model of complexity and time. Agreed upon criteria will be used to classify a goal as either short- or long-term and as either complex or routine. The purpose is to group goals roughly the same "type" together so that when prioritization occurs, the participants can avoid the problem of comparing "apples to oranges".

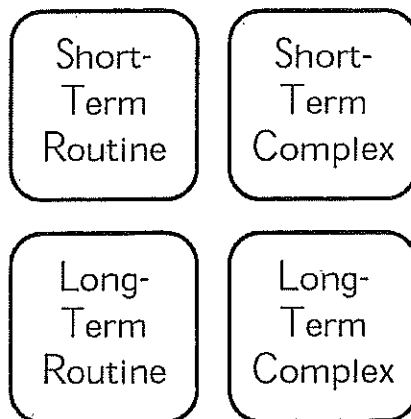
Prioritization

Following the classification exercise, the group will be asked, through a post-workshop exercise, to delineate why certain goals should be given high priority, why some should not be considered, and why some goals, although worthy, should receive low priority or be re-defined. Point values will be assigned to each goal in each quadrant by the group. The resulting consensus ranking of short- and long-term goals to achieve the future vision will be the final outcome of this phase of the process.

The final prioritized rankings will be presented in a 2x2 time and complexity matrix as illustrated below:

Goal Classification
Grid

-by G. Gabris



Part III. Implementation: Action Planning and Strategy Development Kick-off

Once an agreed upon grid of goals and priorities is developed, the focus must move to effective approaches for implementation. Action plans, scheduling, and structural assignments will produce the necessary levels of awareness and accountability that are necessary for success. The CGS project team will work with the group to help launch and frame the important element of implementation. The project team's efforts will be focused on 4-6 hours of group meetings to help launch the following strategies:

- Operationalizing the Goals: What does Goal X, X¹, etc., really mean from a day-to-day perspective?
- Structural Assignments: What person or work group will be responsible for working on a particular goal?
- Scheduling: What will be the key target dates, timelines, and follow-up schedules? How does this fit in with the overall schedule of needs and priorities in the Village?



- Action Steps/Work Plans: How will we accomplish the goals? What resources do we need or have? What outside help is required? What are the approximate costs or magnitude of expense involved?

Establishing these mechanisms will result in the emergence of an overall implementation strategy that will enhance the probability of success and follow-through in the months and years to come. At the conclusion of this process, a draft tracking and action plan document will be prepared, in collaboration with the Village's assigned senior staff, that includes initial objectives, timelines, assignments and action steps envisioned for addressing specific goals in the coming two years. Once the process is initiated and a draft document is prepared, the remainder of the action planning activities will be turned over to the Village's leadership

Project Costs

Fees for the strategic planning initiative would result from the components selected and the number of estimated contact, preparation, analysis, and summation hours for the project.

Our estimate would place the project, for the elements described above, at a fixed fee cost of \$9,600*. The estimated costs presented here would include professional design, facilitation and analytical fees and project expenses.

These figures reflect a refinement of our original range of costs, based on the adjusted scope of services as expressed during our proposal review meeting. *The cost above excludes the optional demographic data analysis noted in the project framework.

Proposed Timeline

The following is a projected timeline for the holistic process as outlined:

Project Startup (30 Days)	- Project Initiation Activities Including Advance Management Team Session & Interviews
Strat Plan Workshops (15-20)	- Strategic Planning Meetings
Action Planning (15-20 Days)	- Implementation Start-Up Sessions
Final Report (15-20 Days)	- Final Report

Approval/Acceptance:

An engagement letter between the Center for Governmental Studies and the Village of Coal City, with a final scope of services, proposed fees, expenses and terms, will be prepared upon Village approval and acceptance of the final project framework and approach.

REFERENCES AND REPRESENTATIVE PROJECTS

Representative strategic planning projects in Illinois led by Greg Kuhn and staff, in addition to previous work with the Village, include:

1. Village of Bartlett, IL
2. City of Elmhurst, IL
3. Village of Tinley Park, IL
4. Village of Long Grove, IL
5. Village of North Aurora, IL
6. Village of LaGrange, IL
7. Village of Woodridge, IL
8. City of DesPlaines, IL
9. McHenry County, IL
10. DeKalb County, IL

Contacts:

- Valerie Salmons, retired Village Administrator, Village of Bartlett, or Paula Schumacher, Acting Village Administrator, pschumacher@vbartlett.org, 630-837-0800
- Jim Grabowski, City Manager, City of Elmhurst, james.grabowski@elmhurst, 630-530-3010
- Dave Niemeyer, Village Manager in Tinley Park, dniemeyer@tinleypark.org, 708-444-5050 (also former City Manager, City of DesPlaines)
- Dave Lothspeich, Village Manager, Village of Long Grove, dlothspeich@longgrove.net, 847-634-9440
- Steve Bosco, Village of North Aurora, sbosco@vil.north-aurora.il.us, 630-897-8228
- Katy Rush, Village Administrator, Village of Woodridge, IL (retired) krushconnect@sbcglobal.net, 630-964-0193 (and former Manager of Riverside)
- Bob Pillipiszyn, Village Manager, Village of LaGrange, rpillipiszyn@villageoflagrange.com, 708-579-2318
- Peter Austin, County Administrator, McHenry County, pbaustin@co.mchenry.il.us, 815-334-4226

Additional strategic planning initiatives in Illinois and southern Wisconsin led by Dr. Kuhn include projects for Carol Stream, West Dundee, McHenry County, Riverside, Streator, Northfield, Charleston, Barrington, Glen Ellyn, Pingree Grove, Sugar Grove, Western Springs, Berkley, Lake in the Hills, DeKalb Park District, Dixon, St. Charles, Geneva, Lake County, Livingston County, the Carol Stream Fire Protection District, the Greater Livingston County Economic Development Council, Burlington Wisconsin, Mequon Wisconsin, Catholic Central High School-Burlington Wisconsin, H.S. Dist. 99-Downers Grove, IRMA, ILCMA, IAMMA, and other not-for-profits and units of government.

QUALIFICATIONS & MISSION OF NIU OUTREACH AND CGS

NIU'S OUTREACH, ENGAGEMENT AND REGIONAL DEVELOPMENT

At NIU, engagement is a central university function, integrated into engaged learning, engaged research, and engaged service. Established in 2001, Outreach, Engagement, and Regional Development (OERD) provides centralized support for outreach and engagement activities delivered by NIU's seven colleges and conducts its own programs with partners across the region.

NIU resides in a "global region," one of the few areas in the U.S. that impacts international economics, politics, and the arts. The area offers extraordinarily rich opportunities to share teaching and learning, advanced technologies, research, cultural artistry, and technical expertise. This unique location allows the university to operate on a global stage while working directly with local and regional partners.

NIU'S CENTER FOR GOVERNMENTAL STUDIES MISSION AND QUALIFICATIONS

The Center for Governmental Studies (CGS) was founded in 1969, and is a public service, applied research, and public policy development organization. Its mission is to provide expertise that helps decision-makers implement efficient, sustainable, and cost effective approaches to economic, governance, social, public policy, and information management issues.

CGS' research and services includes work in community, workforce, and economic development; public management and training; association management; informatics, survey research, and health and technology engagement. Clients include municipal, county, state, and federal agencies, as well as nonprofit and for-profit organizations.

For more information, please call 815-753-0914 or visit www.cgs.niu.edu.

James M. Banovetz Fellowship Award and NIU Outstanding Women Student Award. Jeanna will assist with the project to coordinate surveys, strategic planning exercises, distill themes and findings from qualitative and quantitative information sources important to stakeholders.

Ms. Ballard will serve as a project facilitator, analyst, and collaborator.

Other Project Staff and Support - Dr. Kuhn, Ms. Henriksen and Ms. Ballard will also be joined and assisted by other staff members of the Center for Governmental Studies and the University for certain project elements or at critical junctures of the project.

PROJECT / PROCESS INTRODUCTION

Strategic planning initiatives are not a new phenomenon for progressive organizations. The value of such processes continue to be recognized by leaders at the policy and administrative levels in both private and public organizations. The world in which we all operate continues to rapidly change and grow more complicated. In turn, the challenges and choices that you face in establishing policies, providing vital services, and setting priorities are likewise more complex and challenging than ten years ago, five years ago--even two years ago.

As the community's and region's population dynamics evolve and change, the various services the Village provides to meet its mission will continue to evolve, as a more challenging electorate critiques critical public services that are needed or desired. Consider some of the trends within and beyond your borders: changing demographics, value shifts, growth, economic contraction, development and re-development, changing attitudes, tax limitations, demands for service, mandates, economies of scale, technology changes, etc. These are just a representative listing of the many factors that impact on the how, what, when, where, and why's of operating the Village's programs and services in today's environment.

The fact is this--the needs and demands on the Village, and you as its leaders and decision-makers, far outstrip the available resources to tackle all of them. The answer is not to throw up your hands and guide the Village's affairs issue by issue or crisis by crisis--but rather to set aside time to methodically---"strategically" determine where it is you want to go as a Village and put in place the priorities and actions that will allow you to get there.

According to noted writer *John Carver*, governing and leadership challenges are not so much a problem of people as it is a problem of *process*. What makes the difference between effective and ineffective leadership groups is the ability to get beyond narrow issues and focus on the long-term vision, trends, and critical functions of the organization, and then communicating those consensus visions and priorities to the staff that execute goals and fulfill the mission.

As Carver states, the heart of governance is *setting priorities, making policy, articulating the mission of the organization, and sustaining its vision*. Leaders need to commit themselves to effectiveness by learning to govern not only the Village's affairs, but to govern themselves and lead by setting directions that are clear, concise, and focused on a defined future. Responsible stewardship and leadership is the essence of the considerable responsibility citizens place in their local governments and local service agencies.

The Conceptual Outline presented below is intended as a “discussion piece” that will introduce the Village’s leadership team to a variety of concepts and techniques that can be employed to undertake a holistic and futuristic examination of the Village’s future. A sound strategic planning process helps to focus leadership, energize the organization, and engage stakeholders. It should be seen as an avenue to not only map out the future, but as a means to foster a sense of ownership, and boost overall effectiveness in setting the course for the Village and the community it serves.

OVERVIEW OF A COMPREHENSIVE STRATEGIC PLANNING PROCESS

Although the word “planning” appears in the description, it must be emphasized at the outset that the end result of this process is not to create a “plan” that sits on a bookshelf like a trophy, rather, the primary outcome is to foster strategic thinking and communications among Village Board members and senior staff. The end result of this process should be a viable listing of identified and prioritized goals that mesh with your overall vision of the Village’s near and long-term future.

Proposed Phases & Process

The following outline presents a general description of the key components of the planning process. A variety of steps and options are presented for consideration. No matter the eventual combination of components chosen, the core of the process will be a series of discussion exercises that will include the Village’s Board and senior staff in a final workshop and leadership retreat.

The format for all the discussion sessions outlined below is highly participative and interactive. The process relies heavily on a group discussion approach called *Nominal Group Technique* where participants are assured equal opportunities to speak and share opinions by the facilitator. During sessions, individuals will have an opportunity to generate and share individual ideas, work together as a group and in small teams to develop ideas, weigh alternatives, and further refine their thinking. As these ideas are shared and debated, the group will be working steadily toward a consensus of future directions and priorities.

The project team envisions a tri-part initiative that includes the key elements of an effective and holistic strategic planning process: Environmental Scanning, Visioning, and Goal Setting:

Part I- Taking Stock: Listening and Learning From the Organization

- ❖ Village Senior Staff and Village Leadership
 - Tier I-Organization Views
 - Village Administrator & Assistant (prep interview)
 - Department Heads/Management Team (2 hr. prep workshop)
- ❖ Review of Previous Strategic Plan and Current Budget and Comprehensive Plan Data
 - Identify themes and key issues/topics

Part II- Strategic Planning Retreat Workshop: Bringing Together Ideas to Form **Leadership’s Expression** of the Future

- ❖ Board and Senior Staff Retreat Sessions
 - Mission and Vision Exploration
 - What is our vision of the future? 10, 15, 20 years from now?

Illinois Municipal League's 2017 Annual Conference

Mayor and Manager Working Together During Crisis

Friday, September 22, 2017 at 3:30 PM, Stevens Salon A-3

In 2015, the Coal City community was ravaged by a tornado. Responding to this natural disaster required a high level of cooperation, coordination and communication between the locally-elected leaders and their professional management team. Attendees at this session will hear a first-hand account of how these leaders pulled together to manager the crisis both in terms of policy and communication strategy.

Moderator:

Jerry Daugherty, Mayor - City of Mascoutah

Speakers:

Matt Fritz - Village of Coal City

Terry Halliday - Village of Coal City

Executive Communication During Crisis

How to Effectively Manage a Crisis through Communication

As told by Mayor Terry Halliday & Coal City's Administrator Matt Fritz



Terry Halliday

- Sworn in as Mayor May, 2015
- Served as Trustee since 1999
- Executive with Alcatel-Lucent
- Ensures Communications Network Constant Dependability



Matt Fritz

- Served as Coal City's Village Admin. Since 2008
- Served Two Other Communities prior to Coal City
 - Prior Natural Event Responses
 - Flooding of Little Calumet in Munster
 - Hurricane Ike Flooding in 2008
 - Coal City/Diamond Tornado of 2013

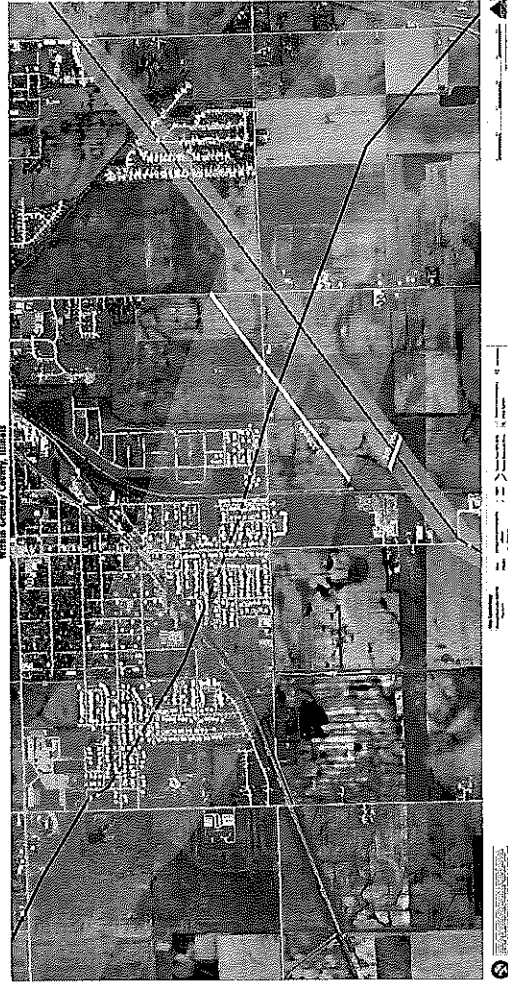
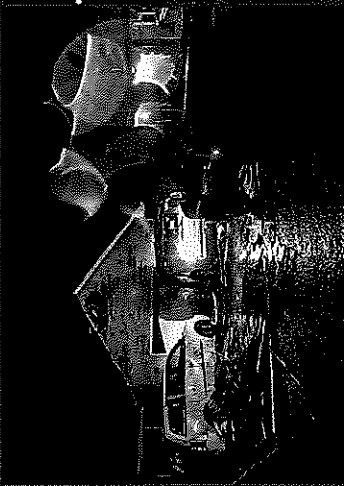


How to Effectively Manage a Crisis through Communication?

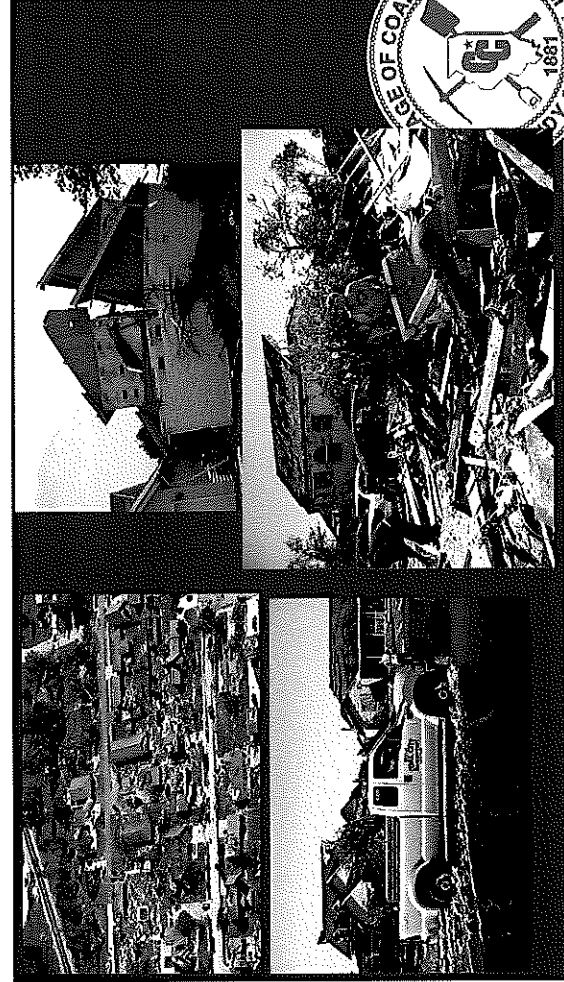
- Focus on Leadership
- Bring Others Along with you
- Establish Boundaries to Eliminate Burnout



Tornado Damage and Paths
 Coal City June 22, 2011 and May 11, 2013
 Mike's Emergency Center, Illinois


FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT

I Want Everything Out of Here as Quick as Possible!

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT



1st Email to Village Board @ 5:52am

Attached is the script for a 6:30 press conference at Diamond Village Hall in an effort to begin providing some news for the media agencies.

FD is still completing their door-to-door clearing of the affected areas. The path was substantial and got many houses. Public facilities are faring well aside from not having power. We will falter towards being safer than sorry and get everything in that is necessary.

Thanks,

Matt Fritz

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



Terry Halliday

- We are still in Day 1 of the effort to assess and recover from this Tornado; it is unfortunate, but we know the resilience of this community and the pride everyone else will show in doing their part to help.
- Assessment is still happening. Crews are out and those gathered will be continuing under daybreak to continue to get the whole picture of what happened last night.
- The storm came just as we had been warned by multiple news outlets and weather agencies just before 10:00pm. The tornado caused destruction from the west side of town near the Coal City High School and the subdivision to its south and took a southeasterly path causing further home damage all of the way through town until it exited causing substantial damage at Fire Station 2 located on Berta Road. We will not have the exact path until full assessment has been completed and the national weather service has completed its survey.
- The relief effort began during the night. We have reports that 15-20 persons sought shelter during the early morning hours last night. Chief Sheldon of the Coal City Fire District will provide an update on those treated and some of the initial work completed by our Fire Department.

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



Matt Fritz

- There are already many ongoing efforts taking place to provide service for our residents. Besides the public safety efforts, which includes public works clearing a great deal of debris our local agencies are starting ways for people to assist.
- It is too early in the effort for volunteers to step forward...we need the public safety people to complete their jobs and ensure the safety of our residents. A call hotline has been established with operators to assist in directing any efforts at this time. The best of helping is for a monetary donation ... this can assist more quickly and to the right place. Our local Community Foundation of Grundy County has their website established for receiving this aid. Their official website is www.cfdgrundycounty.com
- There are multiple staging areas being setup in order to keep the immediate response as orderly and helpful as possible. The call center can be reach at 815-518-3047. The Methodist Church shall have meals available for those in need. When donations are provided, this will be our resident aid center. Public Works is being set up in multiple areas in order to stage all of the crews needed to assist and public safety has various command posts to maintain the perimeter and have emergency response ready. Continued interaction with media shall be at Diamond Village Hall until further notice.

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



815-518-3047

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



Command Staff Meetings

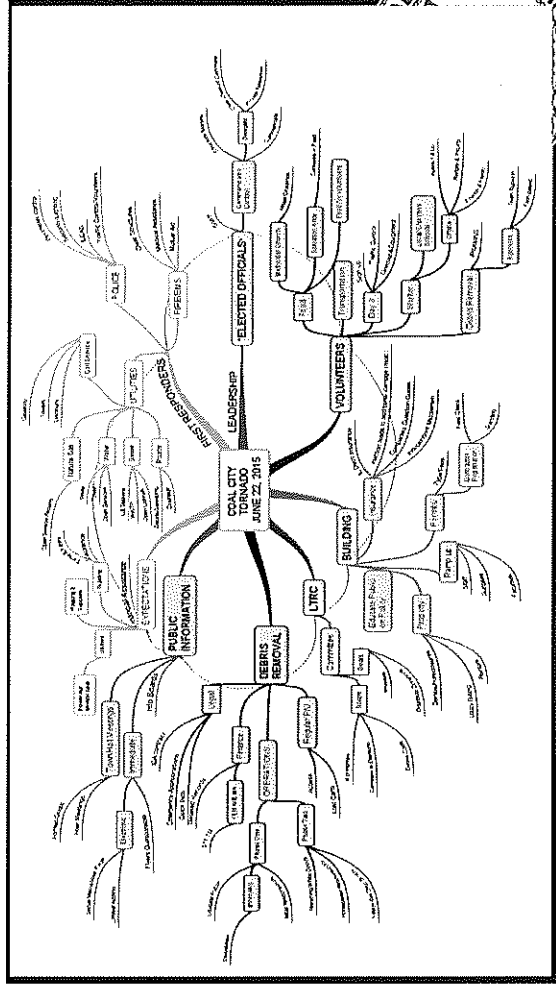
- Dynamic, Ever-Changing Structure
- Tailor the Structure to Necessary Response
 - Many Meetings at First; Twice a Day until once a week and finally once a month with the LTRC (Long Term Recovery Committee)



FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



Prior to end of Day 1 – Governor Rauner is on the Ground



Rely on Others; You Must Delegate

- Mayors and Managers have an entire network of Assistance
- *Existing Municipal Organization is Greatest Asset*
- Mutual Aid Networks Operate VERY efficiently

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES
TO ELIMINATE BURNOUT



Continue to Constantly Feed the Public with Information

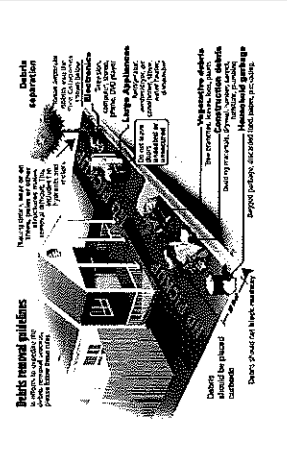
- 1st Step – Daily Press Briefings
- 2nd Step – Daily Press Releases
- 3rd Step – Weekly Updates and Direct Press Releases

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT



Debris Management Issue

Coal City Phase Two, Option 2



FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT



Debris Management Issue

STORM DEBRIS DISPOSAL UPDATE

With the aid of volunteers and neighboring communities, Village crews have been working diligently the past few days to remove storm debris from roads and storm drains. In an effort to keep roads open for public safety and residential access and clear curbs and drainage ditches of storm debris, the Village will make a final concerted push to collect storm debris from streets and parkways.

During the last two days, thousands of volunteers have assisted local residents in clean-up efforts. Beginning Monday, the Village will begin a final, major program to clear the streets and parkways of storm debris. On Monday, more than 70 trucks from IDOT, mutual aid communities, private companies and volunteers will begin a 4 day initiative to clear the streets of storm debris. This coordination of multiple resources is only available in a short time window. For the program to be successful, all storm debris must be placed at the curb by 8:00 am, Sunday, June 28.

In order to focus on streets being open for traffic and hauling stormwater systems operate unimpeded, this program will collect storm debris only. This restriction permits better use of equipment and expedites use of landfills. Items such as construction debris, appliances, and electronics will not be picked up in this program and should not be placed at the curb. Homeowners should document the items they have lost, and contact their insurance companies to plan for disposal of construction materials and personal belongings. The village will schedule a special drop-off program for white goods, hazardous household waste and electronics at a later date.

Regular residential trash collection will resume Tuesday, June 30. Because trash collection was unavailable last week, the Village has coordinated with Waste Management to have additional trucks in operation.

On behalf of Mayor Halliday and the Board of Trustees, and the whole community, thank you for your patience, perseverance, and cooperation efforts and dedication that shall keep Coal City strong.

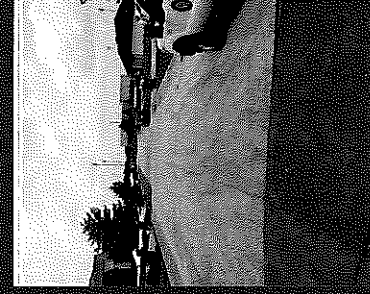
Village of Coal City

Issued Saturday, June 26, 2015, 09:00.

FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT



Debris Management Issue



FOCUS ON LEADERSHIP • BRING OTHERS ALONG • ESTABLISH BOUNDARIES TO ELIMINATE BURNOUT



Email to Village Board – 6/28 (Day 6) @ 4:17am

Chief Cheerleader(s)

Mayor & Trustees:

As we all begin to look out on Day 6 of the response I just want all of you to know that **you are all doing A LOT of good for Coal City**. Your flexibility, responsiveness, and cooperation are making it possible for a lot to happen **REALLY** quick. The feedback I am getting back from the State's emergency response department is that we are way, way, way ahead on so many fronts right now.

The good vibes and positivity may begin to wane when the rights of way are swept of everything that can be taken as storm debris and some items are left for pickup at a later time. Do not worry, that later time will be soon. It must all go somewhere. Please know we are getting critical advice from FEMA and we are attempting to preserve any possible reimbursable storm debris loads and keep them separate from the personal affects that should be separated and contracted separately. The best chance for the delineation between these 2 types of waste stream coming out of this chaos is to close the initial storm debris collection and move into the next phase.

By the way, **you will want to watch on Monday from what our Public Works Response staff is terming a "shock and awe" campaign** which will feature between 60-80 dumpsters along with D's 16 haulers to clear each of our 13 zones; this will be documented immediately afterward to show the moment in time the right of way had been cleared of its storm debris.

Lastly, I want to challenge each of you to think even bigger. You have set out goals in our Strategic and Comprehensive Plans for a vision of the future. The tornado is a short-term event, but it shall be a catalyst for the long-term future of this community.

Thanks so much for your support - we will continue to need to stay informed due to any decisions being made in a short time frame.

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TO ELIMINATE BURNOUT



Murphy's law will always be adding new dimensions

- Election of New Governor Results in unprecedented Budget Strife
- All work will be tornado-related for longer than anticipated
- Managing time often means establishing new means of communicating

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TO ELIMINATE BURNOUT



Communicate Everywhere and More than Ever

- Residents are Everywhere Physically in all Different Stages of Recovery Mentally
- Traditional Press Releases
- Speak through Multiple Agents
- Maintain latest Social Media – Facebook
- Don't Forget old fashioned hand bills

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TO ELIMINATE BURNOUT



Communicate Early & Often the long-term effect of a large disaster

- Borrowing of Necessary Capital to stay with Coal City for 20 years
- Staged Borrowing to ensure all residents return prior to debt being collected via property taxes

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TO ELIMINATE BURNOUT

Coal City Police Department
Weekly Summary of Activities
Thursday 08-17-17 – Wednesday 08-23-17

During this period, there were 58 calls for service, 14 verbal warnings and 0 assist Grundy County Sheriff's Dept.

Significant Incidents

08-18-17 at 11:44 AM, Police responded to a Coal City business to remove a subject refusing to leave the property. The subject stated he felt he was unfairly terminated from his job. Police advised the subject to leave the property or a trespass complainant would be signed.

08-23-17 at 6:30 PM, police responded to a W. Elizabeth Dr. resident for a verbal domestic disturbance call. The complainant stated he and his mother had gotten into an argument but it was over now. After speaking with both parties, police were able to resolve this incident.

Arrest Incidents

Expired Registration	4
Operating a Hand Held Device while Driving	3
Disobeying a Traffic Control Device	1
Speeding	4
Speeding in a School Zone	1
Violation of O.P.	1
Resisting a P.O.	1
Public Intoxication	1
Failure to Reduce Speed to Avoid an Accident	1
Abandoned Motor Vehicle	1
Suspended D.L.	1

Coal City Police Department
Weekly Summary of Activities
Thursday 08-24-17 – Wednesday 08-30-17

During this period, there were 53 calls for service, 25 verbal warnings and 0 assist Grundy County Sheriff's Dept.

Significant Incidents

08-26-17 at 10:00 AM, Police responded to the police department to speak with a Morris resident regarding unauthorized charges on her debt card. Police advised a report would be on file.

08-27-17 at 10:03 PM, police responded to a S. Kankakee St. residence for a verbal domestic disturbance. The complainant stated his mother and her brother share ownership of the residence, his uncle came to the residence trying to throw him out. Police advised the uncle he would have to go through the eviction process.

08-29-17 at 7:16 PM, police were dispatched to the police department for a battery complaint. The complainant stated a friend picked her up at her residence. While riding the female stopped the vehicle and asked her to get out of the vehicle, when she refused, she was pulled from the vehicle and punched several times. Due to conflicting stories between the parties, no complaint has been signed at this time.

Arrest Incidents

Disobeying a Stop Sign	2
Expired Registration	2
Speeding	3
Operating a Hand Held Device while Driving in School Zone	1
Failure to Reduce Speed to Avoid an Accident	1
Disobeying a Traffic Control Device	1
Parking Where Prohibited	2
Violation of O.P.	1
Improper Lighting	1
Possession of Tobacco by a Minor	1
After Park Hours Violation	2