



MEMORANDUM

DATE: August 17, 2015

TO: Philip A. Kiraly, Village Manager
Sharon Tanner, Assistant Village Manager

FROM: David Kraus, Management Analyst

SUBJECT: Report on Strategic Plan Implementation

Background

In an effort to track the status of the initiatives outlined in the Village's Strategic Work Plan, the Strategic Plan Implementation Schedule (attached) was constructed. The schedule is broken down by quarter and indicates when projects are expected to be completed. Further, a color coded system is utilized to illustrate the status of the projects: **green**-complete; **gold**-in progress; and **red**-not yet underway. This allows Staff and the Village Board to continue to monitor the implementation of the Strategic Work Plan.

Status

Significant projects are underway in each of the Village's six strategic priorities as outlined in the Strategic Work Plan. Staff has continued to focus on the initiatives and action items established under these strategic priorities throughout 2nd Quarter 2015. This has resulted in several action items that have either been completed or are in progress or ongoing. Listed below are the six priorities with a brief update on their current status.

Financial Sustainability

- Strategic Initiative: Increase Effectiveness of Budget Document in Presenting Priorities
 - *Action Item:* Develop a template to be used to define operating costs of all departmental functions for the FY 2017 budget process.
 - *Status:* In progress; staff is creating a template that will used to define operating costs of all departmental functions for the FY 2017 budget process. Staff anticipates completion by the end of 3rd quarter.

- Strategic Initiative: Create a Financial Decision Making Framework
 - *Action Item:* Increase Board awareness of financial policies and procedures through regular communication and reviewing financial policies with the Finance Committee and Village Board.
 - *Status:* Complete; staff has created a budget calendar for FY 2017.
- Strategic Initiative: Analyze Options for Increasing Local Revenue
 - *Action Item:* Complete review of Special Charter rights.
 - *Status:* In progress; staff continues to work with the Village's Attorney on reviewing the Village's Special Charter rights. Staff anticipates completion and discussion in 3rd Quarter 2015.
 - *Action Item:* Determine how to achieve other revenue growth.
 - *Status:* Not started; outgrowth of Special Charter rights review. Staff will address once this review is completed.

Commercial Vitality

- Strategic Initiative: Complete the Downtown Plan
 - *Action Item:* Host open house inviting public comment on draft Downtown Plan.
 - *Status:* Not started; staff anticipates this process commencing after the first draft of the Downtown Plan is completed.
- Strategic Initiative: Develop a Downtown Promotion Strategy
 - *Action Item:* Establish a public/private partnership to reinvigorate the farmer's market.
 - *Status:* In progress; staff continues to work with the Glencoe Chamber of Commerce in evaluating the structure of the farmer's market and discussing ways to improve it moving forward.
 - *Action Item:* Maintain/expand the quality and appeal of special events throughout the Village.
 - *Status:* Ongoing/In progress; staff continues to meet internally and with external stakeholders to discuss ways to improve special events.
- Strategic Initiative: Create a Business Attraction and Retention Program
 - *Action Item:* Promote parking options in and around downtown.
 - *Status:* Not started; staff anticipates this process commencing after the first draft of the Downtown Plan is completed.
 - *Action Item:* Implement business retention visits with existing businesses.
 - *Status:* Ongoing/In progress; the Village Manager's Office and Planning and Development Administrator are coordinating these visits and anticipates these to continue into 3rd Quarter 2015.

- *Action Item:* Reevaluate the Village’s street light banner policy.
 - *Status:* In progress; staff has revised the current policy and sent it to the Village Attorney for review. The project is expected to be completed by the end of July 2015.
- *Action Item:* Monitor permitted uses within the Village’s business districts and recommend Code changes as necessary.
 - *Status:* Ongoing/In progress; staff continues to monitor permitted uses. Currently, staff has identified potential revisions to the Village’s Liquor Code that can help attract new businesses.
- *Action Item:* Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining the process.
 - *Status:* Ongoing/In progress; staff is analyzing the current process of issuing and approving business licenses and identifying potential improvements.

Infrastructure Replacement

- Strategic Initiative: Complete Water System Master Plan
 - *Action Item:* Develop and implement a communication plan to outline water treatment plant replacement alternatives.
 - *Status:* Ongoing/In progress; three public outreach meetings have taken place where staff (and representatives from Strand Associates at the Community Open House) interacted with residents, gathering feedback and answering questions.
 - *Action Item:* Continue to evaluate possible partnership with the Northwest Water Commission (NWC).
 - *Status:* Ongoing/In progress; staff continues to evaluate this partnership.
- Strategic Initiative: Enhance Capital Improvement Plan Review Process
 - *Action Item:* Reassess capital equipment replacement procedures and policies.
 - *Status:* In progress; part of the FY 2017 budget discussion and is anticipated to be completed by the end of 3rd Quarter 2015.
 - *Action Item:* Develop a qualitative decision-making approach for the review of the Village’s 10-year capital project inventory.
 - *Status:* In progress; part of the FY 2017 budget discussion and is anticipated to be completed by the end of 3rd Quarter 2015.
- Strategic Initiative: Refine Storm Water Management Plan
 - *Action Item:* Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process.

- *Status:* Ongoing/In progress; staff continues to monitor problem areas and will evaluate potential needs for the upcoming FY17 budget process.
 - *Action Item:* Review the Village's sewer maintenance and repair program.
 - *Status:* In progress; the Public Works Department is currently reviewing the program and expects it to be completed by the end of 3rd Quarter 2015.
- Strategic Initiative: Implement Golf Course Clubhouse Redevelopment Plan
 - *Action Item:* Negotiate a working agreement with the Forest Preserve District.
 - *Status:* Ongoing/In progress; staff is awaiting Cook County's to the Village's counterproposal.
 - *Action Item:* Research funding opportunities for new clubhouse.
 - *Status:* Ongoing/In progress; staff continues to evaluate funding opportunities.

Operational Effectiveness

- Strategic Initiative: Establish Service Level Baselines
 - *Action Item:* Identify all major services by department and determine which services are core or enhanced.
 - *Status:* Complete; findings are expected to be presented to the Village Board by the end of 4th Quarter 2015.
- Strategic Initiative: Undertake Process Improvement Initiatives in Two Service Areas (Public Works/Technology)
 - *Action Item:* Review process for work order management in the Public Works Department and investigate work order management technology solutions. Report these findings to the Village Board.
 - *Status:* On hold due to state budget considerations.
- Strategic Initiative: Undertake Process Improvement Initiatives in Two Service Areas (Finance/Technology)
 - *Action Item:* Develop plan to reduce hand entry of billing and payment data.
 - *Status:* In progress; staff is finalizing the implementation of citizen access and business license renewal systems and anticipates completion in early 3rd Quarter 2015.
 - *Action Item:* Review process for preparing payroll and time entry, including review of outsourcing opportunities.
 - *Status:* Ongoing/In progress; staff is working on a streamlined system for time and attendance through its Enterprise Resource Planning (ERP) system.

- Strategic Initiative: Examine Additional Shared Services Opportunities
 - *Action Item:* Explore further partnerships between the Village and Park District including the possibility of a shared services facility for Public Works and Park District maintenance and/or shared disaster recovery site.
 - *Status:* Ongoing/In progress; staff continues to evaluate potential opportunities for shared services and will be working on additional opportunities in the upcoming fiscal year.

- Strategic Initiative: Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the Use of Technology
 - *Action Item:* Determine appropriate staffing levels for IT support.
 - *Status:* In progress; staff is revising a RFP to determine appropriate staffing levels and anticipates completion by the end of 3rd Quarter 2015.

 - *Action Item:* Evaluate existing Enterprise Resource Planning (ERP) software and research alternative providers. Determine which is best to implement best practice and technology-driven improvements to service delivery and operational effectiveness.
 - *Status:* In progress; staff is revising a RFP for an IT an ERP assessment and anticipates completion by the end of 3rd Quarter 2015.

Organizational Development

- Strategic Initiative: Establish a Centralized Human Resources Function in the Organization
 - *Action Item:* Centralize the human resources function within the Village Manager's Office.
 - *Status:* In progress; the recruitment function has been centralized in the Village Manager's Office and staff has developed a revised employment application and standardized recruitment and pre-employment screening processes. Staff anticipates completion by the end of 3rd Quarter 2015.

- Strategic Initiative: Establish a Leadership Development Program
 - *Action Item:* Provide leadership/management training for first-line supervisors.
 - *Action Item:* Provide leadership/management opportunities for supervisors including those outside of traditional job responsibilities.
 - *Action Item:* Ensure a work and training environment that allows for competitive internal promotions.
 - *Status:* Ongoing/In progress; staff is developing and scheduling training over the next 12 months in risk management and legal fundamentals of supervision.

- Strategic Initiative: Create an Enterprise-Wide Training and Development Program
 - *Action Item:* Establish a list of certifications and/or specialized skills of all current positions and develop a plan to maintain all requirements for each.
 - *Status:* In progress; staff is working on establishing this list and anticipates its completion by early 3rd Quarter 2015.
 - *Action Item:* Develop compensation/classification plan tied to outcomes and performance evaluations.
 - *Status:* In progress; staff is currently developing a compensation and classification plan.

Community Engagement

- Strategic Initiative: Enhance Public Understanding of Glencoe Village Government
 - *Action Item:* Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses.
 - *Action Item:* Develop comprehensive communications policy including web, social media and print communications from the Village.
 - *Status:* In progress; staff is developing comprehensive communications policy and expects completion in early 3rd Quarter 2015.
 - *Action Item:* Conduct media outreach with newly hired and promoted employees.
 - *Action Item:* Publish employee spotlight columns/articles in Glencoe Quarterly.
 - *Status:* Ongoing/In progress; staff continues to reach out to the news media via the Village's news briefing when employees are hired or promoted and staff will be publishing a new article about an employee in the fall edition of the *Glencoe Quarterly*.
- Strategic Initiative: Conduct a Comprehensive Review of Boards and Commissions.
 - *Action Item:* Recruit/attract qualified members.
 - *Status:* Ongoing/In progress, staff continues to receive new applications from individuals interested in serving on a Village Board or Commission.
- Strategic Initiative: Improve Organization's Understanding of Resident Needs and Expectations
 - *Action Item:* Conduct formal and scientific citizen survey and analyze results.
 - *Status:* Staff is selecting a consultant to work with on a citizen survey and will be developing questions that will be discussed at an upcoming Committee of the Whole (COW) meeting.

- Strategic Initiative: Expand Public Participation in Village Affairs.
 - *Action Item:* Establish working file with resumes of interested applicants categorized by area of interest.
 - *Action Item:* Utilize file to fill identified and anticipated vacancies as needed.
 - *Status:* Staff continues to maintain this file in the Village Manager's Office and utilizes it as needed.

Attachments: Strategic Plan Implementation Schedule

2015

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Financial Sustainability												
Increase Effectiveness of Budget Document in Presenting Priorities												
Develop a template to be used to define operating costs of all departmental functions for FY17 budget process									In Progress: FY2017 budget			
Create Financial Decision Making Framework												
Develop budgetary protocols and criteria for staff recommendations and Board decision making									IN PROGRESS: FY2017 budget			
Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Committee and Village Board	In Progress: FY2017 Budget		In Progress: FY2017 Budget			In Progress: FY2017 Budget			In Progress: FY2017 Budget			
Analyze Options for Increasing Local Revenue												
Develop fee review schedule		Completed: FY2016 Fee Resolution approved and will be reviewed annually										
Complete review of Special Charter Rights		In Progress: Village Attorney will present findings at upcoming Committee of the Whole meeting										
Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)					Not Started							
Appoint an ad hoc committee to complete analysis of Special Charter rights vs. Home Rule									Not Started			
Coordinate a review of new revenue opportunities with review of opportunities to improve process efficiency									Not Started			
Commercial Vitality												
Complete the Downtown Plan												
Continue with public process to engage the community in discussing the future of Downtown Glencoe	Ongoing		Ongoing			Ongoing						
Host open house inviting public comment on draft Downtown Plan				In Progress								
Finalize Downtown Plan based on feedback from open house									In Progress: Schedule to be determined by Plan Commission			
Present Downtown Plan to Village Board									Finalized Plan expected to be presented in late 2015/early 2016			
Develop a Downtown Promotion Strategy												
Establish a public/private partnership to reinvigorate the Farmer's Market					In Progress: Chamber of Commerce and the Village is working on developing a new market for 2016 season							
Maintain/expand quality and appeal of current downtown special events (Grand Prix, 4th of July, Festival of the Arts)	Ongoing		Ongoing			Ongoing			Ongoing			
Create a Business Attraction and Retention Program												

Promote parking options in and around downtown			Not Started: Outgrowth of the Downtown Plan	
Implement business retention visits with existing businesses	Ongoing	Ongoing	Ongoing	Ongoing
Reevaluate Village banner policy for downtown streetlights		In Progress		
Develop a business recruitment strategy to attract businesses identified in the Downtown Plan			Not Started: Outgrowth of Downton Plan	
Monitor permitted uses within the Village's business districts and recommend Code changes as necessary	Ongoing	Ongoing	Ongoing	Ongoing
Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining process	Ongoing	Ongoing	Ongoing: Liquor code modifications being reviewed; other licensing in FY16	Ongoing
Evaluate the effectiveness of the small business improvement program			Not Started	
Infrastructure Replacement				
Complete Water System Master Plan				
Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant	In Progress: Initial report presented at March 2015 Village Board meeting			
Develop and implement communication plan to outline water treatment plant repalcement alternatives	Ongoing	Ongoing	Ongoing	
Continue to evaluate possible partnership with the Northwest Water Commission	Ongoing	Ongoing	Ongoing	
Utilize information from the Water System Master Plan to develop long term water system improvement plan				Ongoing: Review of system infrastructure underway
Enhance Capital Improvement Plan Review Process				
Reassess captial equipment replacement procedures/policies		In Progress; Part of FY 17 budget discussions		
Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory		In Progress; Part of FY 17 budget discussions		
Assess Needs of Sanitary Sewer System				
Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification			Ongoing	
Refine Storm Water Management Plan				
Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process	Ongoing	Ongoing	Ongoing	Ongoing
Review the Village's sewer maintenance/repair program		In Progress: Completion expected in 2015		
Review maintenance programs for ravine and storm sewer outfalls			In Progress: Completion expected in 2015	
Implement Golf Clubhouse Redevelopment Plan				
Negotiate a working agreement with the Forest Preserve District	In Progress	In Progress		
Research funding opporunities and budget for new clubhouse		Ongoing	Ongoing	Ongoing
Present architectural services budget to Village Board for approval; recommend contract			In Progress: Outgrowth of agreement with Forest Preserve District	

Operational Effectiveness				
Establish Service Level Baselines				
Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)		Completed		
Present findings to the Board				In Progress: Part of FY2017 budget discussions
Undertake Process Improvement Initiatives in Two Service Areas (PW/Tech)				
Review process for work order management in Public Works Department; investigate work order management technology solutions		On hold due to State budget considerations		
Recommend solution to Village Board for approval		On hold due to State budget considerations		
Modify operations and integrate new technology into work process			On hold due to State budget considerations	
Undertake Process Improvement Initiatives in Two Service Areas (Finance/Tech)				
Develop plan to reduce hand entry of billing and payment data		In Progress: Finalizing Citizen Access and business license renewal implementation		
Review process for preparing payroll and time entry, including review of outsourcing opportunities		In Progress	In Progress	Ongoing
Examine Additional Shared Service Opportunitites				
Compile report for the Board on existing shared services; where possible, articulate costs and cost savings				Not Started: Report in FY16
Conduct analysis of partnering opportunities with other regional municipal organizations; identify similar operational needs and estimate costs				Not Started: Report in FY16
Explore further partnerships between the Village and Park District including the possibility of a shared facility for Public Works and Park District Maintenance and/or shared disaster recovery site	Ongoing	Ongoing	Ongoing	Ongoing
Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the use of Technology				
Redefine the role of the IT Committee to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology	Completed	Completed	Completed	Completed
Evaluate existing Enterprise Resource Planning (ERP) software; Research alternative ERP software provider. Determine which is best to implement "best practice" and technology-driven improvements to service delivery and operational effectiveness			In Progress: Completion expected in FY16	
Present a report to the Village Board on technology improvements and recommendations for implementation				Not Started
Determine appropriate staffing levels for IT support			In Progress: Staffing assistance RFP in development	
Organizational Development				
Establish a Centralized Human Resources Function in the Organization				
Centralize the human resources function within the Village Manager's Office		Completed	Completed	
Establish a Leadership Development Program				
Provide leadership/management training for first-line supervisors			Ongoing	
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Ongoing	Ongoing	Ongoing	Ongoing

Ensure a work and training environment that allows for competitive internal promotions	Ongoing	Ongoing	Ongoing	Ongoing
Create an Enterprise-Wide Training and Development Program				
Establish a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each	In Progress	In Progress		
Develop compensation/classification plan tied to outcomes and performance evaluations			In Progress	
Community Engagement				
Enhance Public Understanding of Glencoe Village Government (Issues, Organization, Services)				
Develop comprehensive communications policy, including web, social media and print communications from the Village		In Progress		
Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses		In Progress: Outgrowth of comprehensive communications policy		
Conduct media outreach/interviews with newly hired and promoted employees	Ongoing	Ongoing	Ongoing	Ongoing
Publish employee spotlight columns/articles in Glencoe Quarterly	Ongoing	Ongoing	Ongoing	Ongoing
Develop A-Z guide to Village services and FAQs				Not Started
Conduct a Comprehensive Review of Boards and Commissions				
Review opportunities to coordinate/consolidate Boards and Commissions	Completed			
Recruit/attract qualified members	Ongoing	Ongoing	Ongoing	Ongoing
Improve Organization's Understanding of Resident Needs, Expectations				
Conduct formal and scientific citizen survey and analyze results; identify and implement opportunities for improvement				In Progress: Survey results expected in FY16
Implementation of service request system to expedite registering, processing and tracking of residential service requests				On hold due to state budget considerations
Expand Public Participation in Village Affairs				
Develop recruitment strategy for Village Board and Commissions	Completed	Completed	Completed	Completed
Establish working file with resumes of interested applicants categorized by area of interest	Ongoing	Ongoing	Ongoing	Ongoing
Utilize file to fill identified and anticipated vacancies as needed	Ongoing	Ongoing	Ongoing	Ongoing