



MEMORANDUM

DATE: February 19, 2015
TO: Philip A. Kiraly, Village Manager
FROM: David Kraus, Administrative Intern
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, a Strategic Plan Implementation Schedule was constructed (attached). The schedule is broken down by quarter and illustrates when each project was expected to be completed. Further, a color coded system is utilized to indicate project status: **green**-complete; **gold**-in progress; and **red**-not yet underway. This allows for easy tracking of projects moving forward.

Status

Projects for calendar year 2014 and first quarter of calendar year 2015 were all either completed or are in progress. Status updates for each of these projects are contained in the corresponding cells. Some projects were moved from a particular quarter to another and are highlighted in **yellow**. Explanations as to the reason for their movement are contained therein as well.

Future Updates

Staff in each Department is working with me to regularly update this schedule. Progress reports will be provided to the Village Manager and the Village Board on a quarterly basis; any additional updates, with justifications for such updates, will be made as necessary.

Attachments: Strategic Plan Implementation Schedule

2014

	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												
Enhance presentation of long-range financial plan and capital improvement plan documentation									COMPLETE; In FY 2016 Budget			
Present recommended budget document with integrated strategic priorities and greater expense/revenue detail											COMPLETE; FY 2016 Budget	
Commercial Vitality												
Create a Business Attraction and Retention Program												
Implement rotational 'Local Business Spotlight' to highlight the services/history of a specific business on website and Glencoe Quarterly; regularly highlight list of new businesses opened in the last quarter											COMPLETE; In Glencoe Quarterly	
Infrastructure Replacement												
Enhance Capital Improvement Plan Review Process												
Review and update 5 year capital equipment replacement program, including funding projections and recommendations									COMPLETE; CIP in FY 16 Budget			
Review and update 10 year capital project inventory, including funding projections and recommendations									COMPLETE; CIP in FY 16 Budget			
Refine Storm Water Management Plan												
Complete engineering study of targeted flooding areas											COMPLETE; Study presented at VB meeting 2014	
Operational Effectiveness												
Undertake Process Improvement Initiatives in Two Service Areas (Finance/Tech)												
Review process for preparing payroll and time entry, including review of outsourcing opportunities											COMPLETE; VB approved Dec 2014	
Develop plan to streamline finance billing and process for vehicle licenses, alarm billing and other permits											COMPLETE; VB approved Dec 2014	
Examine Additional Shared Service Opportunities												
Compile report for the Board on existing shared services; where possible, articulate costs and cost savings											COMPLETE; VB approved Dec 2014	
Organizational Development												
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												
Review organization-wide training needs											Complete; Training Schedule being finalized	
Community Engagement												
Expand Public Participation in Village Affairs												
Develop recruitment strategy for Village Board and Village Commissions											COMPLETE	
Establish working file with resumes of interested applicants categorized by area of interest											ONGOING	

Continue to evaluate possible partnership with the Northwest Water Commission			DUE	
Utilize information from the Water System Master Plan to develop long term water system improvement plan				DUE
Enhance Capital Improvement Plan Review Process				
Reassess capital equipment replacement procedures/policies		DUE		
Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory		DUE		
Assess Needs of Sanitary Sewer System				
Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification				**DUE; Planned. Additional evaluation of potential grant programs is needed. Recommendation for FY 17.
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	Finalize 2015 CIP Bond Issue Improvements	ONGOING	ONGOING	ONGOING
Review the Village's sewer maintenance/repair program		DUE		
Review maintenance programs for ravine and storm sewer outfalls			DUE	
Implement Golf Clubhouse Redevelopment Plan				
Negotiate a working agreement with the Forest Preserve District	ONGOING; Staff is continuing conversations with the District relative to a new clubhouse			
Research funding opportunities and budget for new clubhouse		DUE		
Present architectural services budget to Village Board for approval; recommend contract			DUE	
Operational Effectiveness				
Establish Service Level Baselines				
Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)				**DUE; Additional review is needed.
Present findings to the Board				DUE
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		DUE		
Review process for preparing payroll and time entry, including review of outsourcing opportunities				**DUE; Additional review is needed by the Finance Dept. and VMO necessary
Recommend solution to Village Board for approval		DUE		
Modify operations and integrate new technology into work process			DUE	
Undertake Process Improvement Initiatives in Two Service Areas (Finance/Tech)				
Develop plan to reduce hand entry of billing and payment data	90% Complete; Staff will be determining the next step for proper implementation.			
Review process for preparing payroll and time entry, including review of outsourcing opportunities		DUE		
Examine Additional Shared Service Opportunities				
Compile report for the Board on existing shared services; where possible, articulate costs and cost savings				**DUE; Planned recommendation for FY 17
Conduct analysis of partnering opportunities with other regional municipal organizations; identify similar operational needs and estimate costs				DUE
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; Staff continues to explore partnerships with the Park District as opportunities arise.	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	ONGOING; To be discussed further at next Committee meeting	ONGOING	ONGOING	ONGOING

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			DUE; Moved in accordance with the adoption of the FY 2016 budget as well as the new AVM.	
Present a report to the Village Board on technology improvements and recommendations for implementation				DUE
Determine appropriate staffing levels for IT support			DUE	
Organizational Development				
Establish a Centralized Human Resources Function in the Organization				
Centralize the human resources function within the Village Manager's Office		DUE		
Establish a Leadership Development Program				
Provide leadership/management training for first-line supervisors			DUE	
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	ONGOING; Department Heads are providing opportunities for supervisors that will enhance their professional development.	ONGOING	ONGOING	ONGOING
Ensure a work and training environment that allows for competitive internal promotions	ONGOING; A training curriculum is being developed for 2015 that will outline numerous opportunities for employees to further their professional development.	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		**DUE; In Progress. Information being compiled		
Develop compensation/classification plan tied to outcomes and performance evaluations			DUE	
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; Expected at end of 2nd Quarter 2015	DUE		
Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	In Progress; Developing more systematic approach to system. Expected completion in line with Communication Policy.			
Conduct media outreach/interviews with newly hired and promoted employees	ONGOING; Department Heads are reaching out to newly hired and promoted employees as necessary.	ONGOING	ONGOING	ONGOING
Publish employee spotlight columns/articles in Glencoe Quarterly	ONGOING; First article appeared in last Glencoe Quarterly.	ONGOING	ONGOING	ONGOING
Develop A-Z guide to Village services and FAQs				DUE
Conduct a Comprehensive Review of Boards and Commissions				
Review opportunities to coordinate/consolidate Boards and Commissions		DUE		
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				DUE
Implementation of service request system to expedite registering, processing and tracking of residential service requests				**DUE; Moved to allow for more analysis.
Expand Public Participation in Village Affairs				
Develop recruitment strategy for Village Board and Commissions	ONGOING	ONGOING	ONGOING	ONGOING
h working file with resumes of interested applicants categorized by area of in	ONGOING; File currently stored in VMO.	ONGOING	ONGOING	ONGOING
Utilize file to fill identified and anticipated vacancies as needed	ONGOING	ONGOING	ONGOING	ONGOING