



MEMORANDUM

DATE: September 4, 2015

TO: President Lawrence R. Levin and the Board of Trustees

FROM: Philip A. Kiraly, Village Manager

CC: Department Heads

SUBJECT: Discussion of Strategic Priorities

The Village Board is scheduled to meet on Tuesday, September 15, 2015 to review and discuss the Village's current strategic priorities as set in May 2014 and formally approved by the Board in October 2014. This memorandum is intended to provide context for that discussion and to offer an update to the Board as to progress with the existing work plan.

Background

In May 2014, the Village President, Board of Trustees and Senior Staff met to develop strategic priorities that would lead to the creation of a three-year strategic work plan. The process took place over two sessions and after significant input by all parties through the use of a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) the Board agreed upon six strategic priorities. These included:

- Financial Sustainability
- Commercial Vitality
- Infrastructure Replacement
- Operational Effectiveness
- Organizational Development
- Community Engagement

In developing these six strategic priorities, the Board articulated its collective vision for the stewardship of the Village by focusing on areas that have historically been hallmarks for the Village of Glencoe – *financial sustainability, infrastructure replacement, community involvement* – while also focusing on the need to adapt the Village and the organization to deal with the challenges that lie ahead of the community – *commercial vitality, operational effectiveness, organizational development*. All priorities have both an external and internal focus in that they relate to the services the Village provides our 9,000 residents, as well as ways of reviewing internal needs and making investments in the operational, structural and human

components of the nearly 100 employee Village organization. It was agreed that all six strategic priorities underscored the Village's commitment to being focused on exceptional service delivery, being responsive and responsible to the community and its needs and doing so within a fiscally conservative footprint.

With the strategic priorities set, the strategic initiatives associated with each priority and their associated action items were developed by staff through extensive discussion and collaboration between Departments and approved by the Village Board in October 2014.

Current Discussion of Strategic Priorities

The Board and Senior Staff are scheduled to meet on September 15 for the purpose of reviewing and discussing the six current strategic priorities to determine if they remain relevant and should be affirmed, or if not, how they might be modified. The extensive work (SWOT analysis, facilitated discussion, etc.) that was done in May 2014 to develop these priorities is not expected to be duplicated on September 15; rather the Board and Staff will discuss the validity of the strategic priorities now that approximately one year has passed since they were approved. An annual reaffirmation or redirection is important so that staff, in developing the next fiscal year's budget, can use the priorities to modify the existing work plan and adjust to the Board's direction.

Taking time to evaluate our strategic priorities is particularly appropriate this year as three new Trustees have joined the Board. It is also important to acknowledge that the environment that we existed within one year ago has shifted. The stalemate in Springfield further threatens the Village's modest revenue structures even as the economy struggles to recover from the 2008 recession. And yet, there are no clear signs of how bad (or possibly, *not* bad) things may get until action is taken in Springfield. As a team, a significant part of our discussion should include how the strategic priorities appropriately provide guidance in this environment. Our strategic priorities are flexible enough to accommodate shifts in our environment, but a thoughtful discussion of the Board's perception of that flexibility is critical.

We have known capital needs that include the Water Treatment Plant, golf clubhouse and infrastructure replacement throughout the community (water main, sewer, streets). Likewise, we must continue to invest in the organization through training and technology to arrive at improved work processes, and to ensure we have a workforce capable of innovating. State mandate is requiring that we consolidate dispatch operations, a new effort we are now undertaking. Efforts to address the continued excellence of our public safety services, our downtown's vibrancy and sustainability (with its many definitions) will all be front burner issues in the next year.

In addition to the above, it will be important that the Board consider in advance of this discussion various policy concepts such as the potential for outsourcing or consolidation of certain functions or reducing and/or eliminating certain services. The specific functions, programs or services that might be considered need not be the focus immediately; but, reflection on whether these policy concepts should be investigated will give staff insight into how to review them.

In the end, however, it is not simply a discussion of revenues and expenditures that should guide the Board in reviewing its strategic priorities. While dollars are critically important, as a

government entity, we must also consider that even if funds are scarce, an absolute responsibility exists to provide the most basic of life safety services to the community.

Status of Current Work Plan

While a discussion of the work plan itself is not specifically on the agenda for September 15, I want to provide to the Board as further context a bit of discussion as to how it was developed and how it is used internally. As noted, the strategic work plan document was developed by staff and approved by the Village Board on October 16, 2014 at their regular meeting. For ease of review, I have included it as an attachment with a status update on each item listed in the work plan. Village staff has also developed and presented to the Village Board several update documents as well, which are also included as attachments.

The work plan is used by the staff extensively in developing budget recommendations and as a tool toward advancing the priorities the Board has established. The methodology staff used in developing the work plan notes that each year of the plan builds upon the year prior. Often these projects are foundational, necessary for completion before moving on to other related projects developed in the plan. By means of explanation, one such example highlighted in the current Fiscal Year includes the commencement of a Compensation Study (Strategic Priority: Organizational Development – *Create an Enterprise-Wide Training and Development Program*). Currently underway, completion of this study is necessary to allow for other projects to take place – namely (1) *the development of a formal employee performance evaluation program*; (2) *an update of job descriptions*; (3) *development of a career development plan for each employee*; and, (4) *a comprehensive update and review of the Village's Personnel Policies*.

The plan has been used to seek Board authorization for the allocation of funds for projects in the current fiscal year, and will again be used as we develop the fiscal year 2017 budget. By design, work plans are flexible and change over time. Given the environment we are in, it is likely that our September 15 discussion of the strategic priorities will lead to staff developing a modified work plan for Board review in the near future, even if the strategic priorities themselves do not change.

There has been sentiment expressed by the Board that the strategic work plan be an engaging document that accomplishes something positive for the Village at both the Board and staff level. I agree wholeheartedly, and the staff has worked over the past year to integrate the plan and its priorities into day to day operations as well as long range planning. But I also acknowledge that staff can do more to underscore the importance and value of the work plan, and how we are using it regularly. While the priorities, initiatives and tasks were included within the Village's budget document and a regular quarterly update is provided to the Board, staff is working on ways to better integrate and highlight the strategic priorities into other Board documents, agenda items, public information pieces and internal communications.

Next Steps

I, along with the staff, look forward to discussing the strategic priorities on September 15 at 6:00 p.m. We will meet at the Village Hall, and this will be an open meeting. An agenda will be posted and distributed next week. Please advise if you have questions or concerns in advance of that date, or if additional information is needed.

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
Financial Sustainability	a) Increase Effectiveness of Budget Document in Presenting Priorities	Enhance presentation of long-range financial plan and capital improvement plan documentation	Development of improved CIP and Financial Forecast	Finance Director, Village Manager's Office, Department Heads	Completed: FY2016 budget
		Present recommended budget document with integrated strategic priorities and greater expense/revenue detail	Presentation of budget in sufficient detail for Village Board evaluation of recommendations	Finance Director, Village Manager's Office, Department Heads	Completed: FY2016 budget
		Develop a template to be used to define operating costs of all departmental functions for FY17 budget process	Document each department's operational costs, by program	Finance Director, Department Heads	In Progress: FY2017 budget
	b) Create Financial Decision Making Framework	Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director	In Progress: FY2017 budget
		Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Committee & Village Board	Develop a calendar of ongoing policy review into the Finance Committee annual calendar	Finance Director, Village Manager	Ongoing: FY2017 budget calendar created
		Evaluate sufficiency of enhanced budget documents	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director, Department Heads	Ongoing
	c) Analyze Options for Increasing Local Revenue	Develop fee review schedule	Establish a schedule to review all fees on a rotating basis over a 5 year period	Finance Director	Completed: FY2016 Fee Resolution approved and will be reviewed annually
		Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; present findings	Village Manager's Office, Finance Director, Village Attorney	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)	Review opportunities for creating new revenue	Village Manager's Office, Finance Director, Department Heads	Not Started
		Appoint an ad hoc committee to complete analysis of Special Charter rights vs. Home Rule	Analyze existing revenue opportunities and compare to Home Rule; present Findings	Ad Hoc Committee, Village Manager's Office, Finance Director, Village Attorney	Not Started
		Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency	Review opportunities to improve process efficiency and free up allocated revenue for use as best determined by the Village Board	Village Manager's Office, Department Heads, Village Board	Not Started
	Commercial Vitality	a) Complete the Downtown Plan	Continue with public process to engage the community in discussing the future of Downtown Glencoe	Plan Commission meetings; panel discussions; ongoing input through communications venues such as website and mobile app	Planning and Development Administrator, Village Planner, Village Manager's Office, Plan Commission

	Host open house inviting public comment on draft Downtown Plan	Present downtown plan/alternatives for key development sites	Planning & Development Administrator, Village Planner	In Progress: Schedule to be determined by Plan Commission
	Finalize Downtown Plan based on feedback from open house	Plan Commission approves recommendation to Village Board to adopt plan	Planning & Development Administrator, Village Planner	In Progress: Schedule to be determined by Plan Commission
	Present Downtown Plan to Village Board	Present plan to Board; Approve Plan	Planning & Development Administrator, Plan Commission, Village Planner, Village Manager's Office, Village Board	Finalized Plan expected to be presented in late 2015/early 2016
	Following approval of the Downtown Plan, commence review of signage and appearance standards	Plan Commission review and recommendations for modifications to standards	Plan Commission, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of the Downtown Plan
	Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown	Review outcomes of parking study; review and evaluate best practices, including use of technology for parking enforcement	Public Works, Public Safety, Finance, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of the Downtown Plan
b) Develop a Downtown Promotion Strategy	Establish a public/private partnership to reinvigorate the Farmer's Market	Increase participation of vendors and attract more Glencoe residents and visitors	Village Manager's Office, Planning & Development Administrator	In Progress: Chamber of Commerce and the Village is working on developing a new market for the 2016 season
	Maintain/expand quality and appeal of current downtown special events (Grand Prix, Fourth of July, & Festival of the Arts)	Maintain/increase attendance and participation levels	Village Manger's Office, Public Works, Public Safety	Ongoing
	Engage consultant to assist with downtown promotion/branding initiative following completion of downtown plan and building on Writers' Theatre development	Make a recommendation to the Village Board; consultant selected/contract signed	Planning & Development Administrator	Not Started: Outgrowth of the Downtown Plan
c) Create a Business Attraction and Retention Program	Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	Public Works	Not Started: Outgrowth of the Downtown Plan
	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	Publish list in each Glencoe Quarterly; highlight one business in each issue	Administrative Intern	Ongoing
	Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Manager, Planning and Development Administrator	Ongoing
	Host business district breakfast meetings to foster regular communication between the Village and the business community	Host breakfast semi-annually	Village Manager, Planning & Development Administrator	Not Started: First breakfast meeting expected to take place in 1st Quarter 2016

		Reevaluate Village banner policy for downtown streetlights	Conduct review; make changes as necessary	Public Works, Village Manager's Office	In Progress
		Develop a business recruitment strategy to attract businesses identified in the Downtown Plan	Develop strategy and begin outreach	Village Manager's Office, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of the Downtown Plan
		Monitor permitted uses within the Village's business districts and recommend Code changes as necessary	Track vacancies through ongoing dialogue with the business community; understand zoning limitations; recommend Code changes	Planning and Development Administrator, Village Planner, Village Manager's Office, Plan Commission, Village Board	Ongoing
		Inventory existing streetscape (furniture, landscaping, etc.) and upgrade as necessary; Identify areas where limestone raised planters and additional landscaping could be expanded	Prepare streetscape/landscape plan for targeted areas	Planning and Development Administrator, Assistant to the Public Works Director, Village Planner	Not Started: Outgrowth of the Downtown Plan
		Review business license process, building codes, and Village regulations to identify impediments and to identify options for streamlining process	Conduct review make recommended modifications to the process	Planning & Development Administrator, Assistant Village Manager, Public Safety	Ongoing: Liquor Code modifications being reviewed; other licensing in FY16
		Evaluate the effectiveness of the small business improvement program	Develop improvements/changes to the program; Integrate into FY17 Budget Recommendation	Assistant Village Manager, Administrative Intern	Not Started
Infrastructure Replacement	a) Complete Water System Master Plan	Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant	Complete Water System Master Plan;	Public Works, Village Manager's Office	In Progress: Initial report presented at March 2015 Village Board meeting.
		Develop and implement communication plan to outline water treatment plant replacement alternatives	Host project open houses and public hearings with members of the community	Public Works, Village Manager's Office	Ongoing
		Continue to evaluate possible partnership with the Northwest Water Commission	Development of formal partnership, including negotiation of an agreement, if feasible	Public Works, Village Manager's Office	Ongoing
		Utilize information from the Water System Master Plan to develop long term water system improvement plan	Integrate projects into the Village's into capital project inventory	Public Works, Village Manager's Office	Ongoing: Review of system infrastructure underway.
	b) Enhance Capital Improvement Plan Review Process	Review and update 5 year capital equipment replacement program, including funding projections and recommendations	Complete multi-department 5 year capital equipment plan	Village Manager's Office, Department Heads	Completed: Included in CIP in FY2016 budget
		Review and update 10 year capital project inventory, including funding projections and recommendations	Complete 10 year capital project inventory	Village Manager's Office, Department Heads	Completed: Included in CIP in FY2016 budget

		Reassess capital equipment replacement procedures/policies	Establish replacement guidelines for all capital equipment over \$20,000	Village Manager's Office, Department Heads	In Progress: Part of FY2017 budget discussions
		Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory	Develop template focused on qualitative review methodology; Complete 10 year capital project inventory within new framework	Village Manager's Office, Department Heads	In Progress: Part of FY2017 budget discussions
	c) Assess Needs of Sanitary Sewer System	Determine appropriate annual funding needs to maintain a sanitary sewer lining program; develop recommendations for funding alternatives	Develop a program that accommodates \$100,000 in sanitary sewer lining annually beginning in FY18	Public Works, Village Manager's Office	In Progress
		Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification	Assess success of programs; develop program modifications with a consistent funding mechanism	Public Works, Village Manager's Office	Ongoing
	d) Refine Storm Water Management Plan	Complete engineering study of targeted flooding areas	Report presented to Village Board; Integrate Projects into CIP and Village budget process	Public Works, Village Engineer	Ongoing: Construction planned for FY17 and FY18
		Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process	Continued programming of necessary improvements within the Village's CIP program	Public Works Director, Village Engineer	Ongoing
		Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	Public Works	In Progress: Completion expected in 2015
		Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	Public Works, Village Engineer	In Progress: Completion expected in 2015
	e) Implement Golf Clubhouse Redevelopment Plan	Negotiate a working agreement with the Forest Preserve District	New long term agreement approved by the Village Board and County Board	Village Manager's Office, Golf Club Manager, Village Attorney, Village Board	In Progress
		Research funding opportunities and budget for new clubhouse	Create a formal project budget; review and discuss revenue opportunities	Village Manager's Office, Golf Club Manager	Ongoing
		Present architectural services budget to Village Board for approval; recommend contract	Village Board approval of architectural services contract	Village Manager's Office, Golf Club Manager, Village Board	In Progress: Outgrowth of agreement with Forest Preserve District
		Make recommendation for construction of new clubhouse	Village Board approval of construction plan and budget	Village Manager's Office, Golf Club Manager, Village Board, Golf Advisory Committee, Clubhouse Task Force	In Progress: Outgrowth of agreement with Forest Preserve District
	f) Develop an Energy Efficiency Strategy	Define elements of an organization-wide energy efficiency policy/program	Develop goals and objectives; seek Village Board approval	Village Manager's Office, Department Heads, IT Coordinator	Not Started: Work expected to commence in 2nd Quarter 2016
		Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications and improvements	Village Manager's Office, Department Heads,	Not Started: Work expected to commence in 3rd Quarter 2016
		Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	Village Manager's Office, Department Heads, IT Coordinator	Not Started: Outgrowth of study

Operational Effectiveness	a) Establish Service Level Baselines	Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)	Identify programs and services that are provided by Village	Village Manager's Office, Department Heads	Completed
		Present findings to the Board	Present to Board the list of services and established baselines	Village Manager's Office, Department Heads	In Progress: Part of FY2017 budget discussions
		Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	In Progress: Part of FY2017 budget discussions
	b) 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	Develop report to Village Manager	Public Works Director, Assistant to the Public Works Director, Public Works Superintendent, IT Coordinator	On Hold due to state budget considerations
		Recommend solution to Village Board for approval	Village Board Approval	Public Works Staff, Village Manager's Office, IT Coordinator	On Hold due to state budget considerations
		Modify operations and integrate new technology into work processes	Update Department SOP's; modify day-to-day operations	Public Works	On Hold due to state budget considerations
	c) Undertake Process Improvement Initiatives in Two Service Areas (Finance/Tech)	Develop plan to streamline finance billing and process for vehicle licenses, alarm billing, and other permits	Prepare plan to further consolidate animal and vehicle license billing with annual alarm permit billing; implement consolidation	Finance Department, IT Coordinator, Village Manager's Office	In Progress: Finalizing Citizen Access and business license renewal implementation
		Review process for preparing payroll and time entry, including review of outsourcing opportunities	Evaluate options to build efficiency into the process; make recommendations to Village Manager for inclusion in FY16 budget process	Finance Department, IT Coordinator, Village Manager's Office	In Progress
		Develop plan to reduce hand entry of billing and payment data	Review processes such as alarm billing and cash receipts to reduce hand entry and potential double entry of data to different systems; implement modifications	Finance Department	In Progress
	d) Examine Additional Shared Service Opportunities	Compile report for the Board on existing shared services; where possible, articulate costs and cost savings	Develop report; present to Village Board	Assistant Village Manager	Not Started: Report in FY16
		Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.	Develop report; present to Village Board	Village Manager's Office, Department Heads	Not Started: Report in FY16
		Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; discuss opportunities	Village Manager's Office	Not Started
		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 discussions with Park District	Village Manager's Office	Ongoing

	e) 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	IT Committee meets monthly; develops recommendations to Village Manager's Office	IT Committee	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	Determine needs of the organization relative to technology opportunities for process improvement; assess best practices through use of consultant	IT Committee, Department Heads, Village Manager's Office	In Progress: Completion expected in FY16
			Make recommendation to Village Manager; Report given to Village Board	IT Committee, Department Heads, Village Manager's Office	Not Started: Report as part of FY17 Budget
		Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	Village Manager's Office, IT Committee	Not Started
		Update 5 year technology plan to incorporate findings of ERP research; develop a plan for full implementation of recommended technology	Updated technology plan implemented following approval	IT Coordinator, IT Committee	Not Started
		Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Assistant Village Manager, IT Coordinator, Finance Director	In Progress: Staffing assistance RFP in development
Organizational Development	a) Establish a Centralized Human Resources Function in the Organization	Centralize the human resources function within the Village Manager's Office	Integrate human resources responsibilities into restructured Village Manager's Office	Village Manager, Assistant Village Manager, Finance Director	Completed
	b) Establish a Leadership Development Program	Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Department Heads	Ongoing
		Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Department Heads	Ongoing
		Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Department Heads	Ongoing
		Update management job descriptions; update training and educational requirements	Identify requirements for assignment/promotion to management positions	Village Manager's Office	Not Started: Outgrowth of compensation and classification study
	c) 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	Coordinate, maintain, and track employees' training records, maintain a list of mandated training by position	Department Heads	In Progress
		Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; include in FY16 budget	Department Heads, Village Manager's Office	Ongoing

		Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; contract approved	Village Manager's Office	In Progress	
		Establish a formal employee performance evaluation program	Implement Village-wide program, annual reviews, standard format for all employees to reflect outcome of compensation/classification plan	Village Manager's Office	Not Started: Outgrowth of compensation and classification study	
		Update all job descriptions	Update all organization job descriptions with Clearly Defined Skills and Abilities, Roles and Responsibilities, Qualifications to reflect outcome of compensation/classification plan	Village Manager's Office	Not Started: Outgrowth of compensation and classification study	
		Develop a career development plan for each employee	Define and disseminate career development program policy to employees	Village Manager's Office, Department Heads	Not Started	
		Review and update all personnel policies	Personnel policies updated	Village Manager's Office	In Progress: Part of the Employee Handbook updates currently underway	
Community Engagement	a) Enhance Public Understanding of Glencoe Village Government (Issues, Organization, Services)	Develop comprehensive communications policy, including web, social media and print communications from the Village	Completion of communications policy; disseminate to stakeholders; provide training	Assistant Village Manager	In Progress	
		Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Executive Assistant	In Progress: Outgrowth of comprehensive communications policy	
			Procure 75% of residential email addresses	Executive Assistant	Ongoing	
		Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Assistant Village Manager	Ongoing	
		Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Administrative Intern, Executive Assistant	Ongoing	
		Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Assistant Village Manager, Executive Assistant	On Hold due to state budget considerations	
		Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	Village Manager's Office	In Progress: Implementation in FY16	
		Develop A-Z guide to Village services and FAQs	Posted on website and distributed	Administrative Intern	Not Started	
		b) Conduct a Comprehensive Review of Boards and Commissions	Review opportunities to coordinate / consolidate Boards and Commissions	Clearly defined group and individual member roles, responsibilities, and contextual function	Village Manager's Office	Completed
		Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	Village Manager's Office, Department Heads	Not Started	
		Review and update, and where necessary, formalize by-laws / missions of Boards and Commissions	Focused and efficient process for accomplishing Board / Commission goals	Village Manager's Office	Not Started	
		Recruit / attract qualified members	Create specific listing of expectations, skills, and responsibilities for prospective members	Village Manager's Office	Ongoing	

	c) Improve Organization's Understanding of Resident Needs, Expectations	Conduct formal and scientific citizen survey and analyze results; identify and implement opportunities for improvement	Completion of survey and presentation of results to Village Board, staff	Village Manager's Office	In Progress: Survey results expected in FY16
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system	Village Manager's Office, Finance, Public Works	On Hold due to state budget considerations
		Integrate online feedback mechanism for resident comments	Integrated into website	Assistant Village Manager	Not Started
	d) Expand Public Participation in Village Affairs	Develop recruitment strategy for Village Board and Village Commissions	Develop regular communications in Glencoe Quarterly and on Village website seeking volunteers to serve on Village commissions	Assistant Village Manager	Completed
			Establish working file with resumes of interested applicants categorized by area of interest	Executive Assistant	Ongoing
			Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Manager	Ongoing

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