



VILLAGE OF GLENCOE

Three-Year Strategic Work Plan

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
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	3rd Quarter, 2014
		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	4th Quarter, 2014
		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	3rd Quarter, 2015
	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	3rd Quarter, 2015
		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
		Evaluate sufficiency of enhanced budget documents	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director, Department Heads	1st Quarter, 2016
	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	1st Quarter, 2015
		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	1st Quarter, 2015
		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	2nd Quarter, 2015
		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	3rd Quarter, 2015
		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	3rd Quarter, 2015

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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	Ongoing through plan completion
		Host open house inviting public comment on draft Downtown Plan	Present downtown plan/alternatives for key development sites	Planning & Development Administrator, Village Planner	2nd Quarter, 2015
		Finalize Downtown Plan based on feedback from open house	Plan Commission approves recommendation to Village Board to adopt plan	Planning & Development Administrator, Village Planner	3rd Quarter, 2015
		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	3rd Quarter, 2015
		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	1st Quarter, 2016
		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	1st Quarter, 2016
	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	2nd Quarter, 2015
		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	2nd Quarter, 2016
	c) Create a Business Attraction and Retention Program	Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	Public Works	2nd Quarter, 2015
		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	4th Quarter, 2014
		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	1st Quarter, 2016
		Reevaluate Village banner policy for downtown streetlights	Conduct review; make changes as necessary	Public Works, Village Manager's Office	1st Quarter, 2015
		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	3rd Quarter, 2015
		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

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		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	3rd Quarter, 2016
		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	4th Quarter, 2015
		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	4th Quarter, 2015

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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	1st Quarter, 2015
		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	1st Quarter, 2015
		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	3rd Quarter, 2015
		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	4th Quarter, 2015
	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	3rd Quarter, 2014
		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	3rd Quarter, 2014
		Reassess capital equipment replacement procedures/policies	Establish replacement guidelines for all capital equipment over \$20,000	Village Manager's Office, Department Heads	2nd Quarter, 2015
		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	2nd Quarter, 2015
	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	4th Quarter, 2016
		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	1st Quarter, 2015
		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
	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	2nd Quarter, 2015
	Review maintenance programs for ravine and storm sewer outfalls		Develop program for ongoing inspection and review	Public Works, Village Engineer	3rd Quarter, 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	1st Quarter, 2015
		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	2nd Quarter, 2015
		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	3rd Quarter, 2015

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		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	3rd Quarter, 2016
	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	2nd Quarter, 2016
		Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications and improvements	Village Manager's Office, Department Heads,	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	1st Quarter, 2017

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
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	1st Quarter, 2015
		Present findings to the Board	Present to Board the list of services and established baselines	Village Manager's Office, Department Heads	4th Quarter, 2015
		Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	1st Quarter, 2016
	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	2nd Quarter, 2015
		Recommend solution to Village Board for approval	Village Board Approval	Public Works Staff, Village Manager's Office, IT Coordinator	2nd Quarter, 2015
		Modify operations and integrate new technology into work processes	Update Department SOP's; modify day-to-day operations	Public Works	3rd Quarter, 2015
	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	4th Quarter, 2014
		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	4th Quarter, 2014
		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	1st Quarter, 2015
	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	4th Quarter, 2014
		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	4th Quarter, 2015
		Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; discuss opportunities	Village Manager's Office	1st Quarter, 2016
		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	Ongoing

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		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	2nd Quarter, 2015
			Make recommendation to Village Manager; Report given to Village Board	IT Committee, Department Heads, Village Manager's Office	4th Quarter, 2015
		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	4th Quarter, 2015
		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	1st Quarter, 2016
		Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Assistant Village Manager, IT Coordinator, Finance Director	3rd Quarter, 2015

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
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	2nd Quarter, 2015
	b) Establish a Leadership Development Program	Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Department Heads	3rd Quarter, 2015
		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	1st Quarter, 2016
	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	4th Quarter, 2014
		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	4th Quarter, 2014
		Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; contract approved	Village Manager's Office	3rd Quarter, 2015
		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	1st Quarter, 2016
		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	2nd Quarter, 2016
		Develop a career development plan for each employee	Define and disseminate career development program policy to employees	Village Manager's Office, Department Heads	3rd Quarter, 2016
		Review and update all personnel policies	Personnel policies updated	Village Manager's Office	1st Quarter, 2017

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
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	1st Quarter, 2015
		Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Executive Assistant	1st Quarter, 2015
			Procure 75% of residential email addresses	Executive Assistant	4th Quarter, 2015
		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	1st Quarter, 2016
		Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	Village Manager's Office	2nd Quarter, 2017
		Develop A-Z guide to Village services and FAQs	Posted on website and distributed	Administrative Intern	4th Quarter, 2015
	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	2nd Quarter, 2015
		Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	Village Manager's Office, Department Heads	2nd Quarter, 2016
		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	2nd Quarter, 2016
		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
	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	1st Quarter, 2015
	Integrate online feedback mechanism for resident comments		Integrated into website	Assistant Village Manager	1st Quarter, 2015
	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
			Establish working file with resumes of interested applicants categorized by area of interest	Executive Assistant	4th Quarter, 2014
			Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Manager	Ongoing