



# Strategic Priorities Dashboard

YTD April 2016

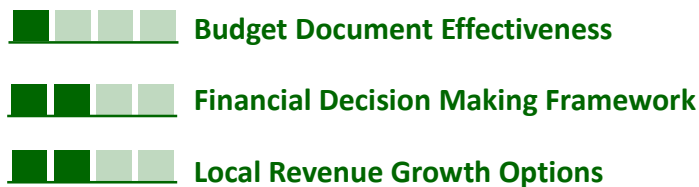
## Infrastructure Replacement



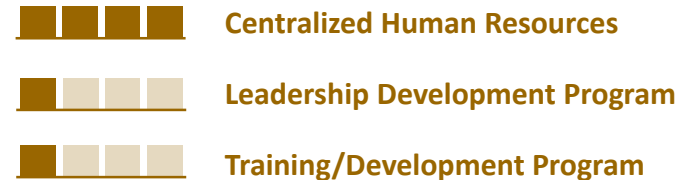
## Operational Effectiveness



## Financial Sustainability



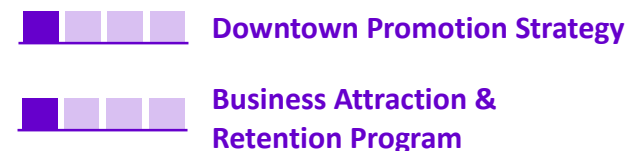
## Organizational Development



## Community Engagement



## Commercial Vitality



### KEY





# Infrastructure Replacement

YTD April 2016 | Highlights

## Storm Water Improvement Projects

Construction on the 2016 Storm Water Improvement projects in the Skokie Ridge and Terrace Court neighborhoods began in early April. The project is scheduled to be completed at the end of June, a full two months ahead of schedule. Two more improvement projects are slated in the 2017 construction season.

## Water System Master Plan Update



Staff presented the Master Plan on water supply in March 2015, and the water distribution Master Plan was presented in March 2016. Staff has initiated a water system master plan update page on the Village website

and continues to field and respond to questions from the general public and residents. Village Staff continues to develop a long term water system improvement plan and is considering the addition of a rate study.

## Capital Improvement Plan Review

Staff continues to work on updating the Village's capital equipment replacement program as a part of the annual budget preparation process. For the fiscal year 2018 budget, staff will be assessing the Village's current and future capital equipment needs in order to determine the most appropriate guidelines for capital equipment purchases.

## Sewer Maintenance and Repair



At the January 21 Village Board meeting, the Village Board approved the purchase of an Envirosight Rover X Mainline Sewer Televising system for a total cost of \$69,000. Public Works staff is currently undergoing training on this equipment. As part of the reduction of inflow and infiltration (I/I), Public Works

staff is developing an updated maintenance/repair program to better integrate sanitary sewer projects into the capital planning process.

## Storm Water Outfalls

As part of the annual maintenance inspection of ravine storm sewer outfalls, Public Works staff determined in 2015 that the two outfalls near Rockgate Lane were severely deteriorated and in need of repair. The Rockgate Lane Outfall improvement project is expected to be completed in quarter three of this year.

## Sustainability

On April 21, the Village Board approved a resolution creating the Sustainability Task Force. This task force will engage in various studies which may include the development of a sustainability plan for the Village.

- The Village completed a downtown LED Streetlight conversion this spring.
- Interior lights at the water plant have been changed to LED lighting.



## Sidewalk Replacement

At their May 21, Village Board meeting, staff will have for consideration, a resolution authorizing a contract with Schroeder and Schroeder for \$100,000 for the 2016 Sidewalk Replacement Program.

- Inspection standards developed with IRMA.
- Budgeted allowance estimated to cover the replacement of an estimated 600-650 sidewalk squares.



# Infrastructure Replacement

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) COMPLETE WATER SYSTEM MASTER PLAN</b>			
Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant	Complete Water System Master Plan and water distribution system evaluation	PW, VMO	In Progress: Presented Master Plan on Supply in March 2015. Master Plan on distribution presented in March 2016.
Develop and implement communication plan to outline water treatment plant replacement alternatives	Host project open houses and public hearings with members of the community	PW, VMO	In Progress: Launched water system master update page on the Village website. Continue to field and respond to questions from the general public and residents.
Continue to evaluate possible partnership with the Northwest Water Commission	Development of formal partnership, incl. negotiation of an agreement, if feasible	PW, VMO	On Hold
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; Conduct water rate analysis	PW, VMO	In Progress: Q4'16 estimated completion. Potential rate study under review.
<b>B) ENHANCE CAPITAL IMPROVEMENT PLAN REVIEW PROCESS</b>			
Review and update five-year capital equipment replacement program and 10-year capital project inventory, including funding projections and recommendations; Reassess capital equipment replacement procedures/ policies and develop qualitative decision-making approach for reviewing the 10-year capital project inventory	Complete multi-department five-year capital equipment plan and 10-year capital project inventory; establish guidelines for capital equipment purchases over \$20,000 and framework for data gathering and planning capital projects	VMO, Dept Heads	On-going: Included in FY18 budget calendar.
<b>C) ASSESS NEEDS OF SANITARY SEWER SYSTEM</b>			
Determine appropriate annual funding needs to maintain a sanitary sewer lining program; Develop recommendations for funding alternatives	Develop a program that accommodates at least \$100,000 in sanitary sewer lining annually beginning in FY18	PW, VMO	On going: Purchased new sewer camera (Q1 '16). Currently establishing Village-wide assessment program.
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; Evaluate utilization/demand annually	PW, VMO	On-going: Staff will seek to publish notice of current program offer on the website.
<b>D) REFINE STORM WATER MANAGEMENT PLAN</b>			
Complete engineering study of targeted flooding areas	Report presented to Village Board; Integrate Projects into CIP and Village budget process	PW, Village Engineer	Completed: design of improvements initiated improvements in June 2015.
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	PW Director, Village Engineer	On-going: Continuing to look at smaller localized problem areas.
Complete \$6.5 million stormwater infrastructure improvement project	Plan and complete project	PW Director, Village Engineer	In Progress: Construction commenced Q2'16. On two of five targeted areas.
Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	PW	On-going: Cleaning and televising assists with determine project priorities.
Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	PW, Village Engineer	On-going: Rockgate Lane Outfall Improvement project is expected to occur in Q3 '16.



# Infrastructure Replacement

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>E) IMPLEMENT GOLF CLUBHOUSE REDEVELOPMENT PLAN</b>			
Negotiate a working agreement with the Forest Preserve District	New long term agreement approved by the Village Board and County Board	VMO, Golf Club Mgr Village Attorney, Village Board	On-going: Q3'16 target completion
Research funding opportunities and budget for new clubhouse	Create a formal project budget; Review and discuss revenue opportunities	VMO, Golf Club Mgr	On-going: Will follow successful negotiation of agreement
Present architectural services budget to Village Board for approval; Recommend contract	Village Board approval of architectural services contract	VMO, Golf Club Mgr, Village Board	On-going: Will follow successful negotiation of agreement
Make recommendation for construction of new clubhouse	Village Board approval of construction plan and budget	VMO, Golf Club Mgr, Village Board, Golf Advisory Committee, Clubhouse Task Force	On-going: Will follow successful negotiation of agreement
<b>F) DEVELOP AN ENERGY EFFICIENCY STRATEGY</b>			
Define elements of an organization-wide energy efficiency policy/program	Develop goals/objectives; Review with Sustainability Task Force; Seek Village Board approval	VMO, Dept Heads, IT Coord	Not Started: Q2'16 work expected to commence
Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications/improvements	VMO, Dept Heads,	On-going: Q2'16 work to commence on Village Hall HVAC. Completed LED Streetlight Improvement. Initiate ComEd Streetlight LED conversion. Converted interior lights at water plant to led lighting.
Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	VMO, Dept Heads, IT Coord	Not Started: To be part of FY 18 budget preparation.



# Financial Sustainability

YTD April 2016 | Highlights

## Audit Underway

While the Village conducted a recruitment for the accountant position, staff prepared for fieldwork with the Village's external auditor, which began in May. The audit will be presented to the Finance Committee and the Village Board later this summer.



## Capital Improvement Projects Process

The goal of this year's 10-Year Capital Inventory development process is to begin the review and analysis well in advance of the annual budget development process. Staff is reviewing the calendar and elements of the process to maximize the effectiveness of the document and to maximize the efficiency of effort. The draft 10-year Capital Inventory beginning with FY 2018 will be presented to the Finance Committee this fall.

## Evaluation of Village Fees

As presented with the Fiscal Year 2017 budget, staff will continue to evaluate the fees assessed by the Village on an annual basis.



Staff will utilize its annual fee survey to gather examples of fees assessed by comparable communities as a means of comparison for the current fees the Village assesses. This evaluation will be completed in concurrence with the Fiscal Year 2018 budget and will be presented to the Finance Committee along with the draft budget this fall.

## Village Financial Policies and Communication

Annually, as part of financial forecasting and as part of the annual budget, the Village's financial policies are reviewed. The initial review of financial policies is scheduled for the June 2016 Finance Committee meeting.

## State of Illinois Budget

Ongoing negotiations between State legislators and the Governor's Office have not yet yielded a budget for the State's current fiscal year that began July 1, 2016.

Unfortunately, this has begun to place pressure on some revenues that the Village relies upon from the State. This has included threats to the Local Government Distributive Fund, Sales Tax, Motor Fuel Taxes, E-911 funds and Use Taxes, in addition to threats and some legislative action to freeze local property taxes.

The Village President, Finance Committee, and staff remain closely vigilant on reviewing possible impacts to Village finances both presently and in the future. The Fiscal Year 2017 budget process was completed in February 2016. In an effort to best position the Village, Fiscal Year 2017 General Fund expenditures were reduced by almost 2%, and Village financial policies were amended to provide a larger fund balance reserve should the State take affirmative action to reduce local government revenues.

Staff will continue to monitor activity in Springfield.





# Financial Stability

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) INCREASE EFFECTIVENESS OF BUDGET DOCUMENT IN PRESENTING PRIORITIES</b>			
Enhance presentation of long-range financial plan and capital improvement plan documentation	Development of improved CIP and Financial Forecast	Finance Dir, VMO, Dept Heads	Ongoing: Reviewing last year's process with goal of increasing effectiveness of presentation and increasing efficiency of effort.
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 Dir, VMO, Dept Heads	Ongoing: Reviewing last year's process with goal of increasing effectiveness of presentation and increasing efficiency of effort.
Develop a template to be used to define operating costs of all departmental functions for FY17 budget process; Prioritize list of services to evaluate further; Increase data collection in FY17	Document each department's operational costs by program	Finance Dir, Dept Heads	In progress: drafting template for department review.
<b>B) CREATE FINANCIAL DECISION MAKING FRAMEWORK</b>			
Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir	Not Started: To review practices already in place and enhance those practices to increase effectiveness and increase efficiency of effort.
Increase Board awareness of financial policies and procedures through regular communication; Review financial policies with Finance Committee and Village Board	Develop a calendar of ongoing policy review into the Finance Committee annual calendar	Finance Dir, Village Manager	Ongoing: Fiscal Year 2018 calendar preparation in progress.
Evaluate sufficiency of enhanced budget documents	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir, Dept Heads	Ongoing: Review with goal of increasing effectiveness of documents as communication tools, increasing efficiency of effort, and maintaining GFOA Distinguished Budget Award.
<b>C) ANALYZE OPTIONS FOR INCREASING LOCAL REVENUE</b>			
Develop fee review schedule	Establish a schedule to review all fees annually	Finance Dir	In Progress: FY17 fee review underway; Will be discussed with FY17 budget
Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; Present findings	VMO, Finance Dir, Village Attorney	Completed: The Village's Attorney will present findings at the Sept 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	VMO, Finance Dir, Dept Heads	On-going
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, VMO, Finance Dir, Village Attorney	TBD based on Village Board direction
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	VMO, Dept Heads, Village Board	On-going



# Community Engagement

YTD April 2016 | Highlights

## New Electronic Village Board Meeting Agendas

The Village implemented a new electronic Village Board meeting agenda and webcasting system in March 2016. The system allows the public to more easily review Village Board meeting agendas, informational materials and watch Village Board meetings online. Additionally, the new system supports the Village's sustainability efforts by allowing Village Board members to access meeting materials electronically, saving hundreds of pages of paper every month. Village Board meeting agendas, materials and videos are available on the Village's website [here](#).

## Sustainability Task Force

At the April 21 Village Board meeting, the Village Board approved a resolution establishing a Sustainability Task Force. This task force will discuss, analyze and recommend responsible and sustainable initiatives for targeted projects within the Village in order to contribute to improving the quality of life of the residents of Glencoe and the surrounding North Shore area. There is a broad representation of membership, including representatives from the Glencoe Park District, School District 35, Glencoe Public Library, and the Chicago Botanic Garden, in addition to several at-large representatives. The Sustainability Task Force will meet the fourth Tuesday of every month at 7 p.m. at Village Hall, beginning May 24.

## Website Redevelopment



The Village will redevelop its website this year, in order to make the site more user-friendly and accessible on mobile devices, and modernize

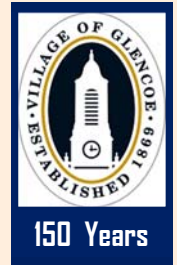
the site. The Village issued a request for proposals for design services and received 13 proposals. Staff will interview vendors this month and plan to present the Village Board with a contract for approval in June. Staff anticipates the new website will be completed by the end of this calendar year.

## Communications Policy

Staff is finalizing an organization-wide communications policy that encompasses web, social media and print communications. This policy will guide staff in preparing and disseminating information to the public.

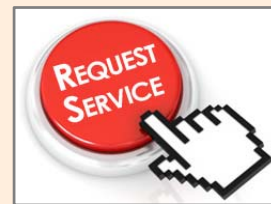
## Village of Glencoe Sesquicentennial Committee

In 2019, the Village will celebrate its 150<sup>th</sup> anniversary as an incorporated Village.



To commemorate this milestone, the Village President will be establishing a Sesquicentennial Committee early this summer that will plan and execute the anniversary celebration. Residents interested in serving on the committee are encouraged to email [info@villageofglencoe.org](mailto:info@villageofglencoe.org).

## Service Request System



Over the past several months, Village staff has engaged in a preliminary review of citizen service request systems. A

citizen service request system, will allow residents to directly input their service request, such as a special garbage pick-up, on the website. This system will allow the Village to track service request types, determine the standard time for service delivery, and make adjustments as necessary. The Village is jointly investigating options for purchasing service request systems with other municipalities, paying particular attention to integration with current or future software systems that the Village may purchase.

## Committee and Commission Members

At the May 19 Village Board meeting, the Village President will make recommendations to fill positions on the Plan Commission, Police Pension Fund Board, Golf Advisory Committee, Zoning Board of Appeals, and the Historic Preservation Commission.



# Community Engagement

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) ENHANCE PUBLIC UNDERSTANDING OF GLENCOE VILLAGE GOVERNMENT (ISSUES, ORGANIZATION, SERVICES)</b>			
Develop comprehensive communications policy, including web, social media and print communications from the Village	Completion of communications policy; Disseminate to stakeholders; Provide training	Asst Village Mgr	In Progress: Increasing social media presence; Q2'16 estimated completion
Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Mgmt Analyst (LB)	On-going
Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Mgmt Analyst (LB)	On-going
Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Mgmt Analyst (DK), Mgmt Analyst (LB)	On-going
Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Asst Village Mgr, Mgmt Analyst (LB)	In Progress: Q1'17 estimated completion
Procure legislative mgmt system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	VMO	In Progress: Q2'16 estimated completion
Develop A-Z Village services guide/FAQs as component of website redesign/customer relationship mgmt software deployment	Posted on website and distributed	Mgmt Analyst (DK)	Not Started
<b>B) CONDUCT A COMPREHENSIVE REVIEW OF BOARDS AND COMMISSIONS</b>			
Review opportunities to coordinate/consolidate Boards and Commissions; Develop charters/objectives for new groups, including Sustainability Task Force	Clearly defined group and individual member roles, responsibilities, and contextual function	VMO	In Progress
Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	VMO, Dept Heads	Not Started: Q3'16 estimated completion
Review/update, and where necessary, formalize by-laws/missions of Boards and Commissions; Update Municipal Code as applicable	Focused and efficient process for accomplishing Board / Commission goals	VMO	Not Started
Recruit /attract qualified members	Create specific listing of expectations, skills, responsibilities for prospects	VMO	On-going
<b>C) IMPROVE ORGANIZATION'S UNDERSTANDING OF RESIDENT NEEDS, EXPECTATIONS</b>			
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	VMO	In Progress: Survey expected to be sent out in late 2015
Implementation of service request system to expedite registering, processing and tracking of residential service requests with work order mgmt and customer relationship mgmt software	Launch of service request system	VMO, Finance, PW	In Progress: Q4'16 estimated completion. Staff has been working closely with GIS Con to complete CSR. Rollout expected to occur in Q4'16.
Integrate online feedback mechanism for resident comments as component of redesigned website	Integrated into website	Asst Village Mgr	Not Started: Q1'17 estimated completion
<b>D) EXPAND PUBLIC PARTICIPATION IN VILLAGE AFFAIRS</b>			
Develop recruitment strategy for Village Board and Village Commissions	Develop regular communications in Glencoe Quarterly and on Village website seeking volunteers to serve on commissions	Asst Village Mgr	On-going: Periodically issue call for volunteers; Publish newsletter articles/wkly briefings
	Establish working file with resumes of interested applicants categorized by area of interest	Mgmt Analyst (LB)	On-going: All sections of website updated; Created working file
	Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Mgr	On-going



# Operational Effectiveness

YTD April 2016 | Highlights

## Work Order Management

The Village evaluating work order management systems and opportunities to jointly purchase work order management software with other municipalities. Work order management software can help to significantly improve internal processes and response time related to resident service requests. Before purchasing a software solution, staff has begun using an interim solution to begin improving the work order management process. As a reminder, the IT needs assessment will analyze all Village systems, including work order management.

## Village Service Levels



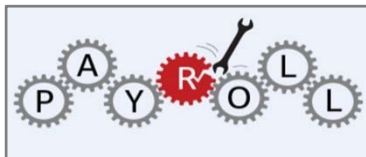
In Fiscal Year 2017, staff will be developing a list of Village services to evaluate and will be collecting additional data on the total operating costs of all departmental functions throughout fiscal year 2017. This information will be

utilized in the Fiscal Year 2018 budget preparation and in staff's continued evaluation of Village services.

## Alarm Permits, Vehicle and Pet License Renewal

As of April 30, a substantial portion of the renewal applications had been processed. Staff is reviewing the data prior to beginning the enforcement process. With the process of posting payments directly to an individual license, the enforcement process can be pursued through the mail.

## Payroll and Time Entry Process



Beginning January 1, the Village began using a new payroll system and began processing payroll on a bi-weekly basis, versus the prior semi-monthly

basis. Time and attendance software has been implemented and integrated with the payroll system. The process of conversion was a complicated one and staff is wrapping up transitional issues.

## Shared Services Update

Staff continues to look for shared services opportunities to increase the efficiency of the services in a cost effective way. Recently, the Village entered into a joint residential and commercial recycling agreement with Winnetka which will collectively save both Villages \$566,000 over the next five years.

## Information Technology

### IT Needs Assessment

The Village's IT needs assessment is underway and staff is working with a consultant to evaluate the Village's IT infrastructure and systems. The Village expects a final report in June, which will include recommendations for a suitably-sized, sustainable IT infrastructure that will support the Village's technology goals. The report will also be used to help staff recommend, prioritize and plan future IT projects and purchases.

### IT Steering Committee

The staff IT Steering Committee is working on implementing electronic document management across all departments to allow staff to more efficiently store and organize important Village files. The Committee organize training on the system and expects implementation to be completed in Q3 2016.



### IT Staffing

The Village received proposals from two vendors for supplemental IT support. However, both proposals

included costs that were substantially more than budgeted for Fiscal Year 2017. As such, staff is re-evaluating how to address its supplemental IT staffing needs.



# Operational Effectiveness

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) ESTABLISH SERVICE LEVEL BASELINES</b>			
Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)	Identify programs/services that are provided by Village	VMO, Dept Heads	In Progress: Initial list of major services developed
Present to Board the list of services and established baselines	Present findings to the Board	VMO, Dept Heads	In Progress: Presented initial list of major services to Village Board in Nov'15; Will present add'l information following further analysis
Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	On-going: Evaluating baseline and enhanced service levels and service delivery costs
<b>B) UNDERTAKE PROCESS IMPROVEMENT INITIATIVES IN TWO SERVICE AREAS (PW/TECH)</b>			
Review process for work order management in Public Works Dept; Investigate work order mgmt technology solutions and customer relationship mgmt software solutions	Develop report to Village Mgr	PW Director, Mgmt Analyst (AH), PW Super, IT Coord	In Progress: Investigate new initiative through the GIS Con with Cartegraph.
Recommend solution to Village Board for approval	Village Board Approval	PW Staff, VMO, IT Coord	Not Started: Recommendation to align with the IT needs assessment.
Modify operations and integrate new technology into work processes	Update Department SOP's; Modify day-to-day operations	PW	Not Started: Q4'17 estimated completion
<b>C) UNDERTAKE PROCESS IMPROVEMENT INITIATIVES IN TWO SERVICE AREAS (FINANCE/TECH)</b>			
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 Dept, IT Coord, VMO	Ongoing: 1) Annual Vehicle-Pet-Alarm Renewal Completed. Continue to review to increase effectiveness and efficiency of effort. 2) Review Implementation of Citizen Access for License Renewal follow ups. Pending: Review Vehicle and Pet Licensing Procedures in larger context of overall revenue collection and goals.
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 Dept, IT Coord, VMO	Completed: 1) New payroll system. 2) move to bi-weekly payroll 3) FLSA Audit 4) Implementation of Time & Attendance. 5) Streamlined payroll accounting procedures. Pending: Import of Public Safety timesheets to increase efficiency of effort.
Develop plan to reduce hand entry of billing and payment data	Review and evaluate/ recommend alternatives to improve business process efficiency	Finance Dept	On-going: 1) Online Citizen Access for Utility Billing will be ready Q2 and to be announced in June Glencoe Quarterly. 2) Increase efficiency of billing by making invoices prepared by the Village scannable. Completed: Cash Receipts integration with Public Safety Parking Ticket program.



# Operational Effectiveness

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>D) EXAMINE ADDITIONAL SHARED SERVICE OPPORTUNITIES</b>			
Compile report for the Board on existing shared services; where possible, articulate costs and cost savings	Develop report; present to Village Board	Asst Village Mgr	On-going: Review existing contracts, policies and procedures
Analyze opportunities to partner with other municipalities and Glencoe local governments	Develop report; present to Village Board	VMO, Department Heads	On-going: Joint recycling contract with Winnetka; Exploring add'l Municipal Partnering Initiatives projects; Reviewing 911 dispatch partnership opportunities
Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; Discuss opportunities	VMO	Not Started
<b>E) EVALUATE TECHNOLOGY NEEDS OF THE ORGANIZATION; REDEFINE ORGANIZATIONAL PHILOSOPHY TOWARD THE USE OF TECHNOLOGY</b>			
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 thru use of consultant; Make recos to Village Mgr; Report to Village Board	IT Committee, Dept Heads, VMO	In Progress: Q2'16 estimated completion
Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	VMO, IT Committee	Not Started: Q3'16 estimated completion
Update five-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 Coord, IT Committee	Not Started: Outgrowth of IT needs assessment study
Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Asst Village Mgr, IT Coord, Finance Dir	In Progress: Q2'16 estimated completion



# Organizational Development

YTD April 2016 | Highlights

## Compensation and Classification Plan

The Village recently completed a compensation and classification study for positions that are not in collective bargaining units. The purpose of the study was to establish standardized job classifications and salary ranges, conduct a salary market comparison and develop a new compensation schedule that will allow the Village to attract and retain highly-qualified employees. After the study was completed, the Village implemented a new compensation schedule for positions that are not in collective bargaining units as a component of the Fiscal Year 2017 budget.

## Training Updates

Village staff have attended several training opportunities thus far this calendar year.



Management staff participated in the following training:

- Illinois Public Employer Relations Association's annual employment law seminar
- Midwest Leadership Institute

Public Safety personnel have participated in the following training:

- Vehicle machinery operations
- Basic police photography
- Breathalyzer operations
- Review of the Medical Marijuana Act
- Paramedic Training
- Harassment in the workplace

Public Works personnel have participated in the following training:

- Safe lifting practices
- Chainsaw safety and operations
- Safety tips for working alone
- Harassment in the workplace

The Village emphasizes the importance of training programs for all employees, including job-specific training and development programs, and will continue to offer training opportunities in the coming months.

## Workplace Safety

The Village places a strong emphasis on workplace safety and routinely conducts safety training based on specific job hazards. The Village recently recognized 19 employees who have worked 10 years without an accident.

## Village Hall Emergency Plan



As a component of the Village's risk management efforts, staff recently completed a multi-hazard emergency plan that outlines procedures to

address emergency situations in Village facilities. Separate from this plan, the Village maintains an emergency operations plan, which sets forth procedures for the Village to respond to emergency situations in the community. Training related to both the emergency plan and emergency operations plan will be a component of the Village's annual training efforts.

## Personnel Policy Review

Staff will be continuing to work on updating the Village's personnel policy which includes employee-specific such as a code of ethics, leave policy and general expectations for Village employees. This update will ensure Village employment policies comply with state and federal law and accurately reflects the Village's expectations for all employees.

## Performance Reviews

The Village recently completed annual performance reviews for all Village employees. In the coming months, staff will be working to revise the performance review process and establish specific guidelines for employee reviews that will allow executive staff and supervisors to effectively evaluate their employee's performance.



# Organizational Development

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) ESTABLISH A CENTRALIZED HUMAN RESOURCES FUNCTION IN THE ORGANIZATION</b>			
Centralize the human resources function within the Village Mgr's Office	Integrate human resources responsibilities into restructured Village Mgr's Office	Village Mgr, Asst Village Mgr, Finance Dir	Completed
<b>B) ESTABLISH A LEADERSHIP DEVELOPMENT PROGRAM</b>			
Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Dept Heads	In Progress: Preliminary list developed; Will be further implemented with Q2'16 performance evaluations
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Dept Heads	On-going
Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Dept Heads	On-going
Update management job descriptions; Update training and educational requirements	Identify requirements for assignment/promotion to mgmt positions	VMO	Not Started: Outgrowth of comp/class study; Q1'17 estimated completion
<b>C) CREATE AN ENTERPRISE-WIDE TRAINING AND DEVELOPMENT PROGRAM</b>			
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	Dept Heads	In Progress: Preliminary list developed during comp/class study; Will integrate with training program/performance evaluations
Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; Include in FY16 budget	Dept Heads, VMO	Completed/On-going
Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; Contract approved	VMO	Completed
Establish a formal employee performance evaluation program	Implement Village-wide program, annual reviews, standard format for all employees to reflect outcome of comp/class plan	VMO	Not Started: Outgrowth of comp/class study
Update all job descriptions	Update all organization job descriptions with Clearly Defined Skills and Abilities, Roles and Responsibilities, Qualifications to reflect outcome of comp/class plan	VMO	Not Started: Outgrowth of comp/class study
Develop a career development plan for each employee	Define and disseminate career development program policy to employees	VMO, Dept Heads	Not Started: Integrate with performance evaluations
Review and update all personnel policies	Personnel policies updated	VMO	In Progress: Q3'16 estimated completion



# Commercial Vitality

YTD April 2016 | Highlights

## Business Services Update

The Village is developing a downtown promotion strategy and creating a business attraction and retention program. Staff's efforts have focused on improving communication with new or potential business in Glencoe and developing the framework of "concierge service" for new and existing businesses. A newly created Business Services Team is spearheading these efforts.

Thus far, the team has been in contact with potential new businesses and discussed the recently updated liquor licensing provisions, permitted uses in the business district, as well as the recently revised outdoor seating permit application. The processes and applications were updated with the focus to create a more business-friendly atmosphere while increasing the efficiency of the process. The Village Board will be presented with an update on the goals and progress of the Business Services Team at the May 19, 2016 Committee of the Whole Meeting.

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## Downtown Plan Update

The Plan Commission will hold open houses on May 21 and 25, to share its findings from the Downtown TuneUp planning process with the community. The open houses are intended to be drop-in events and all are welcome to attend. There will be a series of stations for participants to rotate through, each inviting feedback on a specific topic. The feedback will help shape the conclusions included in the downtown plan that will be forwarded to the Village Board for final consideration. For more information visit the Downtown TuneUp website [here](#).

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## Banner Program

In January, the Village revised its streetlight banner policy and application process to be consistent with its strategic priority of stimulate commercial vitality, streamline the process required to hang and remove banners, and to comply with new adjustments to municipal sign policies mandated by the Supreme Court. Staff has been working with community groups that have traditionally had streetlight banners in the downtown in order to ease the transition. To date, the Village has received six applications for banners in the downtown during 2016.

## ComEd LED Street Light Initiative

The Smart-Ready LED Street Lighting Program replaces existing ComEd owned street light fixtures (mercury vapor and high pressure sodium), located in participating municipalities, with Smart-Ready LED street lights.

The Village will be participating in this no-cost program that will result in higher quality street lighting (addressing a need highlighted in the 2015 Citizen Satisfaction Survey) with annual energy cost savings to the Village of \$10,000. Replacements are expected to begin later this year.

## Farmers Market Returns

The Glencoe Farmers Market will make its return in 2016. The Glencoe Chamber of Commerce has entered into a five-year agreement with a vendor that will be in charge of running the market that will take place on Saturday mornings from June 11 – September 3 in Wyman Green. The market has been re-branded the Glencoe French Market as it will not only offer fresh produce and flowers and but also bakery, meat, dairy and other artisan items.





# Commercial Vitality

YTD April 2016 | Detail

Action	Measure of Success	Team	Progress
<b>A) DEVELOP A DOWNTOWN PROMOTION STRATEGY</b>			
Establish a public/private partnership to reinvigorate the Farmer's Market	Increase vendor participation; attract more residents /visitors	VMO, Planning & Development Administrator	Completed: Chamber of Commerce entered into a 5-year agreement with Bensidoun USA, Inc. to manage market
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	VMO, PW, PS	On-going
Following approval of the Downtown Plan, continue to review/ evaluate parking regulations and enforcement in the Downtown	Review outcomes of parking study; Review/ evaluate best practices, including use of technology for parking enforcement	PW, PS, Finance, Planning & Development Administrator, Village Planner	Not Started: Q3'16 estimated completion
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: Re-evaluate in Q2'17 after completion of Downtown Plan
<b>B) CREATE A BUSINESS ATTRACTION AND RETENTION PROGRAM</b>			
Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	PW	Not Started: Outgrowth of the Downtown Plan. estimated completion Q2'17
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	Mgmt Analyst (DK)	On-going
Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Mgr, Planning & Development Administrator	Not Started: Q1'16 Start
Host business district breakfast meetings to foster regular communication between the Village and the business community	Host breakfast semi-annually	Village Mgr, Planning & Development Administrator	Not Started: Q1'16 first breakfast meeting expected
Re-evaluate Village banner policy for downtown streetlights	Conduct review; Make changes as necessary	PW, VMO	In Progress: Policy revised; Q1'16 Implementation
Develop a business recruitment strategy to attract businesses identified in the Downtown Plan	Develop strategy and begin outreach	VMO, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of the Downtown Plan; Q4'17 estimated completion
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, VMO, Plan Commission, Village Board	On-going
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, Asst to the PW Director, Village Planner	Not Started: Planned for 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, Asst Village Mgr, PS	On-going: Work has commenced on revising liquor license process consistent with revised code; Business licenses to be evaluated in 2016; Q4'16 estimated completion
Evaluate the effectiveness of the small business improvement program	Evaluate requests and usage annually during budget development process	Asst Village Mgr, Mgmt Analyst (DK)	Completed: Will re-evaluate usage and requests annually