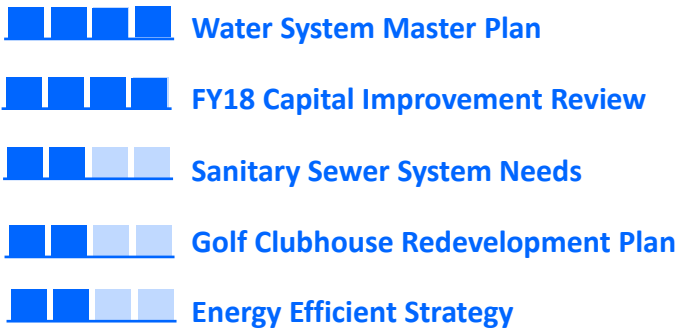




Strategic Priorities Dashboard

December 2016

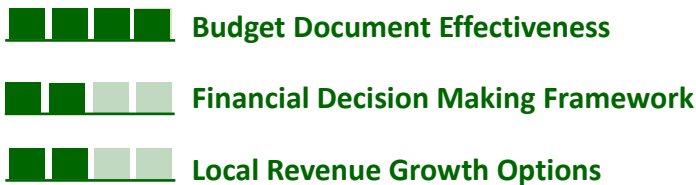
Infrastructure Replacement



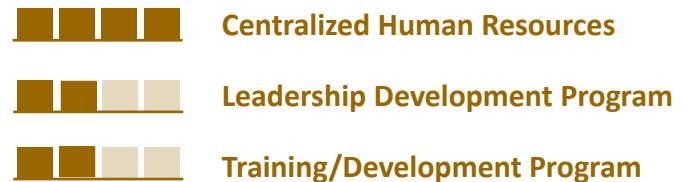
Operational Effectiveness



Financial Sustainability



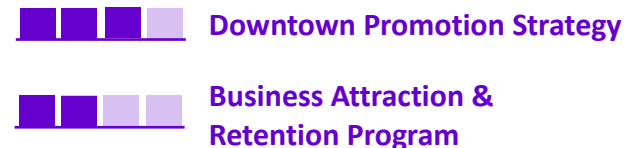
Organizational Development



Community Engagement



Commercial Vitality



KEY





Infrastructure Replacement

December 2016 | Highlights

Storm Water Improvement Projects

Construction on the 2017 storm water improvement projects including Greenwood Avenue, Madison Avenue and Hazel Avenue basin areas is projected to begin in spring 2017. The proposed improvements in total include more than 3,000 feet of larger diameter sewer pipe to address insufficient storm sewer capacity and reduce flooding. These storm sewer improvements were part of the projects approved by Village residents via referendum in April 2015. A storm water drainage study of the drainage basin including the south end of Green Bay Road, Linden Avenue and Euclid Avenue is also planned for 2017.

Green Bay Trail Engineering Study

The FY 2017 budget includes funding for an engineering feasibility study for possible improvements to the at-grade crossing of the Green Bay Trail at its intersection with Hazel Avenue. The proposed study will involve the review and analysis of potential improvements to the location based on feasibility, safety, topography, impacts to the surrounding environment and cost. The Village has selected consultant Toole Design Group of Madison, Wisconsin and work is underway.



Village Hall HVAC Improvement Project



Voris Mechanical, the general contractor for the Village Hall HVAC improvement project, has completed the installation of new hot water pipe throughout the building, and the new heating system is operational. Work on the new cooling

system will be underway in December and January. The Village Hall HVAC improvement project will include a new air-cooled chiller and air handling units, high efficiency boilers and a new automated control system. Village Hall has remained open for business throughout the project to date, and a majority of the work is expected to be completed by February 2017.

Storm Water Outfalls - Ravines

As part of the annual maintenance inspection of ravine storm sewer outfalls, Public Works staff determined in 2015 that two outfalls near Rockgate Lane were severely deteriorated and in need of repair. In August, the Village Board approved a contract for engineering design services for the reconstruction of these outfalls and the adjacent ravine area. It is expected that construction of the new storm sewer outfalls for Rockgate Lane and Brentwood Drive will take place in the spring 2017.

Sanitary Sewer Condition Assessments

As part of the reduction of inflow and infiltration in the sanitary sewer system, Public Works staff is soliciting proposals from professional engineering firms to provide assistance in performing sewer system evaluation surveys and data analysis for the Village's sanitary sewer system. The project will incorporate the requirements of the Metropolitan Water Reclamation District's Watershed Management Ordinance.



Water System Master Plan Update

The Water Distribution Master Plan was presented to the Village Board in March 2016. Based on the plan, Village Staff has developed a long-term replacement schedule for water mains, with the first scheduled improvements included in the FY2018 Community Improvement Program.



Infrastructure Replacement

December 2016 | Detail

Action	Measure of Success	Team	Progress
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 and water distribution system evaluation	PW, VMO	Ongoing: Year 1 of distribution improvements budgeted in FY 18 CIP
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	Ongoing: 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	Ongoing: Year 1 of distribution improvements budgeted in FY 18 CIP
B) ENHANCE CAPITAL IMPROVEMENT PLAN REVIEW PROCESS			
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	Ongoing: FY 18 CIP is completed; data gathering for future CIPs have commenced
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 at least \$100,000 in sanitary sewer lining annually beginning in FY18	PW, VMO	Ongoing: Discussion regarding proposed sewer rate increase for FY 19
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	Ongoing: FY 18 budget includes increased funding
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	PW, Village Engineer	Completed: Design for Year 2 stormwater improvements underway
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	Ongoing: FY 18 Community Improvement Program includes drainage study for south Green Bay Road basin area
Complete \$6.5 million stormwater infrastructure improvement project	Plan and complete project	PW Director, Village Engineer	In Progress: Year 2 storm water improvements targeting January 2017 bid letting
Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	PW	Ongoing: FY 18 CIP includes replacement of sewer jet; cleaning and televising ongoing to determine future project priorities
Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	PW, Village Engineer	Ongoing: Design for Rockgate Lane outfall improvement to be completed by January; construction slated for FY 18

Continued on next page...

Action	Measure of Success	Team	Progress
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	VMO, Golf Club Mgr Village Attorney, Village Board	In progress: Negotiations are ongoing with CCFPD
Research funding opportunities and budget for new clubhouse	Create a formal project budget; Review and discuss revenue opportunities	VMO, Golf Club Mgr	Ongoing: 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	Ongoing: 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	Ongoing: Will follow successful negotiation of agreement
F) DEVELOP AN ENERGY EFFICIENCY STRATEGY			
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: Work expected to commence Q1 2017
Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications/improvements	VMO, Dept Heads,	Ongoing: Construction began in June on the Village Hall HVAC improvement; executed agreement with ComEd for the LED streetlight conversion project; FY 18 Community Improvement Program includes future LED improvements to commuter parking lot lighting
Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	VMO, Dept Heads, IT Coord	Ongoing: Included in FY 18 budget preparation



Financial Sustainability

December 2016 Highlights

FY 2018 Budget

In October, the second review of each department's Fiscal Year 2018 budget requests was reviewed with Finance Department staff and the Village Manager's Office. The Preliminary Fiscal Year 2018 budget document and fee recommendations are being presented at the December Finance Committee meeting. In addition, staff has reviewed and made updates to the Fiscal Year 2017 projections.



Following the December Finance Committee, staff will present the Fiscal Year 2018 budget document to the Village Board at the January Committee of the Whole meeting.

Evaluation of Village Fees

As part of the Fiscal Year 2018 budget development process, staff reviewed various fees, fines and charges for Village services. In late fall, staff distributed a fee survey to surrounding communities in an effort to collect data that would allow staff to analyze and compare the fees, fines and charges that Village assesses to those of comparable communities. The communities surveyed include Deerfield, Highland Park, Kenilworth, Lake Bluff, Lake Forest, Lincolnwood, Northbrook, Northfield, Wilmette and Winnetka. Based on the review of this data, staff identified areas for potential fee modifications in Fiscal Year 2018 as well as in future fiscal years.



The proposed fee modifications are being presented as a component of the Fiscal Year 2018 Preliminary Budget being presented to the Finance Committee in December.

Online Citizen Access Portal

Staff is working with our current enterprise resource planning software vendor to reinstate the implementation of the Online Citizen Access Portal. The new portal will provide residents a chance to view their utility bills and pay online.

Utility Bills Enhanced

As part of the Department's ongoing goal of improving customer service, Finance staff has been working with the Village's new utility billing service provider, Third Millennium, to finalize the new layout for the Village's utility service bill. The new bill has been designed to be easy to read and provide residents with information regarding their quarterly utility bill charges. Noteworthy changes to the new layout include a chart that will show a comparison of the resident's water consumption from year to year, an improved messaging center for important notices and an itemized detail listing of all fees.

The first set of bills in the new format is expected to be delivered to residents in mid-December.

Annual Financial Report Completed

In September, Finance staff completed the popular annual financial report (PAFR) for the Fiscal Year ended February 29, 2016.

The PAFR extracts information from the comprehensive annual financial report to produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance. The report was submitted to the Government Finance Officers Association for the PAFR Award Program and posted on the village website:

http://www.villageofglencoe.org/assets/1/documents/FY_2016_PAFR.pdf



Financial Sustainability

December 2016 | Detail

Action	Measure of Success	Team	Progress
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 Dir, VMO, Dept Heads	In progress: CIP and long-range financial forecast reviewed at the October and November Finance Committee meetings; elements have been incorporated into the budget being prepared
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	In progress: Budget being prepared for initial consideration at the December Finance Committee meeting
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	Ongoing: Variance reports provided to the Village Board monthly; reviewing format of variance reports and developing new goals for future evaluations
B) CREATE FINANCIAL DECISION MAKING FRAMEWORK			
Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir	Ongoing: Budgetary protocols exist in the major financial policies of the Village; policies were reviewed by the Finance Committee and are included the preliminary budget
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: Annual budget calendar developed; Finance Committee materials provided to Village Board
Evaluate sufficiency of enhanced budget documents	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir, Dept Heads	Ongoing: Reviewing with Finance Committee, Village Board and staff
C) ANALYZE OPTIONS FOR INCREASING LOCAL REVENUE			
Develop fee review schedule	Establish a schedule to review all fees annually	Finance Dir	In progress: Annual fee survey conducted with recommendations included in the preliminary budget
Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; Present findings	VMO, Finance Dir, Village Attorney	Completed
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	Ongoing
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	Ongoing: Staff continually analyzing revenue opportunities as non-home rule municipality; ad-hoc committee not formed at this time per 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	Ongoing



Community Engagement

December 2016 | Highlights

Website Redevelopment

Significant progress is being made toward the redevelopment of the Village's website, with staff working diligently with Revize (a government-focused website developer) in order to launch the new website by early 2017. Overall website design has been approved, a webmap has been developed and a team of representatives from each department is meeting weekly to ensure that all relevant information is transferred to the new site and to identify Village services that could be available for request online. A beta-site will be launched as soon as possible to collect resident and stakeholder feedback before the site goes live.



Planning for a Sesquicentennial to Remember

The Village's sesquicentennial (150th anniversary) is quickly approaching in 2019. Multiple applications from residents excited to volunteer on the planning committee have been received and the Glencoe Historical Society took it upon itself in mid-November to provide the Village with an outline of suggestions and recommendations for the planning process.

Infographics Give Budget a New Look

While not a comprehensive redesign of the budget document, the Finance Department worked with the Village Manager's Office to prepare a series of infographics and icons to help make the document more reader-friendly. Staff plans to use similar graphics in other budget documents, such as the Popular Annual Financial Report, to better illustrate the Village's strategic priorities, financial status and service information to residents.

Downtown TuneUp Takes Next Step, Draft Downtown Plan Sent to Village Board

On November 9, the Plan Commission unanimously voted to send the draft downtown plan to the Village Board for consideration. The development of the plan represents perhaps one of the most comprehensive engagement efforts of its kind in Village history. Input from residents and members of the business community, collected over the course of three years was integrated into the plan's comprehensive set of recommendations.

The recommendations outlined in the downtown plan will be used to assist the Village Board, Plan Commission and staff in ensuring that downtown Glencoe continues to be successful and inviting while adapting to changing times.

Social Media Audit

In an effort to increase the Village's social media presence—with the ultimate goal of increasing online communication with residents—a base-line audit of the Village's social media accounts was compared to the accounts of other Glencoe community organizations as well as to surrounding municipalities. While the Village's accounts fared decently in comparison, the Village Manager's Office is adopting a series of best practices and tactics to drive higher levels of engagement in the future.





Community Engagement

December 2016 | Detail

Action	Measure of Success	Team	Progress
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	Asst Village Mgr, Mgmt Analyst (MH)	In Progress: Draft under further review
Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Mgmt Analyst (MH)	Ongoing: To be integrated as a feature of new website
Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Mgmt Analyst (MH)	Ongoing
Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Mgmt Analyst (MH)	Ongoing
Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Asst Village Mgr, Mgmt Analyst (LB), Mgmt Analyst (MH)	In Progress: Finalizing sitemap with department input and cleaning current site of old documents
Procure legislative mgmt system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	VMO	Completed: Went live in March 2016; evaluating cost/benefit of expanding to other boards and commission meetings
Develop A-Z Village services guide/FAQs as component of website redesign/customer relationship mgmt software deployment	Posted on website and distributed	Mgmt Analyst (MH)	Not started
B) CONDUCT A COMPREHENSIVE REVIEW OF BOARDS AND COMMISSIONS			
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: Sustainability Task Force presents initial objectives to Village Board in December 2016
Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	VMO, Dept Heads	Ongoing: To be conducted on an as-needed basis with boards and commissions
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	Ongoing
C) IMPROVE ORGANIZATION'S UNDERSTANDING OF RESIDENT NEEDS, EXPECTATIONS			

Action	Measure of Success	Team	Progress
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	Completed: Survey completed and presented to Village Board in February 2016
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: Website expected to launch Jan. 1 and include CSRM; back-of-house development underway
Integrate online feedback mechanism for resident comments as component of redesigned website	Integrated into website	Asst Village Mgr	Not Started: Will be outgrowth of website redesign

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 commissions	Asst Village Mgr	Ongoing
	Establish working file with resumes of interested applicants categorized by area of interest	Mgmt Analyst (LB)	Ongoing
	Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Mgr	Ongoing



Operational Effectiveness

December 2016 | Highlights

Customer Request Module

A new customer request module (CRM) will be included in the Village's redeveloped website, expected to go live in early 2017. The system allows residents to post and track requests online without having to call or email. Village staff will be able to receive these requests immediately and reply directly through the CRM which will increase efficiency and timeliness of response. Examples of possible requests include reporting a pot hole or downed street sign, scheduling a special garbage pickup, requesting Public Safety house watch, reporting animal control issues and many more.

Dispatch Consolidation

In November, Public Safety staff members began to coordinate dispatch consolidation with the Village of Glenview and our partners, the Villages of Kenilworth, Northfield, and Winnetka (GKNW). Preliminary focus is on equipment and infrastructure capital improvements to ensure connectivity between the GKNW partners and Glenview, including solutions for telephone, radio, video, building access control, and lobby video kiosk. Staff is also working with Glenview to submit the mandated consolidation plan with the State by February 28, 2017, as well as joining the Glenview Joint Emergency Telephone System Board in January 2017. Initial assessments indicate that it may be possible to consolidate with Glenview as early as April or May, barring unforeseen complications. Bi-weekly meetings with GKNW and Glenview personnel are being held to ensure that progress is monitored and implemented.

Garbage Collection Analysis

At the November Committee of the Whole meeting, staff presented the initial garbage collection program analysis. This analysis included a comprehensive summary of the garbage collection program including operational costs, service levels and long-term capital costs. Following Board direction, staff is assessing how a private contractor might provide this service and any programmatic changes that might include. Staff is reviewing next steps, including public outreach with stakeholders in the community as well as development of a Request for Proposals (RFP).

Information Technology

IT Needs Assessment and ERP Evaluation

The Village concluded its IT needs assessment and is planning IT-related projects for FY 2018. The IT needs assessment provided a high-level review of the Village's enterprise resource planning (ERP) system, as well as future IT needs and best practices. The IT Steering Committee will begin developing a work plan to review and implement best practices and plan for future IT needs, and the Village will conduct a more detailed evaluation of the ERP system in FY 2018, prior to issuing a request for proposals for a new or upgraded system. It is expected that a recommendation for a new or upgrades system will be made later in FY2018.

IT Staffing

Work continued toward developing a shared services arrangement for supplemental IT staffing and is expected to be finalized by Q1 2017.



Operational Effectiveness

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) ESTABLISH SERVICE LEVEL BASELINES			
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 developed; will continue to evaluate and refine
Present to Board the list of services and established baselines	Present findings to the Board	VMO, Dept Heads	In progress: Will review individual services with Village Board on a project-by-project basis; residential garbage collection program overview presented to Committee of the Whole in November 2016
Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	Ongoing: Including additional performance measurements in Community Improvement Program budget requests
B) UNDERTAKE PROCESS IMPROVEMENT INITIATIVES IN TWO SERVICE AREAS (PW/TECH)			
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: Will evaluate potential solutions, including potential enterprise resource planning solutions, as outgrowth of the IT needs assessment
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
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 Dept, IT Coord, VMO	1) Citizen Access implementation planned to improve operating efficiency and effectiveness in the Finance Department; 2) Recommending enhancements to annual vehicle and pet licensing program to outsource license billing, fulfillment, payment and reinstatement; 3) Recommending change to mail alarm bills in December instead of with vehicle/pet licenses to more effectively enforce delinquent accounts; 4) Implementing new utility bill format, including graph of historic usage patterns by the customer and enhanced message center.
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	On hold: HR/applicant tracking and employee access portal implementation pending ERP evaluation
Develop plan to reduce hand entry of billing and payment data	Review and evaluate/ recommend alternatives to improve business process efficiency	Finance Dept	In progress: Citizen Access targeted go live is by February 2017; email invoice opt in service targeted for completion by March 1, 2017; scanning utility billing invoices is now possible with new utility billing form; configuration of software contingent on available resources to develop and implement such change.

Action	Measure of Success	Team	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	Asst Village Mgr	Ongoing: Village continuing shared services arrangement with Park District
Analyze opportunities to partner with other municipalities and Glencoe local governments	Develop report; present to Village Board	VMO, Department Heads	Ongoing: Entered into 911 dispatch contract with the Village of Glenview; continuing participation in the Municipal Partnering Incentive and leading one MPI request for bids in FY 2018.
Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; Discuss opportunities	VMO	Ongoing: Attend meetings on as-needed basis
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: Committee will continue working on Laserfiche document management
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: IT needs assessment completed; planning ERP evaluation and RFP process in FY 2018
Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	VMO, IT Committee	In Progress: Major technology included in Community Improvement Program budget requests; IT Steering Committee to review IT needs assesment and develop work plan
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 and IT Steering Committee work planning
Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Asst Village Mgr, IT Coord, Finance Dir	In Progress: Joint contracting arrangement for supplemental staffing to be considered by Village Board in December 2016



Organizational Development

December 2016 | Highlights

Staff Training

The Village continues to emphasize the importance of job-specific training and development programs for all staff. Village staff have attended several training opportunities this fiscal year.



Public Works personnel have participated in the following training:

- Trench excavation
- Chain saw specialist workshop
- Vehicle backing (all employees)
- Tree rigging
- Lift station
- Brush chipper operation
- Trenching
- Snowplow driving

Public Safety personnel have participated in the following training:

- Basic Training – Police and Fire Academy; Police and Fire Field Training; Evidence Technician; Juvenile Officer; Breath Analysis Operator; Emergency Medical Technician
- Officer Skills Development and Certification – Advanced Technician Firefighter; Vehicle Machinery Operations; Laws of Arrest, Search and Seizure; Firearms, Taser, and Less Lethal Weapons; Paramedic; Criminal Investigations
- Supervisor Career Development – Police Supervision; Police Staff and Command; Fire Officer I Certification; Blue Card Incident Commander Certification
- Use of Force Training – Firearms Qualifications; Taser Certification; Arrest and Control Tactics Practical
- Specialized Team Training – MABAS; NIPAS; NORTAF
- Policy Review and Law Update – Police Law Institute; CALEA; Roll Call

Additionally, four new officers will be attending both Police and Fire training academies and field training programs later this year and into early next year. These training sessions will allow new staff members to become fully cross-trained Public Safety Officers.

Midwest Leadership Institute

As part of the ongoing training for the Village's leadership team, the Village Manager and Executive Team staff attended the Midwest Leadership Institute in Naperville. This two-day training focused on successful outcomes in local government that require extensive interpersonal leadership. The training provided an opportunity to discuss leadership challenges facing local government management professionals.

Open Enrollment Software

The Village completed its employee benefits annual open enrollment process this fall, utilizing new online enrollment management software required by the Village's health insurance cooperative. The software will allow for streamlined benefits enrollment and enrollment management throughout the year. Additionally, the Village will be able to complete its annual IRS Form 1094-C and 1095-C generation and filing process using the software.

Village Employee of the Year

John Sojer

John Sojer, one of the Village's mechanics in the Public Works Feet Services Division, was named the 2016 Employee of the Year. John has been with the Village since 2012 and in that time has proven himself to be a



standout employee in many ways. John received five nominations from his coworkers, with numerous accolades highlighting his positive attitude, dedication, and leadership and pride in his work. Congratulations, John and thanks for your dedication to the Village!



Organizational Development

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) ESTABLISH A CENTRALIZED HUMAN RESOURCES FUNCTION IN THE ORGANIZATION			
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) ESTABLISH A LEADERSHIP DEVELOPMENT PROGRAM			
Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Dept Heads	In Progress: Individual training goals included with performance evaluations; required safety training scheduled for each department
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Dept Heads	Ongoing: Employees assigned to special project teams to provide opportunities outside of traditional job responsibilities
Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Dept Heads	Ongoing: Internal applicant selected to backfill deputy chief position, two internal applicants selected to backfill two MEO positions, completed two lieutenant promotions
Update management job descriptions; Update training and educational requirements	Identify requirements for assignment/promotion to mgmt positions	VMO	In Progress: Developed new job description template and completed legal review; updating by department
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	Dept Heads	In Progress: Will be integrated with revised job description and performance evaluation templates
Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; Include in FY16 budget	Dept Heads, VMO	Ongoing: FY 2018 budget request includes training requests for all departments
Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; Contract approved	VMO	Completed: Updating as needed to reflect new or modified jobs
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	In Progress: New template drafted and undergoing final review; will schedule employee and supervisor training in early Q1'17
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	In Progress: Developed new job description template and completed legal review; updating by department.
Develop a career development plan for each employee	Define and disseminate career development program policy to employees	VMO, Dept Heads	In Progress: Individual professional development included in Q2'16 performance evaluations; will include in new performance evaluation format
Review and update all personnel policies	Personnel policies updated	VMO	In Progress: Draft policy manual in progress; initial phase of drafting focused on legal compliance updates.



Commercial Vitality

December 2016 | Highlights

Business Services Update

The Village's Business Services Team has continued to work with new and potential new businesses interested in opening in Glencoe. Recently, the Village has experienced increased interest as evident by recently and soon-to-be-opened businesses.

The following businesses have recently opened:

- **Chalk, 337 Park Avenue**
Chalk is a women's clothing boutique featuring established and emerging designers. The Glencoe store is the second location and is in the former Lake Shore Travel space.
- **JC Licht, 107 Green Bay Road**
JC Licht is a paint and home décor store which has moved from their existing location in Winnetka to the former 7-Eleven outbuilding in Hubbard Woods.
- **Binny's, 85 Green Bay Road (Expansion)**
Binny's has expanded to occupy the entire northern wing of Hubbard Woods Plaza. At over 11,000 square feet, it is now be the largest retail store in Glencoe.

The following businesses are in development and will soon be open:

- **Glencoe Wine Bar, 340 Tudor Court**
Glencoe Wine Bar will offer small bites in addition to wine and spirits. The Village Board approved the liquor license in June and interior renovations are underway. It is expected to open in January.
- **The Wild Child, 657 Vernon Avenue (Expansion)**
The Wild Child toy store is expanding into the adjacent storefront vacated by Glencoe Pediatrics. The Village issued a building permit for the expansion which is currently underway.
- **Valor Restaurant, 667 Vernon Avenue**
Valor is replacing the former Cibo and District at 667 Vernon Ave. The menu will be upscale American contemporary cuisine. The Village Board approved the liquor license in November and the space is undergoing minor renovations. It is expected to open in December.

The Business Services Team has begun preliminary plans to host a breakfast to engage Glencoe business owners with Village staff in February 2017. Discussion topics for this event are being considered.

Downtown Plan Update

The Village Board received the draft downtown plan from the Plan Commission in August. And following a public hearing that took place in October, the Village Board will consider formal adoption of the plan at the December 15 meeting.

Downtown Parking

As a part of the Village's continued focus on downtown parking regulations and enforcement, a central business district parking ordinance was adopted by the Village Board in September. This update included removal of outdated language in the Village Code regarding downtown parking, an outline of specific parking spaces for business or 'B' permit holders and a designation of spaces where overnight parking is allowed. Additionally, new signage will be installed to help clarify parking regulations of the different lots and spaces in the downtown. In November enforcement of the new regulations began which raised concerns from some 'B' permit holders relative to parking while not working and in Glencoe to patronize other businesses. Staff has been in contact with businesses to address these concerns while still implementing the new regulations.

Small Business Saturday

Village staff worked with the Glencoe Chamber of Commerce to promote Small Business Saturday, which took place on November 26. Many Glencoe businesses offered promotions and discounts for the day which were highlighted on the Village website and in social media as well as in the *Glencoe Quarterly*.

Participating Glencoe Chamber Businesses SMALL BUSINESS SATURDAY NOVEMBER 26, 2016

- REACH**: 20% ALL FULL-PRICE OFF MERCHANDISE. Offer valid on 11/26/16 only. 688 Vernon Ave • (847) 786-4211
- anne loucks gallery**: 10% DISCOUNT. Offer valid on 11/26/16 only. 309 Park Ave • (847) 832-8800
- North Shore Exchange**: 15% OFF EVERYTHING IN THE STORE. Offer valid on 11/26/16 only. 372 Main Ave • (847) 835-0026
- G JEWELERS**: 10% DISCOUNT. Offer valid on 11/26/16 only. 667 Vernon Ave • (847) 835-3002
- BLACKSHEEP**: 10% OFF EVERYTHING IN THE STORE. Offer valid on 11/26/16 only. 344 Park Ave • (847) 242-0130
- three twelve tudor**: 20% DISCOUNT. Offer valid on 11/26/16 only. 312 Tudor Ct • (847) 786-4533
- THE GRAND FOOD CENTER**: BUY ONE PRIME STRIP STEAK GET 2ND FREE. Offer good on 11/26/16 only at Glencoe & Winnetka locations. Limit 1 per customer. 341 Main Ave • (847) 835-2942
- VALENTINA**: 20% OFF ALL JEWELRY. Offer valid on 11/26/16 only. 341 Park Ave • (847) 786-3346
- OLIHU JEWELERS**: 40% OFF ALL WATCHES including Swiss Army, Citizen and Bulova. Offer valid on 11/26/16 only. 348 Park Ave • (847) 835-0035
- Temptations**: MENTION THIS AD FOR 10% OFF EVERYTHING IN THE STORE. Offer valid on 11/26/16 only. 665 Vernon Ave • (847) 242-0900
- the wild child TOYS**: 10% OFF EVERYTHING IN THE STORE. Offer valid on 11/26/16 only. 657 Vernon Ave • (847) 835-3600
- skinfo**: 30% OFF ANY TWO skinfo® brand or glencoe skincare makeup items. Offer valid only on November 26, 2016. Cannot combine with other offers. 716 Vernon Ave • (847) 459-2800
- MITE PRINTING**: 10% off your holiday card order or any in-store purchase! Saturday, Nov 26 9am - 2pm. 311 Park Avenue, Glencoe • (847) 835-0085 • miteprint.com



Commercial Vitality

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) DEVELOP A DOWNTOWN PROMOTION STRATEGY			
Establish a public/private partnership to reinvigorate the Farmer's Market	Increase vendor participation; attract more residents /visitors	VMO, Planning & Development Administrator	Completed: 2016 season complete; schedule table top to review with 2017 season with Chamber
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	Ongoing
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	In Progress: Central business district parking ordinance was updated and is now a working document being reviewed to work out any developing issues
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) CREATE A BUSINESS ATTRACTION AND RETENTION PROGRAM			
Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	PW	In Progress: Downtown plan to be approved in December 2016. Recommendations included.
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)	Ongoing: Included new business Chalk Boutique in winter newsletter business spotlight
Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Mgr, Planning & Development Administrator	Ongoing: Develop business retention visits program as part of the Business Services Team's work
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: Q1'17 first breakfast meeting expected
Re-evaluate Village banner policy for downtown streetlights	Conduct review; Make changes as necessary	PW, VMO	Completed
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 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	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, Asst to the PW Director, Village Planner	Ongoing: Downtown brick paver refurbishment included in FY 18 CIP; landscape improvements for the downtown included
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	Ongoing: Business Services Team has streamlined the process for new businesses and improved the customer service experience
Evaluate the effectiveness of the small business improvement program	Evaluate requests and usage annually during budget development process	Asst Village Mgr, Mgmt Analyst (DK)	Ongoing: Three business have used the program in 2016