Welcome to the Village’s New Bi-Monthly Key Performance Indicator Reports

These reports build on data included in the old department monthly reports, with a new focus on readability and interpretation of data. The report is broken into six sections (seen at right), which support the Village’s strategic goals and six strategic priorities.

Moving forward, key takeways from each of the sections will be listed here on the Executive Summary page. Each section at right links to more information in the report – simply click a box to learn more.

Key report elements include:
• Better alignment to the Village’s Strategic Plan
• Increased focus on data visualization
• Subject matter expert narrative
• Reporting measure flexibility

EXECUTIVE SUMMARY

GOVERNANCE

Financial Health
• The Village is now 25% through the fiscal year.
• General fund revenues are approximately $290,000 higher than prior fiscal year-to-date; all funds’ year-to-date revenues and expenditures are as expected.
• Water Fund revenues are approximately $137,459 ahead of prior year-to-date, in line with the new water rate structure.

Community Engagement
• The Village eNews campaigns continue to exceed industry standard open and click rates.
• Likes on the Village’s Facebook have increased by over 20% percent since May 2017.
• Total Glencoe Connect opt-ins have increased by over 500 registrants since May 2017.

STAFFING

Staff Investment & Engagement
• A diverse range of Village staff across all departments have been assigned to the various Strategic Plan initiatives, either as team leads or as team members.
• Customer service branding has been preliminary rolled out, emphasizing “The Glencoe Way.”

ECONOMIC DEVELOPMENT

Business & Housing
• Sales tax revenues are slightly down year-to-date but still within an expected variance; The impact of the Hubbard Woods Walgreens closing is not yet known.
• Glencoe Roast has changed ownership and will reopen under a new coffee/juice bar format.
• Building permit revenues are flat but expected to increase; currently there are 10 pending permits.

SERVICES & INFRASTRUCTURE

Services
• Public Safety continued public outreach encouraging residents to lock cars and has increased parking enforcement efforts.
• Public Works has reduced the outstanding inventory of ash trees infected with Emerald Ash Borer.
• Golf Club rounds played continue to exceed budget and prior year performance.

Infrastructure
• The downtown brick paver restoration project began.
• The frequency of water main breaks was reduced by 64% compared to prior fiscal year-to-date due to warmer weather conditions.
• All 63 required storm sewer outfalls inspections have been completed.
• Sanitary sewer cleaning efforts increased by 15% compared to prior fiscal year-to-date.
FINANCIAL HEALTH

1st Quarter Complete

- The Village is now 25% through the fiscal year. Year-to-date total General Fund revenue is approximately $290,000 higher than prior year-to-date, mostly due to increased property tax revenues. Year-to-date General Fund expenditure performance is generally as expected.

- Water Fund operating revenues are approximately $137,459 ahead of prior year-to-date, which is an expected increase, in line with the new water rate structure. Water Fund expenditures are as expected.

- For the first time since 2015, the State approved a budget in early June. Notably, the budget reduces the previous cut in the Village’s share of income tax receipts to only a 5% diversion (down from 10%).

HOT TOPIC

- Water Fund Revenue Volumetric vs. Fixed

Revenue Category Performance
General Fund

<table>
<thead>
<tr>
<th>Dollars in thousands</th>
<th>Prior FY YTD</th>
<th>FY YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volumetric</td>
<td>$414</td>
<td></td>
</tr>
<tr>
<td>$317</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed</td>
<td>$0</td>
<td>$40</td>
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</table>

- 42% overall revenue increase versus year ago

Expense Category Performance
General Fund

<table>
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<tr>
<th>Dollars in thousands</th>
<th>Prior FY YTD</th>
<th>FY YTD</th>
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</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$3,277</td>
<td>$3,364</td>
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<tr>
<td>Service Fees</td>
<td>$194</td>
<td>$208</td>
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<tr>
<td>Legal Services</td>
<td>$41</td>
<td>$88</td>
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<tr>
<td>Professional Service</td>
<td>$55</td>
<td>$81</td>
</tr>
<tr>
<td>Garbage Service Fees</td>
<td>$68</td>
<td>$56</td>
</tr>
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</table>

- 4% overall expense increase versus year ago

- Reduction driven by the filling of open positions
Positive Trends Continue

- The Village eNews campaigns continue to exceed industry standard open and click rates.

- Total lifetime Likes on the Village’s Facebook page have increased by over 20% percent since May 2017; monthly Tweet impressions on Twitter have also steadily risen in the past year.

- Total Glencoe Connect opt-ins have increased by over 500 registrants since May 2017; the Village continues efforts to encourage opt-ins via the website, Village Manager’s Blogs, social media and at community events.

Social Media Engagement

![Facebook and Twitter engagement charts](chart.png)

- **Facebook | May 2017 - May 2018**
  - Lifetime Total Likes
  - Tweet Impressions

- **Twitter | May 2017 - May 2018**
  - Tweet Impressions

**Metrics Preview**

- **Number of media releases**
- **Number of Village related media stories per month**
- **Number of Public Safety community contacts**
- **Number of Board, Committee, Commission members serving more than one term**
- **Board, Committee, Commission and staff attendance at community events**

**Most Visited Website Pages**

- Garbage Collection
- Payment Center
- Building & Zoning
- Village Employment
- Building Permits

**May 2018**

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Opt-ins</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2017</td>
<td>789</td>
</tr>
<tr>
<td>May 2018</td>
<td>1,357</td>
</tr>
</tbody>
</table>

**Open Rate and Avg Click rate**

- **Open Rate**
  - Glencoe: 40%
  - Industry: 27%
  - May 2018 Glencoe data

- **Avg Click rate**
  - Glencoe: 8%
  - Industry: 4%

**Village eNews**

- **Glencoe Connect**
  - **EXCEEDS EXPECTATION**

**Collected Data**

- **Number of media releases**
- **Number of Village related media stories per month**
- **Number of Public Safety community contacts**
- **Number of Board, Committee, Commission members serving more than one term**
- **Board, Committee, Commission and staff attendance at community events**

**EXCEEDS EXPECTATION**
**STAFF INVESTMENT & ENGAGEMENT**

**The Glencoe Way**

- Significant increases in retirement eligible employees over the next five years underscores the need for continued staff investment and engagement.
- Strategic Plan Initiatives are being addressed by a substantial and diverse representation of full-time staff. Approximately 40% of staff members are assigned as a team lead or team member.
- Customer service branding has been preliminary rolled out, emphasizing “The Glencoe Way.”

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### Retirement Eligible Full-Time Employees

- **Fiscal Year 2019 = 28% full-time workforce**
- **Fiscal Year 2023 = 42% full-time workforce**

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village Manager's Office</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Finance</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Golf Club</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Public Safety Civilian</td>
<td>2</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Public Safety Sworn</td>
<td>3</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Public Works Admin</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Public Works Operations</td>
<td>14</td>
<td>21</td>
<td>14</td>
</tr>
</tbody>
</table>

- Nearly half of Fiscal Year 2018 separations were due to retirement.

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### Strategic Plan Team Participation

- 100% VMO
- 100% Finance
- 60% Golf Club
- 31% Public Works
- 26% Public Safety

- 40% of full-time workforce

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### Full-Time Staff Turnover Rate

- **FY 2018**: 14%
- **FY YTD**: 1%

- Nearly half of Fiscal Year 2018 separations were due to retirement.

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### Officer Paramedic Certifications

- **Fiscal Year 2017**: 38%
- **Fiscal Year 2018**: 31%
- **Fiscal Year 2019**: 38%

- % Public Safety Officers with paramedic certification

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### Metrics Preview

- Training investment
- Recruitments
- Safety and accidents
- Team building activities
- Employee satisfaction
- Knowledge broadening activities i.e. cross-training/job rotations
- Wellness program

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**Village Manager's Office**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Finance**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Golf Club**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Public Safety Civilian**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Public Safety Sworn**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Public Works Admin**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications

**Public Works Operations**

- Full-Time Staff Turnover Rate
- Officer Paramedic Certifications
Around Town

• Sales tax revenues are slightly down year-to-date; The Hubbard Woods Walgreens closing is not expected to impact sales tax revenue until later this summer.

• Four new businesses have opened this fiscal year; more recently the Glencoe Roast changed ownership and the store will reopen under a new name, Hometown Coffee & Juice Co.

• Building permit revenues are flat year-to-date, but are expected to increase over the next few weeks given pending permits.
Public Safety continued educational and public relations efforts, stressing the importance of locking cars; in every incident of theft or burglary reported in the last two years the car has been unlocked.

Public Safety increased parking enforcement efforts aimed at increasing compliance with parking regulations, resulting in a 56% increase in parking citations issued.

Public Works has significantly reduced the outstanding inventory of ash trees infected with Emerald Ash Borer.

Golf Club rounds played continue to exceed budget and prior year performance.

- **Motor Vehicle Theft & Burglary**
  - **Parking Citations Issued**
    - FY YTD: 7
    - PRIOR FY YTD: 5

- **Gasoline and Diesel Usage**
  - Gallons: 29,324 FY YTD 2017, 26,977 FY YTD 2018, 24,029 FY YTD 2019

- **Golf Club Rounds Played**
  - FY YTD: 182
  - PRIOR FY YTD: 171

- **Ambulance Calls**
  - Jan-May 2017: 797
  - Jan-May 2018: 1,241
  - 56% increase in parking citations issued

- **Emerald Ash Borer Removals**
  - Prior FY YTD: 123
  - FY YTD: 21
  - Average 4.5 hours of staff time required for a single tree removal

- **Outsourcing garbage collection has driven recent decline**
  - FY YTD 2019 Actual: 6,202
  - FY YTD 2019 Budget: 5,735
  - FY YTD 2018 Actual: 5,612
  - 8% increase vs. budget
  - 11% increase vs. year ago

- **Period Ending MAY 2018**
  - **Services & Infrastructure**

- **Strategic Goal Alignment**
  - Collecting Data
  - Measuring Only

- **Actual vs. Budget**
  - FY YTD 2019 Actual: 6,202
  - FY YTD 2019 Budget: 5,735
  - FY YTD 2018 Actual: 5,612
**Asphalt Patching Project Progress**

- Completed 13%
- Remaining 87%

**Downtown Paver Project Progress**

- Completed 65%
- Remaining 35%

**Water Main Breaks**

- FY YTD: 4
- Prior FY YTD: 11

**Storm Sewer Outfall Inspections**

- FY YTD: 63
- Prior FY YTD: 11

**Sanitary Sewer Cleaning**

- FY YTD: 86,413
- Prior FY YTD: 101,455

**Total Pumpage**

- FY YTD: 190
- Prior FY YTD: 182

**INFRASTRUCTURE**

**Capital Improvement Project Season Begins**

- Downtown brick paver restoration began in May; 13% of the project has been completed to date in the first year of this five year program.
- The frequency of water main breaks were reduced partially due to the warmer winter temperatures and reduced ground frost depths that occurred in the area.
- The Village’s National Pollutant Discharge Elimination System (NPDES) permit now requires annual inspections of storm sewer outfalls; all 63 storm sewer inspections have been completed.
- Public Works increased its sanitary sewer cleaning effort due to the mandated Metropolitan Water Reclamation District (MWRD) inflow and infiltration program.

**HOT TOPIC**

- 64% reduction in breaks

**STRATEGIC GOAL ALIGNMENT**

- Services & Infrastructure

**SEASONAL**

- COLLECTING DATA

- MEASURING ONLY

- AT OR NEAR EXPECTATION

**Period Ending MAY 2018**

**Services & Infrastructure**

- FY YTD | Year 1 of 5

- 15% increase in sewer cleaning (linear feet)

- 4.2 % increase in pumpage

- 63/63 inspections completed