



Strategic Priorities Dashboard

September 2016

Infrastructure Replacement



Operational Effectiveness



Financial Sustainability



Organizational Development



Community Engagement



Commercial Vitality



KEY





Infrastructure Replacement

September 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 include more than 3,000 feet of larger diameter sewer pipe to address insufficient storm sewer capacity that directly impacts at least 32 properties, with additional positive impacts to the overall areas. These storm sewer improvements were part of the projects approved by Village residents via referendum in April 2015. A storm water study of the drainage basin including the south end of Green Bay Road, Linden Avenue and Euclid is also planned for 2017.

Pavement Analysis

The Village has contracted with a consultant to perform testing of the entire Village street system. Infrastructure Management Services (IMS) will be in the Village in the coming month to perform non-destructive testing of every public street under the Village's jurisdiction. IMS will perform a surface condition survey using a road surface tester mounted on a specialty vehicle that will collect information on pavement roughness, cracking, texture and distress to provide continuous and accurate condition of the Village's street network. The final report delivered to the staff will be used to help prioritize maintenance street resurfacing in the coming years.



Village Hall HVAC Improvement Project



Voris Mechanical, the general contractor for the Village Hall HVAC improvement project, has completed the demolition of the steam piping located throughout the building. New hot water pipe installation is ongoing, and the new

heating system is scheduled to be operational by mid-October. 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 will remain open for business throughout the project, and all work is anticipated to be completed by June 2017.

Storm Water Outfalls

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 these outfalls. It is expected that construction of the new storm sewer outfalls for Rockgate Lane and Brentwood Drive will take place in FY2018.

Sanitary Sewer Condition Assessments

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. Public Works staff is using the new sewer camera system to collect condition data and begin to develop a prioritized improvement



plan.

Water System Master Plan Update

The water distribution Master Plan was presented to the Village Board in March 2016. Village Staff has developed a long-term replacement schedule for water mains, with the first scheduled improvements included in the FY2018 Community Improvement Program (CIP).



Infrastructure Replacement

September 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: Evaluating infrastructure improvement needs and budgeting projects in the FY 18 Community Improvement Program
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: Using the distribution study presented in March for Community Improvement Plan development
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: Completing as FY 18 Community Improvement Plan
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: PW staff has commenced with training and procedure development for the categorization of needed improvements
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: Staff will better publicize current program offer on the website
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 of improvements initiated improvements in 2015; Additional analysis is expected in FY2018 on other problem areas.
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: Design underway for second phase of improvements
Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	PW	Ongoing: FY 2018 Community Improvement Program includes replacement of sewer jet used in sewer maintenance
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

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Infrastructure Replacement

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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	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	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
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 in Q4'16
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 2018 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: Including in FY 2018 budget preparation



Operational Effectiveness

September 2016 | Highlights

GIS Data Goes Mobile

In order to better collect and reference critical infrastructure data in the field, Public Works staff has integrated several refurbished Toughbook computers into day-to-day operations. This equipment allow the Village's utility repair crews remote access to the Village's comprehensive Geographic Information System (GIS). In-field GIS access will allow crews to quickly pinpoint and accurately locate sewer and water systems in order to expeditiously complete repairs without need to reference source documents housed in our facilities. Staff plans to address additional updates for in-field GIS access in the coming FY18 budget, including the inclusion of mobile data gathering devices to assist with more enhanced cataloguing of infrastructure in our GIS.



Village Service Levels

In FY2017, staff continues to refine an initial list of major Village services that was presented to the Village Board in November 2015. Staff will continue to evaluate this list and review individual services with the Village Board on a project-by-project basis. This information will be utilized in the FY2018 budget preparation and in staff's ongoing evaluation of Village services.



Work Order Management

As a part of the Village's IT assessment, staff continues to review work order management software. This software can be used to significantly improve internal processes and response time related to resident service requests. Before pursuing a software solution, staff will be carefully reviewing recommendations presented in the IT needs assessment in order to determine the best work order management system for the Village.

Shared Services

Earlier this year, the Village partnered with three surrounding communities to evaluate 9-1-1 dispatch consolidation. This was prompted by recent state legislation requiring 9-1-1 dispatch centers to service a population of at least 25,000. Following Village Board feedback, the four communities will be negotiating a contract with the Village of Glenview for 9-1-1 dispatch services.

Additionally, Village and Park District staff recently met to review our current shared services and discuss potential future shared service opportunities. Staff also began exploring a potential joint contract opportunity with another municipality for supplemental IT staffing.

Information Technology

IT Needs Assessment

The Village's IT needs assessment is reaching its completion. Staff expects to receive the final report later this month which will be used to help staff recommend, prioritize and plan future IT projects and purchases. Staff will begin evaluating ERP options in the 4th quarter of 2016, with expected recommendations to the Village Board for implementation during FY2018.

IT Steering Committee

The staff IT Steering Committee continued its work on implementing electronic document management across all departments to allow staff to more efficiently store and organize important Village files. The Committee worked to establish templates in the system and anticipates implementing the new system by the end of the calendar year.



Operational Effectiveness

September 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: Initial list presented in Nov'15; will review individual services with Village Board on project-by-project basis
Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	Ongoing: Including additional performance measurements in community improvement plan 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 on hold until ERP is determined. 2) Recommending enhancements to annual vehicle & pet licensing program. 3) Recommending revision to alarm billing program. 4) Changing billing services for UB.
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	1) Human Resources / Applicant Tracking and Employee Access Portal implementation on hold until ERP determined.
Develop plan to reduce hand entry of billing and payment data	Review and evaluate/ recommend alternatives to improve business process efficiency	Finance Dept	1) Online Citizen Access on hold until ERP determined. 2) Email delivery of utility bills on hold until ERP determined. 3) Scanning UB invoices on hold until ERP is determined.
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: PW staff recently met with Park District to review and discuss shared services
Analyze opportunities to partner with other municipalities and Glencoe local governments	Develop report; present to Village Board	VMO, Department Heads	Ongoing: Partnered with three communities to evaluate 911 dispatch consolidation and will negotiate contract with Glenview. Exploring potential joint contracting with another municipality for supplemental IT staffing.
Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; Discuss opportunities	VMO	Ongoing: Responding to survey from Lt. Governor's office regarding shared services

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Operational Effectiveness

September 2016 | Detail

Action	Measure of Success	Team	Progress
E) EVALUATE TECHNOLOGY NEEDS OF THE ORGANIZATION; REDEFINE ORGANIZATIONAL PHILOSOPHY TOWARD THE USE OF TECHNOLOGY			
Redefine the role of the IT Committee to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology	IT Committee meets monthly; develops recommendations to Village Manager's Office	IT Committee	Completed: Committee is working on Laserfiche document management software implementation
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: Conducted IT needs assessment and evaluating consultant's recommendations. Will begin evaluating ERP options in Q4'16
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 initiatives will be reviewed in Community Improvement Plan budget requests
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
Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Asst Village Mgr, IT Coord, Finance Dir	In Progress: Evaluating potential joint contracting with another municipality and will include in FY2018 budget request



Financial Sustainability

September 2016 Highlights

Long Range Capital Planning



The draft Community Improvement Program (CIP) update is being prepared for review by the Finance Committee as the first step in the development of the FY2018 budget process.

The CIP presents a clear and concise program for capital spending (infrastructure, equipment and vehicles) with identified potential funding sources.

FY2018 Budget

The FY2018 budget, which will be in place beginning March 1, 2017, is in development. Departments are preparing draft budget requests and Village staff continue to monitor progress and potential impacts from the State of Illinois budget.

Evaluation of Village Fees

Staff continues to evaluate the fees assessed by the Village on an annual basis.



Staff will utilize its annual fee survey in the FY2018 budget process 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 FY2018 budget and will be presented to the Finance Committee along with the draft budget later this fall.

Distinguished Budget Award



For the 17th straight year, the Village has received the Distinguished Budget Presentation Award for the FY2017 Budget from the Government Finance Officers Association (GFOA). This award is the highest form of recognition in governmental budgeting and represents a significant achievement by the entity. In order to receive the budget award, the Village had to

satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as: a policy document, a financial plan, an operations guide and a communications device.

AAA Bond Rating Reaffirmed

Standard & Poor's has reaffirmed the Village's AAA rating. Glencoe is among only 17 communities across Illinois to be rated AAA by S&P.



2016B Bonds issued

On August 30, 2016 the Village issued \$5,117,018.90 in voter approved general obligation bonds for infrastructure improvement programs. The issuance was the second and final installment from the original \$10,000,000 authorization.

Village Board Accepts Comprehensive Annual Financial Report (CAFR)

At their August Meeting, The Village Board accepted the CAFR for the fiscal year ending February 29, 2016. This acceptance followed review by the Finance Committee at their August Meeting.

Popular Annual Financial Report (PAFR) Being Prepared

Village staff is completing preparation of the PAFR which is a condensed summary of the annual CAFR, and is a document prepared to clarify and summarize Village finances for review by the public. This report will be submitted to the Government Finance Officers' Association for award consideration.



Financial Sustainability

September 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	CIP update being prepared for September Finance Committee and draft Financial Forecast being prepared for October Finance Committee.
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	Departments preparing draft budget requests.
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	Implemented variance reporting process for revenue and expense. Utilizing budget detail process in financial software.
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	Board protocols to be established as part of review of long range financial forecast and budget policies.
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	Calendar developed and calendar steps taken, in progress.
Evaluate sufficiency of enhanced budget documents	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir, Dept Heads	Development of FY 2018 Budget underway.
C) ANALYZE OPTIONS FOR INCREASING LOCAL REVENUE			
Develop fee review schedule	Establish a schedule to review all fees annually	Finance Dir	Beginning annual review, conducting fee survey.
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



Organizational Development

September 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 Training
- Chain Saw Specialist Workshop
- Vehicle Backing Training – All Employees
- Tree Rigging Training
- Lift Station Training
- Brush Chipper Operation
- Trenching Training
- Snowplow Driving Training

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, five 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.

Public Works Leadership Development

As part of the recently approved collective bargaining agreement in Public Works, the Village has developed a new crew leader position within the ranks of the Public Works Department. This duty, assigned by a Supervisor or General Superintendent, will identify and develop employees who take initiative and leadership within their specific operation division in the Public Works Department.

Employee Development

Internal promotion of staff has been an important initiative highlighted in the Strategic Work Plan. Following the retirements of Deputy Chief Al Kebby and Lieutenant Michael McCormick, the Public Safety Department promoted three in-house staff members to these positions. Rich Weiner was promoted to Deputy Chief (replacing DC Kebby), Peter Neville was promoted to Lieutenant (replacing former Lt. Weiner) and Mike Talend was promoted to Lieutenant (replacing Lt. McCormick).

The Village strives to establish career development training opportunities for staff to create a competitive, internal promotion environment. As a part of this process, staff is continuing to work on developing career development plans for all Village employees. Individual professional development plans will be included in the new performance evaluation templates.

Performance Reviews

Staff working to develop new templates for standardized employee performance reviews. These performance reviews will be standardized Village-wide and are expected to tie to revised compensation structures developed as a component of the recently completed Compensation and Classification Plan. These new forms are expected to be in use by the end of the fiscal year.



Organizational Development

September 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 completed in Q2'16 for certain employees
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Dept Heads	Ongoing: Public Safety completing training for new lieutenants and management team
Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Dept Heads	Kebby and McCormick retirements replaced with in-house staff
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: In Q4'16/Q1'17, Public Safety will have five new officers in training academies and field training programs.
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: Developing new template; will schedule employee and supervisor training once template is finalized. Anticipated completion 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, anticipate finalizing in Q4'16



Community Engagement

September 2016 | Highlights

Website Redevelopment

The Village is in the process of redeveloping its website, in order to make the site significantly more user-friendly and accessible on mobile devices, and to modernize the site. This summer, the Village Board authorized the Village Manager to enter into an agreement with Revize, LLC for redevelopment of the website. Design is currently underway and significant effort on updating website content is currently underway. It is expected that the new website will be completed by the end of this calendar year.



Public Safety Outreach

Following a string of recent vehicle burglaries and thefts in Glencoe and the surrounding North Shore suburban area, Public Safety Department staff have developed and disseminated numerous alerts and updates to residents via the Village's communication outlets including the Village website and e-alerts, Glencoe Connect, press releases and news briefings. Further, Department staff discussed these crimes at a recent Village Board meeting which resulted in a recent article in a local newspaper outlining the crimes and ways the community can help stop them. These updates underscore the importance of the Village's communication tools in relaying critical information to residents in a timely manner.

Glencoe Connect



The Village continues to utilize Glencoe Connect to send emergency and non-emergency alerts to the community including updates on construction projects, emergency road closures and crime alerts. Nearly 600 residents have provided contact information to the Village to ensure they receive these critical communications from the Village. Staff is continuing to publicize this communication tool. Click the link below to register for this important service.

<https://member.everbridge.net/index/892807736721622#/login>

Sustainability Task Force

Since May, the newly formed Sustainability Task Force has been meeting on the fourth Tuesday of every month. The Task Force has received excellent press coverage and has focused its efforts on the development of reasonable goals, highlighting environmental awareness and implementation of best practices, including an inventory of sustainable projects completed by residents, the recycling of construction demolition materials, and improved access to existing bike trails.

Committee and Commission Members

The Village President, with the advice and consent of the Village Board, appointed the following members to Village Committees and Commissions in May 2016:

- Ed Goodale, Plan Commission
- Chris Pfaff, Police Pension Fund Board
- Bruce Becker, Police Pension Fund Board
- Dale Thomas, Golf Advisory Committee Chair
- Eva Levy, Golf Advisory Committee
- Rick Richker, Zoning Board of Appeals/Zoning Commission
- Sara Elsasser, Zoning Board of Appeals, Zoning Commission
- John Eifler, Historic Preservation Commission



Community Engagement

September 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	In Progress: Draft policy complete; anticipate establishing communications staff team and reviewing draft policy in September
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)	Ongoing
Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Mgmt Analyst (LB)	Ongoing: Introduced accountant in summer newsletter and included summary of Public Safety staffing changes in fall newsletter
Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Mgmt Analyst (DK), Mgmt Analyst (LB)	Ongoing: Introduced accountant in summer newsletter and included summary of Public Safety staffing changes in fall newsletter
Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Asst Village Mgr, Mgmt Analyst (LB)	In Progress and on target: Reviewing preliminary design concept and reviewing website content changes
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 (DK)	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 began meeting in May and has established objectives
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: Appointed new members and reappointed members to Golf Advisory Board, Plan Commission, Police Pension Fund Board, Zoning Board of Appeals, Sustainability Task Force.
C) IMPROVE ORGANIZATION'S UNDERSTANDING OF RESIDENT NEEDS, EXPECTATIONS			
Conduct formal and scientific citizen survey and analyze results; Identify and implement opportunities for improvement	Completion of survey and presentation of results to Village Board, staff	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: Service request system evaluated as part of website redesign and outgrowth of the IT needs assessment
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

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Community Engagement

September 2016 | Detail Continued

Action	Measure of Success	Team	Progress
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: Issued call for Sesquicentennial Committee volunteers several times throughout spring and summer
	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



Commercial Vitality

September 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 a heightened interest in both the downtown and Hubbard Woods commercial areas as evident by recently and soon-to-be-opened retail businesses.

The following businesses have recently opened:

- **Lululemon Resale "Pop-Up" Shop, 662 Vernon Ave**
Short term sales and a new trend in retail. This was the first "pop-up" shop request received by the Village, but is expected to grow in the future. Lululemon opened in June and remains open daily.
- **Sweet Buddha, 660 Vernon Ave**
Sweet Buddha is a specialty store offering custom made jewelry, apparel, candy, classes, and party packages for kids' birthdays, baby showers, sweet 16's and more. Sweet Buddha opened in September and was spotlighted in the Fall edition of the Glencoe Quarterly.
- **Valentina, 341 Park Ave**
Valentina offers a selection of women's clothing, jewelry and accessories as well men's accessories. Glencoe is the third location for Valentina and opened in August.

The following businesses are in various stages of development and will open in the near future:

- **Binny's, 85 Green Bay Rd (Expansion)**
Binny's is expanding and will now occupy the entire northern wing of the Hubbard Woods Plaza shopping center. This will now be the largest retail store in Glencoe.
- **Chalk, 337 Park Ave**
Chalk is a women's clothing boutique featuring established and emerging designers. Glencoe will be the second location, opening in the former Lake Shore Travel space.
- **Glencoe Wine Bar, 340 Tudor Ct**
Glencoe Wine Bar will offer small bites in addition to wine and spirits. The Village Board approved the liquor license in June and interior renovation plans are under review.
- **JC Licht, 107 Green Bay Rd**
JC Licht is a paint and home décor store, moving from their existing location in Winnetka to the former 7-Eleven outbuilding at the Hubbard Woods Plaza shopping center. Interior and exterior renovations are nearly complete.
- **The Wild Child, 657 Vernon Ave (Expansion)**
The Wild Child toy store plans to expand into the adjacent storefront recently vacated by Glencoe Pediatrics. The Village recently issued a building permit for the expansion.

Downtown Plan Update

The Village Board received the draft Downtown Plan from the Plan Commission in August. The next step in the review process is the statutory requirement to hold a public hearing on the draft plan in order to gain additional feedback and input from residents and other interested parties. The Plan Commission will hold the public hearing, which will likely occur in October. Following the public hearing the Village Board will consider formal adoption of the Plan.

Downtown Parking

As a part of staff's continued evaluation of downtown parking regulations and enforcement, a central business district parking ordinance update will be presented to the Village Board in September. This update will include 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, the updates will also include new signage that will help clarify parking regulations of the different lots and spaces in the downtown. Additional updates to the Village's parking regulations may occur following the approval of the Downtown Plan.

Glencoe French Market

The Glencoe Farmers Market returned as the Glencoe French Market in June 2016 and will now run through the end of September 2016 due to the increases in attendance over the summer.



Commercial Vitality

September 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	In Progress: Extending the market for an additional month due to resident and vendor demand.
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: Increased promotion of special events on Village's social media accounts. An enhanced Harvest Fest will take place on Wyman Green and Village Court in September.
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 update will be presented to the Board on September 15. Once downtown plan is adopted, additional updates may be initiated.
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	Not Started: Outgrowth of the downtown plan. estimated completion Q2'18
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 Sweet Buddha in fall 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 Community Improvement Plan (CIP)
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; this is a function of the Business Services Team
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