



The Village of •  
**Glenview**

# **2012 Adopted Annual Budget**

**Todd Hileman  
Village Manager**





# The Village of • Glenview

## **Fiscal Year 2012 Adopted Annual Budget**

**Presented to:**

**Village Board of Trustees**

**Kerry Cummings, President**

**Francis “Pat” Cuisinier**

**Paul Detlefs**

**Deborah Karton**

**Michael Jenny**

**Philip O’C. White**

**Scott R. Britton**

Prepared and Presented by:

**Todd Hileman**  
Village Manager

**Don Owen**  
Deputy Village Manager

**Amy Ahner**  
Administrative Services Director

**Joe Kenney**  
Capital Projects and  
Inspectional Services Director

**Mary Bak**  
Planning and Economic  
Development Director

**Wayne Globerger**  
Fire Chief

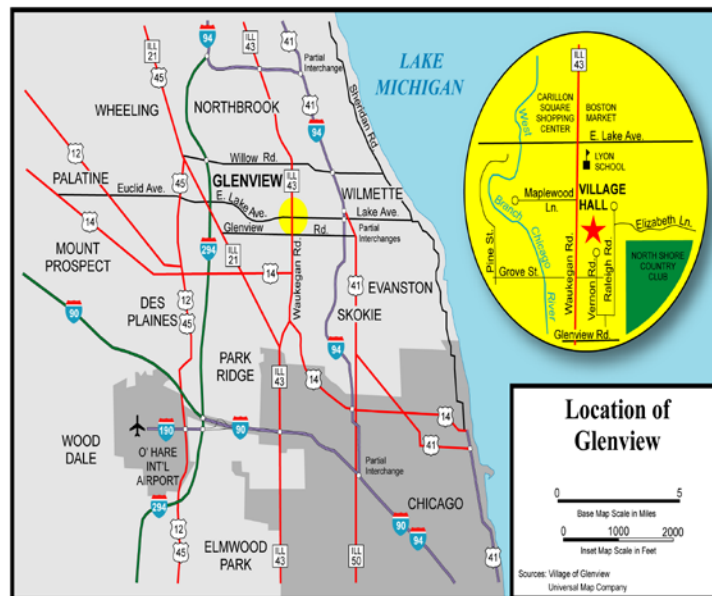
**William Fitzpatrick**  
Police Chief

**Jerry Burke**  
Public Works Director

and  
The Staff of the  
Village of Glenview

## *Village of Glenview Profile*

The Village of Glenview was incorporated on June 20, 1899 with an estimated population of 351. Today, the Village covers 13.83 square miles and has a population of approximately 44,692 residents. Located in Cook County, the Village has many fine amenities including great public services, excellent schools, many parks, playgrounds, and open space covering more than 700 acres, numerous options for shopping and dining and access to transportation options. These amenities have made Glenview a vibrant and thriving community and one of Chicago's premier suburbs.



Located between the Tri-State Tollway and the Eden Expressway the Village extends from Willow Road on the north to Golf Road on the south, Chicago and Northwestern RR on the east and to the western edge of the Cook County Forest Preserve along River Road (Route 45). The Village is located 22 miles northwest of the City of Chicago's downtown. To reach downtown Chicago it takes approximately 30 minutes by vehicle and 45 minutes via rail. O'Hare International Airport is 12 miles from Glenview.

Glenview is an affluent community and is home to successful and well-educated professionals. It also serves as the home to such corporations as Kraft Foods, Aon and Abt Electronics. Between the late 1990s and early 2000s, the Village took on a major challenge when it redeveloped the former Glenview Naval Air Station, closed by the Pentagon in 1995. This site known as "The Glen" is now a 1,121 acre mixed use district of residential, retail, office, light industrial, sport and entertainment uses.

Glenview operates under a council-manager form of government and is a home rule municipality operating under the 1970 Constitution and statutes of the State of Illinois. The Village President and six Trustees are elected at-large. Trustees are elected to overlapping four year terms and there are no term limits. Village elections are held every two years in April. The Village Board appoints members of various Village Commissions responsible for overseeing and regulating different aspects of the Village. The Board of Trustees meets twice a month to determine policy initiatives.

The President, with the Trustees, appoints the Village Manager, responsible for implementing Board policies and handling day-to-day operations, including overseeing a staff of approximately 269 full time employees in seven municipal departments; Administrative Services, Capital Projects and Inspectional Services, Planning and Economic Development, Fire, Village Manager's Office, Police, and Public Works.



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Glenview  
Illinois**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Danson Jeffrey R. Enos*

President

Executive Director





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# The Village of Glenview

To the Honorable President, Board of Trustees, and Citizens of the Village of Glenview:

I am pleased to present to you the proposed annual budget for Fiscal Year 2012. The Board of Trustees held four public budget workshops throughout the months of August, September, October, and November, as well as a capital improvement resident workshop which was held in September. This budget represents considerable effort and analysis on behalf of staff and a significant contribution of time for review and discussion on the part of the Village Board.

## ***Overview***

Preparation for the 2012 annual budget began with an understanding that the national and local economic recovery continues to be painfully slow. The goals remained much the same as they have over the last several years; minimize the financial burden on the Glenview taxpayer, identify cost cutting strategies and opportunities, responsibly utilize Village reserves when necessary, and proactively structure the Village in a way that will maximize the level of service that can be provided with a stagnant level of resources. The Village Board and management have met these goals by continuously reviewing and revising business practices, organizational structure, staffing levels and financial policies. In June, a Budget Committee was formed with selected representatives from all Village departments. The committee identified significant savings which are reflected in the 2012 annual budget.

When Cook County recently released the tax rate reports for the 2010 levy, a number of articles focused on the increasing tax rates for local jurisdictions including the Village. It is important to remember that the Village does not levy to a tax rate but rather levies a specific dollar amount. The rate increase for the Village between the 2009 tax year and the recently released 2010 tax year was primarily the result of lower property values determined by the assessors during the triennial reassessment. The Equalized Assessed Valuation (EAV) for the Village of Glenview dropped nearly 10% from 2009 to 2010 as a result of this reassessment. While the reduced EAV drove the rate up 12.7%, the actual amount levied by the Village and therefore collected from the taxpayers went up just \$210,056, an increase of less than 2%. For the 2011 property tax levy to be collected in 2012 the Village Board has limited the increase to 0.78% which is equal to the value of newly annexed, constructed or improved property reflected in the 2010 EAV. This increase of \$86,245 should have the effect of a \$0 increase to current taxpayers on average.

Given the economic challenges facing the Village and its residents, the Village management team constructed a spending plan for the upcoming year that addresses basic community priorities and relies on a multitude of strategies that will not only produce savings in 2012 but also in the years to come.

## ***2012 Cost Cutting Strategies:***

A Budget Cost Reduction Committee was formed in 2011 with a mission to identify innovative ways to reduce expenses. The committee was quite successful in right sizing 2011 expenditures, especially in areas of overtime and office supplies. Additionally, to minimize the FY 2012

shortfall and with an eye toward the future, the following strategies have been integrated into the proposed budget:

- ✓ Joint Purchasing: In fall 2010, the Village invited surrounding municipalities to participate in what has come to be known as the Municipal Partnering Initiative (MPI). MPI offers municipalities the opportunity to leverage economies of scale and achieve procurement savings and stave off inflationary costs. This initiative has achieved savings of \$400K – \$500K to date and seventeen joint purchasing projects are currently planned for 2012.
- ✓ Useful Life of Vehicles and Equipment: The Capital Equipment Replacement Fund (CERF) internal service charges were reduced by extending the useful life and reducing replacement costs for vehicles and equipment. These adjustments resulted in a reduction in internal services charges of approximately \$250K, while adhering to financial policies.
- ✓ Claim Reserves: The Unpaid Claim Reserve was adjusted from a 75% to a 55% confidence level. This adjustment was based on positive claim data trends. This resulted in a reduction of internal service charges of approximately \$700K.
- ✓ Staff Reductions: Elimination of 18 full-time positions occurred throughout 2011. This included 10 positions through the Voluntary Separation Program and 8 positions through attrition and restructuring. The workload will be absorbed by a combination of reassigning existing staff responsibilities and contracting outside resources where necessary. With the rising costs associated with pensions, health insurance and other components of employee compensation these position eliminations will result in substantial long term savings.

Over the past several years significant changes to how the Village provides services have been made, and operations and policies continue to be evaluated. Management has been successful in meeting the goals of the Village Board to minimize the impact to the taxpayer while maintaining a high level of service. It is worth noting, however, should the local economy continue to remain stagnant or possibly decline further, or if the State of Illinois continues to seek ways to shift costs onto local governments, it is likely that service level expectations may need to be a central topic of discussion next fall as the Village prepares for FY 2013.

Given that the economy is not expected to fully recover for the next several years, the Village must assess its long term strategic and financial goals. A conversation regarding service levels must be guided by the strategic goals of the organization along with the reality of the financial condition of the Village.

### ***Long Term Strategic Goals***

On an annual basis the management team reflects upon the progress made in the previous year and evaluates where the organization is going in the future. This evaluation is intended to discover innovative ways to continue to pursue the Board of Trustees administrative goals. The 2012 Administrative Goals are the foundation for the department annual goals but always have an eye out to the future.

The Administrative Goals are:

- ✓ Continue analyzing operations, staffing, and programs to ensure cost-effective, efficient, and quality service is provided to residents and businesses.
- ✓ Continue to guide the analysis, design, and implementation of information and technology assets leveraging projects across multiple departments to support Village operations and provide excellent customer service.
- ✓ Continue improving operating budget, financial practices to promote efficient service delivery, fiscal responsibility, and transparency.
- ✓ Enhance the Village's community planning and economic development efforts to continue improving the quality of life in the Village of Glenview.
- ✓ Continue developing intergovernmental relationships to enhance the overall quality of life in the Village.
- ✓ Continue improving the capital improvement program planning process pertaining to infrastructure and facilities projects in an effective, fiscally responsible manner.
- ✓ Enhance the Village's communication program to promote expedient and effective dissemination of information to internal and external customers of the Village.

### ***Long Term Financial Goals***

The Village's long term strategic goals cannot be met without consideration of the long term financial condition of the organization. The financial goals are derived from the strategic goals and are reinforced through various policies set forth by the Village Board. Additionally, each year during the budget process, staff works with the Village Board to determine what long term financial planning topics need to be developed or reviewed. This discussion is normally held at a budget workshop meeting that is open to the public. The long term financial goals include:

- ✓ Determine the feasibility of a storm water utility. Currently, the storm water capital improvements and maintenance are funded by the Corporate Fund. A dedicated revenue stream for storm water projects would alleviate some of the long term burden on the Corporate Fund.
- ✓ Continued utilization of a pay-as-you-go method to avoid the costs associated with debt issuances. Programs that are currently funded on a pay-as-you-go basis include capital projects, capital equipment replacement, and facility repair and replacement.
- ✓ Continue to use actuarially recommended funding levels, as opposed to the required minimum. Thus the percent funded remains higher and puts the Village in a stronger financial position over the long-term.
- ✓ Continue to monitor and evaluate the enterprise funds so they are in a financial position to remain self-sustaining.

- ✓ Maintain appropriate reserves to minimize the Village's vulnerability to the state of the economy.
- ✓ Review and balance decreasing Tax Increment Finance revenue with ongoing debt and make-whole payment commitments.
- ✓ Continue to seek alternative funding sources to diversify the Village's revenue streams to minimize the reliance on sales tax.

### ***Conclusion***

In closing, I would like to acknowledge the Village's management team for their continued flexibility and openness to new ways of doing business. Their dedication, leadership, and willingness to face the tough challenges during the past few years have had a significant impact on maintaining an overall financially healthy and stable organization. Lastly, I would like to acknowledge our employees for their continued dedication to the Village during an incredibly challenging time. Customer service, dedication, and responsiveness continue to be important cornerstones in every department, for which the Board and I are most appreciative.

Sincerely,

A handwritten signature in dark ink, appearing to read "Todd Hileman", followed by a horizontal line.

Todd Hileman  
Village Manager

*VILLAGE OF GLENVIEW*



*INTRODUCTION AND OVERVIEW*



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## ***How to Use This Document***

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The goal of the Annual Budget is to describe how estimated resources available to the Village will be used to provide services to the community during the budget period. The budget document illustrates the Village's projected revenues, operational expenditures, capital expenditures, and expected financial results for the budget period. The Annual Budget also serves as a legal document that provides Village Staff the authority to expend Village funds. Lastly, the budget document serves as a goal setting and policy document and includes the Village goals, policies and procedures approved by the Village Board as part of the budget approval process.

The document is presented in a format that provides several levels of financial and operational detail; by department and by fund. This budget is divided into seven sections: Introduction and Overview, Business Plans and Performance Measures, Budgets by Fund, Budgets by Department, Component Unit, Capital Spending and Debt Management and Supplementary information. Throughout the document, the Village of Glenview is referenced as the "Village".

### ***Introduction and Overview***

The Overview contains the message from the Village Manager, which discusses the economic and fiscal challenges facing the Village as the 2012 Budget was being developed and what actions were taken to maintain a healthy financial environment. The overview also contains an organizational chart, the Village history and profile, financial policies, and an explanation of the budget process.

### ***Business Plans and Performance Measures***

This section contains an explanation of the relationship between the Village Board's goals and the department's Business Plans and how they move the organization towards their desired outcomes. This section also includes performance measures for all departments.

### ***Budgets by Fund***

The Financial Summary Table at the beginning of this section provides an overview of estimated 2012 revenues, expenditures and ending Fund Balance/Net Assets. This section includes a chart depicting the fund structure prior to and after the implementation of the Governmental Accounting Standards Board's (GASB) Statement No. 54. Each Budget by Fund includes a written budget summary and a table that presents the estimated revenues, operational expenditures, capital expenditures, transfers and changes in Fund Balance (or Net Assets). The written budget summary includes a detailed review of revenues and expenditures for the budget period.

### ***Budgets by Department***

This section provides a view of the department across all functions and funds, including previous year accomplishments, staffing levels and a summary of expenditures. Some departments may have several divisions or subdivisions that are reported on. For example, the Village Manager's Office reports on five divisions including Administration, Communications, Human Resources, Legal and Joint Dispatch. Other departments may only report at a department level, such as the Police and Fire Departments. Department operating expenditures are reported by cost category and by fund; this provides the reader with the data to determine how much a department or function costs and their funding sources.

### ***Capital Spending and Debt Management***

This section provides an overview of the capital project planning process, descriptions of projects and a five year project plan. The discussion of the capital project planning process includes the criteria used, as well as the program impact on the Village's operating budget. The debt management section includes all outstanding debt schedules and explanations regarding debt policies.

### ***Component Unit***

The Component Unit for the Village is the Glenview Public Library. A component unit is a legally separate organization for which the elected officials of the primary government are financially accountable. This section provides the Library's fund balance information for each of its funds, as approved by the Library Board.

### ***Supplementary Section***

The Supplementary Section contains a copy of the adopted FY 2012 budget resolution, 2011 Tax Levy documents, and a glossary for reference.

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Additional information on the financial condition of the Village is available in the Comprehensive Annual Financial Report (CAFR) which can be reviewed at Village Hall, the Village of Glenview Public Library, or online at [www.glenview.il.us](http://www.glenview.il.us).

### ***First Inhabitants and Pioneers***

The first Indian tribe known to inhabit early Illinois was the Winnebago, who were mound builders. They lived in villages and were basically an agricultural society. As time moved on, other Indian tribes moved into the area, notably the Potawatomi who settled in the area now known as Northfield Township. A succession of treaties had gradually wrested most of the Indian lands from the Native Americans. Finally, in the treaty of Chicago in 1833, the Indians gave up their last five million acres, thereby relinquishing all claims to northern Illinois and opening up the area to settlement by early pioneers.

The first western pioneers came to the area from Europe and England in the 1830s. They were looking for an opportunity to establish themselves and Illinois, unlike the original 13 states, was a vast sea of prairie grasses broken only by stands of oak trees which were called "groves." Traveling in those days was very difficult and often dangerous as the streams and treacherous swampy areas were unbridged, and the trails were winding and narrow. The Indians were, for the most part, friendly and even helpful so they did not present a great danger to these settlers.

After the 1833 Treaty of Chicago, a flood of early settlers came into the area. One of the first families to take up residence was that of George Heslington. They had been living at Fort Dearborn (Chicago) since their arrival from England, waiting to lay claim to their future home site. All early settlers were permitted to select 160 acres of land in the area now known as Niles and Maine Townships near the site of the present Glenview Club. Located on the Deerfield moraine, their farm was just north of a large Potawatomi village. Their baby daughter was the first white child born in the Glenview area. In 1836, Mrs. Heslington's parents, the Robert Dewes, arrived and settled near their daughter. Just as the Heslingtons followed the Indian's example of choosing high land, the early settlers in the Glenview area proper all located along the established Indian trails. Two were called the Little Fort and the Indian Lakes Trails, now Waukegan and Glenview Roads. Others settled along the Milwaukee Trail.

Dardenus Bishop and John and Benjamin Troups located near the intersection of the Little Fort and Indian Lakes trails where Sgt. Joseph Adams had established a primitive store in an area we now call downtown Glenview. John and Edward Cammack laid claim to their acreage along Shermer Road. Dr. John Kennicott, his brothers, and their families settled along the Milwaukee Avenue trail in the middle 1830s – an area now known as "The Grove".

### ***The Civil War Years***

The Civil War years were a period of prosperity for the farmers in Glenview. Many of them improved their farm buildings and their homes and were quite prosperous. In October 1871, Chicago was devastated by the Great Chicago Fire. Chicago's building needs to rebuild the city lead to the construction of the Chicago and Milwaukee Railroad through the center of town. Suddenly South Northfield became easily accessible to Chicago, creating opportunities for manufacturing and the delivery of farm products to the city, such as milk, cheese, and produce.

### ***Village Incorporation***

By the late 1890s, it had become apparent there was need for more services than could be provided by the existing county government or the rather informal township organizations. A referendum to incorporate as a village was held in 1898, but was defeated. However, on June 17, 1899, a second try

was made; and, by a vote of 59 to 51, the decision was made to form a village from Section 34 and most of Section 35 of Northfield Township. The estimated population was 351.

At that time, only males could vote, so only 20 ballots were cast for the first Village Board of Trustees. Hugh Burham was elected the first Village President. The first Trustees were August Clavey, Frank Hoffman, Henry Maynard, Charles Rugen, John Hutchings, and A. C. Butzow. These men represented a good cross-section of the leaders of the various parts of the Village.

Originally the village was called South Northfield, then for a time North Branch. In 1878, Fred Hutchings named it Oak Glen. But the railroad already had a stop by that name, so another designation had to be found. After an attempt to call it Hutchings after the donor of the land (Sara Hutchings didn't want the Hutchings' name on the railroad station which was an unsightly old rail car), and Barr, after a railroad superintendent, it became Glen View. However, *Glenview*, as it is know today, is the name under which it has continued to grow and prosper.

### ***The Glenview Naval Air Station***

In 1929 aviation pioneer Glenn Curtiss built Curtiss-Reynolds Airfield on the site of what we now know as The Glen. And in 1936 the airfield was leased to the U.S. Navy.

From 1937-1995, the Glenview Naval Air Station was an integral part of the Village of Glenview. For 58 years, the Village enjoyed a strong, friendly and productive relationship with the Navy men and women stationed at the Base. U.S. Naval air power came of age in the years prior to and during World War II. During this time, Naval Air Station (NAS) Glenview was the largest primary training facility for the U.S. Navy. Nearly 9,000 aviation cadets received primary flight training at this site, and an additional 17,000 pilots were qualified for carrier landings through the Carrier Qualification Training Units.

But in July of 1993 the U.S. Department of Defense recommended closing of Naval Air Station Glenview -- and two years later, on September 30, 1995, it did.

The Village accepted the designation of Local Redevelopment Authority and also elected to assume the role as Master Developer. This ensured that all decisions relating to the property would be controlled at the local level, protecting the interests of residents and core jurisdictions. Now, the one million cubic yards of concrete, 1.5 miles of runways and 108 U.S. Navy buildings are gone. In their place is The Glen, a 1,121 acre mixed-use district, with new homes, offices, and retail space. Public amenities include Lake Glenview, Park Center, Gallery Park, Air Station Prairie, two golf courses, and a Metra station.

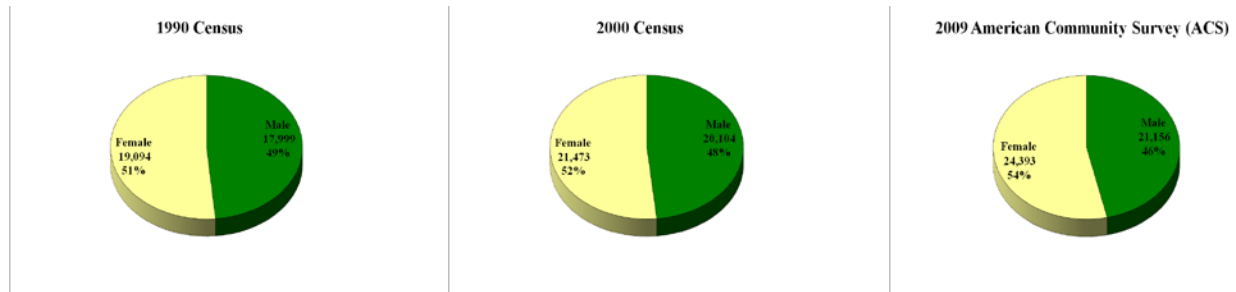
## Village of Glenview Demographics

### Population

Year	Population	Year	Population
1950	6,142	2001	43,581
1960	18,132	2002	45,001
1970	24,880	2003	45,780
1980	32,060	2004	45,818
1990	37,093	2005	45,992
1998	38,437	2006	46,321
1999	38,437	2007	46,329
2000	41,847	2010	44,692

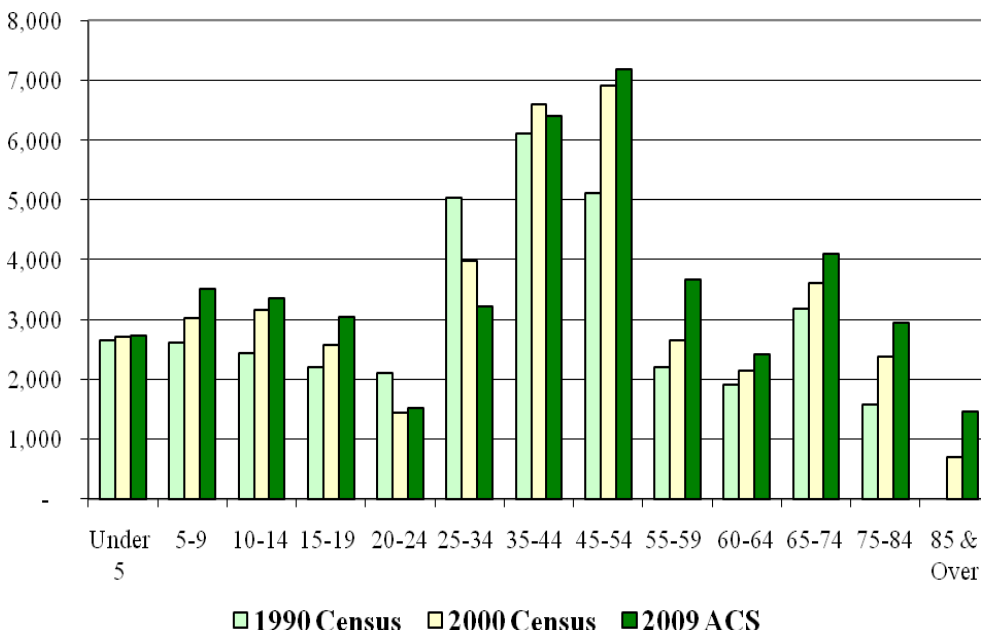
\*Source: U.S. Census Bureau Estimates and Data 2000 - 2010

### Gender

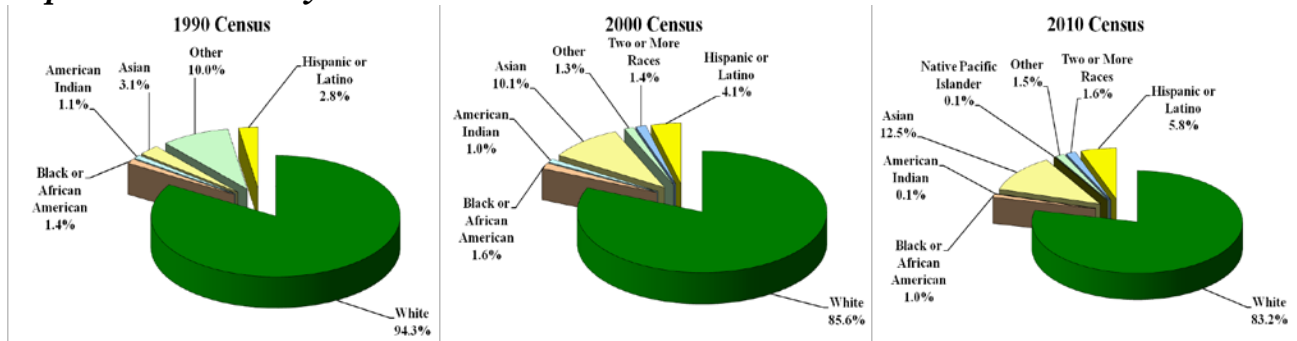


### Age Information

	1990 Census	2000 Census	2009 ACS
Median Age	37.5	41.3	43.6



## Population Diversity\*



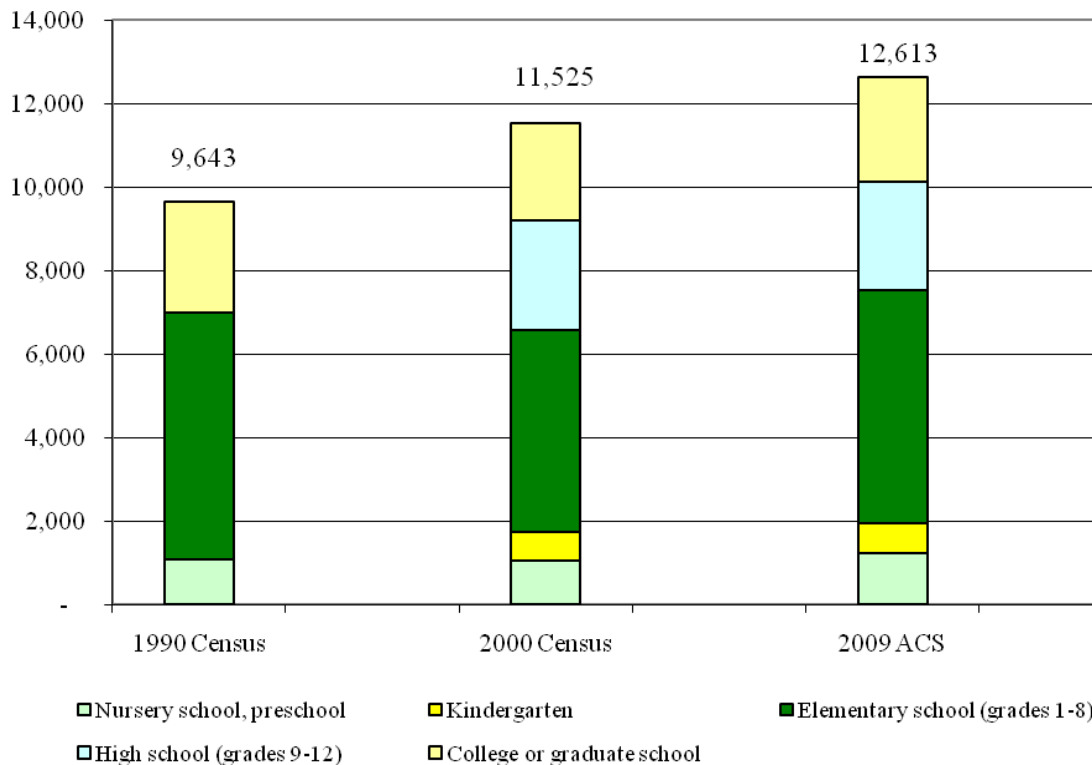
\*Respondents could select more than one category

## Education\*

	1990 Census		2000 Census		2009 ACS	
High School Graduate or Higher	23,151	92.2%	27,215	94.3%	30,143	96.0%
Bachelor's Degree or Higher	11,601	46.2%	16,140	55.9%	19,493	62.1%

\*Population over the age of 25

## School Enrollment\*



Notes:

\*Population over the Age of 3

In 1990 Kindergarten and Nursery school, preschool statistics are combined

In 1990 High School and Elementary School statistics are combined

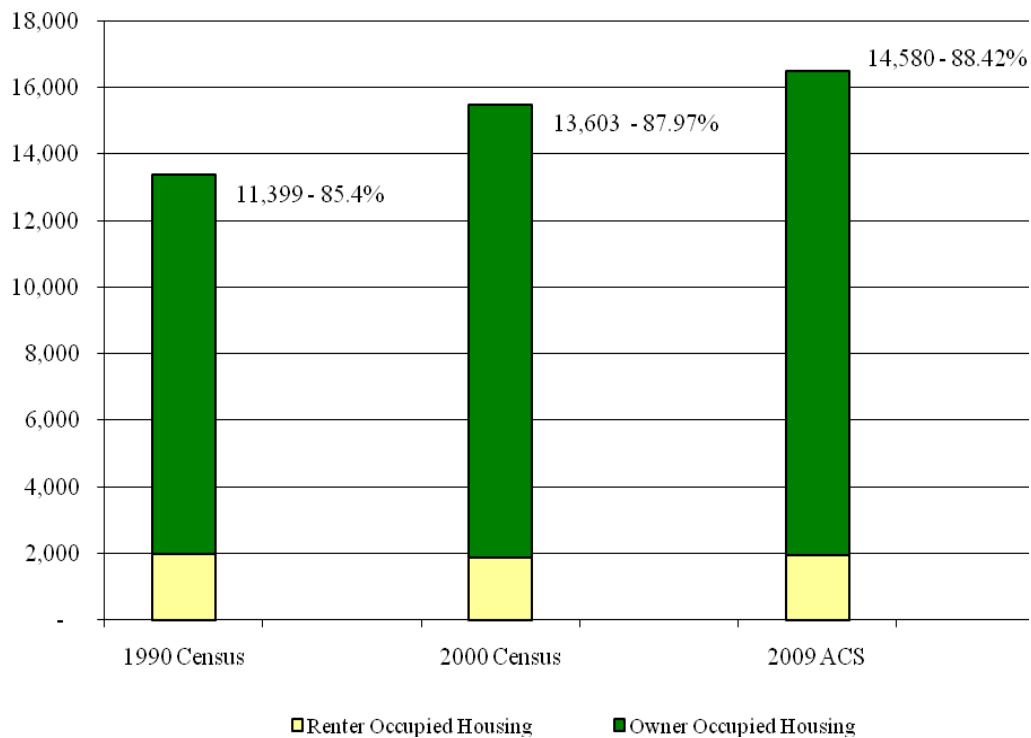
Number at top indicates total school enrollment



## ***Housing Characteristics***

	1990 Census	2000 Census	2009 ACS
Average Household Size	2.45	2.67	2.70
Median Home Value	\$235,600	\$336,000	\$545,400

### **Owner versus Renter Occupied Housing**



## ***Transportation Characteristics***

### ***Federal Highways***

I-294 – Tri-State Tollway

I-94 – Eden Expressway

### ***Railroad***

Amtrak – 2 Routes; the Empire Builder and Hiawatha Routes

Metra – Milwaukee District North Line – 2 Stations; Glenview Stop and Glen/N. Glenview

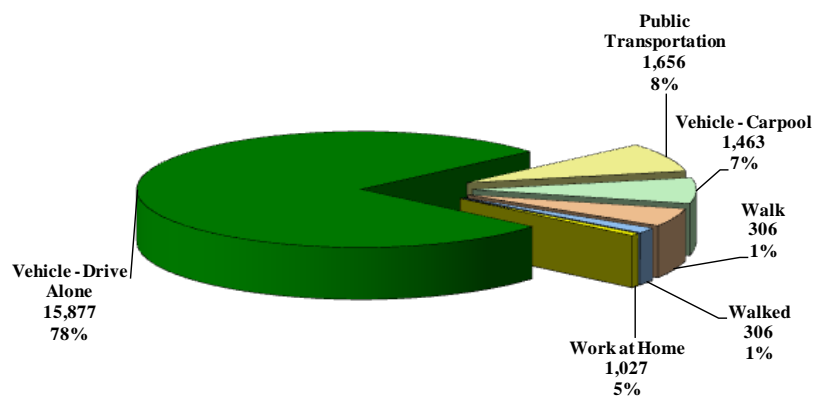
### ***Airports***

O'Hare International Airport

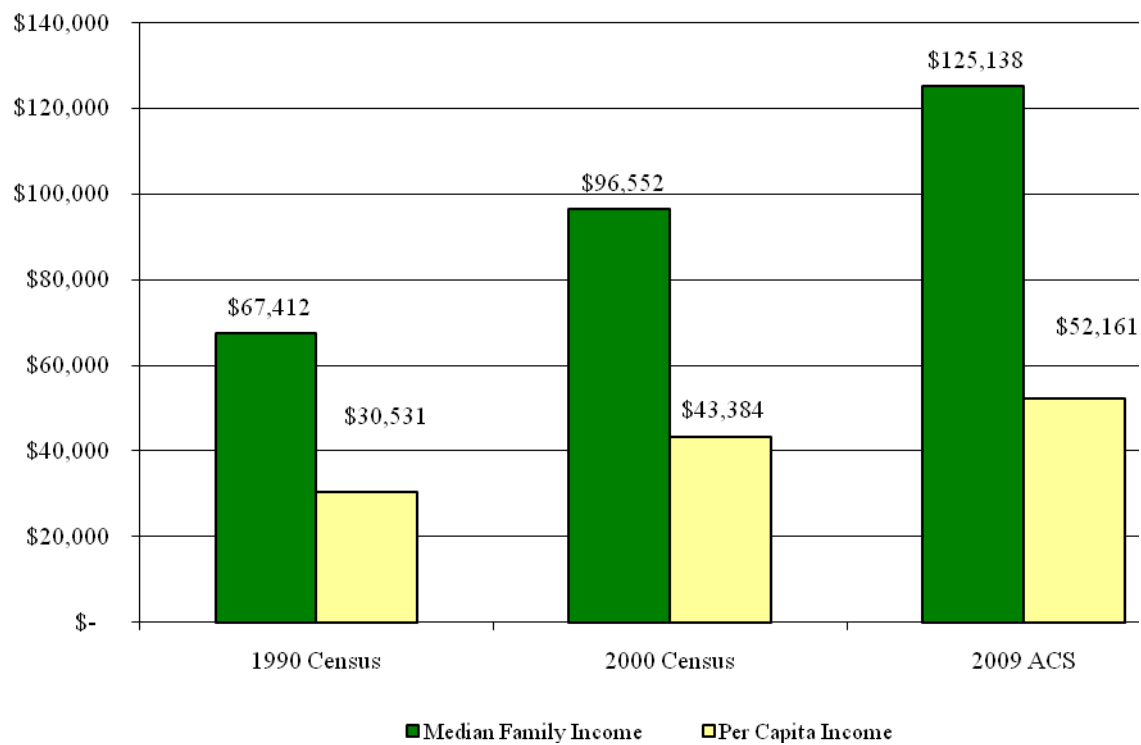
### **Commute Time**

	1990 Census	2000 Census	2009 ACS
Mean Travel Time (in minutes)	27.3	29.4	28.5

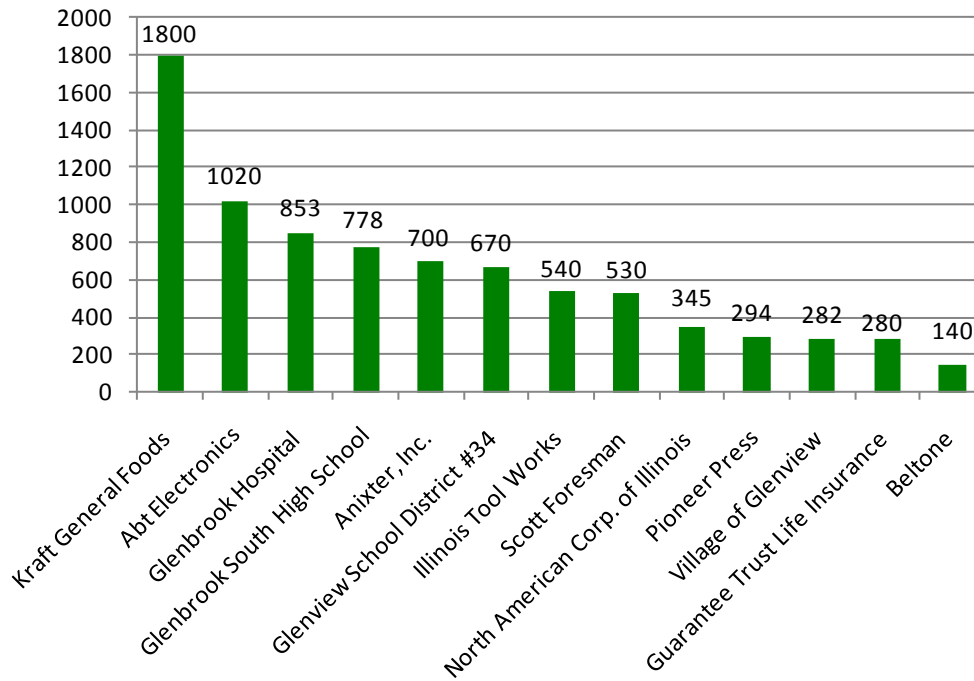
## Commuting Mode of Transportation



## Economic Characteristics



## Principal Area Employers

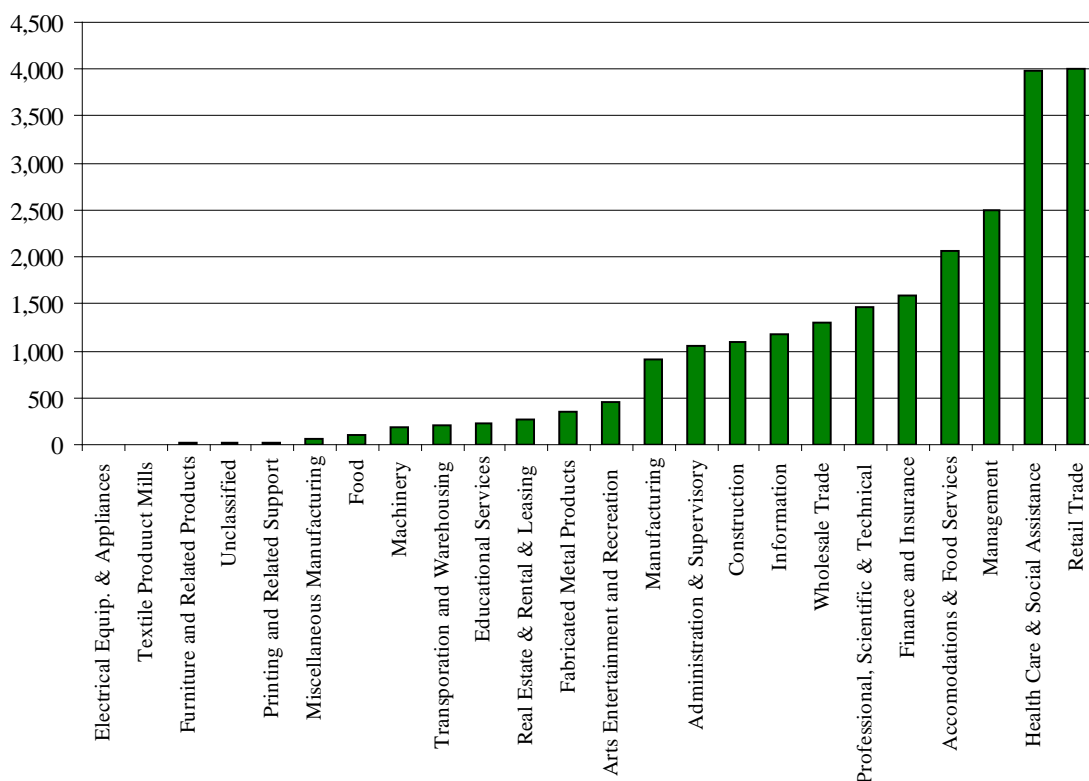


## Private Employment in the Village of Glenview\*

Year	Number of Private Companies	Percent Change	Number of Private Company Jobs	Percent Change
1996	1,586		17,637	
1997	1,592	0.38%	18,286	3.68%
1998	1,617	1.57%	17,116	-6.40%
1999	1,649	1.98%	18,180	6.22%
2000	1,651	0.12%	18,691	2.81%
2001	1,629	-1.33%	18,790	0.53%
2002	1,648	1.17%	18,502	-1.53%
2003	1,677	1.76%	19,888	7.49%
2004	1,765	5.25%	20,453	2.84%
2005	1,834	3.91%	20,700	1.21%
2006	1,956	6.65%	21,509	3.91%
2007	2,037	4.14%	23,062	7.22%

\*Source: Illinois Department of Employment Security

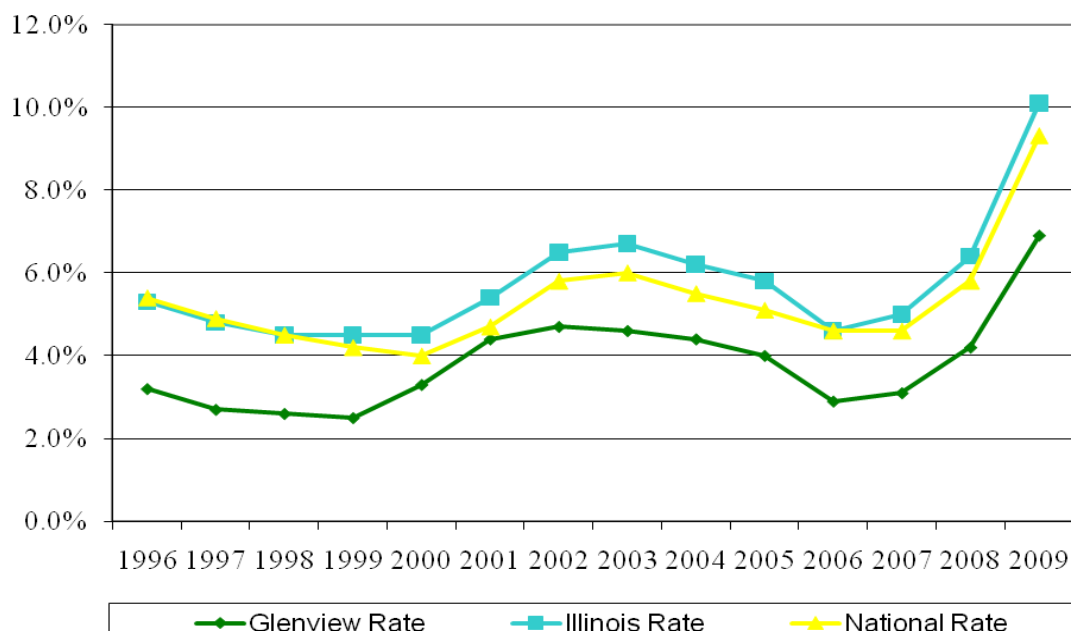
## Private Area Employers by Job Sector\*



\*Source: Illinois Department of Employment Security

## Unemployment Rates\*

The Village's most recent unemployment figure indicates a rate of 3.1% below the State of Illinois rate of 5.0% and the National rate of 4.6%.



\*Source: Illinois Department of Employment Security

## ***Budget Process Overview***

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The operating budget process usually spans over several months and involves the analysis of expenditures and revenues. The Budget is prepared using the modified accrual basis of accounting for all funds.

### ***Prepare Financial Forecast***

The financial forecast is developed by Administrative Services staff and includes multi- year projections of revenues and expenditures. The starting point of this analysis is where the previous year ended and the current revenue trends are analyzed.

### ***Develop Department Business Plan***

Departments are required to update and expand their Business Plans on an annual basis in conjunction with the budget process. An in depth review of current goals, initiatives and projects provide a framework in budget requests.

### ***Submit Department Request***

Departments analyze their historical trends and review upcoming projects to make an initial budget request to the Village Manager.

### ***Review Operating Requests***

After departments have submitted their initial requests, they meet with the Village Manager to review and justify their projects and programs. This process may occur several times throughout the budgeting process.

### ***Manager Review of Requests***

The Village Manager will make adjustments, increasing or decreasing the department budgets based on Village Board and management priorities.

### ***Board Work Sessions***

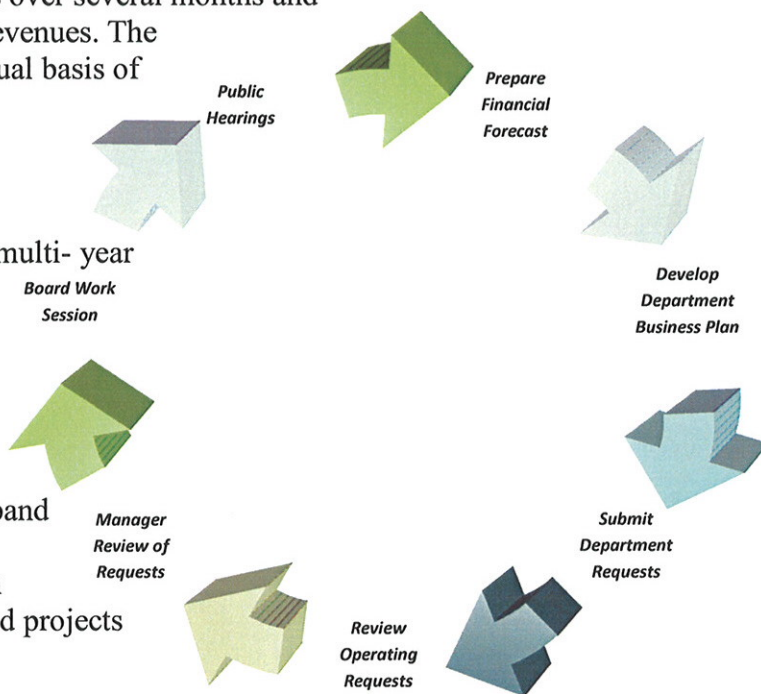
The Village Board holds several workshop sessions and invites the public to attend. Each workshop has a different focus and all funds are presented and discussed.

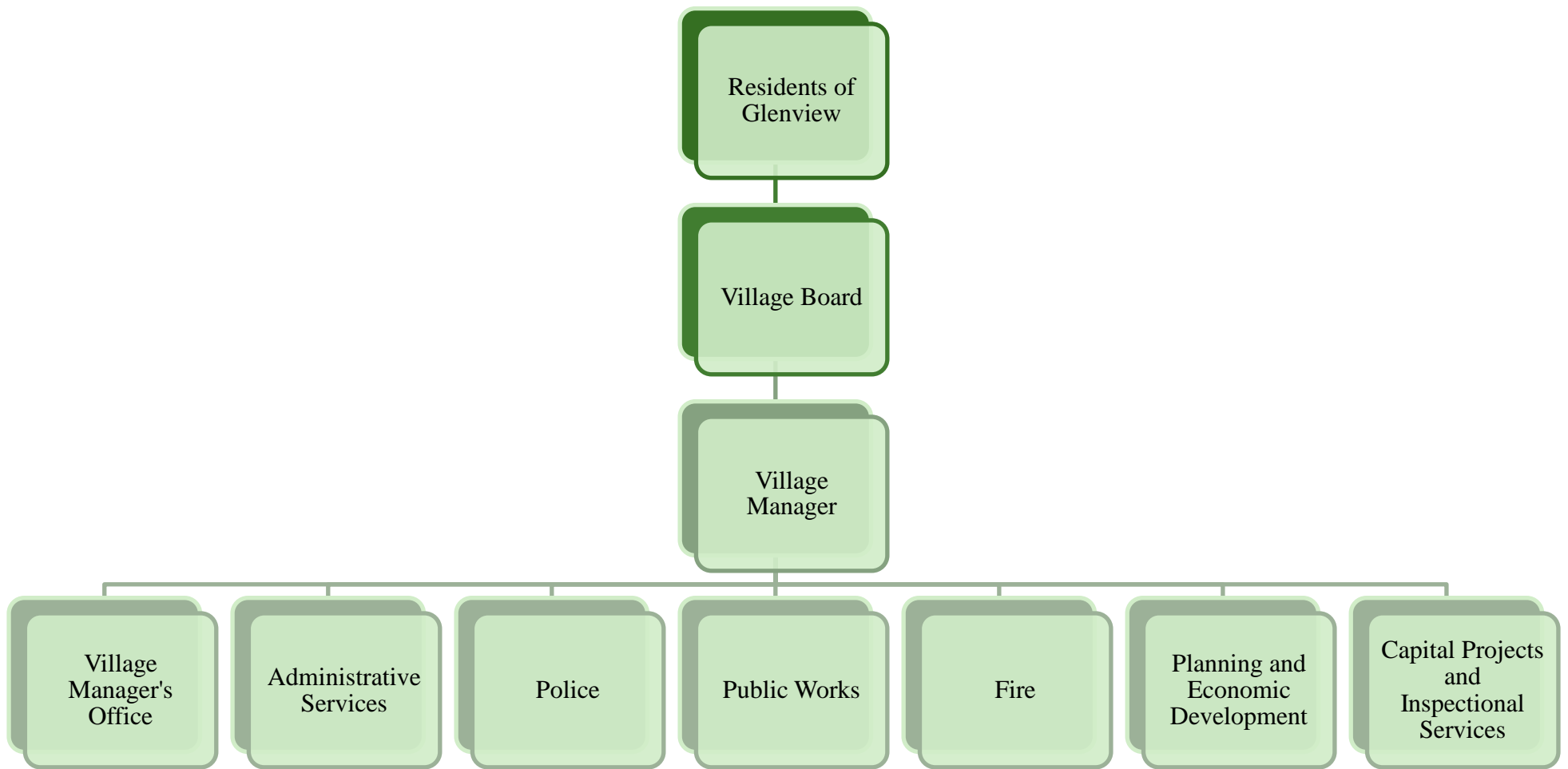
### ***Public Hearings***

The public has the opportunity to speak at the workshops and also at the hearing where the budget is officially adopted. The Village Board does take citizen comments into consideration when reviewing and editing the budget. The Capital Improvements Program budget includes several public hearings specifically intended to outline their planned projects and to receive citizen feedback, staff then makes adjustments accordingly prior to official adoption.

### ***Amending the Budget***

Following the adoption of the budget, any adjustments at the Fund level must be approved by the Village Board and requires a Resolution.







## ***FY2012 Budget Preparation Calendar***

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### **Division Review**

- 29-Jul-2011 Departments complete budget entry for 2011 Projections and 2012 Budget
- 3-Aug-2011 Quarterly Supervisor Meeting - Review Workshop 1 Presentation
- 4-Aug-2011 Public Presentation Corporate Fund Revenues and Expenditures

### **Department Review**

- August Budget Team reviews department budgets
- 2012 Personnel initial projections complete (Excel)

### **Budget Team Review**

- 7-Sep-2011 CIP Community Meeting and receive public input on proposed capital projects
- 13-Sep-2011 Public Presentation of Capital Improvement Program and Water and Sewer Rates
- 14-Oct-2011 Finalize Revenue and Expenditure Projections

### **Manager Review**

- 18-Oct-2011 Public Presentation of Special Appropriations and Corporate Fund
- 1-Nov-2011 Public Presentation of GASB 54, Special Revenue, Enterprise, and Tax Increment Financing Funds
- Public Presentation of Library Budget
- Public hearing on Proposed 2011 Tax Levy & Abatements (First Reading)
- Public hearing on Proposed 2011 SSA Tax Levy (First Reading)
- Prepare Truth in Taxation Certification
- 4-Nov-2011 Proposed Budget on display for public inspection

### **Board Review**

- 15-Nov-2011 Public hearing on Proposed 2012 Budget
- Public hearing on Proposed 2011 Tax Levy & Abatements (Second Reading)
- Public hearing on Proposed 2011 SSA Tax Levy (Second Reading)
- Adoption of the 2012 Budget, 2011 Tax Levy & Abatements, 2011 SSA Tax Levy
- 23-Nov-2011 File 2012 Budget Resolution, 2011 Tax Levy Ordinance, and 2011 SSA Levy
- File 2012 Certificate of Estimated Revenue by Source
- File Truth in Taxation Certification with the Cook County Clerk

## ***Basis of Budgeting***

This section describes the basis upon which the budget is developed. The Village's budget is generally based on standards set for in Generally Accepted Accounting Principles (GAAP) and any deviations are noted.

### ***Legislative Requirements***

Illinois Compiled Statutes (50 ILCS 330/), Illinois Municipal Budget Law, and Cook County filing requirements have regulations that certain timelines be met during the Village's budget process. The chart below summarizes these requirements and identifies the date completed for the 2012 budget process.

Action Required	Municipal Code Policy	Illinois Statute/ County Deadlines	Date Completed
<b>Budget Officer presents tentative Operating budget to the Board of Trustees</b>	On or before the first Friday of October	NA	Sept 13
<b>Proposed Annual Budget made available for public inspection</b>	At least 10 days prior to the required public hearing	At least 10 days prior to the required public hearing	Oct 28
<b>Legal Notice of Public Hearing</b>	At least one week prior to the public hearing	At least 7 days prior to the required public hearing	Nov 3
<b>Public Hearing on Proposed Annual Budget</b>	Not less than one week after the tentative budget is made available for inspection	Held prior to adoption	Nov 15
<b>Adoption of the Annual Budget by the Board of Trustees</b>	Prior to the start of the fiscal year	Prior to the end of the first quarter of the year	Nov 15
<b>Public Hearing in the Proposed Tax Levy</b>	Prior Adoption	Prior to Adoption	Nov 1
<b>Adoption of the Annual Tax Levy by the Board of Trustees</b>	In time to meet the filing requirement of the last Tuesday in December	In time to meet the filing deadline	Nov 15
<b>Filing the Tax Levy with the County Clerk's Office</b>	On or before the last Tuesday in December	On or before the last Tuesday in December	Nov 28
<b>Filing the Truth in Taxation Certification</b>	On or before the last Tuesday in December	Filed with the Tax Levy	Nov 28
<b>Filing the Budget and Appropriations Ordinance</b>		Within 30 days of adoption by the Board of Trustees	Nov 28

### ***Revenues***

Like a business, a Village must have revenues to pay for the services it provides its citizens. The Village cannot spend money it does not have on service delivery. Accordingly, service levels depend heavily on the amount of monies the Village collects. Revenues come in two broad categories: taxes and charges for services.

Taxes are broad-based revenues intended to cover basic services such as public safety or street repair. Tax revenue is used to provide services all residents and businesses benefit from. Taxes may be assessed on the basis of property valuation (property taxes) or upon the basis of a business transaction (sales taxes). The Village of Glenview collects revenue from both of these sources.

Charges for services and/or fees are assessed directly to the beneficiary of the service and may be intended to cover all or only a part of the service provided, such as; licenses and permits and utility charges. In those instances in which the charge is insufficient to cover the cost of service, the Village must subsidize the service with its general tax revenues. Revenues, both taxes and charges for services, are primarily derived from three sources; local, state shared and grants/entitlements. The various funding sources are discussed in the Revenue Highlights section of this document.

### ***Matching Revenues to Expenditures***

Governments separate the accounting of revenue sources because of internal or external restrictions. For instance:

- The Village cannot use Motor Fuel Tax revenues to pay for public safety operations (statutory limitations).
- The Village cannot use E-911 Communications revenues to pay for road improvements.

For these reasons, the Village follows rules promulgated by the Government Accounting Standards Board (GASB) and uses fund accounting to record and report its financial transactions.

Each fund is a self-balancing set of accounts used to track the activity of specific revenues or series of revenues. Fund types that involve service delivery include the Corporate Fund, Special Revenue Funds and Enterprise Funds. These three fund types account for most of the Village's service delivery. The Corporate Fund is the largest fund and accounts for most primary services.

*Special Revenue Funds* account for the proceeds of special revenue sources, taxes, charges or grants that are used to finance projects or activities as required by law or contractual agreements.

*Enterprise funds* are used for those activities designated by the board to operate on a self-funding basis, using accounting methods similar to business enterprises. The intent of an Enterprise Fund is to earn sufficient profit to ensure the fund's continued existence without reliance on general tax revenues.

Other fund types used are *Debt Service, Capital Projects and Internal Service*. These funds account for transactions not related to service delivery. Instead, they account for the financing, construction and inter-department services of the Village.

The chart below illustrates the relationship of revenues and which fund types and department expenditures and fund type.

	Revenues	General	Special Revenue	Enterprise	Capital Projects
<b>Shared</b>	State Sales Tax	√			
	State Income Tax	√			
	Motor Fuel Tax				√
	Grants		√		√
<b>Local</b>	Property Taxes	√	√		
	Sales Tax – Home Rule	√			
	Utility Tax	√			
	Hotel Room Tax	√			
	Licenses	√			
	Fees	√	√		
	Permits	√			
	Charges for Services	√	√	√	
	Fines	√			
<b>Departments</b>	Public Works	√	√	√	
	Police	√	√		
	Fire	√	√		
	Development	√			
	Capital Projects	√	√	√	√
	President and Board	√			
	Village Manager's	√	√	√	
	Administrative Services	√	√	√	
	General Government	√			

The Corporate Fund is the receipt of a number of different types of revenues, whether they are local or shared. Most departments in the Village provide general services, which are paid through the Corporate Fund. Thus, revenue is “matched” with the expenditure or service provision.

Departments may provide services that are recorded in funds other than the Corporate Fund. These “special revenues” must be segregated from other revenues, because of legislative, regulatory or board requirements. In providing services through these special funds, expenditures are recorded in Special Revenue Funds, again to match the expenditures against its revenues.

### ***Basis of Accounting***

The revenues, expenditures, and transfers for the Village's Governmental Funds are prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles (GAAP). The revenues, expenditures, and transfers for the Village's Enterprise Funds, Internal Services Funds, and Pension Trust Funds are prepared according to full accrual accounting principles consistent with GAAP.

Under modified accrual accounting, revenues are recognized when measurable and available and expenditures are recognized in the accounting period in which the associated liability is incurred. Under full accrual accounting revenues are recognized in the accounting period in which they are earned while expenses are recognized in the period they are incurred. There are few instances in which the Village's budget deviates from GAAP. These include:

- For all accounting funds, compensated absences, which are not recognized in the Adopted Budget, are accrued under GAAP and reported in the Village's Comprehensive Annual Financial Report as a long-term liability.
- The budget document does not convert all funds to a Village-wide Statement of Net Assets and Statement of Activities (and the accompanying Reconciliations) as required under GASB Statement Number 34.
- Budgetary Enterprise Fund deviate from GAAP and are illustrated in the differences between the Actual and Budget columns. These deviations include:
  - The Budget column will recognize *capital outlays and debt financing* as expenses and revenues respectively, rather than adjusting the appropriate balance sheet accounts in accordance with GAAP; the Actual column will recognize these items as non-expensed.
  - The Budget column will not recognize *depreciation* as an expense, whereas the Actual column will. Depreciation is as an expense under GAAP.

The Village's accounting system is maintained on a basis consistent with the adopted budget. This enables departments to monitor their budget by utilizing the enterprise management system. At the end of each fiscal year, the Village makes appropriate adjustments to bring the system in line with GAAP. These adjustments allow the Village to convert its financial structure from the budget format to a format that is able to meet the requirements of reporting in the Comprehensive Annual Financial Report (CAFR).

## ***Budget and Financial Policies***

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The Village of Glenview's budget and financial policies are the basic guidelines for the management of the Village's fiscal operations. The policies were developed within the parameters of the Illinois State Statutes and the Village of Glenview Municipal Code. The policies assist the Village Board and Staff in preparing the budget and managing the Village's fiscal affairs throughout the budget period. Policies will be reviewed during each budget process and modified as appropriate to accommodate fiscal conditions, environmental challenges, and Village Board policy initiatives.

### ***Budget Policies***

- The fiscal year of the Village of Glenview will begin on January 1 of each calendar year and end on December 31 of the same calendar year. All accounting and budgeting functions of the Village will occur in conjunction with this fiscal time period.
- The Budget will be prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP). Any exceptions to preparing the budget on a basis consistent with GAAP will be disclosed in the *Basis of Budgeting Section* of this document.
- The Budget Officer of the Village, on or prior to the first Friday of October of the year preceding the first year of the forthcoming budget period, will submit to the Village Board a Proposed Budget.
- The Proposed Budget, submitted to the Board of Trustees for adoption shall contain:
  - Estimates of revenues available for the Village for the fiscal year for which the budget is drafted, together with recommended expenditures for the Village.
  - Revenue estimates and expenditure recommendations shall be presented in a manner which is in conformity with good fiscal management practices.
  - There must be substantial conformity to a chart of accounts recommended by the National Committee on Governmental Accounting, the comptroller of the State or the department of local government affairs of the State or successor agencies shall be deemed proof of such conformity.
  - The budget shall contain actual or estimated revenues and expenditures for the two years immediately preceding the fiscal year for which the budget is prepared;
  - Each budget shall show the specific fund from which the anticipated expenditures shall be made.
- Expenditures from the capital equipment purchase repair or replacement fund shall be budgeted in the fiscal year in which the purchase, repair or replacement of capital equipment will occur.
- The president and board of trustees shall make the tentative annual budget conveniently available to public inspection for at least ten days prior to the passage of the annual budget.
- Not less than one week after the tentative annual budget is made available for public inspection, and prior to final action on the budget, the president and board of trustees shall hold a public hearing on the tentative annual budget, after which hearing, the



- Tentative budget, without any further inspection, notice or hearing, may be further revised and adopted by vote of the president and board of trustees. Notice of the public hearing shall be given by publication of a legal notice in a newspaper having a general circulation in the Village at least one week prior to the time of the hearing.
- If the budget, as approved by fund, needs revision, the Village Board has the authority to revise the budget by reducing, adding, and changing dollar amounts within the budget. This action shall be in the form of a Budget Amendment. A Budget Amendment does not require a public inspection, notice and/ or hearing, as is required for the original budget adoption.
- A Budget Amendment is approved by the Village Board via Resolution. The Village Board adopts the budget at the Fund level. A budget amendment is only required if budgetary authority, or expenditures, are projected to exceed the adopted amount at the Fund level.
- The Budget Officer (Village Manager) is authorized to make transfers between departments (within the same fund), no budget amendment is required.
- The Budget must be balanced, meaning the estimated expenditures do not exceed estimated revenues and other available funds. The balanced budget must also adhere to the minimum standards set for in the Village's Fund Balance Policy.
- The Budget Document will be published in a format that satisfies all criteria of the Government Finance Officer's Association that satisfies all criteria of the Government Finance Officer's Association Distinguished Budget Program.

### ***Fund Balance Policies***

- The Corporate Fund reserve (fund balance) will be maintained at 30% - 40% of total expenditures. Total expenditures include transfers out of the fund.
- The fund balance of the Utility Enterprise Funds (Water, Sewer, and North Maine) includes fixed assets, capital, debt and cash. The goal of the utility funds is to remain self-sufficient. A reserve cash balance policy has been put into place to ensure positive cash flow for operations. This reserve balance is 30 days of operating expenditures, excluding capital and debt service.
- The Maintenance Equipment Replacement Fund (MERF) cash reserves are to be maintained at a zero balance. In the event the fund experiences a negative or positive cash balance, a plan is to be put into place to recover or draw down cash to a zero balance.
- The Capital Equipment Replacement Fund (CERF) cash reserves are to be maintained at 40% of the calculated accumulated reserves.

- No minimum fund balance has been established for the Special Tax Allocation Fund, Insurance and Risk Fund, Commuter Parking Fund, Corporate Purpose Bond Series 2004 Fund, and Capital Project Funds.

### ***Revenues***

- The Village shall maintain a broad-based, well diversified portfolio of revenues.
- Forecasted revenues are calculated by using a minimum three year trend analysis and are forecasted for the next three to five years. Adjustments to revenue forecasts are performed annually.
- Property Taxes are adjusted based on new or improved Equalized Assessed Valuation (EAV). New EAV is defined as annexed property, while improved EAV is permitted property improvements.
- All Village rates and fees are reviewed annually and adjusted if necessary.

### ***Capital Projects***

- Project costs must be greater than \$50,000 to be considered a Capital Project
- Impacts on the Village's future operating costs must be included in planning of project and incorporated within the respective department's operating budgets.
- As Capital Project contracts are awarded the budget authority will remain with the projected until completion (project life budgeting).
- All projects must have identified and approved funding sources.
- Projects will not start until the funds have been received – bond, loan or cash flow. Exceptions will be made for reimbursable projects only (Special Service Area and reimbursable grant projects).

### ***Debt Management***

- The Village is home rule unit and there is presently no statutory limit on the amount of general obligation debt outstanding.
- When advantageous to the Village the type of debt to be issued is General Obligation Debt with annual abatements to the Debt Service Levy based upon acquiring debt service resources from alternate revenue sources.
- Long-term debt is not to be issued to finance current operations.
- The maturity date of any debt will not exceed the reasonably expected useful life of the project financed.
- The Village issues long-term debt to only those capital improvements that cannot be financed from current assets.

***Investments***

- The Village of Glenview's Investment Policy is adopted by the Board of Trustees. In accordance with that policy, public funds will be invested in a manner which will provide the maximum security of principal invested with secondary emphasis on providing the highest yield while meeting the daily cash needs of the Village.
- All investments will conform to applicable State and Village statutes governing the investment of public funds.

*VILLAGE OF GLENVIEW*



*BUSINESS PLANS AND PERFORMANCE  
MEASURES*

## ***Business Plan and Performance Measures***

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The Village Budget is developed using the adopted Administrative Goals and department Business Plans as the road map for where administrative and financial efforts are to be targeted in the upcoming year. The departments Business Plans support the Administrative Goals and also address additional initiatives that are needed within the department. The Administrative Goals provide a long-term vision and for each goal, initiatives are identified to move the organization towards improvement. These initiatives are reviewed and updated annually by management and the Board of Trustees.

- *Administrative Goals:* Goals for the Village Manager are established and adopted by the Village Board of Trustees. The outcome for each Administrative Goal is reported on annually. Administrative Goals are updated annually with continued and new initiatives that move towards the desired results.
  - *Financial Goals* are imbedded within the Administrative Goals. The Village Board is constantly evaluating the village's financial position and taking action to maintain and improve financial health.
  - *Strategic Goals* are also part of each Administrative Goal. Strategic Goals are typically a result of a multi-year plan, a study or a new directive and can generally fall within the following categories: Organization, Technology, Financial Health, Municipal Collaboration, Planning and Economic Development; Customer Service and Capital Improvement.
- *Department Business Plans:* Departments align their Business Plan with the Administrative Goals on an annual basis and update their Business Plans quarterly during the year. Progress on Business Plan initiatives are used for performance tracking and measurement.
- *Performance Measures:* Performance Measures track each Departments progress toward completing or achieving their initiative. Departments update performance data throughout the year and use these measures to provide data to report on the success or difficulty in service delivery, support budgetary funding requests, or develop best practices.
- *How it All Works Together:* The Department Business Plan is developed by using the Village-wide Administrative Goals as the foundation. The projects, action steps and initiatives in the business plan are intended to move the Administrative Goals toward completion.



## Administrative Goals

	Administrative Goal	Department Action Steps	Primary Department	Time of Completion
Organization	Continue analyzing operations, staffing, and programs to ensure cost-effective, efficient, and quality service is provided to residents and businesses	Review alternatives for departmental or divisional consolidation to achieve cost savings.	Village Manager's Office	Q2 2012
		Identify potential customers to expand the solid waste pick up contract through Groot for multi-family buildings.	Public Works	Q1 2012
		Evaluate the assignment, distribution and management of commuter parking at both the Downtown and The Glen of North Glenview Stations.	Village Manager's Office	Q4 2012
		Complete water system master plan with Baxter-Woodman and begin implementing its recommendations.	Capital Projects and Inspectional Services	Q2 2012
		Analyze the current water/sewer fee model; make recommendations, if any, including alternative fee structures.	Administrative Services	Q3 2012
		The Inspectional Services Division will commence Same Day Reviews (SDRs) for all small- and medium-sized permits to streamline the permit issuance process and improve customer service.	Capital Projects and Inspectional Services	Q1 2012
		As part of the Capital Projects Department and Inspectional Services Division consolidation, staff will be reviewing current processes to identify any areas of repetition and any areas where technology could be used to improve customer service and workflow.	Capital Projects and Inspectional Services	Q1 2012
Technology	Continue to guide the analysis, design and implementation of information and technology assets leveraging projects across multiple departments to support Village operations and provide excellent customer service	Establish reporting of assets, inventory, and services for MUNIS Work Orders (Fleet, Facilities, and Public Works).	Administrative Services	Q1 2012
		Implement Novatime time and attendance scheduling software and interface Munis payroll and work orders to record time.	Administrative Services	Q1 2012
		Integrate and expand the Enterprise Resource Systems to include Novatime public safety shift scheduling, provide more electronic payment services and electronic forms, and build Munis applicant tracking, Munis utility billing upgrade, New World ticketing, fire records, and alarm billing.	Administrative Services	Q4 2012
		Implement 2012 projects identified in the FY 2012-2015 Technology Strategic Plan.	Administrative Services	Q4 2012
		Implement unified messaging through the telephone system to integrate multiple devices.	Administrative Services	Q1 2012
		Develop strategies to deploy enterprise applications on mobile devices.	Administrative Services	Q3 2012

## Administrative Goals

	Administrative Goal	Department Action Steps	Primary Department	Time of Completion
Financial Health	Continue improving operating budget, financial practices to promote efficient service delivery, fiscal responsibility, and transparency	Continue to streamline financial operations, including documentation of the accounts payable process, and cross-training the payroll and budget functions.	Administrative Services	Q1 2012
		Complete project to update and include purchasing policies and procedures in the appropriate Village documents.	Administrative Services	Q3 2012
		Complete and publish the Insurance/Risk Fund, Permanent Fund, Special Service Area, Property Tax, Debt Management, and Facilities Replacement Fund section of Financial Policy Manual.	Administrative Services	Q4 2012
		Develop monthly financial reporting and post to Glenview's Transparent Government webpage.	Administrative Services	Q2 2012
		Complete balance sheet account reconciliation.	Administrative Services	Q1 2012
		Continue to extend electronic payment offerings while reducing the number of processing and reconciliation steps.	Administrative Services	Q1 2012
		Evaluate bid collection and distribution management software.	Administrative Services	Q1 2012
		Develop a Master Plan and workflow for Village record-keeping and Freedom of Information Act compliance.	Village Manager's Office	Q1 2012
		Expand Administrative Adjudication program to include additional municipal ordinance violations; explore collaboration with nearby municipalities.	Planning and Economic Dev.	Q2 2012
Municipal Collaboration	Continue developing intergovernmental relationships to enhance the overall quality of life in the Village	Continue and expand Municipal Partnering Initiative (MPI) projects/participation in order to achieve cost savings via offering vendors/contractors economies of scale, and seek cooperation with more agencies including area school and park districts.	Village Manager's Office	Ongoing
		Provide regular feedback to the Illinois Department of Transportation to expedite Phase I/II Design of the 4-Lane with Median option for the Willow Road Project.	Village Manager's Office	Ongoing
		Work with legislators, Metra and Amtrak officials to identify potential grant funding to relocate the Amtrak station to The Glen of North Glenview station.	Village Manager's Office	Q2 2012
		Continue seeking funds through the State and Federal appropriations and authorization process; focus on storm water projects.	Capital Projects and Inspectional Services	Ongoing
		Coordinate with Com Ed to ensure completion of their Action Plan to improve services to the seven circuits identified in August 2011 as high outage circuits.	Village Manager's Office	Q2 2012

## Administrative Goals

	Administrative Goal	Department Action Steps	Primary Department	Time of Completion
Planning and Economic Dev	Enhance the Village's community planning and economic development efforts to continue improving the quality of life in the Village of Glenview	Review redevelopment options for the three Village-owned parcels (Dominick's, Village Hall, Fire Station 6) with Development Advisor and recommend implementation plans.	Planning and Economic Dev.	Q1 2012
		Work with the Development Advisor to assist with creation of a strategic plan for redevelopment of key parcels in the community including key redevelopment parcels in the downtown.	Planning and Economic Dev.	Q3 2012
		Provide information and facilitate discussions with potential developers to encourage redevelopment proposals for vacant or underutilized properties in Glenview.	Planning and Economic Dev.	Ongoing
		Complete a comprehensive update of the TIF Pro Forma including an analysis of the projected property tax revenue.	Administrative Services	Q1 2012
		Receive and analyze expressions of interest for the Navy Disposition Parcel; make recommendations regarding Letters of Intent, if any, including potential impact of those options on the TIF.	Planning and Economic Dev.	Ongoing
		Update Comprehensive Plan – including Annexation Policy.	Planning and Economic Dev.	2012/2013
		Continue progress toward code updates focusing on improved efficiency and clarity in the regulatory process, including: commission re-organization and uniform rules of procedure, site plan review, planned development zoning, and unified development code; maintain current regulatory codes with recommended updates-national electrical code; identify green initiative codes requested by customers and residents.	Planning and Economic Dev.	Ongoing
		Create a centralized parcel inventory of key redevelopment sites in the community, containing key statistical information for each.	Planning and Economic Dev.	Q1 2012



## Administrative Goals

	Administrative Goal	Department Action Steps	Primary Department	Time of Completion
Customer Service	Enhance the Village's communication program to promote expedient and effective dissemination of information to internal and external customers of the Village	Research solutions for mobile customer service request submission and inquiry.	Administrative Services	Q2 2012
		Develop standard Resolution Center service request monthly report and post to Glenview's Transparent Government webpage.	Administrative Services	Q2 2012
		Promote department website content update.	Administrative Services	Q4 2011
		Develop business statistics to populate citizen dashboard.	Administrative Services	Q4 2012
		Continue expanding Resolution Center duties to broaden customer service for Public Works, Development, and Capital Projects.	Administrative Services	Ongoing
		Continue to pursue information dissemination through an updated E-Glenview system, social media, video posts and other computer-driven means.	Administrative Services	Ongoing
Capital Improvements	Continue improving the capital improvement program planning process pertaining to infrastructure and facilities projects in an effective, fiscally – responsible manner	Coordinate with Glenview jurisdictions and assess opportunities to partner on planning for the installation and sharing of future high speed (fiber) data networks.	Administrative Services	Q1 2012
		Upon completion of the fall 2011 IMS roadway testing and updated Water Strategic Plan, staff will update the Board as part of a workshop on the current condition of the Village's infrastructure and review existing CIP standards and funding needs.	Capital Projects and Inspectional Services	Q2 2012
		As part of reviewing the Village's long-term CIP funding needs, staff will review additional opportunities with the Board including a potential storm water-only funding source to complete various improvements identified as part of the approved Flood Risk Reduction Program.	Capital Projects and Inspectional Services	Q2 2012
		Staff will continue to actively pursue outside funding sources to support approved special projects and other infrastructure needs.	Village Manager's Office	Ongoing
		Opportunities to continue to expand the Municipal Partnering Initiative (MPI) will be explored including potential sharing of professional services and partnering with more agencies including area school and park districts.	Village Manager's Office	Ongoing
		Active coordination with MWRD will continue related to their regional project development to reduce stream bank flooding and county-wide regulatory ordinance.	Capital Projects and Inspectional Services	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Village Manager's Office</b>	
<b>Provide courteous, prompt and efficient service to enhance the level of resident and customer satisfaction.</b>	<b>Customer Service</b>
Catalog and preserve Village ordinances, resolutions, agreements and Village Board meeting minutes.	Ongoing
Respond to requests for information with expediency and accuracy.	Ongoing
Coordinate FOIA requests with legal and departmental representatives.	Ongoing
Assist the public with requests for special events, processing permits and bringing event-related information to the attention of Village Board as warranted.	Ongoing
<b>Ensure that the Village Board is provided with the necessary forums and information to establish the Village Manager's goals, provide direction to staff on issues, and set policies.</b>	<b>Organization</b>
Coordinate the Village Board's annual goal-setting retreat and provide all necessary preparatory reports and supporting commentary for this retreat.	Q3
Coordinate an annual schedule of Executive Sessions and Workshops with the Village Board.	Ongoing
Provide timely information updates to the Village Board.	Ongoing
<b>Ensure legal and legislative support is used efficiently.</b>	<b>Financial Health</b>
Negotiate legal and labor attorney budgets to optimize use of their expertise and minimize costs.	Q1
Negotiate legislative consultant budgets to optimize use of their expertise and minimize costs.	Q1
Review legal and legislative expenditures to ensure costs are assigned correctly and remain within budget.	Ongoing
<b>Facilitate optimal responses to emergency service calls and provide high-quality dispatch services to external and internal customers.</b>	<b>Customer Service</b>
Dispatch appropriate resources on emergency service calls.	Ongoing
Continue to implement cross-training and update the dispatch procedures manual to prepare all dispatchers to handle medical, police and fire calls in a confident and professional manner.	Ongoing
Communicate regularly with internal and external customers about their needs and satisfaction.	Ongoing
Research, deploy and actively maintain an external customer satisfaction tracking tool.	Q1
Process 90% of Future calls within two minutes	Ongoing
Obtain scores of 90% or better on EMD quality assurance calls	Ongoing
Continue to Review, modify, and add policies and procedures to the 9-1-1 Dispatch operations manual.	Ongoing
Continue to manage budget specifically overtime, FLSA, hire back, and part-time expense	Ongoing
Continue to build the part-time dispatcher pool	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Establish an operations committee with members of dispatch and the fire department to improve operational awareness between the two departments and establish new and updated operating procedures.	Ongoing
Participation of dispatch staff in incident drills such as active shooter drill in Grayslake	Q2-Q3
Explorer alternate options for rapid telephone notification system	Ongoing
Implement Nova Time scheduling and time keeping software for PSSS as well as Village wide	Q1-Q3
<b>Seek additional agencies to join Glenview Public Safety Dispatch - on a continual basis</b>	<b>Municipal Collaboration</b>
Seek additional dispatch partnerships in Cook and Lake Counties.	Ongoing
Merge Grayslake onto Glenview's New World Software solution, allowing for future services to be offered to Grayslake	Q1-Q2
<b>Ensure the Village maintains a competitive and cost-effective compensation plan to attract and retain quality employees.</b>	<b>Financial Health</b>
Provide recommendations to modify the employee pay plan based on the recent Comp/Class study	Q1
Support Public Works union negotiation process.	Ongoing
<b>Enhance employee understanding of Village's wage/benefits package and policies</b>	<b>Organization</b>
Design and implement a "Total Rewards Statements" for all Village employees as means to enhance employee understanding of their total wages and benefits.	Q1
Conduct a comprehensive update to the Village's employee handbook and HR-related policies.	Q2
<b>Continue to provide value added services that enable Village Departments to meet their goals and objectives</b>	<b>Organization</b>
Design and implement continued EEO trainings, and also initiate identity protection/confidentiality training for appropriate Village staff	Ongoing
Develop and implement a PSEBA administrative review policy and procedure	Q2
Complete personnel file audits in Police and Fire Departments respectively to ensure compliance with federal and state regulations	Q2
Conduct a comprehensive update of the Board of Fire and Police Commission Regulations in partnership with the Police and Fire Departments, respectively.	Q2
Develop internal HR and risk management standard operating procedures (such as Fair Credit Transaction Act policy, HIPAA policy, FMLA processing, etc.)	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Maintain and enhance the Village's risk management function and loss prevention programs in order to minimize the frequency and severity of loss</b>	<b>Organization</b>
Develop and issue a Request for Proposals for the Village's occupational health services.	Q2
Design and implement a core loss prevention training curriculum to increase employee awareness of safety sensitive work functions and mitigate the Village's overall exposure to risk and the associated costs.	Ongoing
Enhance employee safety committees' operations.	Ongoing
Develop and issue Request for Proposals or Request for Quotations for Village-wide property appraisal.	Q1
Provide quarterly risk management trend reports briefing for department head team.	Ongoing
<b>Support the communications goals and action steps of each Department/ Division's Business Plan; the Village Manager and Board of Trustees</b>	<b>Organization</b>
Continue producing and improving Village Report, E-Glenview, relevant web content, and printed materials as requested by Departments and more as requested.	Ongoing
Increase outreach efforts, including use of social media. The goal is to provide opportunities to meet directly with residents and other constituencies through speaking opportunities and participation in community events.	Ongoing
Enhance small group training for Volunteers, create proficiency testing for training goals, and develop initiatives to increase volunteer support.	Ongoing
Continue "Ask the Village" web series and explore future programming opportunities such as On Demand programming/ Web accessibility.	Ongoing
Continue to develop original programming that supports village functions and community events with wide audience appeal.	Ongoing
Audit GVTV procedures and policies: establish goals for improvement to broadcasting, programming, editing, database management, etc.	Q1
Continue volunteer recruitment and training to maintain a viable work force.	Ongoing
Participate in study group to convert Police Department Community Room into Board Room.	
<b>Administrative Services Department</b>	
<b>Manage the Villages accounts to ensure compliance with applicable regulations and adoption of best practices.</b>	<b>Financial Health</b>
Continue to extend electronic payment offerings while reducing the number of processing and reconciliation steps.	Q3 2012
Document general billing procedures and implement accounts receivable review practices.	Q2 2012
Standardize Finance Division electronic filing procedures and develop a central document library. Centralize financial and accounting procedures into one manual and location.	Q3 2012

## *Department Business Plans and Action Steps*

Department Business Plan	Outcome and Completion
Continue to improve grant management procedures.	Q3 2012
Continue to streamline financial operations focusing on cross-training for the payroll and budget functions.	Q4 2012
Complete the development of policies, including Insurance/Risk Fund, Property Tax, Debt Management, and Facilities Repair and Replacement Fund, GASB 54 impact on fund balance policy, and prepare a manual for adoption by the Board of Trustees.	Q4 2012
Document the list of annual due dates for external filings (Treasurer's Report, budget, taxes, W-2's, 1099's, etc.).	Q4 2012
Document property tax levy and abatement procedures, property tax distribution, and corresponding debt services obligations.	Q4 2012
Continue to reconcile and maintain balance sheet accounts including escrows and utility billing.	Q4 2012
Continue to evaluate business processes to ensure protection against identity theft.	Q4 2012
Develop monthly reporting and post to Village website.	Q2 2012
Continue to streamline payroll import of data including testing and implementing the time and schedule interface to Munis from Novatime.	Q2 2012
Evaluate banking services for 2013 and beyond.	Q3 2012
Review and document lease and agreements revenue and payment processes.	Q4 2012
Draft a process to manage Business Improvement District revenue.	Q4 2012
<b>Continue to improve policies and procedures related to the management of the Village's capital improvement funding and capital asset tracking.</b>	<b>Capital Improvements</b>
Complete a comprehensive update to the Glen Tax Increment Financing Proforma (Q1) and TIF Management and Retirement Plan (Q2).	Q2 2012
Coordinate with Financial Advisor to refund and/or issue bonds.	Q4 2012
Evaluate expansion of Munis fixed asset functionality.	Q3 2012
Evaluate the Munis Project Management module.	Q2 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Budget to meet the Village's operating needs and management objectives while maintaining compliance with applicable regulations and using best practices.</b>	<b>Financial Health</b>
Continue to enhance the presentation of information in the budget document for GFOA Distinguished Budget Award submission.	Q1 2012
Report on the current water/sewer fee rate model. Make recommendations, if any, for support to pursue alternative fee structures.	Q2 2012
Document the annual budget process.	Q4 2012
Continue to support analysis of North Maine Utility System.	Q4 2012
Improve the accuracy and completeness of budget projections.	Q3 2012
Leverage payroll data collected through Novatime to analyze and improve the accuracy of payroll direct charges.	Q3 2012
Implement reporting requirements for GASB 54.	Q2 2012
<b>Improve utilization of integrated automated financial system to support the procurement of goods and services in accordance with requirements and best practices.</b>	<b>Information Technology</b>
Identify the role for Munis Contract Management module through a review of the functionality. Determine impacts on Purchase Order setup. Test expanded functionality of the module. Document the management and approver procedures as a result.	Q4 2012
Develop and test end of year procedures for the close out of purchase orders; train departments on the close-out procedures.	Q2 2012
Track prevailing wage act as it applies to Village procurements and ensure compliance.	Q4 2012
Continue to expand centralizing procurement records and make contracts available in Village document repository.	Q4 2012
Track invoice payments and change orders processed against MUNIS purchase orders; recommend vendor consolidation or bidding when applicable.	Q4 2012
Evaluate bid collection and distribution management software.	Q4 2012
Revise purchasing document to separate into procedures manual (petty cash, credit cards, house accounts, travel and training) and a policy document.	Q4 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Manage citizen requests through the Resolution Center (RC) and monitor and evaluate Village response.</b>	<b>Customer Service</b>
Continue to expand RC duties to broaden customer service for Public Works, Capital Projects and Development.	Q4 2012
Review utility billing processes including consumption, Village codes, meter reading accuracy, late notice procedures, etc.	Q3 2012
Develop standard RC service request response monthly report and post to website.	Q2 2012
Complete Munis Public Works internal and external work order setup and decommission existing work order system.	Q1 2012
Continue to manage lien process for outstanding water billing accounts related to bankruptcies and foreclosures.	Q4 2012
Shadow cross-train with Public Safety Support Services.	Q4 2012
Collaborate with Public Safety Support Services for enterprise system setup for overweight permit tracking payment.	Q3 2012
Collaborate with Public Safety Support Services for enterprise system setup for solicitor's licenses tracking and payment.	Q3 2012
Research the opportunity to expand call recording to Resolution Center in 2013.	Q4 2012
<b>Manage information technology training programs to continue to improve business processes.</b>	<b>Information Technology</b>
Research solutions for mobile customer service request submission and inquiry.	Q1 2012
Conduct monthly progress review of Munis tickets with Tyler Technologies.	Q4 2012
Schedule Office 2010 training.	Q2 2012
Enable authentication from ESS and content management system through Active Directory to establish a single network log-in for employees.	Q3 2012
Deploy Crystal-specific web parts on EIC site to efficiently execute reports and expand department availability.	Q2 2012
Respond to department EIC restructuring requests.	Q4 2012
Conduct SharePoint training to more widely expose employees to the features within the software.	Q1 2012
Continue to develop and expand Business Intelligence Tool within Map Office for department reports and performance measures.	Q4 2012
Continue GIS data development (address maintenance, infrastructure, IMS sign inventory, CIP planning, utility as-builts, water system study data, etc.).	Q4 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Establish routine Enterprise Management Training and develop new training programs as new modules are deployed.	Q4 2012
Research strategies to expose data from enterprise applications on mobile devices.	Q2 2012
<b>Guide the analysis, design and implementation of information assets leveraging projects across multiple departments to support the technology goals of the Village.</b>	<b>Information Technology</b>
Establish reporting of assets, inventory and services for Munis Work Orders.	Q1 2012
Complete website redundancy setup and testing.	Q1 2012
Complete EIC redundancy setup and testing.	Q2 2012
Support the storm water system analysis and strategic plan by providing initial data and incorporating results back into GIS.	Q2 2012
Collaborate with HR, Payroll and Budget to update locations and departments in the Munis Position Control module to reflect current Village authorized positions.	Q2 2012
Support Planning and Economic Development goal to provide customers with on-line permit application, status review and payment functionality.	Q3 2012
Support Inspections publishing of inspection results on-line.	Q2 2012
Support New World Records Management System integration with Grayslake.	Q1 2012
Evaluate fire inspection and fire records data repositories to determine best location for fire inspectors and firefighters access.	Q4 2012
Support HR Munis enhancements such as Personnel Actions, on-line applicant tracking, and employee training tracking.	Q4 2012
Support the setup and installation of upgrades to the Supervisory Control And Data Acquisitions system.	Q4 2012
Support reporting on the on-line Commuter Parking renewal and payment process.	Q3 2012
Continue to extend the Munis dashboard functionality.	Q4 2012
Upon Village approval of annual data use agreement with Cook County, import GIS base map and property data, edge-match and update related databases.	Q3 2012
Continue to develop web forms on the Glenview Public Website. Research licensing options to support a greater volume.	Q4 2012
Support and provide training for Novatime Advanced Scheduling integration with MUNIS payroll and work orders.	Q4 2012
Manage deployment of Novatime Advanced Scheduling software.	Q4 2012



## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Support the implementation of New World web E-ticketing and crash reporting.	Q3 2012
Continue to develop and deploy Munis Work Orders, Fleet and Facilities including Inventory.	Q1 2012
Continue to expand electronic payment services from Village website.	Q4 2012
Implement unified messaging through the telephone system.	Q2 2012
Develop Emergency Operations Plan for new phone system.	Q1 2012
Munis Utility Billing migration from UB Classic to UB CIS - data conversion and customer information system implementation to improve business processes.	Q4 2012
Create mobile version of the Glenview Public Website.	Q1 2012
Research options to deploy Village mobile applications.	Q2 2012
Finalize and deploy Munis Property Master improvements.	Q4 2012
Move alarm billing from Access database to New World and payment using the CSS-Epay solution.	Q4 2012
Support Dispatch research efforts on expanding reverse 911 functionality.	Q4 2012
<b>Govern Village information assets to control standards and ensure reliability and security.</b>	<b>Information Technology</b>
Assess inter-jurisdictional opportunities for technology partnering.	Q2 2012
Coordinate with HR to update Village electronic communications policy for change in IRS laws on cellular devices, record retention, and use.	Q1 2012
<b>Manage technology to enable effective collaboration and communication.</b>	<b>Information Technology</b>
Re-evaluate service that delivers electronic meeting information to the Village Board of Trustees.	Q2 2012
Evaluate mobile device services to increase readability and decrease the need for wireless access cards.	Q4 2012
Continue to evaluate alternative providers of communication services for consolidated billing and support.	Q2 2012
Implement data replication and application redundancy of Munis Application new server environment.	Q4 2012
Research method for users to easily migrate documents to the central Village document repository.	Q4 2012
Develop standard operating procedure for Village-wide document scanning and indexing.	Q2 2012
Support a request for proposals for Village-wide document scanning and indexing.	Q1 2012
Research and employ data interoperability standards that optimize data management.	Q4 2012
Research SharePoint 2010 cost and implementation schedule.	Q3 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Public Works Department</b>	
<b>Formalize documentation and increase safety consciousness through implementation of standard operating procedures</b>	<b>Organization</b>
Complete Policy and Procedure Manual for Streets/Forestry	Q1 2012
Complete Policy and Procedure Manual for Water/Sewer	Q2 2012
Develop plan to implement and communicate SOP's	Q3 2012
Continually develop, document, and implement preventative maintenance programs	Ongoing
<b>Increase employee knowledge through comprehensive training, including cross training.</b>	<b>Organization</b>
Continue Cross Training Program for MEO's on for one month every 5 to 8 months	Ongoing
Arrange necessary training to stay in compliance with annual schedule	Ongoing
Maintain tracking database of employee training	Ongoing
Create mechanism for on-the-job-site safety assessments to be completed by Supervisors and Superintendents	Ongoing
<b>Improve Employee Safety With Comprehensive Departmental Risk Management Program</b>	<b>Organization</b>
Hold monthly Safety Talk Brown Bag Lunches	Ongoing
Conduct quarterly facility safety audit	Quarterly
Conduct Tailgate Safety Talks	Quarterly
Hold monthly Safety Committee meetings	Ongoing
Implement Accident review policy for preventable accidents	Q2 2012
<b>Improve Management Information Through Enhanced Data Collection and Reporting Mechanisms</b>	<b>Information Technology</b>
Implement Munis/Novatime modules for payroll, work orders, asset management, inventory, etc.	Q1 2012
Assist Administrative Services in the implementation of Asset Management	Q1 2012
Assist Administrative Services in the implementation of Work Orders	Q1 2012
Implement MUNIS Work Order System	Q1 2012
Continually monitor the departmental budget using the purchase order system	Ongoing
Continue and improve upon the tracking of department outputs	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Improve Management Information Through Enhanced Data Collection and Reporting Mechanisms</b>	<b>Financial Health</b>
Review YTD budget reports with Administration Staff, Superintendents, and Supervisors on a quarterly basis	Ongoing
<b>Initiate a pilot Anti-icing and De-icing program utilizing trailer mounted spray bars/tanks and new 6/8 yard trucks</b>	<b>Organization</b>
Set up two parking lots and two arterials road sections to pilot different products	Q2 2012
Perform product/service analysis	Ongoing
<b>Effectively maintain the Village's fleet in order to ensure internal customers meet their operational goals</b>	<b>Organization</b>
Implement electronic indirect time, inventory, and repair order entry by Mechanics	Q1 2012
<b>Manage opportunities to purchase shared services and commodities to create economies of scale</b>	<b>Municipal Collaboration</b>
Participate in Municipal Partnering Project for joint purchasing	Ongoing
Bid water supply parts, tree planting and cold patch	Q1 2012
<b>Police Department</b>	
<b>Continue a comprehensive review and update of all department policies and procedures</b>	<b>Organization</b>
Establish priority for policy review and establish progress schedule	Q1 2012
Begin delegation of review efforts	Q1 2012
Establish training protocol for policy changes	Ongoing
Attend seminar/training to obtain "Best Practice" information	Q2 2012
<b>Implement in-house and roll call training</b>	<b>Organization</b>
Identify existing training requirements and needs	Q1 2012
Determine the most beneficial delivery system for the training; computer based, large group/classroom, small group practical application	Q1 2012
Identify instructors and develop lesson plans	Ongoing
Contract with vendors and/or develop and deliver training with existing staff/schedules	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Conduct Recruit and Promotional Exams</b>	<b>Organization</b>
Coordinate with Human Resources to identify and contract with testing consultants	Ongoing
Promote and schedule Recruit Test	Ongoing
Conduct and proctor Recruit Test	Ongoing
Promote and schedule Promotion Test	Ongoing
Conduct and proctor Promotion Test	Ongoing
Coordinate with Board of Fire and Police Commissioners to determine successful candidates	Ongoing
<b>Implementation of New World Crash Reporting</b>	<b>Information Technology</b>
Meet with PD, Records and NW Teams to create new procedure for crash reporting	Q3 2012
Install necessary software and printers in cars	Q2 2012
Provide training to departmental personnel reference electronic crash reporting	Q3 2012
Fully implement Electronic Traffic Crash Reporting	Q3 2012
<b>Integrate Tactical Unit into Patrol</b>	<b>Organization</b>
Recruit and train officers in plain clothes tactical patrol	Q1 2012
Perform drug interdictions and mitigate	Ongoing
Problems in identifiable areas such as The Glen Town Center, Parks and bar areas	Ongoing
<b>Integrate new sergeant into Traffic Unit. Manage traffic related issues to maintain high levels of public safety and quality of life in the Village</b>	<b>Organization</b>
Direct stationary patrol at hazardous locations to increase enforcement measures by 5% over 2011 figures with special emphasis on crash causation factors	Ongoing
Develop traffic law enforcement plan based on traffic crash causation factors	Ongoing
Continue our educational/enforcement efforts with Home Owners Associations (HOA), schools and neighborhoods in an effort to enhance traffic safety and quality of life.	Ongoing
Increase school zone enforcements by 5% over 2011	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Fire Department</b>	
<b>Guide the analysis, design and implementation of information and technology assets to support department operations and excellent customer service.</b>	<b>Information Technology</b>
Update mobile devices and enhance current New World application use.	Q2 2012
Formalize an SOP on ePCR technology inclusive of completion requirements, HIPPA, and ambulance billing. Provide appropriate training on software applications to all personnel. Complete transition from paper to fully electronic reporting.	Q1 2012
Assist in NovaTime transition, provide appropriate training to all personnel, and monitor effectiveness/efficiencies.	Q2 2012
<b>Continue improving operating budget, financial practices to promote efficient service delivery, fiscal responsibility, and transparency.</b>	<b>Financial Health</b>
Actively seek opportunities for partnering with neighboring jurisdictions in the areas of equipment, manning, joint-purchasing, and operating procedures.	Q2 2012
Move forward on replacement process for one (1) ambulance and one (1) aerial apparatus, and one (1) utility vehicle.	Q3 2012
Analyze current replacement plan and update where appropriate.	Q3 2012
<b>Continue improving operations, staffing, and programs to maximize quality of service and efficiency</b>	<b>Organization</b>
Conduct promotional process for position of Lieutenant, that complies with state regulations and structure contained in Collective Bargaining Agreement.	Q4 2012
Continue advancing toward becoming an accredited agency by completing comprehensive "Hazard Analysis".	Q3 2012
Analyze benefits and feasibility of transitioning away from current EMS System.	Q2 2012
<b>Continue management of facilities projects in an effective, fiscally-responsible manner.</b>	<b>Financial Health</b>
Manage efficient operations during remodeling Station 8.	Q2 2012
Develop strategy for possible Station 6 relocation related to Downtown redevelopment project.	Q3 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
<b>Planning and Economic Development Department</b>	
<b>Manage the Village's economic development initiatives to ensure the viability of Glenview's diverse tax base.</b>	<b>Planning and Economic Development</b>
Represent the Village's interest at the Chamber of Commerce, the North Shore CVB, and trade shows.	Ongoing
Support owners' marketing of available commercial properties and respond to property inquiries.	Ongoing
Conduct business retention visits (major/minor) and coordinate Village response to issues identified.	Ongoing
Provide staff support to Development and PSPR meetings.	Ongoing
Administer incentive agreements including monitoring compliance, manage review process for new requests.	Ongoing
Facilitate Green Business Award program.	2x/year
Manage and improve the economic development contact list; maintain working relationships with area brokers and developers.	Ongoing
Produce quarterly list of new businesses opened.	Ongoing
Coordinate outreach with Chamber and local management companies to provide information on regulatory processes and gain customer feedback.	Ongoing
Manage the following economic development initiatives: Navy Land, Dominick's, Village Hall, Fire Station, Chestnut/Waukegan Intersection, and McGrath.	Ongoing
Assist Development Advisor in generating catalytic developments and preparing recommendations for Village review	Q3 2012
Participate actively in "major" projects e.g. Avon, GlenStar, 600 Milwaukee - from Development meetings through BOT decision	Q4 2012
Coordinate the re-signing of all train station parking lots for ease of use by commuters and visitors - downtown and North Glen	Q2 2012
Comprehensive list of business ownership and property ownership compiled, working with GIS and business licensing data	Q2 2012
<b>Manage the Village's Planning initiatives to deliver efficient, timely and accurate regulatory review of development proposals and special projects.</b>	<b>Planning and Economic Development</b>
Increase the communication with the Board, Manager, Commissions, and other Departments involved in development projects.	Ongoing
Review land uses, development proposals and coordinate the necessary regulatory review process.	Ongoing
Effectively manage development proposals and special projects using established protocols and preliminary agendas.	Ongoing

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Assist Capital Projects in the implementation of the identified Milwaukee and Waukegan Corridor improvements.	Ongoing
Participate with the other member communities in the design and implementation of the Skokie Valley Trail.	Ongoing
Provide support to the redevelopment efforts for Downtown, Milwaukee and Waukegan Corridors.	Ongoing
Provide support to the Willow Road Community Action Group.	Q2 2012
With Capital Projects, implement the storm water management ordinance amendments and research the storm water utility fee feasibility.	Q2 2012
Analyze the impacts of absorbing the services provided to unincorporated areas by the Townships	Q2 2012
Obtain Village Board direction on the update of the Village Comprehensive Plan.	Q3 2012
Research, draft, gain public input and implement the following code improvements: Parking and Loading, Unified Development Code, Cross Access Agreements, Planned Development, Site Plan Review Ordinances, Non-conforming, and Signage.	Q4 2012
<b>Continue to identify and implement service level efficiencies that generate transparent communication and foster better customer relationships.</b>	<b>Planning and Economic Development</b>
Develop comprehensive, yet concise, info sheets to guide customers through the various regulatory processes.	Ongoing
Implement MUNIS process improvements (i.e. permit tracking, application submittal through the web, etc.)	Ongoing
With Administrative Services, devise procedures to incorporate more efficient use of document management through additional scanning and document destruction.	Ongoing
Maintain CEU credits and certifications.	Ongoing
Update and maintain the Economic Development web page to be an effective resource for brokers and developers.	Ongoing
Utilize the website to provide more up to date and relevant planning information (i.e. projects in progress, public notices, case and permit status, case exhibits etc.)	Ongoing
Perform semi-annual customer service surveys to internal and external customers.	Q1, Q3 2012
Modify the Commission staff reports to include a template checklist to ensure all angles of concerns are addressed.	Q1 2012

## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Improve Development/PSPR meetings with advance preparation and follow up with customers to ensure they understand the process	Ongoing
Create a centralized data center that includes all demographic information.	Q4 2012
Add Northfield and possibly Golf to the ALJ process; continue discussions with Northbrook; develop data to support expanding program to include police ordinance violations	Q2 2012
Complete the transition of responsibilities resulting from recent Department reorganization.	Q1 2012
<b>Capital Projects and Inspectional Services Department</b>	
<b>Manage the Village's three-year design process to ensure adequate information is available for the five-year CIP planning process and seamless transition to the Construction Division for project delivery</b>	<b>Capital Improvements</b>
Establish an aggressive bidding schedule and ensure bidding of all 2012 core CIP projects	Q2 2012
Host a Village Board Workshop on the condition of the Village's infrastructure including the new IMS roadway ratings and water strategic plan	Ongoing
Support the Village's review of Township infrastructure including impacts on current Village residents and any future annexations	Ongoing
Continue implementation of the approved Flood Risk Reduction Program including hosting a Board Workshop on potential long-term funding sources	Ongoing
Ensure that all critical items related to the Chestnut/Waukegan intersection project are keep on track for January 2013 letting	Ongoing
Coordinate all necessary website updates to ensure that the CP and IS pages are up to date with all pertinent information	Ongoing
Coordinate Village projects with other agencies (IDOT, CCHD, Townships, ICC, Metra, etc.) and vice-versa to ensure proper scheduling and allocation of CIP funds	Ongoing
Continue to monitor and work with MWRD related to their ongoing storm water and sanitary sewer initiatives	Ongoing
<b>Maintain and evaluate the Village's Project Manager activities to ensure on-time and on-budget delivery of core CIP projects while working in concert with Village residents</b>	<b>Financial Health</b>
Work with the Public Works Department on potential policy revisions related to active maintenance funded by the CIP including crack-sealing, MARS-A/C, sewer televising and cleaning and others	Ongoing
Track and analyze contingency use for 2011 projects	Ongoing
Conduct 12 month warranty inspections on all 2010 projects	Ongoing



## Department Business Plans and Action Steps

Department Business Plan	Outcome and Completion
Support the close-out of the East of Harms sanitary sewer system improvement project including resolution of all system deficiencies	Ongoing
<b>Maintain and improve existing Village Facilities to ensure a high quality work environment for Village employees and guests</b>	<b>Capital Improvements</b>
Support the Administrative Services Department on any Board policy discussions related to the Facility Repair and Replacement Fund (FRRF) including determining a long-term funding sources	Ongoing
Continue implementation of the Facilities Strategic Plan	Ongoing
Evaluate the use of MUNIS “Work Orders” for potential improvements and improve feedback to customers	Ongoing
Support the Village Hall space needs analysis as necessary	Ongoing
<b>Inspectional Services - Provide timely and efficient inspections services</b>	<b>Customer Service</b>
Research the merits of expanded department hours (nights or Saturdays for homeowners)	Ongoing
Research online permitting, inspections scheduling and complaints/violation reporting options (including new software)	Ongoing
Coordinate with AS on more user-friendly website	Ongoing
Track number of inspections performed and critical violations	Ongoing
Audit 10 each plan review/complaint file/inspections monthly to determine areas of improvement	Ongoing
Outsource fire acceptance testing for alarms and any other systems connected to the alarm system (pre-action, stair pressurization, command rooms)	Ongoing
RFP -fire outsource management of required annual testing reports: alarm testing, hood and duct testing, sprinkler testing	Ongoing
RFI - research firms to provide fire alarm installation and tracking	Ongoing
Hire and cross-train 2 new part-time fire inspectors	Ongoing
Audit historical permits issued and identify any/all instances where necessary inspections were not obtained. Discuss how to better ensure proper inspections are obtained moving forward	Ongoing
Adopt the latest Illinois Dept. of Public Health (IDPH) code	Ongoing
Discuss expanding the Village's health inspection program to offer services to surrounding municipalities	Ongoing
Discuss sending business license renewals and other tasks to the RS (new requests stay with IS)	Ongoing
Revise existing informational handouts to better educate the public	Ongoing

### ***Department Business Plans and Action Steps***

Department Business Plan	Outcome and Completion
Respond to and close complaints according to established protocols. Identify and address violation trends	Ongoing
Release same day reviews - Phase 2 - Commercial Remodeling, Wednesdays	Ongoing
Initiation of single family construction permit title sheet for architectural submittals to eliminate or lessen typical plan review items - Work necessary with SS to allow document to be cut and pasted and filled in on a plan submittal.	Ongoing

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
<b>Village Manager's Office</b>					
<b>Administration</b>	Percent of customer contacts (calls) responded to within one business day	90%	90%	90%	90%
	Percent of quarterly meetings with department directors held to provide quarterly evaluations relating to budget progress on business plans, work plans and project lists	100%	100%	100%	100%
<b>Communications</b>	Percent increase in E-Glenview subscriptions	12.87%	13%	13%	13%
	Average number of web visits each month	55,025	57,000	57,000	57,000
	Average neighborhood meeting participant satisfaction rating	4.75	4.75	4.75	4.75
	Average rating on Wellness Program participant satisfaction survey	4.21	4	4	4
<b>Human Resources</b>	Percent of workers comp claims reported by employee to supervisor within 24 hours of the incident	NA	100	84	95
	Number of Safety/Loss Prevention trainings conducted per year	0	1	1	2
	Percent change in number of OSHA recordable injuries per year	NA	-5%	5%	-5%
	Percent change in average life of claim (in days) --Workers Compensation	NA	-5%	-5%	-7%
	Percent change in new property/liability losses incurred (measured in dollars incurred)	NA	-1%	-5%	-7%
	Percent change in new workers' compensation losses incurred (measured in dollars incurred)	NA	-2%	-40%	-20%
	Number of Equal Employment Opportunity compliance training topics conducted per year	1	1	1	2
	HMO Health plan claims loss ratio	95.90%	94%	94%	94%
	PPO Health plan claims loss ratio	95.60%	99%	99%	99%
	Percent change in Rx cost per employee per month	NA	7.2%	7.2%	6.0%
	Percent change in generic prescription Rx utilization	NA	1.0%	1.0%	2.0%
	Percent change in 90 day mail order Rx utilization	NA	1.0%	1.0%	1.0%
	Percent of eligible employees participating in the voluntary dental PPO program	NA	5.0%	25.0%	26.0%
	Number of Freedom of Information Act (FOIA) requests processed	1,979	1,500	1,373	1,676
<b>Public Safety Support Services</b>	Number of case reports processed, including arrest reports	5,410	5,680	5,433	5,422
	Telecommunicator average quality assurance score	87.7%	90%	93.3%	90%

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
<b>Administrative Services Department</b>					
<b>Support Services</b>	Percent of IT service level agreement response for Helpdesk support (ticket response, back-up completion and security patch update)	99%	99%	99%	99%
	IT Helpdesk service satisfaction and courtesy rating	4	4	4	4
	Internal customer service rating that show staff's desktop mapping and GIS queries are being met	4	4	4	4
	Percent time project tasks remain on schedule	90%	90%	85%	90%
	Percent of system and service availability	95%	95%	99%	99%
	Percent of IT service level agreement on-hour Priority One response	100%	99%	99%	99%
	Percentage of environmentally friendly registered projects (EPAT) technology products purchased	95%	99%	99%	99%
	Management teams' satisfaction rating on the enterprise systems' management dashboard	3	3.5	3.5	3.5
	Percent affiance gained on document scanning volume and value	25%	25%	25%	30%
<b>Finance</b>	Consecutive years for receiving the Certificate of Achievement for Excellence in Financial Reporting	29	30	30	31
	Consecutive years for receiving the Distinguished Budget Presentation Award	3	4	4	5
	Number of repeat auditor comments	0	0	0	0
	Number of corrective auditor comments	1	1	1	1
	Number of Special Service Areas establishing ordinances filed with Cook County	6	13	13	0
<b>Resolution Center</b>	Survey response indicated of overall satisfaction with work order communications and response	4.2	4.2	4.0	4.0
	Percent of water billing filings transmitted timely and accurately	100%	100%	100%	100%
	Increase percentage of online entry of water bill payments	15%	5%	-5%	75% *
	Percent of customer contacts logged or routed	95%	95%	95%	99%
	Percent of generated work orders requested	99%	99%	99%	99%

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
<b>Public Works Department</b>					
<b>Administration</b>	Review 10% of standard operating procedures annually	95%	100%	90%	100%
	90% adherence to training schedules	80%	90%	95%	100%
	Number of average hours of training per Maintenance Worker	30	30	30	30
	Percent reduction on man-hours for JULIE locates	30%	35%	7%	25%
	Number of utility hits	3	10	2	5
	80% of all work orders are closed in accordance with timeframes outlined in the Resolution Center SLA	97.64%	85%	97%	95%
<b>Fleet</b>	Percent of fleet availability	97.35%	>95%	96.14%	>95%
	Percent of minimum billable hours	71.62%	>70%	72.40%	>70%
	Percent of repairs completed in 1 day	81.98%	>80%	86.62%	>80%
	Percent of repairs completed in 3 days or less	94.96%	>90%	95.01%	>90%
	Percent compliance with scheduled preventative maintenance schedules	84.40%	90%	63.31%	90%
	Percent of "comeback/repeat" repairs	0.00%	<1%	0.00%	<1%
	Percent of scheduled maintenance and unscheduled maintenance repair ratio	29/71	60/40	56/44	60/40
<b>Streets and Forestry</b>	Number of volunteer events (e.g. clean up litter, remove brush and install native plants)	4	5	6	6
	Number of inches during the December - January snow season	52	45	58	30
	Number of plow events during the December - January snow season	10	5	5	5
	Number of salt runs during the December - January snow season	19	20	22	19
	Tons of salt used during the December - January snow season	4,246	3,500	3,905	3,500
	Loads of snow hauled to various sites during the December - January snow season	653	650	955	650
	Number of trees infest with EAB removed	61	200	235	300
<b>Water and Sewer</b>	Number of meter service calls (e.g. meter tests, installations, final reads and repairs)	3,330	3,500	3,649	4,000
	Number of sanitary sewer feet cleaned (Glenview System)	534,815	432,000	428,666	437,000
	Number of sanitary sewer feet cleaned (North Maine System)	123,210	119,000	116,000	116,000

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
<b>Police Department</b>					
<b>Police Department</b>	Percent increase in usage of traffic calming devices	26	28	28	30
	Percent increase in citizen/business contacts (walk and talk)	2,319	2,435	3,547	3,500
	Percent increase in the number of residents that participated in child safety seat and/or citizen Police Academy programs	282	290	231	250
	Percent increase of enforcement efforts at school zones, hazardous intersections and speeding "hot spots"	2,715	2,796	2,070	2,700
	Percentage of missing person cases referred to Detective Bureau within 2 hours of receipt	1	90%	90%	90
	Number of self initiated park (directed) patrols	168	200	1,776	1,700
	Percentage of domestic violence victims supported/assisted within 24 hours of notification	92%	92%	92%	92%
<b>Fire Department</b>					
<b>Fire Department</b>	Percentage of Fire Department policies are reviewed & updated	45%	10%	10%	10%
	Percentage of Fire Department standard operating procedures are reviewed & updated	25%	10%	15%	20%
	Percentage of Police and Fire Commission Rules and Regulations are reviewed and updated	0%	10%	10%	20%
	Percentage of K-8 classrooms and senior facilities visited to present a specific message	100%	100%	K-5: 100% 6-8: 100% Senior Facility Requests: 100%	100%
	Operational readiness of Emergency Operations Center	1 Hour	1 Hour	1 Hour	1 Hour
	EMS baseline Turnout Time (the time between dispatch notification and vehicle(s) enroute) of 90 seconds	88.44%	90%	88.05%	90%
	Fire Baseline Turnout Time (the time interval between dispatch notification and vehicle(s) enroute) of 90 seconds	96.53%	90%	94.97%	90%
	Fire & EMS Baseline Travel Time (the time interval from enroute until on scene, based on urban population) of 5 minutes 12 seconds	94.83%	90%	94.00%	90%
	Total Baseline Response Time: EMS (Call creation to arrive, first unit on scene) Code 1, Code 1 Extrication, of 8 minutes 12 seconds	98.56%	90%	98.83%	90%

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
	Total Baseline Response Time: Fire (Call creation to arrive, first unit on scene) Code 3, 3A, 4 of 8 minutes 12 seconds	97.27%	90%	97.42%	90%
	Number of emergency responses	6,902	6,902	7,300	7,300
<b>Planning and Economic Development</b>					
<b>Planning</b>	Percent of staff exceeding the minimum certification/licensing requirement of their specialty	NA	NA	NA	100%
	Receive an 85% acceptability rating on customer service surveys.	NA	NA	NA	85%
	Percent of Department application forms and informational packets reviewed and updated.	NA	NA	NA	75%
<b>Economic Development</b>	Percent of major businesses contacted annually	NA	NA	NA	100%
	Number of minor businesses contacted annually	NA	NA	NA	100
	Percent of major property owners in key business districts contacted annually	NA	NA	NA	100%
<b>Capital Projects and Inspectional Services</b>					
<b>Inspectional Services</b>	Percent of Re-reviews reduced based on implementation of improvements	NA	10%	20%	10%
	Percent of all building plans that receive an initial review within ten (10) working days	77%	80%	87%	80%
	Percent of small building permits that receive an initial review within five (5) working days	NA	80%	96%	80%
	Percent of all annual fire inspections and required re-inspections that are completed	95%	95%	95%	95%
	Percent of all complaints responded to within 24 hours	95%	80%	90%	80%
	Percent of complaints closed, in court or in the documented process of compliance within 3 months	NA	100%	100%	100%
	Percent of scheduled inspections and re-inspections conducted on or before the requested time	NA	90%	95%	95%
	Percent of Inspections Services budget devoted to training (ISO requirement)	2%	2%	1.50%	2%
	Percent of staff exceeding the minimum certification/licensing requirements of their specialty	30%	30%	30%	30%
	Percent of that staff shall be cross-trained	30%	30%	100%	80%

## Performance Measures

Division	Performance Measure	2010 Actual	2011 Target	2011 Projected	2012 Target
<b>Design</b>	Percent of attendance of impacted residents at design meetings	17%	20%	16.30%	18%
	Resident satisfaction with usefulness of design meetings	4.75	4.00	4.7	4.25
	Resident satisfaction with quality and clarity of information in design meetings	4.69	4.00	4.7	4.25
	Resident satisfaction with staff's helpfulness and willingness to answer questions	4.75	4.00	4.8	4.25
	Resident satisfaction with the meeting space for design meetings	4.88	4.00	4.9	4.25
	Resident satisfaction the length of design meetings	4.88	4.00	4.8	4.25
	Overall average of resident satisfaction survey with conduct of design meetings	4.79	4.00	4.77	4.25
<b>Construction</b>	Resident satisfaction for the design of projects	4.12	3.8	4.14	3.8
	Resident satisfaction for the construction quality of projects	4.2	3.8	4.28	3.8
	Resident satisfaction for the construction timetable of projects	3.48	3.8	3.47	3.8
	Resident satisfaction for the landscaping and restoration of projects	3.67	3.8	3.65	3.8
	Resident satisfaction for the tree preservation of projects	4.01	3.8	3.9	3.8
	Resident satisfaction of Village staff performance and response	4.19	3.8	4.2	3.8
	Resident satisfaction of contractor performance and response	3.85	3.8	3.87	3.8
	Overall average resident satisfaction with Village construction projects	3.97	4	3.8	3.8
	Percent of contract deadlines met	NA	90%	75%	75%
	Percent of contingency used in core CIP projects	15%	50%	50%	50%
<b>Facilities</b>	Percent of budgeted funds committed in Facility Repair and Replacement Fund for fiscal year	NA	NA	NA	90% **
	Percent of work orders completed within pre-established time frames	NA	NA	NA	90% **



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