



2012 Village Manager Goals

Updated September 2012

1) Operations

- Commence Same Day Reviews (SDRs) within the Inspectional Services Division for all small- and medium-sized permits to streamline the permit issuance process and improve customer service. *Q1 2012 **Complete**. SDRs are now offered two days a week for small permits (Mondays & Fridays) and one-day a week (Wednesdays) for commercial build-outs. Through the end of July, over 1,000 permits have been reviewed and issued by the SDR process and the program has been popular with residents and contractors.*
- Identify potential customers to expand the solid waste pick up contract through Groot for multi-family buildings. *Q1 2012 **Complete**. Public Works has added 238 new residents to this program from three different townhome developments in 2012. PW will continue to reach out to townhomes each year to determine interest as their contracts expire.*
- Review alternatives for departmental or divisional consolidation to achieve cost savings; evaluate workflows and eliminate duplication or unneeded steps. *Q2 2012 **Ongoing**. PW/CP amended the Baxter & Woodman by reviewing current contract scope and bringing four functions in house for a cost savings. A later amendment also reduced the cost for all services currently provided by Baxter & Woodman. These programs will be reevaluated and potentially rebid in FY 2013.*
- Review history of the current water/sewer fee model; make recommendations, if any, including alternative fee structures. *Q3 2012 **Complete**. The Board reviewed the water and sewer rate history and an assessment of the implementation results of a fixed and consumption rate structure since 2007. It was determined that the enterprise funds goals were being met by the current rate structure and no adjustments to the rate methodology was necessary at this time.*
- Evaluate the assignment and distribution of commuter parking at both the Downtown and The Glen of North Glenview Stations. *Q4 2012 **Ongoing**. This project was placed on hold until the final disposition of the Amtrak move was determined and the new parking spaces were constructed at The Glen of North Glenview. The Amtrak move has been cancelled due to high project cost estimates and the parking spaces are now constructed, so this project will be carried over to 2013.*
- Streamline the Board and Commission chapters within the Village Code to ensure consistency of definitions and processes. *Q4 2012 **Ongoing**. A draft ordinance has been prepared and is waiting for final legal review and scheduling at an upcoming Board meeting.*
- Continue progress toward Village Code updates focusing on improved efficiency and clarity in the regulatory process, including: site plan review, planned development zoning, and unified development code; maintain current regulatory codes with recommended updates-national electrical code; identify codes which inhibit use of environmentally friendly development practices. ***Ongoing**. The 2011 National Electric Code with local amendments was approved by the Village Board on January 3, 2012. The Health and Sanitation Code update, which substantially cleaned up the existing code, was*

approved on April 3, 2012. An ordinance amending the Accessory use sections of the code has been recommended for approval by the Plan Commission and is scheduled for the September 4 Board meeting. Site Plan, Planned Development ordinance updates are scheduled for completion by the end of 2012. An ordinance amending the Zoning Code with respect to requirements for auto dealers has been drafted and staff is reaching out to that business community for feedback prior to submitting the text to the Plan Commission this fall.

2) Information Technology

- Establish reporting of assets, inventory, and services for MUNIS Work Orders (Fleet, Facilities, and Public Works). Q1 2012 **Ongoing**. *Public Works staff use a work order daily report to check their open work orders. A restoration by type report (concrete, asphalt, or grass) is used for management and schedule work. Additional reports will be developed as these modules continue to be used.*
- Implement Novatime time and attendance scheduling software and interface Munis payroll and work orders to record time. Q1 2012 **Phase I of III Complete**. *Phase I, Novatime time and attendance has been completed. Phase II, recording of time for work orders, has commenced. Phase III, scheduling, is a 2013 project.*
- Implement unified messaging through the telephone system to integrate multiple devices. Q1 2012 **Ongoing**. *Project aligned with finalizing the Employee Handbook which updated the technology appropriate use section to include instant messaging. The software has been installed for testing purposes. Project deployment rescheduled to Q4.*
- Develop strategies to deploy enterprise applications on mobile devices. Q3 2012 **Ongoing**. *Several software options are under consideration for the various enterprise applications including in-house development, third-party development, and deploying the functionality available from enterprise software providers. A mobile version of the website has been created for Android and iOS devices and will be deployed in Q4. The GIS Consortium service provider is developing the functionality in-house for a potential late 2012 offering. Tyler will make available a Munis product in Q2 2013. Hardware options including tablets are currently being tested by inspections staff.*
- 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. Q4 2012 **Ongoing**. *On-line permit application and job applicant tracking are now available as E-services through the Village website. The utility billing upgrade has been rescheduled to 2013 to align with a potential automated meter reading project. New World web e-ticketing is scheduled with Cook County for a Q4 deployment. New World crash reporting has been installed configured and deployed; the next phase to complete is to submit reports to the state.*
- Implement 2012 projects identified in the FY 2012-2015 Technology Strategic Plan. Q4 2012 **Ongoing**. *The self-service, efficiency, transparency, mobility, and continuity goals are on schedule. Highlights include: further business intelligence integration of the New World and Munis ERP's with GIS to map occurrences and trends; the Laserfiche document management system has been upgraded and functionality implemented to allow staff easy migration of documents to the repository; fire inspections have been migrated to New*

World; Board meeting minutes have been added to the media archive on the Village website; and video streaming functionality for iOS devices has been made available.

3) Financial Policies and Practices

- Complete balance sheet account reconciliation. Q1 2012 **Complete**. *The balance sheet accounts have been reconciled and routine reconciliation has been scheduled to align with the annual audit.*
- Continue to extend electronic payment offerings while reducing the number of processing and reconciliation steps. Q1 2012 **Complete**. *Commuter Parking annual and semi-annual renewal went live in 2012. An electronic payment aggregator now collects bank-issued checks for utility bills and provides it to the Village in one daily data upload, saving staff the time to perform manual data entry.*
- Evaluate bid collection and distribution management software. Q1 2012 **Evaluation Complete**. *Three options were evaluated including enterprise bid management software, third-party providers, and an in-house solution. The in-house solution is currently in development and will be available Q3 2012.*
- Develop a Master Plan and workflow for Village record-keeping and Freedom of Information Act compliance. Q1 2012 **Ongoing**. *Phase I, the restructuring of the Laserfiche folder structure has been completed. This should result in faster search and retrieval of requested documents. The new folder structure allows for simpler identification and organization of scanned documents and current records. The village has converted its Enterprise content management system to Laserfiche Avante, which will allow work flow and document management to be integrated. Implementation of work flow is Phase II, which will continue in 2013.*
- Continue to streamline financial operations, including documentation of the accounts payable process, and cross-training the payroll and budget functions. Q1 2012 **AP Complete. Payroll and Budget Ongoing**. *Accounts payable processing was cross-trained, transitioned and then changed from a paper invoice submission to an electronic Requisition-Purchase Order system for which step-by-step documentation was produced. The processing of payroll is the first training area which focuses on learning the software and schedule, importing Novatime files, learning pay codes, making employee changes, printing checks, and electronically submitting files for IMRF and ICMA contributions. Taxes and special payrolls are the next cross-training areas. Budget training has started with reviewing departments FY 2013 budget entry and internal service funds.*
- Develop monthly financial reporting and post to Glenview's Transparent Government webpage. Q2 2012 **Ongoing**. *The financial reporting format has been finalized and the posting will commence Q3 following input from the Board of Trustees.*
- Expand Administrative Adjudication program to include additional municipal ordinance violations; explore collaboration with nearby municipalities. Q2 2012 **Ongoing**. *The Village of Northfield executed an intergovernmental agreement in February to participate in Glenview's administrative adjudication process on an as-needed basis. The Village of Northbrook declined to participate. Expansion of the program to other municipal ordinance violations is in progress, projected to launch in 2013.*
- Develop a checklist of criteria/policy questions that will be used to evaluate annexation requests or unincorporated area service provision requests. Q2 2012 **Ongoing**. *The*

Village developed an analysis of the impacts of annexation as a result of the Cook County initiative to request municipalities to assume jurisdiction of unincorporated areas. The project is pending.

- Update and include purchasing policies and procedures in the appropriate Village documents. Q3 2012 **Ongoing**. *The project is underway with the goal to create separate policy and procedure documents. Petty cash and credit card policies and procedures have been drafted and purchasing and travel and training are in progress.*
- 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. Q4 2012 **Ongoing**. *The property tax and bond record keeping policies have been completed in Q2 and Q3. Debt Management (types issued, sale method, structure of issues, etc.) is scheduled for Q4. Insurance & Risk fund balance will be confirmed during the FY 2013 budget review and the Facilities Repair and Replacement Fund will be considered in 2013.*

4) Economic Development

- Complete a comprehensive update of the TIF Pro Forma including an analysis of the projected property tax revenue. Q1 2012 **Complete**. *The update was completed and presented to the Board of Trustees in Q1 and bonds were restructured to provide positive cash flow for the project through the end of the TIF (2022).*
- Create a centralized parcel inventory of key redevelopment sites in the community, containing key statistical information for each. Q1 2012 **Complete**. *The second phase of the project, just underway, is to transfer the information to the GIS system, so that a map-based inventory can be created.*
- Review redevelopment options for the three Village-owned parcels (Dominick's, Village Hall, Fire Station 6) with Development Advisor and recommend implementation plans. Q2 2012 **Ongoing**. *Numerous discussions with potential purchasers of the Dominick's site have been conducted and Letters of Intent negotiated and presented for consideration. A Letter of Intent regarding Fire Station 6, integrating that parcel into a larger mixed use development is waiting for Board decision on the relocation of Station 6 that would be required.*
- 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. Q3 2012 **Complete**. *U.S. Equities has completed the outreach, market analysis, synthesis, and recommendations for the redevelopment of the key parcels in the downtown. Public workshops were conducted in March and April. The recommendations included: amending the code to allow for personal service uses and drive-through facilities, improved street parking and street aesthetics, and the creation of a downtown organization. The Downtown Code amendments are scheduled for public hearing and discussion by the Plan Commission in September 2012 with a recommendation to the Board of Trustees to follow.*
- Facilitate discussions with potential developers to encourage redevelopment proposals for vacant or underutilized properties in Glenview. **Ongoing**. *Significant redevelopment activities in 2012 include the build-out of the GlenStar site, anticipated at the Plan Commission in the fall, negotiating the re-use of the Avon site, expansion of the Anixter*

corporate headquarters, and the subdivision of the final 13 acres in the Prairie Glen Campus to allow for the ACCP site and two other parcels. We have hosted over 50 development meetings regarding potential new projects year to date, not including the meetings focused on specific active projects. Staff has also conducted 64 retention visits with existing Glenview businesses.

- 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. **Ongoing.** *A Request for Proposals for the 41 Acre Navy Disposition Parcel was issued in July 3, 2012; responses are due September 4, 2012. The initial submittals will be reviewed by staff and a short-list of potential purchasers will be identified and asked to submit more detailed information. Bidders may submit offers on one or more of 4 parcels delineated in the RFP. Selection of a finalist(s) is expected in Q1, 2013.*

5) Intergovernmental Relations

- Coordinate with ComEd to ensure completion of their Action Plan to improve services to the seven circuits identified in August 2011 as high outage circuits. Q2 2012
Substantially Complete. *Public Works has met with ComEd on two different occasions and ComEd is 90% complete with the System Hardening on the seven circuits identified in August of 2011. PW will continue to update the progress on the Village's website and ComEd plans on presenting the annual report to the Village Board in November.*
- 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. **Ongoing.** *To-date during 2012, fifteen MPI Public Works and Construction projects have been jointly bid with other public agencies, including local school districts and the Glenview Park District. MPI was recognized by ICMA and the Alliance for Innovation as an efficient, new way for local governments to deliver cost-effective services. 2013 could include expansion into tree trimming, professional audit services and other projects as identified by the consortium.*
- 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. **Ongoing.** *Pre-final plans were received from IDOT in August 2012 with local comments due back in early September. IDOT is currently achieving their interim deadlines to keep this project on-track, which is scheduled for a Q1, 2013 letting, and has secured funding for the project.*
- Work with legislators, Metra and Amtrak officials to identify potential grant funding and an overall cost analysis to consider relocation of the Amtrak service from the downtown train station to The Glen of North Glenview train station. **Complete.** *Due to high project cost estimates, the Amtrak move was cancelled and the \$250,000 DCEO grant funds were repurposed for a salt dome. Paperwork for the grant is being finalized and staff will coordinate construction of the dome upon final DCEO approval tentatively planned for Q4, 2012.*
- Continue seeking funds through the State and Federal appropriations and authorization process; focus on storm water projects. **Ongoing.** *The Village continues to apply for all state grants related to any projects within the five-year CIP including bike and sidewalk master plan projects. A pending FEMA pre-disaster mitigation (PDM) grant application is*

awaiting final award this fall. If approved, the FEMA-PDM grant would provide for \$900,000 to complete storm improvements within the Downtown Glenview area (Dewes/Henley/Harlem). A DCEO grant for a salt dome is in the final stages of approval.

- Monitor regional tax discussions (such as CMAP), State of Illinois streamlined sales tax and sourcing legislation, and federal internet tax legislation. **Ongoing.** *Routine conference calls with the Legislative Committee of the Northwest Municipal Conference and communications with stakeholders has kept the Village staff in a position to be ready to respond.*

6) Capital Improvement Program and Capital Projects

- Coordinate with Glenview jurisdictions and assess opportunities to partner on planning for the installation and sharing of future high speed (fiber) data networks. *Q1 2012 Ongoing. This will be a multi-year effort to make the connections a potential.*
- Analyze the fall 2011 IMS roadway testing and update the Board as part of a workshop on the current condition of the Village's infrastructure including a review of existing CIP standards and funding needs. *Q2 2012 Complete. At the June 19, 2012 Board Meeting an update was provided regarding the 2011 IMS roadway testing. The discussion included potential CIP funding needs to maintain the roadways at various levels. The discussion was a good precursor to the upcoming 2013-2017 CIP Board Workshop.*
- Complete the Glenview Water System Master Plan with Baxter-Woodman and update the Board as part of a workshop; begin implementing recommendations after receiving Board direction. *Q2 2012 Ongoing. The second draft of the Water Master Plan, based upon Village comments, is currently being revised and a final report is expected by December 2012.*
- Continue to identify projects and financial opportunities to implement recommendations of the Flood Risk Reduction Program including working with other agencies to identify dual uses of parcels to include stormwater detention and seeking grants when possible. **Ongoing.** *The Village is continuing to work with a few large local land owners to review the opportunities for area detention projects. Also, as part of the CIP, inline detention and other strategies are reviewed on a project-level basis to be implemented with the road program.*
- Report on the feasibility of establishing a Stormwater Utility Fee or other similar mechanism to fund flood control measures. **Ongoing.** *On July 17, 2012, a Board Workshop was held on the potential regarding a local storm water utility fee. Input and additional information was requested by the Village Board. Staff is currently investigating these issues and will provide an update, as available.*
- Participate in MWRD discussions regarding regional project development to reduce stream bank flooding and county-wide regulatory ordinance. **Ongoing.** *MWRD's local stakeholder's meetings for the West Fork of the North Branch of the Chicago River's regional project improvements are expected to start in September 2012. The Village's stakeholders will include both staff and regional members of the Storm Water Task Force. With regards to MWRD's county-wide regulatory ordinance, it is currently being evaluated for cost-benefit and could be before the MWRD Board for consideration in 2013. Staff along with the Northwest Municipal Conference will continue to monitor.*

7) Communications

- Promote department website content update. Q1 2012 **Complete**. *Departments have been trained on content update procedures. Departments are undertaking efforts to update their content toward multi-button user interfaces that are more intuitive than plain text and are deployable on a mobile device.*
- Research solutions for mobile customer service request submission and inquiry including creating a Mobile Application to distribute municipal news and receive resident questions and/or concerns. Q2 2012 **Ongoing**. *Staff has conducted vendor demonstrations and will release an RFP in Q3.*
- Develop standard Resolution Center service request monthly report and post to Glenview's Transparent Government webpage. Q3 2012 **In Development**. *Staff is working on the reports for concurrent release with the Transparent Government webpage.*
- Develop business statistics to populate citizen dashboard. Q4 2012 **In Development**.
- Continue expanding Resolution Center duties to broaden customer service for Public Works, Development, and Capital Projects. **Ongoing**. *Resolution Center staff has begun entering failed elevator inspection reports on behalf of CP/IS.*
- Continue to pursue information dissemination through an updated E-Glenview system, social media, video posts and other computer-driven means. **Complete**. *E-Glenview has a new, refreshed format; social media outlets are established; regular video posts have been instituted.*