



## 2019 Village Management Team Goals

### Financial Policies and Practices

- Develop a multi-year financial forecasting program.  
Staff will prepare a multi-year financial forecast to include the additional Aqua wholesale revenue starting in 2020 and the revenue and expenses that will be impacted by closure of the Glen TIF in 2022/3.
- Identify potential revenue enhancements to the Commuter Parking Fund.  
In order to plan for capital improvements to Village owned parking infrastructure, staff will analyze additional revenue options and obtain feedback from the Board.
- Combine and centralize the purchasing and accounting procedures of the Public Works Department and Community Development Department.  
With the assistance of Administrative Services, centralize the purchasing associated with Public Works operations and the Community Development and develop consistent annual budgeting.
- Refine the purchase order process.  
Staff is evaluating opportunities for efficiency in the purchase order process and offer solutions to more timely see budget status when an invoice is received for payment.
- Plan for the early closure of the Waukegan/Golf TIF.  
The TIF is scheduled to close in 2023. Due to the positive financial performance of the TIF, staff will prepare a plan for early closure for consideration.
- Monitor Aqua's progress on infrastructure improvements required in our Water Supply Agreement.  
Key dates: June 1, 2019 substantial construction completion; September 1, 2019 final construction completion; June 8, 2020 Village commences wholesale water delivery.
- Review ambulance billing collection procedures.  
Evaluate the current ambulance billing collection process and identify opportunities for collection of billed services.
- Obtain Financial Advisor Services.  
Solicit market for Financial Advisor services.

### Operations

- Finalize negotiations and present analysis to the Village Board on the Police Collective Bargaining Agreement.  
The Police agreement is set to expire on 12/31/2018. Negotiations began in October 2018. Analysis and recommendation to be presented in the near future.
- Develop Union negotiation goals and strategies in preparation for the 2019 contract negotiations with Fire, Dispatch and Public Works.  
All three negotiations are to expire on 12/31/2019. VMO and the related departments will coordinate issues and present analysis to the Village Board.
- Complete a Fire Department response approach study and evaluate the results.  
Staff will identify a consultant, provide input and data, discuss the study's findings, and evaluate the next steps.
- Develop a Dispatch Services strategic plan.  
The plan will include long-term financial analysis of costs and revenues, new customer evaluation, upcoming service needs, maintenance and equipment contract evaluations, and development of overall vision and strategy for competitive, high-service level dispatching.

- Establish and manage performance metrics and the appropriate training to ensure the efficient delivery of contracted services (Baxter & Woodman and SAFEbuilt).  
Staff to work with vendors to develop metrics, and support their efforts to meet or exceed established metrics.
- Plan a new trustee orientation.  
Staff to plan and execute a new trustee orientation session to introduce new Board members to Village programs and staff.
- Evaluate the establishment of a Public Safety Employee Benefits Act (PSEBA) hearing process.  
If a Fire and Police Officer suffers a catastrophic injury or is killed in the line of duty, by law, certain benefits may be afforded to the employee and/or their family. Staff will evaluate the establishment of a hearing process for PSEBA applicants.
- Develop a Public Works Core Business Plan.  
Staff to evaluate exactly what services the department is providing and how they are providing it to the residents.
- Maintain and report on Public Works Performance Management program.  
Staff is continually seeking ways to measure the work and report the outcomes.
- Select the appropriate health insurance model and implement the changes.  
Staff is working with a consultant to evaluate the current health insurance program and comparing it to other viable health insurance models.
- Focus succession planning efforts in the Police and Fire Departments.  
Prepare for the transition of the Police Chief position. Complete the sergeant's (Police) and lieutenant's (Fire) promotional examinations. Identify and train employees for key front-line leadership positions.
- Develop policies and organizational infrastructure regarding the use of part-time Police Officers.  
Staff is currently negotiating the use of part-time Police Officers, which will enhance the full-time force. Development of the program is in anticipation of the finalization of the Union's CBA.
- Assess risk insurance retention levels and manage the annual renewal process.  
In coordination with an independent risk insurance consultant, staff will analyze the Village's current liability retention levels and make change recommendations if appropriate.
- Develop the Village-wide Risk Committee.  
In 2018, the Village established an interdepartmental Risk Committee to increase safety awareness, identify trends, recommend training and equipment, and review workplace accident information. This committee will be further developed and trained in 2019.
- Outsource Family and Medical Leave Act (FMLA) administration.  
Staff identified multiple vendors that can provide the Village with cost competitive FMLA administrative support and staff will implement the new process through program setup and employee training.
- Oversee the RFQ for a background check vendor.  
Staff will release an RFQ to identify a vendor that can manage the Village's pre-employment background check processes.
- Evaluate the use of a third party vendor for employment verifications.  
Staff will analyze the use of a vendor to complete routine employment and wage verifications of past and current employees.
- Implement process for new juvenile record expungement law.  
Create and review procedures to ensure compliance with the law.
- Evaluate the Downtown and The Glen commuter parking program.  
Review options on reviewing the merchant processing fees and encourage parking at The Glen commuter parking lot to alleviate pressure on Downtown parking.

- Conduct a Village-wide Emergency Operations Center Drill.  
The Fire Department will lead an EOC drill to facilitate training of new personnel and re-inventory equipment to ensure continued readiness.
- Initiate a basic community risk assessment.  
The Fire Department, in coordination with GIS will assign a risk factor to each building in the Village to assist with pre-planning for potential public safety concerns at each location in the event of an emergency.
- Replace the Fire Department's self-contained breathing apparatus equipment.  
Solicit multiple manufacturers, identify grant opportunities, field test equipment, survey personnel and purchase replacement units.
- Redevelop Fire Station #8.  
Continued interdepartmental coordination in the planning and construction of a new Station #8.

### Information Technology

- Implement the 2019-2021 IT and GovIT Strategic Plan projects.  
Key initiatives in 2019 include migrating the Village's website and intranet to Sharepoint 2019 and installing a web application firewall for increased security.
- Prepare for a Cook County Next Gen 911 initiative.  
Over the next few years, Cook County is requesting dispatch centers implement Next Gen 911. This multi-step process requires GIS to buildout and map multi-unit address for more accurate location information when someone calls 911.
- Pilot New World CrewForce for the Fire Department.  
This is an application that assists first responders by providing information on a mobile platform that is more portable and for a lower equipment cost.
- Obtain and implement Fire Department training program tracking software.  
Purchase software and train department personnel on software that tracks training requirements of each fire department employee to ensure compliance.
- Identify software that will assist in streamlining the creation of the new budget format.  
The goal is to offer a solution that eliminates the need for duplicate entry of information and provide easy to understand budgeting reports.
- Implement bucket reporting software in the Police Department.  
The purpose of the software is to obtain the data required to do a full staffing analysis of the Police Department.
- Evaluate software or applications that allow Village customers to file less than lethal police reports online.  
Reports that fall into this category are those that are filed for insurance purposes only.
- Participate in mobile applications that support obtaining at risk resident information.  
Applications like *Vital* provide the Police and Fire Departments with information regarding residents that have autism, mental disorders, and Alzheimer's disease.
- Upgrade the Portable Radio software to reflect new capabilities.  
The portable radios purchased three years ago offer enhancements through a software upgrade, which include new personal accountability reporting features.
- Oversee RFP process and selection of a consultant to provide a permit and work order tracking system.  
Identify a consultant to assist in the development of a permit and work order tracking system that provides more status information to the permit applicant or homeowner requesting work from the Village.
- Oversee RFP process and selection of a consultant to provide Field Data Collection services.

Identify a consultant to assist in the collection of above-ground infrastructure assets to improve the locational accuracy and attribution of Glenview's utility data.

- Expand electronic distribution of Commission packets.  
Staff to continue developing the EIC to support the expansion of commission packets electronically.
- Evaluate the use of electronic signatures.  
Staff to review the legal and software requirements of using electronic signatures to eliminate the need for paper and scanning processes.
- Continue to expand the use of Employee Self Service (ESS) module and evaluate the use of the Life Events module.  
In an effort to reduce paperwork, Human Resources will expand the use of ESS to have employees report address, bank, and tax changes through the module. Staff will also evaluate adding a module for employees to report life events that could alter their previous benefit selections.

### **Economic Development**

- Conduct a feasibility analysis study to determine if on/off-ramps from Milwaukee Avenue to I-294 can be added.  
Coordinate with the Illinois Tollway Authority, IDOT, and adjacent property owners on the feasibility of tollway access to Milwaukee Avenue and evaluate potential funding sources for the regional transportation improvements.
- Support the Village's economic development efforts by developing an economic development strategic plan.  
Staff will gather and analyze information and seek Village Board input on a SWOT analysis, evaluating corridor plans and strategies for Downtown, The Glen Town Center, and other business corridors, and consider development of an economic incentive framework.
- Manage ongoing development projects such as Gibson Property, Abt Electronics expansion (including access road to Central Avenue), Pfingsten/West Lake office building, and the Glen Town Center.  
Staff will continue to efficiently guide applicants through the Village's regulatory review process.
- Manage the Gateway and Wayfinding Signage Program and associated advisory Committee.  
Staff will work with the Committee and Village Board to finalize a signage package that can be implemented.
- Manage the redevelopment of 1850 Glenview Road, the former Bess Hardware site, consistent with the Downtown Revitalization Plan.  
Staff will continue to efficiently guide the redevelopment through the Village's regulatory review process.
- Promote the Village's business community through sponsorship of Glenview special events and activities.  
Staff will coordinate the Village's efforts with the Glenview Chamber of Commerce and the Chicago North Shore Convention and Visitors Bureau.
- Review and adopt modifications to the regulatory review process.  
Assess the Village's regulations to remove obsolete requirements that may hamper redevelopment or are not reflective of the latest development trends, and establish a development escrow process in lieu of the traditional fee-based application process.
- Evaluate the combination of several Commission processes for efficiencies.  
Evaluation could include combining the Electrical and Building Commissions, combining the Plan and Appearance Commissions (following adoption of new Appearance Code and Design Guideline requirements), and the transferring of multi-family and commercial variations to the Plan Commission.

- Streamline the permit review and inspection process.  
Evaluate the possibility of reducing the number of permit and inspection types.

### **Intergovernmental Relations**

- Finalize the removal of the A-20 staging area associated with the Amtrak Hiawatha service expansion, which would significantly impact many Glenview neighborhoods, schools and businesses.  
Continue to coordinate with IDOT, FRA and legislators on alternatives that would result in the canceling of the proposed holding track.
- Facilitate the move of the Amtrak Hiawatha train stop from the Downtown station to the North Glenview station.  
Obtain Federal Railroad Administration grant funding to move the Amtrak stop location.
- Coordinate efforts to pursue a legislative agenda and track initiatives throughout the year.  
Work with the Illinois Municipal League and the Northwest Municipal Conference to coordinate efforts and ensure the Villages' mission, goals, and initiatives are represented.
- Continue and expand Municipal Partnering Initiative (MPI) projects / participation (e.g. coordinated CIP projects) in order to achieve cost containment by leveraging economies of scale.  
Refresh core MPI bid and proposal documents with updated scope, standards, and requirements. Identify additional programs and projects that would benefit from MPI participation.
- Participate in a multi-jurisdictional project that will enhance station alerting in the Police and Fire Stations.  
Work with project partners to evaluate station alerting systems, identify grant opportunities and enter into a joint agreement to ensure a quality system at an economical cost.
- Review the Glenbrook Fire Protection District agreement  
Analyze the percentage of Fire Department support based on call volume and GIS data, compare it to the total revenue received by the district, solicit feedback from the Village Board and work to revise the agreement accordingly.
- Monitor and mitigate noise impacts from O'Hare International Airport.  
Maintain membership in the O'Hare Noise Compatibility Commission and provide and monitor new and continuing programs.
- Monitor and mitigate impacts of the proposed Chicago Executive Airport expansion.  
Maintain participation in the planning process and monitor changes that may impact the Village.
- Monitor and mitigate the impacts of odor from Patriot Acres.  
Work to ensure the consideration of replacement solar versus the use of compost on the site.
- Monitor the State budget process to ensure high-priority IDOT intersections get programmed and constructed; Intersection Design Studies (IDS) are needed for Lake/Waukegan and Shermer/Willow.  
Advocate for project funding and coordinate with IDOT District 1 to complete the Intersection Design Study (IDS) that will allow the Village, in partnership with IDOT, to pursue federal grant funds for the projects.

### **Capital Improvement Program and Capital Projects**

- Continue advocating for a long-term solution for the Tall Trees neighborhood flooding with the use of Army Corps of Engineers and the Metropolitan Water Reclamation District (MWRD) funding.  
In April 2017, the Army Corps of Engineers approved a Federal Interest Determination (FID) for the project. With the FID's approval, the Corps will continue engineering design as part of a

cost-share and Village staff will continue to push towards an implementable project utilizing federal and MWRD funds. MWRD has sent a letter to the Village confirming \$6.6 million of MWRD funding support to implement a project for the Tall Trees neighborhood.

- Update the Village Stormwater Management Plan and continue implementation of the accelerated stormwater improvements as approved by the Village Board.  
Staff to conduct a process to update the Plan and obtain Board input on project funding priorities.
- Implement the 2020-2024 Capital Improvement Program (CIP) including the three-year design process to ensure that project estimates are accurate and ready for letting.  
In conjunction with the CIP process, staff will conduct a historical review of the Village's infrastructure replacement program, evaluate the infrastructure replacement standards and formally adopt a Complete Streets policy.
- Continue the implementation of the 2017 Comprehensive Plan recommendations.  
Staff is working to update the Bike and Sidewalk Master Plan, evaluate the Village's public street light design, and influence consideration of green infrastructure techniques for new developments.

### **Communications**

- Complete a Community Survey and present findings to the Village Board.  
The Village last completed a community survey in 2015. An update is recommended every four to five years.
- Locally address the national view of the state of policing.  
Focus more time and effort on Community Relations programming.
- Enhance Community Development communication opportunities with Village customers.  
This includes enhancements to the Village website, the creation of a phone app for updating CIP project status, and a dedicated website portal designed to reach the business customer base (GoGlennview).

### **Organizational Development**

- Develop a strategy for the Village to become a leading SmartCity.  
A smart city used electronic data collection to enhance the quality, performance and interactivity of services and infrastructure, which will in turn reduce costs and resources. It also increases contact between the Village and residents.
- Evaluate the customer service delivery enhancements of the Development Center and the Resolution Center.  
Determine if modifications to the process and/or a significant remodeling of the Village Hall office space is necessary to better serve customer needs.
- Develop comprehensive performance dashboard reporting plan and align management goals/business plans.  
Solicit software that supports creation of a performance dashboard that is easy to access, update, and pull regular reports.
- Continue to implement the employee performance review process through the selection and implementation of an employee performance management software program in conjunction with establishing and managing meaningful employee metrics and goals.  
Staff will ensure the proper infrastructure and management support is in place to implement the merit based pay program consistently.
- Research alternative organizational structures for Village administration.  
Provide alternative structures that spread management, assignments, and workloads in the organization.

- Identify areas to increase public safety employee's wellness.  
Public safety staff will evaluate internal protocols and procedures, mindfulness training opportunities, implement a cancer awareness program and identify equipment needs to further the health and wellness of the Village's first responders.