

2020 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 mid-year 2020 and the revenue and expenses that will be impacted by closure of the Glen TIF on December 31, 2022.
- Conduct a banking services RFP.
Release RFP to receive banking services pricing.
- Onboard Aqua as a wholesale customer.
Add meters to billing system, program meters for AMI system and WaterSmart portal, bid and install SCADA, commences wholesale water delivery by June 8, 2020.
- 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.
- 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.
This 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.
- Financial Policy review.
The Financial Policy Manual compiled in 2013 will be reviewed for general update.

Operations

- Develop monthly Village-wide performance report that measure effectiveness of service delivery. Evaluate market for tools to support data collection and reporting.
- 2020 state primary and general election early voting community support.
Identify and implement parking and customer service strategies for anticipated voter volume.
- Complete the required juvenile record expungements.
Staff has developed the process to identify, review and expunge records that meet the amended Juvenile Court Act.
- Continue Union negotiations for contract negotiations with Police, 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.
- 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.

- Evaluate Village's Wellness Program and Select Wellness Vendor
Staff will work with an interdepartmental team to complete an RFP for wellness vendor services focusing on an incentive based program. Upon selection of a vendor that meets the Village's needs, staff will coordinate with the interdepartmental team to establish the key parameters of the program and launch Village-wide.
- 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.
- Modernization of Recruitment through applicant tracking and onboarding software
Staff will release an RFP for an applicant tracking software, the selected software will reduce staff time spent on manually reviewing applications, create an easy to use application process for candidates and streamline all pre-employment processes utilizing a workflow process.
- 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 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 commuter parking survey to obtain feedback from residents.
- 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.
- Redevelop Fire Station #8.
Continued interdepartmental coordination in the planning and construction of a new Station #8.

Information Technology

- Implement the State of Illinois Next Generation 911 network by July 1, 2020.
Enhance the GIS data layers for more accurate location information when someone calls 911.
- 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.
- 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.
- Oversee RFP process and selection of a vendor for 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.
- 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.
- Further develop the Village SmartCity strategy and integrate within a 2020-2022 new technology strategic plan.
A smart city uses electronic data collection to enhance the quality, performance and interactivity of services and infrastructure to reduce costs and increase contact between the Village and residents.

- Continue Office 365 planning as a phase in the Village cloud migration strategy. System bandwidth, licensing, security, outages, and related activities including a transition plan, procurement, implementation, installation and support are to be prepared.
- Conduct a multi-year FY 2020-2022 technology strategic planning process.
- Support the transfer of data communication network from third-party provider to microwave solution connected to the Northfield Township Technology Consortium.
- Purchase, image and replace remaining Windows 7 computers with Windows 10.

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 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 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.

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. *Multi-year Initiative*
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. **Multi-year Initiative**

- Coordinate efforts to pursue a legislative agenda and track initiatives throughout the year.

Ongoing

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. **Ongoing**
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 (CEA) expansion.

Ongoing

Maintain participation in the CEA planning process and monitor changes that may impact the Village.

- Monitor and mitigate the impacts of potential odor from a new composting facility proposed on the former Sexton Landfill called Patriot Acres. **Multi-year Initiative**

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

- 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.

- 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

- Develop new community communication plan to increase community engagement.
This could involve more involvement in community events, branding, etc.
- Communicate information regarding the US 2020 Census.
Continue to provide public information on the Village website and work with jurisdictions to spread communications regarding the purpose of the census.
- 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.

Organizational Development

- Continue to actively communicate the Village Trust-Think-Serve pillars.
Support supervisor and employee meetings, use performance recognition tools, develop tools to increase day-to-day interdepartmental communications, and involve all staff in Village-wide customer service training to set unified expectations for internal and external interaction.
- Conduct Village-wide succession planning efforts.
Plan for organizational transitions.
- Continue to solicit ideas and identify ways that the Village can improve in various areas by maintaining an open dialogue with the Supervisors. The Village has established a re-curing opportunity for Supervisors to meet and collaborate with one another, as well as the Village Manager. Through this process, the Supervisors have identified the following areas as ones they would like to see the Village work on.
 - Engagement through improved internally communications, creating more opportunities for employees to interact with one another, including a Village-wide holiday party, establishing an Innovations Team to continuously improve and seeking input from the community about Village priorities, as well as offering more opportunities to interact with the public (open house, community events, etc.).
 - Technology enhancements by improving the work order process through identification of a system with more functionality to make the experience better for the resident; continuously evaluate cyber security protocols and adapt accordingly.
 - Recruit and retain high quality employees by restructuring Tier II pay system, continue to offer a competitive benefits package and settle union contracts quickly.