



**VILLAGE OF LINCOLNWOOD
PRESIDENT AND BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE MEETING
VILLAGE HALL COUNCIL CHAMBERS
6:00 PM, OCTOBER 6, 2022**

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Approval of Minutes**
 - 1. Minutes of the September 20, 2022 Committee of the Whole Meeting (To Be Distributed)
- IV. Regular Business**
 - 1. Department Services Overview: Parks and Recreation (Karen Hawk)
 - 2. Discussion Concerning Lincolnwood Fest Overview (Karen Hawk)
 - 3. Strategic Plan Quarterly Update (Chuck Meyer/Jake Litz)
- V. Adjournment**

DATE POSTED: September 30, 2022



MEMORANDUM

TO: President Patel and Members of the Village Board

FROM: Anne Marie Gaura, Village Manager

DATE: September 30, 2022

SUBJECT: **October 6, 2022 Meeting of the Committee of the Whole**

The Committee of the Whole (COTW) meeting is scheduled for **6:00 P.M.** on Thursday evening. Please find below a summary of the items for discussion:

1. Department Services Overview: Parks and Recreation Department (6:00-6:30 P.M.)

This is the seventh and final Department Services Overviews. [Attached](#) is a memo with a detailed PowerPoint presentation from the Parks and Recreation Department outlining the structure, function, responsibility, highlights and goals of the Parks and Recreation Department.

2. Discussion Concerning Lincolnwood Fest Overview (6:30-7:00 P.M.)

Lincolnwood Fest was held Thursday, July 28 through Sunday, July 31, 2022. This was the first time the event was produced by the Village after over 40 years of being hosted by a group of volunteers through a 501c3 organization. For the past several years, the event was produced by the Friends of Lincolnwood, 2015. [Attached](#) is a memo from the Parks and Recreation Director outlining the financial impact as well as seeking direction from the Village Board regarding next year's Fest.

3. Strategic Plan Quarterly Update (7:00-7:30 P.M.)

At the May 5, 2022, Village Board meeting, the Strategic Plan was approved by the Village Board. The purpose of the Strategic Plan is help guide an organization's future and to help plan out the needs and goals of the organization. Following the adoption of the Strategic Plan, staff developed the Strategic Plan Action Plans document. [Attached](#) is a memo from the Assistant Village Manager and the Management Analyst outlining the goals and what steps have been taken to date to meet those goals.

If you should have any questions concerning this matter, please feel free to contact me.



MEMORANDUM

TO: Anne Marie Gaura, Village Manager

FROM: Karen Hawk, Director of Parks and Recreation

DATE: October 6, 2022

SUBJECT: Parks and Recreation Department Services Overview

Background

The Parks and Recreation Department is responsible for the programming and oversight of the Community Center, Proesel Park Family Aquatic Center, Concession building, 13 parks, 12 playgrounds, a nine-hole disc golf course, public art, and two multi-use recreational paths. The Department also issues field permits, picnic shelter permits and hosts facility rentals.

The attached PowerPoint provides an organizational chart with five full-time and one part-time employee. Additional department functions and responsibilities and functions are included, in addition to a snapshot of registration, programs, camps, field permits and pool memberships.

The following Goals and Ongoing Projects are highlighted:

- Installing Wayfinding Signage at Proesel Park
- Assessing the Current Conditions of Parks and Facilities
- Developing a Parks and Recreation Comprehensive Master Plan
- Flowers Park Renovations (OSLAD)
- Proesel Park Tennis and Basketball Court Resurfacing Design
- Centennial Park Erosion and Resurfacing Study

Financial Impact

There is no financial impact.

Recommendation

The Village Board should receive and place on file the Department Services Overview.

Documents Attached

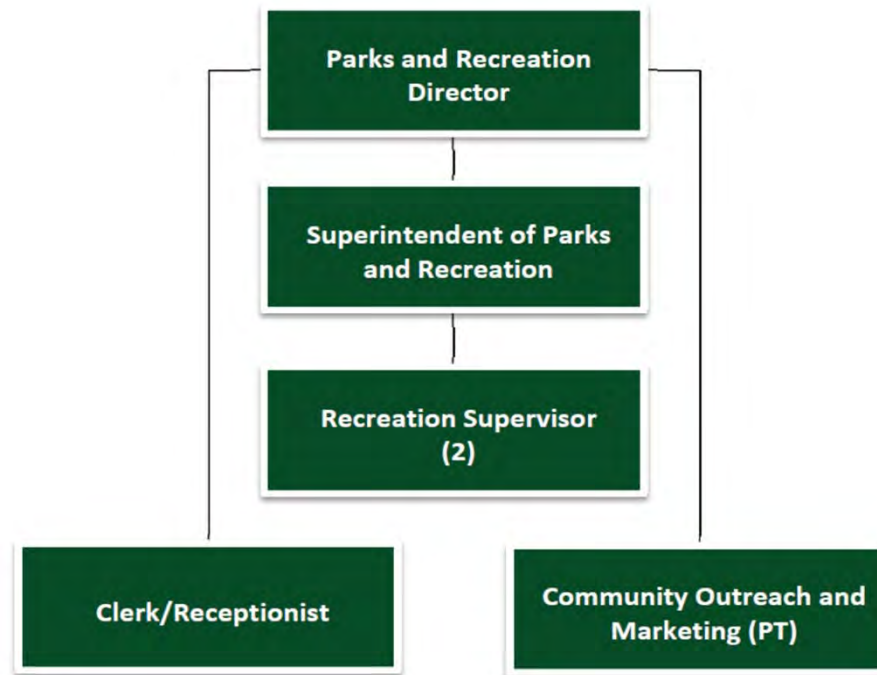
1. PowerPoint Presentation

Department Service Overview

PARKS AND RECREATION DEPARTMENT

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Organizational Chart



“Play is not a luxury, it is a necessity.” – Kay Redfield Jamison

Department Overview

The Parks and Recreation Department is responsible for management of Parks and Recreation facilities, parks, recreational trails, programs, camps and special events

- 1,728 acres of parkland
- Summer Camps
- Community Center
- Aquatic Center/Concession Building
- Athletic Fields and Courts
- Lifeguard Certification
- 13 Parks
- 12 Playgrounds
- Nine-Hole Disc Golf Course
- Senior Day Trips
- Respond to Service Requests
- Athletic Programs
- Outdoor Amphitheatre
- Stage and Fishing Platform
- Two Multi-Use Recreational Paths
- Adopt-a-Park
- Summer Concerts and Movies
- Special Events
- Hundreds of Recreation Programs
- Facility and Field Rentals
- Bench and Tree Donations

Position Overview

- Parks and Recreation Director
 - Manages, Plans and Leads all Department Operations
 - Implements Goals and Directives of Mayor, Village Board and Village Manager
- Superintendent of Parks and Recreation
 - Manages Recreation Program Operations
 - Assists Director with Day-to-Day Operations of the Department
- Recreation Supervisor – Summer Camp
 - Coordinates Recreation Programs, Special Events, and Summer Camp
- Recreation Supervisor - Aquatics
 - Coordinates Recreation Programs, Special Events, and Pool Operations
- Clerk/Receptionist
 - Processes all Program Registration, Processes Invoices, Greets Patrons, and Processes Work Orders
- PT Marketing and Community Outreach Coordinator
 - Develops Brochures, Marketing Materials, and Solicits Sponsorships

Professional Engagement

- Parks and Recreation Director
 - Member of National Recreation and Park Association (NRPA), Illinois Park and Recreation Association (IPRA), and Women in Leisure Services (WILS)
 - Certified Park and Recreation Professional (CPRP)
- Superintendent of Recreation
 - Vacant
- Recreation Supervisor – Summer Camp
 - Member of NRPA and IPRA
 - CPRP
- Recreation Supervisor – Aquatics
 - Member of NRPA and IPRA
 - Certified Pool Operator (CPO)

Functions and Responsibilities



Capital Planning

- Assess and Determine Capital Needs for 13 Parks, Two Multi-Use Recreational Paths, Community Center and Aquatic Center
- Develop a multi-year capital plan
- Solicit and Hire Consultants and oversee execution of projects



Budgeting

- Implements and Manages the Department's Annual Operating Budget
- Forecast Department Revenues
- Assess and Determine Capital Project Budget Needs



Facility Operations

- Responsible for facilities including:
 - Community Center
 - Aquatic Facility
 - Concession Building
 - 13 Parks
 - Two Recreational Paths
 - Athletic Fields and Courts
 - Playgrounds and Shelters

Functions and Responsibilities



Recreation Programs

- Summer Camp
- Winter/Spring Break Camp
- Athletic
- Early Childhood, Youth, Teen, Adult and Senior Programs
- Dance
- STEM
- Fitness



Aquatics

- Operate Aquatic Facility
- Hire, Train and Certify Lifeguards
- Instruct Swim Lessons
- Ensure Safety of all Visitors
- Diving Program
- Oversee Concession Contract



Special Events

- Turkey Trot
- Trunk or Treat
- Lincolnwood Fest
- Lincolnwood Lights
- Breakfast with Santa
- Summer Concert Series
- Noon Year's Eve
- VIP Dance (Formerly Daddy/Daughter)
- Touch a Truck

Boards and Commissions Served

Parks and Recreation Board

- Parks and Recreation Director serves as the staff liaison to the Parks and Recreation Board

“We don’t stop playing because we grow old; we grow old because we stop playing.” – George Bernard Shaw

Parks and Recreation Department Snapshot

	2019	2021	2022
Camp Sections	51	N/A	60
Camp Participants	1,412	579	2,051
Hours Camp Operated	N/A	N/A	1,054
Pool Passes – Residents	1,725	1,162	1,189
Pool Entries	21,723	22,986	18,509
Saves	N/A	N/A	37
Hours Pool Operated	N/A	N/A	1170
Total Participation	10,739 est.	9,473 est.	14,763 est.
Shelter Rentals	57	56	60
Field Rentals	N/A	N/A	2,500 hours
Facility Rentals	113	33	40 est.

*Due to COVID-19 Pandemic, the Pool, Summer Camps and many programs did not operate in 2020

Budget Goals



Develop Comprehensive Master Plan

- Provide a “useable” blueprint to provide guidance and direction for future infrastructure, service delivery, capital planning, funding and community recreation needs



Develop and Install Wayfinding Signage

- Proesel Park signs for field locations



Assess Current Conditions of Parks and Facilities

- Evaluate and provide scheduled maintenance and responsive repairs

Ongoing and Completed Projects



Purchase of Pool Deck Chairs

- 412 upright and lounge chairs purchased and delivered in early August
- Chairs will be utilized on the pool deck in 2023 due to their late arrival



Comprehensive Master Plan

- Coordinating with consultant to assess all areas of Parks and Recreation and develop a “useable” blueprint for the future of the Department
- Kick off meeting with staff scheduled for early October



Concession Stand Equipment

- Purchased and installed all new concession stand equipment
- Equipment Purchased includes the following: worktop refrigerator and freezer, pizza bake oven, fryers, heat lamps, serving counter, range with char broiler, and a gas griddle.

Ongoing and Completed Projects



Flowers Park Renovations

- OSLAD Funding in the amount of \$400,000 was awarded
- Construction likely to begin in summer of 2023



Centennial Park Erosion/Resurfacing Study

- Addresses certain areas of erosion along bank
- Request for Proposal to go out early 2023



Proesel Park Tennis Court Resurfacing Design

- Design for the resurfacing of Proesel Park tennis and basketball courts
- Request for Proposal to go out early 2023

Ongoing and Completed Projects



Pool Shade Structure Fabric Replacement

- Replace fabric on three shade structures in activity pool
- Replace fabric on tower shade structure and concession shade structure
- Request for Proposal to be released early 2023



Dog Park Public Input Process and Planning

- Possible locations to be determined as part of Comprehensive Master Plan
- Request for Proposal will be released in early 2023 for a feasibility study and develop a preliminary design



Pool Painting

- Completed blasting and painting of both the activity pool and competition pool in May



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MEMORANDUM

TO: Anne Marie Gaura, Village Manager

FROM: Karen Hawk, Director of Parks and Recreation
Jake Litz, Management Analyst

DATE: October 6, 2022

SUBJECT: Lincolnwood Fest 2022 Report

Background

Lincolnwood Fest was held Thursday, July 28 through Sunday, July 31, 2022. This was the first time the event was produced by the Village after over 40 years of being hosted by a group of volunteers through a 501c3 organization. For the past several years, the event was produced by the Friends of Lincolnwood, 2015. The Friends of Lincolnwood utilized many volunteers who met year-round to plan and execute the event. They approached the Village in 2021 to let the Village know that Lincolnwood Fest 2021 would be their last festival. The volunteers reached out to other organizations to determine if there was interest in taking on the event but were unsuccessful in bringing another organization on board.

The Village took over the production of this long-standing community festival and hired Special Event Management, Inc (SEM) to manage the event in coordination with Village Staff. SEM provided oversight, marketing, entertainment, sponsorship, handled financials and all contracts for the event. As a full-service provider, SEM has many professional relationships with vendors and a team of specialized staff with experience in all aspects of festival management and were able to produce an exceptional community event for the Village. Staff heard from many in attendance at the fest that the live entertainment was excellent, that families enjoyed the family activity tent, and that visitors felt safe with the bag checks, perimeter fencing and the increased police presence.

Lincolnwood Fest 2022 included a carnival, beer tent, live entertainment, car show, family activity tent, food vendors, other vendors, a business expo, and bingo. It was the intent of staff and event management to also host an arts and crafts fair on Saturday and Sunday. SEM was unable to recruit artist vendors for the event.

Financial Impact

When the Friends of Lincolnwood dissolved their 501c3 organization following Lincolnwood Fest 2021, they donated \$150,187.85 to the Village. The money was placed in a liability account to help pay for future festivals.

In 2022, the Village contracted SEM and as part of the contract, the Village paid a management fee of \$20,000 in three installments. SEM handled all revenues and expenses and provided Parks and Recreation staff with a detailed budget report including all receipts and invoices. The only expenses paid by the Village was the initial \$20,000 management fee, police and public works staff overtime, family fun tent supplies and entertainment expenses, and the cost of the mobile trailer camera for the carnival area. A summary of all revenue and expenses can be found in the tables below:

SEM Revenues	
Beer Tent	\$ 31,212.42
Sponsorships	\$ 14,800.00
Vending	\$ 19,800.00
Carnival	\$ 86,501.59
Total Revenue	\$ 152,314.01

SEM Expenses	
Management Fee	\$20,000.00
Sponsorship Commission	\$2,664.00
Vending Commission	\$1,980.00
Permit Fees	\$25.00
Insurance	\$1,820.00
Vending	\$ 1,094.00
Marketing	\$ 11,282.44
Entertainment	\$ 27,450.00
3 rd Party Equipment	\$ 29,261.27
SEM Equipment	\$ 6,480.75
Vehicle	\$ 2,531.00
Labor	\$ 11,515.55
Product	\$ 8,245.33
Miscellaneous	\$ 4,210.07
Total Expenses	\$128,559.41

SEM Revenue	\$152,314.01
SEM Expense	\$128,559.41
Net Income	\$23,754.60

The Village paid SEM a \$20,000 management fee as an advance against the upfront expenses paid out by SEM for the event. The \$20,000 was a reimbursable expense due to the success of the event as revenues SEM collected for the event exceeded expenses. The total amount payable to the Village by SEM is \$41,379.14 which includes the net income of \$23,754.60 plus \$20,000 for the reimbursed upfront management fee minus the SEM 10% incentive bonus of \$2,375.46.

Net Income	\$23,754.60
SEM Incentive Bonus	- \$2,375.46
Total Net Income	\$21,379.14
Reimbursable Management Fee	\$20,000
Total Payable to Village	\$41,379.14

The chart below shows expenditures by the Village that are not included in the SEM expense chart above. These are expenses that were paid out directly by the Village for personnel and the family activity tent.

Village Expenses	
Camera	\$2,980.56
Family Tent Supplies	\$343.70
Family Tent Entertainment (est.)	\$2,400.00
Police OT	\$23,044.25
Public Works OT	\$6,926.21
Total Village Expenses	\$35,694.72

Based on Village expenses, Lincolnwood Fest this year had a deficit of \$14,315.58. This is mainly due to an increase in police presence at the Fest as a result of recent violence throughout the state. Police Department overtime increased significantly from \$5,054 in 2021 to \$23,044.25 in 2022 for a total increase of \$17,990.25.

Net Profit	\$21,379.14
Village Expenses	\$35,694.72
Net Loss	- \$14,315.58
Revenue Offset	\$14,315.58
Budget Impact	\$0

As stated, the Village received \$150,187.85 from the Friends of Lincolnwood, \$14,315.58 from that amount will be recognized as revenue in 2022 to offset the deficit from this year's Fest. As a result, there is a neutral budgetary impact. Staff's recommendation is to draw down the from the liability fund balance in any year in which Lincolnwood Fest generates a deficit.

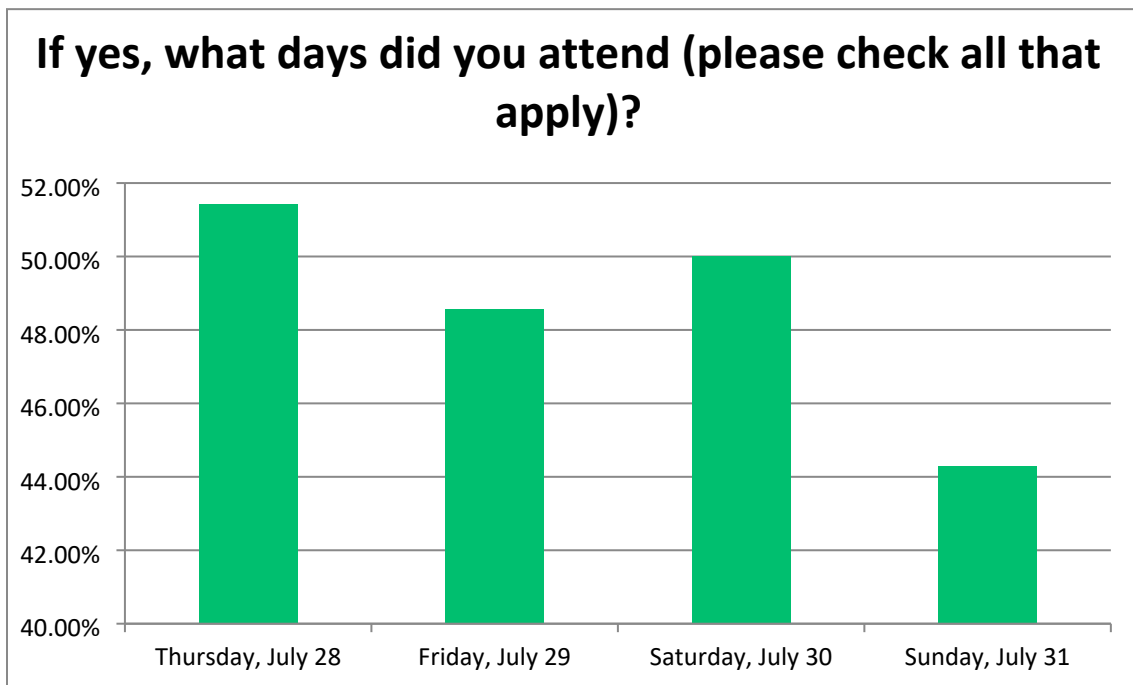
Friends of Lincolnwood Donations

Friends of Lincolnwood was able to produce a profitable Fest each year due to their ability to fully operate the event utilizing only volunteers to plan, produce and execute the event. Following Lincolnwood Fest each year, the Friends of Lincolnwood donated a portion of their profits to the Village’s Parks and Recreation Department. These donations were utilized to help repair the fields after the Fest and used toward other programs and purchases within the department. Donations received from Friends of Lincolnwood include \$20,000 in 2017, \$22,000 in 2018, \$28,000 in 2019, and \$150,187.85 in 2021. There was no Fest held in 2020 due to the COVID-19 Pandemic.

Community Survey

In early August, staff released a survey to gather community feedback on Lincolnwood Fest. The survey results and feedback are detailed in this memo.

Responses regarding attendance indicated there was a fairly equal distribution of attendees on each day the Fest was operating. Thursday was rated as the highest attended day with over 51% of respondents attending, followed by Saturday (50%), Friday (49%), and Sunday (44%).



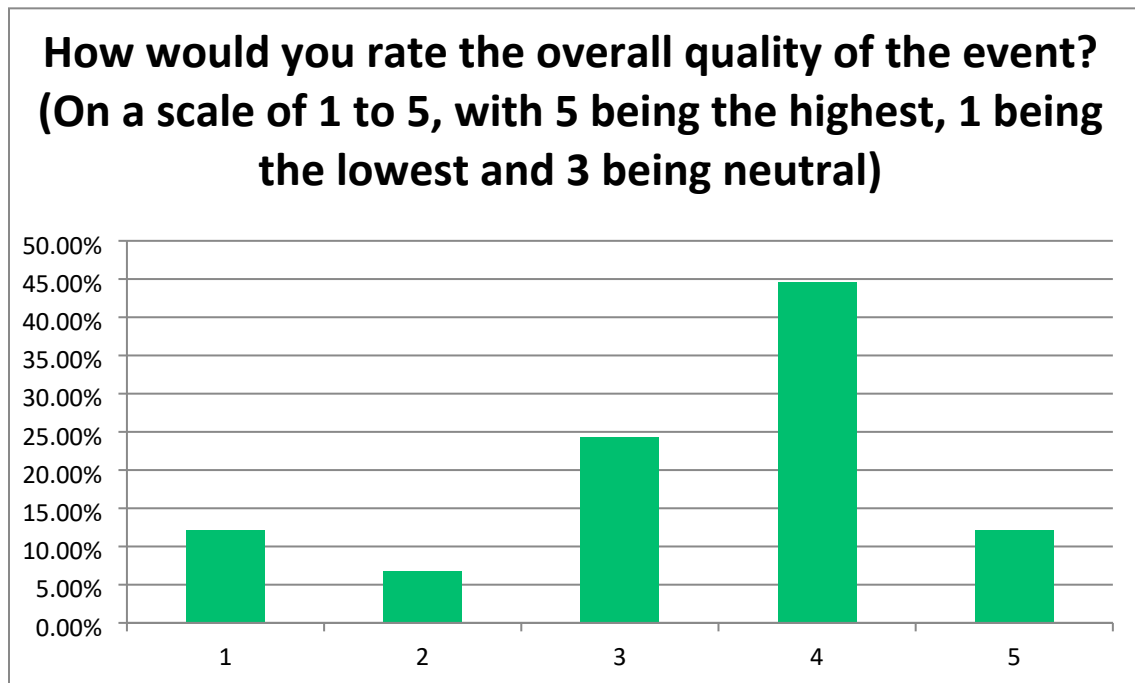
Of the 70 respondents who reported attending the fest:

- 61% attended 2 days or more.
- 27% attended 3 days or more.

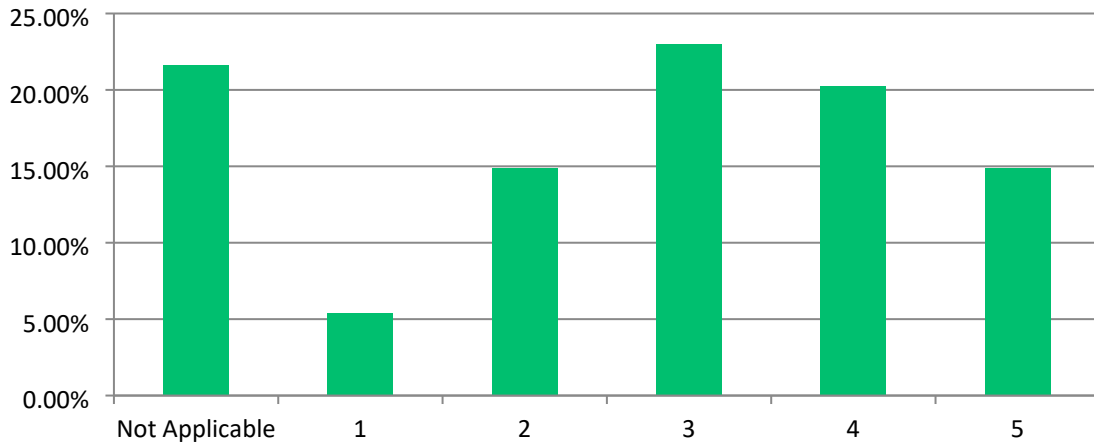
Quality

Respondents rated the following categories of the Fest on a scale from 1-5 (see charts on pages 3-6).

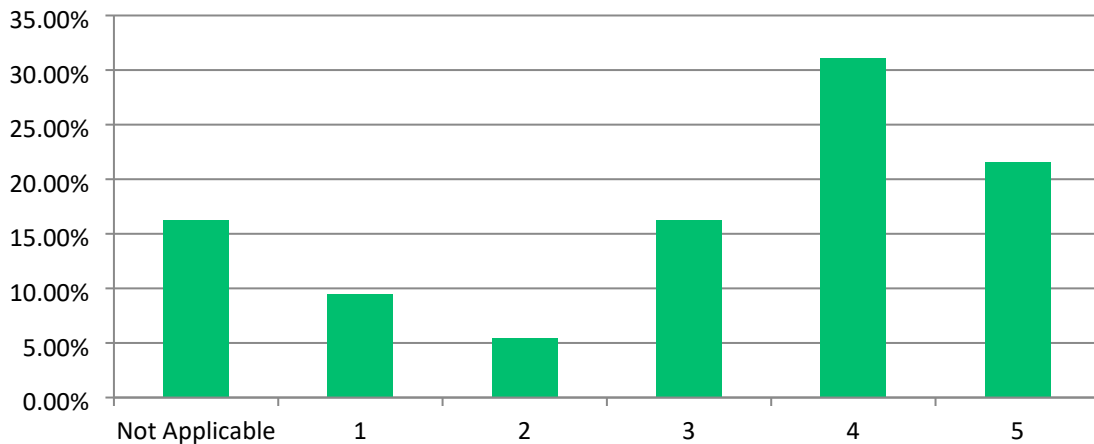
- Average overall quality of the event: 3.45
- Average quality of food: 3.35
- Average quality of musical entertainment: 3.69
- Average quality of rides: 3.51
- Average quality of cleanliness of the site: 3.99
- Average quality of beer & wine tent: 3.27



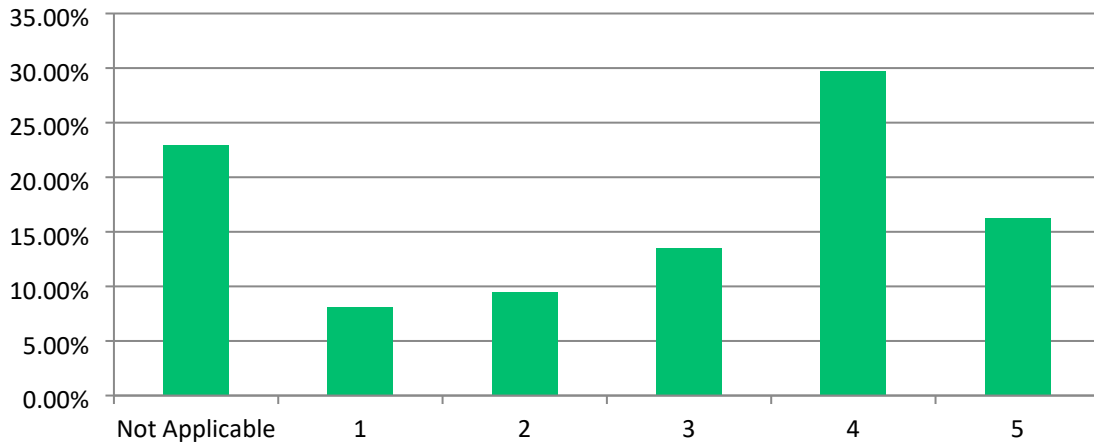
How would you rate the quality of food? (On a scale of 1 to 5, with 5 being the highest, 1 being the lowest and 3 being neutral)



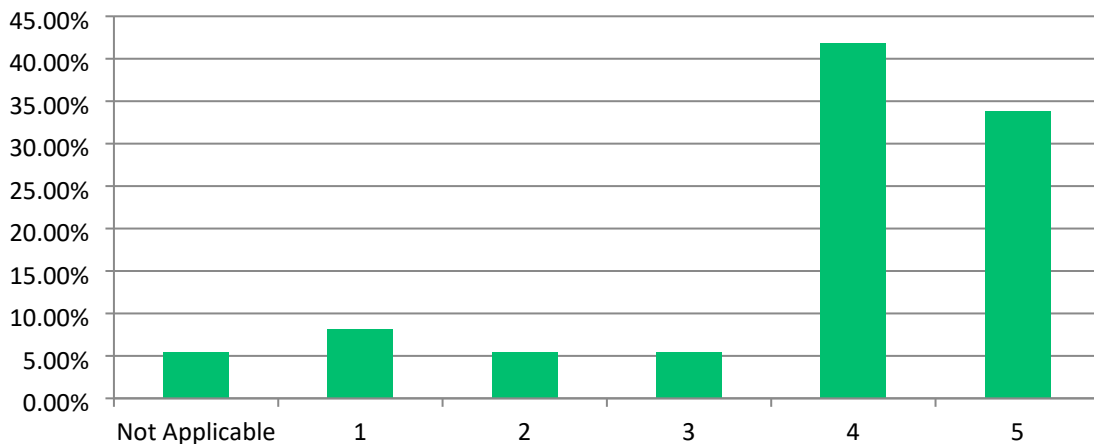
How would you rate the quality of the musical entertainment? (On a scale of 1 to 5, with 5 being the highest, 1 being the lowest and 3 being neutral)

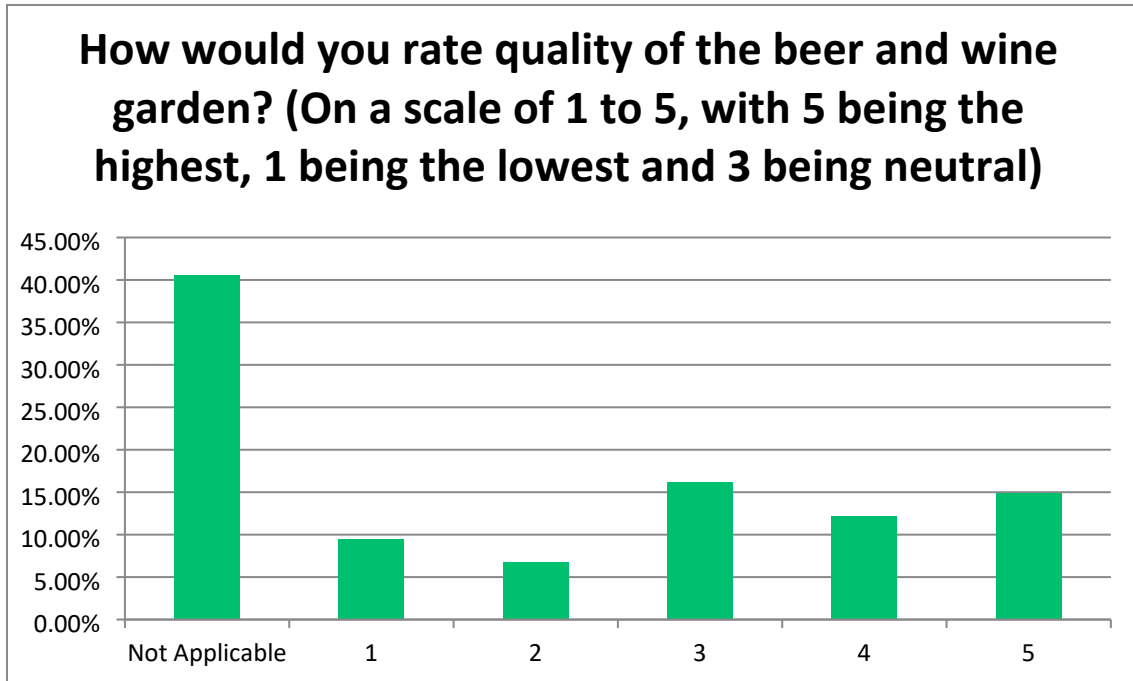


How would you rate the quality of rides? (On a scale of 1 to 5, with 5 being the highest, 1 being the lowest and 3 being neutral)



How would you rate the cleanliness of the site? (On a scale of 1 to 5, with 5 being the highest, 1 being the lowest and 3 being neutral)





Takeaways from the event

54 respondents provided responses to the question, “What was your biggest takeaway from the event?” Of the 54 responses 27 were positive, 19 were negative, and 8 were neutral and/or mixed. A common theme among the positive responses related to the police presence and/or feeling of safety/security. Other positive responses focused on the car show and a quality family-friendly atmosphere. Common themes among the negative responses related to high prices, overcrowding, lack of vendors, lack of variety in beer and food selection.

Community Survey Recommended Changes

Respondents of the survey also provided recommendations on items they would want to see changed for future Lincolnwood Festivals. Some of the repeated suggestions are listed below.

- Eliminate cash-only carnival vendors
- Add ability to pre-purchase ride wrist bands to avoid the long lines
- Provide a greater variety of alcohol and beer options (add cocktails)
- Provide a greater variety of carnival rides for more age groups
- Spread the fest out to avoid overcrowding
- Cut the grass prior to the Fest
- Provide more seating areas with tables and chairs
- Include more local food vendors
- Provide a larger family tent/experience

Park and Recreation Board Meeting

At the September 13, 2022, Park and Recreation Board meeting Staff presented the community survey findings and solicited feedback from board members regarding the fest. Park and Recreation Board members stated that they were happy with the overall event, they felt safe, and

thanked the Village for the increase in police presence and security initiatives. When asked about recommended changes, board members stated the following:

- Would like to see a Lincolnwood Community night
- Would like to add something in addition to Bingo such as a Trivia night
- See if there is a way to lower the volume of the bands
- Different beer choices
- Remove cash only option for carnival operator
- Increased communication and publicity of event and activities
- Better advertisement for family tent with time and location
- Look at bringing back mega passes, even at a higher price so that patrons don't have to stand in line each night to purchase tickets and wristbands

Village Staff Recommendations

Parks and Recreation Staff met with Department Heads to talk about successes, concerns and any recommended changes. Suggested recommended changes include the following:

- Better signage on both the interior and exterior of the event
- Spreading out the carnival to allow for less congestion with ride lines
- Non-exclusive beer tent sponsorships
- Offer a variety of beer types to include domestic, imports, regular, light, and non-alcoholic
- Utilize other department staff to assist with set up leading up to the event
- Add more age-appropriate rides for the carnival
- Thursday night as Lincolnwood Community Night with only Lincolnwood acts on stage and local food vendors
- Changes to how the Business Expo operated and its location
- Changes to how car show was set up
- Changes to the family activity tent hours
- Make sure food vendors are operating during the car show

Conclusion

Lincolnwood Fest has always been planned and executed by volunteers which attributed to a profitable event. Now that the Village has taken over management of the event and has contracted with an event management company to produce it, Lincolnwood Fest has transitioned from a funding mechanism for Parks and Recreation to a community event offered by the Village.

Discussion

Staff is seeking feedback and direction from the Village Board on any recommendations or changes for future Lincolnwood Fests. It is the intent of staff to bring an agreement with Special Event Management, Inc. to a future Village Board meeting to produce Lincolnwood Fest 2023.

Documents Attached:

1. PowerPoint Presentation

Lincolnwood Fest 2022 Report

Background and Summary

Lincolnwood Fest was held Thursday, July 28 – Sunday, July 31

- Included the following: Carnival, Beer Tent, Car Show, Bingo, Family Activity Tent, Food Vendors, Business Expo, Live Entertainment, Bingo, and Other Vendors



SEM Revenues

SEM Revenues	
Beer Tent	\$ 31,212.42
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Carnival	\$ 86,501.59
Total Revenue	\$ 152,314.01

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Total Expenses	\$128,559.41

Net Income

SEM Revenue	\$152,314.01
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SEM Expense	\$128,559.41
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Net Income	\$23,754.60
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Income Payable to Village

Net Income	\$23,754.60
SEM Incentive Bonus	- \$2,375.46
Total Net Income	\$21,379.14
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Village Expenses

Village Expenses	
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Family Tent	\$2,400.00
Entertainment (est.)	
Police OT	\$23,044.25
Public Works OT	\$6,926.21
Total Village Expenses	\$35,694.72

- Village expenses include a significant rise in Police overtime from 2021
- Parks and Recreation added a Family Activity Tent on Saturday and Sunday

Budgetary Impact

Net Profit	\$21,379.14
Village Expenses	\$35,694.72
Net Loss	-\$14,315.58
Revenue Offset	\$14,315.58
Budget Impact	\$0

- Staff's recommendation is to draw down against the liability fund balance when Lincolnwood Fest generates a deficit

Community Survey Results

Average Overall Quality of Event – 3.45

Average Quality of Food – 3.35

Average Quality of Musical Entertainment – 3.69

Average Quality of Rides – 3.51

Average Quality of Cleanliness of Site – 3.99

*The survey ranked each area on a scale of 1 – 5, with 5 being the highest, 1 being the lowest and 3 being neutral

Recommended Changes

Recommended Changes Include:

- Eliminate Cash Only Carnival
- Greater Variety of Alcohol Choices
- Cut Grass Prior to the Event
- Spread Festival Out/More Rides
- Larger Family Tent Area/Experience
- More Seating
- Better Interior/Exterior Signage
- Add Lincolnwood Community Night
- Business Expo Changes
- Variety of Food Vendors
- Add Trivia Night



Discussion

Staff is seeking feedback and direction from Village Board on any recommendations or changes for future Lincolnwood Fests.

- It is the intent of staff to bring an agreement with Special Events Management, Inc. to a future board meeting to produce Lincolnwood Fest 2023.



MEMORANDUM

TO: Anne Marie Gaura, Village Manager

FROM: Jake Litz, Management Analyst

DATE: October 6, 2022

SUBJECT: Strategic Plan Third Quarter 2022 Update

Background

At the May 5, 2022, Village Board meeting, the Strategic Plan was approved by the Village Board. The purpose of the Strategic Plan is help guide an organization's future and to help plan out the needs and goals of the organization. Following the adoption of the Strategic Plan, staff developed the attached Strategic Plan Action Plans document. Each Strategic Goal has several related actions. Each action has an associated target completion date. Once an action has been completed, the document will reflect those changes in the right-hand column. This memo details the specific actions completed by staff related to the Strategic Plan for the Third Quarter ("Q3").

Discussion

There are 34 Goals with a total of 148 Action Plans. A total of 24 Action Plans were worked on or completed for all 10 Goals in the third quarter of this year, or more commonly referred to going forward as Q3 2022. They are listed in the document in the last column with both a check mark and the boxed coded in green. In 2022, a total of 41 Action Plans were identified. Thus far, a total of 34 of those items have been completed, which equates to 83%. In the short-term goals, 11 Action Plans are listed as on-going. Staff has already initiated the start of 9 of those on-going items. By the end of Q3, a total of 25% of all of Action Plans have been worked on or completed. This includes both Q2 and Q3 2022.

Strategic Plan Q3 Actions

Goal 1: Define and promote a "Service First" culture to transform the organizational culture of the Village and enhance the Village's customer service experience.

- Action 1.2: Implement the Service First Training Plan, to be reviewed and implemented by the new Assistant to the Village Manager.
 - The Assistant to the Village Manager provided two installations of the Disney Institute Training for front-line, managerial, and Department Director staff. Additionally, the Village has started a monthly training program that highlights customer service along with other functions within the Village. The training program is planned out for the next year to provide a variety of opportunities for staff.

- Action 1.3: Discuss and reinforce the importance of customer service to Department Directors as part of Quarterly Big Picture Staff Meetings.
 - Discussion on the importance of customer service took place in the Big Picture Staff Meeting in September. Additional training for employees is being planned and other strategies were reviewed.
- Action 1.4: Encourage exemplary customer service provided by employees by highlighting these situations in the Status & Information Report.
 - Exemplary customer service by employees has been highlighted in the Status & Information Report 5 times in this quarter. Several examples of employees profiled included highlighting employees who assisted at Lincolnwood Fest, a Public Works employee who worked on their day off to clean up downed trees following a storm, and employees who assisted with escorting residents to Temple for Rosh Hashanah.

Goal 2: Undertake Community Development improvements to enhance customer service and streamline efficiencies.

- Action 2.1: Hire a full-time Front Desk Clerk whose primary responsibility is to assist customers at the counter, answer and return phone calls and emails. The goal of this position is to continue to improve on the customer service experience in working with Community Development.
 - The additional Front Desk (Account Clerk) position was filled with the employee starting in that position in late July. The addition has allowed the department to enhance customer service by increasing responsiveness to in-person customer inquiries, as well as those received by telephone and email.
- Action 2.2: Complete and present the HR Green Building Permit Process Analysis, which identifies the issues, conclusions, and recommendations. Develop a matrix for action implementation of recommendations.
 - The findings of the HR Green report were presented to the Committee of the Whole at its May 17, 2022, meeting and an Implementation Matrix was presented to the Committee of the Whole at its July 19, 2022, meeting. Specific Q3 implementation actions are detailed below in the HR Green section of this memo.
- Action 2.6: Start Community Development Department Monthly Reports starting in May 2022 to better track departmental performance. Staff will analyze what performance measures could be included in the report. Essentially, performance measures will start being tracked effective May 1, 2022.
 - The Community Development Monthly Reports have continued into July, August, and September. They were distributed to the Village Board and posted on the Village's web site for community access.

Goal 4: Enhance opportunities to improve communications with the use of multiple platforms to reach all demographics.

- Action 4.5: Pilot project to track electronic v. at counter payments at Finance counter.
 - It was found in an analysis of in-person transactions for July and August of 2022 most residents opted for an in-person interaction with the Finance Department when it came to vehicle sticker and business renewals. During this time period there were only six transactions online for vehicle stickers / business licenses for July and August. This also can be attributed to self- selection as those who have signed up to receive renewal emails would likely have renewed earlier in this process and therefor renewed earlier in the season prior to the June 30 deadline.

- In comparison, when vehicle stickers went live and available for renewal in mid-May there was a spike in online traffic with a total of 129 online transactions during May with the highest number of transactions being 19 in a single day.

Goal 5: Identify strategies to host more community-building and cultural events to celebrate the Village’s diversity and continue to promote a sense of welcoming/belonging.

- Action 5.3: Design and implement at least one new cultural event/activity each year at Lincolnwood Fest as part of the Family Activity Tent.
 - A variety of cultural activities were held in the family tent at Lincolnwood Fest on Saturday and Sunday, July 30 and 31. Family Activities included: Mandala Music Performance, Middle Eastern Belly Dance demonstration and lesson, songs from around the world and, arts and craft activities including Chinese lantern making.
 - Moving forward, culturally diverse activities will be held in the family tent at Lincolnwood Fest each year.

Goal 6: Undertake strategies to complete the redevelopment of Whistler’s.

- Action 6.1: Plan Commission will discuss the zoning component to this location (mixed-use in B2 District).
 - The Plan Commission began discussion of the idea of whether to allow Mixed-Use Residential in all Commercial zoning districts at its July 6, 2022, meeting and is scheduled to continue discussion at its September meeting.
- Action 6.2: Economic Development Commission will visit the site as part of its tour.
 - The Economic Development Commission visited the Whistler’s location at its June 2022 meeting and discussed challenges to redevelopment of the site, including the seller’s asking price, the current zoning prohibition of mixed-use residential, and prior opposition to a redevelopment proposal by neighboring residential property owners.

Goal 7: Replace the land and license building permit software.

- Action 7.2: Develop and issue a Request for Proposal (RFP) with feedback from stakeholders. The RFP will be developed following feedback from stakeholders and issued to all vendors with targeted sharing with vendors who line up with Village’s needs and expectations for such a system.
 - An RFP was issued at the beginning of July following feedback from internal stakeholders for needs of the community and organization. Three proposals were received by the Village.
- Action 7.3: Receive proposals and initially reviewed by staff and ClientFirst.
 - Three proposals were received and reviewed by staff and ClientFirst. This review included demonstrations with the vendors and staff to determine the best fit for the Village going forward.
 - After completing reviews of the proposals including reference checks and discussions with internal stakeholders it is anticipated that a vendor will be presented to the Village Board for formal consideration in mid-Q4 for immediate implementation to “go-live” as early as Q2 2023.

Goal 8: Complete the Lincolnwood Town Center (LTC) Plan and identify a purchaser.

- Action 8.4: Work with Friedman, the current property owner’s representative, to market the property in order to identify a purchaser.

- The Village worked with the owner's representative to complete a concept plan that is anticipated to have interest in the real estate market. Staff has met with the commercial brokers from JLL who are representing the sale of the property to explain the concept plan and inform their marketing brochure.

Goal 9: Develop and implement a plan to identify a hotel to be located at 1860.

- Action 9.1: Continue to work with and facilitate the current hotel developer's proposal to be reviewed and discussed by the Village Board.
 - Following review and recommendation by the Economic Development Commission in July, the Village Board approved a hotel tax sharing incentive agreement for a 5-story 152 room dual-branded Marriott Residence Inn and SpringHill Suites hotel in August.
- Action 9.2: Based on the current hotel developer, identify if any additional planning development is needed and coordinate.
 - Plan Commission consideration was not required because after working with staff the applicant revised plans to avoid a Major Change to the existing Planned Unit Development ordinance.
- Action 9.3: Negotiate an Amendment to the District 1860 Redevelopment Agreement and a Hotel/ Motel Tax Incentive Agreement.
 - Following review and recommendation by the Economic Development Commission in July, the Village Board approved and hotel tax sharing incentive agreement for a 5-story 152 room dual-branded Marriott Residence Inn and SpringHill Suites hotel in August. An amendment to the Redevelopment Agreement was not required.
- Action 9.4: Coordinate the current hotel proposal through the Economic Development Commission, Plan Commission and Village Board approvals.
 - Following review and recommendation by the Economic Development Commission in July, the Village Board approved and hotel tax sharing incentive agreement for a 5-story 152 room dual-branded Marriott Residence Inn and SpringHill Suites hotel in August. Plan Commission consideration was not required because after working with staff the applicant revised plans to avoid a Major Change to the existing Planned Unit Development ordinance.

Goal 13: Undertake a Village-wide facilities audit and develop a facilities plan, including a space needs assessment.

- Action 13.4: Responses due to the Village.
 - The Village received five proposals in response to this RFP this quarter.
- Action 13.5: Proposals will be reviewed and firms will be interviewed, if necessary. Both Public Works and Parks and Recreation staff, in addition to other staff will sit on interview panels for selected submittals. Questions will be designed to address the overlap in plans and how they plan to implement those areas of each project.
 - Staff reviewed and evaluated the proposals, which lead to a ranking of the proposals that were received.
- Action 13.6: The recommendation and award of each project will be presented at a Village Board Meeting.
 - On August 16, 2022 the Village Board approved an agreement with FGM Architects to provide a facilities and space needs analysis.
- Action 13.7: Incorporate a customer service component and staff safety component in the building audit.

- As the agreement with FGM is implemented the Village will incorporate customer service needs into the auditing process.

Goal 14: Develop a Parks and Recreation Master Plan.

- Action 14.4: Responses due to the Village.
 - The Village received three proposals in response to this RFP this quarter.
- Action 14.5: Proposals will be reviewed and firms will be interviewed, if necessary. Both Public Works and Parks and Recreation staff, in addition to other staff will sit on interview panels for selected submittals. Questions will be designed to address the overlap in plans and how they plan to implement those areas of each project.
 - Interviews with the top two firms were completed on Tuesday, August 2nd and Friday, August 5th.
- Action 14.6: The recommendation and award of each project will be presented at a Village Board Meeting.
 - The contract for Hitchcock Design Group was awarded at the August 16, 2022 Village Board Meeting.
 - A kick off meeting for the Master Plan will be held the week of October 3, 2022 in Q4 2022.

HR Green Action Plan

There are 21 Goals with a total of 53 Action Plans. A total of 14 Action Plans were worked on or completed for all 10 Goals in the third quarter of this year, or more commonly referred to as Q3 2022. They are listed in the document in the last column with both a check mark and the boxed coded in green. By the end of Q3, a total of 43% of all of Action Plans have been worked on or completed. This includes both Q2 and Q3 2022.

Goal 2: Improve Efficiencies in Operations: Cross train staff to be able to cover during absences, sick, vacations in Building Division. Define roles and responsibilities & cross train – i.e., both Admins need to be able to perform each other’s duties.

- Action A: Identify specific task projects where responsibility can be individually assigned to provide a sense of ownership and achievement.
 - Specific tasks have been identified and assigned to the Account Clerks and Community Development Coordinator as part of the onboarding of the second Account Clerk position.
- Action C: Having knowledgeable, trained staff servicing the counter traffic can shortcut many obstacles for the customer and help navigate them through the permitting process, thereby, advertising the jurisdiction mission and values of providing great customer service.
 - Building counter staff has participated in two Disney Institute Trainings in addition to in-house training from the Building Official during and outside of bi-weekly department staff meetings.

Goal 3: Improve Efficiencies in Operations: Reception Windows and Department Calls.

- Action A: Establish an assignment schedule that assigns an individual(s) to answer phones, serve as intake receptionist, and answer walk-in questions for the Community Development Department.
 - A Standard Operating Procedure has been written and implemented detailing procedures to prioritize in-person customer interactions, answering live phone calls, and retrieving and returning phone messages and emails.

Goal 4: Improve Efficiencies in Operations: Filing System and Record Retention.

- Action A: The original space was over-run with project submittals everywhere and no clear definition of process or filing. The new space allows for an identifiable protocol of the permit process from inception through occupancy and records retention/ disposal. Identify a clear workflow for active paper permits until project closeout.
 - Documents from prior to 2021 have been digitally archived and have been scheduled for destruction. In-process permit documents can be accessed prior to archival.

Goal 11: Improve efficiency through expanded use of technology.

- Action: Use technology (software) to improve communication between outsourced service providers that do not have access to computer system for reports.
 - A process was established so that documents may be provided to service providers such as CBBEL and SAFEbuilt as requested via email, or Drop Box or SharePoint for larger files.

Goal 16: Improvement in Building Division Functionality: Improve Public Information / Contractor Education.

- Action A: Develop “Builders Guide” that explains building department permitting and inspection process, requirements.
 - An online [Builder’s Guide](#) is available on the department website with information to assist customers through the process with applications, forms, worksheets, and handouts.

Goal 17: Improvement in Building Division Functionality: Regular Meetings.

- Action: Coordinate regular meetings with the internal/external staff for status reviews, code changes, policy changes, etc. allowing a collaborative effort to improve services.
 - Existing bi-weekly permit review coordination meetings have added an agenda item for policy topics such as potential issues with the water table and the construction of deep basements.

Goal 18: Improvement in Building Division Functionality: Communication Improvements.

- Action C: Improve communications methods for staff response to emails and voicemails.
 - A Standard Operating Procedure has been written and implemented detailing procedures to prioritize in-person customer interactions, answering live phone calls, and retrieving and returning phone messages and emails.

Goal 19: Improvement in Building Division Functionality: Streamline the Building Permit Process.

- Action D: Educate front office (Admins) to be able to process over-the counter permits and answer basic permit policy related questions.
 - Internal trainings from the Building Official have occurred as part of regular department staff meetings. A Standard Operating Procedure has been written and implemented detailing procedures to review Over the Counter Permit types for completeness and issue the same day.
- Action F: Outline Plan Review Lead Times and establish protocol to meet the required due dates.
 - Staff has established expected Plan Review Timelines for Express Permits/Over the Counter Permits, Quick Review, and Standard permits. Accela reports and manual tracking are used to produce performance metrics.

Goal 20: Improvement in Building Division Functionality: Communication Improvement.

- Action C: Include Building Official or appropriate delegate early in the Site Development Permit process.
 - The Building Official participated in a pre-application meeting with a restaurant group to identify potential building code issues prior to permit submittal in August and has been added to the Development Review Team (“DRT”) meeting distribution list. The next DRT meeting is anticipated in mid-October.

Goal 21: Improvement in Building Division Functionality: Permit Processing.

- Action C: Outline Plan Review Lead Times and establish protocol to meet the required due dates.
 - Staff has established expected Plan Review Timelines for Express Permits/Over the Counter Permits, Quick Review, and Standard permits. Accela reports and manual tracking are used to produce performance metrics.
- Action G: Include Building Division representative in Pre-Application meeting for Site Development Permit. Continue to have Building Division representation at DRT meetings so that they informed of upcoming Planned Unit Developments, especially those that involve building structures, architectural reviews etc.

- The Building Official participated in a pre-application meeting with a restaurant group to identify potential building code issues in August and has been included in the Development Review Team (“DRT”) meeting distribution list. The next DRT meeting is anticipated in mid-October.
- Action H: Establish formal closeout for site development projects. Building Division has no way of knowing if site development is complete / approved.
 - Updates on site development/entitlement processes are included in bi-weekly department staff meetings and email communications (special use, variations, etc.) to inform Building Division staff of projects that have been approved and are expected to enter the building permitting process. The Planning and Economic Development Manager is involved in the building permit plan review process to ensure conditions of approval from the zoning entitlement process are adhered to.

Financial Impact

None

Recommendation

Discuss the Q3 Actions completed by staff.

Documents Attached

1. PowerPoint Presentation
2. Strategic Plan Action Plans Tracking Document
3. HR Green Implementation Matrix

Strategic Plan Third Quarter 2022 Update

OCTOBER 6, 2022

A solid green horizontal bar at the bottom of the slide.

Overview

On May 5, 2022 Village Board meeting, the Strategic Plan was approved by the Village Board

The Strategic Plan is help guide an organization's future and to help plan out the needs and goals of the organization

Following the adoption of the Strategic Plan, staff developed a Strategic Plan Action Plans document in which each Strategic Goal had several related actions

Overview - Strategic Plan Q3

Strategic Plan: 34 Goals with a total of 148 Action Plans.

Q3 2022: 10 Goals with a total of 24 Action Plans were worked on or completed.

As of today, 25% of all Strategic Plan Action Plans have been worked on or completed.

Strategic Plan Goal Status

Goal 1: Define and promote a “Service First” culture.

Action 1.2: Implement the Service First Training Plan.

- Two installations of the Disney Institute Training for front-line, managerial, and Department Director staff were provided.

Action 1.3: Ongoing discussions on the importance of customer service occurred at the Big Picture Staff Meeting in September.

Action 1.4: The Status and Information Report has highlighted various employees for going above and beyond their regular duties.

Strategic Plan Goal Status

Goal 2: Undertake Community Development improvements to enhance customer service and streamline efficiencies.

Action 2.1: The additional Front Desk position was filled with the employee starting in that position in early July.

Action 2.2: Complete and present the HR Green Building Permit Process Analysis.

- This item will be covered later in the presentation.

Action 2.6: Complete and present the HR Green Building Permit Process Analysis.

- Community Development Reports have continued during Q3.

Strategic Plan Goal Status

Goal 4: Enhance / improve communications to reach all demographics.

Action 4.5: Pilot project to track electronic v. at counter payments at Finance counter.

- Most residents opted for an in-person interaction with the Finance Department when it came to vehicle sticker and business renewals.

Strategic Plan Goal Status

Goal 5: Host more community-building and cultural events to celebrate diversity.

Action 5.3: Design and implement at least one new cultural event each year at Lincolnwood Fest.

- A variety of cultural activities were held in the family tent at Lincolnwood Fest 2022.
- Moving forward, culturally diverse activities will be held in the family tent at Lincolnwood Fest each year.

Strategic Plan Goal Status

Goal 6: Whistler's Redevelopment

Action 6.1: Plan Commission discussed allowing mixed-use residential in all commercial zoning districts.

Action 6.2: The Economic Development Commission visited the site in June 2022.

Strategic Plan Goal Status

Goal 7: Replace the land and license building permit software.

Action 7.2: An RFP was issued at the beginning of July. Three proposals were received by the Village.

Action 7.3: Receive proposals and initially reviewed by staff and ClientFirst.

- A new vendor will be presented to the Village Board for consideration in mid-Q4 for immediate implementation to “go-live” as early as Q2 2023.

Strategic Plan Goal Status

Goal 8: Identify purchaser for LTC.

Action 8.4: Work with the current property owner's representative, to market the property in order to identify a purchaser.

Strategic Plan Goal Status

Goal 9: Identify a hotel to be located at 1860.

Action 9.1: The Village Board approved hotel tax sharing incentive agreement.

Action 9.2: Identify if any additional plan development is needed (N/A).

Action 9.3: A tax sharing incentive agreement was approved.

Action 9.4: After working with staff, the applicant revised plans to avoid a Major Change to the existing Planned Unit Development ordinance.

Strategic Plan Goal Status

Goal 13: Village-wide facilities audit

Action 13.4: Staff received 5 proposals in response to the RFP.

Action 13.5: Staff reviewed and evaluated the proposals, which lead to a ranking of the proposals that were received.

Action 13.6: The Village Board approved an agreement with FGM Architects to provide a facilities and space needs analysis.

Action 13.7: The Village will incorporate customer service needs into the auditing process.

Strategic Plan Goal Status

Goal 14: Develop a Parks and Recreation Master Plan.

Action 14.4: The Village received 3 proposals in response to the RFP.

Action 14.5: Interviews with the top 2 firms were completed.

Action 14.6: The recommendation and award of each project will be presented at a Village Board Meeting.

- The contract for Hitchcock Design Group was awarded.
- A kick off meeting for the Master Plan will be held the week of October 3, 2022 in Q4 2022.

Overview - HR Green Action Plan

HR Green Action Plan: 21 Goals with a total of 53 Action Plans.

Q3 2022: 10 Goals with a total of 14 Action Plans were worked on or completed.

As of today, 43% of all HR Green Action Plans have been worked on or completed.

HR Green Action Plan

Goal 2: Cross train staff in Building Division.

Action A: Specific tasks have been identified and have been assigned with the addition of the second Account Clerk position.

Action C: Counter staff is being trained via Disney Institute Trainings in addition to in-house and external technical training from the Building Official.

HR Green Action Plan

Goal 3: Improve Efficiencies in Operations: Reception Windows and Department Calls.

Action A: A Standard Operating Procedure was implemented detailing procedures to prioritize in-person customer interactions, answering live phone calls, and retrieving and returning phone messages and emails.

HR Green Action Plan

Goal 4: Improve Efficiencies in Operations: Filing System and Record Retention.

Action A: Documents from prior to 2021 have been digitally archived and are scheduled for destruction.

HR Green Action Plan

Goal 11: Improve efficiency through expanded use of technology.

Action: A process was established so that documents may be provided to service providers such as CBBEL and SAFEbuilt as requested via email, or Drop Box or SharePoint for larger files.

HR Green Action Plan

Goal 16: Improvement in Building Division Functionality: Improve Public Information / Contractor Education.

Action A: A “Builders Guide” that explains building department permitting and inspection process, requirements has been developed on the Village’s website.

HR Green Action Plan

Goal 17: Improvement in Building Division Functionality: Regular Meetings.

Action: Existing bi-weekly permit review coordination meetings now include discussions on status reviews, code changes, policy changes, etc.

HR Green Action Plan

Goal 18: Improvement in Building Division Functionality:
Communication Improvements.

Action C: A Standard Operating Procedure was implemented detailing procedures focusing on answering live phone calls, and retrieving and returning phone messages and emails.

HR Green Action Plan

Goal 19: Improvement in Building Division Functionality: Streamline the Building Permit Process.

Action D: Internal trainings from the Building Official have begun as part of regular department staff meetings.

- A Standard Operating Procedure has been written and implemented detailing procedures to review Over the Counter Permit types for completeness and issue the same day.

Action F: Staff has established expected Plan Review Timelines completed based on existing staffing level.

- Accela and manual tracking are used to produce performance metrics.

HR Green Action Plan

Goal 20: Improvement in Building Division Functionality:
Communication Improvement.

Action C: Building Official will be included will be included on all future Development Review Team (“DRT”) meetings.

- Village Code will be updated to reflect this change.

HR Green Action Plan

Goal 21: Improvement in Building Division Functionality: Permit Processing.

Action C: Staff has established expected Plan Review Timelines.

Action G: The Building Official will be included in future DRT applications.

Action H: A formal closeout process has been established for site development projects. Updates on site development processes are now included in department staff meetings and email communications.

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
#	GOAL (STRATEGIC PRIORITY AREAS)	PROJECT START	END GOAL	COMPLETE
SHORT-TERM ROUTINE GOALS				
1	Define and promote a "Service First" culture to transform the organizational culture of the Village and enhance the Village's customer service experience. (Customer Service)	Anne Marie	High Priority	
1.1	Develop a Comprehensive Training Plan designed to reinforce Service First and create a standard for current and onboarding employees to adhere to the customer service standard of the Village.		Q2 2022	<input checked="" type="checkbox"/>
1.2	Implement the Service First Training Plan, to be reviewed and implemented by the new Assistant to the Village Manager.	Q2 2022	Q3 2022	<input checked="" type="checkbox"/>
1.3	Discuss and reinforce the importance of customer service to Department Directors as part of Quarterly Big Picture Staff Meetings.	Q2 2022	On-going	<input type="checkbox"/>
1.4	Encourage exemplary customer service provided by employees by highlighting these situations in the Status & Information Report.	Q2 2022	On-going	<input type="checkbox"/>
1.5	Establish dept. specific emails to improve customer service. Each dept. will establish internal guidelines.	Q1 2022	Q2 2022	<input checked="" type="checkbox"/>
1.6	Establish front line staff cross training program. Comprehensive FAQ list provided for front-line staff. Establish Service First team for limited period of time. Identify what their goal is.	Q2 2022	Q1 2023	<input type="checkbox"/>
2	Undertake Community Development improvements to enhance customer service and streamline efficiencies. (Customer Service & Business Friendly)	Scott	High Priority	
2.1	Hire a full-time Front Desk Clerk whose primary responsibility is to assist customers at the counter, answer and return phone calls and emails. The goal of this position is to continue to improve on the customer service experience in working with Community Development.	Q2 2022	Q3 2022	<input checked="" type="checkbox"/>
2.2	Complete and present the HR Green Building Permit Process Analysis, which identifies the issues, conclusions and recommendations. Develop a matrix for action implementation of recommendations.	Q2 2022	Q3 2022	<input checked="" type="checkbox"/>
2.3	Establish categories of building permits and the type of permits to be included in order to facilitate quicker review times, such as same day service for over the counter permits, those with a quick turnaround and a standard permit.		Q2 2022	<input checked="" type="checkbox"/>
2.4	Create new building permit forms and handouts that provide the correct information and requirements from the applicants along with some training of our current staff. On the Village's website, each of these three categories and each permit type will be identified.		Q2 2022	<input checked="" type="checkbox"/>
2.5	Re-create the building permit application to help in the implementation of these three types of permits. There will be only one building permit application which will then be accompanied by a handout and sometimes a separate form.		Q2 2022	<input checked="" type="checkbox"/>
2.6	Start Community Development Department Monthly Reports starting in May 2022 to better track departmental performance. Staff will analyze what performance measures could be included in the report. Essentially, performance measures will start being tracked effective May 1, 2022.	Q2 2022	On-going	<input type="checkbox"/>
3	Develop a Financial forecast plan for Village revenues and expenses. (Financial Stability)	Denise	Medium Priority	
3.1	Review other municipal forecast plans	Q2 2022	Q4 2022	<input type="checkbox"/>
3.2	Establish parameters and define assumptions. Any fundamental issues impacting the forecast – any current laws or expected changes in laws that affect forecasts, and any major revenues and expenditure categories.	Q3 2022	Q1 2023	<input type="checkbox"/>
3.3	Gather information. Use statistical data and work with Department Heads for their insight on future activities within their department. Review comprehensive development and/or capital improvement programs.	Q1 2023	Q1 2023	<input type="checkbox"/>
3.4	As part of the Stub Year 2023 budget, a Preliminary Financial Forecast Analysis will be drafted to include historical data and relevant economic conditions.		Q2 2023	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
4	Enhance opportunities to improve communications with the use of multiple platforms to reach all demographics. (Customer Service)	Chuck	Medium Priority	
4.1	Community based survey to establish current engagement and next steps:			
4.1-1	Research community survey options		Q3 2023	<input type="checkbox"/>
4.1-2	Draft recommendation for Stub Year Budget 2023 for inclusion of National Survey		Q4 2023	<input type="checkbox"/>
4.1-3	Implement Survey		Q1 2024	<input type="checkbox"/>
4.1-4	Receive Results for Survey and provide Report to Village Board		Q3 2024	<input type="checkbox"/>
4.2	Implement website with translation services		Q4 2021	<input checked="" type="checkbox"/>
4.3	Develop list of civic/religious institutions to send Village communications		Q2 2022	<input checked="" type="checkbox"/>
4.4	Research strategies other diverse communities have utilized		Q4 2022	<input type="checkbox"/>
4.5	Pilot project to track electronic v. at counter payments at Finance counter		Q3 2022	<input checked="" type="checkbox"/>
5	Identify strategies to host more community-building and cultural events to celebrate the Village's diversity and continue to promote a sense of welcoming/belonging. (Community Identity)	Karen	Lower Priority	
5.1	Leverage the multi-cultural task force as a bridge to bring in diverse stakeholders for various events.		Ongoing	<input type="checkbox"/>
5.2	Research various cultures and plan events and programs.		On-going	<input type="checkbox"/>
5.3	Design and implement at least one new cultural event/activity each year at Lincolnwood Fest as part of the Family Activity Tent.		Q3 2022	<input checked="" type="checkbox"/>
5.4	Survey faith-based communities to determine their needs.		Q1 2023	<input type="checkbox"/>
5.5	Identify other community groups and organizations to collaborate on programs and events.		Q3 2023	<input type="checkbox"/>
5.6	Creation and implementation of other cultural events/programs following the Master Plan completion where service gaps are identified.		Q1 2024	<input type="checkbox"/>
6	Undertake strategies to complete the redevelopment of Whistler's. (Economic and Community Development)	Scott	Lower Priority	
6.1	Plan Commission will discuss the zoning component to this location (mixed-use in B2 District).		Q3 2022	<input checked="" type="checkbox"/>
6.2	Economic Development Commission will visit the site as part of its tour.		Q3 2022	<input checked="" type="checkbox"/>
6.3	Consider impact of increasing the footprint of the site by vacating alley or acquiring adjacent properties.		Q1 2023	<input type="checkbox"/>
6.4	Completion of Devon Ave. Streetscape to improve desirability of public realm.		Q4 2024	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
SHORT-TERM COMPLEX GOALS				
7	Replace the land and license building permit software. (Customer service & Business Friendly)	Chuck	High Priority	
7.1	Perform Background Analysis of needs including review of current processes and needs for building permits, contractor licenses, code enforcement, business licenses and vehicle stickers. Subject matter experts have provided documentation and survey answers to ClientFirst. Meetings with stakeholders is scheduled for mid-May to refine answers and expectations for next system.		Q2 2022	<input checked="" type="checkbox"/>
7.2	Develop and issue a Request for Proposal (RFP) with feedback from stakeholders. The RFP will be developed following feedback from stakeholders and issued to all vendors with targeted sharing with vendors who line up with Village's needs and expectations for such a system.		Q3 2022	<input checked="" type="checkbox"/>
7.3	Receive proposals and initially reviewed by staff and ClientFirst.		Q3 2022	<input checked="" type="checkbox"/>
7.4	Conduct site visit with finalists including 1.5 days from each vendor spent on site to provide demos of system for staff to work through the setups and to ensure a new system will meet the needs and expectations of internal and external stakeholders.		Q4 2022	<input type="checkbox"/>
7.5	Make vendor selection and negotiate contract for Village Board approval.		Q4 2022	<input type="checkbox"/>
7.6	Team visits municipalities with the software we choose.		Q4 2022	<input type="checkbox"/>
8	Complete the Lincolnwood Town Center (LTC) Plan and identify a purchaser. (Economic and Community Development & Financial Stability)	Scott	High Priority	
8.1	At both the staff and working committee level, continue to work with Houseal Lavigne on the final phase of the LTC Plan, focusing on finalizing the Schematic Sketch Plan and review the Fiscal Impact Analysis Tool.		Q2 2022	<input checked="" type="checkbox"/>
8.2	Finalize and recommend the LTC Plan to the Village Board for approval and adoption.		Q2 2022	<input checked="" type="checkbox"/>
8.3	Post completed LTC Plan prominently on the Village web site.		Q2 2022	<input checked="" type="checkbox"/>
8.4	Work with Friedman, the current property owner's representative, to market the property in order to identify a purchaser.	Q3 2022	On-going	<input type="checkbox"/>
8.5	Market the LTC Plan at the International Council of Shopping Centers (ICSC) Trade Show in Chicago.		Q4 2022	<input type="checkbox"/>
8.6	Identify and engage with known mall developers completing similar re-developments.	Q2 2022	On-going	<input type="checkbox"/>
9	Develop and implement a plan to identify a hotel to be located at 1860. (Economic and Community Development & Financial Stability)	Scott	High Priority	
9.1	Continue to work with and facilitate the current hotel developer's proposal to be reviewed and discussed by the Village Board.	Q2 2022	On-going	<input checked="" type="checkbox"/>
9.2	Based on the current hotel developer, identify if any additional planning development is needed and coordinate.	Q2 2022	On-going	<input checked="" type="checkbox"/>
9.3	Negotiate an Amendment to the District 1860 Redevelopment Agreement and a Hotel/ Motel Tax Incentive Agreement.	Q3 2022	On-going	<input checked="" type="checkbox"/>
9.4	Coordinate the current hotel proposal through the Economic Development Commission, Plan Commission and Village Board approvals.	Q3 2022	On-going	<input checked="" type="checkbox"/>
9.5	If the current hotel developer's proposal does not move forward, market District 1860 at the ICSC Trade Show.		Q4 2022	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
10	Conduct a Village-wide water rate analysis. (Financial stability)	1. Nadim 2. Denise	Medium Priority	
10.1	Completed 1st Quarter 2022.		Q1 2022	<input checked="" type="checkbox"/>
11	Identify and implement quality control strategies for street storage to help mitigate flooding and other stormwater issues. (Customer Service)	Nadim	Medium Priority	
11.1	Wrap up design.		Q4 2022	<input type="checkbox"/>
11.2	Completing stage 3 construction.		Q3 2023	<input type="checkbox"/>
11.3	Remodel and evaluate the system for the Village as a whole.		Q2 2023	<input type="checkbox"/>
11.4	Update 2009 Stormwater master plan		Q4 2024	<input type="checkbox"/>
12	Review and update 2016 Comprehensive Plan to help support the goal of developing a downtown district. (Community and Economic Development & Community Identity)	Scott	Medium Priority	
12.1	Identify scope of update with Village Board: focused on a topic/geography or total update.		Q3 2023	<input type="checkbox"/>
12.2	Procure plan/land use consultant		Q1 2024	<input type="checkbox"/>
12.3	Begin Comprehensive Planning process with consultant, including data collection and outreach.		Q2 2024	<input type="checkbox"/>
12.4	Completion of Comprehensive Plan Update		Q4 2024	<input type="checkbox"/>
13	Undertake a Village-wide facilities audit and develop a facilities plan, including a space needs assessment. (Customer Service)	1. Karen 2. Nadim	Medium Priority	
13.1	The Parks and Recreation and Public Works Departments will meet to discuss overlap, and the appropriate language to address this in each Request for Qualification/Proposal (RFQ/P). Each document will request the firms' statement of qualifications in addition to their proposal to complete the work based on the scope identified in the document.		Q2 2022	<input checked="" type="checkbox"/>
13.2	The Draft Facility Plan RFQ/P is shared with department heads to solicit feedback. The Parks and Recreation Master Plan RFP is shared with the VMO for review.		Q2 2022	<input checked="" type="checkbox"/>
13.3	Release both RFQ/Ps. Both will contain a cutoff date for questions, which will then be answered via an Addendum for prospective bidders.		Q3 2022	<input checked="" type="checkbox"/>
13.4	Responses due to the Village.		Q3 2022	<input checked="" type="checkbox"/>
13.5	Proposals will be reviewed and firms will be interviewed, if necessary. Both Public Works and Parks and Recreation staff, in addition to other staff will sit on interview panels for selected submittals. Questions will be designed to address the overlap in plans and how they plan to implement those areas of each project.		Q3 2022	<input checked="" type="checkbox"/>
13.6	The recommendation and award of each project will be presented at a Village Board Meeting.		Q3 2022	<input checked="" type="checkbox"/>
13.7	Incorporate a customer service component and staff safety component in the building audit.		Q3 2022	<input checked="" type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
14	Develop a Parks and Recreation Master Plan. (Customer Service & Community Identity)	1. Karen 2. Nadim	Lower Priority	
14.1	The Parks and Recreation and Public Works Departments will meet to discuss overlap, and the appropriate language to address this in each Request for Qualification/Proposal (RFQ/P). Each document will request the firms' statement of qualifications in addition to their proposal to complete the work based on the scope identified in the document.		Q2 2022	<input checked="" type="checkbox"/>
14.2	The Draft Facility Plan RFQ/P is shared with department heads to solicit feedback. The Parks and Recreation Master Plan RFP is shared with the VMO for review.		Q2 2022	<input checked="" type="checkbox"/>
14.3	Release both RFQ/Ps. Both will contain a cutoff date for questions, which will then be answered via an Addendum for prospective bidders.		Q3 2022	<input checked="" type="checkbox"/>
14.4	Responses due to the Village.		Q3 2022	<input checked="" type="checkbox"/>
14.5	Proposals will be reviewed and firms will be interviewed, if necessary. Both Public Works and Parks and Recreation staff, in addition to other staff will sit on interview panels for selected submittals. Questions will be designed to address the overlap in plans and how they plan to implement those areas of each project.		Q3 2022	<input checked="" type="checkbox"/>
14.6	The recommendation and award of each project will be presented at a Village Board Meeting.		Q3 2022	<input checked="" type="checkbox"/>
14.7	Consultant will collect and analyze community data via staff and Board engagement, community surveys, needs analysis, community meetings and other methods of research. The Park and Recreation Board will be heavily utilized in advocating in the community and meeting with the consultant to provide feedback.		Q2 2023	<input type="checkbox"/>
14.8	Consultant will develop final plan and supporting materials.		Q1 2024	<input type="checkbox"/>
14.9	Consultant will present findings, recommendations, impacts and plan to Park and Recreation Board and Village Board.		Q2 2024	<input type="checkbox"/>
14.10	Implementation of the Comprehensive Master Plan will follow in phases as determined by Village Board and budgetary considerations.		Q3 2024	<input type="checkbox"/>
15	Develop an environmental sustainability plan (Community Identity)	Brendon Mendoza	Lower Priority	
15.1	Continuing to meet with Environmental Commission.		Q2 2023	<input type="checkbox"/>
15.2	Submit budget request for consultant.		Q2 2023	<input type="checkbox"/>
15.3	Review Greenest Cities Program Criteria.		Q2 2023	<input type="checkbox"/>
15.4	Utilize consultant to identify missing sustainability actions and present plan to the Village Board.		Q4 2024	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
16	Develop a Village-wide sidewalk accessibility plan to enhance ADA compliance, community connectivity and walkability for Village parks. (Customer Service)	Nadim	Lower Priority	
16.1	Hire consultant to assemble a plan.		Q1 2023	<input type="checkbox"/>
16.2	Identify areas of the Village beyond sidewalks that need ADA evaluation.		Q2 2023	<input type="checkbox"/>
16.3	Inspect the Village Facilities and Parks to determine ADA compliance.		Q2 2023	<input type="checkbox"/>
16.4	Complete Plan.		Q3 2023	<input type="checkbox"/>
17	Develop plans to locate, fund and construct a Village-owned dog park. (Community Identity & Customer Service)	Karen	Lower Priority	
17.1	The Parks and Recreation Department develop a Request for Qualification/Proposal (RFQ/P). The document will request the firms' statement of qualifications in addition to their proposal to complete the work based on the scope identified in the document.		Q1 2023	<input type="checkbox"/>
17.2	Proposals will be reviewed and firms will be interviewed, if necessary.		Q4 2023	<input type="checkbox"/>
17.3	The project will be awarded at a Village Board meeting, pending cost.		Q2 2023	<input type="checkbox"/>
17.4	The Consultant will collect and analyze community data and host public meetings in consultation with the Comprehensive Master Plan consultant (if not the same consultant) to determine feasibility, possible locations and funding strategies.		Q2 2023	<input type="checkbox"/>
17.5	Consultant will present findings and plan to the Park and Recreation Board and Village Board.		Q3 2023	<input type="checkbox"/>
17.6	Construction and Implementation of a new dog park will follow as determined by Village Board and budgetary considerations.		Q4 2025	<input type="checkbox"/>
LONG-TERM ROUTINE GOALS				
18	Implement the financial forecast plan for Village revenue and expenses. (Financial stability)	Denise	High Priority	Related to Goal 3
18.1	Serving as the foundation of the budget planning process, the financial forecast plan will be updated annually beginning in late summer of each year.		On-going	<input type="checkbox"/>
18.2	Assumptions will be defined annually. Any fundamental issues impacting the forecast – any current laws or expected changes in laws that affect forecasts, and any major revenues and expenditure categories will be reviewed annually.		On-going	<input type="checkbox"/>
18.3	Gather information. Review comprehensive development and/or capital improvement programs.		On-going	<input type="checkbox"/>
18.4	The forecast will set the stage for upcoming budget processes and will be utilized as a tool to establish priorities and allocating resources appropriately.		On-going	<input type="checkbox"/>
19	Transform the Village's organizational culture to one of Service First through development and implementation of a "Service First" training program and onboarding protocols for new staff along with periodic audits and reviews of programs. (Customer Service)	Anne Marie	Medium Priority	Related to Goal 1
19.1	Continual training and reinforcement of Service First.		On-going	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
20	Identify, coordinate and construct a new location for Parks and Recreation Department. (Customer service)	1. Karen 2. Nadim	Lower Priority	Related to Goal 14
	The Parks and Recreation Master Plan will help identify a location for the Parks and Recreation Department. As this will likely occur at the same time as the construction of the pool, they will follow the same plan. If a location has been identified and funding has been approved the following action plan will proceed.			
20.1	Draft an RFQ/P for design and construction of a Community Center.		Q3 2024	<input type="checkbox"/>
20.2	Proposals will be reviewed and firms will be interviewed.		Q4 2024	<input type="checkbox"/>
20.3	The project will be awarded at a Village Board meeting.		Q4 2024	<input type="checkbox"/>
20.4	The Village and architects will host community input meetings and present designs for consideration.		Q2 2025	<input type="checkbox"/>
20.5	The Village Board would authorize the approved design to begin construction.	Q2 2025	Q2 2025	<input type="checkbox"/>
21	Continue to re-evaluate, update and fine-tune a long-term infrastructure plan, which includes Parks and Recreation, including identified funding strategies. (Financial Stability & Community and Economic Development)	1. Nadim 2. Karen 3. Denise	Lower Priority	Related to Goal 14
21.1	Release RFP for design and construction of subsequent years of the program.		On-going	<input type="checkbox"/>
21.2	Review funding sources and financial status of the Village with the Board.		On-going	<input type="checkbox"/>
21.3	Continue to evaluate and review water rates following up on the water rate analysis to ensure proper fees are being charged to support the financial health of the program.		On-going	<input type="checkbox"/>
21.4	Discuss timeline of the 10-year Infrastructure Program and extend it as needed.		Q2 2023	<input type="checkbox"/>
21.5	Seek additional funding sources for park and facility improvements.		On-going	<input type="checkbox"/>
22	Undertake a facility/space needs assessment/evaluation for Village Hall, specifically Admin/Finance, Building & Zoning. (Customer Service)	Nadim	Lower Priority	Related to Goal 14
22.1	Utilize the results of the completed facility plan to prioritize projects based on importance.	Q1 2025	Q1 2025	<input type="checkbox"/>
22.2	Seek grant funding for municipal facility improvements.		On-going	<input type="checkbox"/>
22.3	Establish a timeline for implementation of all changes as well as funding mechanisms.		Q2 2025	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
LONG-TERM COMPLEX GOALS				
23	Identify strategies to redevelop the Lincolnwood Town Center Mall. (Community and Economic Development & Financial Stability)	Scott	High Priority	Related to Goal 8
	23.1 Assess new ownership of property and/or efforts to attract a buyer/developer.		On-going	<input type="checkbox"/>
	23.2 Additional marketing of property at ICSC and throughout the development community if a suitable buyer has not acquired the site.		On-going	<input type="checkbox"/>
	23.3 Work with property ownership on entitlement process, potential economic incentives, such as the creation of a TIF District, and phasing of development.		On-going	<input type="checkbox"/>
24	Develop sites adjacent to District 1860 to attract visitors, businesses and residents to the Village. (Community and Economic Development & Financial Stability)	Scott	High Priority	Related to Goal 9
	24.1 Analyze projected increment from existing North Lincoln TIF to determine if excess is projected by the end of the life of the TIF.		Q1 2026	<input type="checkbox"/>
	24.2 Consider expansion of TIF District or creation of adjacent new TIF District.		Q1 2026	<input type="checkbox"/>
	24.3 Complete study to analyze the eligibility of a TIF District with consultant.		Q3 2026	<input type="checkbox"/>
	24.4 Engage consultant to conduct a market study to identify demand for uses that would attract visitors, businesses, and residents.		Q1 2027	<input type="checkbox"/>
25	Identify strategies to have the Northeast Industrial District (NEID) redevelopment well underway. (Community and Economic Development & Business Friendly)	Scott	High Priority	
	25.1 Assess status of adjacent Lincolnwood Town Center development (NEID area development will likely lag as a less attractive site).		On-going	<input type="checkbox"/>
	25.2 Engage consultant to conduct a market study to identify demand for uses that would complement the Lincolnwood Town Center Development.		On-going	<input type="checkbox"/>
	25.3 Marketing of properties at ICSC and throughout the development community.		On-going	<input type="checkbox"/>
26	Establish an entertainment district to be a local and regional attraction.	Scott	High Priority	Related to Goal 9
	26.1 Focus on Lincolnwood Town Center and/or NEID areas as priority area for entertainment district. (Community Identity & Business Friendly)		On-going	<input type="checkbox"/>
	26.2 Marketing of properties at ICSC and throughout the development community focusing on entertainment uses.		On-going	<input type="checkbox"/>
27	Implement the Village-wide facilities plan. (Customer Service)	1. Nadim 2. Karen	Medium Priority	Related to Goal 13
	27.1 Seek grant funding opportunities for municipal facility improvements.		On-going	<input type="checkbox"/>
	27.2 Work with consultants and staff to identify and prioritize which improvements to begin first with program.	Q1 2025	On-going	<input type="checkbox"/>
	27.3 Establish funding mechanism for facility improvements, possibly as part of a bond issuance.		On-going	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
28	Develop a downtown Main Street. (Community Identity)	Scott	Medium Priority	Related to Goal 12
28.1	Assess land use changes around the “civic center” area of Lincoln and Pratt.		Q2 2025	<input type="checkbox"/>
28.2	Work to identify alternative sites for high-value business that do not fit within a downtown district.		Q2 2025	<input type="checkbox"/>
28.3	Consider Village role in assemblage of properties.		Q2 2025	<input type="checkbox"/>
29	Implement a Parks and Recreation Master Plan. (Customer Service & Community Identity)	1. Nadim 2. Karen	Medium Priority	Related to Goal 14
29.1	The Parks and Recreation Master Plan will be implemented in phases as determined by Village Board and budgetary considerations.		On-going	<input type="checkbox"/>
29.2	Pending Village Board determinations and order of implementation, action plans will vary.		On-going	<input type="checkbox"/>
29.3	Goals and objectives, as well as funding strategies will all be presented in the Master Plan.		Q4 2023	<input type="checkbox"/>
29.4	Work Plans for implementation of each area will be completed for each area of implementation.		Ongoing	<input type="checkbox"/>
30	Implement the Village-wide sidewalk accessibility plan, including for Parks and Recreation. (Customer Service) *Related to Goal 16	1. Nadim 2. Karen	Lower Priority	
30.1	Utilize the completed ADA accessibility plan to prioritize and identify what areas of the Village should be targeted first.		Q3 2024	<input type="checkbox"/>
30.2	Continue to make ADA improvements as part of the annual Infrastructure Improvement program.		On-going	<input type="checkbox"/>
30.3	Integrate ADA improvements into the facility upgrades.		On-going	<input type="checkbox"/>
31	Implement the Lincolnwood Facilities and Recreation Investment Act. (Customer Service & Community Identity)	1. Nadim 2. Karen 3. Denise	Lower Priority	
31.1	Annually review facilities and grant opportunities, including the OSLAD Grant.		On-going	<input type="checkbox"/>
32	Work to have an established identity/brand (e.g. implementation of signage, street lighting, gateways). (Community Identity)	Chuck	Lower Priority	
32.1	Develop and implement for RFP for services related to designing signage and materials related to community brand including approval of Budget allocation for costs.		Q4 2024	<input type="checkbox"/>
32.2	Develop identity and community brand that reflects on feedback from the Village’s Citizen Survey.		Q2 2025	<input type="checkbox"/>
32.3	Develop new signage and materials related to Community Brand including development of a budget request for CY 2025 Budget.		Q3 2025	<input type="checkbox"/>
32.5	Approval of Budget with new signage that reflects the Community Brand / Identity.		Q4 2025	<input type="checkbox"/>
32.6	Purchase and install new signage and Community Brand.		Q3 2026	<input type="checkbox"/>

STRATEGIC PLAN / ACTION PLANS 2022-2023		PRIMARY STAFF CONTACT(S)	Priority	Related Goal
33	Implement the Village's environmental sustainability plan. (Community Identity)	Nadim	Lower Priority	Related to Goal 15
33.1	Utilize the Sustainability plan to phase in sustainability efforts.	Q2 2024	Q2 2024	<input type="checkbox"/>
33.2	Prioritize sustainability projects based on largest community impact.		Q3 2024	<input type="checkbox"/>
33.3	Work with the Environmental Commission to evaluate the effectiveness of the plan and re-evaluate it as necessary.		On-going	<input type="checkbox"/>
34	Undertake efforts to improve and expand the Village-owned community pool. (Customer Service and Community Identity)	Karen	Lower Priority	Related to Goal 14
	The Parks and Recreation Master Plan will help identify pool needs and help determine whether renovation or new construction is necessary. As this is likely to occur with the construction of a community center, it will follow the same plan. If a location has been identified and funding has been approved the following action plan will proceed.			
34.1	Draft an RFQ/P for design and construction of a pool.		Q3 2026	<input type="checkbox"/>
34.2	Proposals will be reviewed and firms will be interviewed.		Q4 2026	<input type="checkbox"/>
34.3	The project will be awarded at a Village Board meeting.		Q4 2026	<input type="checkbox"/>
34.4	The Village and architects will host community input meetings and present designs for consideration.		Q2 2027	<input type="checkbox"/>
34.5	Construction of approved design.	Q1 2027	Q3 2027	<input type="checkbox"/>

HR Green Building Permit Processing Analysis Recommendations

#	Recommendation	Implementation Strategy	Timing	Complete
Improve Efficiencies in Office Operations				
1	Technical Training for Admin Staff			
a	Send Community Department Development staff for training. I.e., ICC Certified Permit Technicians, Zoning Certificate. This training would help them to better understand Building Code and Zoning issues, respond to a host of applicant development and building questions and review permit submittals for completeness. Once trained and policies established, Account Clerks should be able to review permit submittals and issue over-the-counter permits eliminating backlog and delay of minor permits. Additional training to be able to assist in an administrative capacity on Zoning applications and process.	Internals training is ongoing. Budget for staggered off-site training through B&F, NWBOCA, or similar agency in 2024 budget to allow for on the job experience.	Ongoing / Q4 2024	<input type="checkbox"/>
2	Cross train staff to be able to cover during absences, sick, vacations in Building Division. Define roles and responsibilities & cross train – i.e., both Admins need to be able to perform each other’s duties.			
a	Identify specific task projects where responsibility can be individually assigned to provide a sense of ownership and achievement.	Specific tasks have been identified and will be assigned as second Account Clerk position starts	Q3 2022	<input checked="" type="checkbox"/>
b	Assign task roles to department staff to manage certain aspects of the software system. Each assignment would be responsible to create the standard operating procedures (SOP) for that process in the software. This would effectively create a greater understanding of the software as a collaborative effort while delegating responsibility of each task. In turn, this would develop a written guide for anybody providing assistance in the Department.	Software SOPs will occur with slection and implementation of new ERP. Fuctional Training for Accela will be provided to new staff by existing staff	2023	<input type="checkbox"/>
c	Having knowledgeable, trained staff servicing the counter traffic can shortcut many obstacles for the customer and help navigate them through the permitting process, thereby, advertising the jurisdiction mission and values of providing great customer service.	Counter staff is being trained via Disney Institute Trainings in addition to in-house and external technical training	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>
3	Reception Windows and Department calls:			
a	Establish an assignment schedule that assigns an individual(s) to answer phones, serve as intake receptionist, and answer walk-in questions for the Community Development Department.	Account Clerk and Seasonal Clerk will be assigned schedule to answer calls and intake applications. Unanswered messages to be returned a minimum of twice daily	Q3 2022	<input checked="" type="checkbox"/>
b	Develop phone answering protocols; consider “call hunt” system that will forward calls to available administrative staff when phones are not answered within so many rings.	Call hunt system has been implemented between Account Clerks and Coordinator phones	Q2 2022	<input checked="" type="checkbox"/>
c	Develop a reference guide or services directory for use by staff to aid in directing customers and routing calls to specific staff that can help them rather than just referring the customer to a department.	Existing FAQs to be expanded (how to schedule an inspection, inspection types, etc.)	Q4 2022	<input type="checkbox"/>

HR Green Building Permit Processing Analysis Recommendations

	d	Practice lean process techniques. Establish a method of streamlining processes by eliminating non-value added or redundant workflow steps, (i.e., inspection schedule spreadsheet) thereby leading to more efficient operations.	Procedures to be reviewed extensively through new software implementation	Ongoing	<input type="checkbox"/>
4	Filing System and Record Retention:				
	a	The original space was over-run with project submittals everywhere and no clear definition of process or filing. The new space allows for an identifiable protocol of the permit process from inception through occupancy and records retention/disposal. Identify a clear workflow for active paper permits until project closeout.	Documents from prior to 2021 have been digitally archived and are scheduled for destruction.	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>
	b	Identify alternative clerical support to complete FOIA requests	FOIA requests to be distributed among staff, including additional Account Clerk and Seasonal Clerk	Ongoing	<input type="checkbox"/>
	c	Improve active filing system, record retention, disposal policy, and archives	Standard sized building permits to be digitally archived monthly (Seasonal Clerk/Account Clerks); Large format scanning to be conducted annually by contractor	Q4 2022 / Ongoing	<input type="checkbox"/>
5	Contractor Licensing workflow:				
	a	Utilize the software database of Licensed Village Contractors that identifies name, type of licensee, bond and insurance expiration dates. General contractors can use this database to verify contractor's license validity in advance of submitting permits thus avoiding incomplete submittals with invalid licenses.	Included in RFP for new software	2023	<input type="checkbox"/>
	b	Consider revising contractor licensing requirements that would require all contractors to resubmit license application before the beginning of the year.	Investigate whether code change required; mail out inaugural renewals to existing contractors in Nov/Dec	Q4 2022	<input type="checkbox"/>
	c	Make general contractor / permit applicants responsible for submitting valid license for themselves and sub-contractors as part of the permit application. Failure to do so would render the permit "incomplete" and permit applications would be returned. Using the published database of Licensed Village Contractors would also help reduce staff time spent on confirming license validity.	Expectation to be expressed on contractor licensing materials (will still accept applications for review without all contractors listed)	Q4 2022	<input type="checkbox"/>
6	Contractor Licensing volume:				
	a	Consider reduction in number of contractor categories (we realize this is policy issue that may be more important than permit efficiency).	Initial evaluation of current Village 13 license categories and other municipalities find categories are comparable (determination of no action needed).	N/A	
7	Improve process understanding by developing a Standard Operating Procedure Manual (SOP)				
	a	Provide detailed process and procedures information for all individuals involved with Community Development Department so everyone has a better understanding of workflow and process making it easier for others in the organization to understand and potentially assist operations when necessary.	SOP to be reviewed/created.	Q4 2022 / Ongoing	<input type="checkbox"/>

HR Green Building Permit Processing Analysis Recommendations

8 Administrative support staff to provide answers to basic Building and Zoning questions:

- a Certain basic zoning questions, building permit questions can and should be answered by clerical support staff without seeking information from Planning and Economic Development Manager or Building Official. This also relates to the training recommendation listed above. In-house training at department staff meetings. Ongoing

HR Green Building Permit Processing Analysis Recommendations

Improve efficiency through expanded use of technology

9	Establish a relationship with ACCELA™ representative as a resource to understand what capable features, workflows, and reports have been installed during the implementation process to understand what the Village next steps should be going forward with either upgrades to the current software or proposed new software	Staff has issued RFP for new software and is dedicating resources toward the replacement of Accela; However, Accela and manual tracking are used to produce performance metrics	N/A	
10	Use the Village's ACCELA™ software to track various aspects of Community Development Department process:	Staff has issued RFP for new software and is dedicating resources toward the replacement of Accela	N/A	
11	Use technology (software) to improve communication between outsourced service providers that do not have access to computer system for reports:	Documents to be provided to service providers as requested vis email or DropBox for larger files	Q3 2022	<input checked="" type="checkbox"/>
12	Future expansion of electronic services, should provide a customer kiosk in a reception area for public access to permit submittal, permit status, current applications, forms, etc. Consider implementation of online portals to improve process efficiencies and eliminate paper	RFP for new software to include online portal	2023	<input type="checkbox"/>
13	Use laptops or tablets for recording field inspections:	RFP for new software to better integrate existing in-field use of tablet and laptop	2023	<input type="checkbox"/>
14	If software technology does not permit direct link to network / software consider form fillable PDFs of current forms, provide wireless access, email reports etc.	All application documents are form fillable PDFs	Q2 2022	<input checked="" type="checkbox"/>
15	Verify accuracy of website information to forms available through the office. Update as necessary.	Website information reviewed with recent update	Ongoing	<input type="checkbox"/>

HR Green Building Permit Processing Analysis Recommendations

Improvement in Building Division functionality

16	Improve Public Information / Contractor Education:			
a	Develop "Builders Guide" that explains building department permitting and inspection process, requirements.	Can be achieved through reorganization of website with forms	Q3 2022	<input checked="" type="checkbox"/>
b	Review and update FAQs to share with building applicants. These FAQ are created and updated as questions arise and are resolved. The questions and answers are recorded and added to a running list. The FAQ's can be added to the Village's "Builders Guide" information packets, placed on the Village's website etc. These FAQ's also help office support staff to have a better understanding of development issues and make them more productive when answering applicant questions.	Existing FAQs to be expanded (how to schedule an inspection, inspection types, etc.)	Q3 2023 / Ongoing	<input checked="" type="checkbox"/>
c	Consider hosting a "Builder Breakfast" to review department policy and Rules & Regulations, update contractors and designers on new codes and policies, answer questions, meet Village staff and officials, establish a better rapport with the development / building community.	Builders Breakfast to be advertised with inaugural contractor renewal letters	Q2 2023	<input type="checkbox"/>
17	Coordinate regular meetings with the internal/external staff for status reviews, code changes, policy changes, etc. allowing a collaborative effort to improve services.	Existing bi-weekly permit review coordination meetings to include these topics.	Q3 2022	<input checked="" type="checkbox"/>
18	Communication Improvements			
a	Establish definitive timelines for quality and timely reviews from all departments.	Expected Plan Review Timelines completed based on existing staffing level (to be revised once new staffing level in place)	Q3 2022	<input checked="" type="checkbox"/>
b	Established project submittal checklists that current staff can reference for dissemination and consistency of process.	Information included in applications, formal checklists are in progress	Q1 2023	<input type="checkbox"/>
c	Improve communications methods for staff response to emails and voicemails.	New staffing level and assignment schedule to improve response times.	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>
d	Improve communications with external stakeholders for reasons of why they failed inspection, plans were rejected, or status of review, etc.	Currently plan review letter provided and/or inspection results provided at time of inspection.	N/A	<input type="checkbox"/>
e	Establish procedures for notifications communications with applicant. Consider use of technology. Some software allows for notifications/confirmations of scheduled inspections or completion of review.	RFP for new software included capabilities for email notifications/confirmations	2023	<input type="checkbox"/>
19	Streamline the Building Permit Process			

HR Green Building Permit Processing Analysis Recommendations

a	Do not accept partial or incomplete plan submittals.	Implemented without negative reaction from customers	Q2 2022	<input checked="" type="checkbox"/>
b	Need to develop workflow policy, workflow chart and communicate to all involved with process so applicants have a better understanding how Village approvals occur and how applications move through the development permitting, inspection, and occupancy process.	A more full workflow policy and chart to be developed	Q4 2023	<input type="checkbox"/>
c	Better coordinate Site Development Permit and Building Permit process so both processes sync with each other. Utilize software to outline Site Development steps.	RFP for new software included capability to link site development and building permits.	2023	<input type="checkbox"/>
d	Educate front office (Admins) to be able to process over-the counter permits and answer basic permit policy related questions.	Internal trainings have begun as part of regular department staff meetings. New staffing level will allow for issuance of over-the-counter permits	Q3 2022	<input checked="" type="checkbox"/>
e	Building Official to supplement contract plan reviews and inspections.	Implemented with a reduction from 100 percent of plan reviews outsourced to approximately 10 percent	Q2 2022	<input checked="" type="checkbox"/>
f	Outline Plan Review Lead Times and establish protocol to meet the required due dates.	Staff has established expected Plan Review Timelines completed based on existing staffing level; Accela and manual tracking are used to produce performance metrics	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>
g	Evaluate the need for Zoning Official to review all Building permits (i.e. anti-monotony, setbacks, side loads etc.) Some of these could be accomplished directly through the building permit process.	Building Official is reviewing some permit types (fences, patios) for zoning compliance	Q2 2022	<input checked="" type="checkbox"/>

20 Communication Improvement:

a	Improve communication protocol with Engineer. Establish method and required triggers for communication on permit reviews, approvals correspondence and other communications.	Work with CBBEL to develop Drainage handout	Q4 2022	<input type="checkbox"/>
b	Create a checklist for counter staff to understand what is required for engineering submittals prior to distribution for review.	Work with CBBEL to develop Drainage handout	Q4 2022	<input type="checkbox"/>
c	Include Building Official or appropriate delegate early in the Site Development Permit process.	Building Official to be included in future DRT applications.	Q3 2022	<input checked="" type="checkbox"/>
d	Create form-fillable PDF's (Acrobat-PRO®, Bluebeam etc.) for online Development	Form-fillable PDFs created for all applications	Q2 2022	<input checked="" type="checkbox"/>
e	Outline protocols and checklists in a written Standard Operating Procedure manual. Delegate responsibility of document creation and updates.	SOP to be reviewed/created.	Q1 2023	<input type="checkbox"/>

HR Green Building Permit Processing Analysis Recommendations

21	Permit Processing:			
a	Create uniform review checklists to be used by various reviewers to improve consistency and uniformity. Preferably utilizing central data records i.e., ACCELA™ software.	The recommendation was determined to not be relevant due to only having single reviewers for each discipline	N/A	
b	Establish submittal criteria requiring applicants and designers to submit plans to the Village and outside consultants in a uniform and consistent electronic format.	Implementation of a new software will dictate the acceptable electronic format (i.e. PDF)	2023	<input type="checkbox"/>
c	Outline Plan Review Lead Times and establish protocol to meet the required due dates.	Staff has established expected Plan Review Timelines completed based on existing staffing level; Accela and manual tracking are used to produce performance metrics	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>
d	Do not accept partial or incomplete plan submittals.	Implemented without negative reaction from customers	Q2 2022	<input checked="" type="checkbox"/>
e	Create checklist for Admins to use those details what should be included in an application submittal for a Community Development Department projects. This would help applicants and allow Admins to review packet submittal at intake and hopefully improve submittal efficiencies. i.e., 5 things to look for during application intake.	Information included in applications, formal checklists are in progress	Q1 2023	<input type="checkbox"/>
f	Implement electronic workflow in software system for Site Development Permit review and inspection processes, level and extent of types of inspections that will be required by whom. Inspection details and results need to be relayed to Development and Building Divisions so both Divisions understand these inspections and will be able to answer questions should they arise.	RFP for new software to include workflows	2023	<input type="checkbox"/>
g	Include Building Division representative in Pre-Application meeting for Site Development Permit. Continue to have Building Division representation at DRT meetings so that they informed of upcoming Planned Unit Developments, especially those that involve building structures, architectural reviews etc.	Building Official to be included in future DRT applications.	Q3 2022	<input checked="" type="checkbox"/>
h	Establish formal closeout for site development projects. Building Division has no way of knowing if site development is complete / approved.	Updates on site development/entitlement proceses to be included in department staff meetings and email communications (special use, variations, etc.)	Q3 2022 / Ongoing	<input checked="" type="checkbox"/>