Department Business Plan	Category and Target Date
Village Manager's Office	
Provide courteous, prompt and efficient service to enhance the level of resident and customer satisfaction	**Customer Service**
Catalog and preserve Village ordinances, resolutions, agreements and Village Board meeting minutes	Ongoing
Respond to requests for information with expediency and accuracy. Coordinate FOIA requests with legal and departmental representatives	Ongoing
Assist the public with requests for special events, processing permits and bringing event-related information to the attention of Village Board as warranted	Ongoing
Ensure that the Village Board is provided with the necessary forums and information to establish the Village Manager's goals, provide direction to staff on issues, and set policies	**Organization**
Coordinate the Village Board's annual goal-setting retreat and provide all necessary preparatory reports and supporting commentary for this retreat	Q3 2015
Coordinate an annual schedule of Executive Sessions and Workshops with the Village Board	Ongoing
Provide timely information updates to the Village Board	Ongoing
Provide orientation for newly elected officials and assist with new commissioners orientations	Ongoing
Conduct semi-annual review for release of Executive Session minutes and destruction of audio tapes	Q1 & Q3 2015
Ensure legal and legislative support is used efficiently	**Financial Health**
Review legal and legislative expenditures to ensure costs are assigned correctly and remain within budget	Ongoing
Monitor federal and state legislative action that could have an impact upon the Village	Ongoing
Ensure the Village maintains a competitive and cost-effective compensation plan to attract and retain quality employees	**Financial Health**
Continue to monitor the impact of the Affordable Care Act and develop processes to meet reporting requirements as well as monitor impact of taxes and penalties including the Cadillac Tax	Ongoing
Continue to work with the Wellness Committee to increase participation in the Active for Life fitness challenge and health screenings	Ongoing
Complete a job description analysis for all existing positions that includes minimum qualifications; accurate and thorough essential duties (as needed)	Q4 2015
Evaluate employee voluntary benefits including life, accident and long term care insurance	Q2 2015
Implement benefit eligibility software "Work Terra" for 2016 open enrollment	Q3 and Q4 2015
Renew contract with Perspectives (EAP), expires February 28, 2015	Q1 2015

Department Business Plan	Category and Target Date
Village Manager's Office	
Continue to provide value added services that enable Village Departments to meet their goals and objectives	**Organization**
Develop comprehensive village-wide training schedule, including: work related injury investigations, writing and giving performance evaluations, and management trainings for supervisors	Ongoing
Establish Firefighter/Paramedic Eligibility List	Q1 2015
Support the Police Department in the development of the Sergeant Promotional List	Q2 2015
Complete personnel file audits to ensure compliance with federal and state regulations	Ongoing
Document internal HR and risk management standard operating procedures	Ongoing
Update Employee Handbook	Q3 2015
Negotiated labor contract with IAFF	Q3 2015
Update and maintain human resource EIC pages	Ongoing
Complete update to Board of Police and Fire Commission (BPFC) Rules and Regulations	Q3 2015
Coordinate appropriate BPFC record retention procedures with Village Clerk	Q4 2015
Initiate Police Eligibility List Process	Q4 2015
Maintain and enhance the Village's risk management function and loss prevention programs in order to minimize the frequency and severity of loss	**Organization**
Risk Management Claims Management RFP, current contract expires May 1, 2015	Q1 2015
Evaluate occupational health services including pre-employment, annual physicals, random drug testing, and workers' compensation	Q3 2015
Support the communications goals and action steps of each Department/ Division's Business Plan; the Village Manager and Board of Trustees	**Organization**
Continue producing and improving Village Report, E-Glenview, relevant web content, and printed materials as requested by Departments and more as requested	Ongoing
Increase outreach efforts, including use of social media. The goal is to provide opportunities to meet directly with residents and other constituencies through speaking opportunities and participation in community events	Ongoing
Continue with volunteer programming utilizing GVTV studio and volunteer talent	Ongoing
Continue to add to the content of the GVTV YouTube channel	Ongoing
Continue to develop original programming that supports village functions and community events with wide audience appeal	Ongoing
Develop a list of surplus equipment and review all paper files to eliminate unnecessary items to relocate	Q2 2015
Work with VMO to plan, budget and implement contracted services for village meetings	Q1 2015
Develop a relocation plan to facilitate the move to new GVTV offices	Q3 2015

Department Business Plan	Category and Target Date
Village Manager's Office	
Facilitate optimal responses to emergency service calls and provide high-quality dispatch services to external and internal customers	**Customer Service**
Dispatch appropriate resources on emergency service calls	Ongoing
Continue to implement cross-training and update the dispatch procedures manual to prepare all dispatchers to handle medical, police and fire calls in a confident and professional manner	Ongoing
Implement Text to 911	Q1/Q2 2015
Communicate regularly with internal and external customers about their needs and satisfaction	Ongoing
Provide efficient and high-quality service to emergency service calls to meet or exceed industry standards	Ongoing
Develop monthly or quarterly reporting with performance metrics to deliver to external customers	Q2 2015
Complete dispatch consolidation project with agencies at the Glenview Public Safety Dispatch Center North (located in Highland Park)	Q2 2015
Coordinate successful transition for dispatch center in Glenview from the first floor to the second floor as part of the Glenview Municipal Center project	Q3 2015
Cross Train Staff between North (Highland Park) and South (Glenview) Dispatch Centers	Q4 2015
Continue to review, modify, and add policies and procedures to the 9-1-1 Dispatch operations manual	Ongoing
Continue to manage budget, specifically overtime, FLSA, hire back, and part-time expense	Ongoing
Continue to build the part-time dispatcher pool	Ongoing
Continue leading an operations committee with members of dispatch and the fire department to improve operational awareness between the two departments and establish new and updated operating procedures	Ongoing
Participation of dispatch staff in incident drills with external customers	Ongoing
Explore alternate options for rapid telephone notification system	Ongoing
Hold meetings with established advisory group for New World software with internal and external customers	Ongoing

Department Business Plan	Category and Target Date
Administrative Services Department	
Manage the Villages accounts to ensure compliance with applicable regulations and adoption of best practices	**Financial Health**
Recommend financial advisory services for 2015 and beyond	Q3 2015
Reconcile payouts for utility and tax audit	Q3 2014
Review all outstanding accounts receivables for potential close-out	Q4 2014
Conduct retail and wholesale water rate analyses inclusive of new wholesale customers	Q4 2014
Continue to cross-train and further document payroll, accounts payable, budget, accounts receivable, and monthly general ledger close functions	Q1 2015
Update the list of bills report to provide additional information regarding Village expenditures in an easy-to-read format; continue to improve financial reporting through leveraging enterprise system productivity tools	Q4 2015
Document and manage lease and agreements revenue and payment processes	Q4 2014
Develop and/or review financial policies including Insurance/Risk Fund, Capital Assets, Debt Management and prepare for presentation to the Board of Trustees	Q1 2015
Continue the comprehensive review and reconciliation of development escrow accounts	Q1 2015
Review grant management business process to ensure accurate and timely financial reporting	Q1 2015
Complete Novatime implementation for Public Works and Fire Departments	Q2 2015
Implement the new GASB 67 & 68 (effective 2014 and 2015, respectively) pension reporting standards for the Police Pension Fund, the Fire Pension Fund, and the Illinois Municipal Retirement Fund	Q4 2015
With the sale of North Maine Utilities and the subsequent closing of the North Maine Fund, staff will conduct an analysis of ongoing operating expenses and their future allocation	Q4 2014
Support meter testing study to determine water unbilled consumption loss. If the decision to implement AMR is advanced, use the cost estimates to update the Glenview water rate model	Q4 2015
With the sale of North Maine Utilities, prepare capital and or investment options for the utility sale proceeds	Q4 2015
Continue to monitor federal and state legislative issues particularly on pension reform and revenue to respond and appropriately budget and account for any required changes	Q4 2015
Continue to improve policies and procedures related to the management of the Village's capital improvement funding and capital asset tracking	**Capital Improvements**
Complete a comprehensive update to the Glen Tax Increment Financing Proforma and TIF Management and Retirement Plan	Q3 2014
Manage schedule for Waukegan/Golf TIF annual report	Q2 2014
Continue to improve capital asset tracking in consultation with the auditor and GIS staff to develop a more integrated solution to add and remove assets	Q4 2014
Budget to meet the Village's operating needs and management objectives while maintaining compliance with applicable regulations and using best practices	**Financial Health**
Continue to enhance the presentation of information in the budget document for GFOA Distinguished Budget Award submission	Q1 2015
Implement new GASB statements and/or technical corrections in Comprehensive Annual Financial Report	Q2 2015
Improve utilization of integrated automated financial system to support the procurement of goods and services in accordance with requirements and best practices	**Information Technology**
Continue to expand centralizing procurement records and make contracts, bonds, and other key documents available in Village document repository	Q4 2015
Track invoice payments and change orders processed against MUNIS purchase orders; recommend vendor consolidation or bidding when applicable	Q4 2014
Design and implement bid distribution through Sharepoint	Q3 2015
Ongoing tracking prevailing wage act as it applies to Village procurements and ensure compliance	Q4 2015

Department Business Plan	Category and Target Date
Administrative Services Department	
Manage citizen requests through the Resolution Center (RC) and monitor and evaluate Village response	**Customer Service**
Support meter testing study to determine water unbilled consumption loss. If the decision to implement AMR is advanced, establish communication plan for meter change out and support project implementation	Q4 2015
Complete PCI validation of compliance	Q3 2014
Transition the North Maine Utility customer and meter accounts to Aqua Illinois	Q2 2015
Conduct a cost/benefit study to evaluate changing Glenview utility billing to a monthly billing cycle assuming AMR is implemented	Q4 2015
Evaluate the operations and service level to support a Certificate of Payment program after AMR implementation	Q4 2015
Update the Village Municipal Code to reflect billing notification and account collection processes after an AMR implementation	Q4 2015
Manage information technology training programs to continue to improve business processes	**Information Technology**
Identify areas where we could reduce future IT expenses. Establish membership agreement and cost sharing formula and minimum participation requirements.	Q4 2014
Evaluate phasing and implementation of shared services opportunities such as backup, offsite storage and archival of email.	Q3 2014
Create a new strategic plan for IT shared services and 3 year plan for Glenview	Q4 2015
Improve ability for staff to create and execute reports. Explore ability to move reports off of Crystal Reports into SharePoint once the EIC has been upgraded	Q4 2014
Research feasibility of integrating Laserfiche to the Villages line of business applications	Q3 2014
Continue to test mobile devices for speed and response to the enterprise applications to meet field requirements of staff	Q4 2014
Continue to develop and expand Business Intelligence Tool within Map Office for department reports and performance measures including paid water meters, taps and sewer connections	Q4 2015
Continue GIS data development and analysis (add recreational area identifiers and trail markers, conduction snow plow routing, designated truck routes, pre-plans for New Work Mobile, and migrate to Community Portal)	Q4 2015
Guide the analysis, design and implementation of information assets leveraging projects across multiple departments to support the technology goals of the Village	**Information Technology**
Support the Dispatch consolidation project	Q3 2014
Complete payroll, accounts payable, and purchasing GoDocs implementation	Q4 2014
Support the implementation of New World web E-ticketing	Q4 2014
Research solutions for mobile Village resident request submission and inquiry	Q4 2014
Support Planning and Economic Development goal to provide customers with on-line permit application, status review and payment functionality	Q4 2014
Continue the setup and installation of upgrades to the Supervisory Control And Data Acquisition system	Q4 2014
Support the software transition and data conversion for New World Enterprise	Q1 2015
Munis Utility Billing migration from UB Classic to UB CIS - manage data conversion and customer information system implementation	Q2 2015
Support Village project to establish digital video recording	Q4 2015
Develop Emergency Operations Plan for VoIP phone system for new location	Q4 2015
Manage deployment of Novatime Advanced Scheduling software	Q4 2015
Continue to support Munis Work Orders, Fleet and Facilities including Inventory	Q4 2015
Expand document scanning to targeted operational areas prior to a Village Hall move	Q4 2015

Department Business Plan	Category and Target Date
Administrative Services Department	
Govern Village information assets to control standards and ensure reliability and security	**Information Technology**
Complete implementation of Mobile Device Management	Q3 2014
Formalize a policy for personal electronic devices	Q3 2014
Develop a plan for two-factor login authentication for departments	Q3 2014
Implement Munis high availability hypervisor installation	Q4 2014
Identify and implement an IT equipment inventory system	Q1 2015
Coordinate with and support Facilities changes to building access security system	Q2 2015
Support remodeling of Village Hall, construction of a new Fire Station, and Fire Station #6 move	Q4 2015
Manage technology to enable effective collaboration and communication	**Information Technology**
Continue to expand EIC functionality	Q4 2014
Upgrade Village intranet site (EIC) to Sharepoint 2013.	Q4 2014
Research instant messaging storage and policy requirements.	Q2 2015
Support office and enterprise system training. Recommend software to support Innovation Academy initiatives, such as Camtasia video training software.	Q4 2015
Public Works Department	
Formalize documentation and implementation of standard operating procedures to increase safety consciousness	**Organization**
Complete formal policy and procedure manual for Streets/Forestry	Q1 2015
Complete formal policy and procedure manual for Water/Sewer	Q1 2015
Develop plan to implement and communicate SOPs	Q1 2015
Revise, develop, document, and implement preventative maintenance programs (i.e. street lighting, delineators)	Ongoing
Improve employee safety with comprehensive risk management program	**Organization**
Hold monthly safety talk brown bag lunches (Fleet Services)	Ongoing
Conduct quarterly facility safety audit	Ongoing
Conduct monthly safety talks for Maintenance Equipment Operators (MEOs)	Ongoing
Hold monthly Safety Committee meetings	Ongoing
Present quarterly updates of Safety Committee recommendations	Ongoing
Increase employee knowledge through comprehensive training and cross training	**Organization**
Continue cross training program for MEOs per established rotation	Ongoing
Coordinate completion of necessary training to stay in compliance with annual schedule	Ongoing
Maintain tracking files of employee training	Ongoing
Create mechanism for on-the-job-site safety assessments to be completed by Supervisors and Superintendents	Ongoing
Improve management information through enhanced data collection and reporting mechanisms	**Financial**
Implement Munis/Novatime modules for payroll, work orders, asset management, inventory, etc.	Q1 2015

Department Business Plan	Category and Target Date
Public Works Department	
Enhance budget management through the timely reporting of YTD actuals	**Financial**
Work in cooperation with Administrative Services to produce monthly expenditure report across all funds	Ongoing
Review YTD budget reports with Administration Staff, Superintendents, and Supervisors on a quarterly basis	Ongoing
Effectively maintain the Village's fleet in order to ensure internal customers meet their operational goals	**Organization**
Implement electronic indirect time, inventory, and repair order entry by Mechanics	Q1 2015
Assess condition of fuel system components in order to develop repair/replacement budget schedule	Q1 2015
Manage opportunities to purchase shared services and commodities to create economies of scale	**Municipal Collaboration**
Participate in Municipal Partnering Initiative for joint purchasing	Ongoing
Continued analysis of various services and commodity procurement to determine MPI feasibility (i.e. alternatives for the procurement of road salt)	Ongoing
Manage opportunities to provide efficient, cost effective and high quality services	**Organization**
Direct oversight of cross-connection control services leak detection and water meter testing services	Ongoing
Continue SCADA communications update to increase functionality and reporting capabilities	Ongoing
Conduct continuous process evaluation and implement improvements to integrate best practices, leverage technology, and streamline business processes	**Organization**
Routinely evaluate and quantify Public Works programs and service levels	Ongoing
Participate in the implementation of automatic meter reading with four other MPI communities	Q1 2015
Continue Anti-icing and De-icing program utilizing trailer mounted spray bars/tanks and new 6/8 yard trucks to evaluate chemical products	Ongoing
Evaluate feasibility and implement mobile / tablet computing for field work	Ongoing
Continue to evaluate GPS vehicle tracking pilot program and access the feasibility of full implementation among the Public Works Fleet	Q1 2015
Continually manage impact of Emerald Ash Borer (EAB) on Village's tree inventory	**Organization**
Manage accelerated removal of trees infested with EAB	Ongoing
Maintain the number of tree plantings to keep pace with removals	Ongoing
Department Business Plan	**Category and Target Date**
Police Department	
Selection, training and integration of sworn officers into Investigations Unit	**Organization**
Solicit interest from sworn personnel and conduct selection interviews for open position(s)	Q1 2015
Provide basic investigative training courses to selected candidates	Q2 2015
Integrate selected candidates into work assignments and caseloads under the guidance of experienced detectives and unit commanders	Q3 2015
Evaluation of selections, integration and training process for future assignments	Q4 2015

Department Business Plan	Category and Target Date
Police Department	
Review of the investigative hiring of the background process on police candidates	**Organization**
Gather input from personnel involved in selection process on the efficient and effectiveness of the procedures	Q1 2015
Evaluate the testing ability of outside vendors procedures/format to effectively assess and recommend police candidates for employment	Q2 2015
Research and document applicable revisions and/or changes of process	Q2 2015
Prepare revised/updated information on selection process for necessary approval	Q3 2015
Meet with BFPC on rating process for lateral candidates	Q4 2015
Update and transfer of Field Training Officer program to Operations for efficiency on lateral and non-lateral hires	**Organization**
Training of new Field Training Officers and requalify current FTO's to new standards	Q1 - Q4 2015
Train patrol supervisors for managing updated FTO program	Q1 - Q4 2015
Establish FTO committee to oversee probationary officer performance based on daily/monthly observation reports on officers and supervisors for performance	Q2 - Q3 2015
Establish an evaluation process for FTO and supervisors to increase performance and accountability	Q2 - Q3 2015
FTO's and supervisors will meet and discuss program for feedback, issue resolutions, and concerns	Q4 2015
Update of department policy on uniforms and equipment through a restructured uniform policy	**Organization**
Meet with command staff for recommendations on uniforms and equipment	Q1 2015
Contact different vendors to establish pricing and uniform specifics	Q1 - Q2 2015
Set end date for final uniform transition from current uniforms to established specifications	Q1 2015
Standardize changeover to Glock 40 caliber handguns and policy requirements for handling and maintenance	Q1 2015
Community Policing and Problem Solving by maintaining current levels of enforcement efforts	**Information Technology**
Maintain total amount of **Walk and Talks** as a visible connection for citizens and business owners	Q1 - Q4 2015
Utilize **Directed Patrols/Premise Checks** by targeting parks, schools, The Glen, and bar checks with crime prevention efforts	Q1 - Q4 2015
Use of **Traffic Devices** (speed boards/carts) in an effort to address neighborhood concerns of traffic safety	Q1 - Q4 2015
Maintain all **School zone** enforcements	Q1 - Q4 2015
Continuation of **Citizen's Police Academy** Class #10	Q1 - Q2 2015
Effective utilization and workload redistribution of Public Service Officers (PSO's)	**Organization**
Determine performance levels and tasks related to redistribution of work assignments	Q1 2015
Provide additional training and education associated with specific workload re-distribution	Q1 - Q4 2015
Serve in a support capacity or act as educators, facilitators, or liaisons. (neighborhood or community meetings, tours, schools, or churches)	Q1 - Q4 2015
Addressing traffic issues through proactive efforts	**Organization**
Development of proactive approach to current traffic issues (speeding, cell phone use, etc.)	Q1 - Q4 2015
Positive approach towards traffic enforcement to include officer discretion and issuance of warning tickets	Q1 - Q4 2015
Provide effective traffic enforcements and visibility for current and new officers	Q1 - Q4 2015
Determine workload by enforcement functions and geographical areas	Q1 - Q4 2015

Department Business Plan	Category and Target Date
Police Department	
Succession planning to maintain adequate staffing and skill levels	**Organization**
Make sure all key positions are well defined	Q1 2015
Identify accessible talent for when opportunities arise	Q1 2015
Prepare employee(s) for advancement through development, training, skills and rotation	Q2 2015
Continue succession planning efforts on development through rotating assignments	Q1 - Q4 2015
Effective training toward mental health situations	**Organization**
Determination of training need within the community	Q1 2015
Selection of appropriate officer(s) for effectiveness of program, providing value to the department/community	Q1 2015
Provide state-certified training approved by the Illinois Law Enforcement Training and Standards Board	Q2 - Q3 2015
Develop partnership with other CIT agencies for mutual assistance	Q3 - Q4 2015
Apply the training and concepts of the program	Q3 - Q4 2015
Department Business Plan	**Category and Target Date**
Fire Department	
Guide the analysis, design and implementation of information and technology assets to support department operations	**Information Technology**
Update mobile devices and enhance current New World application to version 10.2	Q2 2015, on-going
Participate in the software evaluation process for the new time and attendance program	Q2 2015
Participate and support the Business Process Division in improving administrative efficiency and functionality	Q3 2015
Evaluate mobile connectivity devices for improved CAD to apparatus functionality	Q3 2015
Maintain sound financial practices to promote efficient service delivery, fiscal responsibility, and transparency	**Financial Health**
Implement internal financial tracking process to monitor expenses more efficiently	Q1 2015
Monitor the grant application that was submitted for complete mobile radio replacement	Q1 2015
Continue improving operations, staffing, and programs to maximize quality of service and efficiency	**Organization**
Conduct a promotional process for Captain. The promotional process will comply with state regulations and the Collective Bargaining Agreement	Q2 2015
Negotiate a new collective bargaining agreement with Local 4186.	Q1 2015
Implement the training apprenticeship program, introducing firefighter/paramedics into the training division	Q2 2015
Implement Career Development Program for company officers to promote succession planning	Q1 2015
Continue management of facilities projects in an effective, fiscally-responsible manner	**Financial Health**
Complete all required building and operational upgrades to finish new Fire Station #6	Q1 2015
Evaluate, plan and fund the proper repairs to Fire Stations #13 and #14	Q3 2015
Analyze incident data to validate new response guidelines are efficient and effective	Q2 2015
Evaluate current ambulance specifications for cost efficiencies in preparation for the design of the new ambulance	Q3 2015

Department Business Plan	Category and Target Date
Community Development	
Manage the Village's three-year design process to ensure adequate information is available for the five-year CIP planning process and seamless transition to the Construction Division for project delivery	**Engineering Services**
Deliver CIP project designs on schedule, within budget, and in accordance with QMP	Ongoing
Update the Village's 5-year CIP based on the IMS roadway ratings	Q4 2014
Cross-train restructured division staff for public and private projects and services	Q2 2015
Implement process for private engineering permit electronic submittals and electronic plan reviews	Ongoing
Actively track and apply for CIP grants	Ongoing
Plan and design Flood Risk Reduction Program (FRRP) projects per the approved 5-year implementation schedule	Ongoing
Engage the public with an active public outreach process for all CIPs	Ongoing
Monitor MWRD progress on upcoming sanitary sewer Inflow and Infiltration (I/I) requirements	Ongoing
Deliver engineering services with a focus on excellent customer services to both residents and developers	Ongoing
Monitor new MWRD watershed ordinance and determine if we should become an authorized community	Ongoing
Coordinate CIP & Private Development project infrastructure and resident outreach. (e.g. Glen Gate and Downtown developments)	Ongoing
Maintain and evaluate the Village's Project Manager activities to ensure on-time and on-budget delivery of core CIP projects while working in concert with Village residents	**Construction**
Work with the Public Works Department on potential policy revisions related to active maintenance ***projects*** funded by the CIP including crack-sealing, MARS-A/C, sewer televising and cleaning and others	Ongoing
Track and analyze contingency use for 2013 projects	Q4 2014
Conduct 12 month warranty inspections on all 2012 projects	Q4 2014
Support the close-out of the East of Harms sanitary sewer system improvement project including resolution of cost efficient to resolve system deficiencies	Ongoing
Increase use of email groups for project communications and facilitate transition from hard copy mailings	Ongoing
Work with Engineering Services in an effort to coordinate CIP & Private Development project infrastructure	Ongoing
Manage the Village's planning and economic development initiatives to deliver efficient, timely and accurate regulatory reviews and ensure the viability of Glenview's diverse tax base	**Planning**
Represent the Village's interest at the Chamber of Commerce, the North Shore CVB, trade shows, and support for Green Business awards	Ongoing
Conduct business retention visits (large/small) and coordinate Village response to issues identified	Ongoing
Support owners' marketing of available commercial properties through CoStar, produce list of new businesses, foster broker relationships, and administer incentive agreements	Ongoing
Effectively manage development proposals and special projects using established protocols and preliminary agendas to process cases through the regulatory process in a timely manner	Ongoing
Participate with the other member communities in the design and implementation of regional transportation initiatives including the Skokie Valley Trail, AMTRAK, Metra and PACE	Ongoing
Provide support to the redevelopment efforts and CIP improvements for Downtown (Glenview Rd streetscape and parking), Glen Town Center, Milwaukee Ave, and Waukegan Corridors	Ongoing
Create ways to inform the public and guide customers through the various regulatory processes (educational videos, FAQ, Map Office, templates, instructional presentations, how-to-seminars, fillable applications, website updates, etc.)	Ongoing
Research, draft, gain public input and implement the following code improvements: unified development code; downtown development code updates; planned development; site plan review ordinance; cross access agreements; parking and loading, signage and design guidelines; lighting; landscaping; outdoor dining, business licenses, banners, affordable housing plan	Ongoing

Department Business Plan	Category and Target Date
Community Development	
Manage the Village's planning and economic development initiatives to deliver efficient, timely and accurate regulatory reviews and ensure the viability of Glenview's diverse tax base	**Planning**
Completion of the first phase of the 2015 Village Comprehensive Plan	Q4 2015
Manage the following CD initiatives: Downtown redevelopment; possible redevelopment of Village Hall site; 1879 Chestnut; Chestnut/Lehigh corner; Prairie Glen vacant lots; Old Willow Rd; Matty's	Q4 2015
Implement additional administrative approval policies and conduct same day reviews for signs; minor site plan, setback, or aesthetic changes; fences; commission consultations; and single-lot subdivisions	Q4 2015
Provide timely and efficient inspection services	**Insp. Services**
Complete the ISO process and obtain a rating that is less than or equal to a 6	Q1 2015
Continue efforts to implement process improvements and a standard operating procedure document	Q1 2015
Continue to research and develop additional opportunities for online permitting and plan review	Q4 2015
Continue to expand construction related fire inspections to FSCI and other highly qualified companies	Q4 2015
Continue to analyze division tasks that can be sent to the Resolution Center	Q4 2015