

Winnetka Village Council
STUDY SESSION
Village Hall
510 Green Bay Road
Tuesday, February 9, 2016
7:00 PM

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AGENDA

- 1) Call to Order
- 2) Village Council 2016 Strategic Planning.....2
- 3) Public Comment
- 4) Executive Session
- 5) Adjournment

NOTICE

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Agenda Item Executive Summary

Title: Village Council 2016 Strategic Planning

Presenter: Robert M. Bahan, Village Manager & Megan E. Pierce, Asst. to the Village Manager

Agenda Date: 02/09/2016

Consent: YES NO

Ordinance
 Resolution
 Bid Authorization/Award
 Policy Direction
 Informational Only

Item History:

None.

Executive Summary:

Over the past several years, the Council has engaged in strategic planning efforts to guide organizational decision-making with resources and to reflect the high priority, large impact the Village has undertaken. Originally, a tracking sheet was developed to facilitate the process. In light of the most recent Budget process, and looking toward making a Strategic Plan a guiding piece of creating the annual Budget, the attached 2016 Business Plan has been drafted.

The Business Plan is oriented around Village-Wide Goals, and then supported by Departmental Missions, Objectives, Action Plans, and Timeframes. At the Study Session, we will review the new document format and seek input on the draft Village-Wide Goals. Each Department Head will also be present to highlight their priority Objectives for the Council. Much of the narrative here came from the FY 2016 Budget document, but we will also clarify any short-term or long-term initiatives through a dialogue with the Council.

Recommendation:

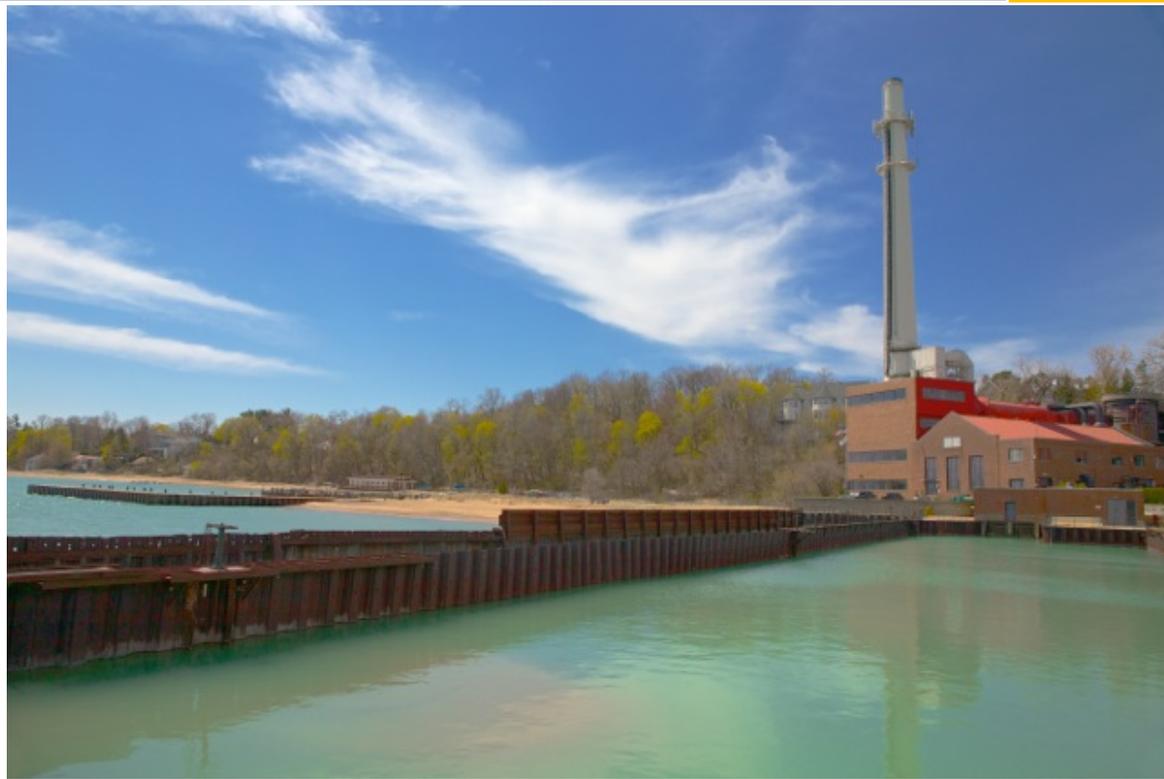
Provide guidance on Village-Wide Goals and Strategic Objectives for the 2016 Business Plan.

Attachments:

- 2016 Village of Winnetka Business Plan

2016

Village of Winnetka Business Plan



Village-Wide Goals

1. Ensure the public health, safety, and welfare of the Winnetka community through our programs and employ a service orientation toward our residents, businesses, visitors, and local agencies.
2. Promote stewardship of the natural environment, as well as our built assets, by maintaining and improving our infrastructure and further implementing the Stormwater Management Program.
3. Maintain the Village's strong financial position through our commitment to in-depth financial planning, as well as continue our focus on operational opportunities for improved efficiency, effectiveness, and high quality service delivery.
4. Revitalize the Village's three business districts through thoughtful community planning and redevelopment of key Village-owned sites.
5. Enhance all stakeholder communications to promote organizational transparency, intergovernmental collaboration, and community engagement.

Village of Winnetka
2016 Business Plan

Village Manager's Office

Mission

The Manager's Office provides organizational leadership, coordinates correspondence with elected officials, addresses policy issues, coordinates legal matters, administers the personnel function, performs record-keeping for the Village, and oversees economic development activities. The Village Attorney works through the Manager's Office and advises the Village (including its elected and appointed officials and advisory boards and commissions) on all corporate legal matters, drafts legislation, provides legal opinions, and represents the Village in court and regulatory matters.

2016 Objectives

Objective	Action Steps	Timeframe
Enhance communications and transparency on Village website, newsletters, and other publications	<ul style="list-style-type: none"> • Launch new multimedia tool to locally host Village videos • Create new dedicated space for Stormwater Management and Stormwater Alternatives projects • Update to "mobile responsive" web 	8/31/16
Work cooperatively with regional partners to find organizational efficiencies	<ul style="list-style-type: none"> • Continue work in Municipal Partnering Initiative (MPI) and other opportunities 	12/31/16
Utilize results from the 2014 Village Citizen Survey to understand community needs & vision	<ul style="list-style-type: none"> • Conduct Village-wide customer service training 	2/15/16
Negotiate a new collective bargaining agreement with the Metropolitan Alliance of Police (MAP)	<ul style="list-style-type: none"> • Implement a new, voluntary high deductible health insurance plan option for all Village employees 	7/15/16
Grow marketing and branding efforts for the economic development program	<ul style="list-style-type: none"> • Develop print, online, audio, and video media formats • Promote increased online and social media presence 	12/31/16
Undertake recruitments to attract new businesses	<ul style="list-style-type: none"> • Maintain and grow Available Sites Database • Proactively recruit new businesses to Winnetka 	12/31/16
Support and enhance local events	<ul style="list-style-type: none"> • Launch Village sponsored fall event 	10/31/16
Complete design and installation of new storm windows for Village Hall	<ul style="list-style-type: none"> • None 	9/30/16

Village of Winnetka
2016 Business Plan

Finance Department

Mission

The Finance Department provides support services to all other Village departments, including: budgeting, purchasing, accounts payable, accounting, billing, collections, data processing, payroll, benefits administration, and risk management. The Department also leads the Village's long-range capital planning, administers Village pension funds, maintains investments, and performs the Village Hall reception function.

2016 Objectives

Objective	Action Steps	Timeframe
Conduct an internal review of the Village's financial controls and evaluate potential procedure changes	<ul style="list-style-type: none"> • Initiate review in conjunction with the Village's annual audit • Implement annual fraud risk assessment / prevention program 	7/30/16
Update Village purchasing procedures	<ul style="list-style-type: none"> • Evaluate purchasing systems and processes in comparable communities 	6/30/16
Expand department technological capabilities	<ul style="list-style-type: none"> • Implement credit card processing at Village Hall • Implement online payments for utility accounts 	8/1/16
Revise and refresh the budget document design for FY 17	<ul style="list-style-type: none"> • Submit 2017 Budget document for review to GFOA's Distinguished Budget Award program 	12/31/16
Update departmental Standard Operating Procedures	<ul style="list-style-type: none"> • Document departmental workflow and formalize in a comprehensive list 	4/31/16
Expand functionality and processes related to New World financial software	<ul style="list-style-type: none"> • Provide additional training to other operating departments • Develop additional financial reports and analytics • Continue implementation of additional Human Resources modules 	8/30/16

Village of Winnetka
2016 Business Plan

Police Department

Mission

The Winnetka Police Department’s mission is to protect life and property; preserve a peaceful community; prevent, detect and investigate crimes; justly enforce laws; and protect the rights of all citizens. The Department’s services include preventative patrol, criminal investigations, traffic law enforcement, juvenile justice procedures, emergency communications services, crime prevention and education, social services, and animal control.

2016 Objectives

Objective	Action Steps	Timeframe
Maintain and expand community policing initiatives	<ul style="list-style-type: none">• Continue multi-prong community trust building efforts• Establish a department social media presence• Further enhance school safety emergency procedures and drills	6/30/16
Manage organizational improvements	<ul style="list-style-type: none">• Adopt a plan for multi-agency police dispatch consolidation• Evaluate databases for parking permissions and vacation watch• Establish an initial appointment police officer eligibility list	7/31/16
Deliver more effective investigation and crime prevention services	<ul style="list-style-type: none">• Develop improved methods to distribute timely crime alerts• Continue to collaborate with other law enforcement partners to improve services through intergovernmental cooperative associations	12/31/16
Manage Police facility improvements	<ul style="list-style-type: none">• Replace the door control access system for the Public Safety Building• Provide building improvements in the lunchroom and interview rooms	6/30/16

Village of Winnetka
2016 Business Plan

Fire Department

Mission

The Fire Department provides the community with a quality life safety and property conservation program in a comprehensive and efficient manner—implemented through fire prevention, public education, fire suppression, emergency medical and rescue services.

2016 Objectives

Objective	Action Steps	Timeframe
Maintain all operational programs	<ul style="list-style-type: none"> • Fire prevention inspections • Pump testing • Public education programs • Hose and ladder testing • Equipment and apparatus maintenance • Hydrant and flow testing 	12/31/16
Actively develop department personnel	<ul style="list-style-type: none"> • Ensure all department personnel have a minimum of 20 hours fire/rescue training per month • Conduct at least 3 Fire Officer leadership sessions • Complete recertification of the Blue Card Incident Command Program for all Officers • Conduct a new firefighter applicant test, in conjunction with the Northbrook Fire Department 	12/31/16
Complete the Village’s semi-annual first-aid training and education	<ul style="list-style-type: none"> • None 	12/31/16
Create a joint training class with New Trier High School’s athletic program to prepare for athletic injuries and proper equipment removal	<ul style="list-style-type: none"> • Meet with athletic staff from NTE to discuss new procedures • Develop SOG to document the procedures 	8/1/16
Maintain the department’s core vehicle fleet	<ul style="list-style-type: none"> • Upgrade the cardiac monitor on Engine 28 • Replace the 2002 GMC Yukon Fire Prevention Bureau car • Place the new Engine 28 into service 	7/1/16
Enhance training capabilities and specialized skill sets of personnel	<ul style="list-style-type: none"> • Develop and test shift personnel on specific task-oriented timed training evolutions 	12/31/16

Village of Winnetka
2016 Business Plan

Fire Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none"> • Train and certify three Department acting-officers in the Blue Card Incident Command Certification Program • Provide specialized Advanced Cardiac Life Support (ACLS) Training to all Department Paramedics • Add two members to the MABAS Division 3 Water-Rescue/Dive Team • Implement Target Solutions training software 	
<p>Conduct a comprehensive review of the Village's sprinkler regulations</p>	<ul style="list-style-type: none"> • Obtain Council direction to guide drafting of Ordinance and revisions to current process • Set-up a meeting with staff to discuss the changes, draft the Ordinance and review implementation procedures/concerns • Present draft Ordinance to Council for consideration and adoption • Develop informational materials for the business community and facilitate Ordinance implementation 	8/1/16

Village of Winnetka
2016 Business Plan

Community Development Department

Mission

The Community Development Department oversees building construction, zoning administration, code enforcement, health and sanitation, as well as short-and long-range planning. The Department issues building permits and conducts inspections in accordance with all applicable local, state and model building code requirements. Community Development also processes requests for zoning relief, building demolitions, exterior commercial building improvements, subdivisions/consolidations, and landmark designations, and provides staff support for five advisory boards: Business Community Development Commission, Design Review Board, Landmark Preservation Commission, Plan Commission, and Zoning Board of Appeals.

2016 Objectives

Objective	Action Steps	Timeframe
Based on upon results from the 2014 Village Citizen Survey, develop and adopt a Downtown Master Plan for the three commercial districts to address business district revitalization	<ul style="list-style-type: none"> • Facilitate ongoing public engagement and communication efforts • Identify specific redevelopment sites for evaluation, including a plan for the Village-owned Post Office site 	10/1/16
Provide assistance to the Plan Commission, Zoning Board of Appeals, Design Review Board, Village Council, and developer concerning the Preliminary Approval of the One Winnetka Planned Development	<ul style="list-style-type: none"> • Prepare advisory Board findings and recommendations for Council consideration 	5/2/16
Provide assistance to the Plan Commission, Zoning Board of Appeals, Design Review Board, Village Council, and developer concerning the Final Approval of the One Winnetka Planned Development	<ul style="list-style-type: none"> • Prepare advisory Board findings and recommendations for Council consideration 	12/31/16
Assist the Village Manager’s Office and the Economic Development Coordinator in economic development activities	<ul style="list-style-type: none"> • None 	12/31/16
Develop and implement a commercial district wayfinding signage program	<ul style="list-style-type: none"> • None 	10/31/16
Provide updated and new content for Community Development and Business Community Development Commission websites	<ul style="list-style-type: none"> • Create online forms for permits and applications 	5/1/16
Maintain high quality and timely operations	<ul style="list-style-type: none"> • Process building permits in a timely fashion 	12/31/16

Village of Winnetka
2016 Business Plan

Community Development Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none">• Continue to process applications for zoning relief, building demolitions, certificates of appropriateness, subdivisions, and landmark designation	
Implement an automated building permit records retention program	<ul style="list-style-type: none">• Outline a strategy for prioritizing records for scanning and archiving• Seek qualified vendors for records retention	8/30/16

Village of Winnetka
2016 Business Plan

Public Works Department

Mission

The Public Works Department performs the following functions: engineering, construction and maintenance of all pavements, sidewalks, parking lots, maintenance of public buildings, administration of Village codes relating to forestry programs, flood plain management and stormwater runoff from building developments. The Department also oversees street maintenance, residential and commercial refuse collection, sewer maintenance, fleet services, and stormwater operations.

2016 Objectives

Objective	Action Steps	Timeframe
Implement the fiscal year 2016 capital improvement program	<ul style="list-style-type: none"> • Design and construct street improvements totaling \$1,320,000 • Design and construct improvements for the Lincoln Avenue Parking lot • Design and complete floor and drainage repairs to Village Yards Building B vehicle storage area • Complete permitting and construction of a project to replace an underground 10,000 gallon single-wall lined steel fuel tank at the Village Yards 	12/31/16
Maintain the Village’s forest and natural assets, including Village-owned parcels and streetscape elements	<ul style="list-style-type: none"> • Remove and replace approximately 250 diseased, dying, and/or hazardous trees and prune to standard another 1,600 • Enhance and combine various smaller existing landscaping service contracts into one consolidated, multi-year contract 	12/31/16
Install automated vehicle location (AVL) equipment in major equipment pieces to increase efficiency in routing	<ul style="list-style-type: none"> • None 	5/31/16
Investigate alternative de-icing approaches to reduce chloride runoff	<ul style="list-style-type: none"> • None 	7/31/16
Improve traffic circulation and Village roadway infrastructure, including regular street maintenance activities	<ul style="list-style-type: none"> • Replace approximately 7,500 lineal feet of deteriorated curbs throughout the Village • Replace approximately 30,000 square feet of deteriorated and/or hazardous sidewalks throughout the Village 	11/30/16

Village of Winnetka
2016 Business Plan

Public Works Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none"> • Complete modernization of traffic signal at Elm Street and Green Bay Road • Complete Phase I engineering for the planned Federal-Aid reconstruction of the Cherry Street and Oak Street bridges 	
Perform annual maintenance and operations on the Village’s sanitary sewer infrastructure	<ul style="list-style-type: none"> • Video inspect 35,000 lineal feet of sanitary sewer mains to maintain a seven-year inspection cycle and identify system weaknesses and required repairs • Clean and maintain 35,000 lineal feet of sanitary sewer mains, including 162 manholes • Continue sanitary sewer main refurbishment and life extension program via non-invasive trenchless lining • Continue to locate and eliminate cross-connections that allow sewer cross-contamination to storm sewers • Institute a program of canvassing private properties to identify and eliminate improper sump pump connections that allow stormwater discharge into the sanitary sewer system 	12/31/16
Evaluate refuse collection service delivery options, to include cost-of-service evaluation of implementing a curbside collection program	<ul style="list-style-type: none"> • With the Environmental & Forestry Commission, prepare and present a report to the Village Council on refuse collection funding and service delivery options • With the Environmental & Forestry Commission, increase awareness and importance of recycling in the community 	11/30/16
Manage continued implementation of the Stormwater Master Plan to address resident responses seeking improved stormwater management, as noted in the 2014 Village Citizen Survey results	<ul style="list-style-type: none"> • Complete necessary individual storm sewer system repairs identified via cleaning and video inspection • Implement an ongoing water quality monitoring program to support stormwater improvements 	12/31/16

Village of Winnetka
2016 Business Plan

Public Works Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none"> • Complete design engineering for stormwater pumping improvements in the Boal Parkway neighborhood identified during the 2014 Flood Solutions (IKE Grant) project • Complete watershed flood study following NFIP guidelines to allow the Village to receive additional credit towards the Village’s CRS rating number • Design and construct erosion control improvements in Sheridan Road ravine from Fisher Lane to Sheridan Road • Conduct cyclical cleaning operations of 50,000 lineal feet of storm sewer, including 250 basins and inlets 	
Complete a re-evaluation of western and southwestern drainage areas of the Village to develop non-STADI alternative flood reduction strategies	<ul style="list-style-type: none"> • Complete <i>Awareness, Exploration, & Vision</i> public engagement phases in conjunction with Strand Associates 	4/30/16

Village of Winnetka
2016 Business Plan

Water & Electric Department

Mission

The Water & Electric Department provides residents and businesses of Winnetka with reliable and economical electric service—ensuring adequate power supplies meet current and projected demand, improving the infrastructure to deliver the power as needed, and providing uninterrupted service at a competitive price. In addition, the Department supplies potable water for the health and safety of Winnetka and Northfield residents, as well as several unincorporated areas. The Department tests the water purification processes and filters water continuously to supply high quality water to customers; it is also responsible for the installation and repair of the water distribution system.

2016 Objectives

Objective	Action Steps	Timeframe
Perform preventative maintenance of the electric distribution system	<ul style="list-style-type: none"> • Line clearance • Wood pole inspections • Switchgear cleaning • Thermography inspections • Electric meter replacement 	12/31/16
Perform preventative maintenance of the water distribution system	<ul style="list-style-type: none"> • Leak detection • Water meter replacement • Hydrant painting & winter preparation • Valve maintenance 	12/31/16
Perform preventative maintenance activities at the Water Plant, Electric Plant and Substations	<ul style="list-style-type: none"> • Recondition 480 volt breakers • Vibration testing • Breaker maintenance • Substation battery bank testing • Oil sampling • Thermography inspections 	12/31/16
Perform water and electric service installations resulting from new construction and/or customer upgrades	<ul style="list-style-type: none"> • Install approximately 43 new underground electric services • Install approximately 50 new water services • Complete installation of underground circuit extensions and on-property infrastructure to serve New Trier High School renovation 	12/31/16
Maintain electric system reliability and reduce outage duration	<ul style="list-style-type: none"> • Replace aging 5kV and 15kV underground cable as needed at various locations • Complete installation of an additional underground tie between circuits • Replace (1) piece of switchgear 	12/31/16

Village of Winnetka
2016 Business Plan

Water & Electric Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none"> • Install additional underground & overhead fault indicators to reduce time for troubleshooting outages • Reduce the number of submersible transformer locations • Reduce the number of radially fed transformers 	
Invest in maintenance and improvements at the Electric Plant	<ul style="list-style-type: none"> • Replace station power transformer • Performance maintenance inspection of #9 generator • Replace three sections of roof Design fire protection system for generator/turbines and diesels • Install fire protection system for generator/turbines and diesels • Replace fence on west side 	12/31/16
Invest in maintenance and improvements at the Water Plant	<ul style="list-style-type: none"> • Complete installation of spare low lift pump • Complete analysis to determine required changes to pipe manifold in Clearwell #1 to eliminate hydraulic problem • Complete concrete repairs to Clearwells #1 & #2 • Perform dive inspection and cleaning of raw water intake screen 	12/31/16
Make improvements to the reliability and security of substations that feed the distribution system	<ul style="list-style-type: none"> • Refurbish one 15kV circuit breaker at Northfield substation • Replace one older 5kV circuit breaker • Install security system at South Load Center substation building • Install desiccant dryers on tap changes of transformers #71 and #3 • Improve security system at Northfield substation • Replace station power transformer at South Load Center substation 	12/31/16
Improve energy efficiency of street lighting and building lighting	<ul style="list-style-type: none"> • Replace Electric Plant high bay high pressure sodium lighting with LED lighting • Replace truck / storeroom building fluorescent lighting with LED lighting 	6/15/16

Village of Winnetka
2016 Business Plan

Water & Electric Department (cont.)

Objective	Action Steps	Timeframe
	<ul style="list-style-type: none"> • Replace (50) existing high pressure sodium street lights with LED lighting 	
<p>Improve service reliability of water distribution system</p>	<ul style="list-style-type: none"> • Install vaults and valves at six locations on water distribution system to provide additional isolation points • Replace 360 feet of 6" water main on Lake Street (Forest Glen to Asbury) with 8" water main • Transfer 13 water services on Hill Road (Church to Ridge) from 4" water main to 8" water main • Transfer 23 water services on Oak Street (Locust to Birch) from 6" water main to 8" water main • Improve security of raw water hatch at reservoir 	12/31/16
<p>Complete cost of service / rate studies for Water and Electric Funds</p>	<ul style="list-style-type: none"> • Develop replacement strategy for aging water distribution system • Complete water rate study • Present recommendations for changes to water rates • Retain consultant to perform cost of service study for Electric Fund • Complete electric rate study • Present recommendations for changes to electric rates 	8/31/16