



Village of
Orland Park

2016 - 2018

STRATEGIC PLAN

Goal 1: ECONOMIC DEVELOPMENT

OBJECTIVE 1A

Develop an I-80 Development Initiative with an emphasis on taxable businesses.

2016

- Complete draft and adopt the new I-80 corridor zoning district to guide future development in this area and outline the vision and design guidelines for this corridor.
- Continue collaboration with third party “facilitator” agencies (e.g., Will County C.E.D., etc.), initiate a communication strategy with the current property owners of the land located in the I-80 corridor to determine areas of mutual cooperation and possible barriers to future development.*
- Create I-80 Consortium and work with adjacent communities to better understand the advantages and disadvantages of the I-80 corridor and avoid duplication of efforts.
- Identify and attend appropriate industry sector trade shows for business recruitment.

2017

- Work with property owners and stakeholders to identify conceptual development plans for specific properties and overall area. Engage Board of Trustees on policy discussion regarding regional and local incentives that might be available to encourage development consistent with the Village’s long-term vision.
- Evaluate technology for a sustainability study for alternative green initiatives (i.e. closed loop systems etc.)
- Attend at least three appropriate industry sector trade shows each year as part of business attraction efforts.*

2018

- Complete the fiber optic installation along I-80 for use by existing and future businesses. (This will impact the CIP).
- Attend at least three appropriate industry sector trade shows each year as part of business attraction efforts.*

OBJECTIVE 1B

Develop program for the recruitment of targeted professional services, restaurants, and entertainment businesses in the Village of Orland Park.

2016

- Subscribed to Co-Star on an annual basis to be listed with updated information on Orland Park, including demographics, regional analysis, and available vacancies.* (As one of the most utilized national subscriptions by real estate developers and brokers, it enables village to reach a wider prospective audience of potential investors).

*Action will repeat annually

- Better refine the demographic and shopping statistics of the Village's estimated trade area to influence top tier targeted restaurants and entertainment businesses to locate in Orland Park.
- Conduct Business Retention Visits for existing businesses in these areas to find out who they do business with, competitors, and barriers to success in Orland Park.
- Finalize and launch Economic Development mobile application.
- Conduct a review of our existing economic development loan incentive program for business expansion and make recommendations for changes.
- Conduct a joint review with local community colleges and universities to enhance labor availability pipeline to connect medical businesses with people seeking employment in this field, as part of the workforce development efforts to enhance the region's economic stability.
- Attend national and regional International Council of Shopping Centers (ICSC) trade shows to continue marketing to commercial businesses.*

2017

- Analyze success of Economic Development mobile application.
- Submit a year-end economic development report summarizing the financial and qualitative impact of economic development plans or strategies*
- Prepare an analysis of the Village's commercially generated revenues (i.e., sales tax, property tax, etc.) including segment (type of industry), number of entities within each segment, type of revenue received by segment. Forecast projected growth of each segment and the effect of the growth on the Village's revenue sources. Utilize this analysis to determine the segments the Village should consider focusing on.*
- Attend national and regional International Council of Shopping Centers (ICSC) trade shows to continue marketing to commercial businesses.*

2018

- Support legislative efforts to even the playing field for sales taxes (i.e., Marketplace Fairness Act).*
- Attend national and regional International Council of Shopping Centers (ICSC) trade shows to continue marketing to commercial businesses.*

OBJECTIVE 1C

Continue program for the revitalization of legacy retail centers in Orland Park; Advance mall expansion; and add Harlem Avenue to revitalization plan.

*Action will repeat annually

2016

- Continue to identify legacy shopping centers for AIG program. Oversee projects that have already been approved.
- Do inventory and mapping of Harlem Avenue to identify areas of strengths and weaknesses and opportunities for increased marketing and promotion.
- Partner with Tinley Park and other adjacent communities on regional opportunities for the Harlem Avenue corridor.

2017

- Continue to collaborate with Simon on new development program to redevelop Orland Square Mall ring road to include pedestrian enhancements, road re-alignment and new developable out lots.
- Utilize Economic Development App for existing businesses, including mall.

2018

- Utilize Economic Development Application for existing businesses, including mall.

OBJECTIVE 1D

Conduct and present a feasibility analysis of a business incubator program. A business incubator will help new and startup companies to develop by providing services such as management training or office space.

2016

- Cooperate with regional EDCs to better understand which types of business incubators are successful. Gain better understanding of what is already occurring in the region and the greater Chicago area as it relates to this type of economic development initiative.

2017

- Complete SWOT analysis for Board consideration, for identification of project feasibility.

2018

- Based upon previous findings, outline the next steps.

OBJECTIVE 1E

Provide analysis and support to staff and the Village Board in order to meet the Village's economic development goals, including attracting corporate office, restaurant and entertainment development, incentivizing professional services and improving the Village legacy shopping centers.

2016

*Action will repeat annually

- Perform a review of the Village’s Economic Development Loan Program guidelines to ensure the program is accessible to a wide range of targeted beneficiaries.
- Manage the Economic Development Loan Program application, funding and repayment processes to ensure adherence to the guidelines of the program.
- Develop financial incentive tools and programs, including the identification of funding sources, to provide tools and programs that support the goal of attracting and incentivizing business development.
- Analyze development specific financial effects on the Village’s tax base, infrastructure demands and operating budget in order to understand and communicate each development’s impact on the Village’s finances and operations.

2017

- Manage the Economic Development Loan Program application, funding and repayment processes to ensure adherence to the guidelines of the program.
- Develop financial incentive tools and programs, including the identification of funding sources, to provide tools and programs that support the goal of attracting and incentivizing business development.
- Analyze development specific financial effects on the Village’s tax base, infrastructure demands and operating budget in order to understand and communicate each development’s impact on the Village’s finances and operations.

2018

- Manage the Economic Development Loan Program application, funding and repayment processes to ensure adherence to the guidelines of the program.
- Develop financial incentive tools and programs, including the identification of funding sources, to provide tools and programs that support the goal of attracting and incentivizing business development.
- Analyze development specific financial effects on the Village’s tax base, infrastructure demands and operating budget in order to understand and communicate each development’s impact on the Village’s finances and operations.

Goal 2: DOWNTOWN DEVELOPMENT

OBJECTIVE 2A

Create a long-term marketing plan for the development of the downtown and develop further efforts to promote the downtown area.

2016

- Complete reconstruction design of 143rd Street improvement enhancing traffic flows and pedestrian access to and from downtown. This project is currently in Phase I design, with no long term funding by IDOT. Continue dialogue with IDOT to fund

*Action will repeat annually

this key transportation project. Determine final reconstruction of the 5-point intersection at Southwest Highway and 143rd Street.

- Update Downtown Orland Park Website.
- Identify niche businesses for the downtown that could utilize the Village's Economic Development Loan program, after proposed changes have been approved.
- Review installation of security measures at Downtown parking garage
- Complete construction of the UCMC project and the parking garage.
- Complete the Jefferson Avenue streetscape improvements north of 143rd Street. Complete "B" Street between Ravinia and Jefferson Avenue within the Main Street area.
- Solicit RFP for Parcel C for future residential development.
- Continue to pursue Phase III and IV of the downtown development.
- Continue to work with private developers on the opening and final certificate of occupancy for Reva Residential Development and Mariano's.
- Begin Phase I implementation of the Village's branding and wayfinding program in the downtown area.
- Provide a plan for Village support of community group or business-led 2016 planned events in the downtown.*
- Working with the Downtown Event Planning Committee, produce a new three-year plan for each area of the downtown to host events.

2017

- Continue to pursue Phase III and Phase IV of the downtown development.
- Improve and enhance the existing detention pond into a local amenity.
- Continue implementation of the branding and wayfinding program.
- Finalize plans of the expansion of the Metra commuter parking lot.

2018

- Complete construction of the expansion of the Metra commuter parking lot.
- Oversee construction of Phase III and IV development.
- Pursue Phase V of the downtown development.

OBJECTIVE 2B

Develop niche strategy for downtown area.

2016

*Action will repeat annually

- Prepare a study and review of potential commercial “niche” segments (destination retailing) that can be advanced in the downtown area. Provide best case review to Board of Trustees of what has worked in other similar type communities. Communicate with real estate developers and brokers on feasibility of possible niche businesses.
- Refine boundaries of the downtown area.

2017

- Compile a list of possible businesses to target for niche strategy.

2018

- Analyze aesthetics of village gateways and branding program that captures the downtown and each of the four downtown areas.

OBJECTIVE 2C

Provide analysis and support to staff and the Village Board in order to develop a long term master plan for the area designated as Downtown Orland Park.

2016

- Manage project and infrastructure financing options without the existence of substantial revenue sources in order to enable fiscally responsible redevelopment
- Track and analyze the financial impact of the Ninety 7 Fifty on the Park and University of Chicago Medicine Center, redevelopment projects within the Main Street Triangle TIF District to provide information to evaluate the financial success of the projects in relation to the terms of the redevelopment agreements and the generation of incremental tax revenues

2017

- Manage project and infrastructure financing options without the existence of substantial revenue sources in order to enable fiscally responsible redevelopment.
- Track and analyze the financial impact of the Ninety 7 Fifty on the Park and University of Chicago Medicine Center, redevelopment projects within the Main Street Triangle TIF District to provide information to evaluate the financial success of the projects in relation to the terms of the redevelopment agreements and the generation of incremental tax revenues

2018

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- Track and analyze the financial impact of the Ninety 7 Fifty on the Park and University of Chicago Medicine Center, redevelopment projects within the Main Street Triangle TIF District to provide information to evaluate the financial success of the projects in relation to the terms of the redevelopment agreements and the generation of incremental tax revenues.

Goal 3: QUALITY OF LIFE

OBJECTIVE 3A

Maintain and enhance core services, with an emphasis on storm water management and road improvements.

2016

- Enhance external communication and information sharing via Innoprise software implementation in the areas of work orders and development services permitting, among other components.*
- Complete an annual analysis of fees and charges for services to ensure that they are affordable while at the same time providing revenue levels that are sufficient to provide quality levels of service.*
- Critically review all recreation offerings, policies and events to ensure that they are desirable, diverse and meeting the needs of the community. Complete two to three surveys each quarter to obtain feedback.*
- Advance the new projects and stewardship recommended in the storm water Basin Best Practices plan*
- Conduct annual review and analysis of performance measures to ensure they are consistent with strategic plan and can be effectively benchmarked.*
- Continue Flood Study Projects with Phase I engineering (as determined from subsequent evaluations), Phase II engineering (as determined), bid, award and begin construction (Creekside Drive (north), Villa West, Ashford Court, and Fernway (part 3)).
- Update Pavement Management Program with comprehensive review to provide a new five-year program.
- Program various community and special events for downtown area.
- Organize at least 16 village-wide events (Recreation).
- Critically review all recreation offerings, policies and events to ensure that they are desirable, diverse and meeting the needs of community.
- Conduct a minimum of 4 special event surveys, 2 Sportsplex membership surveys, 1 Centennial Park Aquatic Membership Survey, minimum of 4 program surveys and initiate a special recreation survey to obtain feedback.*
- Introduce 10 new program offerings and eliminate underutilized program offerings.
- Continue to enhance Centennial Park Aquatic Center by expanding deck space for customers.
- Increase Shade structures at Centennial Park Aquatic Center to provide additional shaded area for customers.
- Provide additional shade structures and improve concession seating area to accommodate more customers.
- Increase recreational opportunities on Lake Sedgwick by expanding operations (three (3) day to a seven (7) day operation.)

*Action will repeat annually

- Analyze Centennial Park Aquatic fee structure for memberships and general admissions.
- Replace outdated equipment in the Fitness Center at Sportsplex.
- Initiate 3 year phased Land Development Code review evaluation and update.
- Update all applicable building codes from 2012 IBC to 2015 IBC.
- Utilizing the existing flood study, initiate Phase I engineering of Highland Avenue; initiate Phase II engineering of Ashford Court; bid, award and begin construction of Grasslands, Parkview Estates Stage II, Kristo Lane and Fernway Ditches.
- Finalize plans, agreement and funding for secondary water service. (spur II)
- Implement Village-facility multi-year Fiber Optic Master Plan.
- Implement Phased Village-wide Contract Service for Sanitary Sewer Maintenance.
- Implement Two-Year Village-wide Parkway Tree Trimming Program.
- Continue to produce quarterly printed editions of the Orland Park Public, the village's newsletter, beginning the year with the annual report, followed by three general information newsletters (distributed in March, June, September, and December)
- Increase social media platform activity by 20%, including but not limited to Twitter, Facebook, Pinterest and Instagram as often as possible with every important village message and event.
- Prepare two (2) touch points per month, incorporating accomplishments and facts about the Village to be distributed to a database of media and industry contacts.
- Create and prepare ways to make the In Our Community program recognized and well-known by residents. Find target audience and market to it by engaging the program in more Village activities.

2017

- Continue with 3 year phased Land Development Code review evaluation and update.
- Complete review and update of village-wide Code fine and fee schedules (Police, Clerk's, Development Services)
- Continue implementation of Village-facility multi-year Fiber Optic Master Plan.
- Finalize plans, agreement and funding for secondary water service (spur II) for the construction of secondary water service (spur) for the Village.
- Utilizing the existing flood study, initiate Phase II engineering of Highland Avenue; bid, award and begin construction of Schussler Pond (south); Creekside (north) and LaReina Real; continue reconstruction of Fernway Ditches.
- Organize and/or facilitate at least six (6) special event opportunities in the downtown (Main Street, Old Orland, Civic Corridor, Orland Crossings). The Village will partner with other organizations that host other events (Fine Art Fair).
- Critically review all recreation offerings, policies and events to ensure that they are desirable, diverse and meeting the needs of community.
- Conduct a minimum of 4 special event surveys, 2 Sportsplex membership surveys, 1 Centennial Park Aquatic Membership survey, a minimum of 4 program surveys and a special recreation survey to obtain feedback.*
- Introduce 10 new program offerings and eliminate underutilized program offerings.
- Enhance Centennial Park Aquatic Center by increasing the quantity of shade structures.

*Action will repeat annually

- Produce a village blog to be included within and to complement the village website.
- Complete Two-Year Village-wide Parkway Tree Trimming Program.

2018

- Finalize 3 year phased Land Development Code Review Evaluation and Update.
- Continue implementation of Village-facility Multi-year Fiber Optic Master Plan.
- Utilizing the existing flood study, construction of Highland Avenue and finalize reconstruction of Fernway Ditches.
- Organize and/or facilitate at least ten (10) special event opportunities in the downtown.
- Critically review all recreation offerings, policies and events to ensure that they are desirable, diverse and meeting the needs of community.
- Conduct a minimum of 4 special event surveys, 2 Sportsplex membership surveys, 1 Centennial Park Aquatic Membership survey, minimum of 4 program surveys and a special recreation survey to obtain feedback.*
- Introduce 10 new program offerings and eliminate 10 underutilized program offerings.

OBJECTIVE 3B

Maintain and improve parks, facilities and Open Lands.

2016

- Design 104th Avenue bike path connection to Lake Sedgewick.
- Review and update Hitchcock plan for long term Open Lands maintenance including strategic funding sources.
- Design and implement a five-year nature center plan at the Open Lands property located at 13951 LaGrange Road Pursue grants and other funding sources for the nature center at the Open Lands property located at 13951 LaGrange Road, upon final engineering.
- Finalize selection of engineering firm and begin engineering plans for Nature Center.
- Produce a Master Plan for Centennial Park and Centennial Park West including a plan for the aquatic center.

2017

- Completion of second phase construction of Bulk Material Storage and Transfer Facility.
- Construct Stellwagen path. This project is beginning Phase I Engineering, utilizing Federal funds.
- Begin construction of the 104th Street Bike path to correspond with the completion of 159th Street
- Begin construction of Nature Center.
- Prepare an inventory of park play unit, pavilion and equipment replacement recommendations and conduct a strategic park utilization study.
- Evaluate, plan, and provide for additional permanent lavatory facilities at appropriate park locations.

*Action will repeat annually

- Present a Master Plan for the programming of Stellwagen Farm.

2018

- Continue construction of Nature Center.
- Completion of final phase construction of Bulk Material Storage and Transfer Facility.
- Continue to work with Cook County on a path on 104th Avenue from 159th to 163rd streets.
- Study new paths from Will/Cook Road to the Grasslands along 179th and 167th Streets.
- Implement the Master Plan recommendations for Centennial Park and Centennial Park West.

OBJECTIVE 3C

Maintain and enhance intra-Orland Park transportation.

2016

- Begin the 108th Avenue improvement – south of 159th Street to the railroad tracks.
- Begin the construction of 151st Street from Ravinia Avenue to West Avenue.
- Begin the construction of the roundabout at 147th and Ravinia Avenue.
- Work to secure construction funding for 143rd Street, Southwest Highway to Will Cook Road (2 segments).
- Substantially complete LaGrange Road Reconstruction.
- Continue coordination with IDOT on 159th Street project.
- Begin Phase I engineering work to widen Wolf Road from 143st Street to 167th Street.

2017

- Completion of LaGrange Road project, including Village aesthetics improvements.
- Establish Funding Sources for the Rehabilitation of Major Collector Roads.
- Complete Re-evaluation of Village-wide Street Conditions through ARA

2018

- Implement Rehabilitation of Major Collector Roads (143rd Street; 151st Street, etc.).
- Complete the Ravinia Avenue/161st Street extension from Costco to LaGrange Road.
- Begin the feasibility study of I-80 and Wolf Road interchange. (This is highly dependent on cooperation from neighboring communities)
- Begin construction of 143rd Street from Will/Cook Road to SW Highway. (This is highly dependent on funding for the project.)

Enhance two-way communication with the community.

2016

- Complete Village’s third bi-annual scientific Community Wide Survey.
- Improve communication with recreation program and event participants by producing 4-5 email communications each quarter through Constant Contact.*
- Develop a performance management “dashboard” so residents can review Village performance.
- Implement a YouTube live stream to facilitate panel discussions in the village’s television studio. Participants would be invited to email questions and the featured panelists would answer the questions.
- Develop and implement Public Works On-Line vignettes regarding Operational Services.
- Launch the Economic Development App for residents and businesses.
- Develop transparent, easy-to-read snapshots of the Village’s fiscal year-end finances to enhance Village stakeholder’s knowledge and understanding of the Village’s financial health (dashboard).
- Create a monthly podcast series entitled “Village Voices” that will feature the Mayor, trustees, and community group members. The series will provide brief Village updates and noting the special events that will be taking place during that month.
- Create periodic podcasts featuring the trustees discussing upcoming events, new business developments, important economic developments, safety topics, etc.
- Conduct 2-3 Telephone Town Hall meetings engaging residents in current topics.
- Initiate Peak Democracy, which will engage residents in a cloud-based online civic engagement platform.
- Participate in STAR Community Rating System as a reporting community (Sustainability Tools for Assessing and Rating communities).

2017

- Further enhance transparent, easy-to-read snapshots of the Village’s fiscal year-end finances to enhance Village stakeholder’s knowledge and understanding of the Village’s financial health.
- Continue certification in STAR Communities Leadership Program (3-STAR Community).

2018

- Continue publication of transparent, easy-to-read snapshots of the Village’s fiscal year-end finances to enhance Village stakeholder’s knowledge and understanding of the Village’s financial health.
- Continue certification in STAR Communities Leadership Program (4-STAR Community).

*Action will repeat annually

Improve public safety of the community.

2016

- Plan, publicize and execute two (2) roadside safety checks that will focus on enforcement of DUI, passenger restraint and distracted driving violations.*
- Provide a three-year series of Orland Park In Focus programs to promote crime prevention*
- Review the security measures at all retail/commercial areas and provided written feedback for enhancements*
- Increase DUI enforcement by 10%.
- Deploy Active Shooter School Safety video.
- Review automated Red Light camera program.
- Study resource allocation-staffing, service calls and obligated time.*
- Conduct Active Shooter Drills.*
- Expand Intelligence Lead Policing.

2017

- Study resource allocation-staffing, service calls and obligated time.*
- Conduct Active Shooter Drills*

2018

- Study resource allocation-staffing, service calls and obligated time.*
- Conduct Active Shooter Drills.*

Goal 4: HIGH PERFORMING ORGANIZATION

Dedication to employee development and customer service enhancement and incorporate the High Performance Organization (HPO) Framework.

2016

Business Process Improvement

- Development of organization-wide, multi-year training plan to focus on customer service and Lean business process principles
- Establish at least one “Performance Improvement Team” by 2Q16.
- Identify key users to attend Innoprise annual user conference.

- Seek employee feedback to update and restructure employee evaluation format and process.
- Provide purchasing training based on the updated purchasing manual to appropriate personnel.
- Design new hire on-boarding process to include quarterly orientation session to introduce Village values, culture, organization, and policies.

Leadership Development

- Conduct TQM/strategic goal setting sessions (Police).
- Complete and implement organizational “values statement” – adopt personal attributes inventory for all new position postings.
- Align employee evaluation systems, job descriptions and selection criteria with standards consistent with Village value statement and principles of high performing organizations.
- Develop and implement strategy to recruit and retain high performing workforce.
- Establish Leadership Team and begin meetings to be held at least monthly.
- Identify at least 3 customer service gaps to be addressed by “Performance Improvement Team”
- Two members of executive team to complete ICMA’s LEAD program.
- Implement organization “Balanced Scorecard” model by 2Q16.
- Introduce annual webinar training plan for all departments.
- Create 5 teams of 3 staff members to provide team building activity during staff meeting 5 times a year (Recreation).
- Identify key staff members to attend professional development training certification (Illinois Park and Recreation Association, International Code Council, Illinois City/County Management Association, International City/County Management Association, American Planning Association, American Public Works Association, Federal Bureau of Investigations/ Northwestern University Traffic Institute).
- Develop customer service training program for frontline staff members.

Customer Service Enhancement

- Utilize “Performance Improvement Team” to address customer service issues.
- Introduce monthly webinar training session to bi-monthly Recreation staff meetings at a minimum of six (6) times throughout the year.
- Identify frontline staff members to attend customer service training.

2017

Business Process Improvement

- Implement Public Works Staff-wide Paperless Communication.
- Finalize implementation of Innoprise Work Management system.
- Finalize implementation the Innoprise Work Order and Citizen Access portal.
- Continue Lean Six Sigma training implementation – at least 7 new Green Belts and 1 new Black Belt obtained. *

*Action will repeat annually

Leadership Development

- Two additional members of the executive team will complete ICMA's LEAD program.

Customer Service Enhancement

- Improve external customer satisfaction by reducing response time to customers' questions.
- Improve internal customer service by providing the necessary information to front line staff so as to reduce external customer waiting time.

2018

Business Process Improvement

- Continue Lean Six Sigma training implementation – at least 7 new Green Belts and 1 new Black Belt obtained. *

Leadership Development

- Two members of executive team to complete ICMA's LEAD program.

Customer Service Enhancement

- Identify frontline staff members to attend customer service training.

OBJECTIVE 4B

Integrate technology across the entire organization and enhance customer service.

2016

- Hire a Chief Technology Officer to provide strategic and tactical leadership and direction for technology investments and business process and/or customer service improvements.

Business Process Improvement

- Implement the Innoprise Mobile Application for CIS (Water Billing) to provide an additional method for obtaining billing account information.
- Complete implementation of Flexnet Fixed Network Meter Reading System to enhance the Village meter reading process and provide residents with access to detailed water usage data.
- Implement Phased Public Works Staff-wide Email Access and Communication.
- Implement electronic records management for HR related records including applicant tracking through Innoprise.
- Complete Implementation of Public Works staff-wide paperless communication and work management.

*Action will repeat annually

- Replace and configure 40 desktop computer workstations with updated hardware and software to allow for faster processing times for applications and more reliable, stable and secure person computing for staff Video Management System for Village facilities with standardized software and network video recording storage to enhance security at facilities.
- Complete storm water GIS data collection.
- Development and Implementation of work performance and efficiency field applications.
- Explore and evaluate paperless timekeeping system.
- Evaluate the leaf collection program.
- Implement automatic Sportsplex membership renewal option and online refund request from Active network.
- Evaluate feasibility of on-site credit card processing for registration at special events (i.e. golf outing, Chef's Auction)
- Eliminate paper copies of all special recreation participant forms and transfer to digital devices for programs and activities
- Enhance Computer Aided Dispatch (CAD) operations and integration of text messages and data into CAD and records (Police)
- Implement Small Unmanned Support Aircraft System program.
- Research electronic records management systems, and evaluate current HR records management and feasibility of transitioning to electronic records.
- Develop and implement paperless timekeeping system.
- Expand hotspot camera deployments (Police).

Technology Skill Development

- Train staff on Active Net recreation management software system.
- Integrate a Response to Resistance Law Enforcement simulator.

Customer Service Enhancement

- Implement enhanced Innoprise Community Development application in order to provide the option to purchase Village vehicle stickers online.
- Redesign the Village's Website to move to a new platform, give a fresh new look and enhance the mobile version.
- Implement pre-populated registration process for walk-up registration.
- Streamline Sportsplex renewals in person and online.
- Improve registration process at Centennial Park Aquatic Center by including swim lesson registration and party rental registration on site.
- Explore with M.I.S. the opportunity to provide walk up kiosks at the registration office where customers can register for classes instead of waiting in line.
- Provide staff in the field access to GIS data for efficiencies (viewing of the data and access).
- Increase on-line registration by including Centennial Park Aquatic Memberships, Day Camp Program, Pre-school Program, indoor room rentals and park pavilion rentals.
- Add more payment windows for customers entering the Centennial Park Aquatic Center facility.

- Implement online registration form for recreation and special recreation with an option to request inclusion aide
- Create a 360 virtual tour of the Sportsplex for the website; create online virtual photos' of rental spaces at Franklin Loebe Center, Civic Center, Robert Davidson Center and Cultural Arts Center.
- Improve Wi-Fi connectivity at all recreation facilities; Franklin Loebe Center, Sportsplex and Cultural Arts Center
- Implement paperless registration system for walk up registration at Sportsplex and Recreation Administration
- Implement on-site special event electronic registration for credit card processing.

2017

Business Process Improvement

- Develop and implement additional field modules and/or mobile applications.
- Continue execution of IT Strategic Plan.
- Begin implementation of electronic records management systems.

Technology Skill Development

- Develop technology and user training program for employees.

Customer Service Enhancement

- Increase on-line registration by including Centennial Park Aquatic Memberships, Day Camp Program, Pre-school Program, indoor room rentals and park pavilion rentals.

2018

Business Process Improvement

- Continue execution of IT Strategic Plan.
- Continue implementation of electronic records management system.

Technology Skill Development

- Advance technology training program for employees.

Customer Service Enhancement

- Utilize "Performance Improvement Team" to address customer service issues.
- Identify frontline staff members to attend customer service training.