



AGENDA
President and Board of Trustees
Village of Arlington Heights
Committee-of-the-Whole
Virtual Meeting

June 14, 2021
7:00 PM

I. CALL TO ORDER

- A. In response to the COVID-19 pandemic, this Committee-of-the-Whole meeting will be held virtually, which permits the public to fully participate via their computers or by using their phones.

To participate in the virtual meeting, please review [these instructions](#).

If members of the public prefer, they can comment or ask a question pertaining to the meeting by emailing kpetereson@vah.com by 3 p.m. on June 14. Please limit your email to 200 words and if your question relates to a specific Agenda item, please note that in the email. Emails will be read at the meeting.

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

- A. Departmental Status Report - Integrated Services
- B. Departmental Status Report - Public Works
- C. Departmental Status Report - Fire
- D. Departmental Status Report - Planning

V. OTHER BUSINESS

VI. ADJOURNMENT

Any member of the public wishing to speak will be given the opportunity to do so. If the item is on the Agenda, that opportunity will be while that

Agenda item is being discussed. Any member of the public wishing to speak on an item not on the Agenda will be given the opportunity during the Other Business portion of the meeting. Please limit comments to three minutes.

Persons with disabilities requiring auxiliary aids or services, such as an American Sign Language interpreter or written materials in accessible formats, should contact David Robb, Disability Services Coordinator, at 33 S. Arlington Heights Road, Arlington Heights, Illinois 60005, (847)368-5793 (Voice), (847)368-5980 (Fax) or drobb@vah.com.



Committee-of-the-Whole
6/14/2021

Item: Departmental Status Report - Integrated Services

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Department Status Report - Integrated Services	Report



INTEGRATED SERVICES



Diana Mikula
ASSISTANT VILLAGE MANAGER

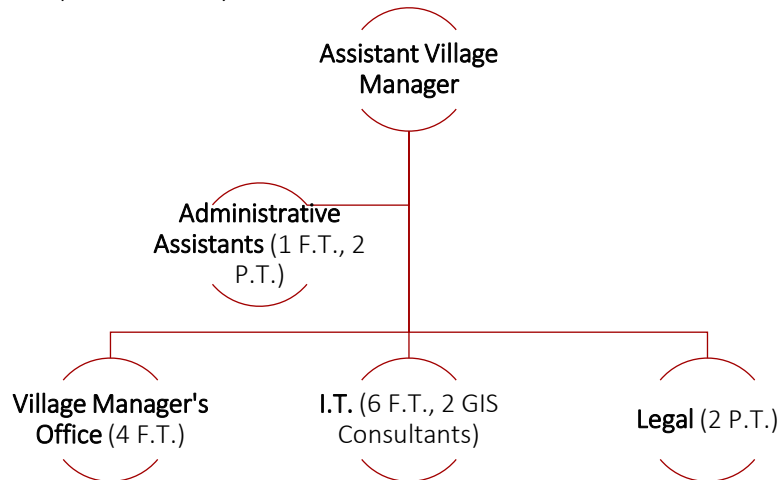
SCOPE OF DEPARTMENT SERVICES

The Integrated Services Department (ISD) is a 15-member workgroup that is organized into three divisions: Village Manager's Office, Information Technology Division (I.T.), and Legal Division. The Assistant Village Manager oversees this Department, including two additional Geographic Information System (GIS) Consortium specialists and also assists in overseeing the outside village attorney and village prosecutor. The purpose of the department is to exercise administrative and operational oversight over all departments, ensure the achievement of Village Board goals and objectives, optimize interdepartmental processes, and lead in the development of organizational efficiencies. The ISD serves as the focal point for the executive leadership and direction of the organization.

KEY SERVICES AND FUNCTIONS & ORGANIZATIONAL OVERVIEW

The Department was established in June of 2015 and was revised in May 2021 to incorporate the Legal Division. In addition to overseeing the Village Manager's Office function, the department aims to increase the Village government's focus on three key areas:

- **UTILIZATION OF INFORMATION TECHNOLOGY** – Involvement of IT early in technology planning and project decisions in order to leverage technology as much as possible to optimize operations.
- **COMMUNICATIONS** – With a growing reliance on social media, website, and other technology to get the Village's message out, this area plays a bigger role with various interdepartmental and community communication efforts.
- **CUSTOMER SERVICE** – Explore new ways to enhance customer service and have it be a priority for the organization.



VILLAGE MANAGER'S OFFICE

The Manager's Office has six employees, including the Village Manager. The Village Manager is the administrative head of the Village Government and oversees daily operations of the Village. The Manager's Office provides centralized direction and leadership for the effective administration and operations of all municipal services for the Village of Arlington Heights and serves as the focal point for the management of the departments. The Manager's Office coordinates a variety of services that provide both support and outreach to the Village staff and Community.

The Manager's Office has three work units that provide the following municipal functions:

- Administration
- Legislative Support
- Communications

ASSISTANT VILLAGE MANAGER (AVM)

- Oversees the Integrated Services Department.
- Provides professional support to the Village Manager in the development and ongoing administration of a variety of Village departments, programs and services. Assists in establishing vision and creating annual goals. The AVM serves as Acting Village Manager in the absence of the Village Manager.

- Analyzes and evaluates business processes for improvement and directs the implementation of changes.
- Coordinates the resolution and response to citizen and business complaints and inquiries for service with appropriate departments.
- Prepares the annual budget for the Manager's Office, Board of Trustees and Legal Division. The AVM is a member of the Capital Improvement Plan development committee and assists the Village Manager in the review of all department annual budgets.
- Administers the downtown public parking program and chairs the parking committee. Administration of the parking system including evaluating special requests about parking, signage, policies and establishing rules and regulations.
- Administers liquor licenses including monitoring liquor law changes and trends, and suggesting municipal code changes as necessary.
- Participates in the collective bargaining process and is a member of Management's negotiation team.
- Project Manages the acquisition and implementation of the Village's new Enterprise Resource Planning (ERP) system.

ADMINISTRATION UNIT

Functions of the Administration Unit Include:

- ADMINISTRATIVE SUPPORT & SPECIAL PROJECTS - coordination of interdepartmental initiatives, processing resident & business feedback and requests, and preparation of weekly informational Friday packets.
- LIQUOR LICENSES - staff supports Assistant Village Manager with managing, monitoring, and administering liquor licenses.
- MEETING ROOM SCHEDULING - coordination of the users of public meeting space in the Village Hall including conference room set-up and assistance with audio/visual equipment.
- CIVIC EVENTS SIGN - promote community events by creating sign content.
- CUSTOMER SERVICE ENHANCEMENT INITIATIVE - provide leadership in the conveyance of providing excellent customer service and being solution-oriented.

LEGISLATIVE UNIT

Functions of the Legislative Unit Include:

- MAYOR AND TRUSTEE SUPPORT - provide professional onboarding, support, communicate community feedback, and coordinate initiatives with other governmental agencies & community partners. As new trustees enter the Board, this unit orientates and assists with the onboarding process.
- VILLAGE BOARD MEETING AGENDA MANAGEMENT - oversee the preparation of Village Board and Committee-of-the-Whole agendas, ensure Open Meeting Act requirements are met, and schedule special recognitions.
- CABLE BROADCAST & VIRTUAL STREAMING MEETINGS - manage contract with Cable/Video producer of the live broadcast and streaming of Village meetings and oversees the creation of special informational videos.
- BOARDS AND COMMISSIONS - manage the twenty volunteer Boards and Commissions program that has varied terms. Coordinate new interviews and reappointments.

COMMUNICATIONS UNIT

Functions of the communications unit are overseen by the Community & Outreach Coordinator, and include:

- VILLAGE COMMUNICATIONS - Prepare and post news articles on website & news releases to media. Also manage general email inquiries from residents and work with Village Staff on responding to social media posts, emails, etc. with a consistent "Village Voice" that is welcoming, professional, informative, and engaging.
- Create e-newsletter, Informational/promotional videos, and target employee communication on news and events.
- SOCIAL MEDIA - Oversee Village Twitter, Next Door, Facebook, and Discover Arlington Heights Facebook. Manage responses to comments on social media platforms.
- ASSIST WITH MARKETING - work with Planning & Community Development regarding ad campaigns, promotions, and discover website.
- COMMUNITY EVENTS STAFF COMMITTEE - oversee the review of community-wide events with representatives from various departments. This review is intended for organizations planning an event in the Village that may include

using public property, Village streets, or requires the utilization of Village services (i.e. electrical needs, traffic and parking coordination, police and paramedic services etc.).

- LIAISON WITH SPECIAL EVENTS COMMISSION - annually coordinate 5 major events: Hearts of Gold, Spring Sweep, Mane Event, Autumn Harvest, and Tree Lighting.
- SOUNDS OF SUMMER CONCERTS – perform fundraising for sponsors, promote concerts, oversee communications with performers.
- DOWNTOWN EVENTS COMMITTEE - oversee interdepartmental group that creates and plans new “pop-up” events in the Downtown to promote the area as an entertainment destination.
- CABLE LIAISON - assist residents with cable complaints regarding service problems and billing problems.

INFORMATION TECHNOLOGY

Information Technology (IT) is a division of the Integrated Services Department which focuses on providing leadership in the development of powerful, cost-effective technical services and business solutions for Village staff and public services. IT continually strives to improve Village services by implementing sound technology-based solutions that streamline processes, improve customer service, eliminate duplication of efforts, enhance productivity, and provide easy access to important information. The IT division also encompasses Geographic Information Systems (GIS), which is responsible for capturing, storing, manipulating, and analyzing geographical and spatial data of the Village.

The IT division is managed by IT Manager and employs 6 employees and 2 GIS consultants. The IT division performs the following customer-driven, high quality services Village wide:

- ENTERPRISE COMPUTING SERVICES - desktop computing, server hosting, storage and backup of data and email, network maintenance and IT help desk support.
- APPLICATION SERVICES - development and support of business applications, database creation and maintenance, and end user reports.
- NETWORK AND WI-FI MAINTENANCE - provide network connection and maintenance between eight locations and a wireless infrastructure.
- PROJECT MANAGEMENT AND TECHNICAL CONSULTING - meet with departments prior to purchase of equipment or programs that require IT connection or support.
- GIS SERVICES - accurate and complete geospatial data for multiple department daily operations.

The IT division has the following Legal and Operational Responsibilities:

- FISCAL- Maintain fiscal responsibility by providing cost-effective technical solutions in an environment with an ever-increasing technology demand.
- COMPLIANCE- Follow industry standards, as well as compliance with regulations and mandates.
- PUBLIC SAFETY- Ensure Public Safety 24/7 operations by supplying Police and Fire with technology tools aimed to provide high quality service to the community.
- RELIABILITY- Maintain the backbone of the network structure which provides Internet access and links key Village facilities.
- CYBERSECURITY –Continuously monitor, analyze and update the network environment to reduce security risks to the organization.

LEGAL

The Legal Department provides legal advice to elected and appointed officers and employees of the Village with respect to formulation, implementation, and enforcement of the policy decisions of the Board of Trustees, and represents the Village in court or at administrative proceedings. These services are by a combination of inside and outside advisors. The in-house Part-Time Staff Attorney and support personnel, are appointed by the Village Manager. The Village Attorney, and Village Prosecutor, are appointed by the President and Board of Trustees.

The Legal Department is responsible for:

- RESEARCH AND PREPARATION - Ordinances as requested by the Village Board, the Village Manager, Village departments or on the initiative of the Legal Department.
- INTERPRETATION AND APPLICATION - Ordinances, statutes and judicial decisions to particular situations, including HIPAA, FOIA and OMA.
- DRAFTING AND REVIEWING - Documents related to transactions to which the Village is a party.
- VILLAGE'S INTERESTS - Action dealing with the Village's interest in real and personal property, including the sale and purchase of property and the vacation of rights-of-way.
- COMPLIANCE - Ensuring that the Village consistently complies with existing and newly passed federal and state laws.

WORKLOAD AND PERFORMANCE DATA

VILLAGE MANAGER'S OFFICE

ADMINISTRATIVE & LEGISLATIVE UNIT

	<u>2020</u>	<u>31-Mar-21</u>
New Liquor License applications	3	2
Special Event Liquor Licenses	5	0
Annual Liquor License Renewals	108	In Process (106 anticipated)
Conference Rooms Used by Outside Groups	48	0
Civic Event Sign Posts	149	30
Website's "Contact Us" E-mails	1,307	220
Village Board Agendas	20	6
Committee of the Whole Agendas	18	6
Friday Informational Packet	53	12

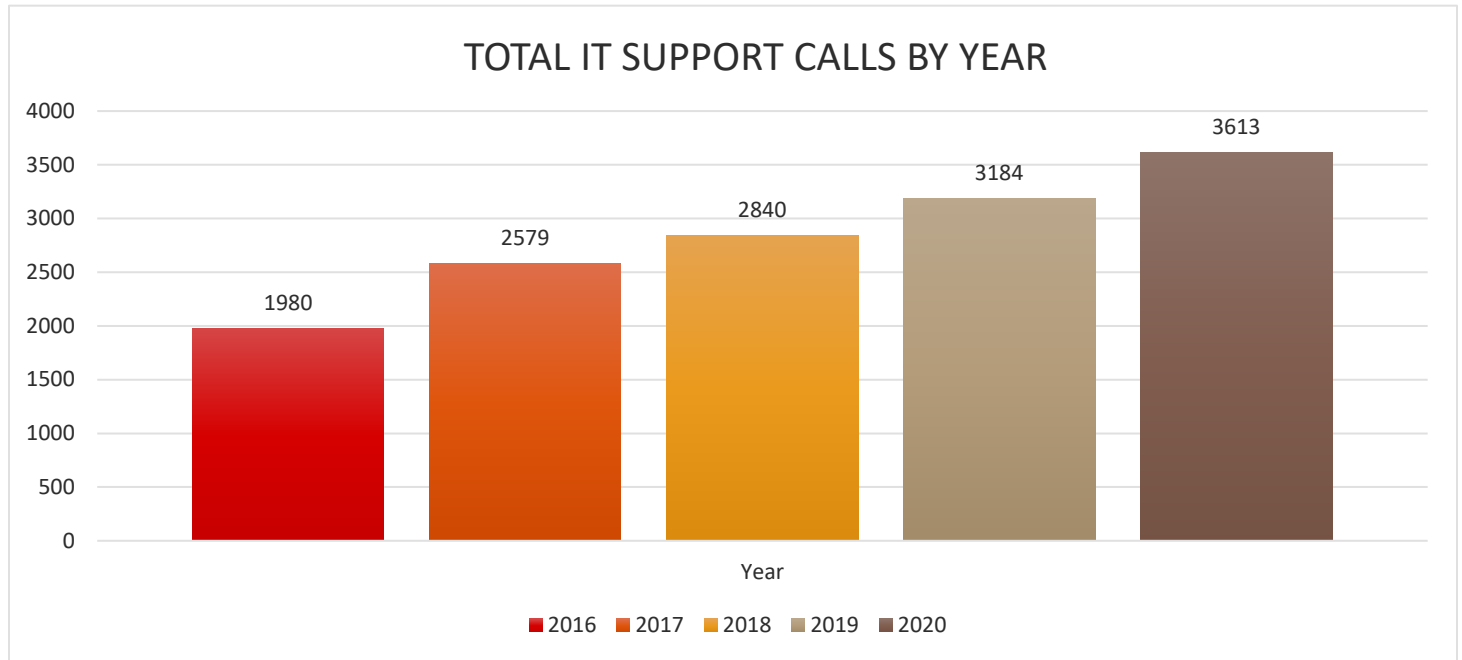
COMMUNICATIONS UNIT

<u>Platform</u>	<u>2020</u>	<u>31-Mar-21</u>
Website Visits	25,000- 30,000 per month Highest Month: October- 51,000	50,000 per month Highest Month: March- 62,000
Website Articles	162	47
Village Board Meeting Online Streaming Views	800 - 1,500 per month	800 - 1,500 per month
<u>Social Media Posts</u>	<u>2020</u>	<u>31-Mar-21</u>
Village Facebook	Avg. 1-2 post per day	104 total
Discover Facebook	Avg. 1 per week	Avg. 1 per week
Village Twitter	1-2 per day	1-2 per day
Next Door	2-5 per week	2-5 per week
<u>Social Media Followers</u>	<u>2020</u>	<u>31-Mar-21</u>
Village Facebook	14,414	14,580
Discover Facebook	12,612	12,634
Village Twitter	4,571	4,581
Next Door	14,818	17,887

ENGAGEMENT RATE means the percentage of people a post reached who liked, commented, shared or clicked on the post. In 2020 our Engagement Rate range was a high of 7.7 thousand on a “Covid-19 Message from the Mayor” to a low of 20 on “Severe Weather Awareness Month.” For 2021 from January – March 31 there was a high engagement rate of 6.2 thousand on “Arlington Park Closes” to a low of 5 for “National Heart Awareness Month.”

The VILLAGE CONNECTIONS E-NEWSLETTER is sent out quarterly. Currently there is a listing of 4,011 residents who have opted into receiving the newsletter. The industry average of open rate for email news from governmental agencies is 22.9%. The Village’s average open rate is 58%.

INFORMATION TECHNOLOGY



In 2021, the IT Division is projected to surpass 2020’s Total IT support calls, anticipating over 3,800 IT Support Calls. On an annual basis, the IT division supports:

- 8 locations
- 426.25 Village Employees
- 630 desktops/laptops
- 77 mobile devices (iPads and Android tablets)

LEGAL

<u>Performance Measures</u>	<u>2020</u>	<u>31-Mar-21</u>
Code amendment packets issued	3	1
Code sections amended	112	0
Ordinances amending the Code	10	0
Ordinances prepared and adopted	46	9
Resolutions prepared and adopted	34	5
Agreements prepared and adopted	86	23
FOIA requests processed	1,476	384
FOIA appeals	4	0
FOIA denials in whole or in part	392	78
New foreclosures processed	23	3
Liquor license hearings prosecuted	0	0

KEY ACCOMPLISHMENTS DURING 2020-21 PERIOD

VILLAGE MANAGER'S OFFICE

- COVID-19 RESPONSE- The Integrated Services Department lead the Village's response to the COVID-19 pandemic for both internal and external operations. By streamlining and automating processes, Village staff were able to provide quality services safely to residents and businesses.
 - ISD kept an up to date informational article on COVID-19 as the main news story on the Village's Home Page. This news article was updated with any changes to the State's Restore Illinois Plan, testing sites, health guidelines and financial assistance.
 - New web pages were created on COVID-19 resources that featured information on residential and business resources. These pages included applications for assistance and updating information on loans and grants available to the business community.
 - Online applications were developed for financial assistance in English and Spanish for residents and an application for Outdoor Seating Areas for Arlington Alfresco was created.
 - Periodic video messages on COVID-19 were done by Mayor Hayes and featured on YouTube, social media and the website.
 - Arlington Alerts were sent out to over 38,000 residents. 10 COVID-19 e-newsletters were sent to over 4,000.
 - A social media campaign on "Share the Good" and "Victory Over the Virus" was created that requested residents to send in hopeful and supportive messages about getting through the COVID-19 pandemic.
 - ISD collaborated with the Planning & Community Development Department on providing information to downtown residents and businesses about Arlington Alfresco and also on promoting Arlington Alfresco on the website and social media platforms.
 - Continual social media messages and messages for the Community Events Sign were posted to remind residents of the importance of social distancing, wearing a face covering, etc. A social media campaign of "We Are Here for You" featured Village staff working from home and on site during the height of the pandemic.
 - The deadline for Liquor License renewals were deferred from April to September and several liquor license classifications received a 25% reduction in their annual fee in an effort to assist license holders experiencing difficulties during the pandemic. In December of 2020, a second 25% reduction was given to liquor license holders in the form of a rebate.
 - Internally, the Village Manager's Office worked with departments on how to safely allocate staffing to abide by social distancing, without sacrificing Village productivity and efficiency. In addition, staff served on a committee to determine rules and protocols to safely reopen Village Hall.
- ARLINGTON ALERT- In collaboration with Northwest Central Dispatch, Village Manager's Office continues to develop Everbridge Emergency Notification System, known as Arlington Alert. This system has been used to communicate with residents via phone call, text, or e-mail. From refuse collection delays, COVID-19 updates, snow operations, to road closures, Arlington Alert serves as a tool to keep residents informed on timely Village events.
- ERP- In partnership with the ERP consultant, Plante Moran, ISD hosted three week-long discovery sessions with all Village departments to analyze the current strengths, weaknesses, and opportunities of Village systems and processes. In June of 2020, an RFP was released to ERP vendors; the RFP outlined the specific needs of the Village. In Fall of 2020, the Village hosted over sixty demonstrations with competing vendors on their solutions for the Village. In the Summer of 2021, the Village aims to select a vendor and begin implementation. ISD will guide the consultant and the ERP vendor in successfully implementing and rolling out a new ERP system that enhances the employee, resident and business experience. The new ERP system will include Financial Systems (general ledger, utility billing, purchasing, accounts payable, budgeting, financial reporting, etc.); Human Resource Systems (personnel, benefits, payroll, etc.); and Community Development Systems (licenses, permits, inspections, etc.). The new, user-friendly system will allow for improved customer service and functionality across all departments.
- STREAMLINING AND AUTOMATING PROCESSES- The Village Manager's Office automated the special event liquor license process. In addition, online applications were developed for Arlington Al Fresco, Human Resources, Fire Department, social services, disability services, and the Senior Center.

- E-NEWS BLASTS- ISD sent out occasional e-news blasts which are brief blurbs on important reminders, project updates, events and other timely information.

INFORMATION TECHNOLOGY

The IT division was proud to accomplish several key initiatives that improved technological services to both internal and external customers.

- NETWORK VULNERABILITY ASSESSMENT - To ensure the village network is properly secured and risk of being hacked is kept at minimum, IT staff engaged an outside cyber security vendor to perform a Network Vulnerability Assessment/Network Penetration testing. The purpose of the assessment testing was to analyze the village network environment for any weak points, uncover hidden cyber risk and reduce exposure to cyber threats. This helped IT to address potential issues and further implement stronger solutions.
- COVID-19 CRISIS RESPONSE - As the COVID-19 crisis unfolded, IT focused on expanding remote work capabilities for village staff and provided technology solutions to assist village operations during these challenging times. IT's work involved:
 - Setup and deployed 46 remote VPN laptops
 - Increased network bandwidth to support the increased number of the remote users
 - Facilitated video conferencing for Board Meetings
 - Created shared video conferencing accounts for village staff to use when needed
 - Provided training to various Department staff on how to conduct virtual/video conferencing meetings
- MICROSOFT OFFICE 365 EXPANSION - Expanded the Microsoft Office 365 software offering by adding Microsoft OneDrive, SharePoint, and Teams applications. Office 365 is a cloud-based suite of productivity tools from Microsoft. It empowers users to create, collaborate, and innovate through a host of email, calendaring, and premier applications.
- ESTABLISHMENT OF TECHNOLOGY PURCHASING POLICY AND GUIDE - Developed a policy that applies to purchases of hardware and software. The policy establishes standards, guidelines, and procedures for the purchase of technologies that support excellent stewardship of Village resources.
- DOCUMENT MANAGEMENT - Further expanded the use of LaserFiche document management system with village departments to streamline and improve internal processes, digitalize and archive documents. This is an ongoing project.
- NWCD MOTOROLA PROJECT - Worked with Police and Fire Departments during various stage of the project to ensure a successful transaction to the new Motorola CAD dispatching system for the entire fleet of 120 Public Safety computers.

GIS

- INTERACTIVE SCHOOL ZONE WEB MAP - Created an interactive map displaying parking restrictions to increase awareness for correct school drop off and pick up locations.
- INTERACTIVE COVID-19 RESTAURANT MAP - Created an interactive map to increase residential awareness of restaurants open and providing services during quarantine to maintain revenue in the village.
- EMERGENCY SHELTER MAP - Created a map displaying emergency shelters with the village for public safety purposes and emergency preparedness.
- SCHOOL RELOCATION MAPS - Created maps displaying school relocation routes to increase public safety in case of emergency situations.
- RECREATIONAL CANNABIS ANALYSIS - Analyzed areas in the village most/least suitable for a recreational cannabis dispensary and advertisement.
- NEW DEVELOPMENTS STORY MAPS - Created an interactive map displaying new development in the village to increase awareness and interest.
- REDZONE/RJN SUPPORT - Provided support and setup feature service for more efficient data delivery and integration of corrected utilities and sewer televising information.

LEGAL

- SIGNIFICANT CONTRACTS – Collective bargaining agreements for both Police & Fire Unions.
- CODE AMENDMENTS- Building code was amended in early 2020.

REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

VILLAGE MANAGER'S OFFICE

- POST-COVID 19 TRANSITION TO NORMALCY - As ISD lead the Covid-19 Response, both internally and externally, it will also help lead the Village out of the pandemic. There will continue to be a need of clear, timely communication and leadership.
- ERP - Oversee and implement the new ERP system village-wide. Given the large scope of the project, this project will be a major focus of ISD throughout the next several years. IT will need to ensure the organization is properly resourced for the implementation.
- Arlington Race Track - Arlington Park is an iconic entertainment landmark accompanying approximately 325 acres of real estate. The Village has created an internal Staff task force to evaluate options for re-use of the facility and/or redevelopment of the property if needed.
- Filling Vacancy of Communication and Outreach Coordinator – New person will require on-boarding, direction and guidance in enhancing and creating new communication efforts.

INFORMATION TECHNOLOGY

- PROVIDE RESPONSIVE AND QUALITY IT SUPPORT - Keeping IT staff trained and experienced on new and emerging technologies to better support the Village's IT needs continues to be a challenge with the IT field as technology changes rapidly. Making sure Village end users receive knowledgeable IT support or recommendations.
- IMPROVE EFFICIENCY AND OPERATIONS - IT will work on integrating standalone systems in order to simplify and automate business processes to the greatest extent possible. This must be done while ensuring security protocols are in place and making sure overlapping software features are kept to a minimum.
- SOFTWARE VETTING AND PROCUREMENT - IT will assist departments with software procurement to ensure the new software is sustainable, compatible with existing systems, and can be efficiently supported.

POTENTIAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

VILLAGE MANAGER'S OFFICE

- COMMUNICATIONS ENHANCEMENTS
 - Explore new communication engagement methods: Facebook Live, Videos, and Instagram
 - Increase subscribers' campaign to get people to sign-up for Village Connections newsletter, email alerts, drive more visitors to our pages, engage more on social media platforms.
 - Promote ways people can connect with the Village.
 - Focus on cross-promotion of website project page information with social media and email lists
 - More Community Polls- solicit feedback to better understand ways to improve Village services.
 - Regularly send Bits & Bytes e-news to Village staff.
 - Everbridge Communication: Arlington Alert
 - Further develop Arlington Alert for internal communication purposes within the Police Department
 - Promote the use of Arlington Alert to communicate timely topics: public safety announcements, traffic alerts, and Public Works operations.
 - Targeted Communication
 - Increase use of targeted communications (email lists for specific subjects). Special notifications are sent via email and posted on the website during the several winter storms and severe cold

experienced by community. A pop-up alert on the Home Page of the website will be used when Groot refuse collection has an unscheduled delay due to conditions such as a winter storm or cold weather.

- **DEVELOP & EXPAND TRUSTEE ORIENTATION** - Through appointment and election, ISD has the privilege to assist in the orientation of new trustees to the Village. Meeting with all departments, providing necessary materials, and mentoring throughout the trustee's tenure are the main goals of acclimating the Trustee's to their new role. In 2021 and beyond, in collaboration with Elrod Friedman LLC, ISD will help coordinate training opportunities for elected officials on local and state elected official policy and best practices.
- **VILLAGE BOARD GOAL SETTING SESSION** - Staff will prepare for a Goal Setting Session with the new Village Board in Summer 2021. The new established goals will result in the creation of new Strategic Priorities and an updated Staff Business Plan.

INFORMATION TECHNOLOGY

- **ERP** - ISD will assist and also lead in various stages of this project. This is a multi-year project that every Village department will be impacted by and thus need to be a part of the process. IT will guide the consultant and the ERP vendor in successfully implementing and rolling out a new ERP system that enhances the employee, resident and business experience.
- **MICROSOFT TEAMS AND ONEDRIVE** - IT Staff will continue to work with staff to help them adapt the OneDrive and Teams technologies.
- **CYBERSECURITY** - This is an area where I.T. needs to continue to focus on as threats keep evolving. Keeping systems updated to reduce security risks to the organization. Updates are consuming and require significant IT time to ensure daily business operations are not affected. Additionally, making sure any software being acquired by departments follows Cybersecurity best practices and provides sufficient security controls.
- **INTERNAL TECHNOLOGY CONSULTING AND DEPARTMENTAL ASSESSMENTS** - The IT Division will continue the centralization of departmental IT functions with central IT operations aimed at improving and reducing cost of services. IT will continue to aid and technical expertise on various department projects to better leverage technology in their day to day operations.
- **DOCUMENT MANAGEMENT SYSTEM** - The IT Division on behalf of a Village-wide initiative is working towards implementation of a Document Management System. The goal is to expand the use of the document management system with Village departments in order to streamline and improve internal processes, digitalize and archive documents.
- **EXPAND GEOGRAPHIC INFORMATION SYSTEMS (GIS) WITHIN THE ORGANIZATION** - ISD will continue to assess the needs and capabilities of each department in order to establish project priorities. By evaluating and deploying additional Shared Applications and Solutions, GIS can enrich current and future Village services. GIS will continue to help identify new analytical and visual reports departments can produce and will train users on new applications.
- **NWCD COMPUTER AIDED DISPATCH VENDOR IMPLEMENTATION** - In partnership with NWCD, the IT Division will be updating local information infrastructure and systems as part of the implementation of the new CAD system. This will include reconfiguring all fire and police desktops, laptops, MDTs, and migration to a new server.

GIS

- **NEW ERP ROLL-OUT SUPPORT** - Continue provide support during the selection and implementation of the new ERP system
- **INTEGRATE NEW SIDWELL PAGES** - Scan and integrate new Sidwell pages into the existing MapOffice Custom Overlay.
- **DECOMMISSION LEGACY ARCSERVER** - Finish transfer of all relevant data and power user accounts to the cloud GIS applications.

LEGAL

- FOIA SOLUTION – As Freedom of Information Act (FOIA) requests increase, the Village is seeking a streamlined solution to better serve this need, both internally and externally.

CONCLUSION

Integrated Services Department continues to adapt its services to the ongoing needs of Village Departments and the public. It is a Department that needs to remain fluid to operational and community needs. ISD strives to continually balance the workload of ongoing projects while leading new initiatives that are needed to make the Village a quality, high-performing organization that is innovative and responsive to the needs of the organization and community.



Committee-of-the-Whole
6/14/2021

Item: Departmental Status Report - Public Works

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Departmental Status Report - Public Works	Report



PUBLIC WORKS



Cris Papierniak
ACTING DIRECTOR

SCOPE OF DEPARTMENT SERVICES

ORGANIZATIONAL OVERVIEW

The Public Works Department (PW) is staffed by 101 full-time employees and 3 permanent part-time employees. The ten (10) Operating Units within the Department are Building Maintenance, Engineering, Fleet Services, Forestry and Grounds, Sewer, Street, Traffic, Water Distribution, Water Meter Services, and Water Production.

The Public Works Department is led by the Director, Assistant Director, and Village Engineer. All three positions oversee all administrative aspects of the Department's operations including internal and external communications, personnel duties, safety and training programs, compliance with all regulatory agencies, employee development and morale, public notification, new program development, development of both Capital Improvement Programs, and annual budgets.

The Assistant Director directly oversees the Public Works Maintenance Units including Streets, Forestry, Fleet Services, and Building Maintenance, and indirectly oversees the Water and Sewer Units and their operations. The Assistant Director reports to the Director and serves as Acting Director during times of his absence.

The Village Engineer manages the staff of the Engineering Division and, MWRD and IEPA permitting, Plan Commission review, Building Department plan reviews, and Service Requests generated by residents. The Village Engineer also oversees the Village's street reconstruction and resurfacing programs, the backyard drainage program and the paver brick sidewalk program.

The organizational chart represents the Department's structure at the end of 2020 can be found on the last page of this report.

KEY SERVICES & FUNCTIONS

There are several ongoing programs that account for a great deal of the Department budget and personnel's time. The responsibilities of the Public Works Department include the engineering design, maintenance, repair and inspection of all Village infrastructure, properties and equipment. The Department also performs all utility permitting, reviews all private and public development plans, and inspects both private and public improvements.

The Public Works Department operates and maintains the Village's basic infrastructure systems on Village-owned properties, right-of-ways or within recorded easements on private property. These infrastructure systems include roadways, sidewalks, traffic signals, trees, streetlights, detention ponds, and all components of our water and sewer systems. Village-owned properties include all Municipal buildings, parking garages and public parking lots, water and sewer pumping stations, and potable water storage tanks, potable water wells, detention ponds, and all Village vehicles and equipment.

SNOW AND ICE OPERATIONS

For purposes of snow and ice control, the Village is divided into 19 zones. Each zone is assigned an "A" Team driver, a "B" Team driver and a 5-ton (6-wheel) or 2.5-ton (4-wheel) dump truck. Each truck is equipped with a salt spreader, liquid beet juice deicer tank, underbody or "belly" snowplow, and a front mounted "nose" plow.

When snow is forecasted and weather conditions permit, two Swap Loader trucks equipped with 1000-gallon tanks and spray bars spray a liquid beet juice blend on street pavements before a snowstorm to prevent snow and ice from bonding to the pavement.

As snow accumulates up to two to three inches, sodium chloride (road salt) is spread and underbody plows are used as needed. The salt is pre-wetted with a liquid blend consisting of salt brine, liquid calcium chloride, and sugar beet juice. The use of this liquid blend allows us to use less rock salt while achieving improved snow melting performance. This pre-wetting of the road salt allows us to save money by using less salt, while using an eco-friendlier material.

When snow accumulations exceed three inches, the front mounted plows are used to move the snow off streets and onto parkways. The Village is also divided into 10 cul-de-sac zones with a driver and small pick up or one-ton dump truck with plow assigned to each zone. The crews plow these tighter areas when snow is two to three inches deep or greater.

Additionally, two employees are called out to salt and plow Village-owned parking lots at locations such as Police, Fire, Senior Center, and commuter parking lots. One employee is assigned to deice and plow the top floor parking decks on the three Village-owned parking garages. One employee is assigned to operate the front-end loader in the salt dome to continually load the fleet with salt and anti-icing liquids. We also provide salt storage and loading services for School District #25, School District #214, and the Arlington Heights Park District.

Two Crew Chiefs supervise and provide necessary assistance to 33 team members in the field. A Snow Commander oversees the entire operation. This totals a team of 36 team members in the field. We have a second team of 35 crew members that we employ when we need to go into extended around the clock operations, with an additional six reserve drivers. The Arlington Heights Snow Fighting Team consists of a total of 77 crew members.

Staff also developed additional COVID protection guidelines, limited contact and sanitizing procedures to separate snowplow drivers to ensure staffing was always available for the upcoming season.

During 2020, the Department's Snow Fighting Team responded to nine snow and ice events. A total of 60,762 miles of streets were cleared. A total of 4,878 tons of salt were used to deice streets. A total of 46,478 gallons of liquid beet juice blend were used to anti-ice streets and pre-wet our road salt.

STREET RECONSTRUCTION AND RESURFACING

By far, the Department's largest budget allocation is for our two street rehabilitation programs. The Reconstruction Program replaces streets that cannot be resurfaced due to failure of the aggregate (stone) base. This program rebuilds the entire street and replaces all of the concrete curb and gutter as well as most driveway aprons. The Resurfacing Program is the main preservation tool utilized to extend the service life of Village streets. This program replaces 2 to 3 inches of the asphalt surface to improve ride-ability and also extends the life of the entire pavement cross section.

EDGE GRINDING

During spring, summer, and fall, the Street Unit annually completes three phases of asphalt roadway edge grinding and resurfacing at various locations throughout the Village. The program was started in 2010 by Public Works as an intermediate maintenance step to help prolong the life of streets that were not going to be addressed by our street rehabilitation and resurfacing programs within the next two to five years. This program has been very successful and well received by the residents. Additionally, our proficiency with this program has improved as we become more familiar with the equipment. We expect to see improvements in our productivity as we continue this program into future years. The Street Unit leases a street-milling machine with an attached conveyor. This milling machine is used to remove deteriorated asphalt pavement on a list of streets that met criteria qualifying it for this program. In short, streets that qualify are ones that were generally in good condition except where they were falling and break up near the curb and gutter. The milling machine effectively removes the affected areas of bad pavement. The Street Unit then uses a Village-owned paving machine to pave the milled locations with hot mix asphalt (HMA). Crews used a total of 2,897 tons of HMA during this paving operation in 2020, and the split-shifts and manpower demand of COVID led to only two phases of Edge Grinding in 2020.

STORMWATER CONTROL IMPROVEMENTS

On July 23, 2011, the Village experienced significant flooding due to a storm that dumped between 5.4 and 7 inches of rain over a four-hour period. This storm followed two weeks of substantial rain events which had already saturated the ground. Although there can be no guarantee against future flooding events, as a result of this historic rain event the Village

commissioned two separate flood studies. The first study looked at basement backups in our combined sewer area. The second study looked at street and structure flooding in our separate sewer areas. These studies were completed to determine if additional affordable infrastructure improvements needed to provide a consistent level of stormwater control throughout the community.

In 2014, the Village's stormwater and stormwater sewer maintenance programs were consolidated in one fund called the Stormwater Control Fund. At the time, this fund did not have a dedicated source of revenue, and relied on transfers-in from other funds.

In January of 2017, Staff met and discussed the prioritization of the projects identified in both Flood Studies. In March and April of 2017, the Village Board discussed the project prioritizations and options for funding these projects going forward. In August of 2017, the Village Board implemented a stormwater utility fee which became effective on October 1, 2017.

The first two projects were successfully completed in 2019. The Cypress Detention Project included the expansion of an existing detention basin and the installation of larger storm sewer pipes. This project also included water main lining and street re-construction. The second project consisted of the installation of larger stormwater pipes to eliminate flooding in the Downtown area near Campbell/Vail and within the residential areas just west of the Downtown.

CAPITAL IMPROVEMENT PROGRAMS

Administrative and Technical staff collaborate on these annual programs.

- Street Reconstruction Program
- Street Resurfacing Program
- Paver Brick Sidewalk Program
- Backyard Drainage Program
- Stormwater Control Projects
- LED Streetlight Upgrade
- Water Tank Painting
- Well Rehabilitation
- Federally Funded Road Programs
- Water Meter Replacement & Repair
- Contractual Roof Maintenance Program
- Watermain Replacement and Repair Program
- Contractual Sanitary, Sewer, and Slip Lining Program
- Large Diameter Sewer Analysis

MAINTENANCE PROGRAMS

Administrative and Operational Staff collaborate on the following annual programs, which do not include many of the basic everyday infrastructure maintenance and resident inquiry follow-up responsibilities.

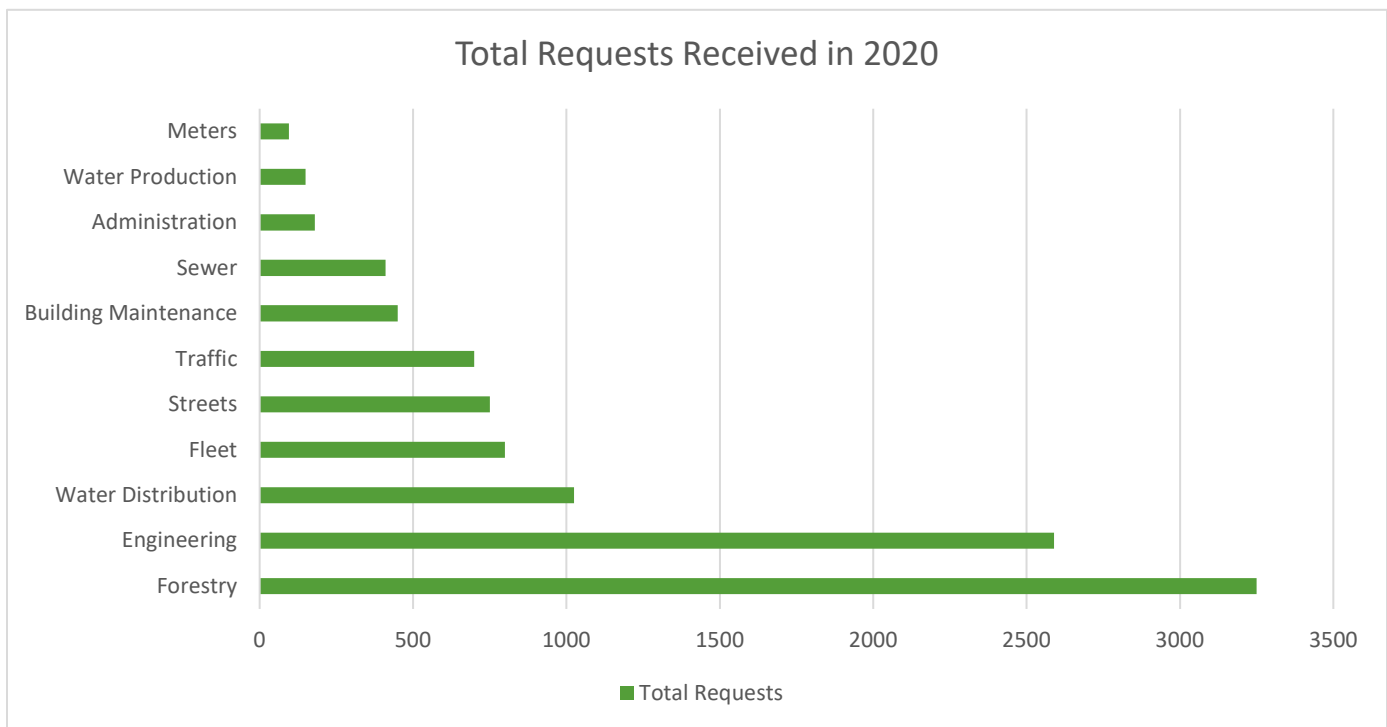
- Consumer Confidence Annual Report
- Contractual Tree Trimming Program
- Contractual Landscape Maintenance Contracts (2)
- Municipal Separated Storm Sewer System (MS4) Program & Yearly Reporting Requirements
- LMO 2 Lake Water Audit
- Elevator Maintenance
- Tornado Warning Siren Program
- Holiday Lighting Program
- IEPA Water Sampling
- Snow & Ice Control Program (Roadway and Sidewalk)
- Street Sweeping Program
- Sign Maintenance Program
- Sidewalk Maintenance Program
- Contractual Fountain Maintenance Program
- Contractual Crack Sealing Program
- Friday Police Car Check Program
- Contractual Mowing & Weed Spraying Program
- Meter Reading Program
- Contractual Thermoplastic Program
- Leak Detection Program
- Generator Maintenance Program
- Sewer Televising Program
- Sewer Root Cutting Program
- Traffic Signal Maintenance Program
- Contractual Preventative HVAC Program
- JULIE Locate Program
- Contractual Sprinkler Maintenance Program
- Tree Inventory Program
- Contractual Reduced Pressure Zone (RPZ) Program

- Special Event Programs
- Parking Garage Maintenance Program
- Fuel System Program
- Vehicle Maintenance & Replacement Program
- CDL Drug Testing and Cert. Program
- NPDES and MS4 Permit Compliance (National Pollution Discharge Elimination System)
- Safety and Training Program
- Pace Bus Equipment Maintenance Program
- Public Detention Basin Maintenance

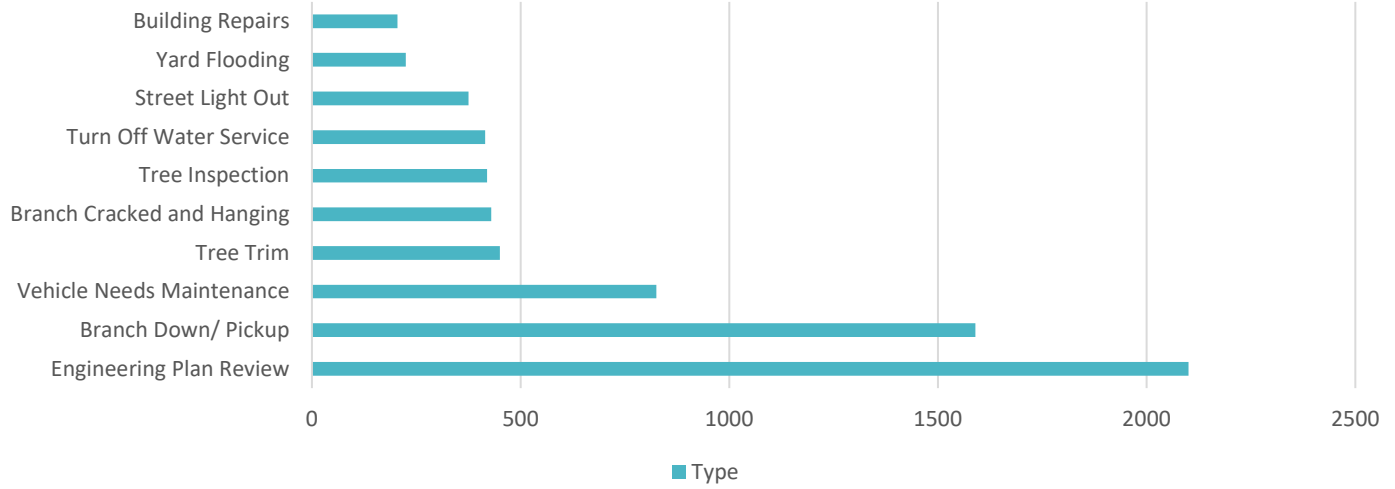
LEGAL AND OPERATIONAL RESPONSIBILITIES TO THE COMMUNITY AND ORGANIZATION

From a legal standpoint, the Department has compliance, permitting and reporting requirements to the Illinois Environmental Protection Agency (IEPA), United States Environmental Protection Agency (USEPA), Metropolitan Water Reclamation District of Greater Chicago (MWRDGC), and the Illinois Department of Natural Resources (IDNR) related to our potable water storage and distribution systems and sewer conveyance systems. We also have safety compliance responsibilities to the State of Illinois for Commercial Driver's Licensing, Vehicle Safety Inspections and Passenger Transport Safety related to our maintenance of the Wheeling Township's fleet of buses. We further have certain compliance requirements related to proper safety guidelines and material storage and handling from the Illinois Department of Labor (IDOL) and some Occupational Safety and Health Administration (OSHA) injury and lost time reporting requirements as well. All of our street signs and markings are regulated by the Adoption of Federal Guidelines by the State related to Manual of Uniform Traffic Control Devices (MUTCD).

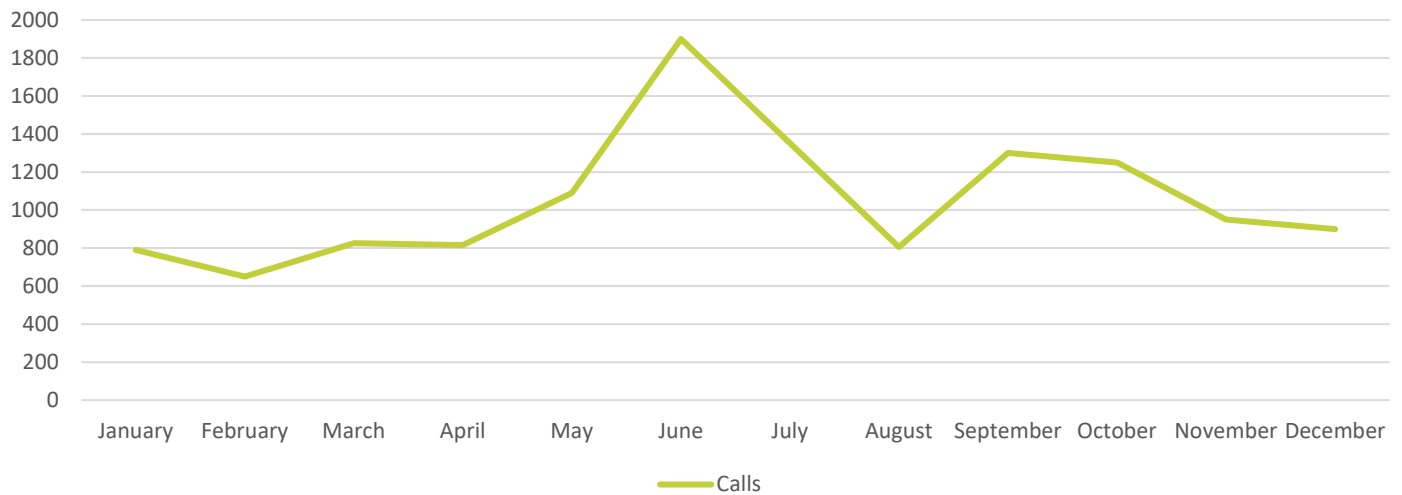
WORKLOAD AND PERFORMANCE DATA



Top Ten Requests Received in 2020



Call Volume of 2020



Summarized below are the performance measures, including data for 2019 and 2020.

Performance Measures	Calendar Year		
	2018	2019	2020
Traffic Unit			
Traffic Signal Repairs	102	68	90
Street Light Repairs	978	1,227	1,078
Building Circuit Repairs	129	123	138
Sign Maintenance	1,986	3,093	2,863
Pavement striping (lineal feet)	3,041	1,919	2,735
Utility Locates	13,811	14,158	15,859
Street Unit			
Snow Removal Cost	\$1,232,878.25	\$1,021,402.76	\$662,086.83
Snow Removal Curb Miles	60,762	47,868	13,862
Street Sweeping Curb Miles	9,336	10,700	11,473
Asphalt Repairs (tons)	220	200	150
In-House Paving Program (tons)	4,049	4,325	2,897
In-House Paving Program (sq. yds.)	38,934	30,467	22,031
Forestry Unit			
Parkway Trees Trimmed	7,628	5,977	7,071
Parkway Trees Removed	610	811	657
Parkway Restorations	801	758	656
Building Maintenance Unit			
Work Orders Completed	893	1,188	1,893
Administration			
Service Requests Received	4,413	9,049	10,285
Invoices Processed	5,863	6,145	6,279
Incoming Phone Calls – Front Office Only	11,470	15,088	12,631
Private Development			
Number of Inspections			
Pre-pour	614	534	616
Final	716	619	651
All Other	624	609	479
Total	1,924	1,726	1,746
Number of Service Requests			
Number of Plan Reviews	1,829	1,729	1,868
Number of Plan Commission Reviews	71	42	34
Number of ZBA Reviews	30	31	38

KEY ACCOMPLISHMENTS 2019 AND 2020

COVID-19 RESPONSE

Beginning in March of 2020, the Public Works Department was tasked with new challenges and responsibilities in response to the world-wide COVID pandemic. Initially, staff researched the most current information as early reports led the public to believe that the virus was spread in large part through surface contact. Staff developed and implemented a sanitizing program to address high contact items within our public buildings.

Social distancing signs were then deployed along with modified seating arrangements in all public meeting spaces.

Staff investigated how to handle the social distance guidelines as directed by the CDC. Social distancing signs were deployed along with the seating arrangement re-organization of all public meeting spaces to ensure 6 ft. separation. Staff met with Department managers to address the need of plexiglass shields for Departments without 6 ft. spacing or those that dealt with the public frequently. Plexiglass partitions were then ordered and installed.

Fleet staff met with the Fire and Police Department personnel to determine the best way to sanitize vehicles that needed to work between multiple shifts.

During the pandemic, providing Departments with the necessary supplies which became a huge logistical challenge, as shortages were developing for several highly used paper and cleaning products. This became a full-time job for Central Purchasing employees within the Fleet Unit.

In April and May, the Department began six weeks of split shifts in order to reduce the possibility of virus spread between our staff. This effort was successful, as we had no outbreaks within the Public Works community.

ARLINGTON AL FRESCO

During the summer months, Department personnel planned and implemented the “Alfresco Outdoor Downtown Dining” setup. Staff maintained the area throughout the summer into the fall, and setup the entire event again in March of 2021. The involvement was considerable, as staff had to maintain the area daily and open it up for garbage and delivery vehicles. Staff had to design the appropriate detours and create the needed information signs developed by the Planning & Community Development Department.

CONSTRUCTION PROJECTS

- Continued to utilize the pavement management system’s conclusions and recommendations to assist in the long-range planning and budgeting for the maintenance of the Village’s street infrastructure.
- Prepared contract plans and contract documents and inspected the construction of the Street Resurfacing Program, the Street Reconstruction Program, and the Backyard Drainage Improvements Program, all of which were within budget.
- Installed roughly 6000’ of watermain as replacement for older inferior pipe that was prone to failure.
- Completed the engineering design and plans for an early 2021 bid opening for the Greenbrier Infrastructure Improvement project.

- Reviewed Village stormwater standards for single-family teardown construction with respect to regulations and codes from other local municipalities with the goal of verifying that the Village's regulations and codes are in line with industry standards. Recommended changes will be presented in 2021.
- Completed the rejuvenation of the Municipal Parking Garage top deck. This maintenance task is needed to keep the deck waterproof and protect the post-tensioned steel cables from chlorides, during the winter months.

PROFESSIONAL DEVELOPMENT

- Staff implemented the use of a software product called "Target Solutions". This software gives a platform for tracking and assigning all Department safety training. Target Solutions also provides a mechanism for Departmental and Village announcements through the use of the Village's intranet. Staff also implemented a new software called "Digsmart". This program receives all of our JULIE locating tickets and sends them directly to our field personnel through mobile devices. This tool resulted in the elimination of an enormous amount of paper. Public Works receives approximately 14,000 JULIE locate requests per year. The project directly correlates with Strategic Priority #4. Staff now receives work orders to mark Utilities right off the JULIE ticket, reducing the time it takes to record our work.

CURRENT AND ANTICIPATED CHALLENGES

- The Department continues to address our major challenge, which is our aging infrastructure. Long-term programs have been developed to address our streets, aging watermain, upgrading of our water pumping stations and storage tanks, improving our sewer system's capacity to manage short/intense rain events, and encouraging residents to install overhead sewers to prevent basement backups.
- The State (specifically IEPA & IDPH) continue to gather data from every municipal and privately-owned water system. The data is specifically related to the lead water services and lead solder within existing residences and businesses. The general implication that these regulatory agencies are giving seems to indicate that water agencies (public and private) within Illinois will have to come up with a plan to phase out lead services, whether it is on the public side or homeowner side remains to be seen. This is not being driven by the USEPA, but the IEPA & IDPH. The Village currently treats our water with PolyOrtho Phosphate, which prevents lead pipes and lead solder from contaminating the water. The estimated cost to replace the Village's portions of all lead service lines in public R.O.W. in the Village is over \$31 million.
- Staff continues to be challenged by the costs associated with meeting the ADA's Public Right of Way Accessibility Guidelines (PROWAG). These requirements have significant impacts on our Pavement Management and Downtown Brick Replacement Programs. It is estimated that every intersection that is impacted by construction will incur an additional \$15,000 expense, due to meeting these requirements as all sidewalks must be re-installed to meet the current guidelines.
- Implement new Enterprise Resource Planning (ERP) software program. This system will allow us to keep better and more accurate coding records for purchases. A new ERP will also provide more up to date reporting capabilities, and permit the scanning of receipts and invoices as attachments to vendor files.
- Staff continues to monitor the requirements set forth in the America's Water Infrastructure Act of 2018. The regulations relate to our water system's cybersecurity and increases in reporting requirements.

POTENTIAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

- Moving forward, the Department plans to continue to increase our public outreach to residents and businesses. We presently email, tweet, and continually update our Department's webpage. Customers can contact the Department

through email, our webpage, our “See Click Fix” mobile app, and by phone. As the social media landscape changes, we will continue to participate and enter these new platforms as soon as practical.

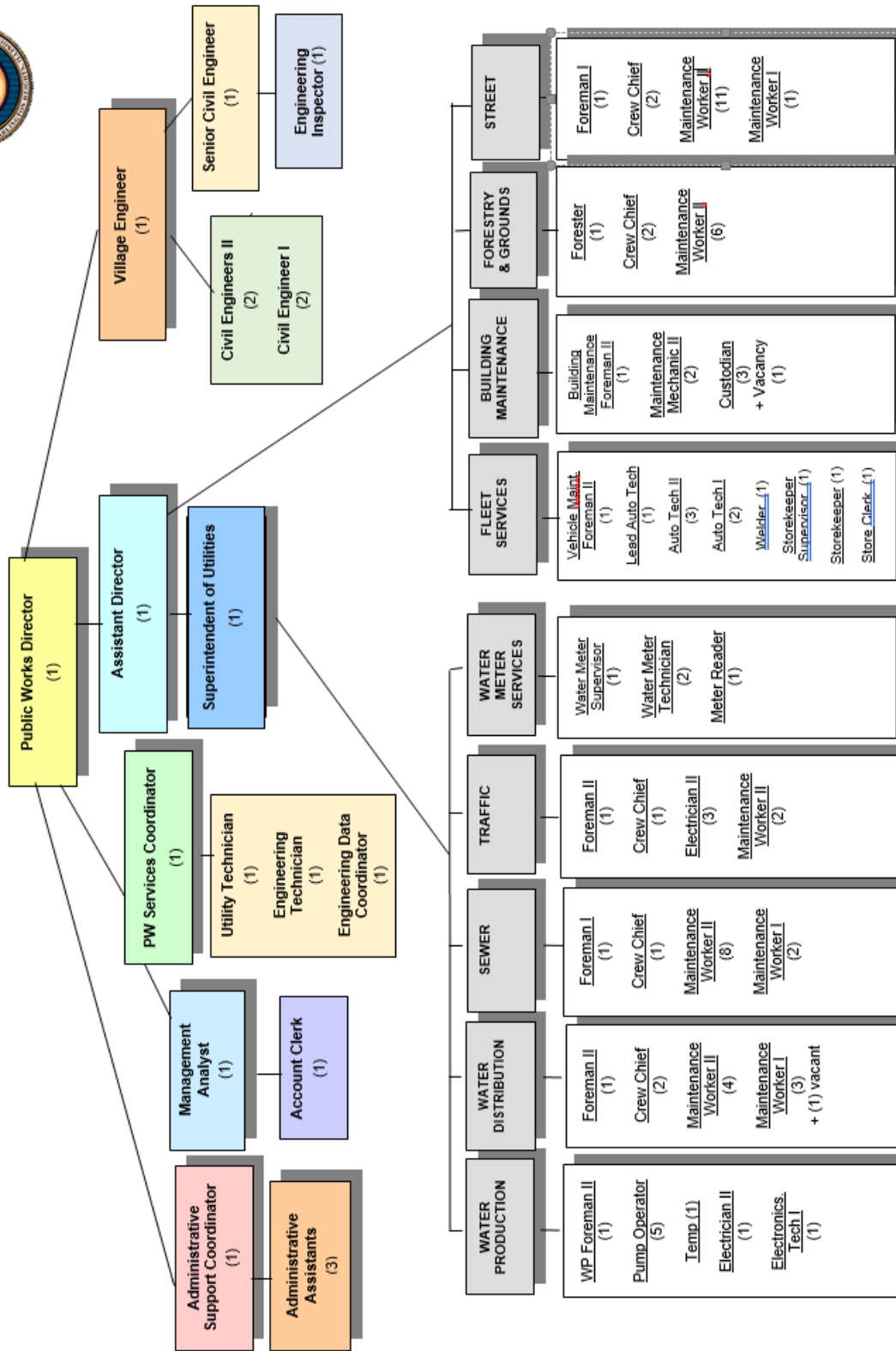
- Along with our use of social media for public outreach, we are looking to reduce the amount of paper we route internally, by implementing the use of field tablets to our work Units. Inspection and repair/maintenance information will eventually be entered into our Cityworks software while crews are still in the field.
- This past year, staff has facilitated pilot programs for watermain lining and pavement rejuvenation. As new tools become available, we will continue exploring ways to enhance and address our ongoing infrastructure challenges while minimizing our impacts on the environment and residents.

IN CLOSING...

Although 2020 was not a routine year, as Public Works separated work crews, established different work shifts, and focused on isolation instead of teamwork; a significant amount of progress was made towards our focus on infrastructure improvements. Technology advancements were needed to reduce paperwork flow between staff, and communication had to improve to allow for seamless transition between projects. Crews had to become more creative at solving new problems that were never dreamed of before. Results speak for themselves, as crews felt safe to work in public buildings, and Al Fresco remains a vision for the future. Public Works will continue to stay focused on improving the infrastructure that serves all of our residents.



Arlington Heights Public Works Department Organizational Chart





Committee-of-the-Whole
6/14/2021

Item: Departmental Status Report - Fire

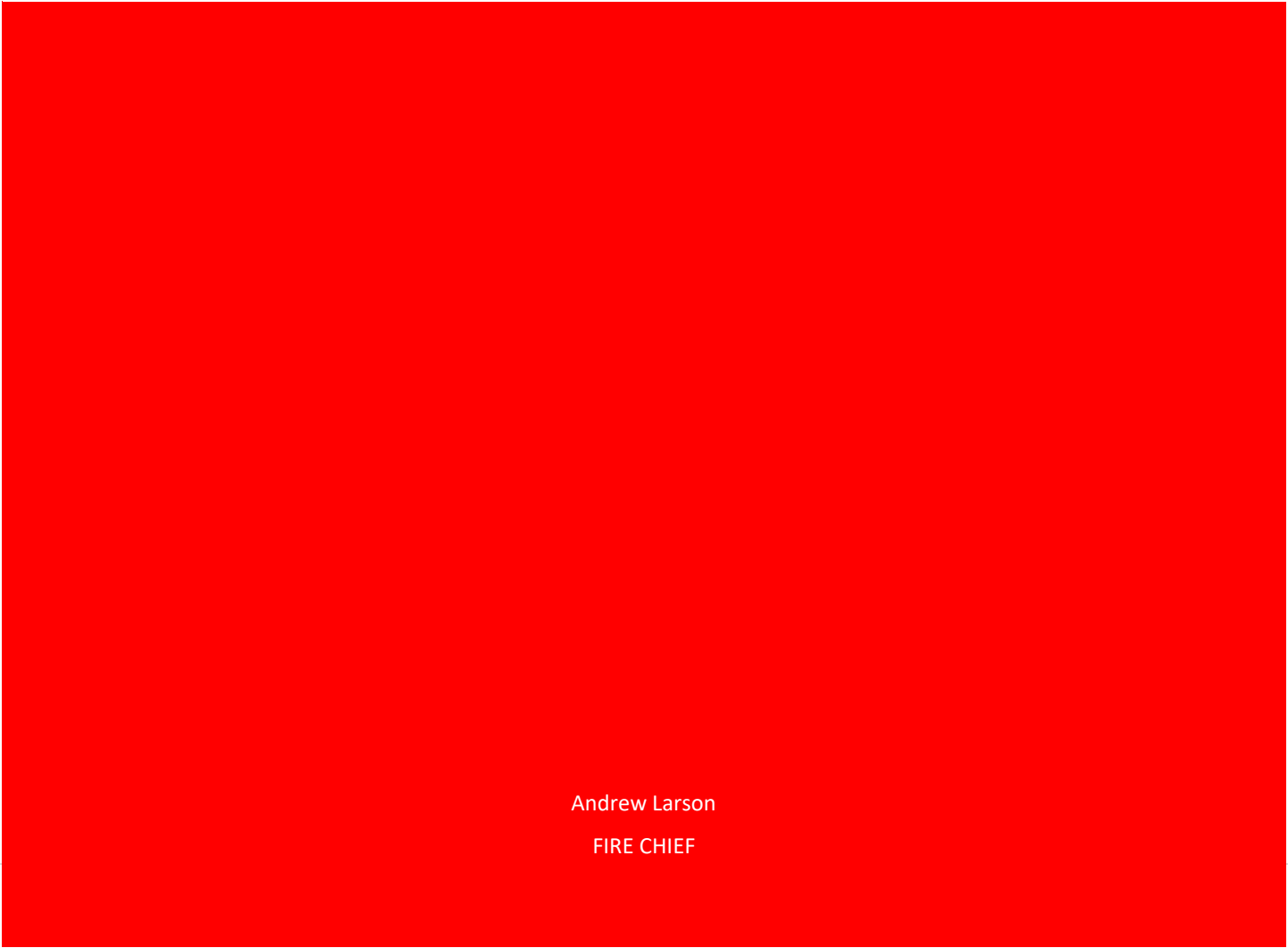
Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Departmental Status Report - Fire	Report



FIRE



Andrew Larson
FIRE CHIEF

SCOPE OF DEPARTMENT SERVICES

The Fire Department provides fire suppression, emergency medical services (EMS), specialty rescue and educational services for the Village's residents and businesses. In 2020 the Department responded to 9,689 calls. Each year the ratio of EMS to fire calls continues to increase. In 2008 66% of the Department's calls were for EMS; for 2020 that figure is 80%.

The Department has a Class 1 public protection rating from the Insurance Services Office. Only a few hundred of the more than 46,000 fire departments in the country have achieved this rating.

All Firefighters have achieved Basic Firefighter Operations certification; all Lieutenants are Fire Officer I certified; Chief Officers are Fire Officer II certified. Fire Chief Andrew Larson, Deputy Chief Ronald Fraider, Division Chief Richard Manthly and Battalion Chiefs Dwayne Wood, John Carpenter and Curt Hanselman have completed the Chief Fire Officer program, making them eligible for the highest certification conferred by the Office of the State Fire Marshal. Division Chief David Roberts is currently enrolled in the program. Division Chief Strojny is enrolled in the Training Manager Course.

The Public Education/Fire Prevention office works to meet the safety needs of our Firefighters, and the safety and educational needs of Village residents through programs like the Katie Project smoke detector initiative and CARE, the Village's program to address the opioid epidemic. In addition, the Public Education Lieutenant reviews construction documents in the Village review process, identifying operational issues.

KEY SERVICES AND FUNCTIONS & ORGANIZATIONAL OVERVIEW

GENERAL

The Fire Department has a staff of 105 sworn Firefighters and three administrative support personnel (two part time). There are 8 Command Staff positions, 16 Lieutenants, and 81 Firefighters assigned as shown below.

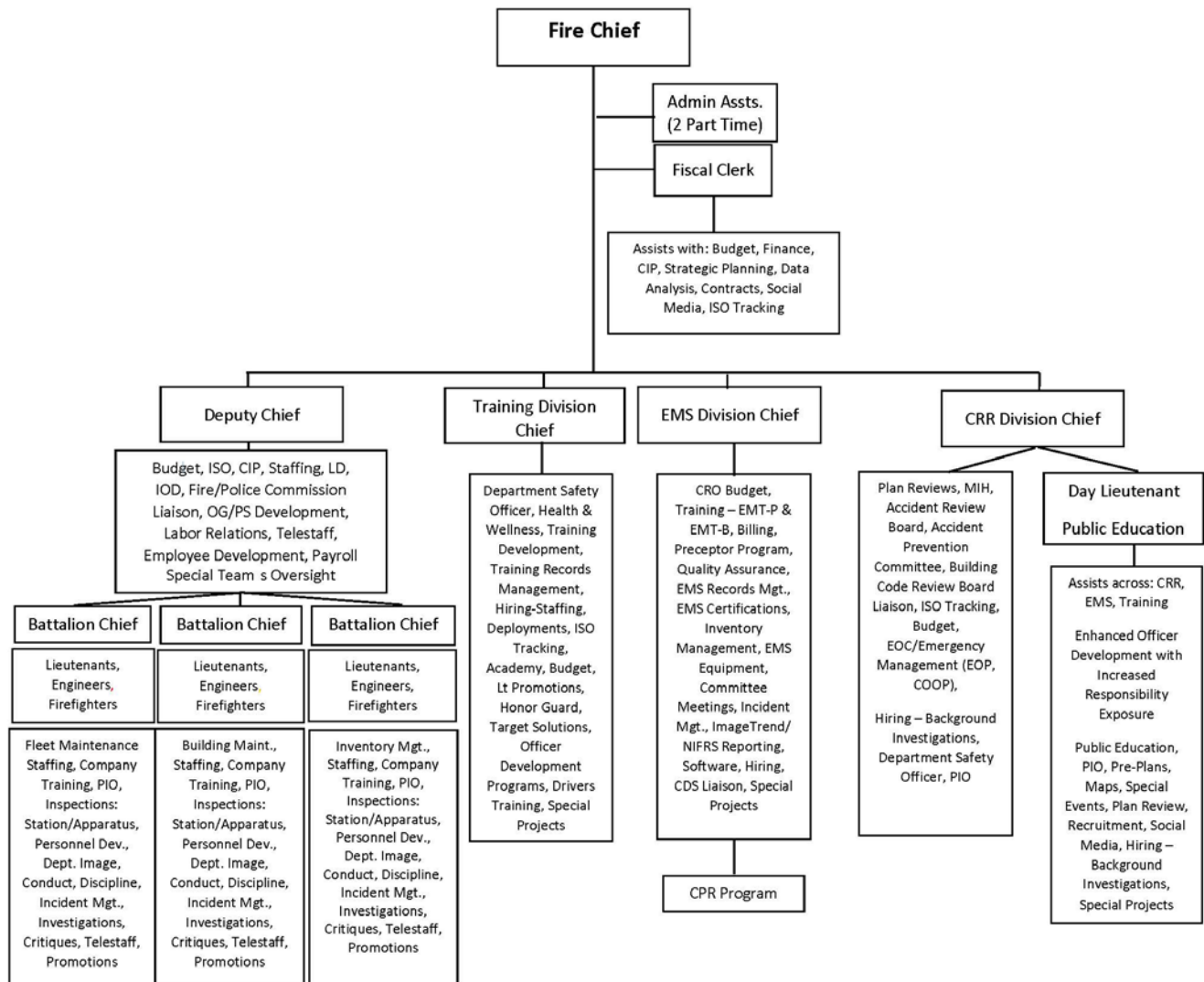
The Command Staff is made up of the Fire Chief, Deputy Chief, three Division Chiefs (EMS, Community Risk Reduction and Training), and three Battalion Chiefs (one for each of the three 24-hour shifts).

The Department operates out of four state-of-the-art fire stations with two ladder towers (one reserve), five fire engines (two reserve), six ambulances (two reserve), and three rescue squads (one reserve). There are also miscellaneous response/service vehicles.

Forty-one members of the Department are members of one of the Department's four specialty teams and have received additional training and certification in those disciplines:

- hazardous materials mitigation
- water rescue
- technical rescue
- fire investigation.

MABAS (MUTUAL AID BOX ALARM SYSTEM) is a multi-state cooperative providing fire, EMS and specialized incident responses in an efficient, coordinated manner. Our Department is one of 12 northwest suburban departments in MABAS Division 1. The MABAS system requires coordination, standardization, reliability, and partnering to achieve faster and better response to emergencies. Members of our specialty teams, who respond to incidents in Arlington Heights, also respond to incidents in other areas and states as members of MABAS Division 1 specialized incident operational teams.



THE FIREFIGHTING AND SUPPORT FUNCTIONS ARE COMPRISED OF FIVE MAIN DIVISIONS:

ADMINISTRATIVE DIVISION

This division is responsible for providing administrative support to the Fire Department. In addition, Emergency Management Agency (EMA), Community Risk Reduction, Public Education, Hazardous Materials monitoring and Fire Investigations have been incorporated into this division.

FIRE SUPPRESSION DIVISION

This division is responsible for firefighting with three staffed engine companies and one truck company. During large-scale incidents, front-line equipment may be augmented by reserve apparatus staffed by off-duty personnel and the Mutual Aid Box Alarm Systems (MABAS) which is a multi-community state-wide mutual aid system.

EMERGENCY MEDICAL DIVISION

Four advanced life support (ALS) ambulances are operated along with two ALS rescue squads and three engines with ALS capability. The Department also maintains two reserve ALS ambulances, one reserve ALS rescue squad, and one reserve ALS engine. All firefighters are trained and certified as Emergency Medical Technicians and nearly two-thirds are trained and

state-certified as paramedics. Both paramedics and EMTs are kept current through an extensive continuing education program facilitated by our systems provider, Northwest Community Hospital.

TRAINING DIVISION

This division is responsible for the initial and ongoing training of all Fire personnel. The Fire Department participates in a State Certification Program whereby all personnel perceive the basic, advanced and officer training necessary to achieve the required certification levels. Nearly all Village firefighting personnel have achieved advanced certification or higher.

COMMUNITY RISK REDUCTION

Under supervision of the Fire Chief, the Fire Risk Reduction Officer is responsible for developing and implementing the department's risk reduction / life safety strategies. This position is evolving in to the department's Public Information Officer while coordinating timely safety messages to the community through multiple forms of media. This position is also working with our Recruitment / Diversity team in an effort to attract applicants that reflect the demographics of our community. Future focus areas will include: safety home inspections for independently living seniors, trip and fall prevention programs within our nursing homes, multi-lingual fire prevention programs for both students and residents, and mobile integrated health care.

WORKLOAD AND PERFORMANCE DATA

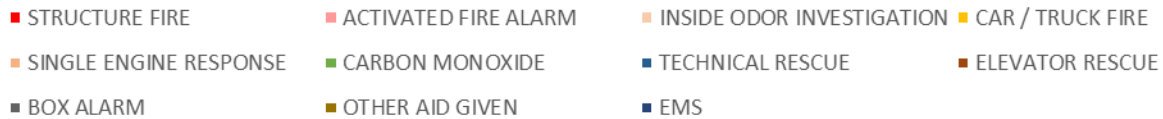
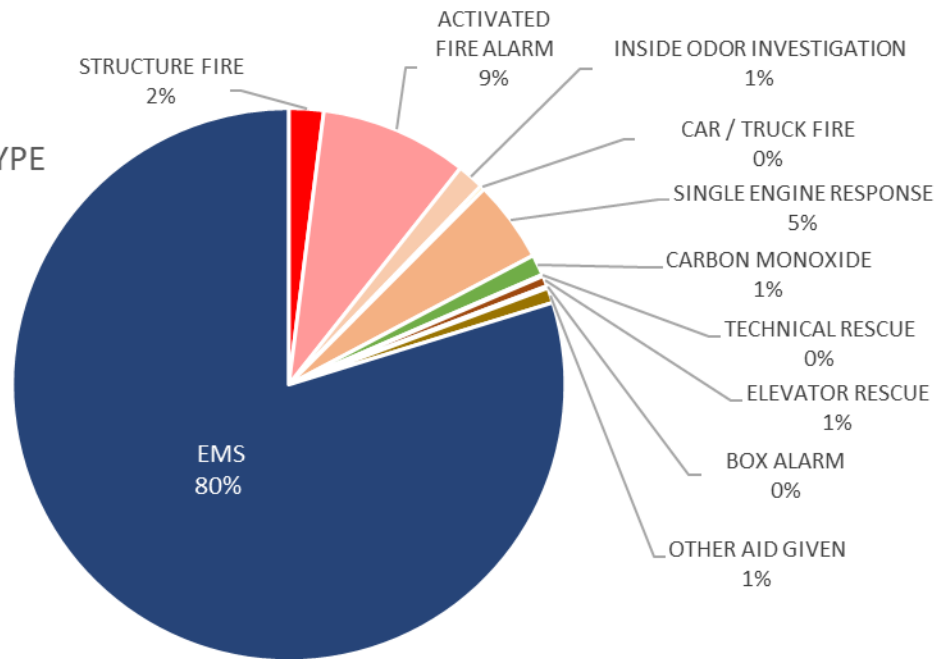
CALL VOLUME

Our call volume in 2020 was 9,689 calls: 1,957 fire and 7,732 emergency medical service calls, broken down as follows:

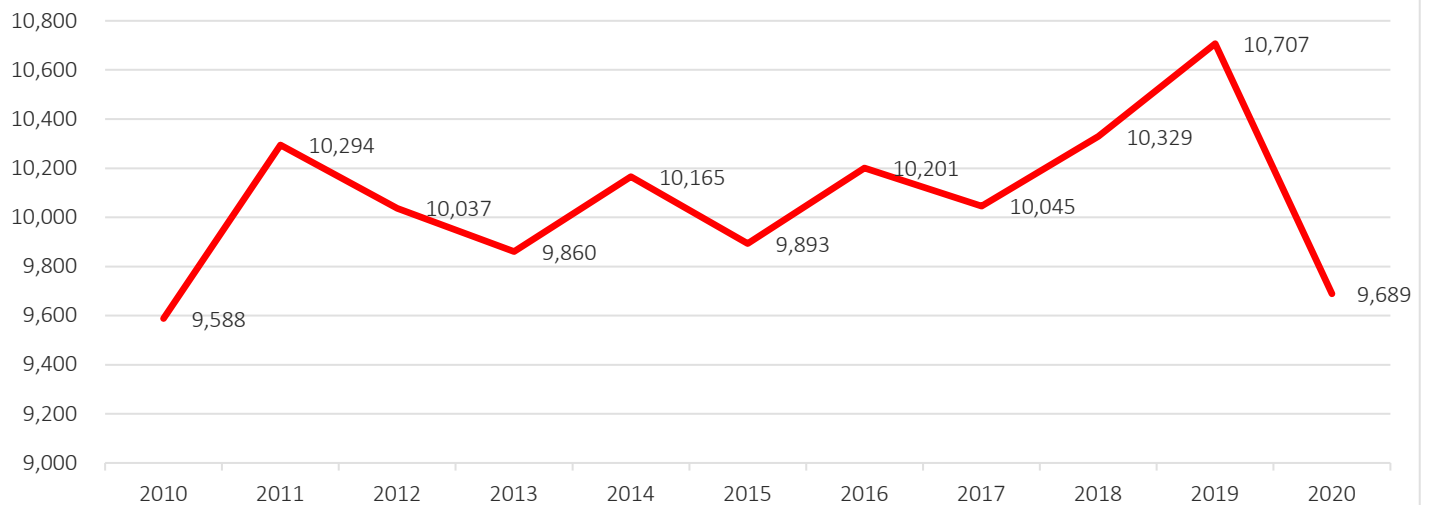
2020 INCIDENTS BY DISPATCHED NATURE

	AH Incidents	Outside AH	Total	Percentage
FIRE RESPONSES				
Single Engine Response	448	15	463	4.8%
Structure Fire	97	100	197	2.0%
Activated Fire Alarm	651	185	836	8.6%
Box Alarm	1	11	12	0.1%
Car / Truck Fire	20	4	24	0.2%
Carbon Monoxide	114	5	119	1.2%
Technical Rescue	1	7	8	0.1%
Elevator Rescue	60	0	60	0.6%
Inside Odor Investigation	123	29	152	1.6%
Other Aid Given	0	86	86	0.9%
TOTAL FIRE RESPONSES	1515	442	1957	
EMERGENCY MEDICAL SERVICE (EMS) RESPONSES				
Ambulance	6955	468	7423	76.6%
Vehicle Accident	246	63	309	3.2%
TOTAL RESPONSES				
Total EMS Responses	7207	531	7732	79.8%
Total Fire Responses	1515	442	1957	20.2%
GRAND TOTAL RESPONSES	8,716	973	9,689	

2020 INCIDENTS BY DISPATCHED ALARM TYPE



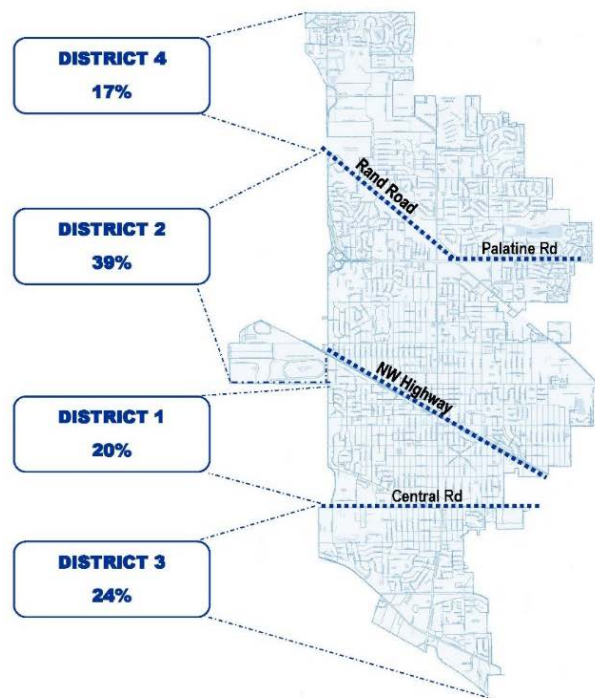
TOTAL CALLS - 10 YEAR TREND



COMPARISONS TO NEIGHBORING COMMUNITIES

Town	Population	# of Shift Personnel	Total 2020 Calls	Firefighter: Calls
Arlington Heights	74,760	105	9689	1: 92
Rolling Meadows	23,532	44	3541	1: 80
Palatine	67,482	91	7416	1: 81
Mt. Prospect	53,719	72	5862	1: 81
Buffalo Grove	40,494	54	4626	1: 86
Schaumburg	72,887	120	8571	1: 71
Streamwood	39,228	51	3880	1: 76
Elk Grove Village	32,400	84	5343	1: 64
Hoffman Estates	50,932	93	5498	1: 59

RESPONSE BY DISTRICTS



RESPONSE TIME

% Response Time 6 Minutes or less	2018	2019	2020
EMS	85.9%	86.5%	81.7%
Structure Fires	93.9%	86.2%	88.4%

AUTOMATIC AND MUTUAL AID

We had continued success in 2020 balancing the giving and receiving of automatic and mutual aid from other fire departments:

2020	AUTO/MUTUAL AID GIVEN	AUTO/MUTUAL AID RECEIVED
EMS	401	411
FIRE	262	266
TOTAL	663	677

KEY ACCOMPLISHMENTS DURING 2020-21 PERIOD

ADMINISTRATIVE DIVISION

REWRITE OF FIRE DEPARTMENT GENERAL ORDERS AND STANDARD OPERATING GUIDELINES

The Department's 23 General Orders and 31 Standard Operating Guidelines were reviewed against current Departmental operations. Several of the General Orders and Standard Operating Guidelines were noted to be obsolete and therefore discontinued. Many of the General Orders and Standard Operating Guidelines received modification to comply with current best practices and conditions. All General Orders and Standard Operating Guidelines were then rewritten as Operating Guidelines/Policy Statements. As a result of this project, the Department has identified additional areas of need which require the creation of Operating Guidelines/Police Statements.

EMPLOYEE ONBOARDING

The Department implemented a program which pairs recruit Firefighters with experienced employees acting as mentors. Through this program the mentors are able to enhance the knowledge and skills of the recruits while exposing and educating them to the culture of the Department. This program is focused on providing the recruit with the tools necessary for a successful career as a member of the Arlington Heights Fire Department.

INCREASING DIVERSITY IN THE WORKPLACE

The Fire Department formed a recruitment team to increase its outreach efforts in an attempt to attract a more diverse candidate pool for the entrance examination process. Team members established relationships with several secondary education facilities in order to share testing related information while also establishing an electronic information sharing process throughout IT Department. Additionally, team members participated in a virtual Diversity Employment Day: Career Fair and Roundtable, hosted by City Career Fair productions.

RISK REDUCTION DIVISION

The Fire Department created a new Division known as Risk Reduction. A timely creation as this Division assisted the EMS Division with development of the Department's COVID-19 Pandemic response. Risk Reduction enhanced the Public Education initiative by sharing safety messages via Social Media, a new platform for the Department. Risk Reduction also focused on resident and employee safety aspects by developing Incident Action Plan regarding Arlington Alfresco and Safety Policies including Occupational Noise Protection and Organizational Emergency Plan. Administratively, Risk Reduction serves as the Department's worker's comp and FMLA representative.

REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

OPIOID EPIDEMIC

Opioid overdose EMS calls have been increasing for several years. However, in 2020 we did see a reduction in these calls, due at least in part to availability of the reversal drug, Narcan, and the willingness of people to administer the drug. We are carefully monitoring this year's incidents, as it appears from the limited data we have that the number of calls could again be on the rise.

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
January	1	4	5	0	4	2	6
February	0	2	3	2	7	1	1
March	1	6	1	3	2	2	5
April	3	2	8	4	5	1	
May	1	2	3	3	2	3	
June	1	5	7	1	0	4	
July	2	3	2	3	0	7	
August	0	5	3	1	4	2	
September	0	5	2	4	2	4	
October	1	5	4	5	5	3	
November	0	3	3	1	2	1	
December	1	3	4	3	3	3	
Totals	11	45	45	30	36	33	

ERP: TIME & ATTENDANCE

In order to properly integrated with the Village payroll system and other departments; the Fire Department will be moving to the same Time & Attendance solution as the Police Department.

REDEVELOPMENT OF ARLINGTON PARK

Developing the entire site in to residential properties could result in the need for a fifth fire station. Incorporating a mixed use style of development say residential and commercial/industrial may limit the need for an additional structure but when coupled with potential developments throughout the Village may result in the need for additional response apparatus such as an ambulance and/or fire engine. Without knowing what is slated for the property it is difficult to say precisely what needs Fire will have but it is realistic to prepare for an additional ambulance and possible additional fire suppression vehicle.

SUCCESSION PLANNING

A current challenge for us and the fire service in general is recruiting capable people to fill job openings created by retirements. The potential exists for 52% of our personnel to retire within the next five years as 55 of the department's current 105 personnel will have met the necessary minimum time and age requirements. Of those 55, nearly 36% are department officers.

- Average age of current personnel – 44.4 years
- Average number of years of service – 15.6 years
- 37 personnel meet age/service requirements to retire now (35% of department)
- 11 personnel will meet age/service requirements to retire in next 1-3 years (10%)
- 7 personnel will meet age/service requirements to retire in next 4-5 years (7%)
- 55 personnel will meet age/service requirements to be able to retire in the next five years (52%)

To ensure that we have capable personnel to step into key roles, we will continue to focus on effective succession planning. In addition to internal training practices, e.g., personnel “acting” as supervisors (spending a shift acting in a Lieutenant or Battalion Chief capacity), we are boosting efforts to get personnel through the State of Illinois enhanced Company Fire Officer program (COFO), which is designed for Firefighters working toward promotion to Lieutenant.

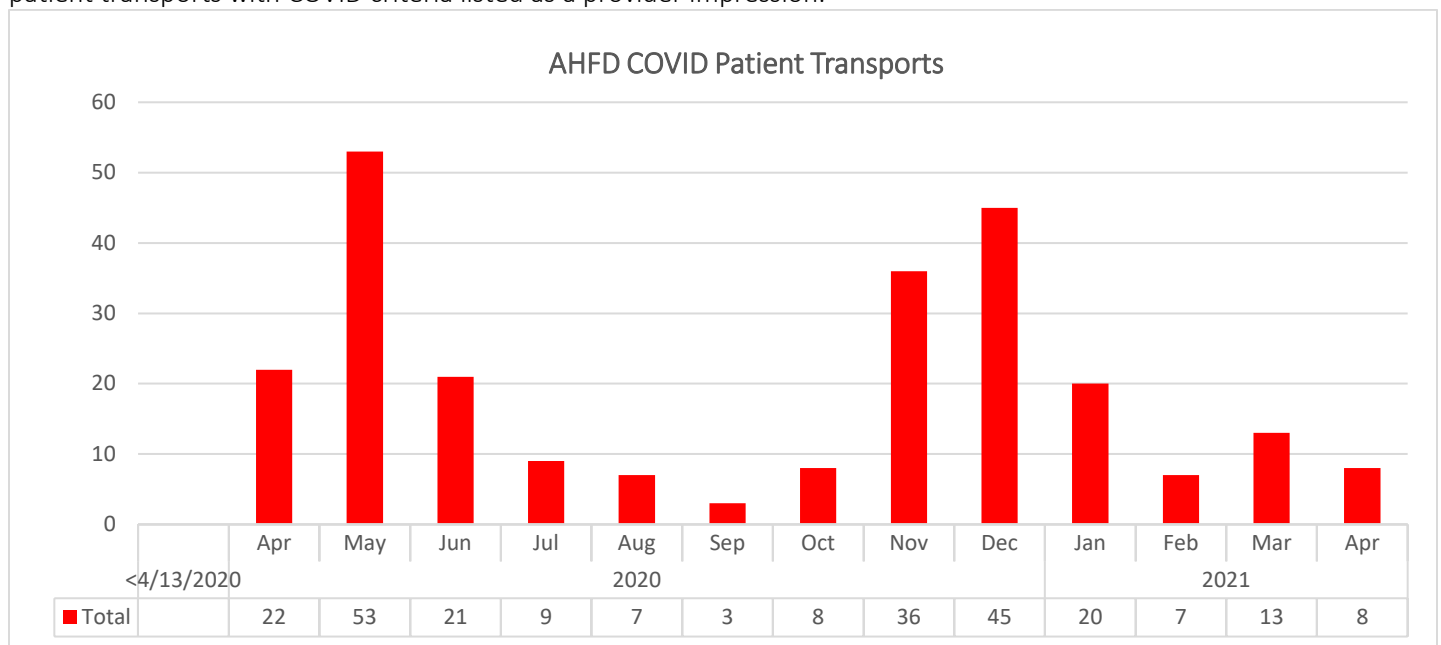
In addition, six of our Chief Officers have completed or are in the process of completing the Illinois Chief Fire Officer (CFO) program. CFO certification is the highest certification for a Fire Officer, and very difficult to attain. In addition to a full year of classes, candidates must present detailed evidence of knowledge, education and experience to a very demanding review board. Candidates are put through the rigors of oral examination by members of the review board as well.

A new and unique challenge presents itself in succession planning in today’s fire service. It is estimated that millennials will make up 75% of the U.S. work force by 2025. The incoming workforce typically has stronger technological skills than mechanical skills. Vocational and educational opportunities differ among the newer generations than those of our current workforce. Traditional officer development programs which focus on Company Operations and Building Construction may no longer be relevant. It is likely that new programs will need to focus on areas such as Organizational Structure, Building Components, Decision Making and Leadership Qualities.

COVID-19

The COVID pandemic had a significant impact on Fire Department operations in 2020 and into 2021. Extraordinary efforts were made to continuously provide Personal Protective Equipment (PPE) such as N95 masks, gloves, gowns, and eye protection PPE to Fire Department throughout the pandemic. The Village Board approved \$100,000.00 of contingency funds in June of 2020 for PPE, cleaning supplies, protective clothing, and training for COVID of which \$78,832 was utilized. The Village was able to recoup \$20,737 from FEMA for PPE and \$81,266 from the Cares Act for lost Ambulance Transport Revenue. We will continue to seek Federal funding where available. Fire Department’s Designated Infection Control Officers also played a key role in managing COVID exposures, informing personnel of COVID positive patient transports, and providing guidance when quarantine was required.

Several COVID Department directives were issued throughout the pandemic to maintain the highest level of service while meeting safety recommendations from the Center of Disease Control, Illinois Department of Public Health, and the Cook County Department of Public Health. COVID precautions were utilized on all Fire Department responses including over 250 patient transports with COVID criteria listed as a provider impression.



POTENTIAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

STANDARD OPERATING GUIDELINES AND GENERAL ORDERS

The Department's 30 Standard Operating Guidelines and 23 General Orders need to be reviewed and modified as needed.

STRATEGIC PLANNING

The Department's current Strategic Plan is outdated and needs to be rewritten. A committee will be formed to outline the long-term vision for Department operations as well as the short-term or tactical goals required to accomplish this vision. In addition to these objectives, the Plan will include a reaffirmation of the Department's mission and values.

FIREFIGHTER SAFETY

Our number one goal will always be firefighter safety. We will develop strategies and implement training programs to enhance firefighter health, safety, and survival. Safety is both an individual and team responsibility. Supervisors and employees shall take an active role in their personal safety and safety of their crews.

CANCER AWARENESS AND PREVENTION

As an industry, firefighters face a 250% greater risk of cancer compared to the general population, due to regular exposure to carcinogens. According to recent research published by the International Association of Fire Chiefs, an average of 63% of all firefighters will contract cancer at some point in their lifetime. As the Fire Department, we are embarking on a continued program to educate our personnel on cancer awareness and prevention protocols.

BEHAVIORAL HEALTH

Heart attacks continue to be listed as the leading cause of death associated with line-of-duty injuries and illnesses. Over the past decade cardiac related events have accounted for 44% of the on-duty deaths, roughly 220, within the industry. Unfortunately, first responder suicide occurs at a rate nearly 5 times more than cardiac related events. During the same decade where nearly 220 firefighters died as a result of cardiac related events, over 1,200 first responders took their own lives. As a Fire Department we will present on-going suicide awareness and prevention training with a focus on: anxiety, depression, PTSD, and marriage and family issues.

The mission of the Peer Support Program is to provide emotional wellness resources for firefighters in a non-judgmental, confidential setting. Our program is an adjunct to the Village's Employee Assistance Program, and has been expanded to include immediate family members of our personnel as well. Three of our Firefighters were trained in Peer Support in 2016. In March of this year three additional employees were trained to offer this service to our firefighters.

RECRUITMENT AND RETAINMENT

Recent changes were made to our entry level testing process in an effort to attract a more diverse and representative department. We will continue to review our processes and adjust the components so our desired outcomes are reached. Additionally, the departments recruitment team will continue to participate in career and job fairs while expanding efforts towards candidate orientations and career exposure.

COMMUNITY OUTREACH

Most of our community outreach currently focuses on fire prevention. We need to expand the scope of our outreach to focus on EMS based programs. Focus programs might consist of CPR, Senior Home Safety, EMS Youth Program, along with other Safety Presentations and Educational Workshops.

COMMUNICATION

The impact of COVID-19 was not only felt within the department but also within our ability to communicate with the public. In an attempt to limit exposure to COVID-19, the department initiated strict personnel movement policies which limited employee movements between stations and shifts. As a result, Administration has noted the formation of in-house silos being formed. In an effort to de-construct those silos, Administration will need to enhance its communication efforts and replace the informal lines of communication with formal, structured lines. Additionally, after an extended absence, the department relishes the opportunity to re-introduce public education to the community. We will re-visit our offerings with an intent to enhance our EMS Outreach Program.

EQUITY AND INCLUSION

In support of the Villages on-going Diversity, Equity, and Inclusion initiative, the department will take a focus on our abilities to be a fair and inclusive environment. As a department we are challenged with our employment opportunities based upon a candidate testing success but as a department we can strive to develop an environment that makes welcome the employee differences and appreciates the differences we each have to solidify our overall output.

BACK-TO-BASIC TRAINING INITIATIVE

The Training Division will further develop employees through a training program that focuses on the roles and responsibilities of the first arriving engine and truck. These roles and responsibilities may include but are not limited to; scene size-up, apparatus positioning, water supply, fire flow calculations, use of manpower, and other.

IN CLOSING

The Fire Department continues to provide a wide range of services in fire suppression, emergency medical services, specialty rescue and education services. With the increasing ratio of EMS calls, the Fire Department will broaden community outreach programs to include EMS based programs which previously focused on fire prevention.



Committee-of-the-Whole
6/14/2021

Item: Departmental Status Report - Planning

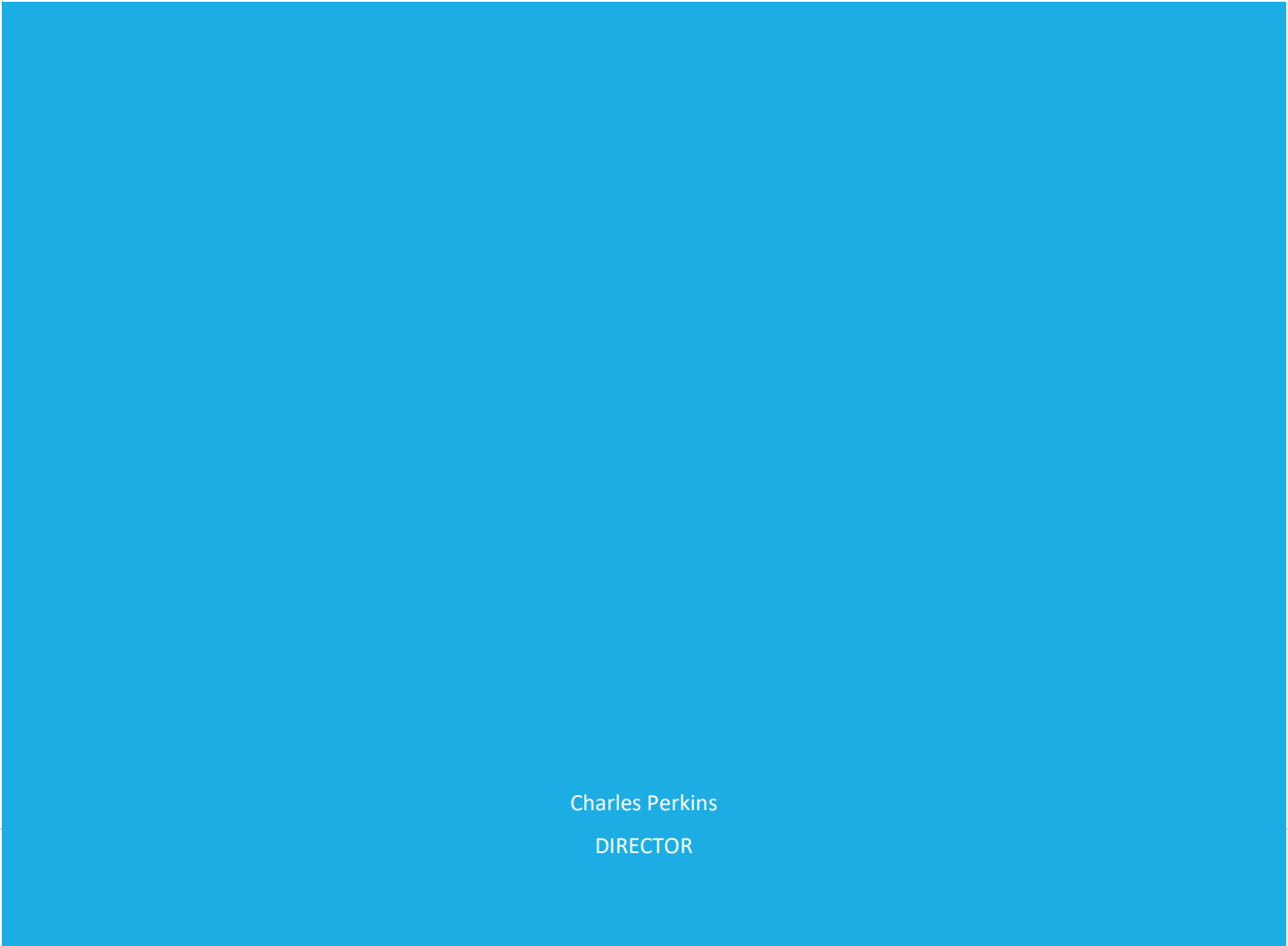
Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Departmental Status Report - Planning	Report



PLANNING & COMMUNITY DEVELOPMENT



Charles Perkins
DIRECTOR

SCOPE OF DEPARTMENT SERVICES

KEY SERVICES AND FUNCTIONS

The Village of Arlington Heights Planning & Community Development Department Staff are dedicated to the betterment of our community. Department Staff provides professional and technical assistance regarding Planning, Zoning, Subdivision, Business and Economic Development, and Design. They also administer State and Federal Grant programs, Housing Initiatives, and Community Art program.

VISION STATEMENT

A Planning & Community Development Department that is recognized as an award-winning professional department providing a pro-business environment while maintaining a superior quality of life and ensuring quality development that is balanced and meeting needs of the citizens of Arlington Heights.

MISSION STATEMENT

To ensure professional, courteous, consistent and reliable service through management and oversight of the divisions within the Planning & Community Development Department.

DEPARTMENT OBJECTIVES

- Provide professional expertise and assistance.
- To promote the highest quality development that the community deserves.
- Balance the needs and concerns of Arlington Heights residents.
- Provide timely and professional advice to the Village Board and other Boards and Commissions.
- Provide dedicated and courteous assistance to the public.
- Implement the department's budget in a fiscally responsible manner.
- Ensure that planning related data is up-to-date and maintained.

THE PLANNING & COMMUNITY DEVELOPMENT DIVISIONS

The Planning & Community Development Department is comprised of the following program areas:

- Zoning & Development Review
- Long Range / Comprehensive Planning
- Redevelopment/Tax Increment Financing
- Business & Economic Development
- Design Review & Beautification
- Housing

LEGAL AND OPERATIONAL RESPONSIBILITY

Responsibilities of the Department are established within the Illinois State Statutes and the Arlington Heights Municipal Code. The Illinois State Statutes set forth statutory obligations for planning, zoning, tax increment financing, and other land use regulatory provisions. Section 3-307 of the Village of Arlington Heights Municipal Code creates the office of the Director of Planning & Community Development.

“The Director of Planning & Community Development shall oversee the following: the preparation and maintenance of the comprehensive plan, development review, community development, economic development, urban design and beautification, and redevelopment; shall act in advisory capacity on all planning related matters to the Board of Trustees; shall act as liaison to

the Plan Commission, Zoning Board of Appeals, and other commissions as deemed necessary; and shall perform such other duties as the Village Manager may direct from time to time.”

Planning and Management Assistance: Maintains and updates planning related data, responds to inquiries on planning, zoning, signage, and subdivision matters, and conducts studies which assist the decision-making process of Village development. Analyzes and interprets zoning for all properties in the Village, Planned Unit Developments (PUD's) and special uses.

Long Range/Comprehensive Planning: Formulates policies affecting overall and long-term Village development; collects, analyzes and presents data to determine community goals, assists in their attainment, interprets the Comprehensive Plan and implements the Comprehensive Planning Program. Facilitates development of the Downtown Master Plan, South Arlington Heights Road Corridor Plan, Hickory Kensington Redevelopment Plan, Tax Increment Financing Districts, and coordinates their implementation.

Business & Economic Development: Coordinates the Village’s Business Retention and Attraction Programs, recruiting new businesses to the community and working to retain existing businesses. Monitors community and economic development activities, and promotes and markets the Village to maintain and enhance its economic base. Develops and coordinates the Discover Arlington Marketing and the Village’s Economic Development Strategy.

Zoning and Development Review: Coordinates the Village's development review process for new development or redevelopment including PUD’s, rezoning, special uses, preliminary and final plats of subdivision, land use variations and zoning variations. Analyzes issues and formulates recommendations to the Plan Commission and Village Board regarding the Zoning and Subdivision Control Regulations to better implement the Comprehensive Plan. Reviews building permits for compliance with zoning & subdivision, and sign codes. Zoning and Landscape enforcement was added in 2018.

Housing: Administers various grant programs available from Federal agencies and provides assistance to qualified residents and public/private agencies in obtaining funds for eligible services. Prepares the Village’s Consolidated Plan, Annual Action Plans, Fair Housing Plan and monitors legislation. Developed and implements Inclusionary Zoning (IZ) Ordinance and Housing Trust Fund.

Design Review and Beautification: Oversees the Design Commission Review and Administrative Review process for single family homes, commercial development, signs and variances for signage. Implements Design Guidelines and Sign Code Tool Kit. Develop Capital Improvement design projects including Downtown streetscape, beautification, pedestrian spaces, banners, signage, and Green corridors.

Redevelopment/Tax Increment Financing: Analyzes, defines, selects, and prepares specific area redevelopment studies including a systematic approach to Downtown revitalization. Administers the Village’s four Tax Increment Financing (TIF) Districts.

Boards and Commissions: Provides technical and administrative support, professional assistance and liaison to Boards and Commissions/Committees.

WORKLOAD AND PERFORMANCE STATUS

The Planning & Community Development Department continues to be extremely busy performing a multitude of tasks. It continues to be a balancing act to move forward on longer term complex and challenging projects given the voluminous day to day zoning permit activity and general department inquiries. Constant pressure regarding process and deadlines needs to be balanced with providing good customer service. Working with small businesses and residents is time consuming to provide the high level of service our customers deserve and should be provided.

<u>Performance Measures</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Development – Plan Commission			
# of Temporary Files	31	39	36
# of Plat and Subdivision Cases	22	24	20
# of Comprehensive Plan Sub-Committee Cases	0	0	0
# of Ordinance Review Committee Cases	1	1	0
# of PC Applications	24	24	12

Development – Other	2018	2019	2020
# of all Zoning Reviews	1490	1499	2124
# of ZBA Applications/Reviewed	41	31	38
# of Building Permit Reviews	1237	1254	1921
# of Business License Reviews	134	128	106
# of Home Occupation Reviews	9	13	9
# of Sign Permits	247	215	244
# FOIA's	108	86	81
# Special Use Waiver Restaurant	4	3	0
# Special Use Waiver Antenna	12	12	9
# Admin. Parking Waiver	1	6	1
# Code Enforcement	6	8	3
Community Development			
# Single-Family Rehab Projects	2	0	2
# Rental Rehab Units	0	4	0
# CDBG Public Services Beneficiaries	538	407	369
# Public Facility Improvement Projects	6	3	3
Design Review			
# of Reviews by Design Commission	70	50	37
# of Administrative Single-Family Homes	47	47	34
# of Administrative Signage Reviews	7	13	6
# of Administrative Commercial	3	2	1
# of Temporary Files	31	46	28
# of Miscellaneous Administrative Reviews	1	1	2
# of Small Rear Yard Addition Reviews	59	46	50
Special Projects			
# of Special Projects	37	38	35

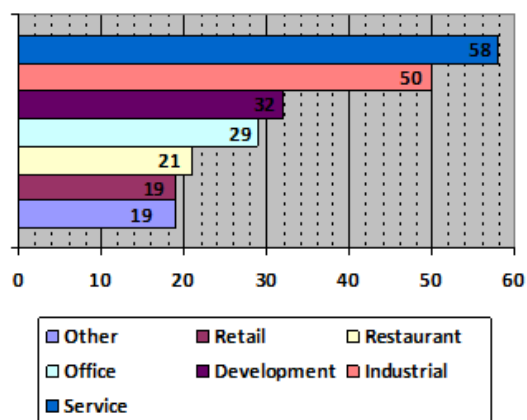
BUSINESS ATTRACTION AND RECRUITMENT 2020

In 2020, the Department engaged in 308 business attraction and recruitment efforts to try to attract 228 individual businesses and commercial/industrial developments to the community.

A total of 58 new businesses were attracted and are providing 935 jobs in the community, while reoccupying 625,440 square feet of previously vacant space.

Recruitment Efforts by Business Type

Business Type	TOTAL
Auto	5
Development/Mixed-Use	32
Entertainment	7
Hotel	1
Industrial/Manufacturing	50
Institutional	6
Office	29
Restaurant	21
Retail	19
Service	58
TOTAL	228



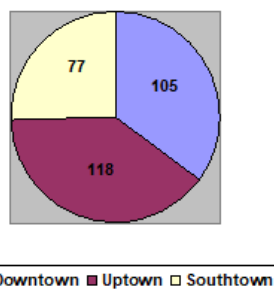
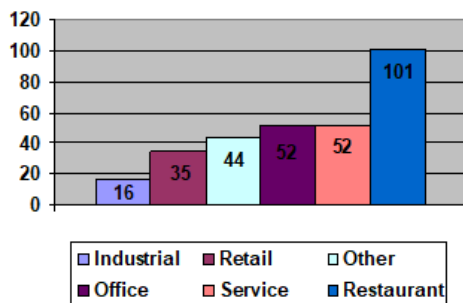
Outreach to businesses already located within Arlington Heights is a critical aspect of the Department's economic development efforts. In 2020, the Department conducted 646 outreach efforts to 300 unique local businesses:

Retention Efforts by Business Type

Type	TOTAL	Type	TOTAL
Auto	6	Institutional	8
Development	9	Office	52
Entertainment	12	Restaurant	101
Hotel	9	Retail	35
Industrial	16	Service	52

Retention Efforts by Location

Location	TOTAL
Downtown	105
Uptown	118
Southtown	77
TOTAL	300



KEY ACCOMPLISHMENTS DURING 2020-2021

COVID-19 RESPONSE

A major effort of the Department during 2020/2021 was responding to the pandemic and developing a response to the various restrictions levied upon Arlington Heights businesses. This included the creation of programs and participation in decisions for initiatives such as liquor license relief, additional restaurant assistance with food and beverage tax deferrals, communication through social media and constant E-blasts to our businesses identifying COVID 19 relief programs available at the State, Federal, and local level. In addition, Department Staff, quickly adjusted to going virtual with Staffing, commission meetings, and speeding up transfer of documents and processes to electronic format.

COVID-19 RELIEF ZERO INTEREST LOANS

Department Staff developed and the Village Board approved COVID Relief Zero Interest loan program to provide zero interest free loans up to \$10,000 for eligible small businesses with 5,000 sq. ft maximum floor area. Application forms were created and promoted. In total, 18 businesses were approved for \$10,000 zero interest loans.

COVID-19 FORGIVABLE SMALL BUSINESS LOAN

With the use of Federal CDBG funds a small business forgivable loan program is being finalized to provide up to \$5,000 forgivable loans to eligible businesses.

ARLINGTON ALFRESCO

As part of the Department's annual presentation to the Board in 2019, several new amenities and initiatives were highlighted for further evaluation. This included continuing to add Downtown amenities to keep Arlington Heights on the "cutting edge". One example included exploring the possibility of Vail Avenue as a curbside street in order to make it easier to close for events. Funds were provided in the budget and a consultant was retained to study this concept further with Staff. However, with the onset of COVID, this project was temporarily placed on hold. The focus shifted to how to assist restaurants in the Downtown area and beyond and the concept of Arlington Alfresco was born. From idea to implementation and evaluation a significant amount of

Department Staff time was focused on Arlington Alfresco. Arlington Alfresco began June 2 through mid-November 2020 and re-commenced mid-March 2021. A unique brand was created as a result of Arlington Alfresco. A detailed evaluation report was presented to the Board in January 2021, and certain enhanced features will be introduced this year. A general customer survey received 5,963 responses with 98.3% of customers indicating their experience of Arlington Alfresco was “very positive” or “positive” and 94.4% stated it should be an annual event/experience. The National Restaurant Association estimates that over 100,000 restaurants closed in 2020. Zero downtown Arlington Heights restaurants closed.

CURRENT VILLAGE BOARD STRATEGIC PRIORITIES STATUS

STRATEGIC PRIORITY PROJECT 1B - TAX BASE EXPANSION REPORT

A Confidential Tax Base Expansion Report was completed and distributed to the Board. It evaluates numerous potential growth sectors in the economy for the Village to explore as efforts to diversify its tax base. The findings of this confidential report will be utilized as a tool towards marketing and business attraction efforts. One example is the opening of Carvana, an on-line only car sale generating local sales taxes.

STRATEGIC PRIORITY 2 - REVIEW AND UPDATE THE VILLAGE’S AFFORDABLE HOUSING STRATEGY

Extensive research and evaluation took place regarding how to address the Village’s affordable housing strategy, including surveys of for-profit and non-profit developers and multiple Committee of the Whole meetings. In 2020, the Village adopted the Inclusionary Zoning Ordinance and is only one of seven communities in the Chicago Metro area with an Inclusionary Zoning Ordinance. In addition, Staff developed administrative guidelines that are updated annually and placed on the Village website. Village Staff and the Housing Commission are currently evaluating the Affordable Housing Trust Fund and generating priorities for potential use of these funds.

STRATEGIC PRIORITY 4 INCREASE EFFECTIVENESS THROUGH VILLAGE PROCESSES

Implementation of the Departments Laserfiche conversion was identified as a priority and work is underway relative to the phase 1 conversion process. All Zoning Board of Appeals (ZBA) files have been scanned, converted from microfilm or paper files, coded, and uploaded into the laser fiche system. The Design Commission file cleaning process is currently underway. The impact of COVID-19 and the reduction of usage on budgeted funds slowed down this process. However, COVID accelerated the use of electronic transmission and other forms in the planning process.

STRATEGIC PRIORITY 5 - ENHANCE BUSINESS DEVELOPMENT EFFORTS

BUSINESS DEVELOPMENT MARKETING UPDATE.

After a review of an internal evaluation of Discover Arlington re-branding, the Board provided direction to refresh the marketing ads, campaign and logo. A Request for Proposal was distributed and in March 2020, a marketing consultant was selected, and a contract was executed. The project was placed on hold due to COVID-19. In the second quarter of 2021, Staff reengaged with the consultant to move this project forward.

VILLAGE GATEWAY CORRIDOR ENHANCEMENT EFFORTS

The Department continues to enhance and focus attention on corridor enhancement efforts that provide aesthetic and economic value. These corridors include:

- *Northwest Highway* - a phased landscape improvement program was previously adopted by the Village Board and annual landscape improvements have been implemented. The 2020 phase improvements were postponed due to COVID-19 and the project was rebid in 2021.
- *Rand Road/Palatine Road Improvements* - Efforts have been delayed, soliciting IDOT approval and alternative options continue to be explored to move this project forward.

- *South Arlington Heights Road/Southtown Entertainment Feasibility* - Initial improvements and upgrades were made to the corridor. The South Arlington Heights corridor plan was adopted by the Village Board and implementation steps are underway. In June 2020, the Village Board adopted the Redevelopment Plan and Eligibility Study and created a Tax Increment Financing District for the area. Department Staff continue to work with developers along this corridor in furtherance of the redevelopment plan.

STRATEGIC PRIORITY 6 EXPLORE NEW SUSTAINABILITY INITIATIVES

Research evaluation and preparation of preliminary cost estimates for potential sustainable energy efficiency projects in order to utilize green aggregational funds was completed. A draft memorandum report was distributed to the Board for feedback. A decision was made to not proceed forward with any of the projects, due to COVID-19 and to reevaluate in 2021. The first phase project recommended was to implement a pilot program for car charging stations in the Vail Avenue garage.

DEVELOPMENT

Department Staff are proud of the relationships forged with the private sector. The building of relationships, managing development projects, understanding private sector needs, and molding them to meet Village codes and regulations for the betterment of the community is a challenging and rewarding experience.

- *Arlington Downs* - Department Staff continue to work with the developers of the Arlington Downs mixed-use development that was first approved in 2012 and amended again more recently. The PUD was amended to allow for 116 room hotel and ADR II a 263 residential development. In 2020 an administrative approval for substantial compliance was granted to First Ascent rock climbing facility. Department Staff facilitated an agreement between the property owner and First Ascent to allow the project to move forward despite the COVID 19 pandemic. A Class 7 Tax Abatement was granted by the Village for First Ascent. In December 2020, First Ascent acquired the property and began interior buildout for their rock-climbing facility. It is anticipated that the First Ascent and the phase two residential would be completed towards the end of 2021.
- *4 N. Hickory Apartments* - A redevelopment agreement was negotiated and approved by the Board for 4 N. Hickory. The 76 residential mixed-use apartment development with 3,400 square feet of commercial space was temporarily placed on hold due to COVID 19. In April, the developer resubmitted plans for an amended building permit. Staff is awaiting a response from the developer regarding whether they have construction financing and their timing to proceed forward.
- *Chez Hotel* – Extensive time and effort was devoted to the proposed Chez Hotel. The 62-room boutique hotel on Algonquin Road will expand European Crystal Banquet hospitality offerings. This project was built to the eighth floor and weatherized when the construction was placed on hold due to COVID 19.
- *Hamilton Partners 703-709 W. Algonquin Road* – A Planned Unit Development amendment was approved for to facilitate Frito-Lay, a subsidiary of PepsiCo, a Fortune 100 company to relocate into the new development creating over 150 jobs. Department Staff facilitated a resolution between Hamilton Partners and Weber Marketing Systems regarding loading delivery and access logistics.
- *Trammell Crow Senior Living Facility* – Department Staff facilitated and worked with the developer for a rezoning and a Planned Unit Development for a senior living facility proposed by Trammell Crow at the southeast corner of Seegers Road and Arlington Heights Road. This is a 7-acre site that will be part of the South Arlington Heights Corridor.
- *Amazon Logistics* - Amazon Logistics warehouse distribution facility was attracted to the former Nokia property in North Arlington Heights. Amazon completed their construction and opened for operation in the Fall of 2020. This completes a lineup of International companies reoccupying the former Motorola/Nokia property. Now located on this campus is HSBC North American Headquarters, Northrop Grumman, Amazon Distribution Facility, and another Fortune 100 company.
- *International Services Inc.* – Department Staff worked with International Services Inc. in reviewing and the Board approved a Class 7 Tax Abatement for International Services to acquire the 3650 Wilke Road properties. International Services will relocate their headquarters and bring 300 employees to the facility in Arlington Heights.

DOWNTOWN DEVELOPMENT

Continued redevelopment of Downtown and maintenance of existing infrastructure is vital in helping keep Downtown Arlington Heights as a dining and entertainment destination.

- *Arlington 425* – Department Staff spent a significant amount of time with the developers of Block 425. In 2020 Staff worked with Arlington 425 and Sigwalt 16 regarding ComEd utility relocation and the Board granted an extension to the Planned Unit Development and Plat of Subdivision. In 2021, Department Staff worked with the developers regarding an amendment to the Arlington 425 Planned Unit Development. Much of the discussion revolved around ensuring that there was sufficient parking for the proposed development, as well as many other features of the development. The Village Board considered the project and approved an amendment to the PUD in early May 2021.
- *Sigwalt 16* - A 16-unit three story townhouse development was approved and is under construction on the southern portion of Block 425.
- *Former AT&T Property* – Department Staff has been working with the contract purchaser of the former AT&T property to repurpose the building as high-quality office development. Significant reinvestment in the building will be needed to secure tenants. Staff has matched up prior interested tenants with the contract purchaser. It is anticipated that a Class 7 Tax Abatement will be requested and significant upgrades, interior and exterior facades will be made.

TAX INCREMENT FINANCING AND CONFIDENTIAL REPORTS

Numerous confidential reports are provided to the Board throughout the year. In addition, the Planning & Community Development Department is responsible for managing and implementing the Tax Increment Financing Districts filing the appropriate reports with the State.

- *TIF District #4:* This District is located at the northeast corner of Arlington Heights Road and Golf Roads. Properties at the immediate corner of Golf and Arlington Heights Road have been purchased by the Village for future redevelopment. Department Staff continue to work with Ryan Companies regarding the development of a mixed-use development for a senior living facility. The Village also recently purchased an additional property, 139 East Golf Terrace.
- *TIF District #5:* Located at Rand and Palatine Roads and includes Town & Country Shopping Center and Southpoint Shopping Center. Town & Country was successfully redeveloped several years ago, although Southpoint Shopping Center remains to be substantially improved. Planning & Community Development Staff continue to meet and discuss redevelopment strategies and options with the different property owners that comprise Southpoint Shopping Center. Department Staff worked with Town & Country ownership, to attract a major grocer to occupy the vacant grocery space that had not been occupied for five years. Staff also worked with a fast-casual restaurant Raising Canes that has begun construction in an outlot in front of the former Dominick's grocery space. Staff negotiated a \$1.4 million tax incentive and redevelopment agreement which was adopted by the Village Board in December 2020 in order to facilitate reinvestment in Town & Country Shopping Center.
- *Hickory Kensington Tax Increment Financing District:* This District is located east of Downtown Arlington Heights and generally northeast of Kensington Road and Douglas Avenue. Department Staff continue to meet with property owners and interested developers regarding this redevelopment area.
- *Arlington Market Phase II* is currently underway for the design and development of 17 new family single-family homes. That would complete the previously approved Arlington Market Plan Unit Development.
- *4 North Hickory* - Mixed Use residential development, it is also anticipated to commence construction.

BUSINESS & ECONOMIC DEVELOPMENT

Arlington Heights continued to see great Economic Development success in 2020. The past year brought new business that contributed jobs and re-occupying square feet of previously vacant space. Refer to the 2020 Annual Business Development Report for details. Significant new businesses include, Amazon, additional Fortune 100 Company, Frito-Lay International Services.

LOCAL CHALLENGES

POST COVID 19 WORLD

COVID 19 presented everyone with significant challenges on what a post COVID 19 world will look like, while also providing opportunities such as Arlington Alfresco. With respect to a post COVID world, the following are some questions that will need to be answered.

1. What is the long-term future of Arlington Alfresco, and the unique brand that has been created?
2. What funding is available to provide long term enhancements to Arlington Alfresco?
3. What is the future of the office market? Will it rebound, and what will it look like?
4. What impact will a new hybrid office market have on space, design, occupancy and parking?
5. How will retail rebound?
6. What retail segments and services will thrive, and how can the Village be best positioned to take advantage of these?
7. How will the future of Downtown Chicago office market impact commuters, public transportation and parking?

RETENTION/ATTRACTION OF REVENUE GENERATING USES

The Village is under constant pressure from Woodfield Mall, Deer Park, Randhurst Village, and other influences. The ability to attract and retain sales tax generating uses is critical to the Village's budget. In 2000, total retail sales in Arlington Heights were \$1.141 billion. Retail sales in 2020 were \$1.21 billion. There is a concern about the long-term increase in the multitude of discount stores, non-profit retailers at key locations and requests for other non-retail uses along commercial corridors. Internet sales is significantly impacting customers' shopping habits and reducing the number of "brick and mortar" retailers that are considering expansion into the marketplace. New residential developments in key areas will add an influx of disposable spending benefiting the local business economy.

DOWNTOWN PARKING

PARKING IMPLEMENTATION PLAN

The Board accepted the Downtown Parking Study and authorized implementation of Phase 1 which included a new parking guidance system, LED lighting and new signage.

PROMOTING UTILIZATION OF EXISTING PARKING AT OFF-PEAK TIMES

This is an important measure as it actively utilizes an existing resource. Measures to promote existing available parking at off-peak times should be explored. At a cost of \$30,000 to \$50,000 to build one new parking garage space, other options such as shuttles and Tuk Tuk, trolley service, or scooter share program could be tested as a cost-effective solution.

AFFORDABLE HOUSING

The Village Board has identified affordable housing as an important policy to pursue.

INCLUSIONARY HOUSING POLICY

The Village is one of only 7 Chicago metro area communities that has an Inclusionary Zoning Ordinance. Department Staff and the Village Board spent significant time, researching, analyzing, and making a series of recommendations prior to the adoption of the new Inclusionary Zoning Ordinance in 2020. Implementing this ordinance and the funds generated from it, will be an important asset for the community in the years to come.

AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund and has received an influx of funds from the sale of an Industrial Revenue Bond (IRB) and also from fees in lieu of providing units. While the current balance is not sufficient to entertain a sizable project, potential future payment obligations from developments will generate additional revenue to this fund. The Village will need to explore options to develop an affordable housing project to utilize these funds. Department Staff are working with the Housing Commission on prioritizing the use of trust funds monies towards affordable housing.

FUTURE USE OF ZERO INTEREST LOAN FUNDS

In 2014, the Village created the Zero Interest Loan Program for small businesses that was funded by a 10% repayment on the savings that property owners and businesses received from issuance of a Class 6b or Class 7 Tax Abatement. The Zero Interest Loan Program provides for up to \$20,000 at a zero-interest rate for small businesses. 13 loans have been made to date. Over the course of the next 10 years, it is anticipated that revenue into the Zero Interest Loan Program from the 10% payback and repayments of the zero interest loans themselves will increase the fund balance to approximately \$1,250,000. Evaluation of potential economic development projects for use of these funds will need to be considered by the Village over the next few years. In addition, \$180,000 was loaned to small businesses as part of the COVID 19 relief Zero Interest Loan Program.

STATE & NATIONAL TRENDS

INTERNET SALES

Internet sales are impacting retail business of all sizes and types, and many “brick and mortar” retailers are downsizing. Very few new retailers are currently entering the marketplace.

POST COVID 19

The post COVID 19 impact on the work environment for Department Staff as well as the community relative to businesses, restaurants, dining, hospitality industry and entertainment will need to be seriously considered and monitored. Many companies are downsizing their work force and allowing employees to work remotely. When they do relocate or expand office space as in the case of HSBC and Northrop Grumman, office work spaces were shrinking resulting in higher occupancy buildings. This may change in a post COVID world. At Northwest Crossings, Staff worked closely with property ownership, who removed some buildings on the site to substantially increase available parking well above minimum code. This change in workforce employment habits does create new opportunities such as new co-working spaces. Adapting to new trends such as open-air dining was identified in 2019 as vital to the community.

KEY POTENTIAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

ARLINGTON INTERNATIONAL RACECOURSE

Arlington International Racecourse has been an iconic landmark in Arlington Heights and the Chicago Metro Region for almost 100 years. The announced closure and sale of the property by Churchill Downs represents a sad ending to the racetrack’s storied history. The sale and potential redevelopment of 326 acres of prime real estate creates a center of opportunity for a dynamic and unique redevelopment. Whether or not that includes continued racing remains to be seen. Department Staff will work closely with the Manager’s office, the Board and other key stakeholders to create a unique regional one of a kind redevelopment opportunity that provides for the highest and best use for the property by developing something truly exciting for generations to come. In May 2021, the Board discussed some initial “table setting” ordinances to put everyone on notice of the type of development the Village would like to see, a list of prohibited uses and a draft overlay zoning districts that will be considered in the future. The Board also considered an ordinance prohibiting the placement of a restrictive covenant on the property that could prevent future horse racing or gaming on the property. If the property does not continue as a horseracing facility, the vision and

master planning for the property, as well as implementation, will take many years and will not happen overnight, but represents a unique property in Arlington Heights and the Chicago region.

ARLINGTON ALFRESCO/ITEP GRANT APPLICATION

In early 2021, a presentation was provided to the Village Board regarding evaluation of Arlington Alfresco during COVID 19 last year. In addition, in November 2020, a \$2 million grant application was submitted for Illinois Transportation Enhancement funds to make pedestrian, gateway entrance enhancements in the Downtown area for the benefit of the Downtown and Arlington Alfresco. Hopefully, the Village's application will be successful. However, in the event it is not, alternate funding sources to create long term enhancement for Downtown will need to be considered.

GREEN INFRASTRUCTURE NEW SUSTAINABILITY INITIATIVES AND CLIMATE CHANGE

Research, evaluation and preparation of preliminary cost estimates for potential energy efficiency projects in order to utilize green aggregation funds were explored and distributed to the Board in the Fall of 2020. Unique innovation opportunity were explored such as wind, solar and other potential projects to not only showcase the Village's commitment to sustainability but also to show leadership in green infrastructure and assisting in the effort to combat climate change. These and other areas should be considered as future strategies for the Village.

DOWNTOWN DEVELOPMENT

Department Staff have been in constant communication with potential developers who are interested in building additional apartment buildings in Downtown Arlington Heights. Several key redevelopment sites allow for potential future redevelopment. Active or potential redevelopment sites include:

- Arlington 425 – recently approved PUD Amendment
- Sigwalt 16 – Under Construction
- Former AT&T – under contract
- Other assembly sites
- Arlington Heights Road Miner to Park

DOWNTOWN PARKING

Phase 1 Parking Improvements have been completed. In order to utilize existing parking during off-peak times, that were identified in the parking study, other possibilities could be explored with appropriate funding, including the development and subsidy of operating a shuttle or Tuk-Tuk service in and around the Downtown or electric scooter share program.

DOWNTOWN AMENITIES

The continued addition of Downtown amenities helps keep Arlington Heights' Downtown on the cutting edge. These amenities can be broken down into aesthetic, design and entertainment.

- Design - Several design concepts have been explored, including:
 - Vail Avenue as a paved street for ease of closure and events.
 - Expansion of the Downtown light ceiling.
- Entertainment - Other entertainment options for the outdoor environment could be explored, including such things as mini-golf, exterior climbing wall, art and sculpture gardens.

COMPLETION OF ARLINGTON DOWNS DEVELOPMENT

Arlington Downs is a \$300 million mixed-use development of the former Sheraton Hotel property. The first phase of Arlington Downs is completed with the renovation of the apartment tower and Phase II residential is under construction along with First Ascent. Financing and implementation of these future phases is critical for the success of this development, which is seen as a gateway to Arlington Heights. The Village needs to continue its positive relationship with the developer in efforts to facilitate this continued development.

RAND ROAD, PALATINE ROAD. AND NORTHWEST HIGHWAY CORRIDORS

Continue to implement approved phase corridor improvements and develop alternative options for Rand and Palatine Roads as a result of IDOT concerns.

SOUTH ARLINGTON HEIGHTS ROAD

The village Board approved the SOuth Arlington Heights Road Corridor Study and in 2020 adopted a redevelopment plan and tif District. This corridor is a gateway to the community and presents several significant redvelopmet oppoortunities to be pursued and implemented over the coming years.

TIF 4 REDEVELOPMENT

Redevelopment of obsolete commercial properties to ameliorate blighted conditions continues to be explored. The Village has acquired several properties in the TIF District and will continue to work on identifying long term strategies for the area. Pre-COVID-19, the Village completed a market feasibility study and developed a series of concepts for redevelopment for TIF 4 and met numerous times with the major property owner. Since then, Department Staff have met with developer Ryan Companies on numerous occasions regarding their potential redevelopment of the property. After initially placing their project on a temporary hold, the developer along with Staff have reimagined the proposed redevelopment of TIF 4 into a larger redevelopment plan that calls for a senior lifestyle living community, including the potential for a 60,000 sq. ft. medical office facility, as well as the senior living component and ability for a small amount retail and restaurant space on the property. Most recently, the Village acquired an additional property in efforts to facilitate the land acquisition process.

TIF 5 REDEVELOPMENT

TIF 5 consists of two shopping centers, Town & Country and Southpoint. Department Staff has continued to work with Southpoint and Town & Country regarding additional development and tenancy to help reinvigorate the shopping center. In particular, Department Staff have been working diligently on a potential outlots at the Southpoint Shopping Center along Palatine Road. Department Staff worked closely with Visconsi Companies and negotiated a redevelopment agreement to provide \$1.4 million TIF assistance to get the Town & Country property ready for a new grocery store and fast-casual restaurant in an outlot along Palatine Road. Being able to attract additional retail tenants during COVID 19 has been a boost and will help stabilize Town & Country Shopping Center.

HICKORY/KENSINGTON TAX INCREMENT FINANCING DISTRICT

Efforts will need to continue to facilitate redevelopment of the Hickory/Kensington TIF District including moving forward with the 4 North Hickory 76-unit mixed use apartment building, as well as completion of Arlington Market phase II, to facilitate additional redevelopment within the area.