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

June 1, 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 rhume@vah.com by 3 p.m. on June 1. 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 - Finance

B. Departmental Status Report - Building & Life Safety

C. Departmental Status Report - Police

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
6/1/2021

Item: Notice

Department: Village Manager's Office

ATTACHMENTS:

Description	**Type**
No Attachments Available	

Committee-of-the-Whole
6/1/2021

Item: Departmental Status Report - Finance

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Department Report - Finance	Agreement

FINANCE

TOM KUEHNE
FINANCE DIRECTOR/TREASURER

SCOPE OF DEPARTMENT SERVICES

The Finance Department is comprised of 16.5 full-time equivalent (FTE) employees who provide an array of services to various internal and external customers. This is down from 18 FTE's in 2015. Each time the Department has a vacancy, we consider the most cost-effective way to maintain our services. Since 2015, we were able to combine two positions (Accountant/Budget Coordinator) and we also reduced a full-time Front Desk position to a part-time position. These changes were made possible by hiring quality staff, efficiencies through the use of technology, and higher usage of web-based payment systems. The Finance Department's internal customers include the Village Board, Village Manager, all Village Departments, employees, and pensioners. External customers include residents, vendors, other governments, bond buyers, purchasers of building and parking permits, and other Front Desk customers.

The Department's scope of services includes key required annual activities, daily/ongoing activities, and a number of special projects that change from year to year. Attachments A1-A2 provide an outline of these activities and projects. Some of the key annual activities are required by State statute such as the annual audit, annual actuary projections, budget/tax levy, and the annual Treasurer's Report. Other key annual activities that are good government or recommended practice activities include the Village's biennial 5-year Capital Improvement Program and the annual 3-year operating fund projections. It takes the Finance Staff a number of months to complete each of these activities by working extensively with our internal customers. Following the Village Board's approval of these annual and biennial reports, they are posted online and made available at the library for the benefit of the Village's external customers.

The Department's daily and ongoing activities cover numerous functions that relate to all of our customers. These daily services include activities such as payroll, accounts payable and receivable, treasury, general liability insurance claims and Front Desk interactions among others. As an administrative unit, the Finance Department provides accounting and financial internal services to all levels of the Village organization. As such, it is incumbent on Finance Staff to provide accurate, clear, and dependable information in an efficient manner. This information is subsequently delivered on a daily, weekly, biweekly, monthly, quarterly, or annual basis.

There are a number of special projects that arise each year. Some of these are planned for years in advance, while others can arise quickly. Finance Staff has been involved in the Village's efforts to continuously improve our infrastructure. Over the last few years, the Village has completed the EAB parkway tree replacement program, increased the annual street program from $5.8 million to over $9 million per year, initiated a multi-year plan to fund storm water control projects, rejuvenated the Village's public parking garages, and constructed a new Police Station. More recently, the Village has taken steps to increase significantly its water main replacement schedule. In 2015 the Village was spending about $500,000 per year on water main replacement. Due to the five-year rate plan, as well as the $9 million in 2020 bond proceeds allocated to the Water & Sewer Fund, the Village is now able to sustain its goal of replacing at least $4 million, or 1% of our water mains on an annual basis. For the future, the Village's residential and commercial water meters will need to be replaced. The current five-year capital plan shows this multi-million-dollar meter replacement project being completed from 2022 through 2026.

Another key project that Finance will be taking a key part in is the new Village-wide Enterprise Resource Planning (ERP) software for the Village, being coordinated through the Integrated Services Department (ISD). This software will include the base internal service activities such as accounting, budgeting, payroll, purchasing, and cash receipts. It also will provide centralized capabilities for Human Resources, Building and Planning approval processes, and coordination with the Village's website. The Village's current ERP system was installed in 1996. Although it has been updated over the years, newer software providers offer much more proven capabilities that the Village needs in order to offer the efficiency and online services that are now expected by our residents. Once the ERP vendor is chosen, many of the Finance Department's core software functions will be switched over to the new system after many months of dual entry and testing.

Department personnel will also continue to work on internal staff committees including the Health Insurance Committee, the Parking Committee, the Arlington Heights Firefighters' and Police Pension Fund Boards, and others. In addition to these types of internal activities, Finance Staff participates in a number of intergovernmental organizations including membership on the Illinois Municipal Retirement Fund Board, member of the Intergovernmental Risk Management Association (IRMA) and its Administration and Finance Committee, staff liaison to the Metropolis Theater and the Metropolis Commercial Condominium Association, active participation with the Illinois Government Finance Officers' Association, acting as a GFOA national budget reviewer, as well as other organizations.

WORKLOAD AND PERFORMANCE DATA

CALL VOLUME

There are a number of workload and performance measures that help us manage the Finance Department and that help tell a story of how things are going. Some of these measures include the following:

- **Number of vehicle stickers sold** – this tells us whether our sticker sales are on track from year to year. In order to be fair to those residents and businesses that consistently purchase their vehicle stickers each year, the Department initiated a new enforcement program in 2019 which starts with a second notice in March, followed by a final notice sent out in May, at which time the unpaid vehicle sticker list will be turned over to the Police Department for enforcement. This process was put on hold in 2020 due to the pandemic, but it is currently on track in 2021.
- **Water consumption billed (1,000 gallons)** – this continues to be a key number in estimating annual water and sewer revenues. It also provides a view of how weather, water conservation, water main replacement, and meter replacement all effect this revenue source.
- **Parking Tickets, Vehicle Stickers, and Water Bill Payments through the internet** – this data provides us with an idea of how many people currently use this payment option, and it can provide evidence of the results of internet payment marketing efforts now or in the future.
- **Number and amount of credit card payments** – provides usage data, and may ultimately provide data for a decision point of whether credit card charges should continue to be a cost of doing business, or if these charges should be passed on to the customer.

Beyond the workload measures shown above, there are a number of information points that reflect the differences between the Village's desire to provide high levels of service and sustainable infrastructure improvements, versus the long-term financial goals of maintaining taxes and fees at reasonable rates.

- **Sales, Income and Use Taxes** – Sales and Income taxes are two of the General Fund's key growth revenue sources, representing 22% and 9% respectively of total revenues. Most of the General Fund's revenues are fairly stable from year to year, but increases in these revenue sources help cover the cost of our expenditure increases. The Village is also monitoring the Use (Internet) Tax which has grown substantially over the last few years. In June 2018, the U.S. Supreme Court made a landmark decision allowing for the collection of internet sales taxes. In November 2019, the amended "Leveling the Playing Field for Illinois Retail Act" was passed by the State's General Assembly to require both remote retailers and marketplace facilitators to collect and remit the state and locally-imposed sales taxes for where the product is delivered. The law requires remote retailers selling to Illinois residents to collect these taxes starting January 1, 2021. This will go a long way toward leveling the playing field with brick and mortar establishments. As this unfolds over the succeeding years, the Village will likely see a decline in Use tax receipts, but hopefully a larger increase in regular sales and Home-Rule Sales tax receipts.
- **Building Permits** – this revenue source is an important bellwether of economic cycles as it goes up and down depending on the economy.
- **General Fund Reserves** – staff keeps a close eye on this number to maintain our excellent bond rating, and to ensure that the Village can withstand extraordinary storm damages and other losses, and to provide a buffer during economic downturns. The Village's fund balance policy is to maintain a fiscal year-end balance of at least 25% of General Fund expenditures. Being above this level is even more important for Arlington Heights due to our reliance on sales and income tax receipts which are subject to economic cycles.
- **Property Tax History** – the Village has continued to work hard to keep property tax increases as low as possible.

- **Debt Service Levy** – from a long-term financial perspective it is advantageous for the Village to keep its debt service payments level from year to year. This way the property tax levy does not fluctuate from year to year. This requires long-term planning for large capital projects based on the debt retirement schedule. During the 2020 levy process for 2021, the Village decreased its debt service level as one of the ways to keep the Village's overall property tax levy from increasing.
- **Bond Rating** – the Village's current bond rating is very high with an AA+ rating from Moody's Investor Services. This high rating allows the Village to sell bonds at the most competitive rates, which results in lower debt service costs. The Village's most recent bond sale in August 2020 carried an interest rate of only .898%
- **Village Staffing Levels** – since 2002 the Village's staffing levels have decreased by 10%, and we have been able to maintain a high level of services with less staff. However, in the event of another major recession it would be difficult to reduce administrative staffing levels further.
- **Community Survey** – these survey results are included in the Village's annual budget document, and compare area communities based on revenues received from an average homeowner. Even with our high level of services, as shown in **Attachment B** we have been able to maintain a cost position that is in the middle of the pack.

KEY ACCOMPLISHMENTS DURING 2020-21 PERIOD

Beyond the annual budget, capital, audit, and treasury reports, there have been a number of additional key accomplishments that were completed or will be completed during this period:

2020-2021 BUSINESS PLAN/STRATEGIC PRIORITIES:

#1: IDENTIFY, EXPLORE, ENHANCE REVENUE SOURCES WHILE MONITORING TAXES

IMPLEMENT FIVE YEAR FEE & FINE INCREASE PLAN

Continue implementation of the multi-year fee and fine increase review plan. Fee and fine charges may not increase each year, but the plan provides for a more consistent review process. No change in 2021 Budget due to the pandemic. Vehicle sticker fee increase scheduled for 2022 Budget (2023 vehicle sticker year).

#4: INCREASE EFFICIENCIES THROUGHOUT VILLAGE PROCESSES AND PROCEDURES

REVISE/AUTOMATE THE TRAVEL & TRAINING FORM

Electronic approval of travel requests has been implemented. Final approval of travel expenses still completed manually with receipts attached. The new ERP software system is expected to provide additional enhancements to this process.

#7: CONTINUE WITH INFRASTRUCTURE IMPROVEMENT EFFORTS

IMPLEMENT A WATER AND SEWER FUND CAPITAL FINANCING PLAN

A multi-year financing plan was implemented in 2020 based on a five-year rate adjustment plan and the $9 million portion of the 2020 bond proceeds. The key projects that are part of this plan include maintaining the replacement of the industry standard of 1% of the Village's water mains, or $4 million on an annual basis, the replacement of residential and commercial water meters, the sewer replacement program, and the water tank repainting program.

OTHER STAFF GENERATED PROJECTS:

- Developed a detailed General Fund financial summary of the potential effects of the pandemic. This summary continues to be updated for the Village Board, and will be used as part of the upcoming 2022 budget ceiling process.

- Worked with the Village team to propose and implement various Board-approved pandemic programs, fee reductions, and local grants/loans.
- Completed a $13.7 million bond sale that decreased the Village's total debt service levy. $9 million of the bond proceeds were allocated to the Water & Sewer Fund, $3 million was allocated to the Capital Projects Fund to augment the funding of the annual street resurfacing program, and the balance of $1.7 million was allocated to the Municipal Parking Fund to be used toward the parking structure maintenance program.
- Prepared a revised capital purchase definition and reviewed this revision with the Village's auditors. For numerous years the Village has defined a capital purchase as an expenditure of $10,000 with an expected life of one or more years. The Government Finance Officers' Association has developed a more current definition which can be used for the Village's Capital Improvement Program. The Department plans on implementing this revision during the 2022 budget process.
- Planned for and implemented a change in pay periods from the current paid to date method, to a pay date one week after the pay period ends.
- Prepared a Board approved plan to pay down a portion of the Police and Fire Pension long-term liabilities by transferring $1.25 million to each of these funds using 2019 General Fund surplus monies. Per the Village's actuary, this reduced the combined public safety pension fund property tax levies by about $246,000 per year between 2020 and 2040. In 2018 the Village also had paid down a combined $3 million of public safety pension liabilities, saving the Village about $288,000 a year between then and 2040. The most recent actuary reports show that the Arlington Heights Police and Firefighter Pension Funds are 85% and 80% funded respectively.

REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

Balancing General Fund revenues and expenditures, and keeping property tax increases as low as possible is a challenge that is addressed each year. This is especially challenging during times of market downturns when our growth revenues of sales and income taxes flatten or decrease, along with potential investment income losses. The status of the State of Illinois' budget can also present significant financial challenges for the Village. Questions have arisen such as:

- Will the State take a portion of the Village's revenues (income tax receipts), or how will the Arlington Park Racetrack be redeveloped? Answers to these questions over the next few years could have negative or positive consequences for the Village.

In regard to infrastructure, the Village has taken great strides over the last few years to provide ongoing funding for streets, storm water control projects, and water main replacement. The new ERP software system mentioned earlier will present some challenges and key decision points. The Village's current antiquated system, Central Square, has a number of limitations which hamper efficiencies, including:

- Antiquated purchasing processes: Credit card payments are difficult to process, requiring manual print outs and approvals. Purchasing descriptions are brief due to character limits.
- Newer systems are more integrated: Payroll, HR, Police tickets, building permits, Cashiers, Accounts Payable, and Purchasing would benefit from better module to module integration.
- The Village's current system uses separate databases for vehicle stickers and tickets. These databases are not tied into the cashiering system requiring dual data entry.
- A new system will likely improve and expedite approval processes between Departments for permits, building and planning reviews, payroll, and purchasing.
- A third-party report writing system, COGNOS, is currently used to write reports. However, this system is difficult to use, and downloads to Excel do not convert properly at times.

Converting data from the old system to the new system will be tedious and will likely require some manual entry. No new system will be perfect for all Departments, and the new ERP software system may require the Village to alter some of its existing processes in order to work within the confines of the standard software package. The Village will also be cognizant that some staff members may be resistant to change, and we will have to provide for ongoing communication and training for all staff members. Finally, most modules will require that the old and new systems run parallel for a period of time in order to ensure the accuracy of the new system.

Another ongoing challenge over the next five years will be hiring and retaining excellent employees. As a service organization, Village employees are one of the Village's most important assets, and 34% of the Village's employees will be eligible to retire in 2022. At the beginning of 2021 our Purchasing Coordinator retired. As with many Finance employees, this position interacts with folks across all Departments in our organization, as well as with numerous vendors. Filling these types positions requires someone who can handle the demands of the job while also being able to work with many different types of people. As a result, it usually takes one or two months to fill each vacant position that is approved to be filled. Fortunately, the Village is known as a very professional place to work and attracts a number of good candidates. However, due to the sheer number of retirements over the next few years, the Village works to ensure that proper back-ups are in place to ensure the smooth transition of duties to a new employee.

POTENTITAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

- One of the most exciting projects that Village staff will be working on over the next few years is the implementation of the new ERP System outlined above. This system will touch the entire organization in some way, and it is anticipated that the Village will be able to attain new efficiencies in our provision of services.
- As part of the 2022 Budget process Finance Staff is reviewing the following revenue options for the Village Board's consideration:
    - A new Streaming Tax: a number of residents and businesses are now using the internet to stream television programs, movies, and games. Internet streaming is not covered by the Village's cable franchise tax. A new streaming tax would help the Village's revenue base keep pace with these technological changes.
    - The Village's five-year fee and fine increase plan calls for the review of the cost of annual vehicle stickers. The current $30 passenger car fee has not been increased since 2004, and it will be proposed that this fee be increased to $40. The Village could also consider eliminating this fee by increasing the property tax levy to cover the lost revenue. It is estimated that an average homeowner's Village property tax levy would increase by $50 or 5% with such a change.
- Develop a long-term financial plan for the American Rescue Plan Act federal stimulus funds.
- Develop a long-term plan for the A & E Fund once Al Fresco, Sounds of Summer, the Chamber's requests, and other event costs are firmed up.

IN CLOSING

Through the Village's conservative budgeting practices, by looking for ways to reduce costs, and by continuing to look toward the future, the Village has been able to maintain a strong financial position. As technology and society changes, the Finance Department will continue to look for ways to adapt and improve our services. One of the keys to our ongoing stability will be to continue looking a number of years ahead, and to plan accordingly.

APPENDIX A1 – Scope of Services: Activities and Projects

Key Required Annual Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Audit												
Actuary												
Treasurer's Report												
CIP (Bi-Annual)												
3-Year Operating Fund Projections/ Budget/Tax Levy												
Daily/Ongoing Activities												
Payroll												
Utility Billing												
Purchasing												
Accounts Payable												
Accounts Receivable												
Accounting												
Treasury												
General Liability Insurance												
Front Desk/Collections												
FBT Collections												
Customer Service Representative												
Metropolis Building Management (with Planning & PW)												
Monitor Metropolis Theater Finances												

APPENDIX A2 – Scope of Services: Special Projects

Special Projects

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Ongoing General Fund Analysis - Pandemic												
Vehicle Sticker Enforcement												
Revised capital purchase definition												
Review Health Insurance Program (with HR)												
Fee and Fine Plan												
Propose new streaming tax												
Long-term plan for ACA stimulus funds												
Long-term plan for A & E Fund												
GFOA National Budget Reviewer												
IMRF Board Member												
HELP Board Member												
IRMA Board Member												

APPENDIX B – Survey of Comparable Communities

ESTIMATED ANNUAL REVENUES RECEIVED FROM AN AVERAGE HOME
AUGUST 2020

ANNUAL ESTIMATED PAYMENTS:

Municipality	2020 Passenger Veh. Stickers	Garbage Bill*	Yard Waste Bill	Combined** Residential Water & Sewer Bill	Storm Water Fee	Home*** Rule Sales Tax	Food & Beverage Sales Tax	Municipal Motor Fuel Tax	Entertain. Tax	Electric Utility Tax	Gas Utility Tax	Telecom Tax	2019**** Municipal Property Tax	Total Estimated Annual Homeowner Costs
										12,300 kWh/Yr	1,700 therms/Yr			
Assumptions for Average Family	2 Cars	12 /Yr	48 Bags/Yr	144,000 Gallons/Yr	Estimated	$6,000 /Year	$3,000 /Year	650 Gallons/Yr	$2,400 /Year	$1,400 /Year	$1,650 /Year	$1,200 /Year	$92,100 EAV	
1. Rolling Meadows	0.00	$359.40	$0.00	2,337.12	57.12	60.00	60.00	26.00	0.00	75.03	85.00	72.00	1495.70	$4,627.37
2. Hoffman Estates	0.00	$204.00	$144.00	1,882.20	24.00	60.00	60.00	16.25	0.00	69.00	85.00	72.00	1268.22	$3,884.67
3. Mount Prospect	90.00	$235.00	$0.00	2,043.84	0.00	60.00	30.00	26.00	0.00	43.17	24.99	72.00	909.95	$3,534.95
4. Wheeling	0.00	$266.76	$0.00	1,171.08	36.00	60.00	30.00	0.00	96.00	75.03	85.00	72.00	1437.68	$3,329.55
5. Elk Grove Village	50.00	246.12	$144.00	1,728.00	0.00	60.00	30.00	0.00	0.00	75.03	34.00	72.00	759.83	$3,198.98
6. Arlington Heights	**60.00**	**$219.96**	**$136.80**	**1,286.88**	**75.00**	**60.00**	**37.50**	**0.00**	**0.00**	**75.03**	**85.00**	**72.00**	**1020.47**	**$3,128.64**
7. Des Plaines	0.00	$212.52	$0.00	1,366.98	0.00	60.00	30.00	45.50	0.00	70.23	42.50	72.00	1031.52	$2,931.26
8. Palatine	60.00	$246.00	$0.00	1,162.80	60.00	60.00	30.00	0.00	0.00	75.03	0.00	72.00	1053.62	$2,819.45
9. Schaumburg	0.00	$0.00	$0.00	1,973.76	0.00	60.00	60.00	19.50	120.00	0.00	0.00	72.00	472.47	$2,777.73
10. Buffalo Grove	0.00	$279.60	$0.00	1,018.08	60.96	60.00	30.00	0.00	0.00	75.03	85.00	72.00	1046.26	$2,726.93
11. Park Ridge	90.00	$0.00	$0.00	1,544.04	0.00	60.00	30.00	26.00	0.00	68.63	34.00	72.00	693.51	$2,618.19

*Rates include carts and/or SWANCC fees where applicable.
** Rate/100 cubic ft. x 1.3367197 = rate/1000 gals.
***Home/Rules Sales Taxes are on general merchandise only, not applied against vehicles or qualifying food, drugs, or medical appliances.
****Municipal tax only, does not include libraries, schools, special districts, or other taxing authorities.
Sources: Surveys: Arlington Heights (08/20), / Cook County Clerk website / Municipal websites / Codes

Committee-of-the-Whole
6/1/2021

Item: Departmental Status Report - Building & Life Safety

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Department Report - Building & Life Safety	Agreement

BUILDING & LIFE SAFETY

Jorge Torres

DIRECTOR

SCOPE OF DEPARTMENT SERVICES

The Building & Life Safety Department provides management and enforcement of construction standards as well as enforcement and compliance inspections with life safety codes to support a safe environment for businesses, multifamily housing and construction within in the Village. With inspections of new buildings under construction and existing buildings under life safety standards, buildings and structures are inspected to ensure compliance with applicable codes. Additionally, the Department functions as the central point for multi-department coordination related to obtaining construction permits and business license inspections.

Code compliance is a critical component of the department not only for the permitting and construction process but also for property maintenance. The property maintenance code applies to all existing residential and nonresidential structures and all existing premises and constitute minimum requirements and standards. Premises, structures, equipment and facilities for light, ventilation, space, heating, sanitation, protection from the elements, a reasonable level of safety from fire and other hazards, and for a reasonable level of sanitary maintenance.

KEY SERVICES AND FUNCTIONS

CONSTRUCTION PERMITTING

The permitting process involves application submittal, processing, permit issuance, and for some projects the issuance of a Certificate of Occupancy. Key phases of processing include:

- Plan Reviews- Plans are submitted to the Department then routed to appropriate Departments (Building & Life Safety, Engineering, Health, etc., and other necessary entities such as structural consultants, if necessary) for plan review compliance. Deficiencies noted are gathered and sent to the applicant for correction. The applicant in-turn completes corrections and resubmits for further review.
- Contractor Registration- All contractors and sub-contractors associated with a project, except those licensed by the State of Illinois, must be licensed by the Village. The licensing and related database is maintained by the Department.
- Permit Inspections- Projects are required to obtain appropriate inspections through the course of the project. Inspections are conducted by building and fire inspectors to confirm work is completed according to approved plans and applicable codes.
- Certificate of Occupancy- Certificate of Occupancy is issued after all required inspections have been successfully completed.

PERIODIC & BUSINESS LICENSE INSPECTIONS/VACANT BUILDING INSPECTIONS

Fire Inspectors perform periodic inspections of commercial and multi-family buildings. Inspections performed are consistent with the Community Risk Reduction plan where higher risk buildings are inspected annually and buildings with lower risks are inspected every two or three years depending on the risk. Before a business can operate, a Safety Inspection is conducted upon application for a Business License. Spaces are inspected for life safety elements:

- Safe exiting.
- Proper storage of materials to include hazardous materials.
- Up-to-date fire extinguishers.
- Emergency systems such as fire sprinklers and fire alarms are current with testing certifications as required.
- Electrical, mechanical, and plumbing systems to include emergency lighting, properly vented gas appliances, and similar hazards are identified and corrected.

Vacant and abandoned buildings are monitored to assure they are not degrading and that first responders are aware of any potential dangers associated with these buildings so proper risk analysis is applied when responding to calls.

FIRE SYSTEMS TESTING PROGRAM

Fire systems, such as fire sprinklers, cooking fire suppression, fire alarms, and fire pumps, are required to be tested on a regular basis by a State licensed testing agency selected by the building owner. The Building & Life Safety Department tracks that these systems are being tested and enforces compliance where they are deficient.

GENERAL CODE ENFORCEMENT

Enforcement of the Village's property maintenance or related ordinances for structures, properties, and/or operations to determine compliance. This generally involves a site visit, tracking, and follow-up. If voluntary compliance is not obtained, citations are issued requiring an appearance in court or adjudication hearing.

ELEVATOR ANNUAL INSPECTION PROGRAM

Elevators and similar types of equipment such as escalators, lifts, etc. are inspected annually. Building & Life Safety Department contracts with a third-party company to perform this work. Where deficiencies are not brought into compliance, code enforcement follow up is handled by an inspector and citations issued if necessary.

RESEARCH AND RECOMMENDATION OF UPDATED STANDARDS

The Village adopts and amends national building and other codes (electric, fire, etc.) to be applied within its boundaries. Staff stays abreast of updated versions of these codes, highlights significant changes, and prepares recommendations for potential changes. When changes are warranted they are submitted to the Building Code Review Board for acceptance and ultimately presented to the Village Board for final adoption.

PUBLIC EDUCATION OF CODES AND PROCESSES

Creation and management of informational documentation is distributed to the public via handouts and direct publishing on the Village's website. Also, collaborative efforts with the Chamber of Commerce help existing and potential businesses understand the development and permitting processes.

LIAISON TO BUILDING CODE REVIEW BOARD

The liaison to the Building Code Review Board (BCRB) serves as a communication link between the BCRB, Building & Life Safety Department, other departments, and the Village Board, as appropriate, assisting the BCRB and the Building & Life Safety Department with research, report preparation, and correspondence. The liaison will also present BCRB recommendations to the Village Board.

ORGANIZATIONAL OVERVIEW

The Certified Building Official (CBO) responsible for the development, administration, interpretation, application and enforcement of the codes adopted by their jurisdiction

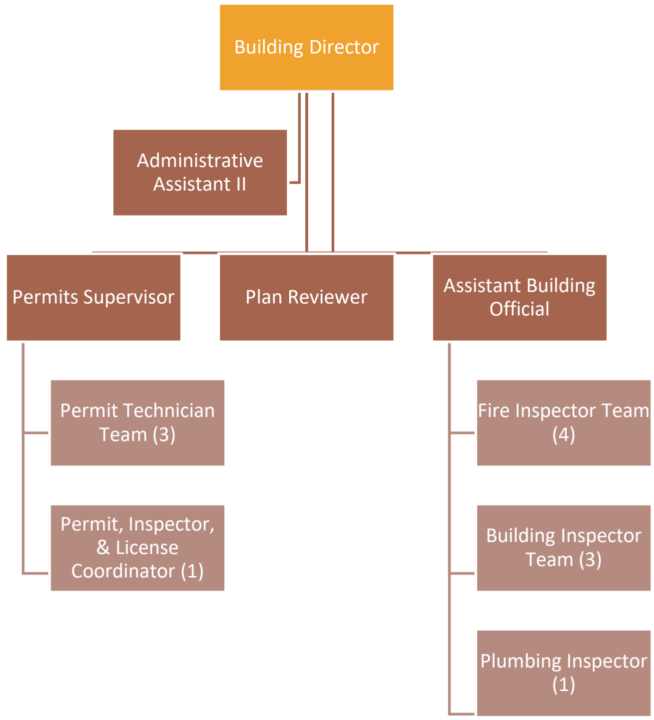
Managed 3rd Party Permanent Services:

- Structural Engineer Plan Reviewer
- Elevators Annual Inspections and Plan Reviews
- Fire System Testing
- Data Entry Clerk (in-office)
- Record Digitization

Managed 3rd Party Supplemental Services:

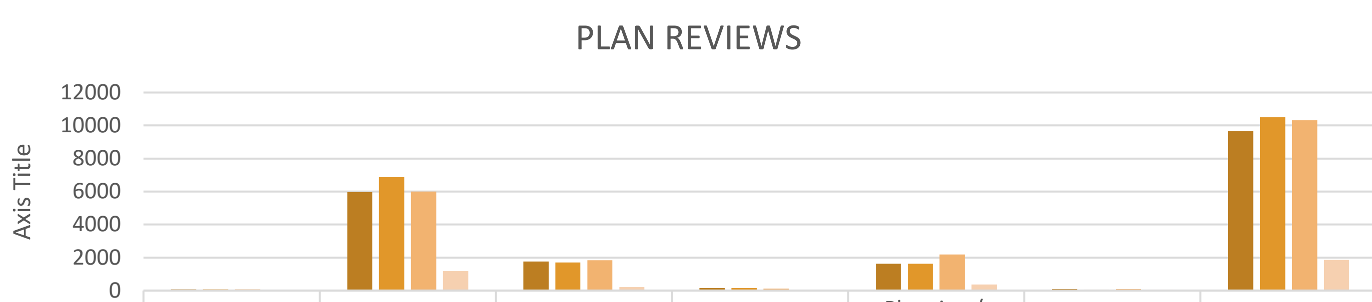
- Building, Plumbing, Electrical Inspections
- Building Plan Reviews
- Fire System Plan Review
- Permit Technician

ORGANIZATION CHART



WORKLOAD AND PERFORMANCE DATA

PLAN REVIEWS

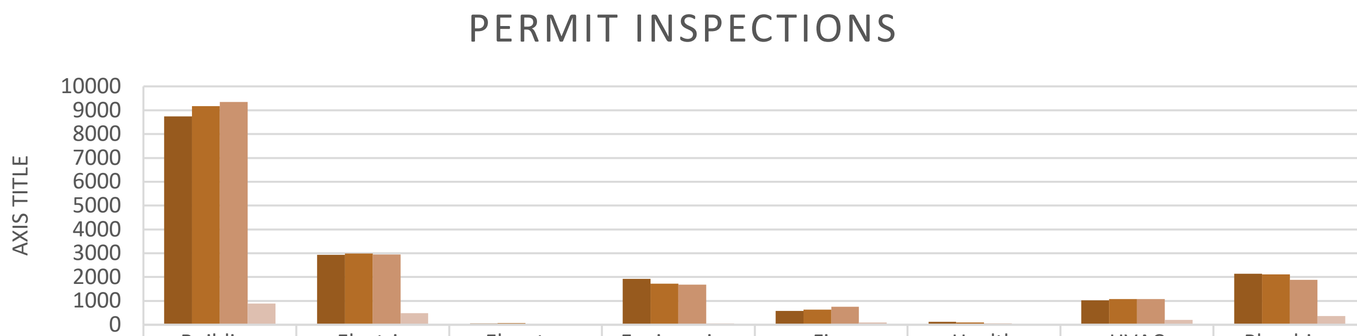


	BLS External	Bls Internal	Engineering	Health	Planning / Zoning	Public Works	Total
2018	88	5959	1755	158	1628	93	9681
2019	86	6865	1705	159	1631	65	10511
2020	70	5995	1846	125	2190	99	10325
2021 YTD	11	1180	224	30	370	36	1851

- BLS External includes elevator and structural consultant's reviews.
- BLS Internal includes building, electric, HVAC, plumbing and fire reviews.

- Plan review volume in 2020 was 10,325, which is the 3rd highest volume of plan review activity experienced in the last 20 years with the 2019 figure of 10,511 being the largest plan review volume found. Most notable about the 2020 work load was the fact that this volume of work was produced during a global pandemic. The pandemic work environment made it necessary to change to the process of taking in plans to an email submittal mechanism in order to facilitate continued operations in an effective manner.
- The volume of plan review rejections recorded decreased by 29.95% in 2019 and 2020. This is due to adjustments introduced to the plan review process that allow for corrective notations to be added to a plan or attached documentation by the Building & Life Safety Department.

PERMIT INSPECTIONS



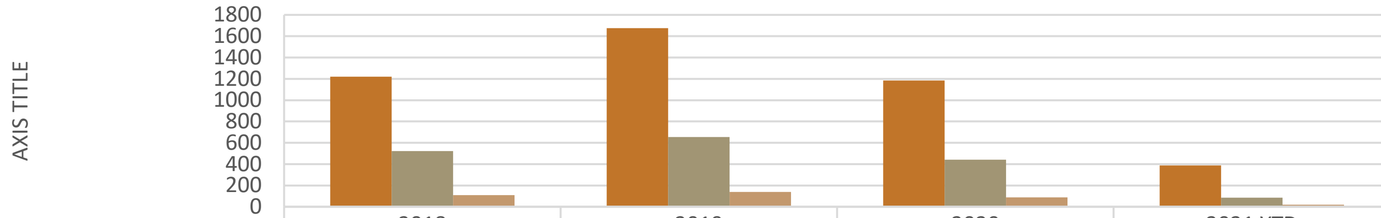
	Building	Electric	Elevator	Engineering	Fire	Health	HVAC	Plumbing
2018	8739	2930	50	1929	574	118	1024	2142
2019	9169	2993	64	1720	637	98	1079	2118
2020	9342	2941	20	1688	753	61	1076	1889
2021 YTD	893	480	9	54	90	12	198	363

- The number of inspections in 2019 and 2020 exceeded the inspection volume recorded for 2018.
- The volume of inspections in 2019 increased by 2.1% over the inspection workload in 2018. While the total inspection volume in 2020 was slightly reduced from the 2019 figures, it still reflects an increase of 1.5% over the 2018 inspection workload.
- Fire Construction inspections averaged an increase of nearly 14.6% increase in inspection volume from 2018 until the end of 2020.
- Building inspections increased by 1.9% in 2020 following the 4.9% increase in 2019.

FIRE INSPECTIONS

- The Regular Fire Inspections declined by over 29% in 2020 partly due to the impact of the Covid-19 pandemic and resulting access restrictions encountered. Reinspection and Business License inspections also dropped off over this same time period by 32.6% and 36% respectively in 2020.

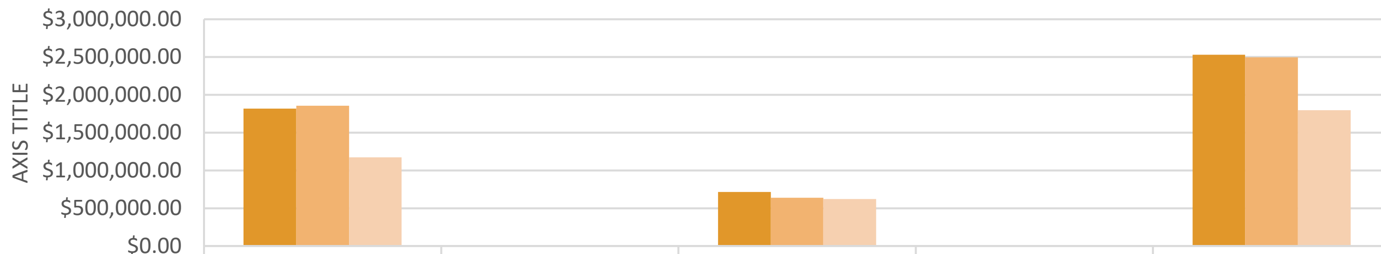
FIRE INSPECTIONS



	2018	2019	2020	2021 YTD
Regular Fire Inspections	1219	1676	1183	388
Reinspections	523	653	440	86
Business License Insp.	108	139	89	20

REVENUES

REVENUES

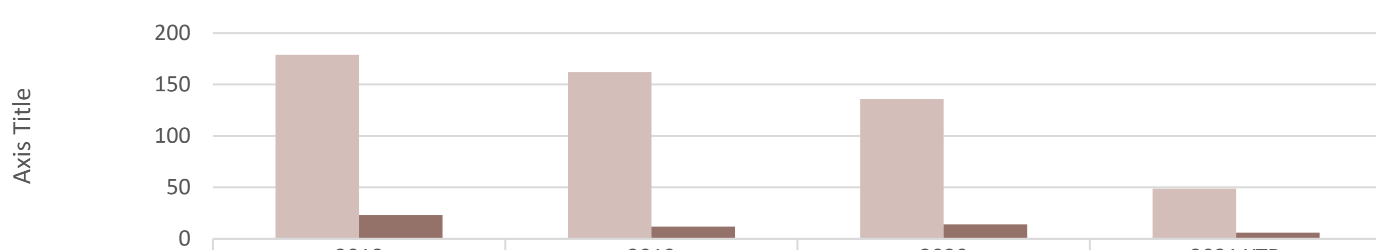


	Permits (only)		Business Lic.		Total
2018	$1,815,778.00		$714,343.00		$2,530,121.00
2019	$1,856,891.00		$637,785.00		$2,494,676.00
2020 Pre-Audit	$1,173,967.00		$623,074.00		$1,797,041.00

- In 2019, revenues remained high though they were slightly below those collected in 2018.
- However, despite the workload volume, the fees collected in 2020 were projected to be substantially lower.
- The audit verified figures for 2020 were not available at the time this report was prepared.

PROJECT VALUES

PROJECT VALUES



	2018	2019	2020	2021 YTD
Over $100,000	179	162	136	49
Over $1,000,000	23	12	14	6

- The number of projects with a construction costs valuation over $100,000 declined by 16% in 2020 following a 9% decrease in the preceding year.
- The number of projects with a construction cost valuation exceeding $1,000,000 increased by 17% in 2020 after experiencing a 48% decline in 2019.

KEY ACCOMPLISHMENTS DURING 2020-2021 PERIOD

In the 2nd quarter of 2020 we implemented an electronic permit application submittal process, whereby all building and fire permit applications and supporting documentation are submitted and processed electronically. Even though permits are submitted electronically, we still encourage our residents and contractors to submit for emergency permits in person. Over the Counter "OTC" permits will still be able to be fast tracked this way. OTC permits are those that do not need a formal plan review. OTC permits can generally be issued that same day by BLS staff.

All permit application materials were updated in 2020. Along with the updates, project type (sheds, fences, additions, remodeling, new construction, etc.) packets were developed and made available on the village web site. This has been an ongoing project with continual improvements to the forms and packets.

2020- 2021 STRATEGIC PRIORITIES & KEY PROJECTS

UPDATE ALL CODES AND BUILDING ORDINANCES:

In Q1 2020, all building codes were updated. This included chapters 23, 25, 26 and 27 of the village ordinances along with the International Code Council (ICC) 2018 Code Series, National Electrical Code (NEC) 2017 Edition and various sections of the National Fire Protection Assoc. (NFPA) Code.

REORGANIZATION OF ELECTRONIC RECORDS INTO CENTRALIZED SYSTEM:

In 2020 a significant amount of existing paper and electronic records were scanned and incorporated into the Village-wide centralized system: Laserfiche. This process will continue in 2021 and include scanning building permit files and sets of rolled plans that the department has been maintaining for some time. Staff is now able to quickly and easily access records for internal research of all projects and/or FOIA requests. As part of this process, due to COVID- 19, new permit applications and supporting documentation will continue to be submitted and maintained electronically. Over-the-counter permits, will be immediately scanned by staff and thereby accessible electronically. As the new ERP system is introduced, the online permit submittal will become more streamline and user friendly.

TARGETED COMMUNICATION OF CUSTOMER SERVICE IMPROVEMENTS AND INITATIVES

Ongoing communication enhancements and initiatives will continue to be a priority of the Building & Life Safety Department. This will include two significant enhancements as follows:

- New Customer Feedback: In the 1st quarter of 2021, this project started out as a strategic goal, and became an accomplishment. The Department wanted to create a better survey that our residents and contractors will use. We investigated and have started using SurveyMonkey for the submittal of customer feedback. Using a third party for the survey process gives the Building & Life Safety department transparency and accountability during the survey process. Results are reported monthly from SurveyMonkey. Not only is SurveyMonkey on our web page, contractors and home owners are sent an email when they have obtained a permit, again monthly while the permit is still active and again after the final inspection.
- Stakeholder Meeting: The first stakeholders meeting was held in March of 2021. The meeting was held via zoom with 20 active participants. Items that BLS covered were, introductions of the department director and supervisors, feedback on their experiences with BLS, permit submittal requirements, and basic inspection information. There was input from

most participants, and constructive discussion about plan review turnaround time and fire protection in basements. BLS is planning on having quarterly stakeholder meetings, our next meeting will be June 9, 2021. BLS will adjust the content of the meetings to stay in line with the wants and needs of our contractors, while educating them on different processes in the department, from permit submittal to plan review through inspections and occupancy certificates.

PRE-CONSTRUCTION MEETINGS

Building & Life Safety Department is now requiring all new construction projects to have a pre-construction meeting prior to the issuance of a permit. A pre-construction meeting provides an opportunity to begin communication and problem solving between the BLS staff and the design/construction team prior to the start of a construction project. At this meeting, some of the items discussed are how to call in for inspections, how to submit design changes to avoid delays, inspection requirements, and construction work hours. The BLS staff requires the owner's representative, project architect, project engineer, project manager, project superintendent, (and subcontractors if possible) to attend this meeting.

ANALYZE ELECTRONIC PLAN REVIEW POTENTIAL

The implementation of the ERP Community Development and Permitting software module will empower the Building & Life Safety Department to function more efficiently and meet the needs of the community. Permit applications and plan reviews will be submitted digitally. Inspections will be conducted with immediate feedback to the resident or business, which is meeting the modern expectation of the present.

EVALUATE NEW PERMITTING SOFTWARE

ERP demonstrations concluded in the Q1 of 2021. The ERP Project Team is conducting further analysis to ensure the Village will be investing in a vendor that offers the highest return on investment.

ANALYZE THE PURPOSE AND NEED FOR CONTRACTOR BUSINESS LICENSES

- Analyze the revenue/operating cost impact of potential changes.
  - Analysis should include coordination and input from the Finance Department.
- Survey other municipalities on how they work with contractors.
  - Registered, Licensed, General Bond, Register Sub-contractors.

BOND REQUIREMENTS ANALYSIS AND MODERNIZING

- Analyze the bond process currently required for driveways and right-of-way openings, to determine if a more efficient system can be used for the receipt and refunding of bonds.
- Analysis should include coordination and input from other departments: Public Works, Finance. The new ERP will play a big role in this process.

PERMIT FEE STUDY

In Q3 of 2020, we started the process of conducting a permit fee comparison survey, to be completed by the end of Q2 of 2021. The intent of the survey is to compare the Village's fees and fee structure to those of other neighboring/similar municipalities, to determine whether adjustments might be necessary.

HOW-TO VIDEO TARGETING THE HOMEOWNER

The department has started to develop a series of videos that walks homeowners' through the permit application process. The first video will focus on fence permits. This will be step by step explanation of the application and submittal process.

BUILDING PERMIT ELIMINATION AND WORKFLOW SURVEY

In Q1 of 2020, a survey was sent to our neighboring and comparable communities on the types of business permits they offer and the workflow of their permits. This survey was conducted, closed, and analyzed prior to the onset of the COVID-19 pandemic. This survey found that no two communities offer the same building permits or have similar workflow. It was determined that we will reassess our current workflow during implementation of the Community Development module of the ERP. In addition, we will stay consistent in monitoring the building permits offered to ensure we are meeting the needs of the community.

REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

- Electronic submittal is a challenge due to our current software, the ERP should address the following challenges:
    - Incomplete submittals:
        - Missing forms
        - No drawings
        - Expired/no license
    - Auto generating response based on incomplete submittal
    - Auto bond release based final inspections
    - Auto notification on expiring building permit, license, bonds etc.
    - Emergency permit and some over the counter permit quicker if the applicant comes in person

POTENTIAL NEW INITIATIVES TO EXPLORE IN THE FUTURE

Remote Virtual Inspections (RVI) A form of visual inspection which uses visual or electronic aids to allow an inspector or team of inspectors to observe products and/or materials from a distance because the objects are inaccessible or are in dangerous environments, or whereby circumstances or conditions prevent an in-person inspection.

Virtual inspections could be used for select commercial and residential projects. Virtual inspections are done through a live video conference by a village inspector and the contractor or homeowner. By offering virtual inspections, the village is providing a convenient and safe process for residents and small businesses to continue their projects without delay. Permits for projects such as water heaters, sump pumps, HVAC changeouts, basement/kitchen/bathroom remodels, and other minor permits may be eligible for virtual inspections. Some projects are not conducive to a virtual inspection. Free apps like Zoom or Teams can be used for the inspection.

CONCLUSION

Despite the challenges created through the Covid-19 pandemic, the Building & Life Safety Department performed effectively processing permit applications, reviewing and issuing permits in a timely manner. In addition, all inspection and enforcement responsibilities continued to be carried out within the allowed parameters permitted by the Covid-19 health precautions. The department as a whole was able to adapt to the unforeseen impact that this global pandemic had on our routine processes and were able to adapt to the working conditions and environments created through the initiation of protective public health measures while continuing to deliver high quality service and produce a high volume of work despite the reductions seen.

The changes instituted in 2020 sought to benefit not only our department, but all Village departments, and improve delivery of service to the public as well. Examples include the centralization of construction records into an electronic record management system available to staff throughout the Village as a key example. The rapid development and implementation of permit submittal via email and the subsequent electronic handling of permit documents ensured that applicants could continue to apply for permit, even when the Village Hall was closed to walk-in services.

Other necessary improvements were initiated and though not yet realized, progressed in order that the necessary foundation is given to the ultimate completion of such project. An example of this is the participation of staff in the gathering needs and information gathering for our future ERP project. The benefits anticipated to be realized from that new system offers the hope that the modern system which will be brought in can aid steam lining project submittals and document management, as well as reduce delays in paying for various licenses and permits.

Many more improvements to the delivery of services have already begun to be implemented within the 2021 calendar year. Like the improvements already realized, these futures changes will strive to educate the public on our processes, improve our delivery of services and establish clearly the expectations we hold for ourselves in serving our community.

Committee-of-the-Whole
6/1/2021

Item: Departmental Status Report - Police

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Department Report - Police	Agreement

POLICE

Chief Nick Pecora

POLICE CHIEF

SCOPE OF DEPARTMENT SERVICES

KEY SERVICES AND FUNCTIONS

The Police Department serves as a critical public safety function for the residents and visitors of the Arlington Heights community. The Department operates 24 hours a day, 7 days a week, for 365 days a year and provides several law enforcement and crime prevention services that include but are not limited to: police patrol by geographic beat, criminal investigations of adult and juvenile crimes, traffic enforcement and education, crime prevention initiatives through partnerships with local school districts and community presentations, animal welfare and more.

The Department also provides a records management function that manages all law enforcement related records and responds to requests for records from the public. The administrative function of the Department manages all fiscal related matters, the accreditation process, training of personnel, evidence and property inventory, fleet maintenance, grant preparation, internal affairs, emergency operations and more.

ORGANIZATIONAL OVERVIEW

The authorized number of full-time equivalent positions within the Department is 139. Positions are broken down between sworn (109) and civilian (30). The Department has two part-time civilian employees and zero part-time sworn positions. The sworn positions of the Department are categorized into five ranks: Chief of Police (1), Deputy Chief of Police (3), Commander (5), Sergeant (14), and Officer (86). Appendix A depicts the personnel breakdown through an organizational chart.

Operationally the Department is broken down into three divisions with one Deputy Chief leading each division. The divisions are then broken down into two bureaus to carry out more specialized tasks. The below chart depicts the operational breakdown and the position responsible for the day-to-day activities:

WORKLOAD AND PERFORMANCE DATA

RECRUITMENT AND TALENT MANAGEMENT

Recruitment is a major function of the Human Resources Department. This is the first step in creating a positive and welcoming culture at the Village. Through partnership with each Village Department, the recruitment process results in selecting the best qualified candidate with a positive attitude and aptitude to be a success in our organization.
The chart below illustrates all Village positions filled for the last five years. This includes all new hires as well as promotional positions.

Division/Bureau	Position Responsible
Patrol Division	Deputy Chief of Patrol
Patrol Bureau (A, B, C Shifts)	Patrol Commanders (A, B, C Shifts)
Traffic Bureau	Traffic Commander
Criminal Investigations / Community Services Division	Deputy Chief of Criminal Investigation/Community Services
Criminal Investigation Bureau (CIB)	CIB Commander
Community Services Bureau (CSB)	CIB Commander
Administrative Services Division	Deputy Chief of Administration
Records Bureau	Records Supervisor (Civilian)
Support Services Bureau	Support Services Sergeant

Vehicle Type	Bureau	# of Vehicles
Unmarked Investigation	CIB	13
Surveillance Van	CIB	1
Unmarked Narcotics*	CIB	2
Gator (Special Events)	CSB	1

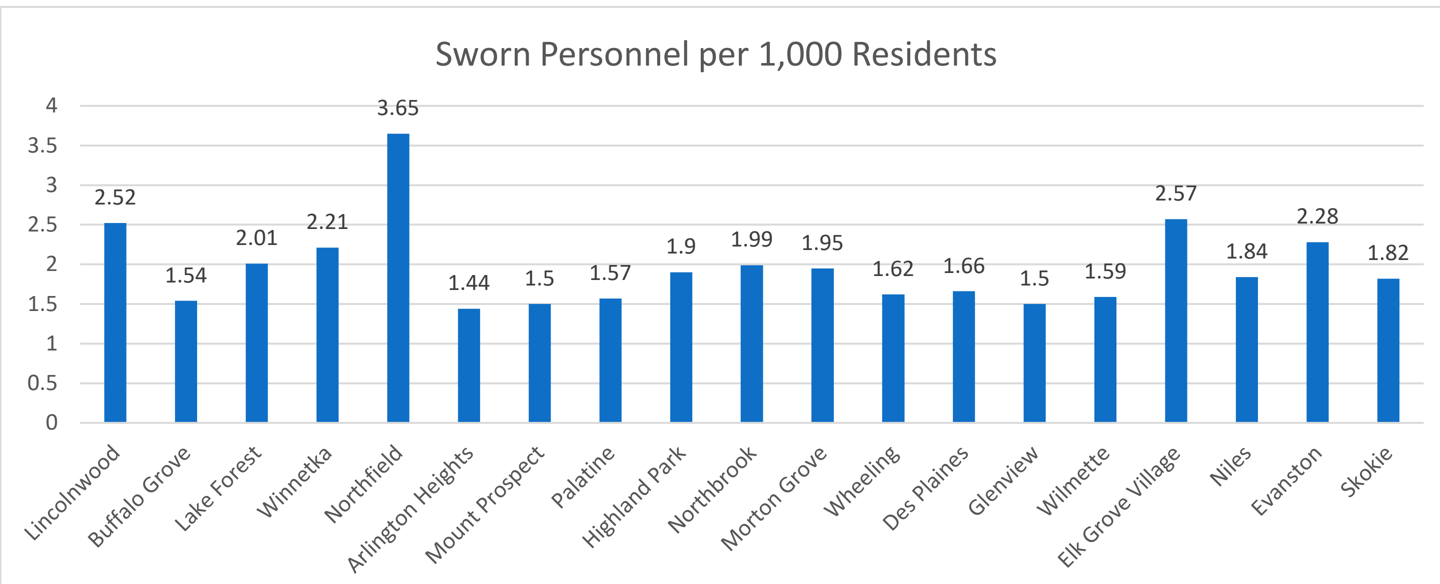
Marked First Responder	Patrol	23
Unmarked First Responder	Traffic	5
Public Service Officer	Traffic	6
Motorcycles	Traffic	4
Administrative (Chief & Deputy Chiefs)		4
Command Vehicle		1
Prisoner Transport		1
Total		*61*

**Vehicles were either provided by the state or acquired through civil seizure proceedings*

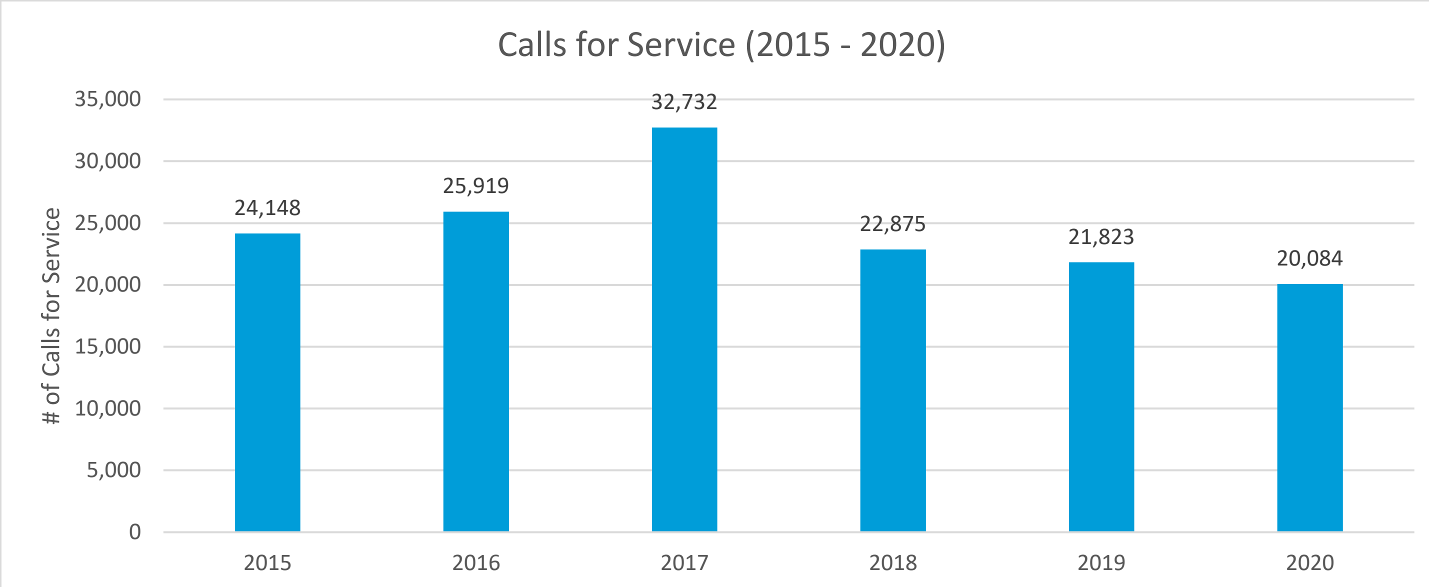
First responder vehicles make up the overwhelming majority of the fleet and the Department has nearly phased out all Ford Crown Victoria models for Ford Explorer SUVs. This fleet makeover is due to the Crown Victoria being discontinued by the manufacturer and the SUVs have a higher resale value, are better equipped for operation during extreme weather, and have a larger capacity to store equipment. The six-cylinder engine of the SUVs are also more fuel efficient than the Crown Victoria models. The replacement cycle for these types of vehicles are either 80,000 miles or 5 years, whichever occurs first. This is to ensure vehicles are still operating efficiently, effectively, and safely while being used by our officers.

WORKLOAD AND PERFORMANCE DATA

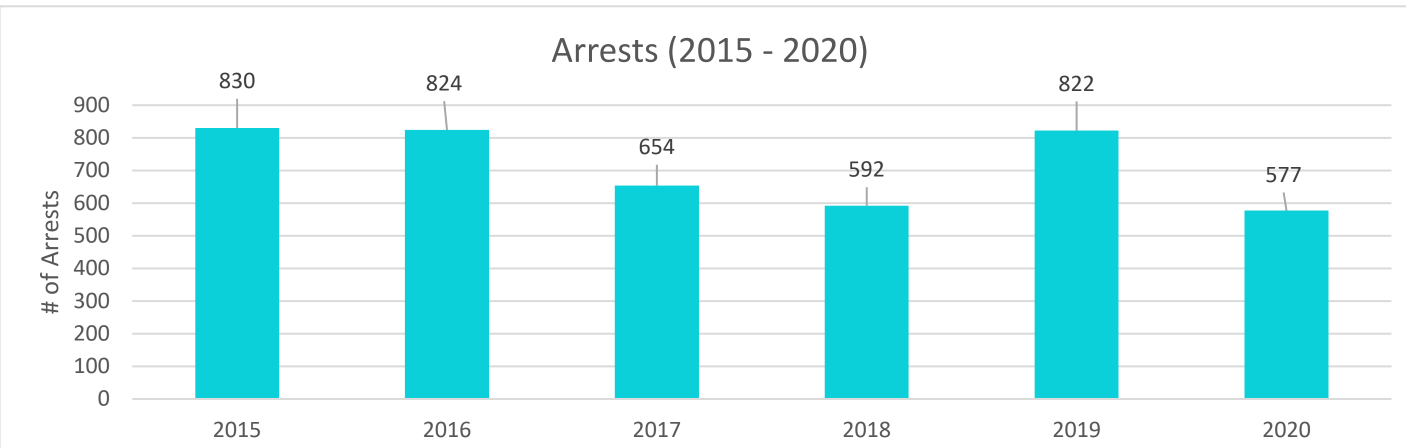
COST AND WORKDLOAD DATA

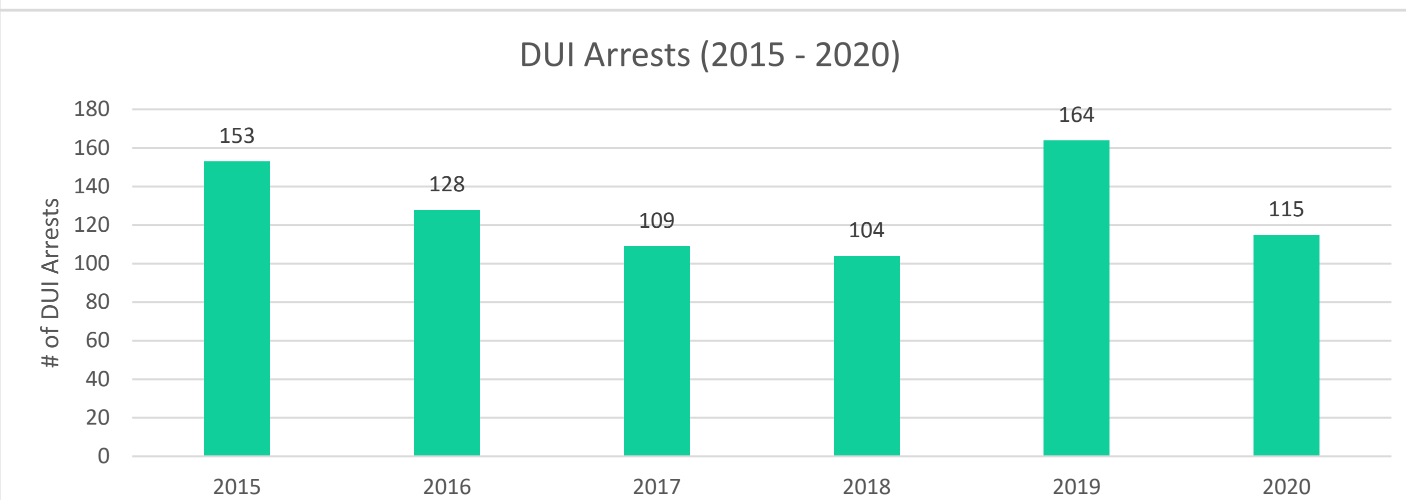


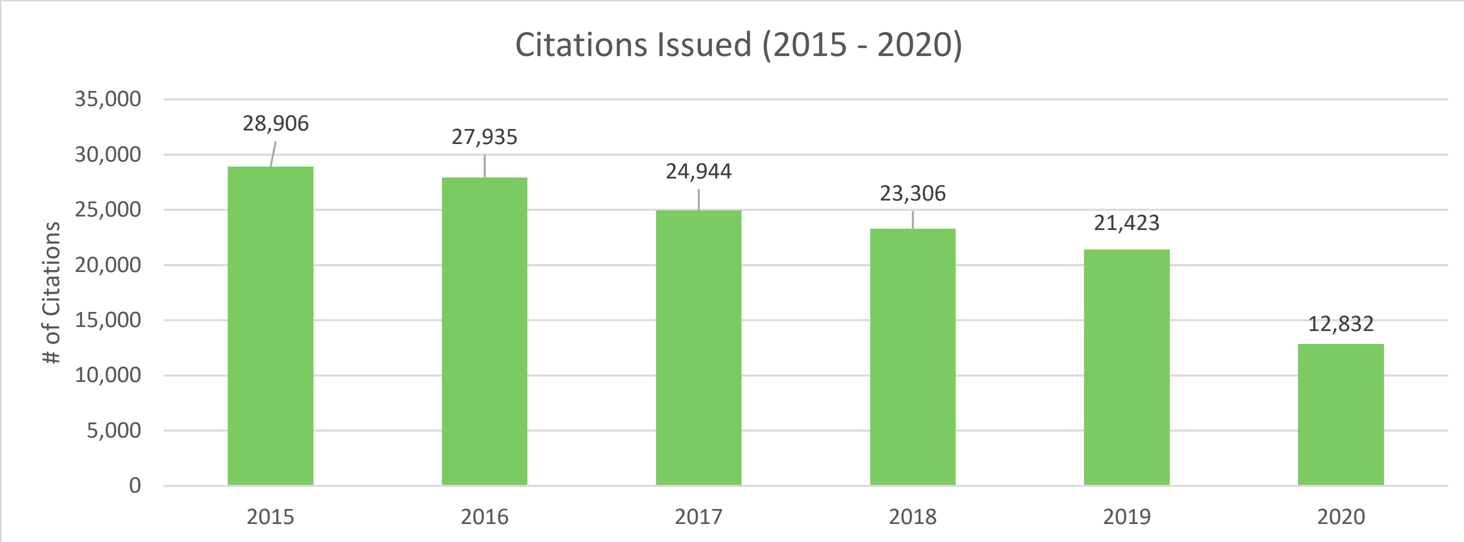
In late 2020 the Department re-designed two Support Services Bureau positions in order to adapt to the evolving demands within the Administrative Services Division. The Property Custodian and ID Technician positions were reclassified to Administrative Service Officers (ASOs) which will allow them to conduct additional tasks that were previously not applicable based on their prior job descriptions. This change will provide an immediate impact in the short-term with current legislative and accreditation compliance demands, as well as a long-term impact with anticipated new administrative tasks, such as body-worn camera video management.

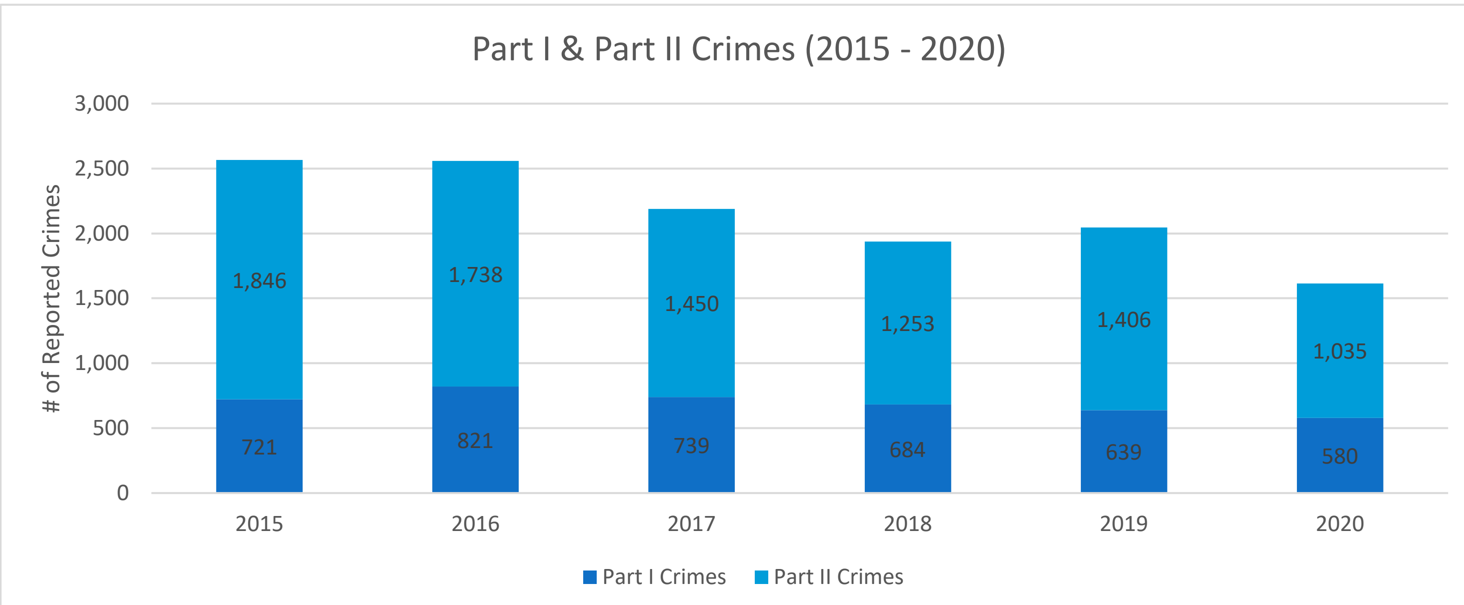


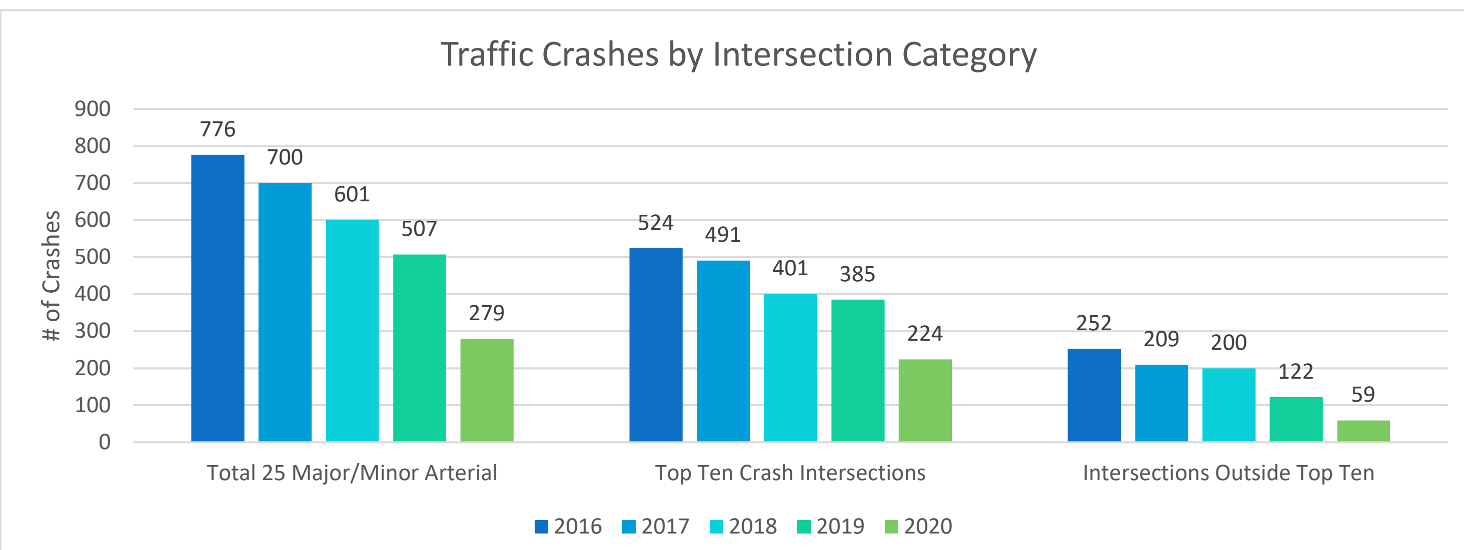
OUTPUT AND PERFORMANCE DATA

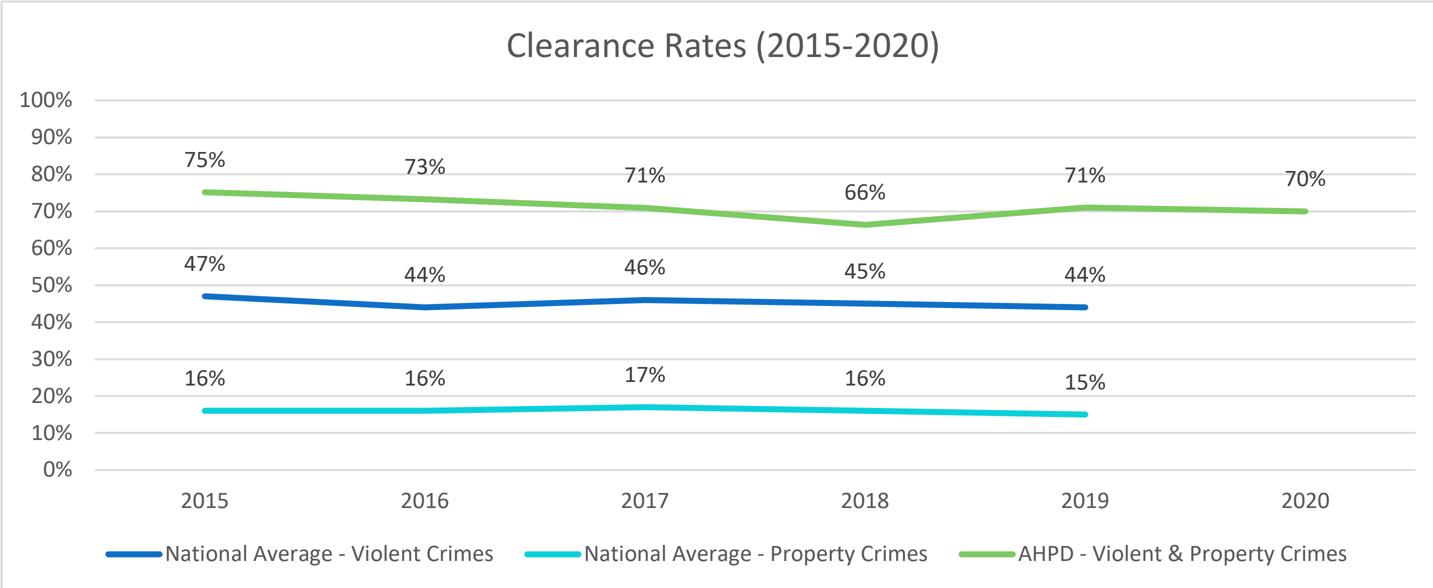





Citations Issued (2015 - 2020)
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
# of Citations
28,906
27,935
24,944
23,306
21,423
12,832
2015
2016
2017
2018
2019
2020


Part I & Part II Crimes (2015 - 2020)
3,000
2,500
2,000
1,500
1,000
500
0
# of Reported Crimes
1,846
1,738
1,450
1,253
1,406
1,035
721
821
739
684
639
580
2015
2016
2017
2018
2019
2020
Part I Crimes
Part II Crimes


Traffic Crashes by Intersection Category
900
800
700
600
500
400
300
200
100
0
# of Crashes
776
700
601
507
279
524
491
401
385
224
252
209
200
122
59
Total 25 Major/Minor Arterial
Top Ten Crash Intersections
Intersections Outside Top Ten
2016
2017
2018
2019
2020



KEY ACCOMPLISHMENTS DURING 2020-21 PERIOD

IMPLEMENTATION OF LICENSE PLATE READER (LPR) TECHNOLOGY

The goal for the recent acquisitions of LPR technology is to allow for more efficient identification and enforcement of parking violations, which could lead to a reallocation of personnel to other enforcement or service activities and potentially increase revenue, and/or parking compliance. In addition, static LPR cameras will be evaluated in order to post at high volume intersections to assist in community safety and criminal investigations.

The system was implemented in the first quarter of 2020 and has, thus far, proved highly efficient and effective. In 2018, the parking unit accounted for approximately 11.22 time zone citations per weekday. In 2019, the parking unit accounted for approximately 7.39 time zone citations per weekday with rolling vacancies in the unit. A two-day sampling from the first quarter while testing the equipment resulted in the LPR logging 68 valid time zone violations and 2,261 plate reads. This would have accounted for approximately 34 time zone violations in a single weekday. The LPR was capturing a significantly higher number of violations as compared to traditional enforcement methods. Due to a significant decrease in limited time parking since the onset of the COVID-19 pandemic in March, and the adoption of Arlington Alfresco in July, accurate data is unavailable to continue assessing the system in a meaningful way. As limited time parking returns to normal at some point in the future, the efficiency and effectiveness of the system will continue to be assessed.

ILLINOIS TRAFFIC SAFETY CHALLENGE

The Illinois Traffic Safety Challenge is a competition between agencies that is facilitated by the Illinois Association of Chiefs of Police. Each agency submits an application documenting in detail how they identified traffic related issues and planned strategies to address the issues. An emphasis is placed on both education and enforcement. In 2020 the Department came in 2nd place in the Championship Class which is comprised of municipalities that have won the award for their department size the prior year. However, the Department did come in 1st place for the Distracted Driving category based on the Traffic and Patrol Bureaus' continued focus on education and prevention throughout the year.

CONTINUED FUNDING FOR THE COMMUNITY ADDICTION AND RECOVERY EFFORT (CARE)

In July of 2018 the Community Addiction and Recovery Effort (CARE) was launched via press conference at Village Hall. The CARE program was created in response to the national opioid epidemic which has started show a local impact within the community. The program focuses on leveraging community resources to assist individuals battling substance use addiction in the short and long-term and allows any individual, regardless of residency, to speak with a trained professional at any point during the day.

The program was made possible through the cooperation and commitment between the Police Department, Fire Department, Health & Human Services Department, Live4Lali, Omni Youth Services, and Brightside Clinic.

In 2019 the Department was awarded a grant from the Illinois Criminal Justice Information Authority (ICJIA) for $80,000 to carry out activities under the Village's CARE program. The grant term spanned from January 1, 2019 – June 30, 2019 and the Village received two additional extensions. The first extension funded the program from July 1, 2019 – June 30, 2020. The second extension granted the program a budget of $129,893 for the July 1, 2020 – June 30, 2021 timeframe. In March 2021 the Village's CARE team met with the grant monitor and discussed the various aspects of the program. The monitor mentioned that the current grant cycle will terminate on June 30, 2021. However, the General Assembly did vote to continue funding this type of grant, but all communities will be eligible to apply making the selection process more competitive. Previously, the Village had to go through this competitive process back in 2018 when the program received its initial award. It is anticipated that the grant application will be posted either in early May or June 2021.

The funding from ICJIA is primarily used for the co-coordinators that are provided through Live4Lali and Omni Youth Services, initial intake and emergency treatment by Brightside Clinic, training for our officers on substance abuse recognition, and marketing materials in order to increase public awareness around the program. The Department regularly continues to identify grant opportunities to assist in maintaining and potentially expanding the services offered through the CARE program.

PUBLIC SERVICE OFFICERS (PSOS) TAKING NON-CRIMINAL POLICE REPORTS

In an effort to enhance law enforcement services and increase customer service delivery to the public by quickly processing a police report and to keep sworn officers patrolling their beats, the Department began to allow PSOs to take non-criminal reports from the public.

This project was completed ahead of the projected timeline. In Q1 2020, a comprehensive review of all Police Call Types, as well as their dispatch priority, were reviewed and amended in minor fashion to reflect those calls for service that could be facilitated by a PSO. In Q2 and Q3, training was conducted, to include traffic crash reporting, management of traffic data sampling devices, LPR technology, traffic direction, Non-emergency Public Service calls (such as Found Property, Animal Complaints, Roadway Hazard Responses), and Forensic Training (for PSOII's). Substantive changes were made to the deployment and use of PSO's, while additional ancillary duties were added to the PSOII's. The benefits of expanding the roles of PSO's, as well as the adjustment of the hours of assignment, became particularly valuable during the Covid-19 pandemic.

PROJECTS ANTICIPATED TO BE COMPLETED IN 2021

IMPLEMENTATION OF COMPUTER-AIDED-DISPATCH (CAD) AND RECORDS MANAGEMENT SYSTEM (RMS) SOFTWARE

For the past few years Northwest Central Dispatch System (NWCDS) has been coordinating and leading the effort for an updated and consolidated Computer-Aided Dispatch (CAD) and Records Management System (RMS) for all 11-member communities. The desired outcome for this endeavor is to achieve economies of scale by having all communities use the same vendor for both functions and to have one contract through NWCDS as opposed to 11 separate contracts for each community which is the current practice. Through consolidation, member communities can start to standardized particular processes for both the dispatch and records functions in order to streamline and have increased interoperability among jurisdictions.

NWCDS and associated member representatives ended up selecting Motorola Solutions' Premier One system as the vendor and product to provide the comprehensive services outlined. On March 30, 2021 at 4:30am the Premier One system went live for all member agencies. Core functions of the system were and continue to be operational.

PRIORITIZING DIVERSITY FOR SWORN OFFICER RECRUITMENT

In 2019 the Department worked with Human Resources, Village Manager's Office, and the Northwest Suburban working group of municipal managers and Chiefs to review existing police workforce demographic data, research recruitment opportunities, connect with minority organizations and other activities to assist in recruiting diverse candidates for law enforcement.

The Village, along with the Northwest Suburban working group, had an agreement with Harper College to host a daylong workshop regarding the entry-level test and other expectations of becoming a police officer. Each member of the working group was going to provide an officer to discuss one on one with the attendees and have specialists come in and discuss some of the various aspects of the onboarding process, such as the polygraph and stress tests. Unfortunately, this workshop was cancelled due to the pandemic and associated stay-at-home orders. The workshop was then re-scheduled for March 2021 and took place in virtual format.

Based on the circumstances, the event was considered a success as 49 people attended the workshop and provided positive feedback. The demographics of the attendees were: 66% White, 17% Latinx, 7% Asian, 5% Black, and 5% Multiethnic/Other. The Department hopes that a large portion of these attendees will take the entry-level exam this year which is anticipated to be held in either November or December.

SUCCESSFUL COMPLETION OF CALEA ON-SITE ASSESSMENT

In late July 2021, CALEA assessors will be conducting a virtual on-site assessment and review the Department's policies and proofs of compliance along with conducting several interviews with Department staff, Village staff, and other key community stakeholders. Assessors will then compile and evaluate all of this information, write a report, and present their findings to the CALEA commission. In November 2021 representatives from the Department will travel to Jacksonville, Florida for a hearing regarding our assessment and the commission will then make a determination regarding our re-accreditation status. The Department received its first accreditation award in 2008 and has been reaccredited in 2011, 2014, and 2017. Receiving a re-accreditation award at the November CALEA hearing will be the Department's fifth consecutive award.

REVIEW OF ANTICIPATED CHALLENGES & INDUSTRY TRENDS

SUCCESSION PLANNING

Within the last five years, the Department has experienced 17 retirements in sergeant and above ranks. This is a 74% turnover as there are 23 total positions within the sworn supervisor and above ranks. Unfortunately, the challenge does not stop there as it can be assumed based on age and years of service that there could be an additional 12 retirements within those ranks within the next five years. This would be a 126% turnover in sworn supervisor positions within ten years.

RECRUITMENT & HIRING

While the Department has had success in receiving several lateral applicants which results in a quicker timeline from application to solo patrol, it is only a short to mid-term solution. Entry-level testing has had a significant drop for not only our Department by the region as a whole. In our entry-level test in 2018, there were a total of 161 candidates that passed the written exam. In the 2019 test, only 88 candidates passed the test. This 45% reduction is anticipated to continue as neighboring communities have had similar numbers. The Department is seen as a destination from existing officers and we do not experience a retention issue within our own ranks, the challenge seems to be to attract quality applicants to the industry as a whole.

LEGISLATIVE MANDATES

With regards to the recent legislation passed in Springfield, it can be reasonably assumed that it will have negative compounding effects on recruitment, but it may also lead to retention issues for officers of all ranks. Our experienced officers may consider leaving earlier than the full maturation of their post-employment benefits as they may deem continued service a risk based on the new restrictions upon the industry. Younger officers may also consider leaving the industry as a whole as it could be daunting to see themselves in a high-risk position for decades. This legislation also has impacts on operations as body cameras will become mandatory, which is a significant capital expense. There are also limits on the functions and authority of officers which could lead to confusion and ultimately frustration from residents as they have an expectation of what the police can do with individuals which has now changed. The new legislation results in sweeping reforms that impacts several other areas of law enforcement. The Illinois Association of Chiefs of Police (ILACP) have been lobbying to get more common-sense language in trailer bills which makes the situation more fluid. The Department will continue to monitor the situation, train our officers, and adjust as needed.

NEW INITIATIVES

ASSESSMENT-BASED MODEL FOR PROMOTION & MENTORSHIP / COACHING OF NEW SUPERVISORS AND COMMAND STAFF

Recently the Department has switched its promotional process to an assessment-based model rather than a standardized test model. Since the Department has experienced impactful turnover over the years in supervisory and command positions, the assessment model has assisted the Department in selecting the most appropriate personnel based on traits and their ability to make decisions. The formal testing process is beneficial for entry-level applicants in order show a baseline competency, however, the supervisory ranks are more complex and require a demonstration of practical decision-making scenarios which is captured in the assessment-based model.

In conjunction with the expansion of the assessment-based model for all supervisor promotions, the Department will be examining a more formal mentorship/coaching model for these positions. Currently, new supervisors go through a field training program which primarily focuses on the more technical duties that come with the position. They also attend Northwestern’s Staff and Command to learn the non-technical aspects of the position. However, with the rapid turnover over the past few years and the projected turnover over the next five years, an internal coaching program would serve as a supplemental tool to assist new supervisors in applying the academic teachings from Staff and Command training into practice. The need for this type of coaching becomes more significant as personnel are promoted past front-line supervisor as the position becomes less technical based and more personnel and resource allocation based. The Department will research existing programs both regionally and nationally and may consider the ICMA Coaching Program as a foundation for implementation.

ESTABLISHING MULTIPLE PATHWAYS TOWARDS SWORN OFFICER STATUS

Since recruitment of new officers is a challenge that is anticipated to continue for years to come, the Department will explore new pathways for individuals to get involved with our agency. Historically, the Department is able to attract existing officers through our lateral program and the recruitment team will attend career/job fairs to attract entry-level applicants. We also offer an internship in collaboration with state universities and local community colleges, however, that internship has not yielded many officers with our Department since its inception.

The Department will continue the lateral program; however, the recruitment team is going to start developing new pathways for entry-level applicants. Our internship program will be revamped and more tailored as a recruitment tool as opposed to assigning them tasks in order for them to get credit at their university and then never hearing from them again. As positions open through retirement, the Department will explore a "term-based" Public Service Officer (PSO) position that will hire civilians, give them experience, and then have that position's employment end shortly after the entry-level exam in hopes that they tested well on the entry-level exam. This will create a PSO to Officer pathway for those that are interested in becoming the police but the timing of the test does not work out for them. The recruitment team will also start to build relationship with the various military bases/facilities in an effort to reach veterans and help them transition to a law enforcement profession. Workshops will also be evaluated in order to educate potential entry-level candidates on the hiring process and what to expect as an officer. The goal is to build upon the success of the workshop that was hosted in March 2021.

EXPLORATION OF ENTRY-LEVEL TESTING ALTERNATIVES

The Department will work with regional law enforcement agencies and review the various statutes and commission rules regarding law enforcement hiring to see what changes can be made to the entry-level testing process. Initial discussions have included participating in the national testing network where an individual can test at a testing center from any part of the country. The Department has also discussed having multiple tests throughout the year and blending the results with the exiting eligibility list. These discussions are preliminary and requires additional research.

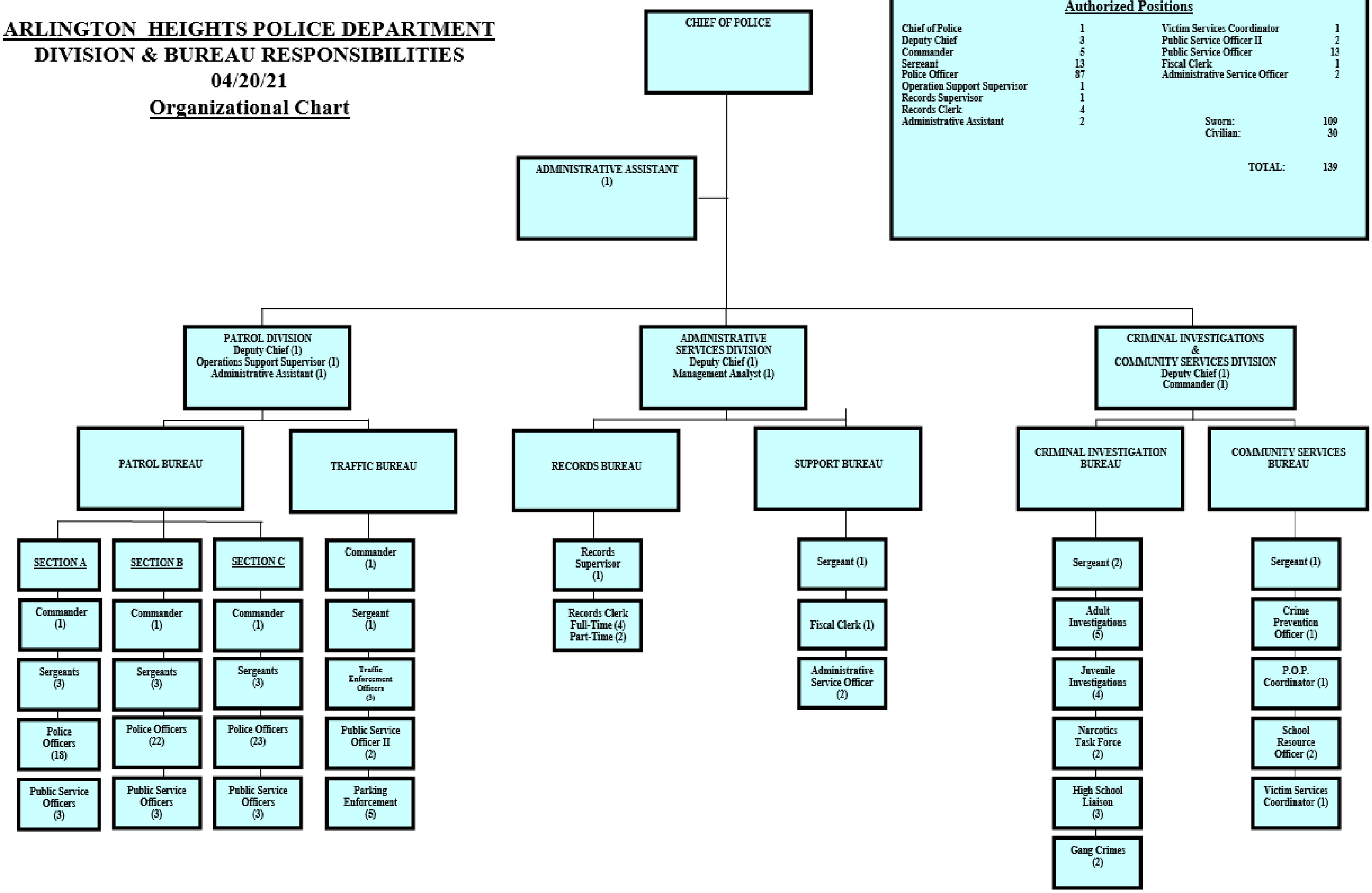
ENHANCEMENTS OF ADMINISTRATIVE PROCESSES THROUGH TECHNOLOGY

After the recent implementation of CAD/RMS, the pending implementation of a Village-wide ERP system, and the recent implementation of Microsoft 365, the Department will examine where administrative efficiencies can be discovered. This will assist in not only streamlining existing processes, but also assist in meeting the reporting requirements of the new legislation with regards to training.

PUBLIC EDUCATION CAMPAIGN REGARDING LEGISLATIVE CHANGES TO LAW ENFORCEMENT AUTHORITY

Based on how the statute is written, the authority of officers and how they respond to calls for service will change significantly. These new changes will have to be presented to the public as they may have an expectation of what the police can do based on the past. For example, if there is an individual causing a disturbance in a commercial establishment and the owner of the establishment calls the police to remove that person, all our officers can do is issue a citation and not escort the person off of the property. This could lead to frustration by the owner of the business as the disturbance was not resolved and the owner is still impacted. The Department could be blamed for this when in reality the Department is limited to what it can do in these situations. A public education campaign might be needed to adjust the public's expectation on a police response. However, there are discussions of a trailer bill and the Department will monitor its status in order to act accordingly.

ARLINGTON HEIGHTS POLICE DEPARTMENT
DIVISION & BUREAU RESPONSIBILITIES
04/20/21
Organizational Chart



Authorized Positions

Chief of Police	1	Victim Services Coordinator	1
Deputy Chief	3	Public Service Officer II	2
Commander	5	Public Service Officer	13
Sergeant	13	Fiscal Clerk	1
Police Officer	87	Administrative Service Officer	2
Operation Support Supervisor	1		
Records Supervisor	1		
Records Clerk	4		
Administrative Assistant	2	Sworn:	109
		Civilian:	30
		TOTAL:	139