AGENDA
President and Board of Trustees
Village of Arlington Heights
Committee-of-the-Whole
Board Room
33 S. Arlington Heights Road; Arlington Heights, IL 60005
May 30, 2023
7:00 PM

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

A. **Department Reports**
- A. Finance
- B. Human Resources
- C. Public Works

V. OTHER BUSINESS

VI. PUBLIC COMMENTS

VII. 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 Erin Mercado, at 33 S. Arlington Heights Road, Arlington Heights, Illinois 60005, emercado@vah.com or (847)368-5793.

Committee-of-the-Whole
5/30/2023

Item: Department Reports

Department: Village Manager's Office

Department Reports

Every two years, after Village elections Staff from every department puts together reports that provide an overview of accomplishments and workload over the past two years and anticipated challenges for the next two years. These reports are presented to the Village Board in May in preparation for a special Board meeting in the summer where the Village Board will develop Strategic Priorities for the Village for the next two-year cycle.

Tonight we will hear reports from the Finance Department, Human Resources and Public Works.

Department Reports

A. Finance
B. Human Resources
C. Public Works

ATTACHMENTS:

Description	**Type**
Finance	Report
Human Resources	Report
Public Works	Report

VILLAGE OF ARLINGTON HEIGHTS

FINANCE

2023 DEPARTMENT REPORT

TOM KUEHNE
DIRECTOR

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 FTEs 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 the full-time Administrative Assistant position to a part-time position. These changes were made possible by hiring quality staff and efficiencies through the use of technology. 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, the annual Treasurer's Report, and election year activities of the Village Clerk. 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 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, maintaining municipal records, freedom of information requests coordinated by the Village Clerk, 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 initiated a multi-year plan to fund storm water control projects, rejuvenated the Village's public parking garages, and maintained high levels of street improvements and water main replacements. More recently, the Village has developed a multi-year debt service plan, whereby the annual debt service levy is maintained at a 0% increase each year. A portion of the Village's outstanding bonds have now been scheduled to mature every five years, which allows for bond sales for infrastructure improvements at five-year intervals.

Over the past two years Finance staff also worked on incorporating the Village-wide Diversity, Equity, and Inclusion (DEI) program into our workplan. This involved devising and implementing DEI data collection procedures for Village vendors, suppliers, and contractors. DEI information was then incorporated into the Village's 2022 annual Treasurer's report, which lists payments to all Village employees and vendors, through the addition of a column indicating which vendors can be listed under the woman, minority, and other disadvantaged categories. Also, for the first time, the 2023 Budget document included DEI purchasing performance measures. Staff will continue to make efforts to reach out to a wider swath of vendors to submit bids for Village purchases.

A key special project that Finance has played a vital part in since the beginning of 2022 is the new Village-wide Enterprise Resource Planning (ERP) software for the Village, being coordinated through the Integrated Services Department (ISD). This software includes 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. Throughout 2022, Finance staff worked with the software provider, Tyler/Munis to plan for the implementation of the internal service activities noted above. This has required approximately 347 Financial ERP meetings, including Financials and Overall Project Management sessions by numerous staff members during 2022. These efforts were headed by a Finance team consisting of Mary Juarez, Assistant Finance Director, Alexis Smulson, Accounting Manager, and Kevin Baumgartner, Accountant/Budget Coordinator. The implementation of this new ERP system would not have been possible without the many additional hours of work put in by this team and other Finance staff members beyond their normal work hours. We hope to have this project fully implemented by 2024, and the Finance team all look forward to Saturday being a non-work day! As of January 3, 2023, the first phase of the new Munis software was initiated including accounting, cash receipts, budgeting, accounts payable, and accounts receivable. This implementation date was nearly put in jeopardy as the Finance Department experienced a flood on the day after Christmas due to a broken water pipe in the vestibule of the Village Hall. Once again, Finance staff put in extra work to help maintain operations and clean up after the flood, we were ready to implement the new software one week later. In July of 2023, after many months of dual entry and testing, the payroll module is planned to be implemented, and in January 2024, the Utility Billing module will be implemented. Going through this process is a difficult endeavor that requires time and diligence to complete. It can also be difficult for employees to open their minds to new ways of doing things, and overcoming data transfer issues and software glitches that need to be addressed. Over the next year, we will continue to learn about the new system's capabilities, and look for ways to improve the efficiency of our processes.

Another key project undertaken this past year was the implementation of the new Freedom of Information (FOIA) system called Next Request. This new system is designed to catalog and track FOIA requests through a decentralized response system that is now managed by the Village Clerk. FOIA's were previously coordinated through the Legal Department. This additional duty has required extensive training and additional time. The number of FOIA requests has continued to grow each year, and are expected to increase further as the Arlington Park Racetrack property development progresses.

Finance staff will continue to be a part of the inter-departmental team working on the development of Arlington Park Racetrack property which was recently purchased by the Chicago Bears Football Club. Preliminary plans call for a new domed stadium and multi-use development on this property. Although no formal proposals from the property owner have been received, the Village has hired traffic and economic consultants experienced in stadium developments, to assist the Village's review of any such proposals.

Finance 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, participation with the Illinois Government Finance Officers' Association, acting as a GFOA national budget reviewer, as well as other organizations.

Workload and Performance Data

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. Vehicle sticker sales bring in $1.4 million each year to the Village's General Fund. Vehicle sticker sales have been inconsistent from year to year due to numerous scofflaws. Numerous residents have expressed that the process is a hassle, and are unclear of the benefits of this program. As sales and income tax receipts have increased significantly over the last three years, other communities have eliminated their vehicle sticker programs as an antiquated way to collect revenues. During the Village's June COW meeting to discuss the 2024 budget ceiling, Staff will be proposing the elimination of vehicle stickers for next year.
- **Water Meter Replacements** – Finance and Public Works Staff have worked to schedule the meter replacement program over the next three years. This will entail the replacement of 18,835 residential water meters. The part-time Account Clerk in Finance that previously entered in the vehicle sticker data, will now be tasked with helping enter the new water meter information into the utility billing system.

- **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. As the water meter replacement program is implemented over the next three years, Staff is anxious to see how this effects water use charges. Older meters typically slow down as the water meter ages. The last time the Village replaced its water meters in 2004, the Village experienced a significant increase in water sales. **(Attachment B – Water Revenue Projections).**
- **Freedom of Information Requests Fulfilled** – the number of FOIA requests continued to increase from 1,596 in 2021 to 1,690 in 2022, as it is easier to make requests through the Village's new website. Additional requests are also being made due to the development of the Arlington Park Racetrack site.
- **Parking Tickets 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 ongoing 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. In 2022, Staff surveyed whether other communities were starting to charge for credit card usage, as a number of restaurants have done over the past couple of years. At that time, it was found that only about 40% of the surrounding communities are assessing a fee for the convenience of utilizing a credit card for payment transactions. As outlined in an October 2022 memo to the Board, Staff will revisit this issue by October 2024.

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 26% and 14% respectively of total revenues. This is up from 22% and 9% respectively two years ago. The large increases in these revenue sources appear to be the result of pent-up demand for goods and services, and upward inflationary pressure during 2022 through the current period. 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. **(Attachments C – Sales Tax and D – Income Tax).**
- **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 <u>at least</u> 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. While the Village has experienced a number of difficult financial years, over the last three years, large sales and income tax receipt increases have resulted in General Fund surpluses. To maintain a reasonable upper-level reserve balance of around 40%, the Village has had the luxury of transferring these surpluses to some of its capital, fleet replacement, and pensions funds. These funds have been affected adversely by the pandemic-related supply chain and worker shortage issues, as well as by the recent market downturn.
- **Property Tax History** – the Village has continued to work hard to keep property tax increases as low as possible. Over the last four years, the Village has been able to keep its property tax levy at a 0% increase over the extended levy **(Attachment E – Property Tax History).**
- **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 debt service 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. **(Attachment F – Tax Supported Debt)**

- **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 9%, 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. **(Attachment G – Change in Village FTE Level).**
- **Survey of Revenues Received from an Average Home** – 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 H** we have been able to maintain a cost position that is in the middle of the pack.

Key Accomplishments during 2022-23

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:

2022-2023 Business Plan/Strategic Priorities:

- To help promote the Village's efforts to expand Diversity, Equity, and Inclusion (DEI) within the Community and the Village, Finance Staff undertook the following initiatives:
    - Added DEI information request areas on the Village's Business License forms and formal bid forms, and included a request for information with the annual W-9 mailing.
    - DEI information reported by the Village's vendors is now incorporated in the Village's annual Treasurer's Report.
    - DEI purchasing and vendor performance data was incorporated for the first time into the 2023 Budget.

- Staff continued to maintain and review the five-year fee and fine increase plan in order to provide smaller, but more frequent increases and to temper property tax increases:
    - Public parking increases have been on hold due to the pandemic-related hybrid work schedules, and the accompanying decrease in the usage of public parking lots.
    - Due to sustainable growth in other General Fund revenues, at the June 2023 COW Budget Ceiling Meeting, Staff will recommend eliminating the requirement to purchase vehicle stickers and dog tags starting in 2024.

- Led by the Integrated Services Department, the Village is implementing a new Enterprise Resource Planning (ERP) software system, and the Finance Department has been the lead department in the first phase of implementation.
    - Throughout 2022, Finance Staff worked with the Village's software consultants to establish the accounting and finance framework for the new software.
    - As of January 2023, the go-live phase of the new ERP accounting, accounts payable, accounts receivable, budgeting, cash receipts, and purchasing was initiated. Other Finance processes including payroll and utility billing, will be implemented later in 2023 and early 2024.

Other Staff Generated Projects

- Proposed a spending plan for the American Rescue Plan Act (ARPA) grant funds. The Village received a total of $6.78 million as part of the federal government's plan to assist government agencies through the pandemic. These funds were used to augment the financial position of the Village's Capital Projects, Water and Sewer, and Fleet Funds.
- Developed a unique financing plan to cover the costs of the new Alfresco Downtown dining program. This required the buy-in of Downtown businesses and the community, of an additional .75% targeted Food & Beverage tax for Alfresco-area restaurants.
- General Fund surplus transfers for 2021 and 2022. These transfers included plans to bolster the Fleet Fund, Municipal Parking Fund, Capital Projects Fund, and the new Lead Service Line Replacement Fund. The 2022 surplus transfers also included paying down a portion of the Police and Firefighters' Pension Fund long-term liabilities, and allowed the Village

to abate $1.6 million from the 2022 tax levy. The Village's actuaries have estimated that the transfer of $2 million to each public safety pension funds will save the Village about $9.8 million between now and 2040, which will help smooth out future property tax levies for these funds. The most recent actuary reports show that the Arlington Heights Police and Firefighter Pension Funds are 88% and 79% funded respectively. The $1.6 million tax abatement will save an average homeowner with a $375,000 home value about $50 on the second installment of the 2022 tax levy paid in August 2023.

- Continued to develop a plan to cover the cost of the State-mandated requirement to replace the public portion of all lead water service lines in the Village by 2044. Lead water service lines are located on about 5,000 or 24% of the services in the Village. The cost of the public portion of these lines, defined as the water line coming from the water main to the b-box, is currently estimated at $27.3 million. Transfers from General Fund surplus monies have provided seed money for this new required program. During the latter part of 2024, the Village will have an opportunity to sell bonds upon the maturity of other Village bonds. It has been proposed that a large portion of this upcoming bond issue be used to finance a significant part of the public portion of this project. Staff will also continue to seek federal and state grant funds that may become available for this program.

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. Over the prior three years the Village has experienced unprecedented increases in its sales and income tax receipts, which has allowed the Village to levy a 0% property tax increase over the prior four years. During this time, the Village has continued to bolster its other funds and pay down a portion of the public safety pension funds unfunded liabilities. These actions will help the Village weather future economic uncertainties, when the business cycle runs its inevitable course.

In regard to infrastructure, the Village has taken great strides over the years to provide ongoing funding for streets, storm water control projects, and water main replacement. Based on dedicated sources of funding for the Village's capital needs and sufficient capital reserves, the Village continues to maintain a sustainable multi-year capital plan.

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 28% of the Village's employees will be eligible to retire in 2023. Over the last two years, due to vacancies the Finance Department has welcomed three new employees for its Account Clerk, Cashier, and Customer Service Representative positions. The Department also anticipates filling the vacant Purchasing Coordinator position shortly. As with many Finance employees, the Purchasing Coordinator 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.

Potential New Initiatives To Explore In The Future

- Continue the implementation of the new ERP system through 2023 and 2024.
- Assist with the study and analysis of development plans and financial assistance requests for the development of the Arlington Park Racetrack property.
- Develop a sustainable financial plan for the Municipal Parking Fund. This fund's revenues have continued to underperform, as some form of remote work has continued to exist for many downtown Chicago businesses. During 2023, Staff will prepare an analysis for Board review of alternative revenue forecasts and potential expenditure changes, that reflects a sustainable operating and capital plan for the fund.

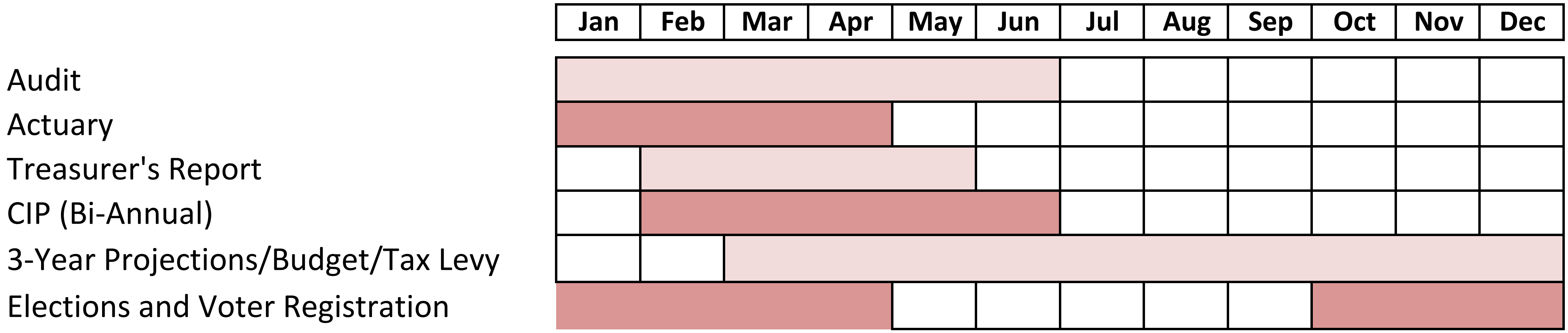
- Finalize plans for the proposed 2024 bond issue, to provide funding toward the Lead Service Replacement program and other needed capital expenses.
- The Completion of a Five-Year Water and Sewer rate study by Finance and Public Works in the fall of 2024.

In closing…

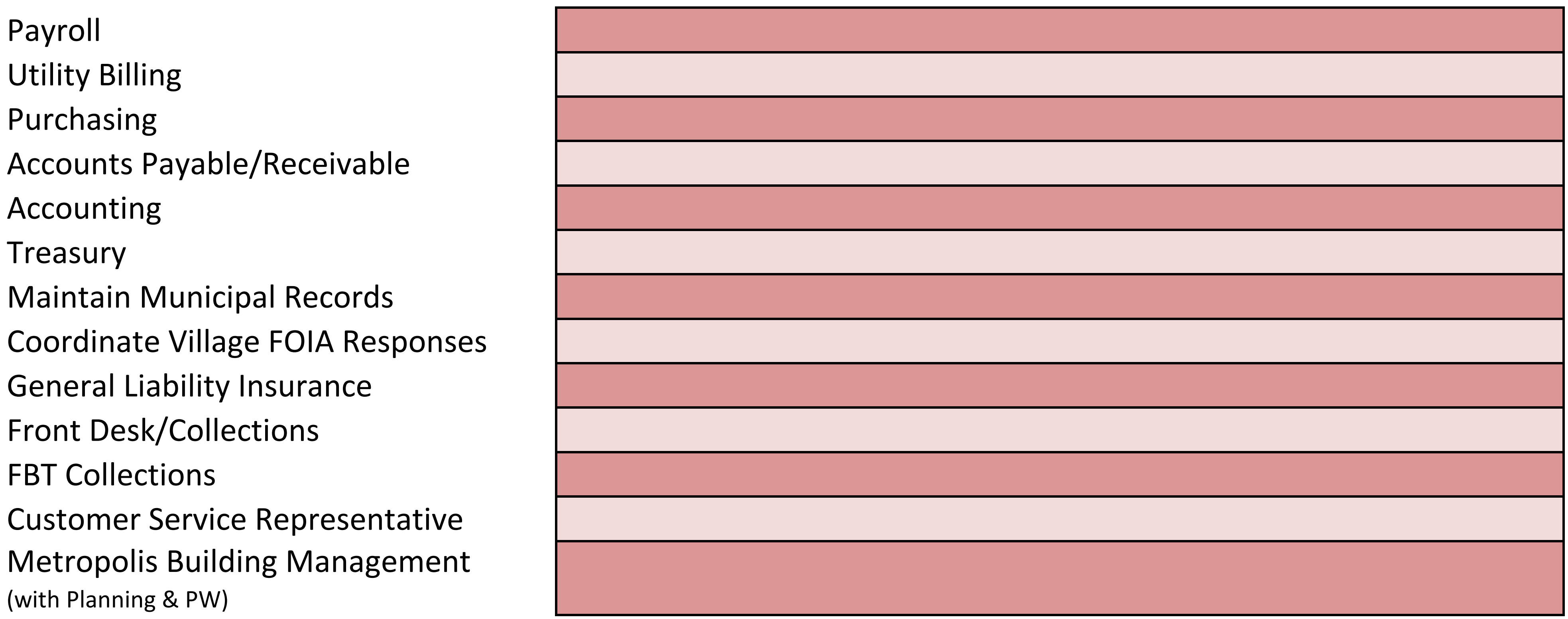
Through the Village's conservative budgeting practices, by looking for ways to reduce costs, and by continuing to look toward the future, the Village has been able to maintain a strong financial position. As technology and society changes, the Finance Department will continue to look for ways to adapt 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.

SCOPE OF SERVICES: ACTIVITIES AND PROJECTS

Key Required Annual Activities



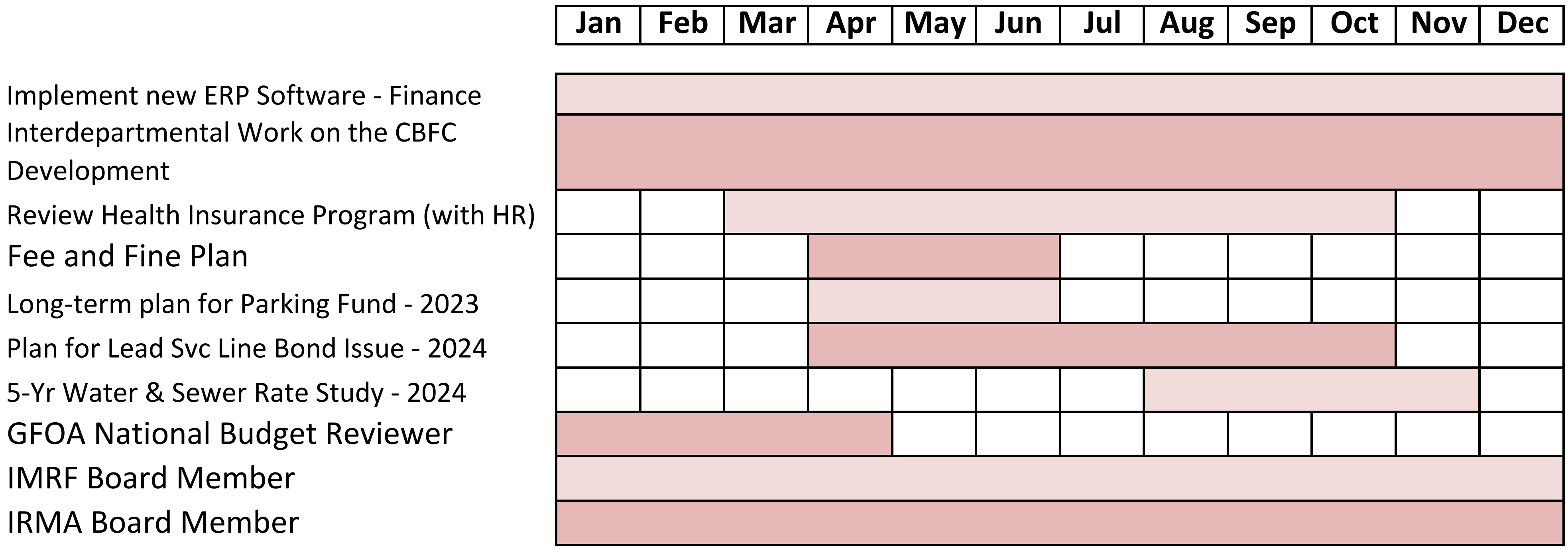
Daily/Ongoing Activities



Attachment A2

SCOPE OF SERVICES: ACTIVITIES AND PROJECTS

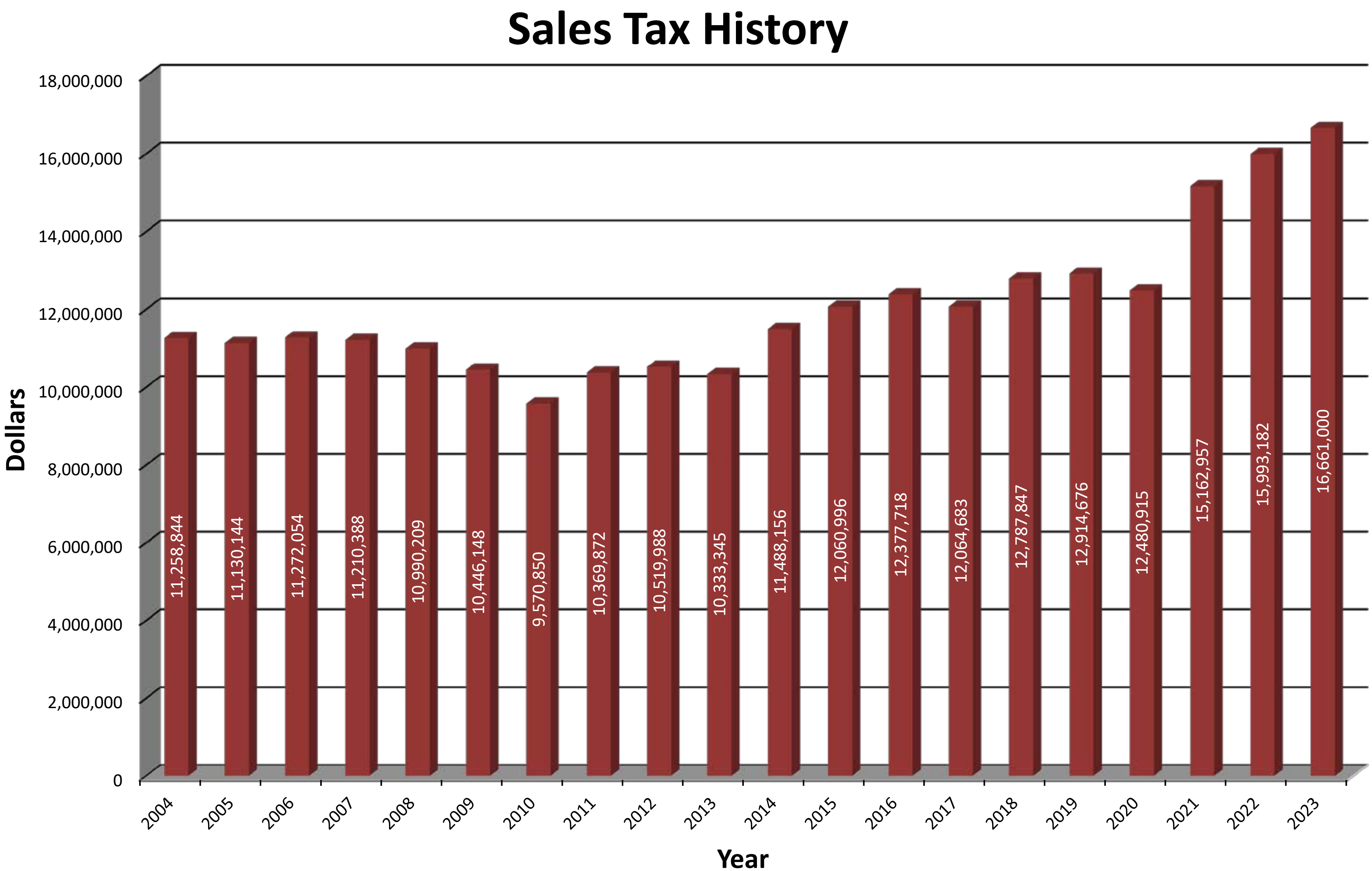
Special Projects



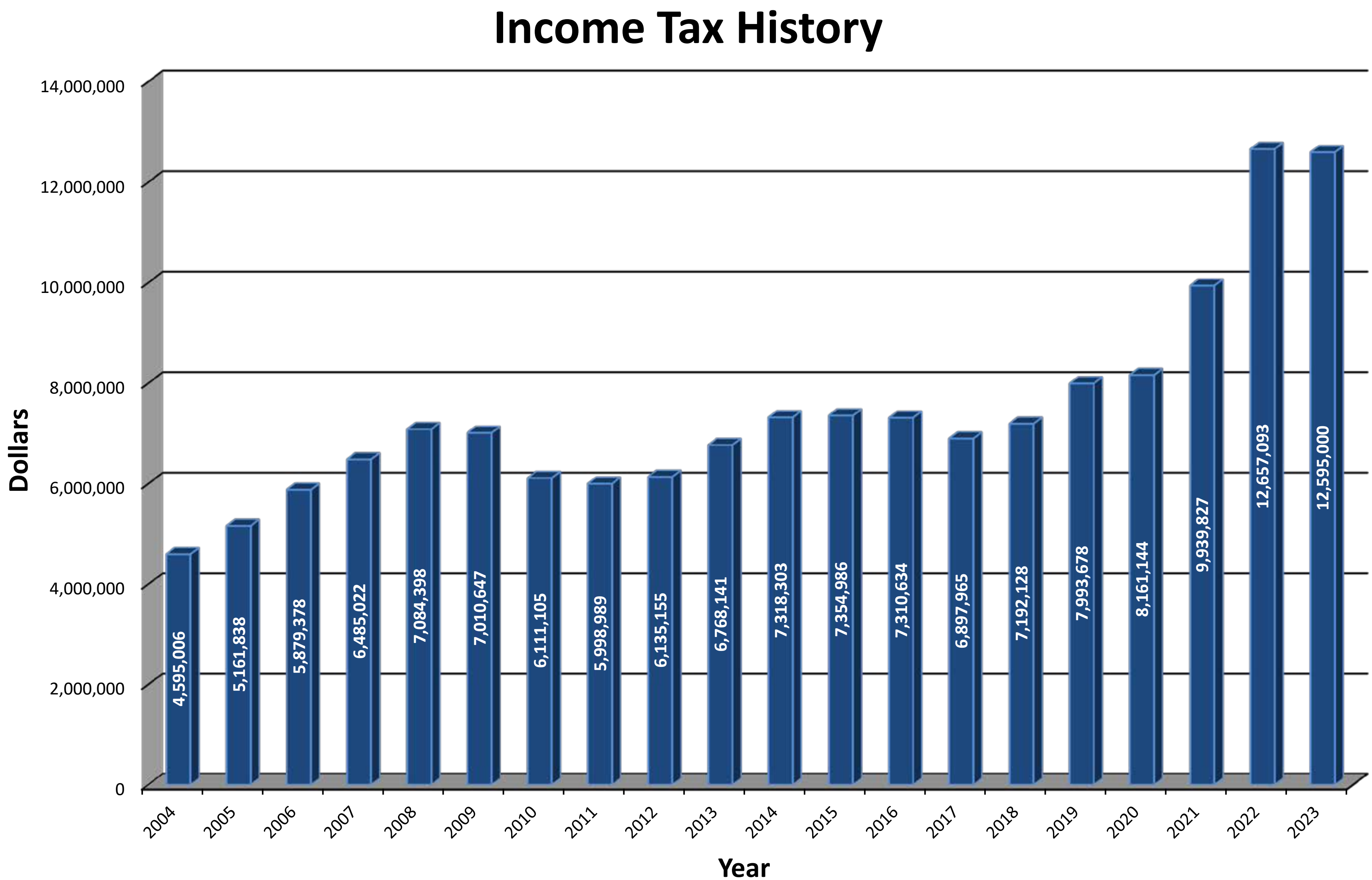
WATER SALES REVENUE
FY2005 - 2027

ATTACHMENT B

		GALLONS PUMPED	GALLONS SOLD	% BILLED	WATER RATE	SEWER RATE	TOTAL RATE	REVENUE WATER SALES	REVENUE SEWER CHARGE	REVENUE TOTAL	
FY2005	Actual	3,061,453,800	**2,720,209,000**	89%	3.68	0.32	**4.00**	$10,010,372	$856,398	**$10,866,770**	
FY2006	Actual	3,367,027,800	**2,989,144,000**	89%	3.68	0.32	**4.00**	$11,000,050	$945,487	**$11,945,537**	
FY2007	Actual	3,068,023,700	**2,753,010,000**	90%	3.68	0.32	**4.00**	$10,131,079	$851,581	**$10,982,660**	
FY2008	Actual	3,060,495,400	**2,798,325,000**	91%	3.68	0.32	**4.00**	$10,297,835	$881,290	**$11,179,125**	
FY2009	Actual	3,004,517,500	**2,590,607,000**	86%	3.79	0.38	**4.17**	$9,818,401	$976,094	**$10,794,495**	
FY2010	Actual	2,938,992,000	**2,500,534,000**	85%	3.90	0.46	**4.36**	$9,752,083	$1,160,038	**$10,912,121**	
FY2011	Actual	2,912,509,000	**2,560,758,000**	88%	4.03	0.55	**4.58**	$10,319,857	$1,392,361	**$11,712,218**	
FY2012	Actual	2,826,183,700	**2,468,574,000**	87%	4.14	0.67	**4.81**	$10,223,983	$1,654,606	**$11,878,589**	wet
FY2013	Actual	3,020,832,700	**2,625,364,000**	87%	4.25	0.80	**5.05**	$11,157,800	$2,100,300	**$13,258,100**	dry
FY2014	Actual	2,848,611,900	**2,452,807,000**	86%	4.35	0.95	**5.30**	$10,669,700	$2,330,200	**$12,999,900**	wet
FY2015	Actual	2,729,590,200	**2,321,132,000**	85%	4.42	1.14	**5.56**	$10,259,400	$2,646,100	**$12,905,500**	wet
2016	Actual	2,755,922,700	**2,305,838,000**	84%	5.52	1.42	**6.94**	$12,728,223	$3,289,570	**$16,017,793**	wet spring
2017	Actual	2,705,355,000	**2,369,248,000**	88%	5.80	1.50	**7.30**	$13,146,983	$3,413,202	**$16,560,185**	wet spring
2018	Actual	2,705,217,000	**2,205,253,000**	82%	6.09	1.57	**7.66**	$13,489,654	$3,515,289	**$17,004,943**	wet spring
2019	Actual	2,706,157,000	**2,101,505,000**	78%	6.39	1.65	**8.04**	$13,782,973	$3,511,548	**$17,294,521**	wet spring
2020	Actual	2,683,620,700	**2,184,466,000**	81%	6.93	1.79	**8.72**	$15,020,704	$3,879,119	**$18,899,823**	dry
2021	Actual	2,675,421,200	**2,196,630,000**	82%	7.28	1.88	**9.16**	$16,137,571	$4,206,643	**$20,344,214**	normal
Seventeen Year Avera		**2,886,466,547**	2,479,023,765	86%							
2022	Projected	2,675,000,000	**2,175,000,000**	81%	7.64	1.97	**9.61**	$16,617,000	$4,284,800	**$20,901,800**	normal/wet
2023	Projected		**2,175,000,000**		8.03	2.07	**10.10**	$17,465,300	$4,502,300	**$21,967,600**	normal/wet
2024	Projected		**2,175,000,000**		8.43	2.18	**10.61**	$18,335,300	$4,741,500	**$23,076,800**	normal/wet
2025	Projected		**2,175,000,000**		8.43	2.18	**10.61**	$18,335,300	$4,741,500	**$23,076,800**	normal/wet
2026	Projected		**2,175,000,000**		8.43	2.18	**10.61**	$18,335,300	$4,741,500	**$23,076,800**	normal/wet
2027	Projected		**2,175,000,000**		8.43	2.18	**10.61**	$18,335,300	$4,741,500	**$23,076,800**	normal/wet



Note: The 8 month year was removed because of lower amount due to short year.



Note: The 8 month year was removed because of lower amount due to short year.

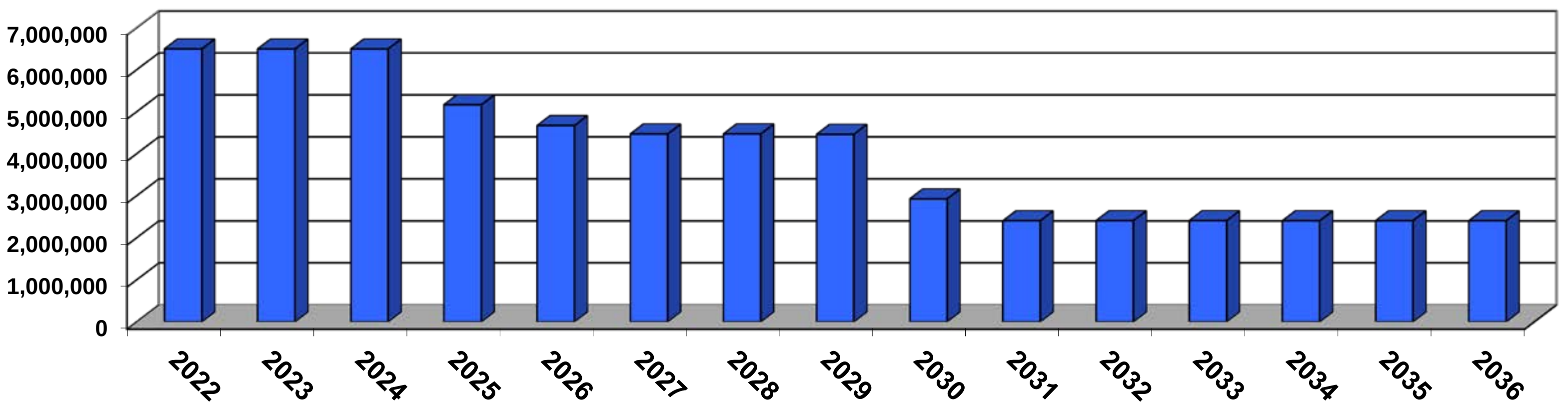
PROPERTY TAX LEVY HISTORY

LEVY YEARS 2003 - 2022

LEVY YEAR	VILLAGE % INCREASE	LIBRARY % INCREASE	TOTAL % INCREASE	COMMENTS	BUDGET YEAR
2022	0.00	0.00	0.00		2023
2021	0.00	0.00	0.00		2022
2020	0.00	0.00	0.00		2021
2019	0.00	0.00	0.00		2020
2018	1.97	1.00	1.70		2019
2017	3.68	0.00	2.61	To cover sales and State income tax decreases	2018
2016	1.95	0.00	1.38	Entire increase for street purposes (Phase 2)	2017
2015	3.59	0.00	2.51	Entire increase for street purposes (Phase 1)	2016
2014	0.00	0.00	0.00		8-mo.
2013	2.65	0.00	1.84		FY2015
2012	1.74	0.00	1.20		FY2014
2011	0.00	0.00	0.00		FY2013
2010	4.30	0.00	2.93	Police/Fire Pension Funds - market crash	FY2012
2009	5.74	1.77	4.44	Police/Fire Pension Funds - market crash	FY2011
2008	0.32	0.00	0.21		FY2010
2007	2.48	4.90	3.26		FY2009
2006	11.14	9.20	10.51	Taxing districts captured expiration of TIF #1	FY2008
2005	14.67	4.99	11.32	Fire Pension benefit increase - State legislation	FY2007
2004	11.98	4.00	9.09	Police/Fire Pension benefit increase - State legislation	FY2006
2003	2.14	0.99	1.72		FY2005

ATTACHMENT F

TAX SUPPORTED DEBT SERVICE PAYMENTS BY FISCAL YEAR
2018 THROUGH 2036



CHANGE IN VILLAGE FTE STAFFING LEVEL FY2002 V. 2023

(Personnel Costs = 80% of General Fund Budget)

	FY2002	2023	+ (-)	% of Increase (Decrease)	
Village Manager	5.00	6.00	1.00	20%	*
IT	9.00	7.00	(2.00)	-22%	*
Human Resources	4.50	4.50	0.00	0%	
Legal	3.50	1.25	(2.25)	-64%	
Finance/Village Clerk	22.00	15.50	(6.50)	-30%	*
Front Desk - Customer Service Rep.	1.00	1.00	0.00	0%	*
Police	149.00	139.00	(10.00)	-7%	
Fire	105.50	110.00	4.50	4%	
Planning	12.00	11.00	(1.00)	-8%	
Building	19.00	19.00	0.00	0%	
Health/Senior Services	16.50	13.25	(3.25)	-20%	
Youth Services	3.00	0.00	(3.00)	-100%	**
Engineering	15.00	0.00	(15.00)	-100%	***
Public Works/Fleet	68.00	61.75	(6.25)	-9%	
Water Utilities	40.00	40.75	0.75	2%	
	473.00	430.00	(43.00)	-9.09%	

* As of FY2015 IT was moved from Finance to the Village Manager's office and the Customer Service Rep moved from Village Manager to Finance. For comparison purposes all of these areas are shown separately.

** The Youth Services division was eliminated FY2011.

*** The Engineering Department was combined with Public Works in 2019.

SURVEY OF COMPARABLE MUNICIPALITIES
ESTIMATED ANNUAL REVENUES RECEIVED FROM AN AVERAGE HOME
UPDATED JANUARY 2023

ANNUAL ESTIMATED PAYMENTS:

Municipality	2023 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	2020**** 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	1483.73	$4,615.40
2. Hoffman Estates	0.00	$146.52	$144.00	2,020.44	24.00	60.00	60.00	16.25	144.00	69.00	85.00	60.00	1308.74	$4,137.95
3. Mount Prospect	0.00 *	$262.68	$0.00	2,376.00	0.00	60.00	30.00	26.00	0.00	43.17	24.99	72.00	900.74	$3,795.58
4. Wheeling	0.00	$276.12	$0.00	1,212.84	39.00	60.00	30.00	0.00	96.00	75.03	85.00	72.00	1402.68	$3,348.67
5. Elk Grove Village	0.00	253.20	$144.00	1,728.00	60.00	60.00	30.00	0.00	0.00	75.03	85.00	72.00	761.67	$3,268.90
6. Arlington Heights	**60.00**	**$212.40**	**$121.92**	**1,415.04**	**75.00**	**60.00**	**37.50**	**0.00**	**0.00**	**75.03**	**85.00**	**72.00**	**1024.15**	**$3,238.04**
7. Buffalo Grove	0.00	$426.60	$0.00	1,308.84	60.96	60.00	30.00	0.00	0.00	75.03	85.00	72.00	1072.97	$3,191.40
8. Schaumburg	0.00	$0.00	$0.00	2,029.92	0.00	60.00	60.00	19.50	120.00	0.00	0.00	72.00	463.26	$2,824.68
9. Park Ridge	0.00	$0.00	$0.00	1,544.04	0.00	60.00	30.00	26.00	0.00	68.63	34.00	72.00	742.33	$2,577.00
10. Palatine	0.00	$273.00	$0.00	987.60	77.52	60.00	30.00	0.00	0.00	75.03	0.00	72.00	1043.49	$2,618.64
11. Des Plaines	0.00	$212.40	$0.00	1,033.45	0.00	60.00	30.00	45.50	0.00	70.23	42.50	72.00	1014.02	$2,580.11

*Eliminated 2023 vehicle stickers on a trial basis. Will discuss permanent elimination during 2023.
*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. 2021 Municipal Tax Rate data not available at the time of this publication.
Sources: Surveys: Arlington Heights (08/22), / Cook County Clerk website / Municipal websites / Codes

VILLAGE OF ARLINGTON HEIGHTS

HUMAN RESOURCES
2023 DEPARTMENT REPORT

MARY RATH
DIRECTOR

Scope of Department Services

Key Services and Functions

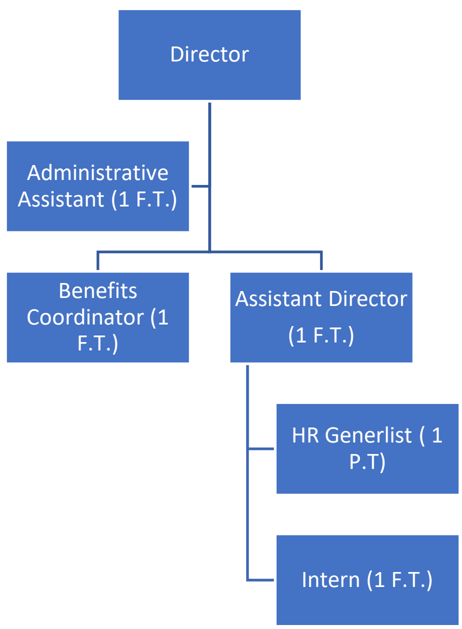
The Human Resources Department provides as an essential internal services function for all employees within the Village, providing structure and assistance to all departments. While the Human Resources Department administers traditional personnel and administrative functions, it is also involved with strategic planning, recommending, and implementing programs that positively impact both the employees and the Village.

Human Resources has become a true function within the Village providing structure as well as managing its most important resource – our employees.

The Village's Human Resources Department manages a range of different functions including recruitment, benefits, wellness initiatives, class and compensation with wage and salary administration, risk management, labor and employee relations, compliance, staff development and performance management for all budgeted 438 Village employees. Human Resources has an established partnership with each Village Department to effectively and efficiently achieve Village goals and objectives.

Our workplace was reimagined over the past three years to adjust to the new realities that the pandemic presented. Given the people-focused nature of the pandemic, HR held an integral role at both strategic and tactical levels. From working with individual departments to keep employee count stable in order to perform essential duties, to planning and communicating new policies, practices, and protocols to protect employee health and safety, Human Resources has embraced flexibility in order to be successful.

Organizational Overview



Who is Human Resources?

The Department staff is comprised of four full-time, and one part-time employee and an intern. While a small internal Department that services approximately 438 employees each member of the HR team has designated duties and responsibilities. All staff is cross trained in every essential HR function.

The Director of Human Resources, Mary Rath is a member of the Village's leadership team. Her role is to activate group efforts and maintain morale to achieve Department and Village goals while overseeing legal concerns related to employee relations. This role establishes employee performance standards, manages the staffing strategy including recruitment, selection, placement and retention of the talent, counsel employees, coach Village leadership on topics of employee performance or discipline concerns, engages in collective bargaining conversations, serve as liaison for the Village Police and Fire Commission, and all other Human Resource managerial or operative functions necessary.

Assistant Director of Human Resources, Kelly Livingston, is responsible for creating, planning, coordinating, assisting and overseeing a variety of HR programs including risk management and lost prevention, recruitment and selection, Village sponsored employee events, activities and other special projects as needed. Works with Departments to identify personnel needs; and participates in the entire recruitment process; interviews, selection of candidates and recommends salary levels. Presents employment offers. Performs confidential administrative human resource functions. Supervises the part-time HR Generalist and HR intern.

Employee Benefits Coordinator, Joan Bokina, is responsible for providing support in all functional areas of Employee Benefits and general Human Resource functions including benefits administration, onboarding, wellness initiates and related matters, maintaining knowledge of compliance with federal, state and local employment and benefit laws and regulations, FMLA / COBRA administration, and all employee relations concerning benefits.

The Department's Administrative Assistant, Eileen Hellstrom, provides administrative support for all members of the department, answers non-routine correspondence and assembles highly confidential and sensitive information, coordinates recruitment for all non-sworn positions and coordinates the Village's biennial employee physical program as related to Fire, Police and Public Works employees.

The newest addition to the HR Team, is a part time HR Generalist, Beth Cooper. This position works under the direction of the Assistant Department Director, and provides administrative, analytical and technical support to the Human Resources Department. Beth supports the Villages DEI priority by creating a welcoming environment for all and fostering an inclusive workforce. Beth recruits for hew hire and promotional positions as well as maintains the HR career page on the Village's website.

The Human Resources Intern may assist with many of the required functions of the department. Given the wide range of related responsibilities and mentoring provided by the Human Resources team, to date, all previous interns have left the Village to gain full-time employment in the Human Resources field.

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 in all Village Departments.

Total Village Positions Filled per Year					
	2018	2019	2020	2021	2022
Police (Sworn positions in union)	7	12	6	13	7
Fire (Sworn positions in union including promotions)	6	2	5	4	6
All Non-Union Positions	30	31	15	27	48
Temporary Positions	43	28	17	22	34
Total Village Positions Filled	86	73	43	66	95

In addition to all other position vacancies, as the liaison to the Fire and Police Commission, the HR Department coordinates the recruitment process for both entry-level and promotional positions in both the Fire and Police Departments. The recruitment process varies but has similar components for both sworn and non-sworn positions. HR, along with the Fire and Police Departments and the Board of Fire and Police Commission, are dedicated to filling vacant positions with qualified candidates.

Commission meetings are scheduled on an as-needed basis for a variety of reasons; to establish and identify the testing components related to the recruitment process, interviewing candidates for entry level Firefighters and Police Officers, Certified / Lateral transfer Police Officers and also for the promotional process (s) for Police Sergeant and Fire Lieutenant positions and the occasional personnel issue.

The recruitment cycles for entry level Police Officer and Firefighter, and the promotional cycle of Fire Lieutenant and Police Sergeant take place on a biennial cycle or as needed depending on the needs of the department based on the exhaustion of the candidate pool.

The chart below illustrates Fire and Police Commission meetings for the past five years, along with the number of interviews conducted, which is overseen by the Commission

Fire and Police Commission Meetings Conducted					
Year	**2018**	**2019**	**2020**	**2021**	**2022**
# of Meetings	32	20	16	18	16
# of Interviews	95	48	57	53	42

Along with the Fire and Police Commission meetings and interviews, the HR Department also manages the coordination of the testing process for specific Fire and Police positions. The recruitment process of Police Sergeant was completed in 2021, and in 2022 for entry level Firefighter, Police Officer, and Fire Lieutenant. While testing typically occurs biennially, due to the exhaustion of the 2022 entry level Police Officer candidate pool, the entry level Police Officer testing process has begun early for testing in the summer of 2023. The promotional process for Fire Lieutenant and Police Sergeant will begin in the Fall of 2023.

Due to the pandemic, the offering of a virtual written exam and department orientation has been extended to all entry level firefighter and police officer candidates. These factors have enhanced our candidate outreach which has resulted in an increased candidate pool. Due to its continued success this process continues for entry level police officer and firefighter testing.

The chart below illustrates the number of interviews conducted for the past five years in the recruitment process for non-Fire and Police Commission positions (which includes entry level Fire, Police and Police Sergeant and Fire Lieutenant). A member of the HR Department attends each interview for Village vacancies along with representatives of the Department seeking the hire.

Interviews Conducted for The Past 5 Years (Non-Fire and Police Commission)					
Year	**2018**	**2019**	**2020**	**2021**	**2022**
# of Interviews	104	86	36	114	124

Risk Management

The Human Resources Department has an active role partnering with departments to establish and manage risk-management initiatives. Risk Management is a continuous proactive approach to identify and evaluate potential risks, and strategies to reduce or remove the risk. Currently HR is partnering with the Fire Department to evaluate and identify the need to offer additional stretching, strength and safe lifting techniques training to assist with the reduction of work-related injuries. The goal is always to reduce the exposure of risk.

There is a continued concern for the tenure of tier 2 pension qualifying employees, as the minimum retirement age and years of service has increased which may result in a greater risk of a work-related injury. To offset this potential risk, the HR department will continue to work with Police, Fire and Public Works to schedule annual trainings to target preventative body movement mechanics and injury specific trainings with the goal of decreasing risk to our employees and Village.

While the pandemic is no longer a crisis, the aftermath has resulted in both employees and the Village reeling from the unprecedented amount of change that occurred. Employees at all levels continue to be worried about their own health, the health of their family members, and their financial health due to inflation rates and a general feeling of disengagement or potential quiet quitting from employees.

Quiet quitting remains prevalent in the American workforce and although some employees see this term as more of a "work/life balance" or a "morale-adjusted productivity" – keeping to themselves and slowly moving along in their career. Regardless of the term, quite quitting costs workplace productivity and overall engagement. There are many factors that may cause this phenonium: the pandemic, lack of engagement, lack of workplace flexibility or lack of communication. Although we realize the pandemic caused shifts in the workforce that may take a couple years to overcome, the trend of quiet quitting will be monitored to ensure it is not a symptom of something bigger. The HR department will continue to strategize with the other Village departments to closely identify underlying causes of employees exhibiting quiet quitting behaviors.

The pandemic highlighted the shift acknowledging that mental health is something people experience in all facets of life—both at home and at work. Additionally, people are more willing to talk about their mental health and seek assistance when needed.

The Human Resources Department will continue to provide and promote the Employee Assistance Program (EAP) for employees to explore a safe forum where employees can have access to Village sponsored resources to talk about all aspects related to work, and personal struggles.

We understand that employees have different needs depending on their own personal circumstances. While consistency in treatment of employees is very important, one size may not fit all and each employees needs to be treated individually.

Human Resource risks are present at every step of the employment life cycle; hiring, retention, employee relations, daily work expectations, safety and employment separation. HR will continue to remain diligent in attracting and retaining the best talent in this competitive job market. The candidate's experience during the recruitment process can shape their perception of the Village. HR will strive to build upon, refine and create a positive candidate experience to increase the chances of attracting and retaining top talent.

With the anticipated attrition rates at the Village, HR is aware of the risk in losing years of specialized institutional memory, and must remain prepared in planning for the future. HR will continue to assist Village departments with transition strategies that will enable tenured employees to remain engaged to share their knowledge and experience with the other less experienced employees. HR will continue to discuss the attrition rates with individual Village departments to ensure there is a succession plan in place. It is critical to take inventory of each department's individual team, including skills levels, seniority, tenure and career mapping plans for employees.

Human Resources takes a proactive approach while recognizing and identifying future risks and preventive collaboration with other Village department including the leadership team. Open discussion and communication throughout the Village is an essential component of setting goals and coping with the unexpected circumstances for the long-term success of risk management.

Labor-Management Relations

Our Police and Fire bargaining unit members are represented by two unions. Accordingly, the Human Resources Department has certain obligations including negotiating labor contracts and occasional labor-management issues. The HR Director along with the Assistant Village Manager comprise the Village Administration's negotiation team and seeks to maintain a positive relationship with both of Unions. Both contracts expired on December 31, 2022 with negotiations beginning in October. The Fire contract has been settled while the Village continues its negotiations with the Police.

Key Accomplishments during 2021-2022 Period

Diversity, Equity, and Inclusion (DEI) is no longer optional but has become an important component of our culture. DEI initiatives have become forefront in attracting and retaining a diverse workforce and creating an inclusive workforce for our current staff.

Being mindful of the Village-wide diversity recruitment initiative and in order to reach a broader candidate pool, we have greatly enhanced our recruitment practices – with a midyear realignment of a vacant position we have added a part time HR Generalist. This position focuses on recruitment while continuing to enhance our recruitment practices, recognizing that diverse audiences are best reached by mixed platforms. Market research is conducted in both the public and private sector prior to positing vacant positions. This results in the utilization of specific key words so the vacancy is reaching the right target audience. Additionally, HR is focusing on articulating the Villages employer brand and creating website content for a VAH Careers landing page.

In order to maintain candidates' interest during the recruitment process, we have enhanced the level of communication to job candidates and also streamlined the background process with the goal of promoting a strong workplace culture with solid benefits. In 2023, we are exploring the addition of digital signatures from the soon-to-be new employee on their job offer letter and position job description.

The Human Resources Department's continued involvement with the Village's Diversity Equity and Inclusion (DEI) initiative has resulted in the creation of enhanced employee performance evaluations including those for the members of the Village's Leadership Team, and the continued promotion of outreach to Village employees to join the active resource group. This employee workforce group discusses varies topics to include; issues and concerns that may prevent employees from being their authentic self at work, as well as tough conversations relating to employee behaviors and Village practices that maintains the respectful workplace for our employees, including hosting and promotion of cultural events.

The pandemic has provided opportunities to integrate technology where in the past we have relied on paper, this has also enhanced collaborations with other departments. We have embraced virtual meetings including; recruitment interviews and training sessions. This has become the norm providing further opportunities to offer training to all Village staff given variable work schedules and limited costs.

Due to the limitations the pandemic placed on HR, and in order to meet both the needs of our employees, we have successfully designed a virtual benefit open enrollment program for all eligible Village employees and retirees, which continues.

A major ongoing accomplishment for HR is the involvement of all staff members in the integration of the Villages ERP, with two staff members assigned as project leads for the Human Capital Management module (HCM). This module combines all employee data, benefits, recruitment, performance management, risk management tracking and payroll. This software will greatly enhance HR's capabilities with automation and management of all key essential functions providing another venue to reduce the use of paper. The configuration, data merging, and training of this robust module requires the entire HR Team's attention and time. There have been numerous full weeks of scheduled sessions with the ERP vendors team dedicated to the HCM module in attempt to maintain the established timelines.

Once the ERP is active, all employees will have access to an employee self-service portal. This portal will allow employees to view their paystubs, change personal information, and access important HR documents including all of their health benefits. While the ERP will reduce redundancy of data, it will require continuous updating from all HR staff. We are also hopeful that the annual employee benefit open enrollment will be fully supported and capable within the employee portal.

Review of Current & Anticipated Challenges

As we have slowly moved out of the pandemic, an important take away from the last three years is the importance of adaptability and flexibility which promotes long term resiliency both for the Department and the Village. It is because of these factors that we remain agile and continue to be innovative to accomplish goals both for the Village and the HR Department.

While we all continue to emerge from the effects of the pandemic, the ongoing challenge continues for maintaining employee engagement and moral. While a high salary can get employees “in the door” it cannot get them to stay. We must provide training opportunities for learning and development for career growth for all Village staff. In 2023, with the goal of targeting the retention of our valued employees, the Village enhanced the tuition reimbursement program for eligible employees. This program enhances the Villages commitment to providing employees with continued opportunities for growth and development in order to heighten their abilities in their current role but also to prepare them for future positions within the Village.

It is important to remember that employee engagement has a direct correlation with the effectiveness and outcome of each employee. The difference between retaining top talent and having high attrition depends on how engaged the employee is with the Village.

We need to be aware that employees are looking for a work culture that treats them as humans first and promotes a work-life balance. In order to keep our employees engaged, it is important that technology continues to improve thereby creating new skills and staying current with technology.

The inflation rate was an ongoing challenge for our employees in 2022. While inflation may be showing signs of improvement lately, the effects that high costs are having on our employees is not stopping. The effect of the high rate of inflation has caused many to live paycheck to paycheck, cut back on expenses, dip into their savings and stop contributing to their retirement accounts. Importantly, it has become a drain on employees' mental health. More than one-third of employees across the country are concerned about inflation, and 14 percent are concerned about a recession, according to data from a study conducted from the Villages EAP.

With the ongoing labor shortage, it is important for HR to remember that we are in competition with the private sector for job candidates and that it is important to continue to promote the Village as an employer of choice. This is being accomplished through our reimagined job postings, updated career page presence on the Villages website and through Community outreach.

Since the pandemic, employees are feeling the effect of the continued uncertainty in all aspects of their lives. Mental health has been at the forefront of employee benefits but the pandemic has put a further spotlight on mental health. Mental wellness is more important than ever. The stigma that has been attached to reaching out for help has greatly diminished. We need to understand the fragility of our employees and our own mental health with the realization and knowledge that we have all experienced the effects of the pandemic in varying ways. Recent studies have shown that since 2019, employees under the age of 40 are 1.5 times more like to be more sensitive to stressful situations and that work productivity has dropped as a result of mental distractions for employees in all age groups. It is important to recognize that an employee’s mental well-being directly impacts the Village’s ability to meet its goals by improving or reducing productivity, absenteeism, overall workplace morale and talent retention.

We have changed our mindset from thinking that employees can’t work remotely to knowing that remote and alternative work hours are possible and successful. In 2022, a pilot alternative work program was introduced at the Village allowing eligible employees a choice to work remotely one day a week, or to alter their work hours to better meet both the individuals and the department’s needs. Each request is scrutinized to determine if they meet the requirements of the program. We have to learn to work smarter and take advantage of technology and prepare for the rapidly changing face of the Village with the ever-growing attrition rates.

The Village continues to build its workforce for an unknown future as we are looking to define our culture while continuing to plan for attracting and retaining our employees. We need to keep an “integrated people strategy,” which defines the gap between today and the future, in the forefront of our minds. We must continue to build our workforce from within; taking a future focused approach by identifying people today who will be able to bring the Village forward. We do not always hire employees for the skills they possess at the time, but we look to hire employees who embrace lifelong learning and desire to grow within their role and within the Village. In order to expand our candidate pool, we may want to reconsider degree requirements for some positions which will in turn reduce barriers to hiring and may expand the candidate pool.

America's workforce is aging. The United Nations reports that population growth among those age 65 and older is outpacing the growth of 25-to-64-year-olds in most developed nations. The case for age diversity and inclusion in particular is indisputable. As many as five different generations are represented in today's workforce, from the Silent Generation (people born between 1925 and 1942) to Generation Z (those born in the mid-1990s and later). It is important to include age as part of diversity and inclusion strategies. Age is a number not a credential. Research indicates that age diversity can improve performance of all employees and studies show that age diversity within the workforce has the potential to improve performance and lower employee turnover.

Today, one of our challenges in recruitment is the Impact of the Aging Public Sector Workforce. The chart below indicates the number of employees eligible for retirement in the next four years. Throughout the recruitment process we need to increase and embrace diversity as an organization, creating meaningful proactive efforts to ensure a workplace where all employees feel secure, supported and accepted.

Attrition Rates				
	2023 Pension Eligible	2024 Pension Eligible	2025 Pension Eligible	2026 Pension Eligible
Non-Union	17%	18%	21%	23%
Union	10%	11%	12%	13%
Total Eligible	27%	29%	34%	37%

While the redevelopment of the racetrack property may lead to increased staffing levels requiring HR to partner with departments to discuss their anticipated recruitment needs. This may entail revised organizational charts, new and updated job descriptions. A recruitment plan and timeline would be designed to ensure the Village and departments can effectively and safely perform and deliver all essential functions without a delay.

Potential New Initiatives To Explore In The Future

Typically, DEI within an organization is seen as a priority to attract and retain talent, however it is a great way to connect with employees and show a real commitment to Diversity, Equity and Inclusion. Often the focus of DEI initiatives is on recruitment, hiring and reducing unconscious bias at all levels of the organization. While this is important, we need to be mindful to make DEI a main component of key Village initiatives including mentoring and coaching staff.

With the anticipated attrition rates here at the Village, we need to be mindful of how the emerging workforce has changed. We need to be cognizant of what candidates are looking for from an employer as well as for a career. Continuous evaluation of the recruitment process, identifying enhancements for recruitment efforts which boost candidate sourcing and build talent pipelines continues to be a priority.

A QR code will be implemented to link job candidates to the Villages revised employment webpage. QR codes make it easier for mobile users to access forms and documents. We are finding that more and more applicants use a mobile device to apply for positions. There are a variety of ways to use QR codes for job applications and to provide recruiting information to prospects and candidates.

HR is redesigning its onboarding program acknowledging that onboarding is much more than an overview of benefits, technology and ID cards. A successful onboarding strategy will reduce attrition and increase employee engagement, while increasing customers' service and productivity. Onboarding also helps to acclimate, engage, and retain employees.

In order to retain our current employees, we need to explore and expand our efforts in retention and engagement. An all-employee survey exploring issues tied to recruitment and retention, including leadership, and health and wellness support would be beneficial. The results of this survey will help identify areas for improvement and to assist with bringing new programs and offerings to the Village. Creation of stay interviews at the 60-day employment mark, will help ensure the on-boarding process continues to be successful. The stay interview will give the Village an opportunity to establish trust with our employees, gauge how engaged and satisfied they are within their work environment and also what motivates them to do their best. An additional benefit of stay interviews is that it can answer any outstanding questions or concerns that maybe present. The results may also be used to review and recommend any future strategic goals.

We will continue with Strategic Flexibility in our recruitment practices in order to attract and retain our employees and continue to adapt to the ever-changing environment and employee expectations. HR remains committed to attracting and recruiting employees from a diverse candidate pool to support the VAH Board's DEI initiative.

We need to continue to be aware of the on-going mental health concerns for our employees. While the Village has been successful with offering a suite of well-being services including mental, physical and financial initiatives, we can't be satisfied with the status quo. We must continually look for new benefit offerings while staying relevant to the needs of our employees. We need to continue with ongoing and frequent communications with our employees and implement a variety of communication venues. Empathy, ongoing communication and understanding are also important parts of the well-being equation.

With the high turnover of staff and in order to prepare our employees for success, HR may want to consider implementing a Supervisory training program. This program can train supervisors how to engage and empower their employees which can lead to increased productivity and employee retention. Training supervisors in soft-skills will improve employee retention and the numerous costs associated with turnover. Not only would soft skills be featured but a general overview of the Villages personal policies and laws associated with employment would be included.

Human Resources will continue its efforts to teach people how to communicate with respect and dignity. Rather than simply observing employee behavior and writing about acceptable conduct, we should be teaching important communication skills to all of our staff. Teaching people how to effectively communicate with respect and dignity benefits not only the workplace, but also our community as well.

The role of HR is continually evolving. We have demonstrated that we are capable of extreme flexibility and nimbleness by continually adapt to the changes around us.

In Conclusion

In conclusion, as the great poet Maya Angelou said - "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

VILLAGE OF ARLINGTON HEIGHTS

PUBLIC WORKS

2023 DEPARTMENT REPORT

CRIS PAPIERNIAK
DIRECTOR

Scope of Department Services

Organizational Overview

The Public Works Department (PW) is staffed by 102 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.

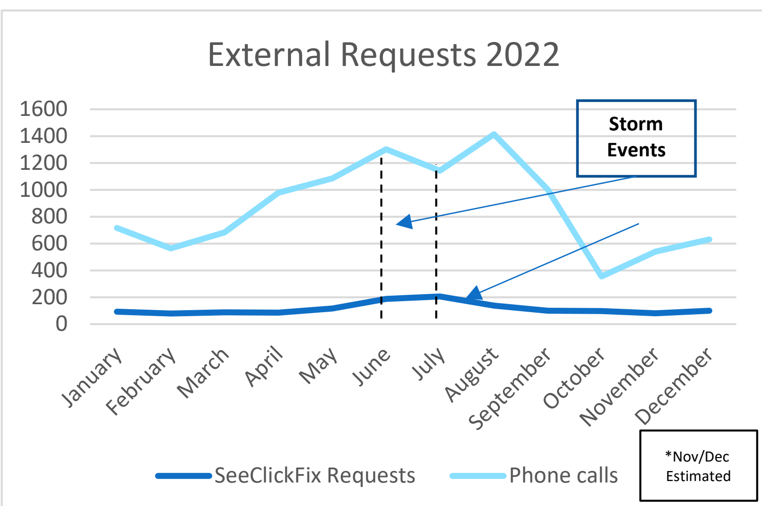
The Assistant Director directly oversees the Public Works Maintenance Units and Utility Units and their operations. The Assistant Director reports to the Director and serves as Acting Director during times of his absence.

The Village Engineer manages the Engineering staff, MWRD and IEPA permitting, Plan Commission review, Building Department plan reviews, and Service Requests generated by residents. The Village Engineer also oversees numerous programs, including; 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 2022 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, vehicles, and equipment. The Department also performs all utility permitting, reviews all private and public development plans, and inspects both private and public improvements.



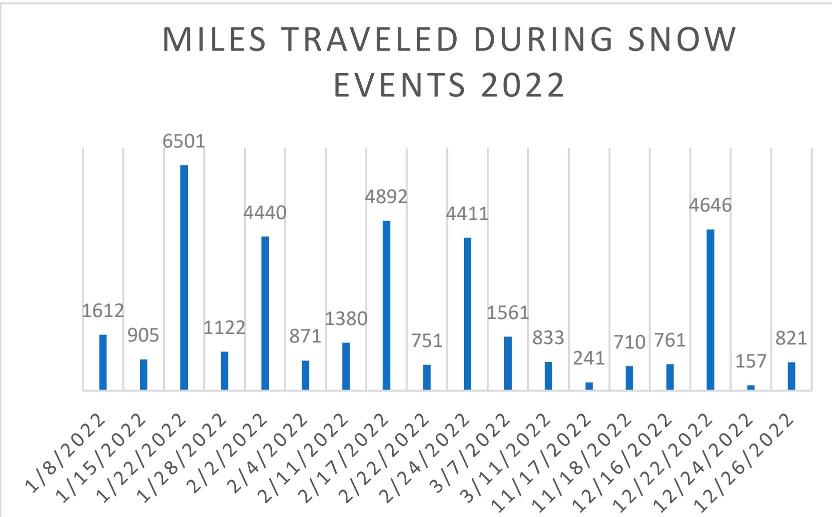
The Public Works Department operates and maintains the Village's basic infrastructure systems on Village-owned properties, rights-of-way, or within recorded easements on private property. These infrastructure systems include roadways, sidewalks, traffic signals, trees, streetlights, detention ponds, and all appurtenances to the Village water and sewer systems. Village-owned properties include all Municipal buildings, parking garages, alleys 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, with a combined total of approximately 260 miles of roadway to be cleared. Each zone is assigned an "A" Team driver and a "B" Team driver, along with the required 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 mounted or "belly" snowplow, wing-plow, and a front mounted "nose" snowplow, depending on the route. Using a plow-blade is always the preferred method of removing snow from the roadway and is better for the environment than using chemicals to burn snow off the roadway.

When snow is forecasted and weather conditions permit, two (2) Multi-use Loader trucks equipped with 1000-gallon tanks and spray bars spray 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 inches, sodium chloride (road salt) is spread, and underbody plows are used as needed. The salt is pre-treated with a liquid blend consisting of salt brine, liquid calcium chloride, and sugar beet juice. The use of this liquid blend allows drivers to use less rock salt while achieving improved snow melting performance. This pre-treatment of the road salt allows the Village to save money by using less salt, while leveraging eco-friendly materials.



***Miles Traveled During Snow Events: Winter storm data is calculated by calendar year for data comparison consistency.**

When snow accumulations exceed three inches, "nose" 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. They are responsible for clearing and cleaning 303 cul-de-sacs Village-wide.

Additionally, three employees respond to salt and plow Village-owned parking lots at locations such as Police, Fire, Senior Center, and commuter parking lots. Two are assigned to de-ice and plow the top floor parking decks on the three Village-owned parking garages, and the other operates the front-end loader in the salt dome to continually loads the fleet with salt and anti-icing liquids. In total, the Village is responsible for maintaining 19 parking lots, 4 alley's and 8 driveways. Public Works also provides 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 the 33-member snow team in the field, and a Snow Commander oversees the entire operation. This totals a team of 36 team members for each snow operation. We have a second team of 36 crew members that are deployed during extended around the clock operations, with an additional six reserve drivers. The Arlington Heights Snow Fighting Team consists of a total of 78 crew members, plus administrative support. Regardless of what team is responding, there is also a crew of Fleet employees/mechanics (3-4) on duty to make sure equipment stays up and running during each significant event.

During 2022, the Department's Snow Fighting Team responded to eighteen (18) snow and ice events. A total of 42,372 miles of streets were cleared. A total of 7,650 tons of salt were used to deice streets. A total of 85,561 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 the two street rehabilitation programs. Both initiatives take significant planning and coordination between numerous stakeholders in Public Works to develop a long-term program that takes into consideration factors, such as; scientific data, project geography, utility/other project coordination, neighborhood impacts, and maintenance efforts. The Resurfacing Program is the most significant and generally the last opportunity to incorporate pavement preservation as a method to extend the service life of Village streets. This program takes advantage of favorable roadway conditions and enhances them by milling off and replacing the top 2 to 3 inches of the asphalt surface to improve rideability. Select areas of poor performing curb and gutters and sidewalks are also addressed, with attention to ADA ramps at intersections. This work is also very beneficial in extending the life of the entire pavement cross section.

The Reconstruction Program replaces streets that have exceeded their useful life and can no longer be considered for any maintenance activities. The Reconstruction Program impacts residents more than resurfacing because it involves rebuilding the entire street. All of the roadway asphalt and concrete curb and gutters are removed. The roadway base (gravel) is regraded and recompacted, and any "soft" areas are excavated and replaced with new gravel. In addition, there is the potential for grade changes in the roadway. When this happens, residential driveways are completely removed and replaced from the sidewalk to the curb. This program requires significant design, planning, and coordination efforts to complete. The Engineering Staff works very hard to ensure that roadways scheduled for reconstruction are done in a fashion that minimizes impacts on residents and the motoring public as much as possible.

Edge Grinding

During spring, summer, and fall, the Street Unit annually completes multiple 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 three 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. A street-milling machine with an attached conveyor is leased annually. This milling machine is used to remove deteriorated asphalt pavement on a list of streets that meet certain criteria qualifying it for this program. In short, streets that qualify are ones that were generally in good condition, but were failing and break up near the curb and gutter. The milling machine effectively removes the affected areas of bad pavement. Street crews then use a Village-owned paving machine to pave the milled locations with hot mix asphalt (HMA). Crews used a total of 4,270 tons of HMA during this paving operation in 2022, over three different seasonal phases of Edge Grinding in 2022.

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 and filled our 104 detention storage facilities. Although there can be no guarantee against future flooding events, as a result of this historic 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 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 2017, Staff met and discussed the prioritization of the projects identified in both Flood Studies and provided options for funding these projects going forward. Later that year, the Village Board implemented a stormwater utility fee which became effective on October 1, 2017.

The Village has been successful in completing several of the projects identified in the study. This includes the Cypress Detention Project which expanded an existing detention basin and the installation of larger storm sewer pipes. Another project that was completed 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. In 2018, staff completed a major drainage improvement for the Greenbrier Subdivision, where significant storm water detention and sewer system improvements were completed. Most recently, Village Staff incorporated watermain replacement improvements with a major detention installation in a nearby park, along with significant storm sewer improvements to help alleviate flooding concerns for the Berkley Subdivision near Hintz Road and Arlington Heights Road. Both of these projects provided improved flood control solutions along with water main upgrades to minimize disruption for area residents. The next two projects identified in the study include Race/Chicago and Forrest Ave., and are currently beginning design stages.

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
- Federally Funded Road Programs
- Water Meter Replacement & Repair
- Contractual Roof Maintenance Program
- Watermain Replacement and Repair Program
- Contractual Sanitary, Sewer, and Slip Lining Program
- Parking Garage Rehabilitation 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 (3)
- 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
- Meter Reading Program
- Contractual Thermoplastic Program
- Leak Detection Program
- Generator Maintenance Program
- Sewer Televising Program
- Sewer Root Cutting Program
- Traffic Signal Maintenance Program
- 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
- Edge Grinding
- Public Detention Basin Maintenance
- Custodial Maintenance Contract

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/distribution systems and sewer conveyance systems. Compliance with Illinois Department of Transportation (IDOT) and Americans with Disabilities Act (ADA) regulations are required for roadway and sidewalk improvements. 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

Performance metrics include various measurables utilized for a variety of department operations. This information is included in each year's budget, and allows us to use the information for operational decision-making.

Performance Measures	2019	2020	2021	2022
Traffic Unit				
Traffic Signal Repairs	68	90	110	91
Street Light Repairs	1,227	1,078	1,487	1,366
Building Circuit Repairs	123	138	695	560
Sign Maintenance	3,093	2,863	2,124	4,507
Pavement striping (lineal feet)	1.919	2,735	600	432
Utility Locates	14,158	15,859	15,282	15,866
Street Unit				
Snow Removal Cost	$1,021,402	$662,086	$ 1,194,432	$1,058,411
Snow Removal Curb Miles	47,868	13,862	49,370	42,371
Street Sweeping Curb Miles	10,700	11,473	11,323	9,167
Asphalt Repairs (sq. ft.)	99,000	147,000	112,000	106,000
In-House Paving Program (tons)	4,325	2,897	4,079	4,269
In-House Paving Program (sq. yds.)	30,467	22,031	49,881	38,047
Forestry Unit				
Parkway Trees Trimmed	5,977	7,071	5,952	7,615
Parkway Trees Removed	811	657	690	717
Parkway Restorations	758	656	833	1,108
Building Maintenance Unit				
Work Orders Completed	1,188	1,893	1,626	1,619
Administration				
Service Requests Received	9,049	10,285	15,825	*10,077
				*Excludes JULIE Tickets
SeeClickFix Requests	702	915	1,378	1,514
Invoices Processed	6,145	6,279	6,705	6,068
Private Development				
Number of Inspections				
Pre-pour	534	616	903	956
Final	619	651	860	885
All Other	609	479	556	442
Total	1,726	1,746	2,319	2,283
Number of Engineering Service Requests	505	657	214	386
Number of Plan Reviews	1,729	1,868	2,337	2,038
Number of Plan Commission Reviews	42	34	47	45
Number of ZBA Reviews	31	38	51	34

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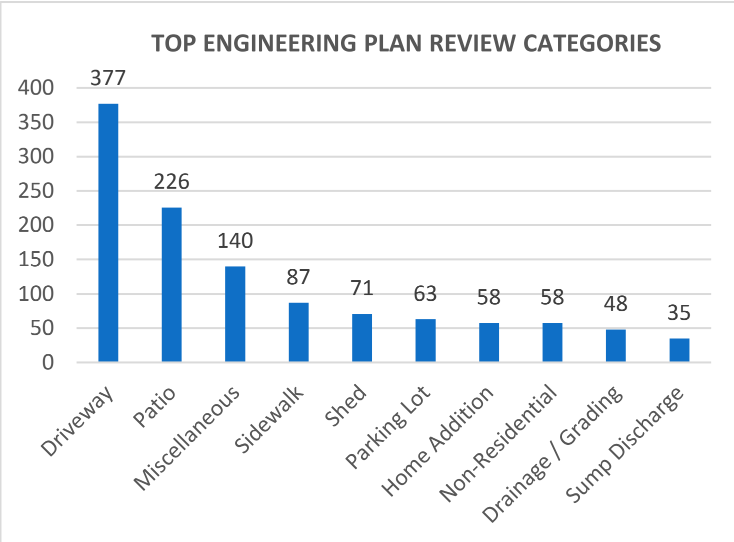
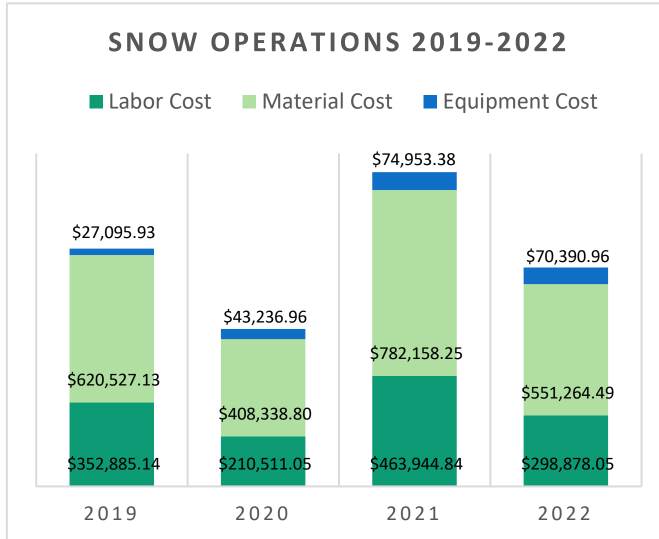
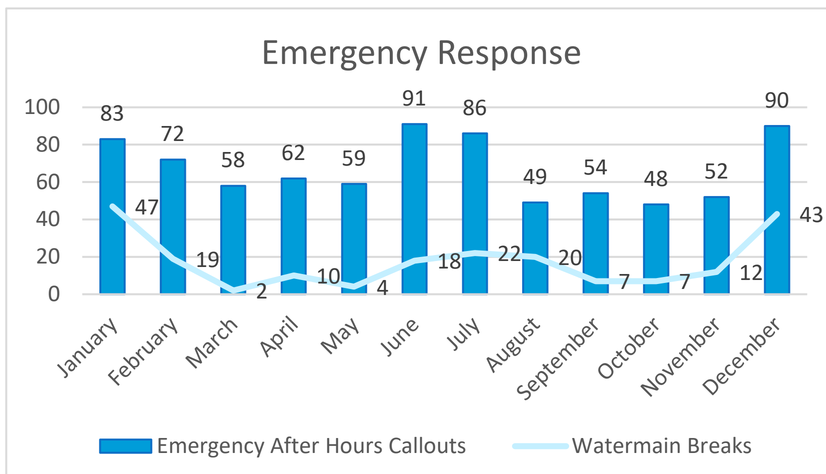




KEY ACCOMPLISHMENTS 2022

Emergency Response

Responding to emergencies plays a key part in day-to-day operations in the Public Works Department. Responding to storm events, water main break, and sewer backups require immediate action, which our staff recognizes as our greatest contribution. However, Staff regularly conducts preventative maintenance within various operations to help decrease emergencies whenever possible.



In 2022, Crews responded to 29 storm events, including snow and wind events. In addition, staff responded to 211 water main breaks, and 103 requests for potential sewer line blockages.

After two years, the impacts of COVID-19 Pandemic are still lingering. Supply chain shortages have become the new normal, and is now part of day-to-day planning necessary for major capital improvement projects. Building supplies, vehicles and technological equipment tend to be the most often impacted areas, which is creating a log-jam of projects, as staff continues to wait for necessary supplies. Of the project delays experienced, vehicle purchase delays have been the most disruptive. Problems with manufactures committing to order dates and product availability coupled with dealer's unwillingness to commit to pricing have dramatically impacted the ability to maintain a cohesive replacement program. Many vehicles scheduled for replacement have been postponed multiple years, with the average turnaround time getting close to two years until a product is delivered. This challenges staff to extend maintenance activities to ensure maximum return upon replacement. Additionally, in 2022, staff was required to suspend multiple projects due to an aggregate operations strike, and as a result, contractors were unable to obtain various construction materials necessary to complete the road reconstruction project. Therefore, four (4) different road segments had to be deferred to 2023 and will be constructed at the same time as the 2023 program.

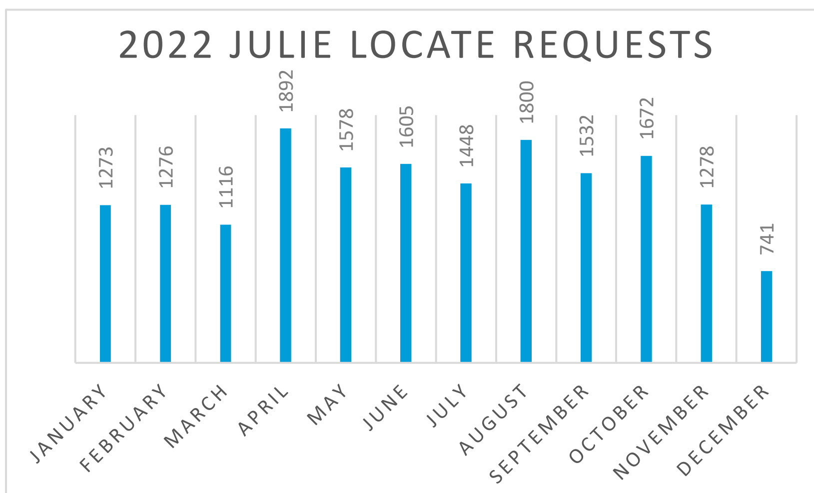
Arlington Al Fresco

As a result of the pandemic, personnel across numerous Village departments planned and implemented the "Alfresco Outdoor Downtown Dining", which is setup during the summer months. Due to the success of this initiative, annually, Staff maintains the area throughout the summer, removes the area before November, and then sets up the entire event again in March of the following year. The involvement is considerable, as staff maintains the area daily, including daily management of delivery vehicles and garbage pickup. Staff coordinates and maintains roadway cleaning, appropriate detours, and needed informational traffic signs developed by Engineering and the Planning & Community Development Department.

Construction Projects

- 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.
- Continued to develop a long-range reconstruction plan, inclusive of maintenance program outcomes and other capital improvement projects by assessing pavement management evaluation systems and numerous other planning criteria.
- Installed roughly 12,000' of watermain as replacement for older inferior pipe that was prone to failure.
- The success of completing projects in the Capital Improvement Plan is strongly dependent on available funding for projects. To this end, staff works hard to secure funding for as many grant-eligible projects as possible. In 2022, Staff submitted grant requests for seven (7) projects, and five (5) of those projects were selected for funding. Even more impressive, staff was able to secure almost $12 million in grant-funding for the five (5) road improvement projects, which are located at; Euclid Ave., Windsor Dr., Dryden Ave., Hintz Rd., and Arthur Ave. The two (2) projects not selected, scored very high, so were added to the funding contingency list, which means if funding is available toward the end of the construction season, the Village may be able to leverage funding to complete these projects as well. This is in addition to approximately $750,000 in grant funding secured for stormwater and guardrail installation projects.
- Completed the engineering design and plans for an early 2022 bid opening for the Berkley/Hintz Infrastructure Improvement project, which was completed just in time to start snow plowing activities.
- Completed and continue efforts to improve water storage facilities and improvements identified in the Risk and Resiliency program.

Professional Development



Public Works continues to value the importance of its well-trained staff. Over the course of the last 18 months, Public Works has continued to experience significant turnover due to retirements. This provides many opportunities for advancement as well as new, technically advanced staff with less working experience. If engaged, this new energy will be beneficial to the department in many ways, when coupled with sound skill-building training that covers mandated safety and regulatory topics. Additionally, succession planning efforts associated with enhancing management, communication, and other important leadership skills are critical to ensure internal candidates are ready to take the next step in their careers as internal promotional opportunities present themselves within the Department. 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 watermains, 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 mandate lead service replacements for municipal and privately-owned water systems. Data continues to be collected and updated to accurately reflect the Village's lead water service inventory. In conjunction with the State mandate, the Village began to replace all lead service material in-house in Village parkways prior to the required 2027 start date. Staff completed 115 lead service replacements in 2022, and have planned to replace another 100 in 2023. Staff is also working with a consulting engineer to develop plans required to replace another 250 services, as well as plans required to submit for federal funding assistance. The estimated cost to replace the Village's portions of all lead service lines in public R.O.W. in the Village is over $41.5 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.
- Implementation of the new Enterprise Resource Planning (ERP) software program will continue to challenge the department. Staff demands required to develop new software modules are critical and impact available resources as implementation sessions are typically full-day commitments. ERP and its integration with the department's asset/work management software will enable staff to produce and utilize critical information much more effectively. Systems that are in-process in 2023, include; EnerGov, Utility Billing, Human Capital Management, and Time management.
- Staff anticipates a variety of new challenges associated with the potential for a new regionally significant development at the old Arlington Park site. While specific challenges are still fluid, it is expected that the Chicago Bears development will require Staff to be heavily involved with development activities such as; design review, consultant coordination, and project management efforts to ensure Village priorities are accurately represented.
- Staff challenges related to generational priority changes in our staff. We are observing that many newer employees do not value salary more than experiences away from work. Challenges that will continue into 2023 will circle around increasing interest in overtime. It is important that we continue to stress the importance of Public Works response to Community emergency situations. Striking the right balance between these two opposing dynamics will continue to pose a challenge.
- The Department will be challenged by a water meter replacement program that will begin in 2023 and extend through 2025. The Department will need to secure a contractor to change approximately 6,200 meters per year over that time (18,358 total). At the same time, the Village will be integrating new software technology for Itron reading devices that leverages Commonwealth Edison infrastructure to integrate with the new ERP Utility Billing software to provide residents and staff with significantly greater technology and data related to water usage, billing, etc. The integration is aimed to help guide the meter user to live data of their usage.

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 the Public Works Department webpage in cooperation with the Integrated Services Department. 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 routed internally, by implementing the use of field tablets to our workforce. Data collection, inspection, repair, and maintenance information will seamlessly be entered into our Cityworks software while crews are still in the field.

- In anticipation of the future Chicago Bears development Staff anticipates various opportunities to leverage new technologies and infrastructure improvements related to the potential implementation of Smart Cities solutions. Staff will be focusing on the improvements of traffic management, pedestrian enhancements, and other Village assets, such as; trees, roadways, street lighting, and water and sewer utility systems.
- Staff has implemented a variety of initiatives to enhance department morale to ensure we are meeting the needs of our staff, including; new employee meetings (twice/year) giving new employees an opportunity to discuss potential improvements; new employee introduction days; allows new employees to meet the management team and learn from staff what is important to the department; development of a cross-training program allows employees to work for a period of time in another unit to become more proficient in other areas of our operations; the development of the Public Works Improvement Committee that offers employees a chance to work together on common initiatives and discuss ways to improve our operations.

In Closing…

After recent unique challenges from the pandemic, staff was eager to get back to the normal business of Public Works in 2022. Public Works staff focused heavily on coordinating and managing major capital infrastructure improvements with teamwork instead of isolation; a significant amount of progress was made towards our focus on infrastructure improvements Public Works continues to lead numerous Capital Projects for other departments. Public Works is utilizing the talents in contractual oversight to improve the working environments of all Village staff and residents. While the Community's infrastructure improvements will always be a top priority for the Public Works Department, our team will face more challenges in 2023. Continued technology advancements needed to reduce paperwork and integrate between different software solutions will also be a top priority.

How the department manages information and communication internally will be important, especially with the implementation of the new ERP. Additionally, staff is exploring ways to improve external communication with residents involving capital improvement projects that may directly impact their daily lives. Infrastructure challenges associated with aging water mains, roadway and sidewalk improvements, major grant related projects, lead service line replacement, water meter replacement, new initiatives and the potential for a regionally significant development will provide more challenges than the typical year. However, our staff is up to the challenge and will face them head on, with the same dedication and professionalism that they exhibit every day.