



AGENDA

President and Board of Trustees

Village of Arlington Heights

Committee-of-the-Whole

Board Room

33 S. Arlington Heights Rd., Arlington Heights, IL 60005

May 25, 2017

7:30 PM

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

- A. Departmental Status Reports - Engineering
- B. Departmental Status Reports - Planning & Community Development
- C. Departmental Status Reports - Human Resources
- D. Departmental Status Reports - Police

V. OTHER BUSINESS

VI. ADJOURNMENT

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



Item: Departmental Status Reports - Engineering

Department: Village Manager's Office

ATTACHMENTS:

Description

Engineering

Type

Report

Engineering Department Description

Overview of Engineering Department – The Department consists of ten employees with four being registered as Professional Engineers in Illinois. The Engineering Department is involved in many different aspects of Village operations. We are part of many essential daily work tasks, from street construction to plan reviews and flood control to meeting ADA requirements. Our primary expertise is in the areas of road construction and plan review. Our duties require us to work with all the different departments within the Village. However, we work most closely with the Public Works Department, particularly in the area of road maintenance. Road Resurfacing Program and Road Reconstruction Program are the responsibility of the Engineering Department. Roadway Edge grinding program, Roadway patching and crack filling are the responsibility of Public Works. The Pavement Committee made up of three employees from each department coordinates these programs to extend the pavement life of the roads in the Village Of Arlington Heights. The Pavement Committee is also incorporating the road programs and the water main replacement program.

The Department has three basic work group sections:

- i. **Public Development Construction Inspection and Systems Design:** This unit is responsible for the preparation of plans, construction inspection and layout for all publicly funded municipal system projects, including flood control and road improvements; planning and administering the Village's infrastructure improvement program, including inventory, evaluation and construction; reviewing and approving all plans prepared by consulting engineers engaged by the Village in these activities; and, performing all engineering services for the Board of Local Improvements.
- ii. **Private Development Construction Inspection and Systems Design:** This unit is responsible for reviewing and approving all plans prepared by developers for privately funded municipal system projects and sites to be developed; inspecting the construction of these projects and sites; making bond release inspections; and responding to citizen inquiries on grading problems.
- iii. **Traffic Engineering:** This unit is responsible for the compilation of traffic data for proposed traffic controls; investigating and evaluating requests and needs for traffic safety measures and traffic control devices; reviewing the traffic impact of new development; coordinating the installation of street lighting systems; preparing plans for traffic signal modifications and street lighting systems; coordinating the Village's involvement with proposals for

improvements by the Illinois Department of Transportation and Cook County Highway Department; and performing long and short range transportation planning.

Staff members and their roles:

- Jim Massarelli, P.E Director of Engineering, 30 years of Engineering experience. Manages the staff of the Engineering Department.
- Mike Pagones, P.E. Deputy Director, nearly 30 years of Engineering experience. Manages the Private Development work group which involves Plan Commission review, Building Department plan reviews and Service requests generated by residents. Supervises three employees, two Engineering Inspectors and Traffic Technician
- Nanci Julius P.E, CEII, nearly 25 years of Engineering experience. Project manager for the Resurfacing program and Wilke/Northwest Hwy. project. Prepares plan specifications, proposed construction quantities and manages all aspects of the construction for the program. Extensive experience with ADA regulations and reviews ZBA requests
- Briget Schwab, P.E., CEII, nearly 15 years of Engineering experience. Project Manager for the Reconstruction Project and BPAC liaison. Completed all aspects of the federally funded project Nichols/Walnut, completed largest in-house federally funded project.
- Tom Ponsot, Traffic Engineer, 35 years of Engineering experience. Responds to traffic inquiries and performs plan reviews. Reviews Plan Commission traffic issues.
- Tiffany Schmoker, Traffic Tech 8 years of Traffic data experience. Obtains traffic data. Manages the Engineering database and updates GIS maps.
- Chuck Homuth, Engineering Asst., nearly 30 years of Engineering drafting/Cadd experience. Prepares construction plans for road construction projects using CADD. Assists the Police Department with accident reconstruction using CADD.
- Karl Emma, Engineering Inspector, 30 years of Engineering Inspection experience. Mainly reviews permits and does site inspections for permit.
- Jim Zaharopoulos, Engineering Inspector, nearly 10 years of Engineering Inspection experience. Mainly works on public road construction projects.
- Donna Locher, Admin Asst. nearly 30 years of Administrative Assistance experience. Handles all incoming calls and assists in many other duties.

Ongoing Public Improvement Programs Overseen:

- a. Resurfacing/Sidewalk Program- 2016 budget \$4.9 million, 2017 budget

The resurfacing program is one of the main pavement preservation tools utilized to extend the life of Village streets. The program has evolved over the years with different methods but the basic concept with this program is to replace two to three inches of existing pavement to improve ride-ability and extend the life of the entire pavement section.

- b. Reconstruction Program 2016 budget \$4.1 million, 2017 budget

The reconstruct program replaces roadways that cannot be resurfaced due to base failure. The program rebuilds the entire street replaces all of the curb and gutter as well as most driveway aprons.

- c. Federally Funded Programs Wilke/Northwest Hwy \$2.2 million (\$40,000VAH)

The use of Federal dollars has assisted the financing of replacing sections of streets that are eligible for federal funding. In just the last five years, Engineering has obtained over \$6 Million in Federal funding for various capital construction projects. The department continues to look for ways to stretch our construction dollars. Below is a list of the projects since 2012.

Federally funded projects	Total Cost	Village Share	Construction year
Wilke/Northwest Hwy	\$ 2,181,057.00	\$ 36,211.00	2015/16
Nichols/Walnut	\$ 2,017,930.00	\$ 403,586.00	2015
McDonald Creek Bike Path	\$ 237,359.00	\$ 24,791.00	2012
Commuter Drive*	<u>\$ 2,326,564.00</u>	<u>\$ 270,273.00</u>	2013/14
Total	\$ 6,762,910.00	\$ 734,861.00	

* Rolling Meadows 50/50

Legal and Operational Responsibilities to the community and organization:

- a. IEPA Water permits- All new developments that require an extension of the VAH water system requires a permit from IEPA. Engineering requires that an approved permit is obtained prior to any construction of any new water main. All construction is inspected by the department and must meet the State and Village requirements for water main construction. The water main is pressure tested and must pass water sample requirements. Prior to allowing the main to be used the IEPA water operation permit form is completed which states that all the permit requirements have been satisfied.
- b. MWRD permit and inspection- All new sanitary and combined sewer modifications as well as detention requirements must be permitted by the MWRD. The developers engineer completes the necessary forms and the Engineering Department reviews and approves via signature the MWRD permit applications. All construction is inspected and must meet the MWRD and Village requirements for sewer and or detention basin construction. Once all of the work is completed the Village and MWRD complete an RFI (request final inspection). Only after the approval of the RFI is granted can the new sewer be put into service.
- c. ADA requirements for public sidewalk-All sections of sidewalks at intersections within a construction zone must meet ADA requirements.

Performance Measures

	FY2014	2015	2016
1. Private Development			
Number of Inspections:			
Pre-pour	688	621	560
Final	808	802	679
All Other	<u>474</u>	<u>517</u>	<u>395</u>
Total	1,970	1,940	1,634
Number of Service Requests	136	163	183
Number of Plan Reviews	2,045	1,975	1,871
Number of Plan Commissions	36	35	36
2. Public Development			
Miles of streets resurfaced	⁽¹⁾ 8.10	⁽²⁾ 7.45	⁽³⁾ 7.08
Miles of streets reconstructed	1.51	1.00	2.78
Miles of streets rehabilitated	0.12	0.00	0.25
Linear feet of sidewalks replaced	39,791	24,792	75,960
Linear feet of curb and gutter replaced	59,542	33,067	58,925
3. Traffic Engineering			
Number of Traffic Inquiries:			
School	1	5	7
Stop Signs & Traffic Signals	15	7	13
Speed	3	6	7
Parking	11	7	13
Lighting	0	1	5
Sight Distance	6	5	9
General	45	46	25
Traffic Counts	<u>36</u>	<u>60</u>	<u>33</u>
Total Traffic Engineering	113	137	112

⁽¹⁾ Does not include 5,159 square yards Class C patching (concrete streets).

⁽²⁾ Does not include 3,209 square yards Class C patching (concrete streets).

⁽³⁾ Does not include 2,169 square yards Class C patching (concrete streets).

PLAN COMMISSION REVIEW TURNAROUND TIME

Plan Commission Review Turnaround Time * (working days)	FY2014			FY2015			FY2016		
	# Plan Comm. Reviews	% of Total		# Plan Comm. Reviews	% of Total		# Plan Comm. Reviews	% of Total	
0-5 Days	22	61%	86%	25	71%	91%	38	76%	92%
6-10 days	9	25%		7	20%		8	16%	
11-15 days	5	14%	14%	3	9%	9%	4	8%	8%
Over 15 days	0	0%		0	0%		0	0%	
Total Number of Plan Commission Reviews	36	100%		35	100%		50	100%	

* The anticipated turnaround time is 10 days. The review time can vary widely and is directly dependent on the complexity of the project.

PERMIT REVIEW TURNAROUND TIME

Permit Review Turnaround Time (working days)	FY2014		FY2015		FY2016	
	# Permits Completed	%	# Permits Completed	%	# Permits Completed	%
Same Day	553	42%	687	36%	405	21%
1 Day	446	24%	530	27%	670	36%
2 Days	274	12%	266	14%	314	17%
3 Days	157	6%	129	7%	129	7%
4 Days	137	5%	59	3%	89	5%
5 Days / +	478	11%	264	13%	279	14%
Total Number of Permit Reviews	2,045	100%	1,935	100%	1,886	100%

**Approved 11 MWRD permits, 18 RFI (Final Inspections)
MWRD, 4 IEPA water permits, 3 IEPA sanitary permits.**

Last year the Engineering Department memo focused on Public Improvement projects, Resurfacing and Reconstruction, this year we will focus on Private Development and Traffic Engineering. These two functions are not discussed as much as our road programs but require a substantial amount of time and effort from the engineering staff.

One aspect of Private Development involves the review and inspection of permit applications, from simple driveway replacement to major commercial development. Presently, the larger private development projects the department is involved with are Lexington Towne as well as the development of Waverly Inn Memory Care Facility on Rand Rd. These projects involve the installation of Public Improvements that require the improvements to be built to the Village Of Arlington Heights standards. As part of the plan review and also in certain cases as part of Plan Commission review, the department requires the proposed plans to incorporate all of the required standards of public improvements to meet the Village requirements. These improvements range from storm water detention to sidewalk and street light improvements. The Engineering Department is also responsible for the inspection of the public improvements to certify that the contractors have installed all the required public improvements to Village standards.

As part of the increased workload with plan reviews a temporary part time plan reviewer has been hired for the busiest time of the year, May – August. We have utilized this temporary plan reviewer position for the past two years, 2017 will be year three.

Another aspect of Private Development is the response to residents' concerns regarding property drainage issues. These issues are not major flooding events but considered nuisance issues that result from the lack of proper drainage within the property. Most of these issues are backyards that retain runoff from rain events for more than 24 hours. Some of these requests progress to inclusion in the neighborhood drainage improvement project. Many involve the simple relocation of sump discharges or other minor property adjustments.

VAH Service Request

Request Number **WR-263632**

Issue ENG-Service Request	First Name Mr.	
Address Number 33	Last Name Arlington	
Street S ARLINGTON HEIGHTS RD	Phone Number	Ext
Intersecting Street	Alternate Phone	Ext
How Received TELEPHONE	Mobile Number	
Program Number	Citizen Address 33	Apt #
Request Received 4/25/2017	Citizen Street S ARLINGTON HEIGHTS RD	
Entered By dlocher	Citizen City ARLINGTON HEIGHTS	
Referred To Jim Zaharopoulos	Citizen State Illinois	
Received By Donna Locher	Citizen Zip Code 60004	
Department Engineering	Is Internal No	
Activity	Requestor	
	Is FEMA No	
Associated Work Order	Transaction Date 4/25/2017 9:13:39 AM	
Due Date 5/9/2017	Priority	
Standing Water	Status Completed	

Details Whenever it rains, pooling happens at the east and west corner of Mr. Arlington's back yard. Neighbors behind him are raised. Water eventually runs on to the sidewalk via Mr. Arlington's sideyard. The water pools in the sideyard as well.

Action Taken It does not appear that the neighbors behind 33 S Arlington Heights Road raised the grades of their property. The east and west corners of the rear yard are bermed with planting beds and are at different elevations than the rest of the rear yard. Restoring the elevations of these areas to match the surrounding yard will help alleviate any pooling water. Overland flow is from the north to the south. By the description Mr. Arlington gave, it appears that the side yard swales are working as intended. Moving the downspout locations into the rear or front yard will help lessen the amount of water that directly flows into the side yard during a rain event. Any grading work done to the rear yard will require a permit from the Building Department.

Results

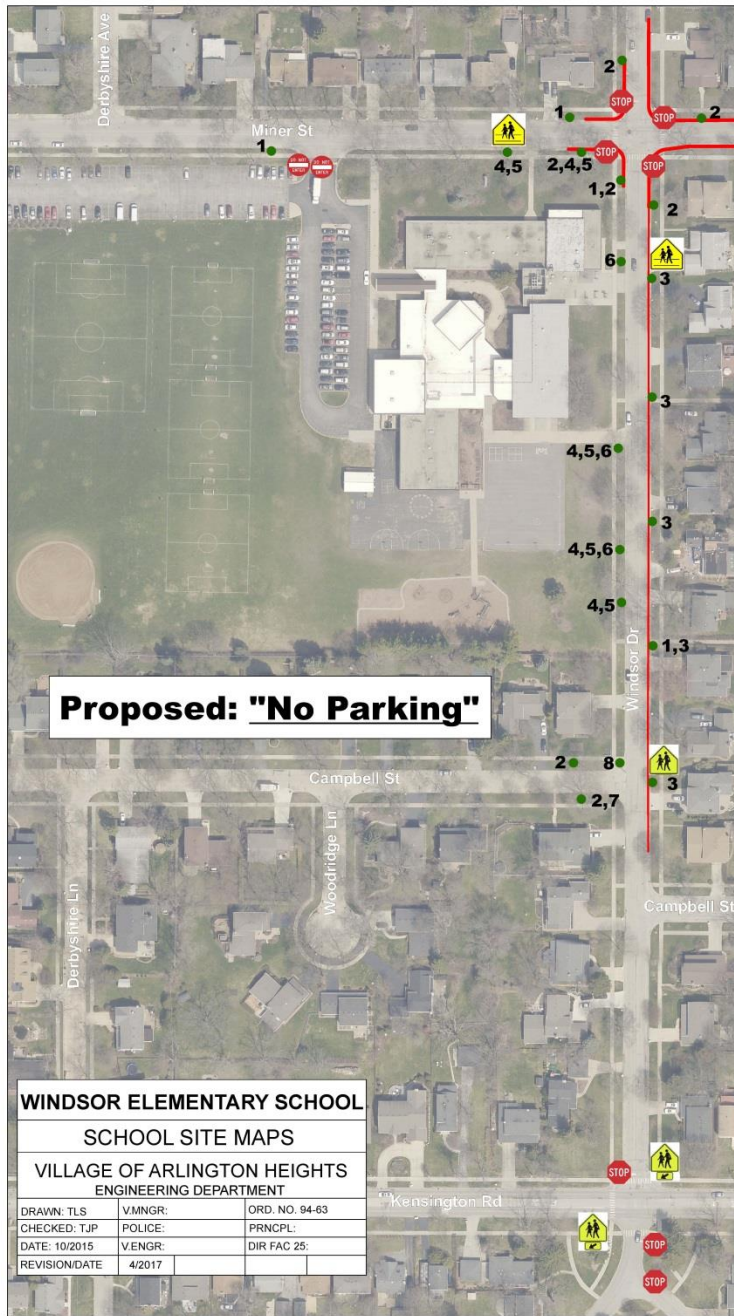
Follow up Required No

Submitted By: _____ Date: 5/8/2017
Jim Zaharopoulos, Engineering Inspector

Michael L. Pagones, P.E.
Deputy Director of Engineering

Private Development also includes Plan Commission and Zoning Board of Appeals review. Plan Commission reviews range from simple outdoor dining to more involved subdivisions. The Engineering department requires all subdivisions to meet the requirements of section 29 of the Village Code. This ranges from proper signature blocks for utility companies to roadway dedications. The plan commission review is the initial dialogue of providing developers with the requirements of the needed public improvements.

Traffic Engineering is responsible for reviewing and responding to residential requests, plan reviews and Coordination with the Illinois Department of Transportation and Cook County Department of Transportation. In 2008 the traffic division initiated the use of a database system (Carta graph) to track requests. The Engineering Department has since incorporated a number of other work flows into the database. Presently Public Works and Engineering are transitioning from Carta graph to Cityworks. Traffic engineering residential inquiries range from stop signs requests to speed limit modifications. Most of these requests require the need of traffic count information. We currently use eight traffic counters units to obtain a range of traffic information. A typical stop sign request for a four way intersection requires the installation of four traffic counter devices, one on each leg of the intersection. As part of Plan Commission submittals traffic engineering review the traffic impact of new development and if necessary coordinate the installation of street lighting systems. We also partner with the local schools within the Village. The Schools with the input of the police department and the engineering department develop a unique set of signage to safely transport children to and from the schools in the Village Of Arlington Heights.



MAP PREPARED BY:
VILLAGE OF ARLINGTON HEIGHTS
ENGINEERING DEPARTMENT
TIFFANY SCHMOKER
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Legend SIGNS

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Disclaimer:
This map is for analysis purposes only.
It is not intended for navigation or location
of infrastructure. The reliability of this map
depends on the accuracy of its underlying
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April 2017

Key Accomplishments in 2016

- a. Finalizing the federally funded project Northwest Hwy/Wilke. The amount of required field inspections as well as paper work necessary to meet all of the federal guidelines required the assistance of a consultant.
- b. Overall completion of the 2016 construction season. The summer of 2016 was filled with challenges and the department met expectations.
- c. Working with Public Works and consultants to complete Reports on the Storm Water projects associated with the July 2011 event.
- d. Introduction and review of the “basket weave” for stop sign placement in the Recreation Park Area as a trial.
- e. The review of placing “Stop for Pedestrian in crosswalk” signage and developing a policy for installation.
- f. I have been involved for the last few years speaking at Career Nights and Engineering events at district 214 and was approached by District 214 career counselor to give some High School students who are interested in Civil Engineering Degree a taste of what a Civil Engineer gets involved with during construction of a road project. We have worked with High School students over the last three summers and plan on continuing it this year. The intern not only interacts with engineering staff but more importantly works with our college interns who have some great insights for the student.

Review of Current and Anticipated Challenges

- a. 2017 will be another demanding year due to the increases in the road budget. The Engineering staff is excited about the new size of the projects but also apprehensive due to the increase in work load. One challenge will be to fill the needs of all the project demands.
- b. Storm Water funding and design phase.
- c. The continued challenge of pozzolonic concrete “pozz” replacement.
- d. The continued coordination of the road programs, water main replacement and possible storm water improvements.
- e. The Engineering department will be utilizing more temporary employees than previous years. The most important part of a successful year is the ability to communicate. Communication within the department, with residents and with other departments is all extremely critical to achieve success.

Key initiatives now underway

- a. Engineering Department is gearing up for a very busy 2017. The department will have to use more of the temporary workforce. The use of a consultant, temporary help from an agency as well as summer college interns will fill the work task gap.
- b. Storm Water project design.
- c. Storm water utility to generate funds.
- d. GIS mapping, utilize internal expertise to expand current level of use.
- e. Exploration of long term maintenance and financial benefits of increasing road fund.

Potential new initiatives

- a. The Department is always looking to complete more with less. An example is using federal funding to construct needed improvements. Another is to find and develop methods to be more efficient. Attending workshops and conferences to listen and discuss the latest technology available in the construction world.
- b. The sustainable initiative is one that technology combined with the shortage of materials has driven the recycling of materials such as concrete and asphalt.
- c. Use of Reclamite which is an emulsion made up of specific petroleum oils and resins and was formulated to extend the life cycle of asphalt pavement by restoring and preserving the asphalt's binder. A test was performed in 2013 and 2014 and found to be successful so all of the streets resurfaced and reconstructed in 2016 plus Nicolas and Walnut completed in 2015 will have Reclamite applied this summer.
- d. Expansion of stop sign basket weave concept to other neighborhoods



Item: Departmental Status Reports - Planning

Department: Village Manager's Office

ATTACHMENTS:

Description

Planning

Type

Report



**Annual
Planning
and
Community
Development
Report
for the
Village Board
May 2017**



Annual Planning & Community Development Department Report for the Village Board May 2017

"A good plan is like a road map: It shows the final destination and usually the best way to get there."
H. Stanley Judd

Section 1 - Review of Scope of Services provided by the Planning & Community Development Department

About the Planning & Community Development Department

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

Vision Statement

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

Mission Statement

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

Department Objectives

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

The Planning & Community Development Divisions

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

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

Legal and Operational Responsibility

In general terms, the legal and operational responsibilities of the Department are established within the Illinois State Statutes and the Arlington Heights Municipal Code. The Illinois State Statutes set forth statutory obligations for planning, zoning, tax increment financing, and other land use regulatory provisions. Section 3-307 of the Village of Arlington Heights Municipal Code creates the office of the Director of Planning & Community Development under the supervision of the Village Manager. The duties contained in the Municipal Code are summarized as follows:

“The Director of Planning & Community Development shall oversee the following: the preparation and maintenance of the comprehensive plan, development review, community development, economic development, urban design and beautification, and redevelopment; shall act in advisory capacity on all planning related matters to the Board of Trustees; shall act as liaison to the Plan Commission, Zoning Board of Appeals, and other commissions as deemed necessary; and shall perform such other duties as the Village Manager may direct from time to time.”

The Planning & Community Development Department provides professional and technical assistance in the following areas:

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

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

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

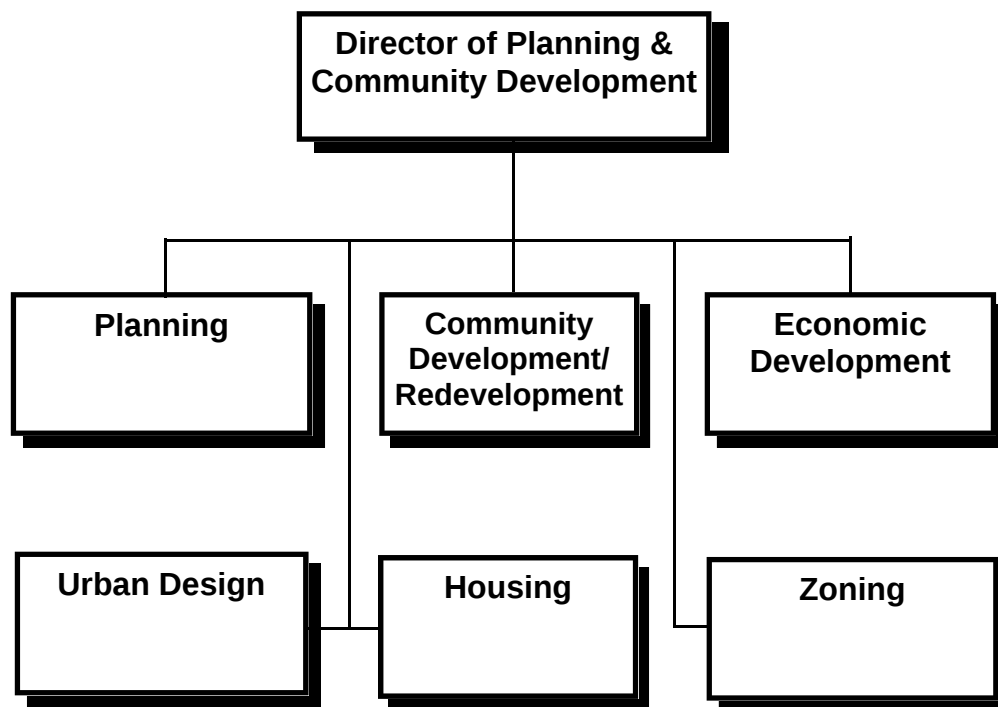
Zoning and Development Review: Coordinates the Village's development review process for new development or redevelopment including PUD's, rezoning, special uses, preliminary and final plats of subdivision, land use variations and zoning variations. Analyzes issues and formulates recommendations to the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

Housing: Administers various grant programs available from Federal agencies and provides assistance to qualified residents and public/private agencies in obtaining funds for eligible services. Prepares the Village's Consolidated Plan, Annual Action Plans, Fair Housing Plan, monitors legislation, and develops proposals concerning affordable housing. Leads the Northwest Suburban Housing Collaborative in analyzing and addressing common housing issues.

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

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

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



Section 2 - Workload and Performance Status

The Planning & Community Development Department continues to be extremely busy performing a multitude of tasks. During the recession in 2008, Staffing levels within the Department were reduced through attrition and layoffs. Now the economy has improved, it is becoming increasingly difficult to move forward on longer term complex and challenging projects given the voluminous day to day zoning permit activity and general department inquiries. Constant pressure regarding process and deadlines needs to be balanced with providing good customer service. Working with small businesses and residents is time consuming to provide the high level of service our customers deserve and should be provided. Last year the Board approved a modification to the budget to reduce part time consulting services and hire an entry level Planning Assistant. The new Planning Assistant has been hired and will begin with the Village in June.

Performance Measures	Calendar Year			
	2008	2009	2015	2016
Staffing	13	11	9	9
1. Development – Plan Commission				
# of Temporary Files	57	52	33	52
# of Plat and Subdivision Cases	27	26	27	25
# of Comprehensive Plan Sub-Committee Cases	N/A	N/A	0	0
# of Ordinance Review Committee Cases	N/A	N/A	1	0
# of Special Use Waiver Cases for Antennas	N/A	N/A	7	5
# of PC Applications	21	20	23	26
Average # of days from application to PC Hearing	60	45	44	40
2. Development – Other				
# of all Zoning Reviews	2,077	1,717	2,161	1,712
# of ZBA Applications/Reviewed	34	20	34	60
# of Building Permit Reviews	1,827	1,515	1,846	1353
# of Business License Reviews	176	161	170	168
# of Home Occupation Reviews	40	18	13	23
# of Sign Permits	N/A	223	266	227
5. Community Development				
# Single-Family Rehab Projects	8	10	2	3
# Rental Rehab Units				76
# CDBG Public Services Beneficiaries	245	596	702	692
# Public Facility Improvement Projects	2	1	3	3
7. Design Review				
# of Reviews by Design Commission	81	54	73	86
# of Administrative Single Family Homes	30	25	74	73
# of Administrative Signage Reviews	16	3	15	13
# of Administrative Commercial	5	3	1	3
# of Temporary Files	19	21	35	34
# of Miscellaneous Administrative Reviews	23	18	1	0
# of Administrative Multi-Family Reviews	N/A	N/A	2	0
# of Small Rear Yard Addition Reviews	N/A	N/A	38	55
# of Total Reviews	174	141	239	264
11. Special Projects				
# of Special Projects	15	32	40	37

Performance data only provides a snapshot of the workload within the Department and does not reflect the complexity and time spent on even the smallest of projects. Recently several administrative review processes have been approved and implemented to assist customers such as Special Use Waiver for small restaurants, and small rear yard addition Design Review. Other data is not tracked. Also, it is not possible to differentiate from the data above, the time and complexity that are involved in both small and large projects. Lastly, in 2016 process review changes were initiated amongst reviewing departments to rebalance permit review by eliminating certain types of small permit reviews and minimize duplication. This allows for more accurate timely reviews.

That's great news! Thank you for your assistance with the fence permit. Getting a permit always seemed to me to be a troublesome task, and I suppose sometimes it is, but it was not that way at all. Thanks for the approval!

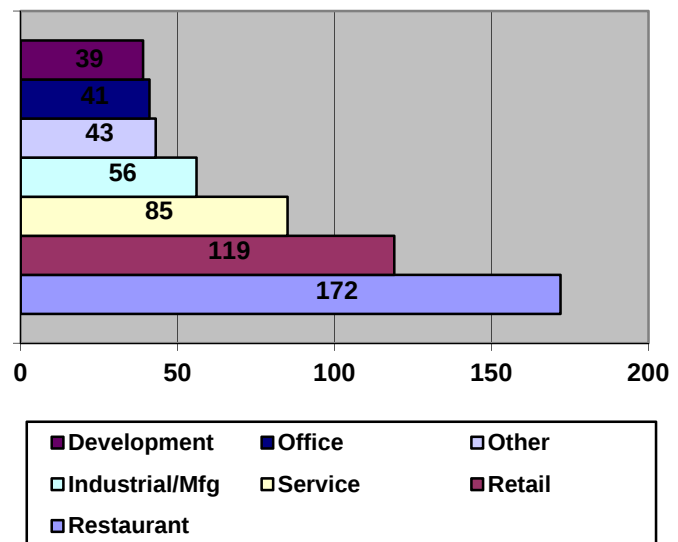
Linda

Business Attraction and Recruitment in 2016

In 2016, the Department engaged in 551 recruitment efforts to a variety of businesses.

Recruitment Efforts by Business Type

Business Type	TOTAL
Auto	3
Development/Mixed-Use	39
Entertainment	25
Hotel	6
Industrial/Manufacturing	56
Institutional/Education	5
Office	41
Restaurant	172
Retail	119
Service	85
TOTAL	551



A total of 104 new businesses brought 2,329 new jobs to the community.

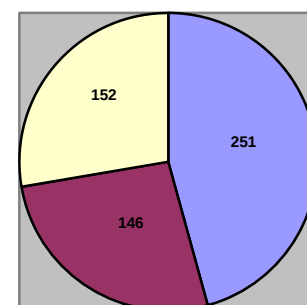
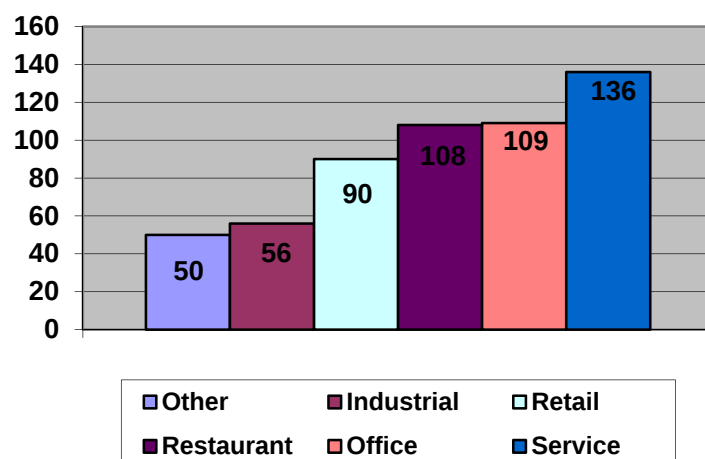
Outreach to businesses already located within Arlington Heights is a critical aspect of the Planning & Community Development Department's economic development efforts. The Village conducted 549 outreach efforts to local businesses:

Retention Efforts by Business Type

Type	TOTAL	Type	TOTAL
Auto	4	Office	109
Entertainment	23	Restaurant	108
Hotel	21	Retail	90
Industrial	56	Service	136
Institutional	2	TOTAL	549

Retention Efforts by Location

Location	TOTAL
Downtown	251
Uptown	146
Southtown	152
TOTAL	549



Section 3 - Key Accomplishments over the Past Year

Planning & Community Development Department Staff are proud of some of the key accomplishments that have been initiated and implemented over the past year. This section of the report deals with some but not all of the key accomplishments during the past year and are broken down by relevant sections.

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

Arlington Downs - Department Staff continue to work with the developers of the \$300 million Arlington Downs mixed-use development. Assisting in marketing and promoting the site, as well as, various PUD amendments and permitting issues.

“Arlington Downs is a case study in reinventing distressed properties. It was the site of the former Sheraton CoCo Key Water Park Resort & Hotel that was shuttered at the depth of the recession. The Hotel closed in late December 2009 and this was a key site for Arlington Heights. We embarked on a strategy to find investor groups and developers interested in bringing the property back to the marketplace and make it an economically viable development contributing to the Community. Forging a public private partnership, developing plans with input from both the developer, Village Staff, Commissions and the Board resulted in approval of the master plan in 2012 and subsequent amendments. Department Staff continue positive working relationship with the developer to bring further modifications to the plans adjusting to the marketplace.”

Charles Witherington-Perkins, AICP
Director of Planning & Community Development



Lutheran Home for the Aging - A \$70 million renovation project in a middle of a residential neighborhood was successfully handled through the public hearing process addressing the needs of the Lutheran Home while at the same time, mitigating impacts within the neighborhood. The construction was completed in 2016.

Moorings - The Moorings Senior Housing development was assisted through the Planned Unit Development process for major renovations are under construction.

Lexington Towne at Arlington Heights Subdivision - located at the former vacant property between Sigwalt and Campbell Street, west of Kaspar. Department Staff assisted the developer in a 15-lot subdivision located just west of Downtown and negotiated a 10 year stormwater maintenance fee. Construction of the subdivision began in the Fall of 2016.

Kensington School - is a 15,000 square foot pre-school with a capacity of up to 150 children and will be located within the Hickory/Kensington TIF District. Department Staff assisted the developer, navigating through the zoning approval process which involved issuance of a Special Use Permit and an amendment to the previously approved Planned Unit Development. Kensington School is currently in for building permit and construction will provide incremental tax revenue within the TIF District to facilitate further redevelopment.



Westgate Dental - will be an additional office building located on the east side of the Esplanade Shopping Center. Department Staff worked with the developer to secure the necessary zoning approvals and have assisted them through the building permit process. It is expected that construction will begin in 2017.

1519 S. Arlington Heights Road - located immediately north of Autumn Leaves Memory Care Facility, a 26,600 square foot medical office building that Department Staff assisted in securing preliminary Planned Unit Development.



"We greatly appreciate how the Village of Arlington Heights has positively supported our efforts to make our vision a reality. Every step has been communicated clearly and succinctly. Sam, we are especially thankful for all of your assistance. We are excited to be part of your community. Again, with gratitude."

*Brandy & Dave Larrance
New Hope Academy*

Other projects that are being currently assisted in the first part of 2017 include Lexington Heritage Townhomes, a 48-unit townhome development, Windsor Elementary and Thomas Middle School additions, and New Hope Academy.

Senior Alzheimer Facility

Thank you Bill. It has been a real pleasure working with you, your Staff and the Plan Commission. We look forward to the Village Board hearing.

Regarding building permits, I will be ready to submit immediately after the first Village Board hearing if that is OK with you and the building department. Please let me know. Thanks again!

*Jeff Yates, Partner & Vice-President
RJ Development*

*Steve,
Thank you for the prompt turnaround on the design approval. Please note the attached revised color swatches indicating our preferred color designations per the previous e-mail to Charles. The specifications contained in the attached are preferred. Please let me know if this poses any issues with the approval. I apologize for any confusion this may cause and thank you for your time.*

*Regards,
Gary Collins, LA Fitness*

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



Crain's Article on Arlington Heights Downtown Development

Please pass along my congratulations to the entire Planning Staff.

Very nice recognition.

*Frank Appleby,
First Midwest Bank*

212 N. Dunton Parkview Apartments - Preliminary and final PUD was facilitated for this new 45 unit development on the north side of Downtown. Village Staff worked extensively with the developer to assist in resolution of key utility issues that threatened to hold up construction. The Parkview Apartments will provide a welcome boost of additional development on the north side of Downtown once completed.



Arlington Ale House - Department Staff worked extensively with the Arlington Ale House and introducing them to the third floor space at the Metropolis building that had been vacant for over 10 years. The business operator was also provided with significant assistance through the necessary approval processes to obtain an amendment to the liquor license and Special Use Approval for the Arlington Ale House facility.

"Thank you for all your hard work. Kevin McCaskey, Arlington Ale House."

Shakou, Mago & Armand's - Department Staff reached out in attraction efforts to facilitate the attraction of Shakou, a high-end upscale restaurant that will re-occupy the former Armand's Restaurant space. In addition, Department Staff assisted Armand's in their re-location efforts and provided substantial assistance to retaining and facilitating the expansion of Mago Restaurant.



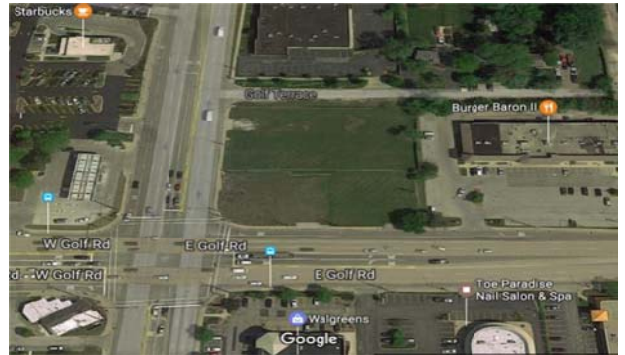
Plans & Studies - A number of plans and studies were initiated and completed during the past year.

2016 Annual Business Development Report - The 2016 Annual Business Development Report was completed and distributed to the Village Board outlining the past year's activities regarding business attraction, business retention, and marketing efforts. A comprehensive presentation was provided to the Board on this report in February 2017. Copies of the report are available on request.

Tax Increment Financing and Confidential Reports - Numerous confidential reports are provided to the Board throughout the year. In addition, the Planning & Community Development Department is responsible for managing and implementing the Tax Increment Financing Districts within the community. Department Staff manage, administer and file the appropriate reports with the State of Illinois. In addition, the Department facilitates the annual Joint Review Board meetings and discuss issues regarding TIF District with various taxing districts.

Tax Increment Financing District #3: This District is located at the southwest corner of Arlington Heights Road and Rand roads and is close to completing its 23 year term and retirement of debt from the Bond issued to assist redevelopment.

TIF District #4: This District is located at the northeast corner of Arlington Heights Road and Golf Roads. Staff was instrumental in implementing the Autumn Leaves development that was described above which will generate TIF increment for this district. Properties at the immediate corner of Golf and Arlington Heights Road have been purchased by the Village for future redevelopment. A Request for Proposal (RFP) was issued in early 2017 to developers interested in redeveloping the corner properties. Three developers submitted proposals, which are being evaluated by Department Staff.



TIF District #5: Located at Rand and Palatine Roads and includes Town & Country Shopping Center and Southpoint Shopping Center. Town & Country was successfully redeveloped several years ago, although Southpoint Shopping Center remains to be redeveloped. Planning & Community Development Staff continue to meet and discuss redevelopment strategies and options with the three different property owners that comprise Southpoint Shopping Center.

Charles,

I intended to send this message much earlier today, but have been precluded from doing so due to unrelated matters.

I am writing to thank you again for your assistance last night and prior thereto in facilitating the Village's review of this matter (Southpoint).

Thanks again,

*Steven C. Bauer
Meltzer, Purtill & Stelle LLC*

Hickory Kensington Tax Increment Financing District: This District is located east of Downtown Arlington Heights and generally northeast of Kensington Road and Douglas Avenue. This is the most recent TIF District and the appropriate areas have been rezoned to facilitate redevelopment. Department Staff continue to meet with property owners and interested developers regarding this redevelopment area.



Processes - Staff continue to review Village Codes and processes and explore ways to make them more efficient and business friendly as time permits.

Within the past couple of years, several administrative processes have been established to facilitate Design Review to expedite that process, as well as administrative review for small restaurants. In 2015/2016 an interdepartmental committee reviewed the types of building permits that each department reviews in efforts to eliminate duplication and better manage Staff workload. As a result of this interdepartmental committee, several administrative changes have occurred to streamline the types of permits that each department reviewed. For the most part this eliminates redundancy review amongst departments for smaller permits such as driveways, sheds, fences, etc. It has resulted in a reduction in the overall number of zoning permit reviews thereby allowing for greater accuracy, analysis and customer interaction.

Zoning Code Update - In 2017, Planning & Community Development Department Staff have undertaken a review of the zoning code with an emphasis on making the code more user friendly and streamlining processes, such as final PUD and Special Use for restaurants.

Electronic Filing - Beginning in 2017, we have begun receiving electronic (pdf) files for all new Design Commission applications. Maintaining electronic files for every project will allow for more streamlined access and sharing of plans and documents within the Department.

Business & Economic Development - Arlington Heights continued to see great Economic Development success in 2016. The past year brought new business that contributed approximately 2,329 jobs and potentially \$360,000 in new sales tax revenue in 2016.



Job Creation: New businesses, such as HSBC, ARK Pharm, DevLinks, Tru Sweets, LA Fitness, 25N Coworking, and others entered the market place adding jobs to Arlington Heights.



Business Attraction and Recruitment: Department Staff was engaged in 551 business attraction and recruitment efforts.

Business Retention: Planning & Community Development Staff were engaged in 549 business retention efforts and initiatives. In 2016, select business case studies were prepared to illustrate the time and challenges involved in some retention initiatives.



Sozo Nail Spa

Sozo Nail Spa, located in a retail street mall at 33 S Vail Ave, is a full-service nail and skin care salon dedicated to consistently providing high customer satisfaction by rendering excellent service, quality products, and furnishing, an enjoyable atmosphere at an acceptable price/value relationship.

To achieve our objectives, Sozo Nail Spa was seeking additional loan financing. We applied for, and were awarded a Zero Interest Loan through a business development program at Arlington Heights Village. This loan was used for the design, leasehold improvements, and equipment of the salon. This enabled us to achieve our mission: To supply services and products that enhance our clients' physical appearance and mental relaxation.

Thank you, Village of Arlington Heights.

Sozo Nail Spa

The Zero Interest Loan Program - has approved three businesses for interest-free loans through the Village. Kingsley + Ginnodo Architects used a \$10,000 loan in early 2015 to relocate to an office on Hickory Street from their home-based location. Kingsley + Ginnodo has since repaid the loan in its entirety. In mid-2016, Sozo Nail Spa used a \$20,000 loan to complete interior build-out and purchase equipment and supplies to establish a Downtown space at 33 S. Vail Avenue. In early 2017, Raceway Car Wash was approved for a \$20,000 loan to install a new computer system that will allow them to better expedite their clientele and grow membership. Total loans to date, \$50,000.

Housing - Several new housing initiatives continue to be implemented or were started last year.

Housing Trust Fund: After years of study, the Housing Trust Fund was created. Last year, the Housing Trust Fund received its first funds which will be held in the fund until significant money is available to facilitate and initiate new housing initiatives. Funds are beginning to flow into the trust fund.

Hi Nora,
Just wanted to make sure you had the most recent copy of our site plan, which is attached.
Let me know if you have any questions or comments, and thanks again for your efforts at the Housing Commission meeting last Tuesday. I thought it was very professionally handled.

Have a great weekend,

Bill Rotolo, Lexington Homes

Cook County Home Consortium: The Village joined the Cook County Home Consortium, which resulted in changing the CBDG fiscal year and adopting additional Housing Plans during 2016 in order to implement this change.

"2016 involved a great deal of inter-governmental cooperation. By working together, the northwest suburban Community Development Block Grant (CDBG) entitlement communities improved the management of their CDBG program and developed a pilot joint project; the Village joined the Cook County HOME Consortium which promises to make additional Federal funds available for projects in the Village; and the Northwest Suburban Housing Collaborative received funding from Cook County to continue its initiatives including identifying additional funding for its popular Handyman Program."

Northwest Suburban Housing Collaborative: The Village continues to be the lead agency as part of the Northwest Suburban Housing Collaborative. Researching and providing housing studies and services to the five communities that are part of this Collaborative. The Collaborative is exploring additional age in programs as well as exploring other housing gaps.

CDBG Budgeting - Staff managed an interim CDBG budget with Cook County funds during the fiscal year transition, as well as planning for 2 budgets within a one year timeframe. In addition, Department Staff began researching and investigating potential use of CDBG funds that will now be freed up as a result of completing the Senior Center Debt Service payment. For the past 20 years, \$150,000 of CDBG funds has been allocated towards Senior Center Debt Service.

Design/Beautification - Design Review: In 2016, 264 design applications were reviewed. Projects ranged from single family homes to large scale developments such as Lexington Towne Homes and Kensington School.

Electronic Signage. Another major accomplishment in 2016 was the completion of a Village-wide study of electronic signage study. Electronic signage is a complex and sensitive issue, and months of research and reviews with the Design Commission were conducted resulting in a presentation of recommendations to the Village Board. Based on direction from the Village Board, a draft of regulations was then created for implementation of electronic signs in Arlington Heights.

Gateway Sign Concept Designs. As part of the South Arlington Heights Road Beautification Study, multiple preliminary design concepts for possible gateway signage were created (see one example below).



Sign Code Updates completed in 2016:

- o Drive-Through Restaurant Signage regulations created.
- o Manual Change Message Board requirements amended to include changeable printed panels.
- o Residential Ground Sign (accessory to a permitted non-residential use, such as a School, Church, Library, or Park Facility) requirements revised to allow more flexibility with the sign size/design, and to streamline approval.

Landscape Reviews: During 2016, 108 landscape reviews and inspections were accomplished.

"As part of a team effort, Department Staff have been working on a plan for beautifying Northwest Highway. The Village Board asked staff to develop a long term plan in-house that will address the corridor and assist with future planning and grant procurement. In addition, the plan will support the 2016 Comprehensive Plan Goals and Policies for Thoroughfare and Transportation. The study primarily focuses on landscaping and other beautification elements. This project has been especially rewarding because of the potential impact it will have over time. If implemented, it will be exciting to see the positive outcome on the corridor aesthetics and identity."

Derek Mach, Landscape Planner

Section 4 - Review of Current and Anticipated Challenges

This section discusses some of the challenges that will be faced in the completion of the Planning & Community Department mission. These challenges are both locally within the Arlington Heights municipality, administrative in nature and regionally from a state or national perspective.

Local Challenges -The following are some of the local and regional challenges facing Arlington Heights from a Planning & Community Development perspective.

Retention/Attraction of Revenue Generated Uses: The Village of Arlington Heights is under constant pressure from Woodfield Mall, Deer Park, and Randhurst Village. The ability to attract and retain sales tax generating uses is critical to the Village's budget. In 2000 total retail sales in Arlington Heights were \$1.145 billion. While sales tax revenues is strong, total retail sales in 2015 were \$1.2 billion. In particular, there is a concern about the long term increase in the multitude of discount stores and non-profit retailers at key locations. In addition, internet sales is significantly impacting customers' shopping habits and reducing the number of "brick and mortar" retailers that are considering expansion into the marketplace.

Funding for Corridor Improvements: During last year's presentation on the Department Annual Report, the challenge of providing funding for aesthetic and economic corridor improvements was identified as critical in maintaining Arlington Heights as an attractive viable community in which to do business. The issue was initially raised by Department Staff as well as in the Comprehensive Plan that was adopted in late 2015. As a result of presentations and analysis of certain Arlington Heights corridors as well as adjacent competing communities, the Board allocated funds to implement long-range comprehensive corridor improvements for Northwest Highway and Rand/Palatine Road corridors. It is imperative that Arlington Heights find the right balance to maintaining public and private sector corridor enhancements in efforts to maintain Arlington Heights as an attractive community for businesses, customers, and residents.

Community Survey 2015

Please indicate how you feel about the following statements.

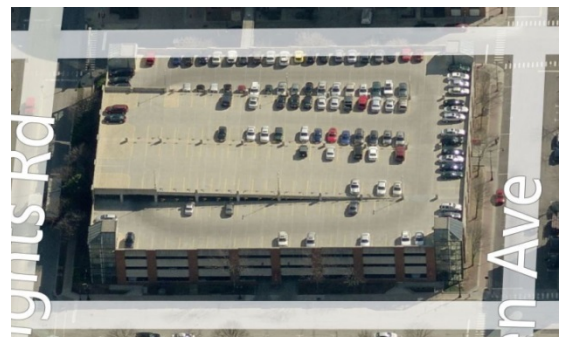
	Strongly Agree/Agree	Disagree/Strongly Disagree
The Village should improve the appearance of certain corridors along major roadways	90%	8%
Commercial areas along some major streets lack landscaping	77%	15%

Continued Downtown Redevelopment: Continued development of Downtown Arlington Heights is critical to its long term success. Further development becomes more challenging with existing residents that have already invested in the community. In addition, continued development is even more challenging without Tax Increment Financing as a mechanism to provide assistance to acquire land or for other infrastructure costs. Other communities were successful in extending their Downtown TIF Districts and have a competitive edge. Maintaining the correct balance of retail/restaurant and non-retail uses remains critical. Department Staff have been in constant communication with potential developers who are interested in building additional apartment buildings in Downtown Arlington Heights. While some of these proposals will entail variations from the Village's zoning code, it is imperative that the appropriate development plans receive favorable consideration in order to add additional development Downtown, whose future residents will support existing businesses and entertainment options.

Completion of Arlington Downs Development: Arlington Downs is a \$300 million mixed-use development of the former Sheraton Hotel property. The first phase of Arlington Downs is completed with the renovation of the apartment tower. However the second phase has not yet started. Financing and implementation of these future phases is critical for the success of this development, which is seen as a gateway to Arlington Heights. The Village needs to continue its positive relationship with the developer in efforts to facilitate this continued development. Department Staff have continued to constantly meet with the developer, their real estate broker, and potential tenants to facilitate the additional phases of this development.

Redevelopment Areas: There are several redevelopment areas that present challenges to implement but are opportunities for the community. These include the Tax Increment Financing Districts referenced above but also corridors with vacancies or parcels ripe for development such as south Arlington Heights Road, Northwest Highway, Rand Road, and Dundee Road. Sufficient Staff resources are needed for these critical areas.

North Parking Garage Expansion – In 2016 the Department facilitated a feasibility study of a possible expansion to the North parking garage. The North parking garage is at or exceeds capacity. A critical challenge facing the Village will be when and how to fund an expansion to the North garage.



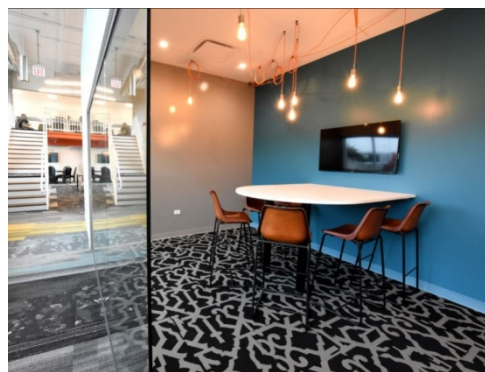
CDBG Funds - Two critical issues are facing the CDBG program. The first is whether the program will be continued to be funded under the new Federal administration. The President's draft budget proposal eliminates the CDBG program in its entirety. If the program does receive funding, it is unclear as to what level the Village would receive funding. Secondly, assuming continued funding at its current level, the next challenge the Village faces is how to allocate on an annual basis, the \$150,000 that for the past 20 years had been allocated to the Senior Center Debt Service. This use of the CDBG fund needs to be programmed towards brick and mortar projects.

Affordable Housing Trust Fund - The Village created an Affordable Housing Trust Fund a couple of years ago and recently it received its first influx of funds from the sale of an Industrial Revenue Bond (IRB) and also from fees in lieu of providing affordable housing from a townhome development on Palatine Road. While the current balance is not sufficient to entertain a sizable project, potential future payment obligations from other developments such as Lexington Townhomes and Downtown apartment development, will generate significant revenue to this fund, at which point Department Staff, the Housing Commission, and Village Board will need to explore options to develop an affordable housing project to utilize these funds.

State & National Trends - There are several state and national trends that need to be monitored that will impact Arlington Heights. These include the following:

Internet Sales - Internet sales are impacting retail business of all sizes and types, especially bookstores, electronics and "brick and mortar" retailers.

Work Force Downsizing - Many companies are downsizing their work force allowing their employees to work remotely. When they do relocate or expand office space as in the case of HSBC, office work spaces are shrinking resulting in higher occupancy buildings. This in turn impacts available parking. In the case of HSBC, Department Staff worked closely with property ownership, who ultimately removed some buildings on the site to substantially increase available parking well above minimum code. This change in workforce employment habits does create new opportunities such as 25N Coworking, which was attracted to the community and is a new vibrant asset to Arlington Heights.



Long Term Sustainability of Arlington Park - The long term sustainability of Arlington Park should be a priority for the community. Future uses and expansion in Arlington Pak have been held up in Springfield. The Village should actively engage now and in the future regarding the long term sustainability of Arlington Park.

Section 5 - Key Initiatives now under way and Potential New Initiatives

This section reflects a summary of the key initiatives that the Department is spending time on currently. The following describes major efforts that are currently underway. These initiatives are above and beyond the normal day to day activities.

Strategic Priority #1 Continue infrastructure improvement efforts

New Police Station

The current Police Station is beyond its useful life. In September 2015, the Village Board accepted a feasibility study identifying numerous building deficiencies and identifying space needs for a new Police Station of 70,500 square feet. In 2016 Request for Proposals for Architectural Services and Construction Managements Services were prepared and distributed to firms. In February 2016, the Village Board approved the selection of Legat Architects and McClaren Wilson Lawrie to design the Police Station and in May 2016 selected Riley Construction as Construction Manager. The Department is overseeing the Police Station project. This is a highly visible and important project for the community that will be implemented in 2017 and 2018. Schematic design and design development plans have been completed. Construction documents are being prepared for the new Police Station. In March 2017, the Village Board received a detailed presentation from the Design Team regarding the Police Station project and the zoning and planned unit development approvals. In addition, after extensive search and evaluation of multiple locations, a lease was negotiated for the temporary Police Station at 1500 W. Shure Drive and on April 3, the Village Board approved the lease for this facility. Early Bid Packages have been developed, bid, and awarded for the Police Annex and fourth floor of the Municipal building, the temporary Police Station build out, and demolition, environmental abatement and site utility work. Additional early bid packages will be presented to the Village Board in May and June along, with a guaranteed maximum price (GMP) with Riley Construction. Site utility work will commence in April and the Police Station will move to the temporary Police Station in mid May.



Strategic Priority #2 - Strengthen Downtown area to enable continued success in the future, Given Evolving Market and Demographics of our Community.

a. Examine ways to facilitate greater entertainment/restaurant emphasis.

Downtown Entertainment Market Research

Downtown Arlington Heights is a suburban hot spot for dining and entertainment. By emphasizing these aspects, we can further enhance the Downtown as a regular destination for residents and visitors alike. Planning & Community Development Department Staff continued concerted efforts to recruit restaurants and entertainment businesses to bring a diverse crowd to the Downtown. This will benefit the businesses by bringing in more customers and the Village will benefit by bringing in greater tax revenue, particularly sales tax and food and beverage tax. Department Staff, on a regular basis continue targeted marketing efforts to niche businesses already identified for key location.

Next steps in an analysis of Downtown as an entertainment venue is to review past surveys, conduct additional internal market analysis and evaluation of use types within Downtown identifying additional targeted opportunities.

Key accomplishments over the past year include significant time and effort in the recruitment of the Arlington Ale House to reoccupy 10,000 square feet that had been vacant for over 10 years on the 3rd floor of the Metropolis building. This space was suggested by Staff to the business owner. The Arlington Ale house opened in January 2017. Substantial outreach and recruitment efforts took place to attract Shakou to build their 5th restaurant location on Vail Avenue Downtown Arlington Heights. Part of this effort included research analysis and drafting of new policy procedures to allow for “open air” dining. This was a critical element in the decision for Shako to locate an additional restaurant in Downtown Arlington Heights.



Community Survey 2015

Which of the following types of development would you like to see more of in the Village.

Restaurants: 72%
Entertainment: 70%
Mixed Use: 48%

Other retailers and nontraditional entertainment uses attracted to Downtown include, Woodcrafters DYI Studio, a do it yourself wood sign craft, painting and design similar in theme to Bottle and Bottega and Thrown Elements Pottery that allow crafts to be done in a participation format with a BYOB element.

Strategic Priority #2 - Strengthen Downtown Area to Enable Continued Success in the Future, Given Evolving Market and Demographics of our Community.

- b. Examine whether Zoning Ordinance and other codes should be updated to facilitate desired uses in Downtown.**

Update Zoning Code

A significant review of major components of the zoning code, Chapter 28 is underway during the first part of 2017. The first phase of proposed changes and recommendations has been presented at a public hearing to the Plan Commission and the recommendation has been forwarded to the Village Board. The first phase of the zoning code changes include proposed amendments to the planned unit development section to streamline the process, while still maintaining the high standards that Arlington Heights sets. Also, included in the proposed changes is modifying the special use administrative review waiver provision for restaurants to increase the administrative approval from 1,500 sq. ft. restaurants to 4,000 sq. ft. restaurants. In addition, the entire definition section and the permitted use section of the zoning code has been reviewed and substantial proposed amendments have been made to make it a more user friendly code. Further modifications and updates to the zoning code will be researched throughout the remainder of the year and presented to the Village Board at a subsequent date.

Strategic Priority #2 - Strengthen Downtown Areas to Enable Continued Success in the Future, Given Evolving Market and Demographics of our Community

c. Encourage Development of Block 425

Encourage Development of Block 425 Southern quarter of the Block

In 2016 Department Staff had several meetings with a potential developer who was interested in redeveloping the southern quarter of Block 425. This developer was proposing 100 units for the property and there were concerns regarding density and other site planning issues. The developer did not proceed forward with this plan. Since then, in 2017, there have been numerous meetings with CA Residential and HKM Architects. A plan has been proposed for five stories, 86 units and the proposal was presented at Early Review in April to the Village Board and the Plat and Subdivision Committee of the Plan Commission. Staff is continuing to work with this developer and their plan for this property.



Encourage Development of Block 425 North ¾ of the Block

Block 425 is a prime vacant site in Downtown that is ripe for redevelopment. The northern ¾ of the block has been owned by Bruce Adreani since the early to mid-1990's. The Planning Department Staff has been in regular communication with Bruce Adreani during the first part of 2017 and have connected interested developer with Mr. Adreani, in particular CA Ventures. The developer and Mr. Adreani are currently in early discussions in the property.

Strategic Priority #2 - Strengthen Downtown Areas to Enable Continued Success in the Future, Given Evolving Market and Demographics of our Community

d. Evaluate other destination events and activities

Downtown Events and Activities

Department Staff are assisting project leads from the Village Manager's office regarding creating reoccurring events that are unique, family fun activities to be held in the Downtown to add and generate additional excitement.



Strategic Priority #4 - Strengthen Communication and Relationship with the Business Community

- a. Identify ways to improve business processes to increase customer service and efficiency.**

Business Retention Survey

Department Staff have developed a draft Business Retention Survey that has been circulated internally for review prior to discussing with the Arlington Alliance for feedback. Once the Business Retention Survey is finalized, it is anticipated that the survey would be distributed during the summer of 2017 with analysis and completion of survey results and a report being issued towards the end of the year.

Strategic Priority #5 Strengthen Communication and Relationship with the Business Community

- b. Work closely with the Chamber of Commerce through the small business retention program to identify business community perspectives and needs.**

Basic Architectural Plan Pilot Program

This program would be a joint effort between of the Village of Arlington Heights and the Chamber of Commerce. Many small businesses struggle with the initial informal phases of a project, as they are apprehensive about taking on the expense of an architect and yet are unsure what the Village requires and are unable to provide specific details on their proposed use of a space. As a result, the Village often cannot give clear feedback on the site until a basic architectural plan has been developed. The Pilot program is to seek cost proposals from architectural firms in the community that would provide a level of basic services to a small business. Department Staff have drafted a Request for Proposals for Basic Architectural services as part of this Plan Pilot Program. In April, the draft of this Pilot Program was distributed to the Chamber of Commerce for their review and comment.

Strategic Priority #5 - Strengthen Commercial Corridor Competitiveness

Evaluate prudent physical corridor improvements for Rand Road, Southtown/Southern Hotel District and other corridors.

Rand Road Corridor Improvements

Developing a strong and positive image and appearance which establishes a unified image and sense of place reinforces and supports commercial and economic activities along the corridor. This corridor contains approximately 1-5 million square feet of commercial space generating approximately \$270 million in annual sales. In 2015 a consultant was retained, Teska and Associates to develop a corridor plan. This plan was presented and accepted by the Board in June 2016. The study is part of a long range plan to help guide future planning for the corridor, resource allocation and future Capital Improvement items. In 2017 the main focus will be on the installation of tree up lighting along the corridor, which was ranked by the Board as the number one priority. Towards implementing the year one phase of a 5-7 year plan, a Request for Proposals has been issued for electrical design services to design the up lighting to be proposed along the corridor. Later phases for implementation of this project include the consultant, developing design and bid plans, bidding, and installation.

Northwest Highway Corridor Improvements Implementation

The Northwest Highway corridor represents a significant visual gateway and runs through the core of Downtown. A plan was developed which focuses on landscaping and proposes improvements that include gateway features and intersection identity elements. Corridor enhancements can help create an identity or keep Arlington Heights competitive with other communities who have improved their corridors. In June 2016 the Village Board approved the Northwest Highway corridor plan and funds were appropriated in the Capital Improvement and the current fiscal year budget. The Department is working with the Public Works Department on finalizing design for 2017 Installation is anticipated in the fall of this year.



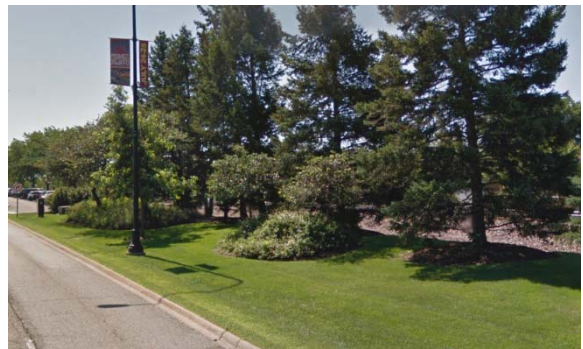
Northwest Highway Arlington Park



Northwest Highway/Euclid Avenue



Schaumburg – Roselle Road



Mount Prospect – Northwest Highway

South Arlington Heights Road Corridor Improvements

In April 2016 hoteliers representing the Southern corridor of Arlington and representatives from Meet Chicago Northwest met with the Village.

In 2016 a brief presentation was made to the Board regarding the South Arlington Heights Road corridor. Improvement elements were broken down into short term and long term steps regarding this project. In 2017, Staff is looking to provide short term improvements by providing marketing flyers to the hotels, installing new banners at key areas of the corridor to better identify the area. In addition, a significant amount of code enforcement and landscape inspection activity has occurred, both on public and private property in order to enhance and maintain existing properties and landscaping along the corridor. In 2017, Department Staff will conduct a formal comprehensive corridor study, similar to ones recently approved by the Village Board. This will help better determine future improvements that can greatly improve the aesthetic and economic value of the corridor. It is anticipated that completion of the Comprehensive Study will be in the latter part of 2017. In addition, Staff is working with several key property owners regarding potential long term improvements.

TIF 4 Redevelopment

Redevelopment of obsolete commercial properties to ameliorate blighted conditions continues to be explored. The Village has acquired several properties in the TIF District and will continue to work on identifying long term strategies for the area. In early 2017 a Request for Proposals was issued to solicit interest from developers for redeveloping three properties previously purchased by the Village located at the northeast corner of Golf Road and Arlington Heights Road. At the end of March three proposals were submitted that are currently being reviewed by the Department Staff. At the April 3rd Village Board meeting sealed proposals on the corner properties were opened. In addition, Staff will be presenting a recommendation on the corner lots as well as considering options for refinement of the Village's strategy for the overall TIF District.

TIF 5 Redevelopment

TIF 5 consists of two shopping centers, Town & Country and Southpoint. While Town & Country has for much of the past couple of years, seen near-complete occupancy; Southpoint has struggled to lure tenants and customers. The center has great access, visibility and high traffic counts, but multiple property ownership complicates redevelopment. Department Staff has continued to work with Southpoint and Town & Country regarding additional development and tenancy to help reinvigorate the shopping center. In particular, Department Staff have been working diligently on a potential outlot at the Southpoint Shopping Center along Palatine Road. Additionally, Department Staff has assisted in recruiting a viable entertainment user for the large vacant space at Southpoint Shopping Center. Additionally, significant assistance was provided to Town & Country ownership in the re-tenanting of a 50,000 sq. ft. space for L.A. Fitness. Department Staff continues to work with the ownership of Town & Country regarding multiple tenants in the shopping center, in addition to reaching out to Albertsons, controller of the lease of the former Dominick's space.

Other

Evergreen Avenue/Downtown Crosswalks - The Village issued a Request for Proposals (RFP) and retained the services of Hampton, Lenzini and Renwick, Inc. to prepare an analysis of the benefits of converting Evergreen Avenue Downtown from an auto dependent street to a pedestrian friendly street. The scope of work also analyzes potential mid-block cross walks on Evergreen, Dunton and Campbell streets. In 2016, the Board accepted the study.

New Streetscape Concepts for Downtown - Maintaining on the “cutting edge” of urban streetscape improvements, Department Staff developed several concepts for consideration in the Capital Improvement Program.



Sign Code Update – Several sign code modifications were researched, drafted and implemented over the past year. Over the course of the next year, other amendments will need to be researched and considered. In particular, finalizing options for electronic message signs will occur.

Discover Arlington Marketing - The Marketing Team continues to implement marketing initiatives through multiple media channels. Several new initiatives that have been placed on hold will be reevaluated once Staffing levels increase.

Conclusion

The Planning and Community Development Department Staff are proud to provide professional, courteous, consistent, and reliable service to the community and its stakeholders. Department Staff work hard to consistency and fairly interpret policy and codes adopted by the Village Board in a consistent manner to ensure a superior quality of life and make sure that new developments and projects are of the quality desired by the community meeting the needs of citizens to come.

Prepared by:

Charles Witherington-Perkins, AICP

Director of Planning & Community Development

Attachment: Planning & Community Development Staff members and their roles.

Planning & Community Development Department Staff Members and their Roles.

Charles Witherington-Perkins, AICP – *Director of Planning and Community Development*, 27 years with the Village of Arlington Heights, and over 34 years of professional experience. Manages the Staff of the Planning & Community Development Department, provides reports and recommendations to the Village Manager and Village Board and handles certain special projects.

Bill Enright, AICP – *Deputy Director of Planning & Community Development*, 28 years with the Village of Arlington Heights, and over 30 years of experience. Supervises development review, manages Tax Increment Financing Districts and their implementation. Coordinates the Comprehensive Planning Program and Implementation.

Nora Boyer – *Housing Planner*, 22 years with the Village of Arlington Heights, and 31 years of experience. Coordinates the Village's Housing programs and Federal Grant funds. Conducts permit review for signs, fences and Business Licenses and other zoning and sign research as required. Staff liaison to the Housing Commission.

Derek Mach, PLA – *Landscape Planner*, 17 years with the Village of Arlington Heights, and 21 years of experience. Registered Landscape Architect. Coordinates Zoning Board of Appeals as Staff Liaison, conducts zoning landscape review and inspections, and performs zoning, sign and other permit reviews. Handles long-term landscape beautification projects. Staff liaison to the Arts Commission and Zoning Board of Appeals.

Steve Hautzinger, AIA, LEED – *Design Planner*, 4 years with the Village of Arlington Heights, and 21 years of experience. Manages design review and Design Commission process. Conducts building permit and sign reviews along with longer term projects such as the new Police Station and sign code amendments. Staff liaison to the Design Commission.

Michael Mertes – *Business Development Coordinator*, 4 years with the Village of Arlington Heights, and approximately 9 years of experience. Coordinates the Village's retention and attraction programs recruiting new businesses to the community and working to retain existing businesses. Assists in business license and zoning review. Staff liaison to the Arlington Economic Alliance.

Sam Hubbard – *Development Planner*, 1 year with the Village of Arlington Heights and approximately 12 years of experience. Coordinates the Village's Development review process for new development including PUD's, rezoning, special uses, preliminary and final plats of subdivision, land use variation and zoning variation. Staff liaison to the Plan Commission.

Linda Pascucci – *Administrative Assistant*, 15 years with the Village of Arlington Heights. Handles administrative office functions and workflow including budgeting, coordination with departments, commissions and general office administration.

Pat DiMatteo – *Administrative Assistant*, 17 years with the Village of Arlington Heights. Handles administrative office functions including Design Commission meeting minutes and distribution of materials to Village Board, Design Commission, Plan Commission and other commissions staffed by the Department.

Tim Clarke – *Part-time Contract Planner*, with over 30 years of experience. Providing permit review and research and assistance on special projects.

Boards and Commissions – Planning & Community Development Department Staff provide technical and administrative support, professional assistance and liaison to the following Boards and Commissions:

Arlington Economic Alliance
Arts Commission
Design Commission
Housing Commission
Plan Commission
Zoning Board of Appeals



Item: Departmental Status Reports - Human Resources

Department: Village Manager's Office

ATTACHMENTS:

Description

Human Resources

Type

Report



To: Randall Recklaus – Village Manager
From: Mary Rath – Human Resources Director
Date: May 16, 2017
Re: Annual Department Report – Human Resources 2017

WHAT DOES HUMAN RESOURCES DO?

Human Resources (HR) focuses on recruitment, management, and providing direction for Village employees. Any process or program that is touched by people generally falls under the HR umbrella.

The simplest way to think about what Human Resources does is to think of any employment-related issues that individuals may encounter at the Village. This begins when they are searching for a job until the time that they leave employment. In other words, HR encompasses everything from on-boarding an employee (i.e., orientation) all the way through the employee's exit interview.

While we are a small Department of four full time employees and one intern and while we usually work in the background behind the scenes, the impact of our Department's decisions affects all employees.

While the HR 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. We continually look for ways to recommend processes, approaches and solutions to assist employees in their contributions to the Village.

While not all employees have face-to-face interaction with HR, they all interact with the policies and procedures that HR develops and oversees. For example, if you have ever applied for any type of leave, attended training, requested time off, had a performance evaluation, received a pay increase, or been disciplined, then you have interacted with an policy or procedure that HR manages and maintains.

WORKLOAD AND PERFORMANCE DATA

RECRUITMENT

Recruitment is at the core of what we do in Human Resources. Human Resource is responsible for recruiting for all vacant positions. This is the first step in creating a positive culture at the Village. Through the recruitment process the culture can change based on the quality level of employees that join our Village.

The chart below illustrates all Village positions filled for the last four years. This includes all new hires as well as promotional positions.

Total Village Positions Filled Per Year					
Police	Fire	All Non-union Positions	Temporary Positions	Total Positions filled	Total Budgeted Positions
2013					2013
9	6	24	61	100	437
2014					2014
13	8	12	52	85	437
2015					2015
7	3	14	50	74	435
2016					2016
16	6	29	48	99	434

In addition to all other positions, as the liaison to the Fire and Police Commission, I coordinate the recruitment process for both entry-level and promotional positions in both the Fire and Police Department. The recruitment process varies but has similar components for both sworn and non-sworn positions. HR, along with the Police and Fire Departments and the Fire and Police Commission, are dedicated to filling vacant positions with qualified candidates. Both entry-level and Police Sergeant and Fire Lieutenants are interviewed by the Fire and Police Commission to create an eligibility list.

The chart below illustrates Fire and Police Commission meetings for the past four years, along with the number of interviews and employees hired. The Fire and Police Commission meetings include interviews for entry level Firefighters and Police Officers, and also includes interviews for Police Sergeant and Fire Lieutenant positions for the 2014 and 2016 data.

Fire and Police Commission meetings held				
Year	2013	2014	2015	2016
# of Meetings	17	39	22	29
# of Interviews	21	101	54	92
Hired	13	14	10	22

Along with the Fire and Police Commission meetings and interviews, the HR Department also runs testing for Fire and Police positions. For example, the Department recently completed the written portion of testing for entry level Firefighter and Fire Lieutenant. We are in the planning stages for entry level Police Officer and Police Sergeant testing. We conduct each of these tests bi-annually.

We seek to promote internally; however, we always hire the most qualified candidates for the position. In 2015, of the twenty-four (24) positions filled, sixty-four percent (64%) were external candidates. In 2016, of the fifty-one (51) positions filled, seventy-one percent (71%) were external candidates, averaging sixty-eight percent (68%) for the past two years. The Village is currently recruiting for three full time vacancies plus various temporary/intern positions however; this is subject to change at a moment's notice.

We are currently in process for the Police Officer testing which will be conducted in January of 2018. The recruitment team continues their demographic outreach and recruitment sources with the goal of expanding inclusion through targeted recruitment strategy.

Police Officer written exam		
Testing Year	Number Tested	Percent Passed
2012	191	68%
2014	293	83%
2016	219	83%

The Village tested for Firefighter in October 2016. Due to the changes related to the Fire Hire Act, which established guidelines for hire allowing preference points for direct fire training and certifications, these candidates are likely to have experience in Fire service, understand the duties and responsibilities of the position, and thereby go through the entire recruitment process typically very smoothly. This is reflected in the higher scores in 2014 and 2016 shown below.

Firefighter written exam		
Testing Year	Number Tested	Percent Passed
2012	346	50%
2014	345	80%
2016	342	78%

BENEFITS

The goal of the HR Department is to provide the best possible work environment for our employees and to distinguish ourselves from competing organizations. We continually are cognizant of work/life balance for our employees and strive to address their physical, social, intellectual, psychological and financial needs.

For example, HR offers employees weekly physical fitness sessions with a certified trainer at both Administration and Public Works. We have completed our second year of a new running/walking program and hold monthly walks. We meet annually with the Village's Health Awareness Committee to look for new wellness incentives to keep our employees on the continuing path to fitness.

The HR Department continues to offer numerous opportunities for social interactions throughout the year. These social events provide valuable interaction among all Departments and foster pride, a sense of inclusion, and cements commitment to common goals. Based on positive feedback from our employees, we often consider and implement new events.

The HR Department also facilitates the Village's long-standing relationship with BDA/Morneau Shapell-, the Employee Assistance Program (EAP). Facilitators for the EAP conduct employee training on a regular basis. These training programs range from stress management to dealing with elderly parents to Supervisory concerns. HR also interacts with the EAP on employee referrals and to gain further insight into specific employee issues.

This past year, the HR Department offered two additional health benefits to eligible employees, an enhanced Dental and Vision Insurance Plans. These were offered at no cost to the Village and have been successful and embraced by our employees.

FINANCIAL

While the Village does have three defined benefit plans, the Illinois Municipal Retirement Fund (IMRF) and the Police Pension and Fire Pension fund, it is important for employees to have another avenue for retirement. The HR Department assists in continuing to provide a defined contribution plan, a “457 plan,” for which all employees are eligible. While being financially astute, sixty-five percent of all Village employees contribute to the 457 plan. This is a slight decrease from 2016, with sixty-nine percent of employees contributing. This decrease may be affected by high number of vacancies the Village experienced last year. However, the Village’s 457 plan ranks number one in terms of assets as compared to other municipalities. The Village also has a payroll Roth program and a voluntary IMRF contribution program.

CLASSIFICATION AND COMPENSATION

A job classification and compensation system is the basis of how the Village manages its most important resources – its people. This system includes job descriptions, compensation structure and supporting policies. To facilitate the system, as per the below chart, Human Resources internally conducts surveys of comparable surrounding communities to determine market value for specific positions.

Internal and external surveys conducted			
2013	2014	2015	2016
296	250	342	326

In addition to surveys of comparable communities, the HR Department also conducts job audits. A job audit is a process used to collect information about the duties, responsibilities, skills, and work environment of a particular job or jobs. The number of job audits varies annually. The audits are conducted at the time of position vacancies, at the request of either the employee, Department Director, the Village Manager, or at the direction of the HR Department. A job audit can result in title changes, changes in duties or changes in pay structure.

Job Audits	
Year	# of audits conducted
2013	7
2014	11
2015	6
2016	7

All job audits are currently on hold pending the results of the 2017 Classification and Compensation Study conducted by outside consultants along with an internal team. The purpose of the Classification and Compensation study is to review our current plan for competitiveness with other communities, internal equity between positions, and to develop a new plan that is competitive and financially sustainable which will allow for evaluation on a regular basis.

Approximately 120 non-bargaining unit positions were analyzed by the study. Each job description was reviewed in detail by individual employees, their supervisors and members of the Study Team. Once the study has been completed, decisions must also be made by management to determine how current employees and current positions will transition to the new plan.

While the implementation of this plan will not impact every employee equally, we are striving to ensure that it impacts every employee fairly, recognizing that decisions relating to employees pay are not made lightly.

LABOR-MANAGEMENT RELATIONS

Our Police and Fire bargaining unit members are represented by two unions. Accordingly, we have certain obligations including negotiating labor contracts and occasional labor-management issues. The HR Director along with the Village's In-House Counsel and the Assistant Village Manager comprise the Village Administration's negotiation team. We seek to maintain our positive relationship with both of our Unions. In fact, we have again successfully negotiated both labor contracts, which became effective May 1, 2017 and expire on December 31, 2019.

KEY ACCOMPLISHMENTS

The HR Department defines success as being able to respond to the needs of our current and future employees effectively and efficiently. We work at being proactive, anticipating needs and requests. We aim to create a work environment where employees can be happy, healthy and continue to contribute to the goals of the Village.

HR has expanded the Village's culture of employee development through various training and other initiatives. We have implemented an enhanced onboarding program, wherein we schedule orientations, have risk-management training for our interns, and check-in with all new employees sixty days after their hire.

The HR Department designed and implemented new Supervisor training and scheduled Harassment Awareness and Active Shooter trainings for all Village employees. Under the Village Manager's motto of "One Village Voice," the HR Department implemented Customer Service Training with the message that all employees speak in a clear, consistent and courteous manner. We will carry this theme throughout various HR initiatives in the upcoming years.

As discussed above, recruitment is at the core of what we do in Human Resources. Finding the most highly-qualified, skilled individuals is a great accomplishment of ours. I am very excited and energized about the quality of staff that we have at the Village, who add diverse skills to our workforce.

Another accomplishment related to our recruitment is that we have remained flexible and open to new and better ways in the recruitment process. Recruitment notification and position postings has changed drastically over the last five to ten years, now, technology is the main avenue for position notification. The HR Department currently uses Twitter, Facebook and the Village website, and

continues to research other social media for recruitment avenues. We are continually looking for and evaluating our recruitment procedures to create a more diverse workforce.

The Human Resources Department truly interacts with everyone. Directors, managers, entry-level employees, administrative assistants - all employees spend time with HR in some capacity. Working with people at all levels is the key to building both trust and long-term relationships with all employees. This ongoing interaction with all employees puts HR in a better position than any other department to help define and maintain the organizational culture. Accordingly, customer service starts in the HR Department. This mentality requires all HR staff members to interact with employees as internal customers and to keep that mission in the forefront of all interactions. We value all of our employees, everyone should be treated with dignity and respect.

CURRENT AND ANTICIPATED CHALLENGES

Employee relations affect everything we do in HR. We are continually reminded of the balance between taking care of our employees as well as the business side of our responsibilities. It is imperative to have a very clear vision of what can and cannot be done regarding employee requests. In order to be successful, we must maintain the trust and confidence of our employees. I like to think of it as relationship management, which is ongoing and ever-changing.

While unfunded mandates continue to be at the forefront of HR's concerns (e.g., workers compensation, the Public Safety Employee Benefits Act and medical insurance costs), we need to look toward the future and stay ahead of the curve to remain the employer of choice in the public sector.

ATTRACT AND RETAIN TODAY AND TOMORROWS TALENT

We need to continue to position ourselves as an employer to attract and retain today's and tomorrow's talent and be aware of the evolving needs of our employees. No longer are employees content with a steady paycheck, work/life balance has become a priority and a necessity in their lives. For example, employees are requesting more flexibility in work schedule as well as flexible and personalized work arrangements taking considerations such as child and elder care in mind.

The Village is building its workforce for an unknown future we are looking to define our culture, pay philosophy while continuing to plan for the anticipated turnover in staff. We need to keep an "integrated people strategy", which defines the gap between today and the future in the forefront of our minds. We need to continue to build our workforce from within; taking a future focuses approach by identifying people today who will be able to bring the Village forward into the future.

We embrace the whole person concept attending to all aspects of our employee's lives, physical, social, financial, professional and their psychological well-being. While being aware of the high price of work related stress.

EMERGING ISSUE OF CIVILITY AT WORK

A variety of societal pressures have heightened stress and conflict in all workplaces over the past several months. This can lead to greater interpersonal conflict in some circumstances. The HR Department stresses the importance of personal and organizational civility to Village employees. The Harassment Awareness training that the HR Department recently conducted served as a reminder of the Village's work rules regarding discriminatory remarks and inappropriate behavior.

FINANCIAL CONCERNS

Rising Costs of Medical Care:

The costs of medical insurance continue to rise. There has been a national surge in specialty drug medication utilization in addition to increases in medical inflation, costs associated with an aging population, increased use of advanced medical technology, malpractice insurance and the costs in developing specialty drugs for chronic conditions. Health Insurance premiums are based on the prior year's claims, trend factor and pharmacy usage. In addition, rates fluctuate annually based on usage and severity of claims.

The HR Department will continue to analyze the Village's prescription drug usage and identify potential trainings in lifestyle changes that may reduce or eliminate the need for certain prescribed medications. We will remain diligent in curtailing the rising costs of medical care.

Since 2013, the Village has been affected by the Affordable Care Act (ACA) and has complied with the law's complex requirements. The extensive requirements range from various employee notifications as well as required reporting to the government. Additionally, there are required changes to Health Insurance plans and fees the Village is required to pay, which are used to offset costs of medical insurance. There remains the "looming" effect of the Cadillac tax which as of now is scheduled to take effect January 1, 2020.

Since the American Health Care Act (AHCA) was originally withdrawn in March but then passed in May of 2017, it remains business as usual regarding health care since it is a long road ahead before a final bill is reached. We have been advised from our insurance consultants to comply with the provisions of the ACA until the AHCA becomes law.

IMPACT OF THE AGING PUBLIC SECTOR WORKFORCE

Currently, approximately twenty-nine percent (29%) of Village employees are eligible to retire. This is a slight decrease from the thirty-one percent (31%) eligible last year. It is often difficult to accurately estimate when those retirements will occur. This can be challenging in that it is imperative to not have a drop in service levels for our public safety positions. Accordingly, there may be valuable reasons to over-hire in critical positions in order to avoid decreased levels of service, as well as curtail the rising amount of overtime payments and eliminate potential job burnout.

CHANGING WORKFORCE

Recruitment in the public sector has become increasingly competitive. We continue to create a culture that is strategic in its recruiting to ensure that technical skills are identified and practiced by

all employees. Currently the Village of Arlington Heights is an employer of choice. Our challenge is to maintain this prestige, continuing to be innovative and open to changes that come along the way.

The Village's workforce is changing. With our increasing amount of retirements, many positions will be replaced with those from the millennial generation. Millennials have a reputation for being self-absorbed; however, it is much more complicated than that. With a head count of roughly eighty (80) million, it is very difficult to label them. Surveys show they deeply care about social and political issues but aren't sure how to fill that desire in their lives. That is where the Village as an employer can have an impact as our work directly affects the lives of our citizens and all who travel through or enjoy the many amenities of the Village. We need to be cognizant of the ever changing needs of our employees and structure a work and benefit environment to continue to attract the best and the brightest.

With our continuing intern programs for college students as well as our continued work with District 214 with High School students we are able to enlighten students to the potential careers that are available in local government. This will be the 3rd year the Engineering Department has benefited working with a High School Student. We have implemented safety training for all of our interns on an annual basis to minimize personal injuries and vehicle accidents. The individual departments conduct a review of each intern at the end of their employment and HR conducts an informal exit interview. These reviews serve to help interns gauge their performance as well as prepare them for future career opportunities in the Public Sector.

CREATING A HEALTHY WORKFORCE

It is important to continue our efforts to improve the health of our employees while directly engaging our employees to be knowledgeable about their health care and involve them in ways to minimize increasing costs of medical insurance. We will continue to keep employees engaged through the Village's Health Awareness Committee as well as utilizing the services of the Village's Health Services Department.

A healthy and happy workforce creates an environment where employees want to be which then translates to creating a culture of inclusion and leads to excellent customer service both internally as well as externally.

KEY INITIATIVES NOW UNDERWAY

IMPLEMENTATION OF THE CLASSIFICATION AND COMPENSATION STUDY

As discussed above, we are undergoing a Classification and Compensation study to address the fact that the workforce has dramatically changed over the past ten years. There are seven priorities that can have a positive impact on the work situation of employees. These include: compensation that is fair and competitive with the market, opportunity for promotion, leaders who set clear direction, working with the best and brightest, transparency on pay, career path information, and more flexible work options. The results of the Village's Classification and Compensation Study will enable the Village to analyze several of these priorities, including reviewing staffing and succession

planning opportunities in each individual department and reviewing forecasted attrition rates for succession planning.

WORKFORCE PLANNING/TALENT MANAGEMENT

We have shifted the focus in HR from a tactical perspective to creating a long-term talent management organization. Talent management is best understood as managing the hiring, training, and retention of great employees.

We are changing the focus from “is this person a good fit for this role?” to “is this person not only a good fit for this role, but also for the organization as a whole, and for future roles they may inhabit?” Considering the Village’s aging workforce and the five-year pension-eligible statistics below, we need to continue to outreach to young candidates, such as through our continued internship programs for high school and college students.

	2017 Pension Eligible	2018 Pension Eligible	2019 Pension Eligible	2020 Pension Eligible	2021 Pension Eligible
Non-Union	39.7%	42.7%	47.2%	48.4%	54.5%
Union	15.0%	16.7%	20.4%	26.9%	34.4%
Grand Total	29.0%	31.5%	35.6%	39.1%	45.8%

Due to the anticipated attrition including retirements, we need to redefine the Villages core values as we evolve and hire new staff. Talent management differs from other HR processes because the HR Department needs to work with each individual department to determine appropriate job descriptions, candidate objectives and training. Talent management is also more strategic, and is a long-term plan closely associated with overall Village goals, while HR is more tactical, dealing with the day-to-day management of people.

ONGOING RISK MANAGEMENT

Risk-management is not something that gets checked off a list, it is a continuous activity. Having a risk-management process means that the Village has a proactive process to identify and evaluate potential risks, and has strategies to reduce or remove the risk.

As discussed above, the HR Department offers multiple trainings which assist in risk-management. This includes our safety training initiative, as well as recent reasonable suspicion, harassment awareness, active shooter and self-defense trainings.

The Villages recent agreement with the Intergovernmental Risk Management Association (IRMA) will be an additional tool in our risk management endeavors. IRMA offers grant programs for power cots and stair chairs for ambulance loading as well as offering injury prevention and safety programs to prevent and reduce losses. Regarding workers compensation claims, IRMA assigns a

Nurse Case Manager to each claim where an employee has missed work, thereby anticipating a quicker return to work for Village employees.

HR, along with the Fire Department and Fire Union Representatives, worked on a Loss Control/Risk Management study. The results of this study identified targeted areas to add to the Village's employee safety committee as well as suggested solutions. A committee was formed whose function is to review and assess the suggested solutions, then work towards implementation. In August 2016, the Village concluded Phase I of the training which included injury prevention training to the Fire Department personnel. Phase II of this study is currently in the design phase and will contain additional risk management training specifically geared towards healthy shoulders and core.

Additionally, the Fire Department has implemented a Peer Support Group for members of the Arlington Heights Fire Department as well as other emergency responders in the area. This group provides support for firefighters from other firefighters and includes training and embracing their knowledge, experience, emotional, social and practical help to each other when needed. Phase II of the Peer Support training will include spouses as well as retirees.

We also work closely with the Police Department and Police Union Representatives to limit potential areas of risk and we are currently researching a peer support program for Police Officers.

BENEFITS

In our efforts to reduce medical costs and in an effort to keep our employees as healthy as possible the Village has enhanced its dental plan for participants. Oral health has a direct impact on the general health and well-being of participants in our medical plans as such, we have upgraded our plan. Additionally we have implemented a vision plan for eligible participants.

Since 2006, the Village has applied for and received a rebate for participation in the Medicare Part D prescription drug rebate program. To date, the Village has received approximately \$1,220,071 since its initial participation in this program. This past year, the Village received a rebate of \$97,088. This rebate continues to help offset the cost of the health insurance premiums.

The Village continues to actively pursue cost saving measures for both the Village's medical plans and workers' compensation. We do this through our risk management process as well as annually pursuing cost saving measures in all of our plans.

Employer-paid benefits make up approximately thirty to thirty-six percent (30 – 36%) of total compensation costs and are rising annually. In 2016, each employee received a Total Benefits Statement that showed employees the total value of their benefits and compensation package.

Total benefits statements highlight the monetary value of the total benefits package awarded to employees on an annual basis, including both direct and indirect compensation. Direct compensation is "all compensation (base salary and/or overtime pay) that is paid directly to an employee." Indirect compensation can be defined as "compensation that is not paid directly to an employee and is calculated in addition to base salary (e.g., employer-paid portions of

health/dental/vision insurance, retirement benefits). These statements help employees to become aware and understand the value of their total compensation package, raising continued loyalty and morale.

POTENTIAL NEW INITIATIVES

To develop staff and identify future leaders, we are looking at creating a grass-roots effort by an ad hoc committee of employees to develop the Village employees' Core Values under the motto of "One Village Voice".

The "One Village Voice" initiative was developed by the Village Manager and the Integrated Service Department. This message conveys to all Village employees the importance of speaking in "One Village Voice" that is clear consistent and courteous. As public sector employees we all wear the hat of customer service professionals. This highlights the importance of the customer service role and we continually look at ways we can improve our communication both externally with the public and internally between departments.

HR will continue to promote the non-monetary benefits of working for the public sector and will focus on the following areas: life/family balance, ongoing training programs, and family friendly policies.

We will continue researching and implementing creative strategies and solutions for recruiting and staffing given the changing demographics of the workplace

We will continue to build and foster our relationships with everyone we come into contact with. While respecting these relationships, we are aware this is the key to both our and their success.

While it can be a challenge to work in Public Sector Human Resources due to current resource constraints, we must remember that our most valuable resource is our employees. When we give our employees opportunities to do and be their best, we get the best from our employees in return.



Item: Departmental Status Reports - Police

Department: Village Manager's Office

ATTACHMENTS:

Description

Police

Type

Report

ARLINGTON HEIGHTS POLICE DEPARTMENT ANNUAL REPORT

2016



May 25, 2017

The Police Department is comprised of three Divisions.

ADMINISTRATIVE SERVICES DIVISION: This Division consists of the Records Bureau and the Support Bureau, which coordinate all support activity relative to the overall needs of the Police Department.

Records Bureau

Automated Data Processing, Networking and Records Management System Coordination: Manages police networking and communication systems.

Identification Services: Identification and processing of arrestees' records and photographs.

Records Management and Crime Analysis: The administrative processing and storage of police records/reports and computing of crime statistical data.

Support Bureau

Budgetary Preparation and Fiscal Management: Facilitates purchasing, payroll and reconciliatory budget activity.

Commission on Accreditation for Law Enforcement Agencies: Maintains and ensures compliance in standards set by the Commission on Accreditation for Law Enforcement Agencies.

Court Liaison: Provides supervision and coordination of cases prosecuted through the Court.

Emergency Operations Planning: Coordinates disaster planning, Homeland Security and civil defense assistance.

Evidence/Property Management: Controls evidence and property held by the Department.

Grant Preparation: Conducts research and develops grant opportunities.

I.T. Support: Coordinates technical support for computer and communication equipment.

Professional Standards-Internal Affairs: Investigates citizen inquiries and complaints regarding procedural and operational issues.

Training: Facilitates formal and in-service training programs.

CRIMINAL INVESTIGATION/COMMUNITY SERVICES DIVISION: The function of this Division is to provide both criminal and juvenile investigation/enforcement while responding to the needs of the community. This Division includes the Criminal Investigation Bureau and the Community Services Bureau.

Criminal Investigation Bureau

Adult Investigations: Investigates unsolved crimes, conducts follow-up investigations on calls for service, conducts financial crimes investigations, gathers intelligence, performs sex offender registration and monitoring, and initiates special investigations.

Drug Enforcement Administration Task Force: One Officer assigned to the DEA Task Force for drug enforcement and asset forfeitures.

North Central Narcotics Task Force: One Officer assigned to the Illinois State Police North Central Narcotics Task Force.

High School Liaison: Officers assigned to area high schools for direct counseling and intervention.

Juvenile Investigations: Prevention of youthful involvement in criminal activity through counseling services, Peer Jury, investigation and apprehension of juvenile offenders.

Gang Crimes: Gang deterrence through investigation, intervention, education and community interaction.

Community Services Bureau

Crime Prevention: Pro-active approach to crime prevention and community relations. Community based and long term collaborative problem solving management.

Problem Oriented Policing: Group initiative to address complex issues before they develop.

School Safety Planning: Liaison with school districts to develop and implement plans and procedures for addressing both man-made and natural disasters.

Special Event Planning: Security and planning of special events conducted in the community.

Victim Services: Formal assistance for victims of domestic violence and violent crimes.

PATROL DIVISION: The Patrol Division is responsible for the initial delivery of police services to the community. The Division includes the Patrol Bureau and the Traffic Bureau.

Patrol Bureau

Evidence Collection and Preservation: Forensic technician program to recover evidence.

Field Training: Coordination of the field training officers and process.

Park Counselor Program: Coordination of the park counselor summer program.

Preventative Patrol: Car, motorcycle, bicycle and foot patrol of the community.

Police Information Desk: Citizen assistance and direction provided at the reception desk.

K-9 Program: Dual-Purpose Narcotic Dogs/Handlers to assist with searches and tracking.

Traffic Bureau

Animal Welfare: Program for the control of domestic and wild animals within the limits of the Village.

Overweight Truck Enforcement: Selective enforcement of vehicle weight-limit violations.

Parking Enforcement: Responsible for the enforcement of parking ordinances.

Traffic Crash Investigation/Analysis: Traffic crash investigation and reconstruction.

Traffic Enforcement: Responsible for selective enforcement to address the on-going traffic concerns of the community.

Performance Measures	Calendar Year		
	2014	2015	2016
1. # of DUI Arrests	206	153	128
2. # of Citations Issued:			
Hazardous Citations	5,967	6,291	5,837
Non-Hazardous Citations	5,140	7,019	8,200
Parking Violations	<u>17,746</u>	<u>15,596</u>	<u>13,898</u>
Total Tickets Issued	28,853	28,906	27,935
3. Part I Crimes	809	721	821
Part II Crimes (all other offenses)	<u>1,832</u>	<u>1,846</u>	<u>1,738</u>
Total Crime Reported	2,641	2,567	2,559
4. Arrests:			
Adult	853	706	721
Juvenile	<u>146</u>	<u>124</u>	<u>103</u>
Total Arrests	999	830	824

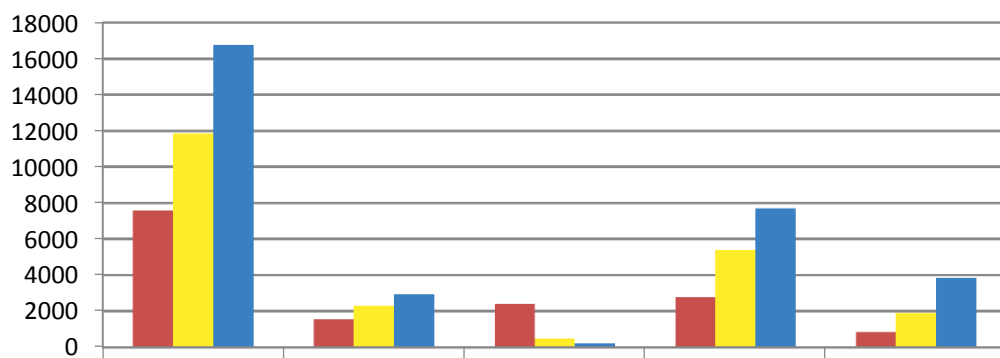
2014 Citizen Satisfaction (Survey)

- Competence of the Officers
- Courtesy of the Officers
- Fairness of the Officers
- Demeanor of the Officers
- **Overall Satisfaction of Police Services**

(Conducted every three years)

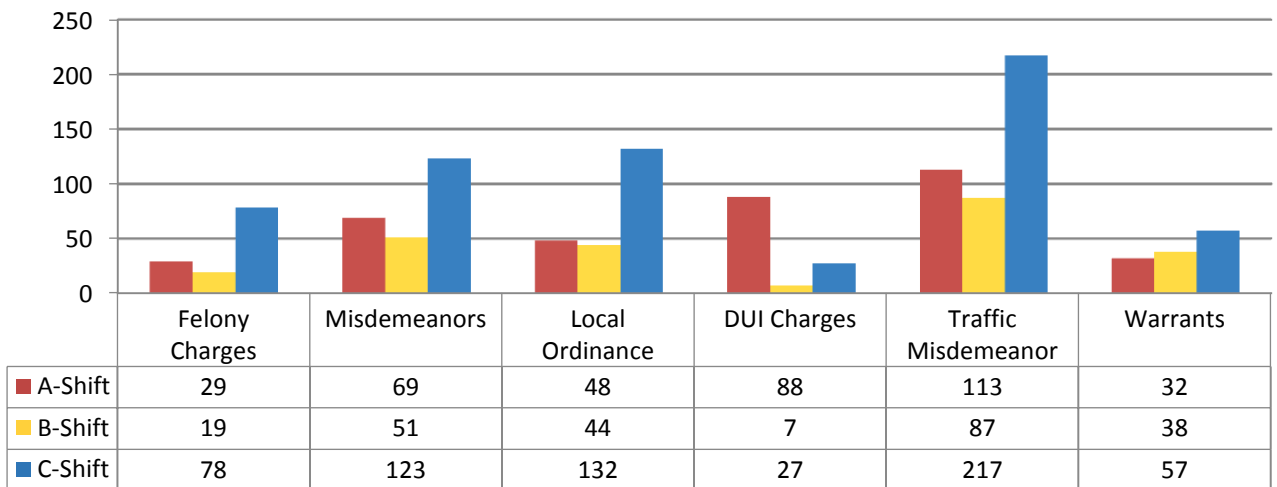
90.5% Rated Good to Excellent
88.5% Rated Good to Excellent
87.4% Rated Good to Excellent
89.8% Rated Good to Excellent
89.1% Rated Good to Excellent

2016 Patrol Activity



	Reports	Traffic Citations	Parking Citations	Training Hours	FTO Hours
A-Shift	7592	1534	2397	2759	831
B-Shift	11849	2298	496	5383	1896
C-Shift	16775	2942	217	7709	3830

2016 Arrest Charges



2017 STRATEGIC PRIORITIES

1. Opioid Task Force

Strategic Priority: Staff generated business plan project.

The goal of the task force is to create additional access treatment points, reduce crime, reduce substance related harms, re-frame the role law enforcement plays in community safety and unite the community.

Project Completion: initial report issued by the task force will be completed by January 2017.

Project Leaders: Police Chief

Estimated Cost: the cost of this project is already included in the Department's Operational Budget.

2. Police Department Succession Planning

Strategic Priority: Staffing and Financial Planning

The goal of this project is three-fold: to best prepare candidates to assume positions of

greater responsibility in the organization, to appropriately staff all three Departmental Divisions and to minimize the time necessary to fill vacancies.

Project Completion: this project is ongoing but some tasks will be repeated on an annual basis.

Project Leaders: Police Chief

Estimated Cost: the cost of this project is already included in the Department's Operational Budget.

Current and Anticipated Challenges

All three of the Department's Deputy Chiefs will be eligible for full retirement benefits in 2017. Two of the incumbents have stated their intention to retire prior to September 1st. This will result in multiple promotions within the Department. Two Commanders will be promoted to Deputy Chief. Two Sergeants will be promoted to Commander. Two Patrol Officers will be promoted to Sergeant.

The Department recently completed its move to a temporary facility. Department Personnel remain heavily involved in planning for the new Police facility. This requires the involvement of key contributors throughout the entire organization.

Community mental health issues continue to be a priority for the Department. The National Alliance on Mental Illness recently published information indicating that one in five adults in the U.S. lives with a mental health condition. One in 25 adults in the U.S. lives with a serious mental illness. Sixty million people in the U.S. face the day-to-day reality of living with mental illness. Ninety percent of those who die by suicide have an underlying mental illness. Suicide is the tenth leading cause of death in the U.S.

Key Initiatives Now Underway

The Police Department began 2017 by becoming a member in the Northern Illinois Regional Crime Lab. It was hoped that the turn-around time for evidence would become greatly improved, days or weeks, as compared to months or years. This has already paid dividends. Two known gang members were stopped by the Department's tactical officers for a traffic violation. The Officers discovered a revolver on the rear passenger seat. The passenger denied ownership of the gun but he was subsequently charged with a Class 2 Felony for Unlawful Possession of a Weapon by a felon. The weapon was sent to the crime lab and a fingerprint belonging to the driver of the vehicle was identified. He was subsequently charged with a Class 2 Felony for Unlawful Possession of a Weapon by a Felon.

In late 2016, an offender accosted a woman as she was exiting her vehicle. He produced a semi-automatic handgun and demanded the keys to her vehicle. The offender entered the victim's vehicle and fled the scene. Several days later, the vehicle was recovered in a restaurant parking lot in Niles. A cigarette butt was located within the vehicle and subsequently sent to the Crime Lab. On January 1st of this year, an Armed Robbery occurred where the offender pointed a semi-automatic handgun at a woman and demanded her purse. The offender fled the area, but could not be located. In early February, the lab positively identified a DNA profile from the cigarette butt. The profile was entered into the system for DNA comparisons and the offender was positively identified. Based on the identification, a picture of the offender was obtained. Both victims viewed separate photographic lineups and positively identified the 17 year old offender.

Each year the Department faces vacancies in sworn and civilian positions. On an annual basis, the Department participates in succession planning and retirement forecasting. This project is ongoing but some tasks are repeated on an annual basis. The goal of this project is three-fold: to best prepare candidates to assume positions of greater responsibility in the organization, to appropriately staff all three departmental divisions and to minimize the time necessary to fill vacancies.

The opioid crisis continues to endanger the health of individuals across the nation. Arlington Heights has created a task force consisting of representatives from the Village's Health Department, Fire Department, Police Department and the not for profit organization call Live 4 Lali. We continue to meet, but have agreed on the core tenants of the Arlington Heights initiative that includes the following points:

- Continue to aggressively investigate and arrest drug dealers
- Make Narcan available to all public safety personnel, specifically Police Officers
- Provide a depository for unwanted drugs in the lobby of the new police facility
- Arrange transportation when needed to treatment facilities
- Mobilize the community
- Arrange for treatment
- Adopt a philosophy that emphasizes the disease of addiction rather than the crime of addiction

In January of this year, a license plate reader was installed on one of the Department's marked police vehicles. This has already led to the arrest of several individuals for driver's license offenses. In addition, one stolen vehicle has been recovered.

New Initiatives

The Police Department will closely examine its future personnel needs. An assessment will be conducted regarding a need for the following positions: a part-time Officer to serve as a School Resource Officer for elementary schools, an additional Financial Crimes Investigator, a full-time civilian Crime Analyst, a second police Social Worker, civilian support personnel for the Forensics Unit and an Administrative Assistant for the Criminal Investigation Bureau.

Training improvements include developing a plan to use new technology equipment and multi-media sources to deliver training to employees, encouraging the development of in-house specialists, acquiring new fitness equipment for the new police department and acquiring a FATS simulator.

Technology improvements include exploring the use of card readers, ticket printers and electronic traffic stop data, the replacement of older surveillance cameras and finding a replacement for the current pay box system. We will also include a forensic computer lab in the new police facility, explore the use of facial recognition software, investigate the use of drones, investigate the use of cameras at the top ten crash intersections and replace the current squad spotlight with an IR Spotlight.

New community policing initiatives will include investigating the possibility of resurrecting the Too Good for Drugs program, hosting an open house for the public at the new police facility, participating once again in the National Night Out program and participating in the Illinois and National Traffic Safety Challenge.