



AGENDA

President and Board of Trustees

Village of Arlington Heights

Committee-of-the-Whole

Board Room

33 S. Arlington Heights Rd; Arlington Heights, IL

May 22, 2023

7:00 PM

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

- A. **Department Reports**
 - A. Integrated Services
 - B. Health and Human Services
 - C. Building and Life Safety
 - D. Police

V. OTHER BUSINESS

VI. ADJOURNMENT

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

Persons with disabilities requiring auxiliary aids or services, such as an American Sign Language interpreter or written materials in accessible formats, should contact Erin Mercado, at 33 S. Arlington Heights Road, Arlington Heights, Illinois 60005, emercado@vah.com or (847)368-5793.



Committee-of-the-Whole
5/22/2023

Item: Department Reports

Department: Village Manager's Office

Department Reports

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

Tonight we will hear reports from the Integrated Services Department, Health and Human Services Department, Building and Life Safety Department, and Police Department

-

Department Reports

- A. Integrated Services
- B. Health and Human Services
- C. Building and Life Safety
- D. Police

ATTACHMENTS:

Description	Type
ISD Report	Report
Health and Human Services Report	Report
Building and Life Safety Report	Report
Police Report	Report



VILLAGE OF ARLINGTON HEIGHTS

INTEGRATED SERVICES

2023 DEPARTMENT REPORT

DIANA MIKULA
ASSISTANT VILLAGE MANAGER

Scope of Department Services

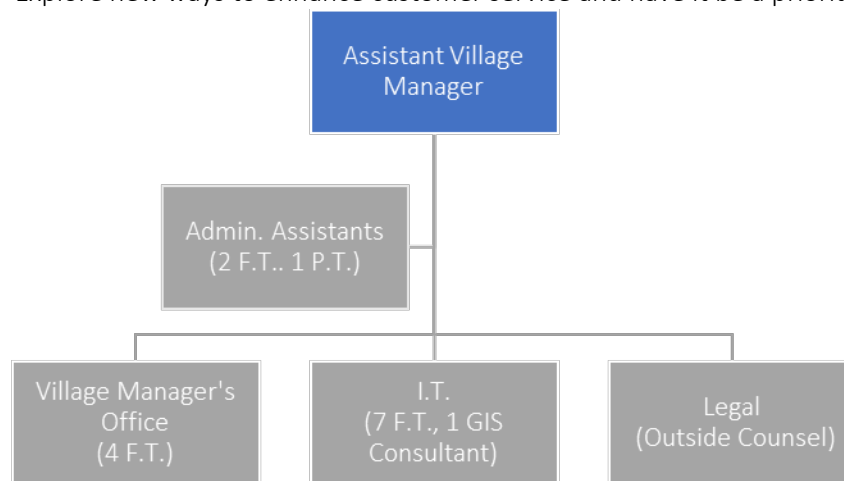
The Integrated Services Department (ISD) is a 14-member workgroup that is organized into three divisions: Village Manager's Office, Information Technology (I.T.), and Legal. The Assistant Village Manager oversees this Department, including two additional Geographic Information System (GIS) Consortium specialists and also oversees the outside Village attorney and Village prosecutor. The ISD serves as the focal point for the executive leadership and direction of the organization. The purpose of the department is to exercise administrative and operational oversight over all departments, ensure the achievement of Village Board goals and objectives, optimize interdepartmental processes, and lead in the development of organizational efficiencies.

Various services of the ISD include leveraging technology to optimize Village operations, improving customer service and enhancing citizen engagement; delivering Village information to the public using in the website, newspapers, social media, and other technologies as they grow in popularity. These services are provided while instilling a Village-wide spirit of continuous improvement and providing a positive customer service experience through delivering efficient and effective services.

Key Services and Functions & Organizational Overview

In addition to overseeing the Village Manager's Office function, the Department aims to increase the Village government's focus on three key areas:

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



Village Manager's Office

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

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

- Administration
- Legislative Support
- Communications

ASSISTANT VILLAGE MANAGER (AVM)

- Oversees the Integrated Services Department.
- Provides professional support to the Village Manager in the development and ongoing administration of a variety of Village departments, programs and services. Assists in establishing vision and creating annual goals. The AVM serves as Acting Village Manager in the absence of the Village Manager.
- Analyzes and evaluates business processes for improvement and directs the implementation of changes.
- Coordinates the resolution and response to citizen and business complaints and inquiries for service with appropriate departments.
- Prepares the annual budget for the Manager's Office, Board of Trustees and Legal Division and coordinates the Information Technology budget. The AVM is a member of the Capital Improvement Plan development committee and assists the Village Manager in the review of all department annual budgets.
- Administers the downtown public parking program and chairs the parking committee. Administration of the parking system including evaluating special requests about parking, signage, policies and establishing rules and regulations.
- Administers liquor licenses including monitoring liquor law changes and trends, and suggesting municipal code changes as necessary.
- Participates in the collective bargaining process and is a member of Management's negotiation team.
- Project manages the implementation of the Village's new Enterprise Resource Planning (ERP) system with Tyler Technologies.

ADMINISTRATION UNIT

Functions of the Administration Unit Include:

- Administrative Support & Special Projects - coordination of interdepartmental initiatives, processing resident & business feedback and requests, and preparation of weekly informational Friday packets.
- Liquor Licenses - staff supports Assistant Village Manager with managing, monitoring, and administering liquor licenses.
- Meeting Room Scheduling - coordination of the users of public meeting space in the Village Hall including conference room set-up.
- Civic Events Sign - promote community events by creating sign content.
- Customer Service Enhancement Initiative - provide leadership in the conveyance of providing excellent customer service and being solution-oriented.

LEGISLATIVE UNIT

Functions of the Legislative Unit Include:

- Mayor and Trustee Support - provide professional onboarding, support, communicate community feedback, and coordinate initiatives with other governmental agencies & community partners. As new trustees enter the Board, this unit orientates and assists with the onboarding process.
- Village Board Meeting Agenda Management - oversee the preparation of Village Board and Committee-of-the-Whole agendas, ensure Open Meeting Act requirements are met, and schedule special recognitions.
- Boards and Commissions - manage the twenty volunteer Boards and Commissions program that has varied terms. Coordinate new interviews and reappointments.

COMMUNICATIONS UNIT

Functions of the communications unit are managed by the Communications & Outreach Coordinator, and include:

- Village communications – Prepare and create news articles on website & news releases to media. Also manage general email inquiries from residents and work with Village Staff on responding to social media posts, emails, etc. with a consistent "Village Voice" that is welcoming, professional, informative, and engaging.
- Social Media – Create daily content and manage Village Twitter, Next Door, Facebook, and Discover Arlington Heights Facebook. Manage responses to comments on social media platforms.
- Create e-newsletter, Informational/promotional videos, and targeted employee communication on news and events.
- Website Management – Update website content (www.vah.com) and facilitate changes for departments.
- Assist with Marketing - work with Planning & Community Development and others departments regarding ad campaigns and promotional opportunities.

- Community Events Staff Committee – Manage the review of approximately 18 annual community-wide events with representatives from various departments. This review is intended for organizations planning an event in the Village that may include using public property, Village streets, or requires the utilization of Village services (i.e. electrical needs, traffic and parking coordination, police and paramedic services etc.).
- Sounds of Summer Concerts – manage stage/sound contracts, talent booking, solicitation of sponsors, promotion of concerts, and oversee communications with performers.
- Liaison with Special Events Commission - Annually coordinate 4 major events: Hearts of Gold, Swing into Spring, Autumn Harvest, and Tree Lighting.
- Cable Broadcast & Virtual Streaming meetings - manage contract with Cable/Video producer of the live broadcast and streaming of Village meetings and oversees the creation of special informational videos.
- Cable Liaison - assist residents with cable complaints regarding service problems and billing problems.

INFORMATION TECHNOLOGY (I.T.)

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

The I.T. Division is managed by the IT Manager and employs 6 employees and 1 full-time equivalent GIS consultant. The I.T. division performs the following customer-driven, high-quality services Village wide:

- Enterprise Computing Services - desktop computing, server hosting, storage and backup of data and email, network maintenance and IT help desk support.
- Application Services – development, deployment and support of business applications, database and report creation and maintenance.
- Network and Wi-Fi maintenance – provide and maintain internet, network, Wi-Fi and VPN connectivity for 8 locations and over 50 Police and Fire vehicles.
- Project management and technical consulting - meet with departments prior to purchase of equipment or programs that require IT connection or support.
- GIS Services - GIS Services develops and maintains geospatial data representing the Village's utility and maintenance infrastructure, property and development, public safety, and services to residents. This data is utilized for daily operations across multiple departments in the village, and to build tools and visualizations that allow residents to learn more about their community.

The I.T. division has the following Legal and Operational Responsibilities:

- Fiscal - maintain fiscal responsibility by providing cost-effective technical solutions in an environment with an ever-increasing technology demand.
- Compliance - follow industry standards, as well as compliance with regulations and mandates.
- Public Safety - ensure Public Safety 24/7 operations by supplying Police and Fire with technology tools aimed to provide high quality service to the community.
- Reliability - maintain the backbone of the network structure which provides Internet access and links to key Village facilities.
- Cybersecurity - continuously monitor, analyze and update the network, desktop and server environments to reduce security risks to the organization.

Legal

The Legal Division provides legal advice to elected and appointed officers and employees of the Village with respect to formulation, implementation, and enforcement of the policy decisions of the Board of Trustees, and represents the Village in court or at administrative proceedings. These services are provided by a combination of outside advisors. The Village Attorney and Village Prosecutor are appointed by the President and Board of Trustees.

The Legal Division is responsible for:

- Research, Assistance or preparation of Ordinances and Resolutions.

- Interpretation and application - ordinances, statutes and judicial decisions to particular situations, including HIPAA, FOIA and OMA.
- Contracts/Agreements - drafting and reviewing documents related to transactions to which the Village is a party.
- Village's Interests - action dealing with the Village's interest in real and personal property, including the sale and purchase of property and the vacation of rights-of-way.
- Compliance - ensuring that the Village consistently complies with existing and newly passed federal and state laws.

Workload & Performance Data

Village Manager's Office

Administrative & Legislative Units

	<u>2022</u>	<u>31-Mar-23</u>
New Liquor License applications	18	5
Special Event Liquor Licenses	8	1
Annual Liquor License Renewals	108	48 (in process)
Conference Rooms Used by Outside Groups*	0	5
Civic Event Sign Posts	126	30
Website's "Contact Us" E-mails	868	181
Village Board Agendas	22	7
Committee of the Whole Agendas	27	4
Village Board Proclamations	32	11
Friday Informational Packet	52	13

*Due to COVID-19 pandemic, conference rooms were not made available to the public until 2023.

Communications Unit

<u>Platform</u>	<u>2022 Posts and Stats</u>	<u>Users Reach / Impressions</u>
Website Visits	1,047,380 page views 885,049 unique page views	319,889 users 497,875 sessions
Village Board Meeting Online Streaming Views	Twice Monthly on YouTube	4,100 views, 833.1 hours watched

Social Media Posts

Village Facebook	637 posts	Reach: 2,421,011
Discover Facebook	272 posts	Reach: 60,447
Village Twitter	548 tweets	Impressions: 635,000
Instagram	340 posts	Impressions: 208,000
Next Door	197 posts	Impressions: 335,755

<u>Social Media Followers</u>	<u>Followers</u>	<u>Gains in 2022</u>
Village Facebook	17,200 Followers	+ 1,267 in 2022
Discover Facebook	13,451 Followers	+ 839 in 2022
Village Twitter	5,415 Followers	+ 688 in 2022
Next Door	22,473 members, 15,278 houses	+ 1,688 & +603 in 2022

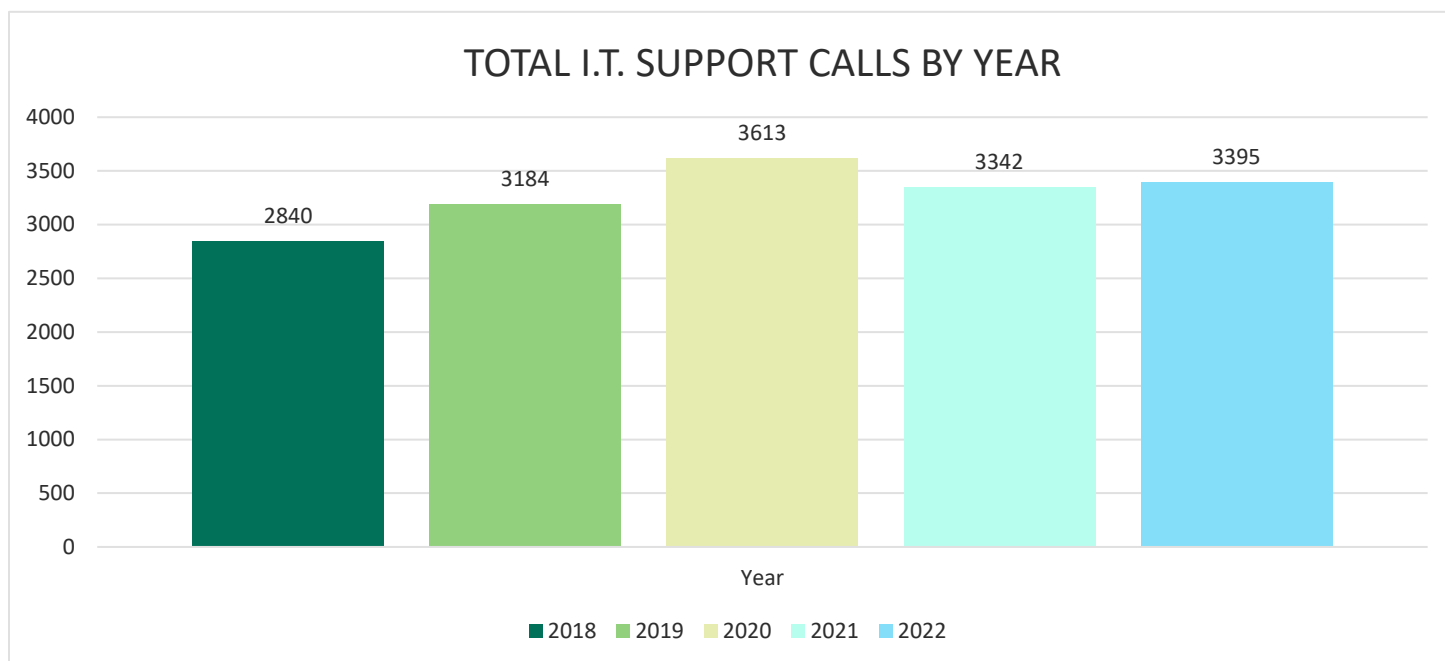
Reach means the number of users that had this content appear on their feed. Impressions means the number of times a piece of content was displayed. The highest reaching messages shared on Village social media included Arlington Park related announcements, the cancellation of Frontier Days due to the Highland Park shooting, and event related messaging.

Village E-Newsletters

In 2022, the Village's E-News was launched and two e-newsletters were sent each week, for a total of 24. There are 4,550 recipients, and on average, the e-news receives a 68% open rate, with the industry standard expectation set for 28%.

Additionally, 25 Business E-Newsletters were sent to Arlington Heights businesses, of which 70,630 emails were opened in 2022, resulting in a 67% open rate.

INFORMATION TECHNOLOGY



On an annual basis, the I.T. Division supports:

- 8 locations
- 438 Village Employees
- 630 desktops, laptops and servers
- 77 iPads

Legal

Performance Measures	2022	31-Mar-23
Ordinances amended, prepared, and/or adopted	70	16
FOIA requests processed**	419	N/A
FOIA appeals**	0	0
FOIA denials in whole or in part**	92	0
New foreclosures processed	55	14
Liquor license hearings prosecuted	0	5

** Please note: Legal Division stopped processing FOIAs requests in August of 2022. The Village Clerk of the Finance Department now oversees the Freedom of Information Act (FOIA) processes.

Key Accomplishments during 2022-23 Period

Village Manager's Office

- Arlington Racetrack Project – Staff is working with the Chicago Bears Football Club on a land use plan for the site that will address all Village concerns, take into consideration the perspectives of all stakeholders, and provide for a unique one-of-a-kind development worthy of the site's legacy to our community and the region. Staff worked with the Chicago Bears to develop a pre-development agreement approved by the Village Board in 2022 that will serve as a roadmap for future discussions on the project. In addition, Staff assembled a consulting team that will help inform Village Staff and the public on the potential impacts of the project so that good decisions can be made on behalf of the community.
- Website Improvement Project – Lead by ISD's Communications & Outreach Coordinator, the Website Team, encompassed by representatives from the IT Division, Police, Planning & Community Development, and Public Works,

assessed the Village’s current website for areas of improvements and scheduled contractual updates. Upon review, it was determined to select a new website vendor, Revize, for a full re-design. In January of 2023, ahead of schedule, the new website went live. The functionality and layout are improved in a number of ways including much better mobile scaling, stronger search function, improved layout, and better connection to our social media functions. Development of updated content is ongoing.

- Community Outreach Task Force – Staff worked with our community partners to develop an interorganizational Community Outreach Taskforce to ensure that all residents of Arlington Heights have equal access to all community services and information.
- Liquor Code Update – In consultation with Village Attorney, reviewed Chapter 13 of the Village Code and liquor license processes to determine if there are areas of improvements or deficits. The liquor code was modified to allow for earlier liquor sales on Sundays and a new catering liquor license classification was added.
- Community Survey – In 2023, the ISD will introduce a new scientifically valid community National Community Survey, from POLCO. This survey will be conducted every two years, or on another regular basis, to collect a snapshot of resident satisfaction with Village services and to identify resident priorities. The survey data will help inform the Strategic Priorities planning processes, which in turn guides the Business Plan and Budget processes.
- Expanded Social Media Reach – Social media continues to be an evolving resource that provides the Village with a unique opportunity to reach residents and visitors about Village initiatives and community events. A strong social media presence is vital in building a strong Village reputation, supporting transparency, and in reaching new or hard to reach communities within the Village and beyond.
- Internal and External Communications Outreach – To support an inclusive community, staff sought out opportunities to increase and promote community interactions.
- Special Events – As the community’s expectations for events increases, the need for funding these efforts also increases. In 2022, Communications Staff introduced a new Sounds of Summer sponsorship format, which featured a Diamond Level \$10,000 sponsor. The sponsorship was immediately reserved by a local business which later renewed for 2023. In 2022, \$17,800 of Sounds of Summer Sponsorship funds were solicited.
- ERP – The Assistant Village Manager and Management Analyst II lead the Tyler ERP implementation and project team from 2019 to present. The Village’s previous ERP software, SunGard HTE/Central Square, was in use since 1996. The ERP could not properly respond to internal, residential and business needs for billing, procurement, permits, licenses, etc. Factors such as inadequate reporting, limited and outdated payroll functionality, limited integration with cashiering, difficulty processing credit card payments, and concern that support and service by the software provider will be discontinued, all have contributed to the Village’s decision to replace this software and implement the new Tyler solution. As the need for streamlined business processes, new and improved communication methods increase, the new ERP system will properly respond to internal, resident and business needs. Billing, procurement, permits, licenses, and customer service enhancements are able to efficiently evolve and improve under the new ERP system. The new ERP system includes Financial Systems (general ledger, utility billing, purchasing, accounts payable, budgeting, financial reporting, etc.); Human Capital Management (personnel, benefits, payroll, etc.); and Community Development Systems (licenses, permits, inspections, etc.). The new, user-friendly system will allow for improved customer service and functionality across all departments.

<u>EPR Module</u>	<u>Go-Live Dates</u>
Financials	January 2023
Human Capital Management (HR & Payroll)	October 2023
EnerGov (Community Development)	October 2023
Utility Billing	January 2024

INFORMATION TECHNOLOGY

The I.T. Division accomplished the following key initiatives that improved technological services to both internal and external customers:

- Involvement in the multi-year, multi-million-dollar Village ERP migration project includes:
 - Supporting and assisting with the system configuration, testing and documentation, data migration, and go-live of all systems within the Tyler Technologies ERP. The Tyler/Munis Financial module successfully went live January, 2023.

- I.T. was the primary resource to produce user creation/deletion, roles, permissions, approval workflows, forms (e.g. Purchase Order, Invoice, AP Check, GB Statements, etc.), printing, and integration with other systems such as Telestaff, Executime, Cityworks, and DACRA.
- I.T. assisted in infrastructure preparation including a Virtual Private Network for SSRS reporting, Email Configuration within the ERP system, an on-site print server, and credit card machine & receipt printer hardware installation.
- Any requests for support that require Tyler Support intervention are submitted and logged through I.T., with I.T. being the intermediary and hands-on assist for Village and Library staff.
- Staff Promotion & Attrition:
 - I.T. Manager Robert Taraszka departed the organization in the Spring of 2022 and was replaced by Systems Engineer, Dan Davis.
 - The I.T. Division hired an Enterprise Systems Analyst Cindy Liu, and a Network & Systems Administrator, Jay Seol.
- To ensure a more efficient and secure file management system, I.T. migrated hundreds of thousands of department files and documents from traditional on-premises Windows files share servers to Microsoft Teams/SharePoint. This project is ongoing.
- Participated in a tabletop Cyber Disaster Exercise with a representative from our regional 911 Emergency Dispatch Center, as well as other Village departments and key personnel. The group discussed and planned how the Village would respond to a cyber disaster.
- As maintaining a secure digital environment is paramount, I.T. implemented CloudFlare's web application firewall and supplementary cloud-based network security tools, including DDoS protection, all of which provide security and protection to the Village's website and public-facing web applications.
- Assisted with setup, configuration and go-live of our new vah.com website, now hosted by Revize.
- Assisted with setup and configuration of an enhanced online FOIA management solution.
- Upgraded the following systems and software:
 - Police and Fire Motorola Mobile, CAD and Map software
- In-car Police camera system with a new Axon in-car camera system that includes Office365 Single-Sign-on, new in-car network modems and antennas, new Axon software on the in-car laptop and two new Windows video staging servers.
 - Two Netmotion VPN servers and Police and Fire vehicle VPN clients.
- All wall-mounted punch-in/punch-out timeclocks at Public Works were replaced and upgraded.
- In an effort to recycle and repurpose well-functioning hardware, three servers/storage environments (Dell VMWare hosts and a SAN) were installed at Fire Station 2 for disaster recovery purposes.
- I.T. has begun phishing email training and analytics on all village employees using the KnowBe4 phishing email training program.
- Worked with the Village Board meeting webcast video production provider, Lorelle Communications, to allow closed captioning services to be performed remotely by providing remote access to broadcasting equipment at Village Hall.
- Configured and installed a 55" wall-mount touch-screen PC at Fire Station 2 for call and unit status, daily updates, weather, and other necessary and useful tools for First Responders.

GIS

- ERP Roll-Out Support – Developed map layers and GIS services to support Tyler modules and conducted review of addresses from legacy systems to correct formatting issues before entering into the new system.
- Sewer Televising Data Integration – Supported Public Works in development of the Sewer Televising database, coordinating edits with RJN/REDZONE, setting up the data hosting location on the Village network, and linking video and reporting documents for Village Staff to review directly from the Village GIS.
- Traffic Study Data Enhancements – Developed a map layer in the Village GIS system, allowing Village Staff to visualize locations of traffic studies completed by the Police and Engineering Departments over the past 4 years and links to the resulting reports.
- Sewer System Data Review – Completed a review of the Storm and Combined Sewer systems to improve the location accuracy of sewer assets and consulted with Public Works and Engineering staff to focus on issues with legacy sewer systems acquired by the village.

- Fire Department Data Visualization Support – Built demographic data layers for the Fire Department to view in combination with emergency reporting data in the Image Trend system, allowing them to better guide prevention efforts.

Legal

- Significant Contracts – A new 3-year collective bargaining agreement was reached with the Fire Union and collective bargaining negotiations are ongoing with the Police Union.
- Selected and Implemented a New FOIA System – As the number of Freedom of Information Act requests continues to increase, the legacy process was very manual and occupied a great deal of staff time. Staff reviewed FOIA system vendors, selected a system and implemented and trained across all departments. The Legal Division assisted with implementing a FOIA system that will streamline the process thus reducing staff time required. The new FOIA System will direct requesters to the Village's website for available records, can include access to FOIA responses already provided (that do not involve or include any sensitive or private information) and includes automatic reminders so that responses are completed in a timely manner. In August 2022 the Village Clerk's Office absorbed primary FOIA responsibilities.
- Busking – Elrod Friedman drafted an ordinance amending the Municipal Code to add regulations relating to street performers and to noise amplification.
- Village Parking Facility Security – In response to community outreach and in collaboration with Village Departments, Elrod Friedman reviewed current case law regarding the types of issues related to Parking Facilities and proposed options to the Village Board to consider, such as designating parking areas as limited use public facilities and the removal of private property.
- Arlington Park Redevelopment – Elrod Friedman, in collaboration with Village departments, drafted the pre-development agreement by and between the Village of Arlington Heights and the Chicago Bears Football Club Development, LLC. The Pre-Development Agreement is intended to help serve as a "roadmap" by helping to define how future plans and processes will be reviewed, should the project move forward. The Pre-Development Agreement allows the Village of Arlington Heights and CBFC to clarify broad goals and expectations of the project, and helps to provide a clear understanding of what potential next steps may be included for both parties. The agreement also highlights that the Village and CBFC pledge to cooperate in good faith with each other and with all stakeholders in order to take all reasonable next steps toward the full design and implementation of the project.

REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

Village Manager's Office

- ERP - oversee and implement the new ERP system Village-wide. Given the large scope of the project, this project will be a major focus of ISD throughout the next several years. IT will need to ensure the organization is properly resourced for the implementation.
- Arlington Race Track - Arlington Park is an iconic entertainment landmark accompanying approximately 325 acres of real estate. The Village has created an internal Staff task force to engage with the Chicago Bears on their proposal and determine its impact prior to discussion and decisions by the Village Board.

Information Technology

- Provide Responsive and Quality I.T. Support – keeping IT staff trained and experienced on new and emerging technologies to better support the Village's I.T. needs continues to be a challenge with the I.T. field as technology changes rapidly. Ensure Village end users receive knowledgeable IT support and recommendations. In 2023 I.T. will be migrating to a new and improved I.T. helpdesk system.
- Improve Security, Efficiency and Operations – I.T. will work on integrating standalone systems in order to simplify and automate business processes to the greatest extent possible. This must be done while ensuring security protocols are in place and making sure overlapping software features are kept to a minimum. I.T. will be migrating from aging Cisco firewalls to next-generation Palo Alto Firewalls in 2023. This migration will allow the Village to save significant funds by eliminating the need for a separate standalone web filtering solution.
- Software Vetting & Procurement – I.T. will assist departments with software procurement to ensure the new software is sustainable, compatible with existing systems, and can be efficiently supported. The Health & Human Services department is planning to purchase a new cloud-based EMR (Electronic Medical Records) system, for example. Other

projects include Police's initiatives to replace and upgrade surveillance cameras and network equipment, Fire's inventory management needs, and the Village-wide implementation of BlueBeam, an electronic plan review system that integrated with Tyler's EnerGov platform.

GIS

- ERP Integration Support – Continue to support the Village's Tyler MUNIS implementation by developing the GIS integrations and ensuring the accuracy of addresses before loading them into the new solutions.
- Cityworks and GIS Integrations – Partner with Public Works to expand integrations between Cityworks and GIS to help the Village better benefit from their investment in both systems.

Potential and New Initiatives to Explore in the Future

Village Manager's Office

- Communications Enhancements
 - The re-launch of the Village's Instagram helped to meet the goal of expanding Arlington Heights' social media presence and reaching new audiences. Efforts to explore ongoing opportunities for residents and businesses to connect through social media will continue through hashtag usage, location tagging for events, photo stations and more.
 - Continue to explore ways to improve long-standing processes, i.e., the successful repackaging of the Sounds of Summer sponsorships.
 - Implement the Village's first National Community Survey by POLCO, and analyze survey results to develop strategic messaging based on data.
 - Utilize the Village's new POLCO polling platform to improve citizen engagement, to better understand ways to improve Village services and to identify successes.
 - Expand the Community Task Force group, which is led by ISD Communications Staff, to strengthen relationships among other taxing agencies and to identify ways we can work together to provide opportunities for all residents to access available resources.
 - Explore options to help meet the increasing expectations and needs regarding community events.
 - Introduce a new Spring community event (Swing into Spring) to the Arlington Heights community and host a successful event on May 20th at North School Park, in partnership with the Park District. Work with the Bicycle & Pedestrian Commission to coordinate their Community Bike Ride taking place prior to the new event.
 - Increase opportunities for community members and visitors to connect with the Village through promotion of social media and sign up for the Village's e-news.
 - Audit website content for all departments to identify areas of improvement and innovation.
 - Focus on keeping Village project webpages current and promoting these resources through social media.
 - Everbridge Communication: Arlington Alert
 - Further develop Arlington Alert for internal communication purposes within the others departments.
 - Promote the use of Arlington Alert to communicate timely topics: public safety announcements, traffic alerts, and Public Works operations.
 - Targeted Communication
 - Increase use of targeted communications (email lists for specific subjects including developments, construction, and events). A pop-up alert on the Home Page of the website will be used when Groot refuse collection has an unscheduled delay due to conditions such as a winter storm or cold weather.
- Develop & Expand Trustee Orientation - Through appointment and election, ISD will assist in the coordination and orientation of new trustees to the Village. Meeting with all departments, providing necessary materials, and mentoring throughout the trustee's tenure are the main goals of acclimating the Trustee's to their new role.
- Village Board Goal Setting Session - Staff will prepare for a Goal Setting Session with the new Village Board in Summer 2023. The new established goals will result in the creation of new Strategic Priorities and a new 2-year Staff Business Plan.
- Fourth of July Fireworks - The Village will remain open to consider potential proposals or partnerships for a future Fireworks Display.

- Continued work on the potential Chicago Bears Development. Staff must find meaningful ongoing ways to work with residents and all other stakeholders to understand all perspectives on this important effort.

INFORMATION TECHNOLOGY

- ERP - ISD will assist and also lead in various stages of this project. This is a multi-year project that every Village department will be impacted by and thus need to be a part of the process. I.T. will guide the consultant and the ERP vendor in successfully implementing and rolling out a new ERP system that enhances the employee, resident and business experience.
- Cybersecurity - this is an area where I.T. needs to continue to focus on as threats keep evolving. Keeping systems updated to reduce security risks to the organization. Updates are consuming and require significant IT time to ensure daily business operations are not affected. Additionally, making sure any software being acquired by departments follows Cybersecurity best practices and provides sufficient security controls. I.T. is planning a future Penetration Test by an outside vendor as well as the implementation of improved user and system logging and tracking.
- Internal Technology Consulting and Departmental Assessments - the IT Division will continue the centralization of departmental IT functions with central IT operations aimed at improving and reducing cost of services. IT will continue to aid and technical expertise on various department projects to better leverage technology in their day-to-day operations. In 2023 the Health & Human Services department is looking to replace numerous old Microsoft Access databases with a new cloud-based Electronic Medical Records system.
- Document and File Management System - the I.T. Division on behalf of a Village-wide initiative is working on migrating files from traditional network file shares to OneDrive/SharePoint/Teams files that are protected by multifactor authentication.
- Expand Geographic Information Systems (GIS) within the Organization - ISD will continue to assess the needs and capabilities of each department in order to establish project priorities. By evaluating and deploying additional Shared Applications and Solutions, GIS can enrich current and future Village services. GIS will continue to help identify new analytical and visual reports departments can produce and will train users on new applications.

GIS

- Crime Mapping – Support the Police Department by developing a modern interactive crime incident map for analysis and public transparency.
- Re-engage with Departments across the Village to understand their data needs and develop or enhance data that supports their business processes.
- Enterprise Resource Planning (ERP) Integration Support – As the Village of Arlington Heights moves into the second year of the Tyler ERP integration, business processes across the Village are being moved from antiquated legacy systems to their new modules in the Tyler system. MGP will partner with Tyler and the Village to build connections between the GIS and address data and follow best practices to standardize data entry going forward. As a result, the Village will be able to benefit from their considerable investment in the new system, by creating standard, repeatable processes that ensure data integrity, and provide future opportunities to further leverage and link data.

Legal

- Implement the use of Elrod Friedman's contract forms and process – Village Attorney Hart Passman has recommended that the Village use Elrod Friedman's contract/agreement forms and review the process for approvals. Use of the forms and the system will streamline processes and ensure that the Clerk has a record of fully signed contracts. Staff will work on the transition with all departments and provide training/guidance.
- Review the Website to Add Additional Records – Adding additional records will provide helpful information to residents in an efficient manner. Staff will review records available on the Village's website, review records available on other municipalities' websites and consult with departments on records that may be added.
- Liquor Code Update – Review Chapter 13 of the Village Code and liquor license processes to determine if there are areas of improvements or deficits. Also review liquor license classifications to adjust or create new classifications.

Conclusion

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



VILLAGE OF ARLINGTON HEIGHTS

HEALTH & HUMAN SERVICES 2023 DEPARTMENT REPORT

JAMES MCCALISTER
DIRECTOR

Scope of Department Services

Key Services and Functions

The Health and Human Services Department provides important services and resources to help protect our residents' health, welfare, and to enhance their lives. The role of public health employees is often considered like an invisible shield that works every day to control infectious diseases, ensure food safety, furnish immunizations, support behavioral health, and provide education and programs for healthy living. Health and Human Services provides a broad range of services that enhance the lives of residents from birth through their senior years, helping make Arlington Heights an exceptional community in which to live. Residents often quietly receive services when they dine at a restaurant, use a public swimming pool, receive vaccinations, watch real-time captioned broadcasts of Village Board meetings, place their garbage at the curb, or get their taxes done at our Senior Center.

Organizational Overview

The Health and Human Services Department encompasses four areas of expertise: Environmental Health, Nursing Services, Social Services, and the Senior Center.

Environmental Health

Three Environmental Health Practitioners are responsible for the Food Service Program, Community Environmental Health Program, Recreational Programs, Day Care Program, and Construction and Licensing.

The Food Service Inspection Program is designed to prevent food-borne illness outbreaks from occurring. To achieve this goal, staff routinely conducts unannounced inspections in all local facilities selling and serving food. During these visits, staff works with food handlers to reinforce the important principles of food service and sanitation. Staff conducts follow-up inspections when necessary to assure compliance with the Illinois Department of Public Health Food Code. Every effort is made to improve the general knowledge base of the food handlers at each facility by offering in-service training seminars. Staff investigates all emergencies such as fire, flood, power interruptions, or food-borne illness outbreaks, and responds to complaints when received from the public.

The Community Environmental Health Program seeks to promote public health and safety by minimizing any environmental health hazards that can lead to illness in our community. Program areas include Nuisance Abatement, Radon Monitoring, Shopping Center Inspections and the Refuse, Recycling, and Landscape Waste Program.

- Nuisance abatement provides the public with the opportunity to address environmental concerns in the community. The staff responds to a variety of issues including air and noise pollution, insect and rodent control, improper refuse and landscape waste disposal, property maintenance and improper growth of grass/weeds, and general health and sanitation concerns regarding housing.
- Radon monitoring allows residents to test their homes by obtaining a short-term radon test kit from our Department. The kit is then deployed in the home for 72 hours and returned for analysis.
- Routine inspections of shopping centers are conducted. If problems exist with refuse disposal, windblown debris, illegal dumping, etc., staff follows-up with the center's management.
- Coordinating the garbage/refuse service, curbside recycling, and landscape waste programs with the Village contractor. The Department acts as liaison between the residents and the contractor. Approximately every five/seven years, the Department prepares and oversees the process for a new solid waste contract for the Village. The program services all single-family homes, multi-family dwellings containing less than four units, and townhomes requesting that solid waste collection be provided in accordance with all provisions of the Village's solid waste program.

Environmental Health is also responsible for implementing multi-family recycling in complexes larger than three units and is involved in the coordination of multi-family solid waste disposal at the Regional Transfer Station operated by the Solid Waste Agency of Northern Cook County (SWANCC).

The Recreational Program protects the health, safety, and general welfare of persons using pools and spas through education and enforcement of minimum standards. Environmental Health conducts inspections of all public and semi-public swimming pools, spas, etc., (i.e., Park District, hotel, apartment pools). Inspections evaluate sanitation level, safety equipment, water chemistry, water clarity, and equipment maintenance. Arlington Heights requires outdoor pools to have an attendant on-site during the hours of operation. In an effort to minimize health risks to the general public, Environmental Health also inspects hair and nail salons, barbershops, tanning salons, and health clubs for sanitation and safety concerns based on citizen complaints.

The goal of the Day Care Program is to ensure safe and sanitary environments for the children using the facilities. These facilities are inspected a minimum of twice a year for compliance with the Illinois Department of Child and Family Services Code in regards to environmental issues. Items noted during these inspections include staff to child ratios, physical facilities, safety aspects, condition and amount of play equipment, diapering practices, personal habits of staff, and general sanitation.

The Construction & Licensing Program assures that businesses are constructed and maintained in compliance with Federal, State, and local health codes. The Department provides an in-depth review of all newly constructed or remodeled establishments during the planning and building permit phases. When establishments, such as food service operations, are constructed to code they are easier to maintain and keep clean. During the construction phase, staff routinely consults with contractors and makes periodic visits to the facilities. Environmental Health also inspects all new businesses that have applied for licenses to assure that the structure is being maintained and proper sanitation and operational practices are in place.

Nursing Services

Two registered nurses provide a wide variety of services to Arlington Heights residents, visiting community members, and Village employees. The Home Visit Program allows homebound residents to receive services that are necessary but not covered by home health care and insurance. Low-cost health screening clinics are provided at Village Hall, the Senior Center and at senior housing. This also includes the ability to vaccinate residents of Arlington Heights in their homes for COVID-19 or Influenza. State mandated vision and hearing screening is done at the parochial schools, Our Lady of the Wayside, St. Peter's, and St. James. These screenings require the data mandated by the Illinois Department of Public Health (IDPH) to be completed as well. Nursing Services provides CPR and AED instruction every other month at the Senior Center and CPR instruction is also provided upon employee requests, and for requests within the community. Blood borne pathogen training is provided to the Fire Department on a semi-annual basis and for all new hires. Health education classes are offered upon request for both employees and or residents. Employees and their families are able to receive influenza and COVID-19 vaccinations. Nursing Services is able to provide one on one education regarding medical conditions during screening health clinics. In addition, talks and lectures on health care related topics are also able to be given to members of the community upon request.

Community outreach collaborations provided by Nursing Services include blood pressure screening at the Arlington Heights Memorial Library, Senior Health and Fitness Day, and first aid support for events occurring in the Village. This includes first aid support for Frontier Days and the Salute Memorial Day Run. TB skin test screening is provided to residents of the community as well as those residing in neighboring communities.

Social Services

The Social Services Division includes a Social Services Coordinator, Social Worker-Disability and Geriatric Services, and Administrative Assistant. The Social Services Coordinator (SSC) provides holistic, comprehensive assessment to address each resident's individual social service needs. Through internal programs and community partnerships, the SSC is able to address a wide range of presenting challenges for residents. Services are offered in both English and Spanish, and aim to address mental and fiscal health. The SSC provides mental health services including brief strategic therapeutic interventions, case management, and crisis intervention in collaboration with Police, Fire, and additional community agencies, such as Adult Protective Services. The SSC refers and connects residents to community mental health agencies and practices so they may engage in the appropriate level of mental health care. For residents for whom cost is a barrier to care, the Division offers

the Counseling Subsidy Program, which provides a sliding scale subsidy for outpatient therapeutic services. Additionally, the SSC is a part of the Community Addiction Recovery Effort (CARE) Program which is a deflection initiative led by the Arlington Heights Police Department. Through the Illinois Criminal Justice Information Authority (ICJIA) funding, the program has expanded to serve anyone who is experiencing a substance use disorder who interfaces with the Police Department. Participants must reside in Illinois and have a desire to seek treatment voluntarily. Through this grant we are able to provide assessment, treatment navigation, peer recovery support, case management, accompaniment, emergency treatment, and initial Mediation Assisted Treatment (MAT) services. The SSC is also responsible for community outreach and training, including a monthly Library Resource hour.

The Division addresses financial health of residents as well. Through the Emergency Assistance Fund, the Division offers short-term financial support as a stop-gap measure to residents experiencing financial hardships. Emergency shelter and transportation are provided through this fund for qualifying residents. Donations from Arlington Cares, The Arlington Heights Ministerial Association, and other entities are also utilized to address resident's needs. The Division's Salvation Army Volunteer can qualify residents for additional funds and the Nicor Sharing Program. The SSC acts as an intake coordinator for Access to Care. The SSC screens applicants for the Arlington Heights Park District Scholarships, including the Park Scholarship which increases access to recreational programs for individuals and families in need and the Children at Play (C.A.P.) Program, which provides before and after care for low-income families. The SSC manages the Holiday Assistance Program, which provides gifts and food to families in need during the holidays.

The Social Worker-Disability and Geriatric Services, assists residents by supporting community-based living. The Social Worker meets with residents with disabilities and seniors in their homes or at the office depending on their needs. The Social Worker conducts a holistic assessment and makes recommendations including caregiver support services, recommendations for aging in place, home modification recommendations, and connectivity to adaptive equipment. The Social Worker also assists residents and their families in navigating resources and social services systems. The Social Worker conducts home visits in collaboration with Village Nurses, and engages with Adult Protective Services when necessary. The Social Worker is the Village's Americans with Disabilities Act Compliance Coordinator and acts as a community resource on a broad range of disability issues. The Social Worker plays an instrumental role in educating the public on disability rights and responsibilities. The Social Worker responds to and investigates accessibility complaints and works to resolve these issues for the community. The Social Worker collaborates with Village staff in Building and Engineering to educate the public on the requirements of accessibility codes. The incorporation and application of these requirements improves the quality of life of people with disabilities and their families as environmental and attitudinal barriers continue to diminish.

Senior Center

The Arlington Heights Senior Center presents a welcoming environment that promotes independence and creates community and lifelong learning for individuals aged 55 and better through innovative collaborations with tenant agencies and community partners. The Senior Center is a community focal point to address the needs and issues of individuals to age and live well in Arlington Heights.

The team comprises the Senior Center Manager, Program Coordinator, Volunteer Coordinator, Administrative Assistant, and Office Assistant. Together they coordinate programs and services such as SHIP, Tax-Aide Assistance, coordinate program spaces and in-house programs such as movies, special events, and drop-in programs. In addition, the office staff provides Village services such as landscape waste stickers, refuse discounts, and program registration. The Senior Center coordinates dynamic programs and services with the tenant agencies, while the Volunteer Coordinator recruits and recognizes volunteers for the same agencies. The tenant agencies are the Arlington Heights Memorial Library, Arlington Heights Park District, Arlington Heights Nurses Club, Catholic Charities Northwest Senior Services, Catholic Charities Lunch and More Program, Northwest Community Healthcare, and Connections to Care. In addition, the Village Nurses, AARP, and Metropolis Theatre are program collaborators. The Senior Center Manager develops, maintains, and pursues long-range goals, directs operations, serves as the staff liaison to the Senior Citizen's Commission, and maintains the standards of Accreditation for the National Council on Aging.

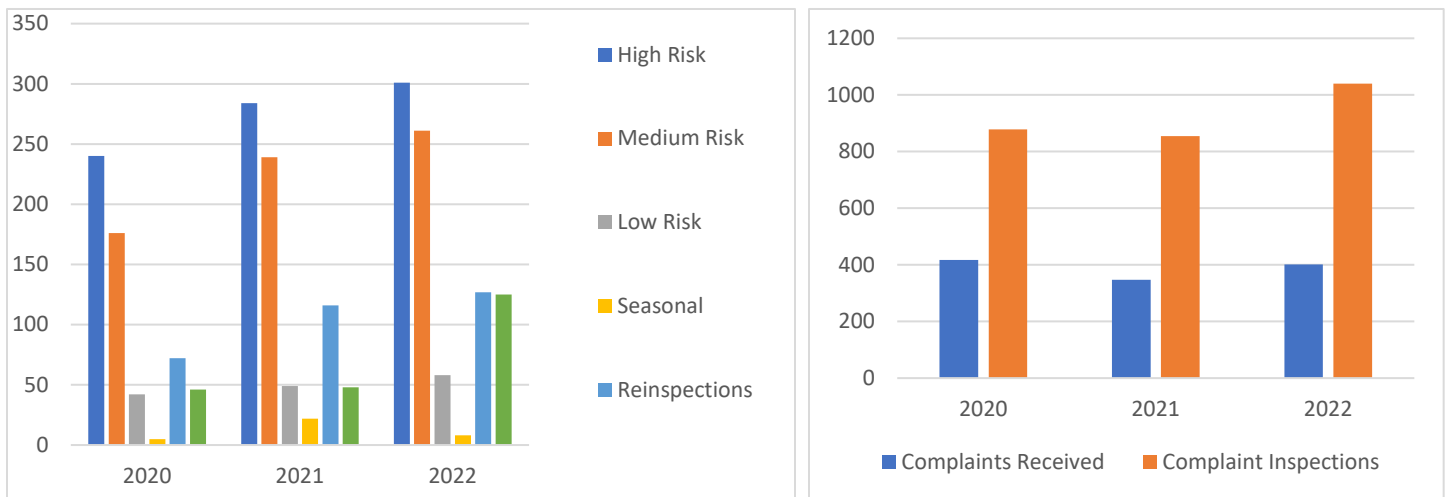
Boards and Commissions

Health Services staff provides liaison support for the Board of Health, Environmental Commission, Commission for Citizens with Disabilities, Youth Commission, Senior Citizens' Commission, Senior Advisory Council, Arlington Cares NFP, and Senior Center, Inc.

Workload and Performance Data

Environmental Health

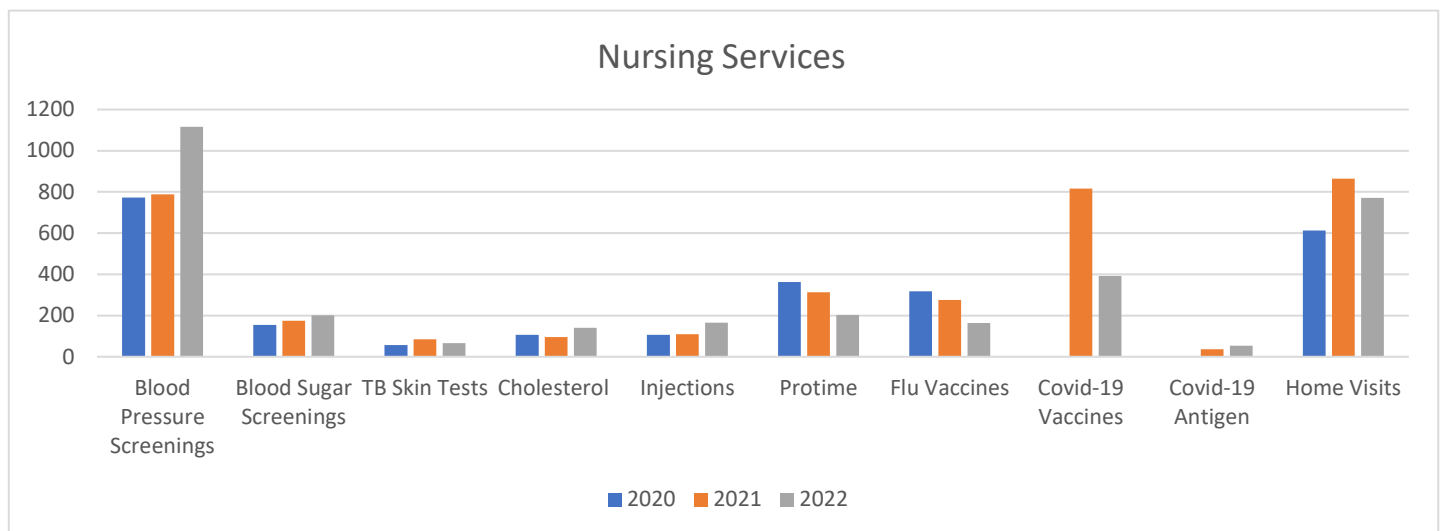
The Environmental Health Division had an increase in inspections, after a decrease due to the pandemic. Seasonal food inspections have decreased due to the closure of Arlington Park.



Nursing Services

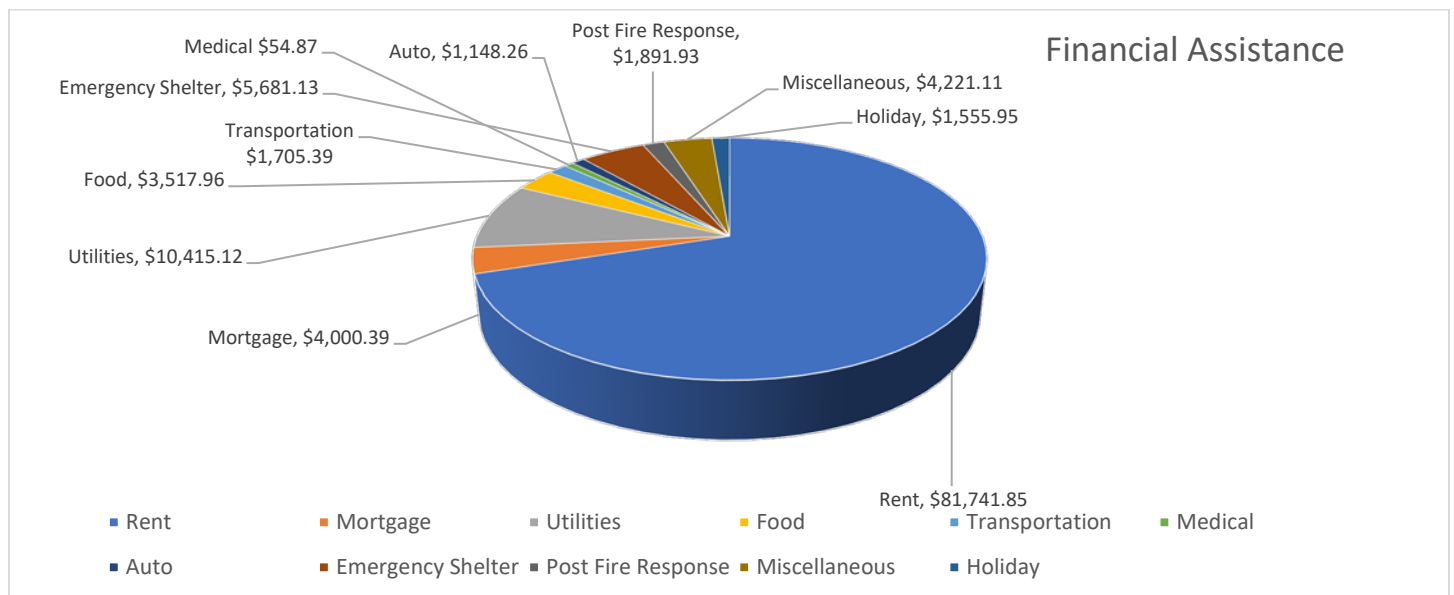
The ongoing pandemic required that Nursing Services continue to put patient safety as a priority when providing care in 2022. As the COVID-19 pandemic fluctuated and subsequent peaks in community transmission occurred, many clinic participants did not feel comfortable engaging in wellness clinics given the risk of COVID-19. Further, some home visits were placed on hold as a result of residents either having COVID-19 or wishing to defer services until transmission rates within the community improved.

Hearing and vision screening resumed for all three parochial schools in 2022.

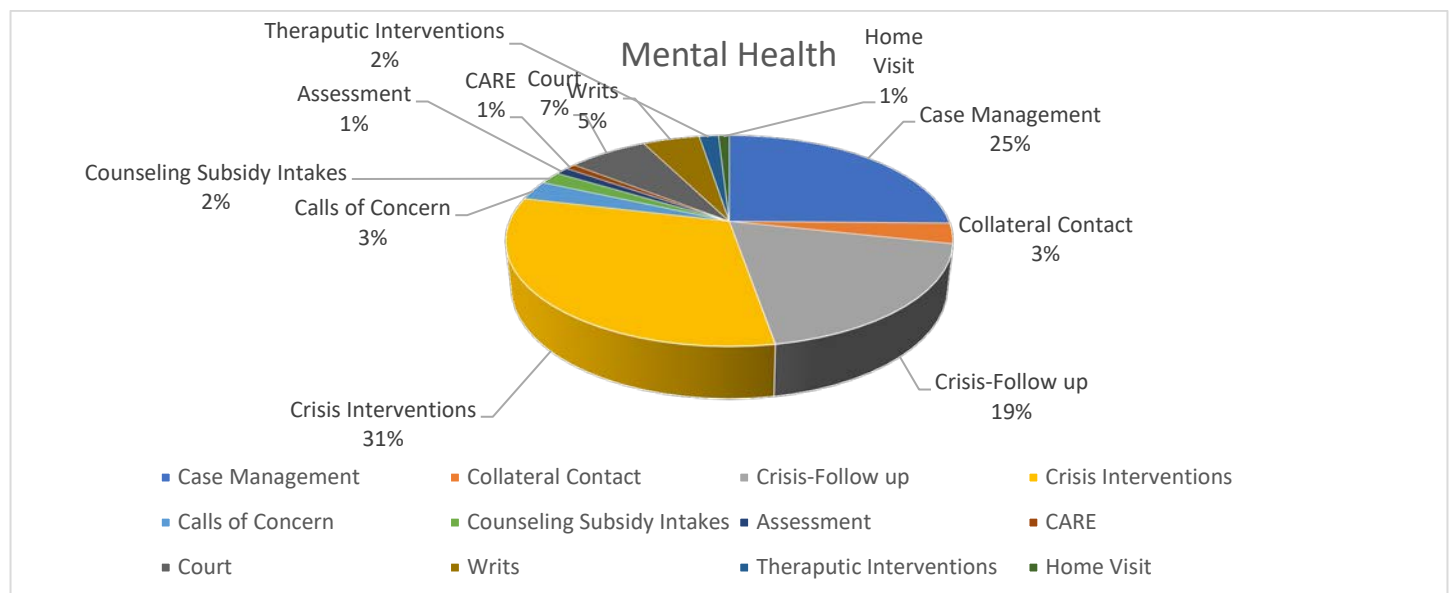


Social Services

In 2022, the Social Services Division served 2,107 residents across all programs. The Division assisted 561 residents with \$117,043.46 in financial assistance. Residents have cited inflation coupled with rising rent rates as causal factors that have created economic stress. This year's Holiday Program assisted 68 Arlington Heights families comprised of 295 individuals. Sixty generous sponsors provided each family with gifts or gift cards to make their season bright. One hundred eighty-seven residents received Park Scholarships and 71 residents received CAP Scholarships.



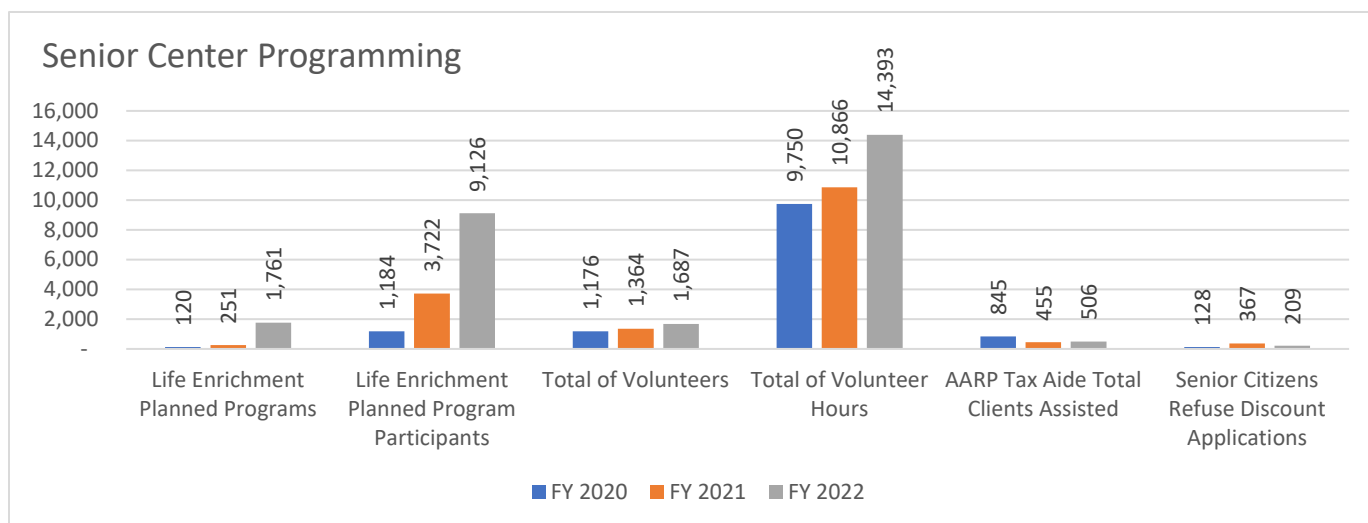
The Division partners with the Arlington Heights Police Department and Fire Department to identify and respond to mental health crisis throughout the community. Four hundred twenty (420) residents received mental health services through the Social Services Division, predominantly focused on crisis interventions and case management services. The Division also had twenty-two (22) residents that received Counseling Subsidy.



Senior Center

At the Senior Center, participation is steadily increasing to pre-COVID-19 numbers and we returned to normal operations (open Monday and Wednesdays until 8 pm, Saturdays until 12:30 pm, and Tuesday, Thursday and Friday until 4:30 pm).

Attendance for the Senior Center for year 2020 was 35,262, year 2021 it was 52,292 and year 2022 it was 82,921.



Key Accomplishments during the 2022-23 period

Environmental Health

- The Village provided its first latex paint recycling event in September 2022 at the Arlington International Racecourse in partnership with Groot Industries and Earthpaint.org. A total of 738 vehicles dropped off paint in a 3-hour period.
- Provided a document destruction event at Arlington Park, 436 vehicles dropped off 13,760 lbs. of paper for shredding.
- Continued with the promotion and collection of most Solid Waste Agency of Northern Cook County recycling programs; holiday lights, mercury (light bulbs, thermometers, etc.), rechargeable batteries. Also continued to collect plastic bags and film.
- Began use of the DACRA system to electronically issue citations for adjudication as well as upload evidence and track findings. This system is also used by the Police Department and allows citation information and history to flow seamlessly through the administrative process.
- Began use of the new electronic FOIA response system now used by all departments.
- Promptly responded to suspected and confirmed foodborne illness outbreaks at food establishments in the community. Assisted Cook County Department of Public Health (CCDPH) with the investigations and provided appropriate training to staff of the food establishments.

Nursing Services

- Nursing Services were able to obtain primary series COVID-19 vaccines in collaboration with the CCDPH.
- Mass vaccination clinics for booster doses were held for employees in April 2022.
- In 2022, Nursing Services was once again able to obtain large quantities of the COVID-19 Bivalent vaccine from the CCDPH. As a result, two mass vaccine clinics were held in September for employees. These employee clinics were held in addition to the annual influenza mass vaccine clinics. Subsequent doses were also provided to the homebound residents of Arlington Heights.
- Nursing Services provided the first Influenza/COVID-19 vaccination clinic onsite for the employees of Northwest Central Dispatch in 2022.

- Homebound resident services were expanded to facilitate homebound residents getting high dose Influenza vaccinations for the first time in 2022.
- The Supervising Nurse obtained her certification for Designated Infection Control Officer (DICO) to help better assist with contact tracing for COVID-19 exposures and provide Blood Borne Pathogen training. Bloodborne Pathogen training was provided over two days to the Fire Department in January 2023.
- The Supervising Nurse obtained her CPR Instructor status through the American Heart Association. CPR courses are being offered on a bimonthly basis at the Senior Center as of January 2023.
- The Community Nurse completed training and became certified in hearing and visions screening through the State of Illinois. Hearing and vision screening was completed at the three parochial schools. A total of 1,088 students were screened over six days and 156 students total were rescreened over three days.
- Participated in the Diversity, Equity and Inclusion IDEA committee.
- First aid support was provided at the Salute, Inc 5K race over Memorial Day Weekend, Frontier Days Festival and Heritage Festival.
- Established a monthly wellness clinic at Cedar Village focusing on blood pressure and blood sugar control.
- The Supervising Nurse facilitated classes on sleep and medication management at the Senior Center as part of the Aging Mastery series.
- Outreach events to disseminate information regarding Nursing Services were provided at the Senior Center and Cedar Village.

Social Services

- With the addition of a Social Worker-Disability and Geriatric Services, the Division has been able to increase the number of home visits for seniors and focus on improving aging in place, providing caregiver support, home modifications, and additional resources. The Social Worker conducted several home visits in collaboration with the Nursing Division and received several referrals from the Fire Department.
- As Chair of the IDEA Employee Resource Group, the Social Services Coordinator led Village involvement in the following DEI events: the Arlington Heights Park District's Black History Month celebration, International Women's Day, Fundraiser for Autism Awareness, and Heritage Fest. The IDEA Resource Group also hosted a Soul Food Sampling in celebration of Black History Month in 2023. The SSC also participated in a presentation on DEI with Randy Recklaus and Avis Meade for the Committee of the Whole.
- The SSC participated in the Illinois Supreme Court Task Force on Improving the Court and Community Response to Mental Health and Co-Occurring Disorders meeting. This focused on the regional implications of recent mental health legislation, including the Community Emergency Services and Supports Act (CESSA).
- The Division continued its efforts in interdepartmental collaborations with the Police and Fire Departments to improve community-based crisis interventions. The SSC has presented morning muster meetings. The Division continues to respond to Police and Fire mental health crisis referrals. When necessary, the Division accompanies residents to Civil Mental Health Court to address cases involving severe mental health issues.
- The Social Services Division collaborated with Division Chief Roberts and Lieutenant Mark Aleckson to host six Fire Outreach events. The events focused on building rapport with the community, increasing education regarding fire safety, installing smoke alarms, and dispelling myths about firefighter services. The Division provided Spanish translation at these events.
- The SSC participated in the ICIJA site visit for the CARE Program with Deputy Chief Pinnello and Police Management Analyst Tyler Hall.
- The SSC continues to facilitate the NCH/Municipal Collaborative meeting which focuses on improving communication between NCH and the Municipalities relative to emergency and mental health services.
- The SSC attended and presented at The Orchard Church's Community Cares Ministry, Cedar Village, the Arlington Heights Memorial Library, the Ministerial Association, the Arlington Heights Senior Center, National Night Out, and the Ready for School event.

Senior Center

- In April 2022, the National Council on Aging came to film the Senior Center and the vibrant, resilient, and active patrons of the Senior Center. The film is part of a campaign to show the importance of Senior Centers across the country, and premiered at the National Council on Aging Conference in June.
- In July 2022, B.K.V. Architectural Group presented the final recommendation to the Board of Trustees during the Committee of the Whole, on the Senior Center Space Utilization, Modernization, Program Plan Study.
- The Senior Center acquired the MySeniorCenter software system with the assistance of the Arlington Heights Senior Center, Inc. Foundation. Since then, over 4,500 older adults are using the system Kiosk in the lobby to check into programs, registering for programs online, and receiving updates and reminder calls through the systems communication tools. The system improves tracking of participants, communication via email, text, and phone, and online and in-person registration. Volunteers helped in the launch by issuing patron key tags to scan and using a touch screen to advise what programs they came to attend.
- The Volunteer Coordinator collaborated with the Kirk School, a comprehensive program for students with significant needs, for recognition of the Arlington Heights Senior Center volunteers. Students delivered flowers to volunteers in the last week in March and throughout April to recognize individuals' efforts. In addition, the students from the school served coffee in the café on scheduled days.
- In April 2022, the annual Senior Olympics returned after a hiatus due to the pandemic. The event with Hersey High School Seniors – participants in the S.O.S. (Service Over Self Club). There were 24 Senior High School Students paired with 24 of our patrons for a morning of fun competition.
- The AARP Tax-Aide Program conducted annually between February through mid-April, with 12 trained volunteers. The free tax assistance program will file state and federal taxes for approximately 500 older adults in the area.
- Senior Center volunteer Anne Mura was awarded the "Young at Heart" award at the Hearts of Gold event. Ms. Mura volunteers as a SHIP Counselor, Tax-Aide Preparer, Computer Class Instructor, and serves her church.
- Almost 200 participants attended the National Senior Health and Fitness Day in May 2022, taking part in screenings and listening to the keynote speaker on Conscious Aging.
- The Volunteer Recognition Event was held in August 2022, on the Senior Center patio for 141 volunteers. In 2022, 1,687 people volunteered to serve 14,393 hours supporting older adults through rides, meals, and tax and health insurance assistance, to name a few.
- Falls Prevention Week in September 2022: The Senior Center Manager teamed up with Fire Department Division Chief Roberts to present Falls Prevention to patrons of the Senior Center, Moorings, Church Creek and Luther Village on what to expect if you should fall and ways to prevent falling. The Northwest Community Hospital Physical Therapists conducted fall screenings at the Center on the last day of Falls Prevention Week.
- The Program Manager implemented the evidenced-based Aging Mastery Program that addresses the social determinants of health in an eight-week class. Twenty-five participants meet weekly to participate in collaborative sessions with the partner agencies in the building and external speakers.
- The Senior Center had new luxury vinyl plank tiles installed that included the hallways, central core, and lobby. Public Works also delivered donated furniture from the Arlington Park Race Track. The furniture is placed in the lobby, dining room and outdoor patio.
- The Volunteer Coordinator and Senior Center Manager participated in a Volunteer Coordinator training on revisioning volunteers, which focused on recruitment and retainment. The Senior Center will be conducting a Volunteer Fair in April 2023, with all agencies participating.
- The Volunteer Coordinator recruited four volunteers, Associate Receptionists, to assist with coverage in the main office.

Board and Commissions

- The Board of Health increased their number of members from 5 to 7. The new Board members have experience in mental health services and addiction services. The Board has been very supportive through the pandemic and helpful with the transitions and services offered by our Social Services Division.

- The Commission for Citizens with Disabilities assisted in the facilitation of Disability Day at Frontier Days, participated in the 4th of July Parade, The Knights of Columbus Fundraiser, provided a Disability Employment Awareness Award to Church Creek, and held a presentation on Special Needs Trust & Future Planning by Rubin Law.
- The Environmental Commission received several new commissioners and met often. A survey of environmental goals for the Village residents was created and publicized in various ways. The survey ran for over 4 months and had over 600 responses to help the Commission and the Village plan for future goals.
- The Senior Citizen's Commission submitted the Age-Friendly Report and Action Plan to AARP and the World Health Organization, which approved and solidified the Village of Arlington Heights as Age-Friendly Certified. The Senior Citizen's Commission Age-Friendly Committee hosted Age-Friendly Town Hall Talks. Community service organizations and local government leaders present monthly talks on issues that affect older adults, such as housing and transportation.
- The Senior Citizen's Commission also awarded Jim Harbaugh the Kenneth Hood Award in September. Mr. Harbaugh has facilitated the Alzheimer Dementia Caregivers Support group at the Senior Center since 2015.
- The Youth Commission hosted a Teen Job Fair in March of 2022 and 2023. They also promoted the Teen Snow Shoveling and Grass Mowing programs (that assist seniors and citizens with disabilities) at our local schools.

Non-Profit Contributions

Staff also supported two non-profit organizations that provide funding for some of the department services, Arlington Cares and Arlington Heights Senior Center Inc. Arlington Cares provided a total of \$30,000 in donations in 2022. Arlington Heights Senior Center Inc. conducted the Rock and Roll Expo featuring over 30 vendors and 300 attendees. Additionally, the first annual Pickleball Tournament fundraiser was held in Dryden Park. Fundraising efforts for 2022 raised over \$16,000. Arlington Heights Senior Center, Inc. approved funding requests for Great Decisions course, Metropolis Theatre Classes, Advisory Council Entertainment, coffee maker and a miter saw for the woodshop.

Review of Current and Anticipated Challenges

At the beginning of 2022 our department was still very engaged in COVID-19 related matters. While the virus is still present, we have observed declining COVID-19 numbers in 2023 and we are seeing increased participation levels in our programs and services. During this period, for a small department, we experienced significant employee turnover. Vacancies that impacted the department included: Supervising Nurse, Community Health Nurse, Disability Services Coordinator, Case Worker, Administrative Assistant and Program Coordinator. The Disability Services Coordinator position was re-classified to Social Worker–Disability and Geriatric Services and the Case Worker position to Administrative Assistant. The Program Coordinator position was also re-classified from part-time to full-time. Our staff did a great job supporting and assuring that our new employees were properly trained, including in areas where new programming was added for the benefit of our residents.

The end of COVID-19 Emergency Declaration will occur on May 11th. Our department is monitoring the implications this may have for our residents. This includes: discontinuance of the no-pay cost sharing for testing, treatments, and vaccines, discontinuance of the disaster relief and emergency assistance under the Robert T. Stafford Act, impacts on private insurance coverage and flexibilities, the federal match for Medicaid, Medicare, and Children's Health Insurance Program (CHIP), loss of food assistance and other health and social services programs, and the responsibility for navigating a variety of communication sources to identify resources available.

The Social Services Division assisted 561 residents with \$117,043.46 in financial assistance in 2022. Inflation, increased cost of living and rising rates are causational factors that are creating economic stress and need for financial assistance. The average rent assistance request in 2022 was \$1,355 which has increased from 2020 when the average request was \$1,200. Many residents report their rent rates have increased by \$200-\$500 per month. If economic trends continue, the Division anticipates an increased need for Financial Assistance.

Medical reimbursement will continue to impact Nursing Services. The nurses continue to adjust their focus on needs no longer covered by Medicare or other insurance providers. COVID-19 vaccine cost is currently provided by the Federal Government but this will no longer be free in May and will warrant private purchase. Keeping up with technology and medical advancements and standards of care has and will be an ongoing challenge. Tremendous advances have been made

as a result of this pandemic. The use of teleconferencing and new databases created for contact tracing and immunizations are just a few of advances Nursing Services have learned to utilize. Previous plans to assure the nurses are prepared for the unanticipated threats, natural or manmade are now being used and continually tweaked as needed. The home visit program is growing and new patients are enrolled on a monthly basis. Patients are discharged from the hospital earlier than in years past and patient referrals include more medically complex individuals within the program. As a result, making sure that all patients receive the attention they need while balancing the other responsibilities of the role can get challenging at times. In addition, more residents are aging in place and often times this creates increased needs to be met to facilitate this arrangement. This requires more referrals to be given to patients and additional collaboration with the Social Services Division to ensure the residents of Arlington Heights are safe and at an optimal level of health.

The closure of the Arlington Park Racecourse has resulted in the evaluation of how we will proceed with some of our programs. The racetrack was the designated location for our Emergency Pharmaceutical Distribution Plan. We also used the site for large scale environmental programs such as the public document destruction event and the latex paint collection event.

We are also evaluating the continuance of the Arlington Heights Medical Reserve Corp (MRC). Being a nationally recognized MRC involves routine training, use and documentation associated with your communities MRC. As we are coming out of the COVID-19 pandemic we have realized that we will only use our MRC if there is a significant crisis. This was discussed with the Board of Health and we are evaluating options, including no longer being an MRC, but keeping our members as a team of Public Health volunteers for crisis related situations.

The BKV Architectural Group presented the Senior Center Space Utilization, Modernization, Program Plan Study to the Village Board in July. Unfortunately, the funds for the project are not available until possibly 2030. However, the information collected from the study will enable staff, partner agencies, and the foundation to move toward a shared vision of a modern senior center.

The Senior Citizen's Commission's Age-Friendly Action Plan is progressing toward reaching identified objectives and is anticipating a final recommendation report to the Village Board in December. One of the objectives is a feasibility study for a 311-call center through the Senior Center that can provide resources for Arlington Heights residents on aging-in-place issues. The Commission learned about a recently launched 211- Metro Chicago Call Center that covers all of Chicago and suburban Cook County and is funded by the United Way. The call center is staffed 24 hours a day, seven days a week, for residents to access social service resources through phone, text, website, and chat. The site was launched in January 2023 and sought more agencies to share their resources through a Memo of Understanding. In light of this development, the Senior Citizen's Commission will not conduct the 311-call center feasibility study and recommends human services agencies add their information to the site to cover the Arlington Heights area. Lastly, they also recommend promoting the 211-Metro Call Center through the Village's social media posts to raise awareness of the resource.

Potential New Initiatives to Explore in the Future

As we are coming out of the pandemic, our department staff is genuinely excited about expanding the promotion of our services and programs to the residents of our community. As some of you know, this has been an area we have wanted to improve upon, and opportunities have increased over the past couple years. We now have a new website and staff in each Division is currently working on updating their portion of the HHS page. We are providing an alphabetical list of programs and services in each Division with drop down menu's that provide more detailed information for our residents. We are also working on a separate page that covers recycling, solid waste services and other green initiatives. To draw attention to information being provided we are adding pictures of staff and topic related material.

Staff is also working closely with Avis Meade, Communications Coordinator to promote our programs and services through social media outlets. The communication resources that can be used include: Website, Facebook, Twitter, Instagram, E News, Next Door and Constant Contacts. Staff is now sharing their suggestions for using these platforms one month in advance. An annual calendar of celebrations that occur each month is being used by staff to determine what they can promote by Division. For example, some of our upcoming posts will be tied to: World Social Work Day, World Tuberculosis

Day, Patient Awareness Week, National Public Health Week, Earth Day and World Immunization Week. The IDEA Committee is also using the calendar for their monthly event recognitions. The Social media platforms will tell us the engagement received, for use in future posts.

The Senior Center staff is also exploring the more opportunities to utilize social media to highlight the various programs and services of all tenant/partner agencies.

In concert with the new ERP system the MySeniorCenter Software will be able to accept credit card payments for program registration, easing use for patrons

The larger population's perception of what it means to be a Senior Citizen does not align with the realities of aging. In addition, there needs to be more clarity about what a Senior Center is. The Arlington Heights Senior Center has vibrant, engaged lifelong learners aged 55 and over. Rebranding the name or a campaign to define aging well in the community is needed to grow awareness of the Senior Center's outstanding programs and services. Staff will explore higher education resources to assist in defining and propelling the messaging to the community.

With the addition of a Social Worker–Disability & Geriatric Services, the Social Services Division intends to expand programming for seniors and individuals with disabilities. Collaboratively with the Fire Department and Senior Center, the Division plans to launch the Matter of Balance program. Matter of Balance is “specifically designed to reduce the fear of falling and improve activity levels among community-dwelling older adults. The program includes eight two-hours classes presented to a small group of 8-12 participants led by trained coaches. The program enables participants to reduce the fear of falling by learning to view falls as controllable, setting goals for increasing activity levels, making small changes to reduce fall risks at home, and exercise to increase strength and balance.” The Social Worker and Senior Center Manager received training in Matter of Balance in 2023. The Social Worker will also collaborate with the Senior Center to provide on-site individual, group and ad hoc therapy focusing on grief/loss, coping strategies, caregiver support, aging in place, and other life transitions.

Nursing Services hopes to expand wellness clinics to additional senior housing facilities. In addition, community outreach is a priority for the upcoming year. Nursing Services hopes to participate in additional public speaking events at the Senior Center, Senior Housing facilities, the Arlington Heights Library and upon request to provide further education and disseminate information to the community regarding available services.

Nursing Services also plans to organize and hold an Employee Wellness Challenge for employees of the Village of Arlington Heights. This will focus on healthy living including having participants setting individuals fitness and dietary goals and voluntarily participate in blood pressure, blood sugar and blood cholesterol screening at the beginning and at the end of the weeks.

The Environmental Health Division continues to look for new ways to use the digital inspection process for more effective data collection. In 2023 they plan to use the new digital software to identify the most prevalent critical violations in food service establishments. The data collected will then be used to educate food service operators on how to prevent and correct violations. The Division will also learn how the new ERP and associated software will benefit them and the community for complaint investigations and conducting plan reviews.

In addition, the Environmental Health staff will discuss options available for a second special waste collection event with the single-family solid waste contractor, Groot Industries, Inc., the Solid Waste Agency of Northern Cook County (SWANCC) and Village Administration. The first event that offered residents to dispose of latex paint free of charge was very successful and will be considered as an option to do again, in order to allow more residents to participate.

In closing...

The Health and Human Services Department is designed to uphold commitments to residents through supportive efforts executed by Environmental Health, Nursing, Social, Disability, and Senior Center Services. Health and Human Services is continuously evaluating programs and expanding partnerships, looking for opportunities to promote new programs for the

public. Social media and technology are continuously evolving, and the Health and Human Services Department will continue to evaluate new ways to educate residents about services offered and that impact community.



VILLAGE OF ARLINGTON HEIGHTS

BUILDING & LIFE SAFETY 2023 DEPARTMENT REPORT

JORGE TORRES
DIRECTOR

Scope of Department Services

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

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

Key Services and Functions

Construction Permitting

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

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

Life Safety & Business License Inspections/Vacant Building Inspections

Fire Inspectors perform periodic inspections of commercial and multi-family buildings. Before a business can operate, a Safety Inspection is conducted upon application for a Business License. Spaces are inspected for life safety elements:

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

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

Fire Systems Testing Program

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

Fire Department Referral Service

B&LS receives referrals from the Fire Department when the FD is notified of fire systems that are not working properly. This allows the B&LS fire inspectors to follow-up with the business owner and/or building owner to have the issues properly corrected for life safety of the building occupants and preservation of the property from a fire loss.

General Code Enforcement

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

Elevator Annual Inspection Program

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

Research and Recommendation of Updated Standards

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

Public Education of Codes and Processes

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

Liaison To Building Code Review Board

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

Organizational Overview

The Director is a Certified Building Official and is responsible for the development, administration, interpretation, application and enforcement of the codes adopted by their jurisdiction.

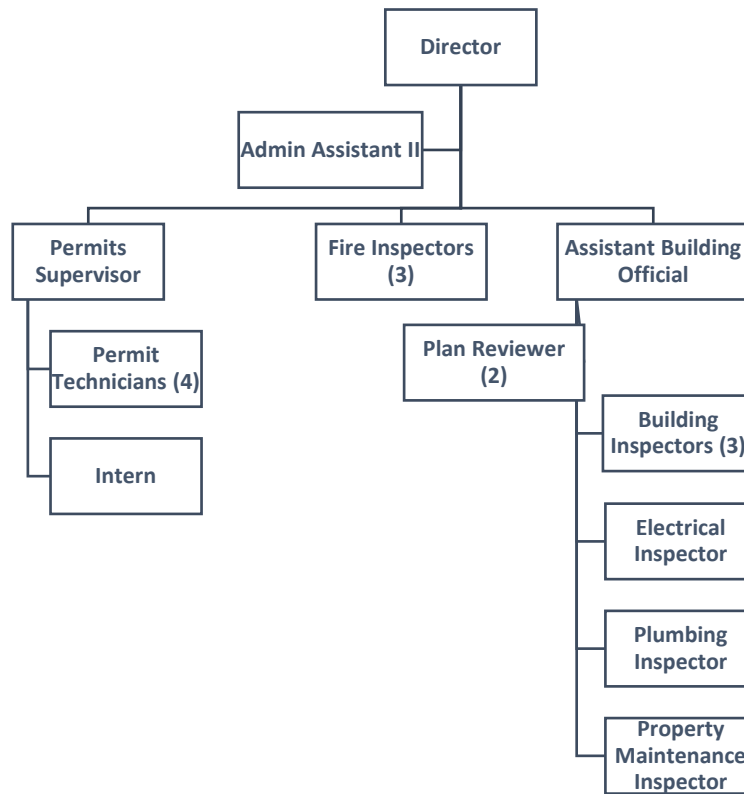
Managed 3rd Party Permanent Services:

- Structural Engineer Plan Reviewer
- Fire System Testing
- Elevators Annual Inspections and Plan Reviews
- Record Digitization

Managed 3rd Party Supplemental Services:

- Building, Electrical & Plumbing Inspections
- Fire System Plan Reviews
- Building Plan Reviews

Organizational Chart

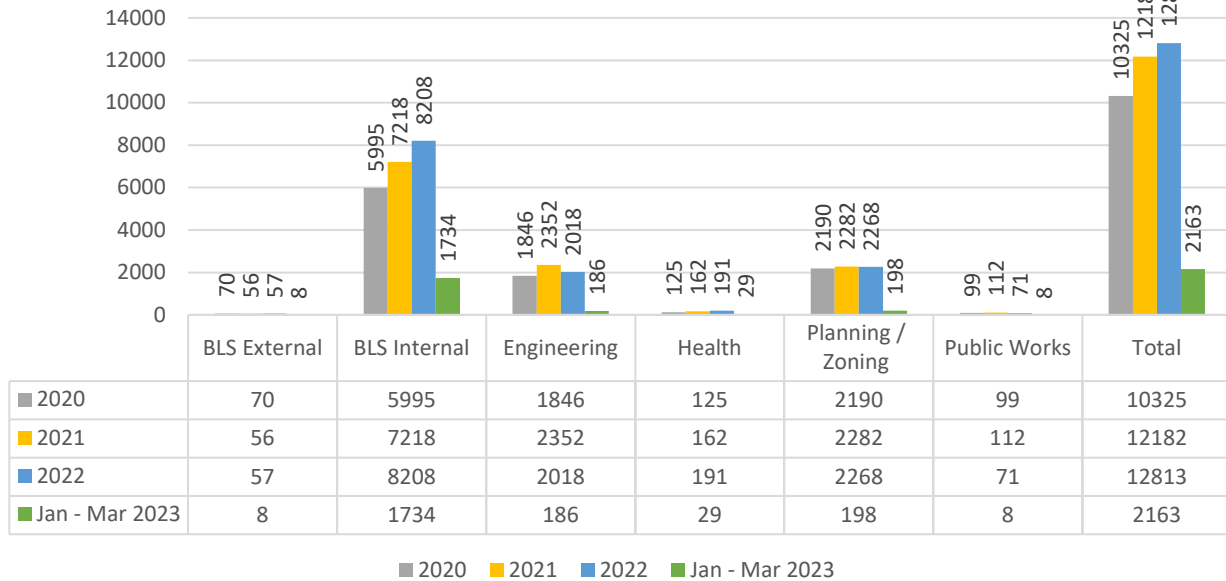


Workload and Performance Data

Plan Reviews

- BLS External includes elevator and structural consultants' reviews.
- BLS Internal includes building, electric, HVAC, plumbing and fire reviews.
- Plan review volume in 2021 was 12,182, which is an 18% increase over 2020, and is the 2nd highest volume of plan review activity experienced in the last 20 years. Plan review volume for 2022 was 12,813, which is a 5.2% increase over 2021 and the highest volume of plan review activity experienced in the last 20 years. The process of taking in permit applications and all related documents as an email submittal continues allowing for reduced paper handling and faster processing.
- The volume of plan review rejections recorded increased by 37% in 2022 compared to 2021. This is due to the increase in plan review volume, and the submittal of more commercial projects than residential projects.
- The addition of a second plan reviewer allows for more in-depth reviews and reviews are completed within established time frames.

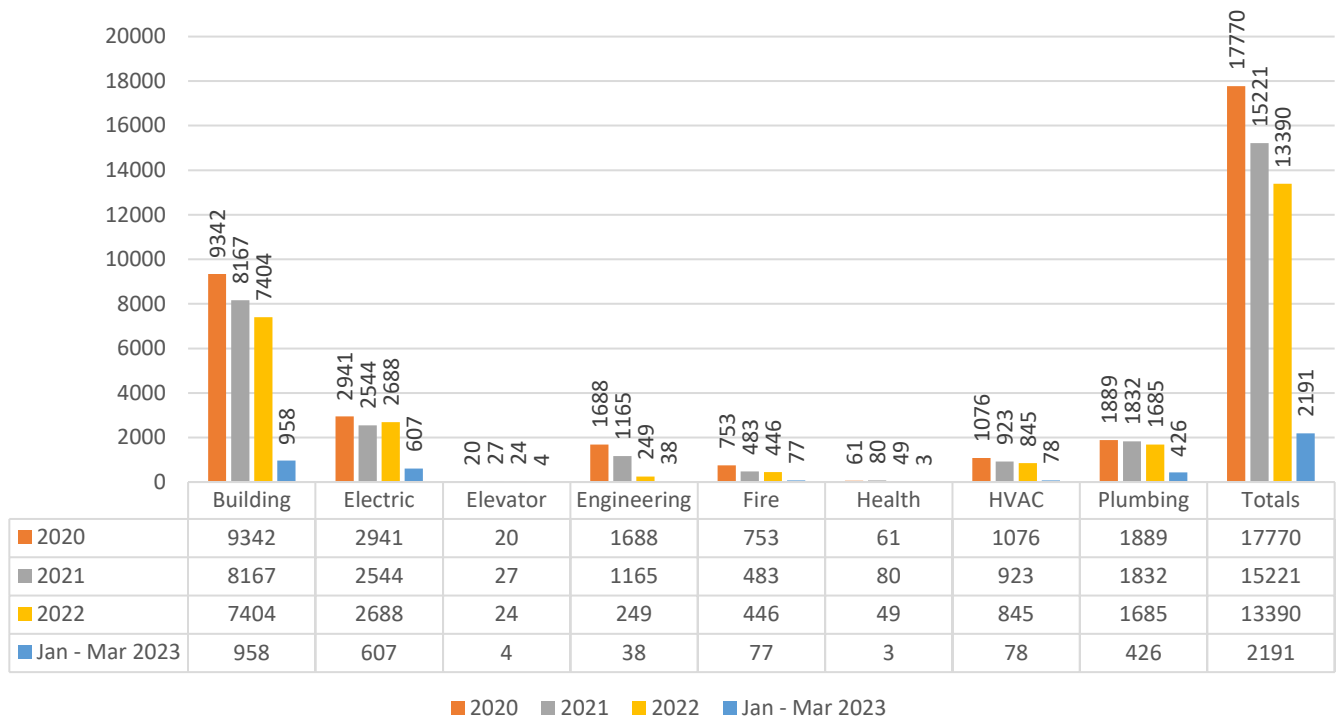
Plan Reviews



Permit Inspections

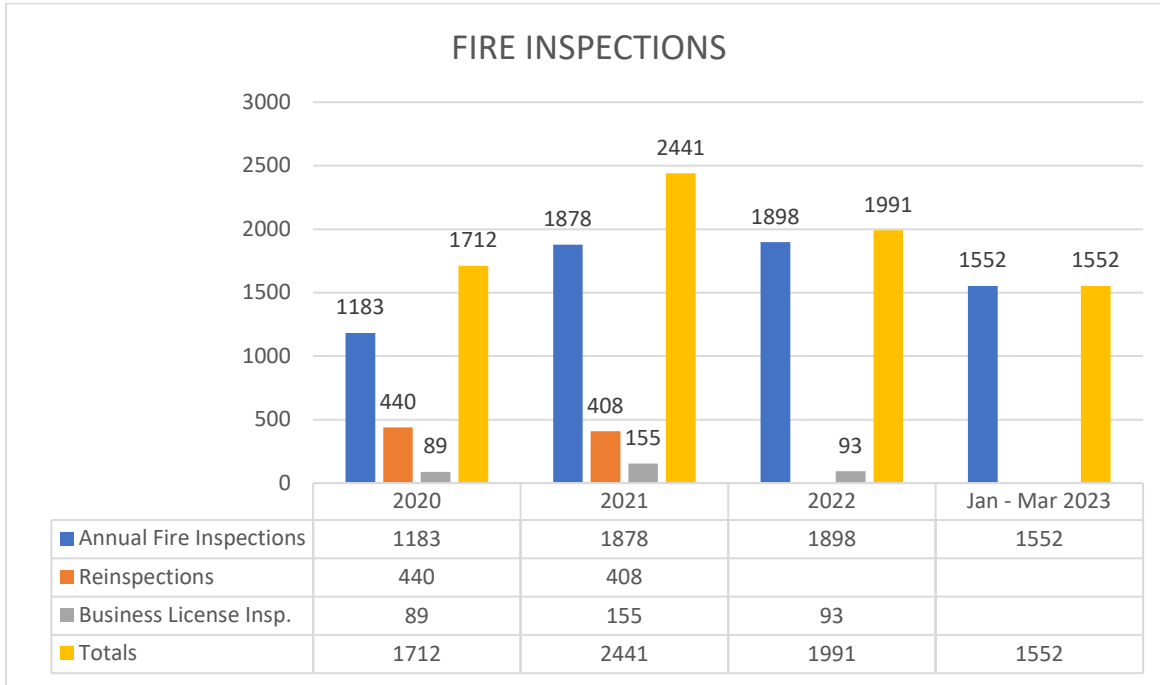
- The number of inspections in 2021 and 2022 decreased 16.7% and 32.7% respectively from 2020 with an average decrease of 24.7% due to cross training of our inspectors, and the increase in more detailed plan reviews.
- The volume of inspections in 2022 decreased by 13.7% over the inspection workload in 2021.
- Fire Construction inspections between 2020 and 2021 decreased 73%. The decrease between 2021 and 2022 was not as drastic at only 8.3%.
- The decrease in reinspection's can be contributed to a higher quality of plan reviews.

PERMIT INSPECTIONS



Life Safety Fire Inspections

- The number of annual fire inspections increased by 58.7% in 2021 compared to 2020.
- Reinspection's decreased 7.3% between 2021 and 2020. Beginning in 2022, and continuing in 2023, the reinspection counts were included in the annual fire inspection numbers.
- Business License inspections increased by 74.1% in 2021 compared to 2020. Comparing business license inspections between 2021 and 2022, the number decreased by 67%.
- The Annual Fire Inspection count for Quarter 1 2023 also includes the Business License inspections.

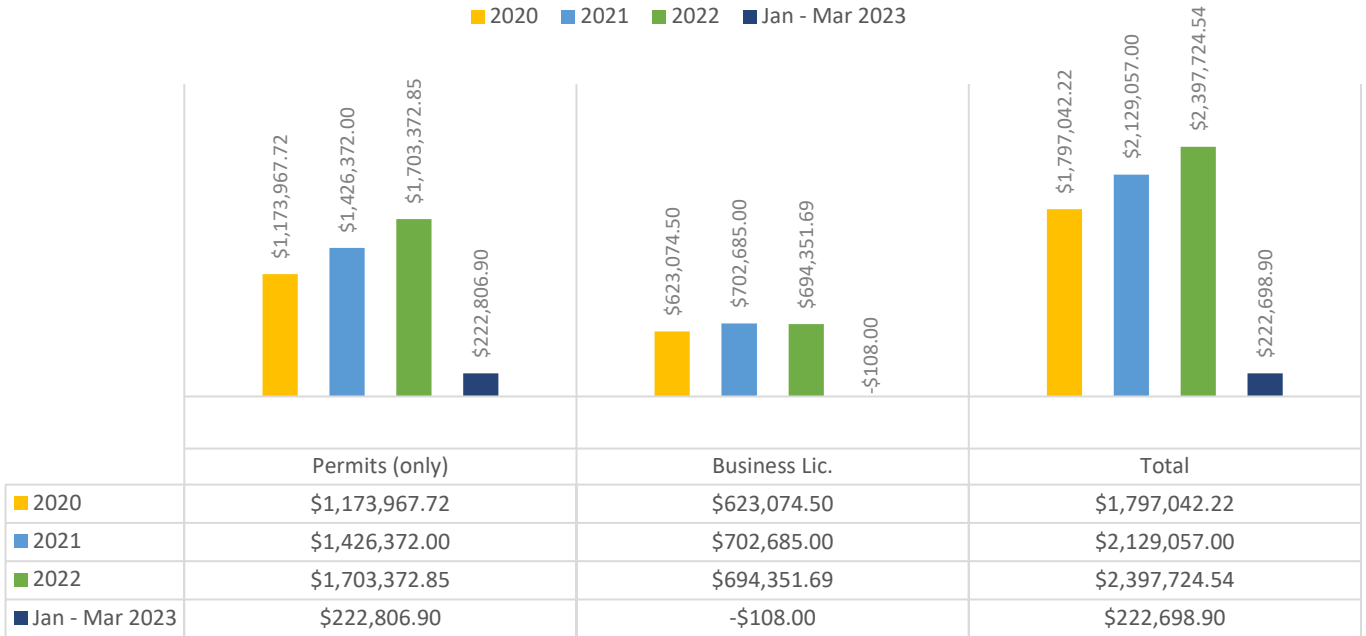


Revenues

- Revenues in 2020 (during the Covid-19 pandemic) were higher than anticipated due to homeowners updating their houses with additions, interior remodels and other projects.
- While permit fees declined by 21.5% between 2020 and 2021, business license revenue increased by 12.8% during the same time period.
- Permit fees increased in 2022 by 18.7% over 2021. Business license revenue declined a minimal 1.2% during the same time period.

REVENUES

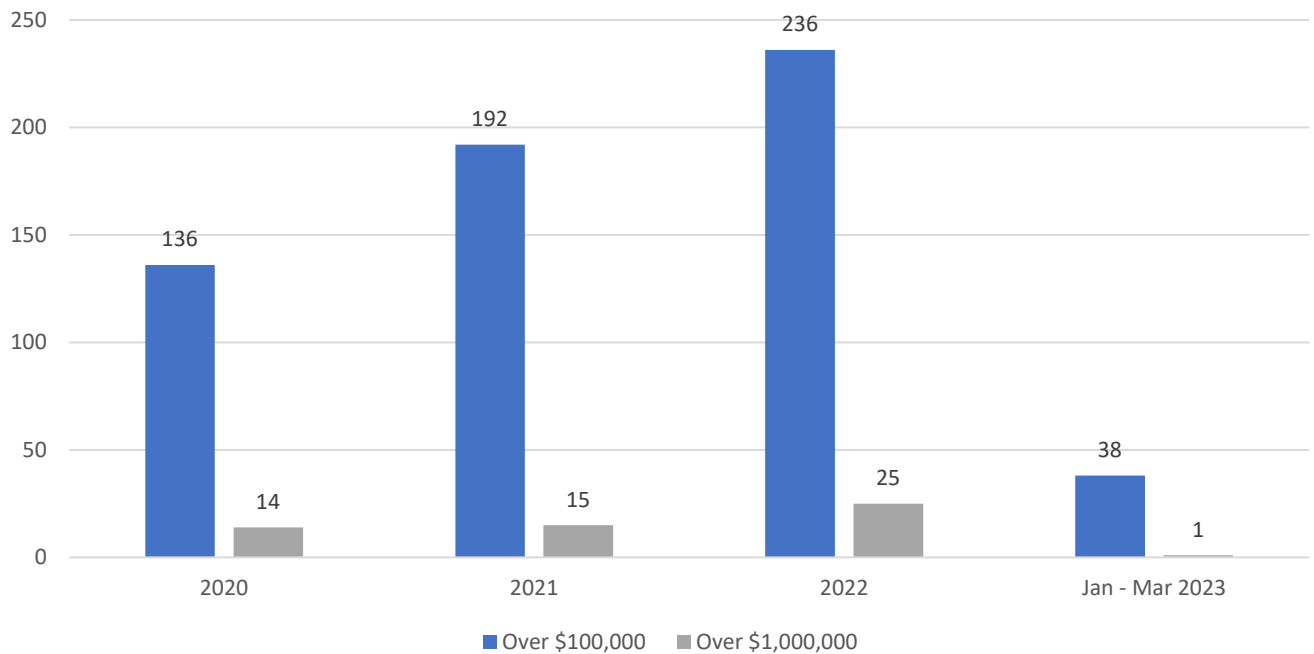
2020 2021 2022 Jan - Mar 2023



Project Values

- The number of projects with a construction costs valuation over \$100,000 increased by 23% in 2022 following a 41% increase in the preceding year.
- The number of projects with a construction cost valuation exceeding \$1,000,000 increased by 67% in 2022 after only 7% increase in 2021.

PROJECT VALUES



Key Accomplishments During 2022 – Q1 2023 Period

- Building & Life Safety Department was recently awarded the IAS Recognition for quality, permitting, plan review, inspection and property maintenance code enforcement services. The program is a way for local building departments to demonstrate a commitment to service, safety and continuous improvement. Building & Life Safety was recognized for:
 - Demonstrating high quality professional services
 - Increases public confidence
 - Raises public profile of department code professionals and the organization
 - Insight into industry best practices

Targeted Communication of Customer Service Improvements and Initiatives

- Survey Monkey – B&LS has received 287 responses from permit applicants once they have obtained their permit and 199 responses after they completed the permit inspections. All negative feedback is addressed with the applicant so they can be fully heard and addressed with staff all issues accordingly.
- Stakeholders Quarterly Virtual Meetings – Meetings with stakeholders continued during 2022, and will continue on a quarterly basis, as previously established in 2021. The B&LS Director and Staff convene with specific user groups, such as architects/design professionals, contractors, and permit applicants, to obtain feedback on their experiences with the Department and to educate them on our processes for their projects.
- B&LS Director and/or Supervisors Meet with Internal Stakeholders – Meetings with internal stakeholders continued during 2022, and will continue as previously established in 2021. Public Works, Planning & Community Development, Finance and Health & Human Services meet on a semi regular as needed basis to foster communication and understanding of departmental-related services and activities.
- Preconstruction Virtual Meetings – Preconstruction meetings continued during 2022, and will continue in 2023. Held for all major projects prior to issuing a building permit to go over all the procedures and to control expectations both internally and externally.
- “How-To” Videos for Homeowners – Step by step videos explaining the permitting process, from what forms need to be filled out, where to get the forms on line, what other information is required for this permit, and how to submit this information to the B&LS Department. Current videos on the village website include:
 - How to apply for a Fence permit;
 - How to apply for a Shed permit; and
 - How to apply for a Flat Work permit (driveway, patio, private/public walks).
- Implemented Online Credit Card Payments for Permits – Past process was the applicant receives a “Permit Ready for Pick Up” notice with their invoice attached. The applicant then calls B&LS and a credit card form is completed by staff over the phone. This was a time consuming and error inducing process. The Village now accepts payment online, which is a service improvement and appreciated by stakeholders.
- Permit Processing Timeframe – 2019, 2020, 2021 and 2022
 - Improved drastically during 2021 & 2022.
 - Issuance of the permit – improved by 3 days.
 - Correction report sent out – improved by 4 days.
- Remote Virtual Inspections – B&LS initiated Remote Virtual Inspections (RVI) for minor reinspection’s with all of the inspectors. Fire inspectors use RVI to accomplish more annual inspections for basic life safety compliance.
- Inspector Cross Training – During the building off-season, the Electrical Inspector and a Building Inspector performed life safety inspections with the Fire Inspectors, which resulted in an additional 400 annual inspections performed.

2023 Strategic Priorities & Key Projects

Analyze Electronic Plan Review Potential

In exploration with the new ERP, evaluate the potential for implementing an electronic plan review management system. This will be done in conjunction with analysis of new permitting software. When the email submittal of applications, forms and plans were instituted, it began the process of our staff becoming practiced with reviewing documents on computer screens rather than on paper documents. This brought us further along the modernization path other communities has

already gone done in transitioning to electronic document submittal and electronic review of plan sets. Currently plan reviews are done on a screen looking at pdf versions of plans. The next step in this evolution is the introduction of software that can facilitate rapid and thorough plan reviews through plan review. Among the benefits of the selected Tyler platform, which is currently being fully development for permit and inspection services management, comes the opportunity engage software options that facilitate review of plans. The Tyler system is designed with an electronic plan review software already integrated into the system. Bluebeam Revu is that product.

Electronic plan review software, and in particular Bluebeam Revu, provides a variety of benefits which will serve to improve the effectiveness and speed with which the overall plan review process can be completed. The Building & Life Safety Departments, Public Work Department and in particular the Engineering Division, Health and Human Services Department and Planning and Community Development have all agreed to the selection of Bluebeam Revu as the electronic plan review software that is most well-suited to fill the Village's needs in the electronic plan review software arena. The selected plan review software works independently of our new permit management software which will offer plans reviewers the opportunity to begin using this tool and build their skills in the use of this product in the near future. Benefits that will be seen immediately include Plan Review Comments being developed generated as the plan review is actually being performed facilitating the potential that plan reviews can be completed more quickly. In concert with this increase in productivity, the platform in which this system operates will allow reviewers to mark up plans and that can be sent with the review comments to the plan creators (architects, engineers or others) to improve the specific items being identified within the review. Once revised plans are received, reviewers will be able to compare new documents either side by side, or as an overlay, to compare the differences in subsequent plans. This should aid in preventing unidentified changes from being missed on newer plan sets thereby avoiding difficulties in needing to bring corrective measures to situations that are most effectively handled at the plan review stage of a project. Once fully developed, the Tyler platform will integrate the reviews into the plan review record of the system, which will improve tracking and permit documentation.

Evaluate New Permitting Software

Ensure that Organization has the Resources and Training to Maintain Focus on Consistent High-Quality Core Services and Infrastructure. In exploration with the new ERP, analyze new potential permitting software. In 2019, the appearance of COVID and the impact it made on permitting functions was felt quickly. In response to COVID, we rapidly switched to an email submittal process for permit application and plans. When we found ourselves emerging from the most severe and uncharted aspects of COVID, we had already fully developed a new approach to our permit processing system. The practice of sending materials via email which would then be saved into files that could be accessed for any reviewer who needed to see it was well established. The electronic permit management and plan review process had been developed to a basic stage, but it was not going to go back to paper submittals. Files were shared more quickly and easily. The routing of permits was already done through the creation of permits and resulting auto-generating department notification of plan reviews needing to be completed. While other tools were created to handle this process it was clear that this new electronic approach was to be the future of our process.

Tyler was selected in 2021 to be the new Enterprise Software System that would be implemented Village-wide as handled the vast majority of the day-to-day activities, the Village elected to move forward improving upon the basic electronic submittal and management process that had been created. The Tyler platform allowed the Village of select the opportunity to develop an electronic permit application process that has greater ability and at the same time will remove a volume of steps that can, and have resulted in processing errors that need to be addressed in later stages of the process, which can delay permit issuance.

In October 2022, we began the development of the EnerGov module which among other features, is the modules that comprehensively handles the permitting functions. All Building and Life Safety applications and forms were uploaded for reference in the systems development. A volume of questionnaires on how various tasks are handled were completed and also uploaded to facilitate the overall development of the new permitting system. Creating the various project types, identifying what is required to be provided for those various project types are some of the developments that have been completed thus far.

Currently the entire system is being developed so that the testing phase can begin. Among those features that have had some very preliminary experimentation begin is the use of tablets and like technology that is most suited for use in the field for conducting and documenting inspection for permits, code enforcement matters and other like activities.

[Improve Building & Life Safety Department Web Page\(S\) Structure, Information, Etc.](#)

Continue to update and keep current the B&LS web pages by restructuring and improving information. This includes existing handouts, checklists, applications, and all other information available to the public. The Building & Life Safety Department strives to make the web-site and its content a trusted location where residents and contractors can obtain information about how to apply for permits, as well as access permit applications, forms and instruction on how to apply for permits given the on-line permit submittal process that we use. The information on the web-site is updated as needed whether triggered by changes to process, discovery or old information that is outdated or inaccurate relative to current processes. Such examples include updates communicating deadlines by which inspections will be scheduled for the following day; more explicit direction on required information to be supplied when submitting permit submittal via email for various types of projects; and updates to reflect more accurately the Fire Safety information of the Building & Life Safety Department on the web-site.

Due to a recent comprehensive web-site overhaul, this effort has been re-energized and increasing. As a result of that transformation, we have been removing out of date information that has been discovered. We are also re-organizing our web-site pages in order to improve accessibility to users of the site. The layout, and access to all the information, is being looked at more deeply with a greater opportunity to improve how the Building & Life Safety Department's pages are navigated. Future adjustments to submittal packets or checklist will focus on the modifications to our processes that will be instituted by the new permitting and plan review software that will be launched in the 4th quarter of 2023.

In addition to the web page content and various permit documents being updated, in the past year we have added three videos which are focused on trying to explain to residents that may not have never before applied for permits about how to do so. This communication approach will also be used in as the new systems are brought on-line.

[Critical Risk Assessment \(CRA\) And Community Risk Reduction \(CRR\) Plan Update](#)

Monthly meetings continue with the Fire Department to evaluate the existing Critical Risk Assessment and if necessary, update the Community Risk Reduction Plan. We have created a process that all referrals (false fire alarms) are entered in ImageTrend by F.D and forward it to BLS for follow up. Once we follow up F.D is made aware by ImageTrend and can see the progress for achieving compliance. Everything is documented and can be viewed for future reference.

Building & Life Safety has recently provided an updated list to the Fire Department of all sprinkled buildings I the Village. Fire Department light duty staff will follow up accordingly for the ISO reporting.

[Fee Analysis, Restructuring And Updating](#)

Analyze existing fee structure, design new structure and to simplify the usage for both the applicant and staff. We have surveyed the surrounding communities and are currently reviewing the data by comparing it with our current price structure.

[Review of Current and Anticipated Challenges](#)

The Department would benefit from a part time employee. The department's goal is to have a backup for everyone on staff; however, this cannot be achieved with some of the Administrative Assistant duties. FOIA's, invoice processing and payroll are intricate processes that involve daily attention. The front counter, plan review and the inspector teams have challenges with deadlines during our building season April – October so truly they cannot be a backup. Just training the current staff to assist is difficult as the inspectors are out in the field and our permit techs are busier since splitting the duties of the Permit Coordinator. The truth of the matter is that there really is not someone in the department to adequately be a backup to our day-to-day functions. This position could be back up for a variety of different areas within the department, including backup for staff shortages at the front counter. We have had days when two permit techs are out; here our part time employee would have been of value to assist with front counter, especially during the lunch periods. Our goal is to always have two people at the counter. Currently we have interns hired to assist with our permit techs during the building season.

Keeping up with a robust quality assurance program can be challenging. The management team discusses this during our biweekly meetings on ways we can improve the following:

- Maintain and revise as needed a quality assurance program for the inspectors, plan reviewers
- and permit technicians.
- Ensure that all services are performed in a professional and consistent manner in accordance with adopted codes and by providing good customer service.
- Formalize written policies & procedures for all functions of the department.
- Evaluate the quality of work produced by the inspectors, plan reviewers and permit technicians on a regular basis.
- Provide corrective action (training or education) to improve the quality of work for any staff member found not to be performing to the established standards.

Reviewing the current practice of requiring architectural drawings for apartment and condominium owners.

- Working on changing that practice:
 - Creating a flyer and “How to Video”
 - Working very closely with all HOAs and building management companies
 - Considering having a Building inspector perform a courtesy visit to determine where fire-rated wall construction is located within the unit, and the requirements for maintaining that fire-rated wall.
 - Also offering the unit owners to contact a plan review to provide details on where the fire-rated walls are located in their unit as well as the hourly rating of that wall.

Fire apparatus access road policy – increase from 150 feet to 200 feet for fully sprinkled structures – one additional fire hose length of 50 feet. By limiting the distance to one additional hose, it doesn’t overburden the firefighters, and is a quick way of providing that additional 50 feet. This was determined after surveying other fire departments and discussing options with our fire department. This will be on a case-by-case basis. Additional fire safety features may be required. This will benefit the developer during their land planning on maximizing the potential of their project without impacting any life safety.

Potential New Initiatives to Explore in the Future

With the implementation of the new software in October, we want to make sure we have capture all the benefits EnerGov. Specially to automate and centrally connect critical processes, streamline workflow, improve communication and increase productivity from desk to field.

Another software is Bluebeam, we want all staff to take advantage and feel comfortable with the efficiency and collaboration solution that allows the team to create, edit, mark up, and organize PDFs with project partners on desktop or laptop. Currently, we are not performing our annual inspections for life safety on a yearly basis. We perform annual inspections based on the risk factor of the usage; therefore, some buildings are inspected every year to every three years. Our new goal is to inspect every building every year for life safety regardless of the usage. With our cross training during our non-building season and with a new pilot program of hiring a fire fighter as a part time fire inspector, I am confident we will meet our goal. All inspectors will have to be certified as Fire Inspector I. Having a VAH fire fighter performing annual inspections will add many benefits for both the Fire Department and Building & Life Safety Department.

Conclusion

The department continues to strive toward providing the best possible customer service. A few staff changes have aided in the betterment of our customer service, such as the replacement a supervisor position for a second plan reviewer, the replacement of a permit coordinator with a permit technician. Our permit turnaround time increased significantly and have enhanced our customer service. Also, adding another property maintenance inspector position created a true program for code enforcement which provides further customer service to our stakeholders. Cross training of all staff benefits the continued production of project completions without delay.

Improvements in our processing will continue with the implementation of the new ERP. We anticipate the benefits of what this new modern system will bring to the streamlining of project submittals, document management, and ease of payments for permits and licenses. The results to come from this project will be beneficial to not only staff, but our stakeholders as well. We continue to aim for quality in our permitting, plan review, inspection and property maintenance code enforcement services.



VILLAGE OF ARLINGTON HEIGHTS

POLICE DEPARTMENT

2023 DEPARTMENT REPORT

NICK PECORA
POLICE CHIEF

Scope of Department Services

Key Services and Functions

The Police Department serves as a critical public safety function for the residents and visitors of the Arlington Heights community. The Department operates 24 hours a day, 7 days a week, for 365 days a year and provides law enforcement and crime prevention services. The Department is divided into three divisions: Administrative Services, Patrol, and Criminal Investigation and Community Services.

The Arlington Heights Police Department has been a nationally accredited law enforcement agency through the *Commission on Accreditation for Law Enforcement Agencies (CALEA)* since 2008. With nearly 460 law enforcement standards, accreditation serves as a benchmark towards the delivery of high-quality services, increased citizen confidence in the agency, decreased liability issues, and overall adherence to law enforcement best practices and professionalism. Only 42 of 752 municipal law enforcement agencies (or 5.5%) in Illinois subscribe or achieve CALEA compliance and accreditation.

Organizational Overview

The authorized number of full-time equivalent positions within the Department is 139. Positions are broken down between sworn (109) and civilian (30). The Department has two part-time civilian employees and zero part-time sworn positions. The sworn positions of the Department are categorized into five ranks: Chief of Police (1), Deputy Chief of Police (3), Commander (5), Sergeant (15), and Officer (85). Each Division is led by a Deputy Chief who reports directly to the Chief of Police. Appendix A depicts a detailed breakdown of personnel and assigned functions through an organizational chart.

Patrol Division

The Patrol Division is the largest, in terms of allocated personnel, and the most public facing division of the Department. Primary responsibilities include initial response to 911 calls for service, traffic crash investigation, traffic law enforcement, proactive patrols, evidence collections, animal welfare services, and parking enforcement. The division is comprised of two bureaus, the Patrol Bureau and Traffic Bureau.

Criminal Investigation and Community Services Division

The Criminal Investigation and Community Services Division serves two functions of the Department: the provision of adult and juvenile investigations and the delivery of proactive policing services with a focus on crime prevention, special events planning and relationship building with the schools and community. The Division is comprised of two bureaus, the Criminal Investigation Bureau and Community Services Bureau.

Administrative Services Division

The Administrative Services Division serves as the component that is responsible for the overall management and organization of the Department. Responsibilities include records management, procedural analysis, training management, budget preparation, accreditation, grant management, recruitment and a multitude of other administrative services. The division is comprised of two bureaus, the Support Services Bureau and Records Bureau, as well as the Office of Professional Standards and Internal Affairs.

Specialty Services and Programs

The Police Department maintains an extensive array of specialty services that support and complement the overall law enforcement response to the community. These services are assigned to the various Divisions for operational oversight and, in many cases, are performed by line-level personnel in conjunction with routine duties. In recent years, the Police Department has experienced a dramatic expansion of existing programs, and addition of many new services, resulting from the evolution of policing strategies and proactive implementation of emerging best practices in law enforcement. The maintenance of these programs and services requires extensive initial and on-going training to maintain a high-level of proficiency. All these services and programs provide for an expeditious and exemplary law enforcement response expected by not only the Police Department, but more importantly, the community. Examples include, but are not limited to:

Forensic Investigations
Traffic Crash Investigation and Reconstruction

Parking Enforcement
Motorcycle Unit

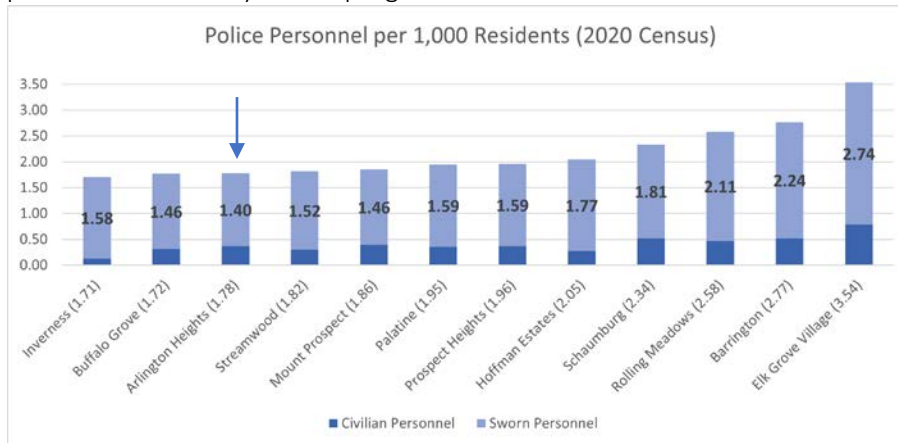
Arson Investigation
 Bicycle Patrols
 Canine Unit
 Honor Guard
 Unmanned Aircraft System (UAS – Drones) Unit
 Field Training Officers
 Major Case Assistance Team (MCAT)
 Northern IL Police Alarm System (NIPAS)
 Crisis Intervention Team (CIT)
 Crisis Co-Responder Team (CCRT)
 Traffic Enforcement
 Peer Jury Juvenile Deflection Program
 Problem Oriented Policing
 Special Event Planning
 Volunteers in Police Service (VIPS)

Animal Control Services
 Homeland Security
 Profession Standards / Internal Affairs
 Grant Management
 Accreditation
 Training Program
 Adult and Juvenile Criminal Investigations
 Gang Crimes Unit
 Victim Services / Advocacy
 Drug Enforcement Administration (DEA) Task Force
 North Central Narcotics Task Force (NCNTF)
 Crime Prevention / Community Policing
 School Resource Officers
 Administrative Adjudication Program
 Peer Support Program

Workload and Performance Data

Staffing Levels

Approximately 88% of the Police Department's \$28,782,600 (FY2023) operational budget is allocated towards salaries, fringe benefits and overtime related fiscal obligations. Authorized staffing has largely remained unchanged since 2010, when staffing was significantly reduced from 146 to 137 full-time employees. The Police Department does not maintain a part-time or auxiliary officer program.



Among agencies part of the consolidated Northwest Central Dispatch System (NWCDS), the Arlington Heights Police Department ranks in the bottom fourth with regards to overall staffing (*1.78 sworn and civilian personnel per 1,000 residents – average 2.18*) and lowest in the number of sworn personnel (*1.40 sworn officers per 1,000 residents – average 1.77*) based on population alone.

Police Department Grant Programs

The Police Department actively researches and applies for local, state and federal grants as a means to supplement operational costs and/or establish new programs benefiting the community and the overall law enforcement mission. While successful in recent years, the availability of grants, submission timelines and award decisions have varied considerably year over year. As such, the Police Department strategically plans for current and future needs while assessing fiscal impacts and potential opportunities for supplemental funding. Planning, application and post-award grant management continues to consume a substantial amount of staff time; however, the benefits have been unmistakable. In the last two years (FY2022 and FY2023), the Police Department received just under \$1 million in various grant funding.

Bulletproof Vest Partnership (FY23/24 DOJ – OJP Federal)	\$24,275
Victim of Crime Assistance VOCA (FY23 ICJIA – DOJ Federal)	\$124,887
Community Addiction and Recovery Effort CARE (FY23 ICJIA State)	\$149,254
Crisis Co-Responder Team CCRT (FY 22/23 DOJ -COPS Federal)	\$250,000
Sustained Traffic Enforcement Program (FY22 IDOT State)	\$107,458
Law Enforcement Camera Grant (FY22 ILETSB State)	\$79,686
Body Camera & Video Storage Grant Program (FY22 IRMA Private)	\$10,000

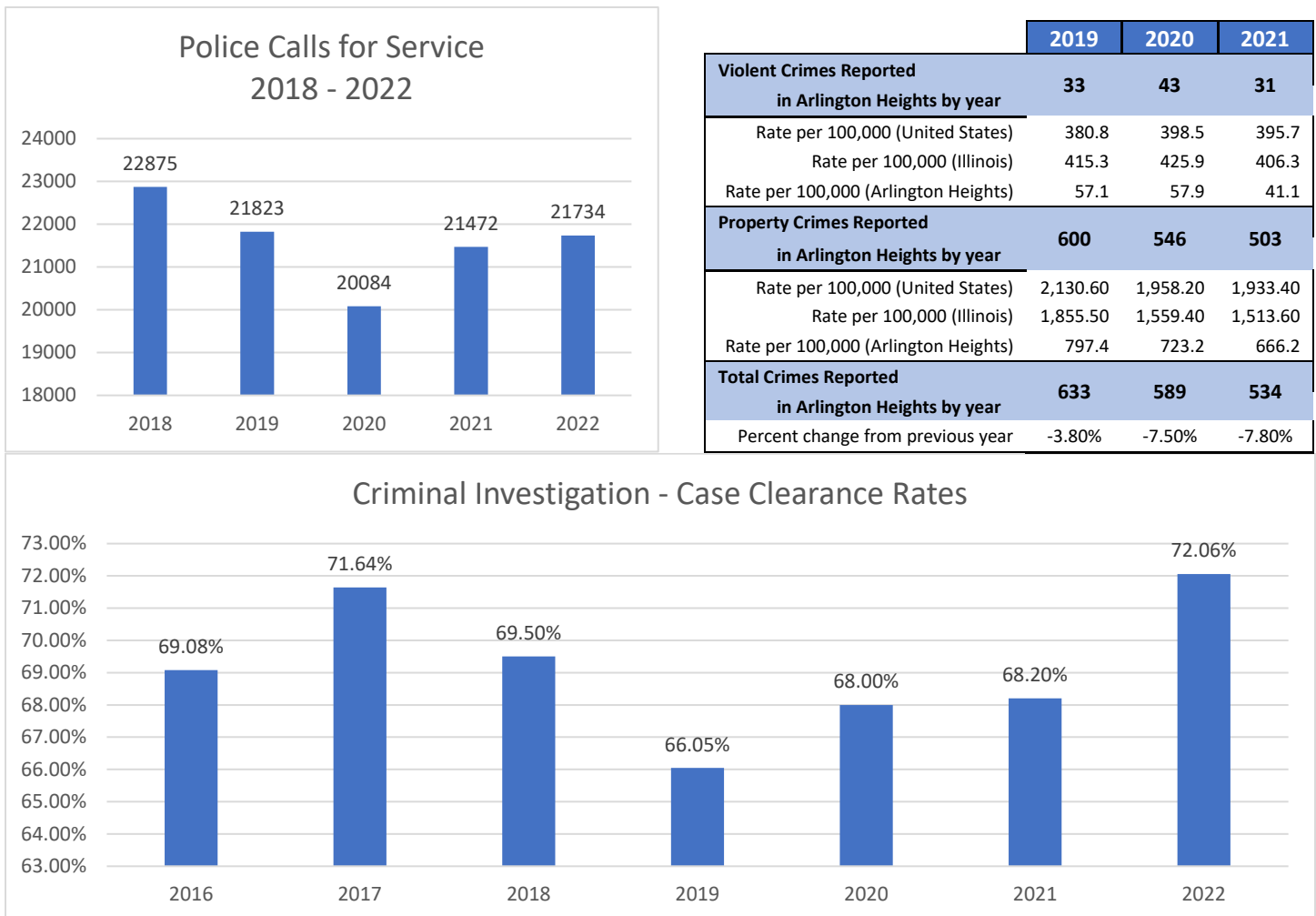
Recruitment and Talent Management

The Police Department prioritizes new employee recruitment and career development of staff every year. In coordination with the Human Resources Department, the Police Department's Recruitment Team initiates new and innovative strategies to solicit the most qualified and diverse candidates for open positions. The Department's robust training program provides staff the opportunity to develop to their greatest potential throughout their career. The efforts in both areas supports the overall success of the Village by acknowledging exceptional employees prioritize high-quality work through a service-oriented approach.

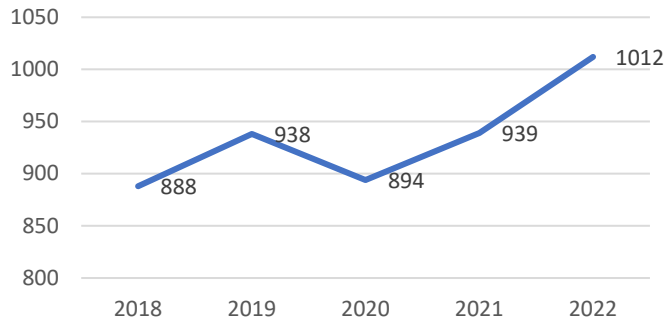
Recruitment and talent management have been especially important for the Police Department in the past three years, with a total of 29 new employees hired, representing a nearly 21% turnover in line-level personnel. For newly hired sworn law enforcement officers it is not uncommon for the entire selection process from recruitment to patrol certification to take anywhere between nine (9) to twelve (12) months, further compounding the need to backfill obligations caused by vacancies. In 2022, nearly 1,911 individual training sessions were completed by staff, or an average of 192 hours per employee. A significant portion of the training was necessary to meet new legislative mandates without compromising on the focus of professional staff development.

Output and Performance Data

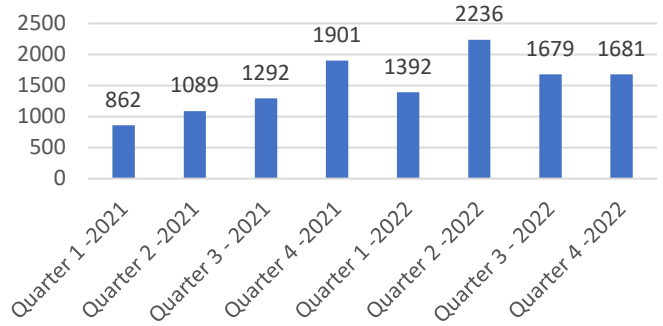
The following data provides a general snapshot of Police Department activity and performance. Crime statistics, investigative clearance rates and community perception continue to support the Village as being a very safe community.



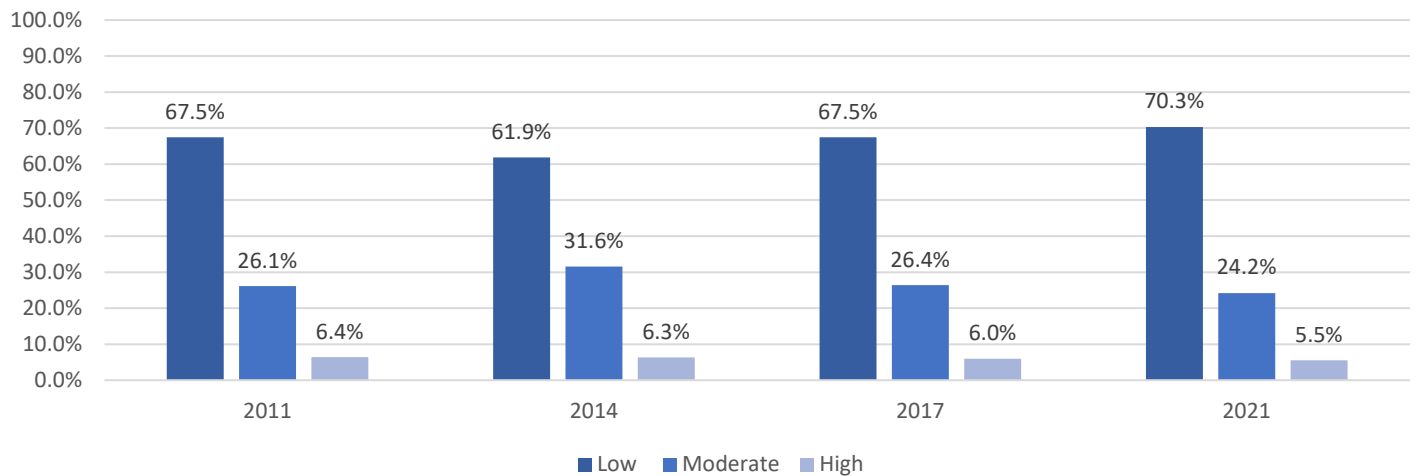
Freedom of Information Act (FOIA) Requests



Administrative Adjudication Total Judgements



Citizen Survey Results -Percent of Respondents Concerned About Becoming a Victim of a Serious Crime



Key Accomplishments during 2022-23 Period

Projects Completed

Implementation of Police Body Worn Cameras

Illinois Public Act 101-0652, also known as the Illinois Safety, Accountability, Fairness and equity-Today Act (SAFE-T) was signed into law on January 22, 2021 and included provisions for unfunded mandated wear of body worn cameras for Illinois Law Enforcement Officers. While compliance was not required for the Arlington Heights Police Department until January 1, 2024, earlier implementation of body worn cameras afforded the opportunity to capture unbiased, real-time evidence to defend an officer and/or the Village against an unjustified complaint or civil action. The ability to capture and document what transpired during an incident on audio and video from the officer's perspective supports the Police Department's commitment to instilling the highest level of public confidence.

In early 2021, the Department formed an internal project team to research and evaluate implementation of body worn cameras for the Arlington Heights Police Department. Personnel conducted vigorous field testing of available technology, examined best practices and explored digital media storage options. The intention was to develop an implementation plan prior to the legislative requirement. At the end of the year, the Department entered into an agreement with Axon Enterprise

Inc., a leading public safety product innovator. During 2022, Department personnel executed a multifaceted process of implementation with a strong focus on training officers. By the fourth quarter of the year, all officers were trained and equipped with body worn cameras, vehicles were outfitted with state-of-the-art in-car camera systems, officers received updated electro-muscular disruption weapons (TASERS) for less-lethal response option, and the Department transitioned to a digital evidence platform capable of supporting the increased demand of storing emerging technologies.

Sport Venue Public Safety Operations and Management

With the prospective mixed-use redevelopment of the former Arlington Park Racetrack property that includes a large NFL stadium, entertainment district and sport betting amenities, the Police Department recognized the need for proactive research and planning into potential impacts on public safety. The approach to this project was multifaceted, including specialized training, gameday operation visits, review of available research and publications, professional networking and examination of current best practices in sport venue operations and management.

The Department partnered with Texas A&M Engineering Extension Service (TEEX), bringing a 7-part, 120-hour, training series to Arlington Heights specifically designed for public safety response to large venue safety, security, and risk management. The courses, taught by professionals with real-world experience of similar venues and federally endorsed by the Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA), provided a critical perspective for areas requiring focus and attention as the project moves forward. Additionally, the Department attended the National Center for Spectator Sports Safety and Security (NCS4) Conference, a partnership between TEEX and the University of Southern Mississippi, the nation's only academic center devoted to the study and practice of spectator sport safety and security. Contacts with law enforcement partners in jurisdictions throughout the United States were developed, leading to the opportunity to shadow game day operations at multiple venues, seeing firsthand the planning and work needed to ensure safe and effective execution of a law enforcement response to events bringing in upwards of 100,000 visitors. Even though the work done thus far has started to build a solid foundation, a continued and sustained effort will be necessary to meet stringent and uncompromising public safety expectations of this project.

Problem Oriented Policing and Crime Prevention Initiatives

The Police Department prioritizes problem-oriented policing and crime prevention initiatives throughout the year. Resources and responses are not only initiated to citizen reported concerns, but also emerging issues as identified by law enforcement and analysis of local crime data. The past year was exceptionally tenacious, with multiple large-scale initiatives requiring an intensified commitment of resources and staff. Whether regional issues, such as the increased influx of city-based organized auto and catalytic converter thefts, or those more localized, namely the rise of criminal activity at hotel/motel establishments, the Police Department continued deployment of proactive and innovative strategies.

The Police Department, with local law enforcement partners, established a working catalytic task force during 2022 as a means to collaborate on thefts experienced throughout the region. Additional patrols, based on real-time crime analysis, were implemented to target those areas most likely to be affected. Police Department staff worked with area car dealership management to strengthen security with the intention of reducing the likelihood of auto thefts. Efforts in these areas resulted in numerous arrests, criminal charges and seizure of stolen proceeds and weapons. The Department further supported these initiatives with community-based educational campaigns about auto and catalytic converter thefts.

On a more local level, the Police Department observed a sharp increase in the number of calls for service at local hotel and motel establishments. Many of these incidents involved a criminal element, necessitating an extensive commitment of staff for initial response and follow-up investigation. Even though additional patrols, increased zero-tolerance enforcement and collaboration with property management were attempted as preliminary measures, the Department sought to develop a lasting solution with local business owners. The Police Department researched various methods of crime reduction in hotels and motels, noting the most effective incorporated a commitment of management to prioritize property safety and security. A local hotel/motel nuisance ordinance was drafted and adopted by the Village Board in 2022 as a means to solidify obligations of management and incorporate police recommendations for improved safety. The enforcement of the

ordinance, overseen by the Village Manager and Chief of Police, produced immediate benefits with a decrease in the numbers of calls for service, improved partnerships with management and reduction of criminal incidents.

Enhanced Educational Pedestrian & Bicycle Safety Programs

The Village Board, as one of its strategic priorities for 2022 and 2023, directed staff to seek opportunities to make the community more livable by increasing pedestrian and bicycle options for residents. In an effort to contribute towards this endeavor, the Police Department sought ways to enhance the overall safety of bicyclists and pedestrians through educational programs. The programs provided a unique opportunity to promote ecologically safe transportation, such as walking or biking, while following smart and safety-minded practices. The Department, in collaboration with the Village Bicycle and Pedestrian Commission (BPAC), initiated new and expanded upon current programs, including: bicycle rodeos, community bicycle events, safety quizzes targeting young riders, helmet and bicycle safety checks, and enhanced social media outreach. The Police Department, in coordination with the Village's Public Works Engineering Department, improved various pedestrian crossings with new signage and Rectangular Rapid Flash Beacons (RRFBs). These Efforts were recognized by the Illinois Association of Chiefs of Police (ILACP), Traffic Safety Challenge with an award for the most comprehensive bicycle and pedestrian safety program. This was not the first time the Police Department received the award, demonstrating our continued commitment to bicycle and pedestrian safety.

Implementation of the Police Department Crisis Co-Responder program

The Police Department acknowledged a need to proactively address the emerging mental health crisis that was growing prior to the COVID-19 pandemic and thereby further enhancing community trust. Staff conducted extensive research and decided a strong collaboration of multiple service partners was critical in achieving a successful response. A partnership with Ascension Center for Mental Health (formerly AMITA Health), who already has an active presence within our community for several decades, was established. Staff from the Police Department and Ascension drafted an innovative proposal that was submitted and ultimately selected through a highly competitive grant application process for implementation.

On March 7, 2022 the Arlington Heights Village Board approved a resolution accepting a United States Department of Justice Office of Community Oriented Policing grant for the implementation of a Crisis Co-Responder Team. The collaborative program teams responding officers and a crisis counselor during incidents where individuals may be experiencing a mental health crisis. The crisis counselor assists in de-escalating the initial response, conducting an assessment and navigating the individual to treatment options that are best suited for their circumstance.

Benefits of the program, including enhanced de-escalation, increased connection to mental health services, reduced pressure on the criminal justice and healthcare systems and cost-effective utilization of resources was immediately evident. During the 10 months the program was operational in 2022, the crisis counselor responded to over 160 calls for service and conducted 271 follow-up appointments. Implementation of this additional community resource supplemented and reinforced an existing support network currently available through the Village's Health and Human Services Department social services staff, Fire Department Emergency Medical Services and the Police Department Victim Services Coordinator.

The program also complements the Village's collaborative Community Addiction and Recovery Effort (CARE) program which leverages community resources to assist individuals battling substance use addiction often co-occurring with mental health crises. The CARE Program was made possible through the cooperation and commitment between the Police Department, Fire Department, Health & Human Services Department, Live4Lali, Omni Youth Services, and Brightside Clinic. The Police Department continues to manage this grant funded program which began in 2018.

Expanded Critical Incident Response Training

Throughout the year, the Village of Arlington Heights hosts numerous special events. Whether a festival drawing thousands of visitors, a 5K run for charity or a concert in the park; the Police Department is dedicated to provide the resources and staff to ensure a safe and positive experience for all those that attend. For these types of events, the Police Department focuses on preparing for the unexpected, so should a critical incident develop, our staff will be able to respond quickly, confidently and without hesitation.

During 2022, the Department hosted a wide range of advanced classes in emergency management, active threat / rapid deployment, National Incident Management System (NIMS), Incident Command System (ICS) and special event planning. Over 3,000 hours were dedicated to these training topics, which included personnel from line-level through executive staff. In many cases, the training incorporated exercises in which staff were presented with an incident requiring them to work through the crucial initial phases of response towards incident stabilization and recovery. Even though the Police Department has a long history of managing large scale events throughout town and at the former Arlington Park Racetrack, the training provided an opportunity to learn new emerging principles, practices and technology in special event and sport management. The information was highly-scalable, with applications for both small and large events.

Projects Anticipated to be completed in 2023

Flock Safety Stationary License Plate Reader (LPR) Gateway Program

In early 2023, the Village approved a resolution for the acquisition of fixed LPR cameras through Flock Safety, LLC. Fixed LPR camera systems are designed to be deployed into the community as a means to help deter crime, assist law enforcement in gathering evidence and increase clearance rates in criminal investigations. As such, fixed LPR cameras are an innovative and cost-effective force-multiplier. The camera system has the ability to detect license plates of passing vehicles, notifying law enforcement in real-time of stolen vehicles or those having particular interest in active investigations. Cameras are strategically installed in key areas, thereby creating a virtual gateway into the community. The information captured allows law enforcement to take immediate and tangible action against known criminals or deter crime before it happens. Currently, the Department is awaiting county and state permit approvals for installation of the cameras on right-of-ways. It is anticipated the cameras will be fully deployed and operationally integrated prior to the end of the year.

Comparative Staffing and Workload Assessment

The Police Department, as a function of accreditation and law enforcement best practices, conducts staffing and workload assessments every few years to ensure equalization of individual workloads among and within organizational components. The study strives to determine the overall number of personnel required to meet organizational needs while assessing whether current allocation is consistent with task quantity, complexity and priority. In general terms, the size and organizational structure of the Police Department should be a reflection of the character and demand of the community.

The last study was completed in 2018, wherein several deployment and operational efficiencies were made based on an analytical review of job specific and call volume data. These changes included a reorganization of police beat structures to equalize call volume among on-duty units, a reallocation of total number of staff assigned to each Patrol Bureau, and a 25% reduction in the minimum staffing required on the midnight shift between the hours of 11:00pm and 7:00am. While these efficiencies supported meeting a highly conservative and minimum staffing/deployment model, inclusion of additional responsibilities or obligations had the significant potential to impact desired outcomes. Staff will once again conduct a comprehensive and comparative analysis in the first half of 2023 to review the influence of evolving law enforcement practices, priorities, and requirements on police staffing while aligning workloads with Village and Departmental priorities. As part of the workforce assessment, staff will review efforts towards prioritizing diversity, equity and inclusion in the areas of recruitment, retention, and employee development.

Expanded Officer Wellness and mental health support programs

Given the high exposure to stress and trauma experienced in the law enforcement field, the Police Department is committed to providing the necessary resources to support the mental health of our officers and staff. In 2018, the Department established a Peer Support Program aimed at providing peer-based emotional crisis support to staff and augment professional counseling services offered by the Village's Employee Assistance Program (EAP). The program was highly successful and continues to provide an in-house mental health support option for officers.

Despite the Police Department being proactive with mental health outreach, both internally and externally, changes in society, law enforcement and mental health wellness trends require periodic assessments to verify resources and programs meet the needs of staff. Whether pandemic and economic related stresses, or the recent national spotlight on law enforcement, officers are faced with new and unique psychological influences. As part of the Illinois Safety, Accountability, Fairness and Equity-Today Act (SAFE-T), the Illinois Law Enforcement Training and Standards Board (ILETSB) was required to establish statewide standards for mental health screenings for probationary and permanent police officers. The board

provided recommendations for such screenings and applicable mental health training for law enforcement officers. While these standards and recommendations are another unfunded requirement of the act, the Police Department recognizes the value in providing officers the opportunity to speak with a counselor regarding their psychological well-being, resiliency and potential adverse reactions to responses in the law enforcement environment. During 2023, the Police Department will seek to partner with a third-party mental health provider to offer screenings, as well as one-on-one mental health training, for increased resiliency capacity. With an additional support system, the Police Department will evaluate and expand upon the Peer Support Program, if necessary, to ensure systems complement one another.

Review of Anticipated Challenges & Industry Trends

Recruitment and Hiring

As in past years, the Police Department continues to anticipate challenges in recruitment and hiring. Just under a decade ago (2014) the Police Department had 589 applications taken out for entry level testing. In the years following, the number of interested candidates decreased significantly. During the most recent test in 2021, a total of only 136 applications were withdrawn, representing a 76% decrease from 2014. In addition to the number of candidates, the pass/fail rate has also change drastically. In 2014, approximately 83% of eligible applicants sitting for the test passed compared to the less than 60% in 2021. These types of statistics are not unique to the Village Arlington Heights, and in many cases significantly more distressing, when compared to national, state and regional law enforcement agencies.

Issues facing the national law enforcement recruitment crisis are multifaceted. Generational differences in job priorities such as flexible hours, guaranteed time off, and consistent schedules are difficult to achieve within the law enforcement field. Public image has also limited successful recruitment and hiring strategies. Whether increased public scrutiny of high-profile use of force incidents or publicized law enforcement line of duty deaths, negative perceptions continue to dissuade younger generations to commit to a proud and honorable career.

The Police Department continues to innovate and improve recruitment strategies for both lateral and entry level hiring. Despite the generally low applicant numbers, efforts thus far have met the need to fill vacancies without diminishing the caliber and quality of new officers expected by the Village, Department and community. The Police Department has, and will continue to, establish itself as a destination agency wherein officers come to have a long and rewarding career. Career development opportunities, a supportive community, and progressively-minded leadership all contribute towards maintaining a strong regional reputation. Nevertheless, sustained recruitment intensity, commitment towards hiring a diverse and dedicated staff that represents the demographics of our community, and development of future leaders within the organization remains a priority.

Opioid Pandemic and Substance Use

Drug overdose deaths have unfortunately become the leading cause of unintentional death in the United States, surpassing that of motor vehicle accidents. In an overwhelming majority of overdose cases, law enforcement and paramedics are the first to respond to the scene and provide life-saving intervention. While saving a life in an overdose response from a call for service is critical, a proactive response towards the crisis is equally, if not more, important to prevent overdoses from even occurring. The Police Department continues to view the Opioid Pandemic as a challenge that needs to be faced with steadfast dedication during the coming years. While the Department continues to innovate with new initiatives and programs with regards to substance use and mental health, additional energy and resources are required in an effort to make a meaningful impact. Just as the Police Department analyzes crime, a strategic focus should be placed on overdose related deaths as an indicator of regional well-being. The availability of Naloxone, education on addiction, treatment referrals, fentanyl detection and mental health advocacy programs should continue to expand in response to this challenge.

Workload and Staffing

Along with concerns in recruitment and hiring, workload and staffing presents an emerging challenge for the Department and law enforcement in general. The work performed by the Police Department cannot be accomplished without the availability of devoted and knowledgeable staff. Expectations of law enforcement continue to increase every year. As an example, recent legislatively imposed training requirements have amplified the number of obligated hours an officer is required to have in order to maintain certification. Even a minimum average of 10 hours per officer, per year translates to

an equivalent amount of time staff is not available to perform essential duties such as proactive patrols, criminal investigations, or community outreach. Secondary effects of back filling staff to cover essential duties further reduces capacity through unnecessary shifting of short-term operational priorities and overworked staff.

Burned out or overworked staff can threaten the overall all response to the community, whether leading to longer wait times for calls for service, fewer crimes being solved, or reduced community-based law enforcement programs and initiatives. Local government, including law enforcement, have been increasingly faced with ‘doing more with less.’ Refining efficiencies to meet demands and expected performance continues to act as only a temporary solution. Likewise, a sincere concern exists should staffing levels fall below that which is required and hiring challenges fail to fill vacancies in a timely manner. A Police Executive Research Forum (PERF) study in 2019 revealed that nearly 86% of police agencies reported a staffing shortage, while the hiring rates fell by nearly 5% and retirements/resignations were up by 18% and 45% respectively.

A devoted attentiveness towards balancing efficiencies and workload is required to safeguard response to calls for service, criminal investigations, and community outreach obligations so they are not disrupted or sacrificed. Now, more than ever, law enforcement agencies need to prioritize recruitment, retention, organizational roles and staff workload as a holistic approach towards maximizing organizational performance and service output.

Redevelopment of Arlington Park

The Police Department continues to explore future impacts on law enforcement operations with a potential development of a large-scale professional sporting venue and entertainment district on the former Arlington Park property. While still in the very early stages, the Police Department has strategically prioritized the need to gain a better understanding of safety and security solutions should the development come to fruition in the coming years. Information learned by Police Department staff in these early stages confirms long-term planning is not only necessary, but critical, towards successful implementation of public safety preparedness on a project of this scale.

Several factors were identified in these early fact-finding stages which present very unique challenges. The number of large-scale professional football sporting venues with entertainment districts is intrinsically limited, let alone those located in major metropolitan suburban jurisdictions. As such, deployment models, resources and organizational capacities vary considerably and do not provide a truly distinct ‘apples-to-apples’ comparison with Arlington Heights. While important information and lessons are being learned from our law enforcement partners with large sporting venues, extensive research which combines various models is required to develop an accurate assessment and strong foundation for future planning. The Police Department is committed in making sure that whatever happens, staff will be prepared to deliver the same high-quality police services, not only to what is developed on the site, but also the community.

New Initiatives

Technology Advancements

Technology continues to evolve exponentially within the law enforcement field. While many of these improvements can be used to enhance law enforcement operations and potentially reduce workload, the majority are in direct response to the parallel evolution of technology within society. As an example, smart devices and surveillance cameras have become an essential part of everyday living for nearly every American. When such devices are used in connection or furtherance of criminal activity, investigators are tasked with reviewing digital evidence often necessitating the use of third-party software applications. Similarly, technology such as license plate recognition have advanced providing investigators with new information that can lead to faster resolution of criminal cases and increase crime prevention opportunities. In order to remain proactive, the Police Department will continue exploring necessary application of technology in operations to deliver exceptional service to the community.

Homeland Security and Preparedness

Homeland Security and Preparedness is a critical law enforcement and public safety function. While such initiatives are typically scaled in correlation to area infrastructure, special events and other various assessed threats, a large-scale

potential redevelopment of Arlington Park increases the need for expanded emergency preparedness. Moreover, recent critical incidents experienced both on the national and local level have demonstrated a need to review preparedness capacities. In recent years, the Police Department has prioritized critical incident response training for supervisory and line-level personnel. While maintaining an already robust state of readiness, additional effort should be placed on assessing threats with a low frequency and high consequence to emerging national and regional incidents, as well as potential future developments within the Village.

Funding Alternatives and Grants

The Police Department will continue to pursue research towards available funding alternatives and grant opportunities to meet organizational challenges, new initiatives or technological advancements. While the Department has been successful in obtaining funding for new equipment and programs over recent years, additional needs-based categories could provide opportunities for funding in areas such as Homeland Security and Emergency Preparedness.

Conclusion

In recent years, law enforcement has been challenged with a rapidly evolving landscape. Emerging forms of crime, newly enacted legislative mandates, criminal justice reform, expanding technologies and recruitment concerns are impacting police agencies in ways never before imagined. Police are also confronted with shifting strategies in response to increased mental health related calls for service and the rise in opioid-related pandemic concerns, all the while maintaining consistent high-quality core services. More than ever, the requirement of law enforcement to adapt to these exceedingly compounding issues necessitates a meticulous, comprehensive and proactive approach. The Police Department will continue efforts on developing long-term strategies for issues impacting the community, maximize efficiencies of an ever-increasing law enforcement workload, seek alternative methods and funding opportunities to supplement core services, and ensure public safety preparedness meets the expectations of the Arlington Heights community for decades to come. Nevertheless, the continued approach of *'doing more with less'*, through already exceedingly slim margins, cannot be sustained long term.

APPENDIX A – Police Department Organizational Chart

